

Economic Development

Economic Development: Activities, Rationale and Negative Effects

Activities included in Economic Development

- City promotions
- Civic and international relations
- Christchurch economic development coordination and leadership

Economic Development contributes to these community outcomes

- Christchurch is recognised as a great place to work, live, visit, invest and do business
- People have the information and knowledge to enable them to participate in society
- Cultural and ethnic diversity is valued and celebrated.
- The Council has effective relationships with central government and other key partners
- 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
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken

Economic Development has these negative effects:

| Effect | Council's Mitigation Measure |
|--|---|
| Local disengagement –especially in suburbs who won't get any banners | Leverage all additional opportunities for visiting events and festivals to utilise the street banners in promotion throughout city |
| Visitor experience 'let down' due to less 'visible' banners | Digital offering provides high quality information (managed through current budget) and printed material provides relevant, useful and engaging content |

Economic Development Statement of Service Provision

| Activity | Services provided | Performance Measures | Performance Targets | | | | |
|--|---|--|---|---|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 |
| City promotions | Deliver Christchurch city promotional material with information about living, visiting and doing business in Christchurch | The Council produces and distributes city promotional material, for residents and visitors | Provide print, web and digital (social media such as Face book, YouTube) promotional material across information categories, including: Christchurch Facts, City and Events Guide, City and regional map, City Walks and Drives, City Parks and Gardens | Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens | Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and | Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens | Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens |
| | | Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch | 85% | 85% | 85% | 85% | 85% |
| | Management of the CBD and city programme – Banners, Christmas decorations, City Hosts and Icons for the City | Manage the annual programme of street banners and seasonal decoration | Seasonal and event banners in place on banner sites all year (including Christmas decorations): Up to 16 events / seasonal change outs per annum. | Minimum of 37% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers [1] | Minimum of 52% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers | Minimum of 80% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers | Full usage 100% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers |
| Proposed changes for city promotions | | | Rationale | | | | |
| [1] Banner placement will be reduced initially, but gradually re-instated over the next four years | | | Cost saving initially, but restoring to facilitate community and resident engagement, celebration of city seasons, events and festivals | | | | |

| Activity | Services provided | Performance Measures | Performance Targets | | | | |
|-----------------------------------|--|---|---|---|---|--|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 |
| Civic and international relations | Maintain and develop strategic city-city programmes | Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links | Inform Council of opportunities for Christchurch in relationship networks based on disaster recovery | Investigate a new strategic city to city/region relationship with China where the opportunity exists for high value investment, growth, tourism and cultural links. | Establish a new strategic city to city/region relationship with China. | Strengthen the new strategic city to city/region relationship with China. | Strengthen the new strategic city to city/region relationship with China. |
| | | | | | | Investigate a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links | Establish a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links |
| | Maintain and develop relationships with Antarctic partners | Maintain and develop relationships with partners currently using Christchurch as a base for Antarctic programmes | Maintain three active partnerships within Antarctic Link Community: United States of America, New Zealand and Italy. | Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP) [1] | Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP) | Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP) | Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP) |
| | | | All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury scholarship | All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship | All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship. | All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship | All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship. |
| | Antarctic Office | Christchurch is recognised by Antarctic programmes as an excellent/ globally competitive Antarctic gateway city. | New measure | Establish an Antarctic office that is recognised as the single point of contact for the Christchurch Antarctic industry [2] | Implement Antarctic strategy | Implement a city/region Antarctic Strategy | Implement a city/region Antarctic Strategy |

| Activity | Services provided | Performance Measures | Performance Targets | | | | |
|---|---|--|---|---|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 |
| Civic and international relations (continued) | | | New measure | Develop and implement a city/region Antarctic Strategy [3] | Develop and implement a coordinated marketing programme which effectively communicates Christchurch's 'Antarctic product set' on behalf of all key stakeholders | Implement the coordinated marketing programme | Implement the coordinated marketing programme |
| | Delivery of Civic events - Citizenship Ceremonies, Anzac Day, Charter parades | Citizenship Ceremonies for Christchurch based 'new New Zealand citizens' delivered | Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget | Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget | Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget | Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget | Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget |
| | | Support the RNZRSA and community in the delivery of commemorative events | ANZAC Day commemorations in central Christchurch supported with planning and delivery | ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery | ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery | ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery | ANZAC Day commemorations in central Christchurch and other official commemorations supported with planning and delivery |
| | | Deliver functions / activities for visiting dignitaries | Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council | Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council | Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council | Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council | Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council |

| Activity | Services provided | Performance Measures | Performance Targets | | | | |
|---|---|--|--|---|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 |
| Civic and international relations (continued) | Delivery of Civic events - Citizenship Ceremonies, Anzac Day, Charter parades | Annual programme of other civic events delivered | Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations | Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events | Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events | Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events | Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events |

| Proposed changes for civic and international relations | Rationale |
|--|---|
| [1] Increase the number of Antarctic partnerships from three to five | Increased opportunities for economic benefit to Christchurch from supporting Antarctic programmes |
| [2] Establish an Antarctic Office | As above. Initial cost of \$250,000 per annum for the first three years |
| [3] Develop and implement an Antarctic strategy | Increased opportunities for economic benefit to Christchurch from supporting Antarctic programmes |

| Activity | Services provided | Performance Measures | Performance Targets | | | | |
|---|---|---|--|--|--|--|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 |
| Christchurch economic development coordination and leadership | Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration | CDC provides economic development leadership for Christchurch | Agreed work streams in the Economic Recovery Programme are delivered | Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2016 [1] | | Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2018 | There is a wide understanding in the business and government community of the key city and regional economic drivers |
| | | | New target | Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly [2] | Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly | Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly | The City and business community has an economic development plan which has up-to-date information on all development related activity |

| Activity | Services provided | Performance Measures | Performance Targets | | | | | |
|---|---|--|---|---|---|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 | |
| Christchurch economic development coordination and leadership (continued) | Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration (continued) | CDC provides economic development leadership for Christchurch (continued) | New target | | | | | Christchurch has a strong culture of innovation in business. Christchurch has more export focused businesses than other regions [3] |
| | | CDC maintains Centres of Expertise in Economic Research, Workforce, and Infrastructure | Two reports per annum produced on the productivity of the rural sector and its connection to the Christchurch economy | Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year | Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year | Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year | There are strong links between business and education. | |
| | | | Key economic indicators for Christchurch published quarterly | Produce 3 economic reports using the CDC knowledge base per year. | Produce 3 economic reports using the CDC knowledge base per year. | Produce 3 economic reports using the CDC knowledge base per year. | | |
| | | | Infrastructure: Update and expand the Canterbury economic infrastructure stock take annually by 30 June | Maintain and publish the Canterbury economic infrastructure situation report quarterly | Maintain and publish the Canterbury economic infrastructure situation report quarterly | Maintain and publish the Canterbury economic infrastructure situation report quarterly | | |
| | | CDC Leads the Canterbury Regional Innovation System (CRIS) | CRIS is responsible for commercialising 5 pieces of innovation per annum through new start ups or existing local businesses | 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 | 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 | 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 | Canterbury has the most effective innovation and commercialisation system in New Zealand which leads to more opportunities, wealth and jobs in knowledge intensive areas. | |

| Activity | Services provided | Performance Measures | Performance Targets | | | | | |
|---|---|--|--|--|--|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 | |
| Christchurch economic development coordination and leadership (continued) | Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration (continued) | CDC Leads the Canterbury Regional Innovation System (CRIS) (continued) | New target | In conjunction with the MBIE, CDC Innovation provides an innovation hub for use by early stage business & entrepreneurs in the region. [4] | In conjunction with the MBIE, CDC Innovation provides an innovation hub for use by early stage business & entrepreneurs in the region. | In conjunction with the MBIE, CDC Innovation provides an innovation hub for use by early stage business & entrepreneurs in the region | The region has the best access to capital, funding and resources for start-up ventures and commercialisation | |
| | | | New target | | | | A full suite of early stage business support is available to support innovative business ideas in the region. [5] | |
| | | CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS | New target | Business mentoring services are provided to 600 businesses per year. [6] | Business mentoring services are provided to 600 businesses per year. | Business mentoring services are provided to 600 businesses per year. | Business mentoring services are provided to 600 businesses per year. | Business growth and export is accelerated. They have access to training and resources to ensure they are innovating and exporting better than other regions |
| | | | 10 clients per annum will be intensively case managed for each priority sector. | 40 clients per annum will be intensively case managed | 40 clients per annum will be intensively case managed | 40 clients per annum will be intensively case managed | 40 clients per annum will be intensively case managed | |
| | | | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | |
| | | | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum | |

| Activity | Services provided | Performance Measures | Performance Targets | | | | |
|---|---|--|---|---|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 |
| Christchurch economic development coordination and leadership (continued) | Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration (continued) | CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS (continued) | Facilitate 10 local companies per annum to supply goods or services to the recovery programme. | Facilitate 10 local companies per annum to supply goods or services to the recovery programme | Facilitate 10 local companies per annum to supply goods or services to the recovery programme | Facilitate 10 local companies per annum to supply goods or services to the recovery programme | |
| | Tourism Development and Marketing | CCT provides leadership to the tourism sector in Christchurch | Three year strategic plan to be completed annually by 30 April | 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 CCT strategic plan to be updated by 30 June 2018 | Five year strategic plan to be updated biennially in 2020, 2022 and 2024. |
| | | CCCB (operated by CCT) promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions | Achieve a share of national delegate days for meetings, incentive, conference & exhibitions market in the 3.5% to 5.0% range | Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range [7] | Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range | Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range | Annual growth of 2-3% per annum once the new convention centre is open |
| | | CCT provides support to and works collaboratively with tourism business partners & suppliers | Hosting at least 3 Business Partner meetings annually to review progress of visitor recovery strategies and collaboratively identify new initiatives to improve the visitor economy | 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. | 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. | 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. | 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. |
| | | Engage with 15 tourism businesses per year on specific tourism projects and/or provision of marketing advice | Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant | Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant | Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant | Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant | |

| Activity | Services provided | Performance Measures | Performance Targets | | | | | |
|---|---|--|--|---|---|---|---|---|
| | | | Current | 2015-16 | 2016-17 | 2017-18 | 2018-2025 | |
| Christchurch economic development coordination and leadership (continued) | Tourism Development and Marketing (continued) | CCT facilitate cruise arrival arrangements at Akaroa and work with cruise lines to grow the cruise sector for Christchurch/Lyttelton & Akaroa | Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa | Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa | Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa | Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa | Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa | |
| | | | Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information | Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information | Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information | Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information | Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information | |
| | | Visitors utilise the services of the Christchurch Visitor Information Centre | Christchurch Visitor Centre will be open from 8.30 –5.00 daily (summer hours are 8.30 – 6.00) | Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 | Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 | Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 | Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 | Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600 |
| | | | Lyttelton (Community) Visitor Centre will be open 9.00-5.00 daily (with opening hours extended as necessary to accommodate cruise ship visits) | 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) | 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) | 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) | 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) | 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) |
| | | 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. | Contribute to 3 joint ventures per annum that support or maintain direct air links | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market |
| | | | | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market | CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market |

| <i>Proposed changes for economic development</i> | <i>Rationale</i> |
|---|---|
| [1] Review and update the Canterbury Economic Development Strategy | Agreed levels of service set by CDC Board and aligned with the activity management plan |
| [2] Provide further economic knowledge and insights to stakeholders | |
| [3] Increase innovation and export focus | |
| [4] Provide an innovation hub | |
| [5] Provide early support to innovative business ideas | |
| [6] New business mentoring service introduced | |
| [7] Target market share increased | Agreed levels of service set by CCT Board and aligned with the activity management plan |

Economic development

| Plan 2014/15 | | Plan 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|-----------------|--|-----------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | \$000 | | | | | | | | | |
| | Cost of proposed services | | | | | | | | | | |
| 423 | City promotions | 491 | 499 | 510 | 541 | 567 | 580 | 595 | 614 | 631 | 653 |
| 7,935 | Christchurch Economic Development, Leadership and Coordination | 7,892 | 7,895 | 7,853 | 7,983 | 8,156 | 8,289 | 8,464 | 8,678 | 8,850 | 9,067 |
| 1,277 | Civic and International Relations | 1,454 | 1,463 | 1,465 | 1,500 | 1,545 | 1,572 | 1,614 | 1,664 | 1,703 | 1,755 |
| - | Venue Management (Vbase) | - | - | - | - | - | - | - | - | - | - |
| 9,635 | | 9,837 | 9,857 | 9,828 | 10,024 | 10,268 | 10,441 | 10,673 | 10,956 | 11,184 | 11,475 |
| | Operating revenue from proposed services | | | | | | | | | | |
| 17 | City promotion | 17 | 17 | 18 | 18 | 19 | 19 | 20 | 20 | 21 | 22 |
| - | Christchurch Economic Development, Leadership and Coordination | - | - | - | - | - | - | - | - | - | - |
| 5 | Civic and International Relations | 30 | 31 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 |
| - | Venue Management (Vbase) | 100 | 102 | 105 | 107 | 110 | 113 | 116 | 120 | 124 | 128 |
| 22 | | 147 | 150 | 154 | 157 | 162 | 166 | 171 | 176 | 182 | 188 |
| - | Vested assets | - | - | - | - | - | - | - | - | - | - |
| 9,613 | Net cost of services | 9,690 | 9,707 | 9,674 | 9,867 | 10,106 | 10,275 | 10,502 | 10,780 | 11,002 | 11,287 |

Economic development funding impact statement

| Plan 2014/15 | | Plan 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|-----------------|--|-----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | \$000 | | | | | | | | | |
| | Sources of operating funding | | | | | | | | | | |
| 7,511 | General rates, uniform annual general charges, rates penalties | 7,651 | 7,725 | 7,744 | 7,933 | 8,161 | 8,328 | 8,555 | 8,831 | 9,051 | 9,333 |
| - | Targeted rates | - | - | - | - | - | - | - | - | - | - |
| 5 | Subsidies and grants for operating purposes | 30 | 31 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 |
| 17 | Fees and charges | 117 | 119 | 122 | 125 | 129 | 132 | 134 | 140 | 146 | 149 |
| - | Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - |
| - | Local authorities fuel tax, fines, infringement fees, and other receipts (a) | - | - | - | - | - | - | - | - | - | - |
| 7,533 | Total operating funding | 7,798 | 7,875 | 7,897 | 8,090 | 8,323 | 8,494 | 8,724 | 9,007 | 9,234 | 9,520 |
| | Applications of operating funding | | | | | | | | | | |
| 1,494 | Payments to staff and suppliers | 1,754 | 1,796 | 1,835 | 1,898 | 1,953 | 1,997 | 2,054 | 2,116 | 2,178 | 2,248 |
| - | Finance costs | - | - | - | - | - | - | - | - | - | - |
| 491 | Internal charges and overheads applied | 359 | 385 | 356 | 358 | 397 | 372 | 381 | 426 | 403 | 414 |
| 7,548 | Other operating funding applications | 7,640 | 7,609 | 7,583 | 7,711 | 7,850 | 8,002 | 8,166 | 8,342 | 8,530 | 8,735 |
| 9,533 | Total applications of operating funding | 9,753 | 9,790 | 9,774 | 9,967 | 10,200 | 10,371 | 10,601 | 10,884 | 11,111 | 11,397 |
| (2,000) | Surplus (deficit) of operating funding | (1,955) | (1,915) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) |
| | Sources of capital funding | | | | | | | | | | |
| - | Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - |
| - | Development and financial contributions | - | - | - | - | - | - | - | - | - | - |
| - | Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - |
| - | Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - |
| - | Lump sum contributions | - | - | - | - | - | - | - | - | - | - |
| - | Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - |
| - | Total sources of capital funding | - | - | - | - | - | - | - | - | - | - |
| | Applications of capital funding | | | | | | | | | | |
| | Capital expenditure | | | | | | | | | | |
| - | - to replace existing assets (b) | - | - | - | - | - | - | - | - | - | - |
| - | - to improve the level of service | - | - | - | - | - | - | - | - | - | - |
| - | - to meet additional demand | - | - | - | - | - | - | - | - | - | - |
| (2,000) | Increase (decrease) in reserves | (1,955) | (1,915) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) |
| - | Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - |
| (2,000) | Total applications of capital funding | (1,955) | (1,915) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) |
| 2,000 | Surplus (deficit) of capital funding | 1,955 | 1,915 | 1,877 | 1,877 | 1,877 | 1,877 | 1,877 | 1,877 | 1,877 | 1,877 |
| - | Funding balance | - | - | - | - | - | - | - | - | - | - |
| | Reconciliation to net cost of services | | | | | | | | | | |
| (2,000) | Surplus (deficit) of operating funding from funding impact statement | (1,955) | (1,915) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) | (1,877) |
| (7,511) | Remove rates funding | (7,651) | (7,725) | (7,744) | (7,933) | (8,161) | (8,328) | (8,555) | (8,831) | (9,051) | (9,333) |
| (102) | Deduct depreciation expense | (84) | (67) | (53) | (57) | (68) | (70) | (70) | (72) | (74) | (77) |
| - | Add capital revenues | - | - | - | - | - | - | - | - | - | - |
| - | Add vested assets / non cash revenue | - | - | - | - | - | - | - | - | - | - |
| (9,613) | Net cost of services per activity statement surplus/(deficit) | (9,690) | (9,707) | (9,674) | (9,867) | (10,106) | (10,275) | (10,502) | (10,780) | (11,002) | (11,287) |
| | Footnotes | | | | | | | | | | |
| - | (a) Earthquake related operating recoveries | - | - | - | - | - | - | - | - | - | - |
| - | (b) Earthquake rebuild application of capital funding | - | - | - | - | - | - | - | - | - | - |