

Activity 5.1: Christchurch Economic Development Leadership and Coordination

Accountable Manager: Alan Bywater

What services are provided?

- 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

Why do we provide these services?

To increase the wealth and prosperity of Christchurch, therefore increasing the standard of living and quality of life of its people. To increase the capability and competitiveness of our industries by ensuring the availability of appropriate, modern infrastructure, capital, and a skilled workforce.

Visitor and tourism promotion has been identified as a significant economic contributor to Christchurch.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<p>Christchurch has a highly skilled workforce</p> <p>Christchurch's infrastructure supports sustainable economic growth</p> <p>There is a critical mass of innovative key business sectors</p> <p>Christchurch has globally competitive businesses driving exports and generating wealth</p> <p>Christchurch is recognised as a great place to work, live, visit, invest and do business</p> <p>The opportunities given by the earthquakes to rethink the shape of the city are fully taken</p>	<p><i>Workforce and skills development services coordinate and provide direction for initiatives that identify and develop the skills and talent Christchurch needs for economic growth.</i></p> <p><i>By taking a coordination and leadership role, economic development services identify the infrastructure needed to support Christchurch's economic development and liaise with relevant agencies to facilitate its delivery.</i></p> <p><i>Working with, and providing support to, business sectors with high growth potential helps to establish a critical mass of innovative key business sectors within Christchurch.</i></p> <p><i>The leadership and coordination provided by economic development services helps to create an environment that fosters the development of globally competitive businesses in Christchurch.</i></p> <p><i>Tourism development services support the growth of the tourism industry; business acceleration services support the development of high growth potential business sectors</i></p> <p><i>Visitor promotion services enhance Christchurch's reputation as a great place to visit by providing integrated marketing support across the industry and promoting Christchurch as the best value destination for conventions and exhibitions.</i></p> <p><i>Coordinated marketing support provided by economic development services contributes to Christchurch being recognised as a great place to work, invest and do business.</i></p> <p><i>Participating in earthquake recovery planning enables economic development services to influence the future development of the city.</i></p>

Which group or section of the community will benefit from this activity?:

Business community (general), specific industry groupings/clusters, specific businesses; Hospitality and tourism businesses, visitors.

Key legislation:

Local Government Act 2002

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Coordination and Leadership of Economic Development Programmes					
5.1.2 CDC provides economic development leadership for Christchurch	Undertake a revision of the Christchurch Economic Development Strategy to Inform Economic recovery programme and The longer term Vision for the city And region's growth by 31 March 2012. Develop an Implementation plan for the Christchurch Economic Development Strategy by 31 December 2012.	Economic development strategies are a common means of planning efforts to promote economic growth in cities in NZ and overseas. Previously CCC has participated in the Canterbury Economic Development Strategy	5.1.2.1 Develop a Greater Christchurch Economic Development Strategy by end December 2013 5.1.2.2 Agreed work streams in the Economic Recovery Programme are delivered	CDC's leadership of CEDS reflects its core role of providing economic development leadership for, and on behalf of, Christchurch. CDC will revise CEDS with an earthquake filter in 2012/13. THE COUNCIL WILL HAVE THE OPPORTUNITY TO ENDORSE CEDS. The Greater Christchurch economy and particularly rural productivity is integral to the success of the Christchurch Economy. CDC will need to work with Enterprise North Canterbury and the UDS partners to expand the scope of CEDS to develop a Greater Christchurch Economic Development Strategy. CDC is working closely with CERA in the development and subsequent implementation of the Economic Recovery Programme. There is an inevitable overlap between some economic recovery activities and activities for economic growth. Where work streams in the ERP are consistent with long-term economic growth activities it is appropriate for CDC to deliver them. Where activities are purely recovery focused (i.e. no long-term growth focus) CDC may undertake them but with funding provided by government.	Accepted

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Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Coordination and Leadership of Economic Development Programmes (cont'd)					
5.1.3 CDC develops Centres of Expertise in Economic Research, Workforce, and Infrastructure	Economic models are maintained up to date to support economic analysis.	Christchurch/Canterbury economic model, capable of undertaking economic impact assessments was initially developed in 2009	<p style="text-align: center;">Economic Research</p> <p style="text-align: center;">5.1.3.1</p> <p>Economic futures model is applied to inform 12 economic development projects per annum.</p> <p style="text-align: center;">5.1.3.2</p> <p>Two reports per annum produced on the productivity of the rural sector and its connection to the Christchurch economy.</p>	<p>Good quality information is required on the Christchurch economy to inform strategy and decision making by a range of organisations. CDC will revise the existing economic futures model to improve its outputs and broaden its scope in 2012/13.</p> <p>The success of the Christchurch economy is highly dependent on the productivity of the surrounding rural areas. This productivity is in turn dependent on the way water allocation is sustainably managed. To date the economic drivers for water allocation have been insufficiently RESEARCHED AND articulated. Water modelling is done in consultation with ECan, and is consistent with Canterbury Water Management Strategy (CWMS).</p> <p>CDC will develop a models for sustainable use of water and its benefits to Christchurch in 2012/13</p>	Accepted

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Coordination and Leadership of Economic Development Programmes (cont'd)					
<p>5.1.3 CDC develops Centres of Expertise in Economic Research, Workforce, and Infrastructure (cont'd)</p>	<p>Creation and leadership of the Canterbury Employment & Skills Board by December 2011</p> <p>Production of a matched demand and supply schedule for construction recovery skills sets by 31 January 2012</p> <p>Securing, through influence, the allocation of external funding into three skills development packages by April 2012</p> <p>Infrastructure audit updated post-earthquakes by 31 March 2012</p> <p>Revised infrastructure action plan developed by April 2012</p>	<p>Canterbury Employment & Skills Board was created in 2011/12</p> <p>Matched Demand and supply schedule for construction recovery skill sets completed in 2011/12</p> <p>External funding secured for three skills Development packages in 2011/12.</p> <p>Economic infrastructure stock take completed by CDC pre-earthquakes.</p>	<p>Human Capital & Workforce</p> <p>5.1.3.3 Human Capital Strategy updated annually by 30 June</p> <p>5.1.3.4 80% Human Capital and Workforce projects on track per annum</p> <p>Infrastructure</p> <p>5.1.3.5 Update and expand the Canterbury economic infrastructure stock take annually by 30 June</p> <p>5.1.3.6 Prioritisation of infrastructure projects reviewed annually by 30 June, with review distributed to key infrastructure providers.</p>	<p>Availability of a skilled workforce is essential to support economic growth. CDC intends to develop a Human Capital Strategy in 2012/13. This strategy will aim to attract and retain skilled workers, as well as train and develop the skills of those already within the region to increase productivity and earnings per individual. It will act as an enabler for business development, ensuring that key sectors and businesses are able to attract sufficient staff to drive growth and target investment in the labour market for maximum benefit. Global networks to access human capital pools will be developed.</p> <p>Infrastructure rebuild and development should be reviewed with long term strategic approach that is mindful of economic benefits, (and big wins), to assist prioritisation of resource allocation by infrastructure providers. This work will be undertaken with regional infrastructure providers.</p> <p>CDC will update and expand the Canterbury economic infrastructure stocktake in 2012/13</p> <p>Reviewing infrastructure projects annually within the region will ensure optimal return on capital.</p>	<p>Accepted</p>

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Coordination and Leadership of Economic Development Programmes (cont'd)					
5.1.4 CDC initiates and/or implements priority economic development projects identified through Christchurch Economic Development Strategy or Greater Christchurch Economic Development Strategy	Capital Cluster: Establish a cluster of debt and capital providers which increases the investment readiness of ten local companies by 30 June 2012.	Level of service in CCLTPP Activity Management Plan – Key Council strategies are monitored and progress on implementing them is reported annually.	5.1.4.1 All projects prioritised by 30 June 2014 5.1.4.2 All projects initiated by 30 June 2015 5.1.4.3 Progress with implementation of CEDS and Greater Christchurch ED Strategy monitored annually: 80% of projects on track for completion 5.1.4.4 All projects completed by 30 June 2022	A number of projects will be identified in the revision of CEDS (5.1.2). Delivery of CEDS and Greater Christchurch Economic Development Strategy outcomes is heavily dependent of successful implementation of the projects identified.	Accepted
5.1.5 CDC Leads the Canterbury Regional Innovation System (CRIS)	Project Innovation: At least two projects that attract external funding secured by 30 June 2012. Formulate an Overarching Innovation strategy for the Region (CRIS) that will channel national funding and incentives via this structure. Strategy to be in place by March 2012.	CDC has developed the Canterbury Centre for Innovative Food and health Hub over the last couple of years.	5.1.5.1 CRIS is responsible for commercialising 5 pieces of innovation per annum through new start ups or existing local businesses Investment 5.1.5.2 10 high-growth-potential businesses and projects that meet investment objectives of Canterbury Economic Development Fund are identified and invested in each year.	Innovation is a key economic enabler and a well-functioning innovation system will provide significant growth for Christchurch. CDC will act as an intermediary which promotes the regional innovation system and provides leadership. CRIS will create a focus within the R & D community on business led innovation, increase the effective transmission of knowledge, resources and opportunity across the innovation system. CRIS aims to be acknowledged by Government as a driver of regional GDP growth and receive funding to support this Lack of capital has been identified as one of the key barriers to growth.	Accepted

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Coordination and Leadership of Economic Development Programmes (cont'd)					
<p>5.1.6 CDC facilitates the development of key sectors and specific high growth potential businesses within these sectors to achieve national and local government growth agendas, such as</p> <ul style="list-style-type: none"> • Technology (ICT) • Specialised manufacturing • Primary manufacturing (incl Agritech) • Export Education services (not exhaustive) 	<p>Complete sector-based initial gap analysis and research to assess earthquake impacts in Christchurch City by 30 September 2011.</p> <p>Complete sector based gap analysis and research to assess earthquake impacts at a greater Christchurch level by 31 December 2011.</p> <p>Provide five local companies with a customized High Performance Workplace service by 30 June 2012.</p> <p>Complete 150 company engagements, assessments and/or action plans to boost company capability and growth by 30 June 2012.</p>	<p>CDC intensive case managed 10 high-growth-potential businesses in priority industry sectors in 2010/11</p> <p>CDC developed 4 'road maps' for growth sectors in 2010/11</p>	<p>5.1.6.1 10 clients per annum will be intensively case managed for each priority sector.</p> <p>5.1.6.2 For each sector a wider group of at least 25 clients will be engaged with in a broader industry sector program.</p> <p>5.1.6.3 6 businesses utilise the distribution networks and contacts for promoting trade in China per annum</p> <p>5.1.6.4 Business improvement services are provided to 10 medium to large Christchurch businesses per annum.</p>	<p>Focus on key sectors is an internationally recognised approach to improving business performance and maximising productivity. Focus on sectors improves speed of development, fosters innovation and provides critical mass.</p> <p>The intention is to ensure that each of the key sectors is able to provide the necessary services and institutions that support individual company growth.</p> <p>Key sectors:</p> <ul style="list-style-type: none"> § Technology (ICT) § Specialised Manufacturing § Services § Primary Production (Agritech) § Export Education <p>CDC will define the distribution networks and contacts structure for promoting trade with China in 2012/13.</p> <p>Contact through the earthquake recovery period has identified that larger companies (as well as small to medium enterprises) are in need of business improvement services. These companies are frequently larger employers and make significant contributions to the Christchurch economy.</p>	<p>Key sectors (not exhaustive) included.</p> <p>Need for coordinated funding regime (CCBA etc), plus more / better reporting back from CDC / CCT</p>

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Coordination and Leadership of Economic Development Programmes (cont'd)					
5.1.17 CDC facilitate Business Recovery	<p>As a key partner of the Canterbury Business Recovery Trust support it to raise \$5m for by 30 June 2012.</p> <p>Provide a flow of suitable businesses for the Canterbury Business Recovery Fund to issue grants and loans, according to the Fund criteria. Targeted to have the CBRF issue \$2million in loans and grants by 31 March 2012.</p> <p>As a key shareholder of Recover Canterbury complete 600 company assessments and/or action plans as a basis for ensuring company survival and stabilization by 30 June 2012.</p> <p>As a key shareholder of Recover Canterbury allocate \$450,000 of voucher funding to businesses by 30 June 2012.</p> <p>Deliver five earthquake-recovery workshops to local businesses by 30 June 2012.</p>	<p>Recover Canterbury has carried out 600 company assessments and/or action plans as a basis for ensuring company survival and stabilization in 2011/12</p>	<p>Facilitate 10 local companies per annum to supply goods or services to the recovery programme.</p>	<p>Recover Canterbury is a joint venture with the Canterbury Employers' Chamber of Commerce (CECC) focused on helping SME businesses recover from the earthquake. It is anticipated that Recover Canterbury will engage with 360 enterprises in 2012/13 and will be wound down by 30 June 2013.</p> <p>There are opportunities for local firms to be suppliers for recovery programmes. Facilitation by CDC enables local companies access to this business.</p>	Accepted

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Tourism Development and Visitor Promotion					
5.1.7 CCT provides leadership to the tourism sector in Christchurch.	3 year strategic plan update completed annually by 15 June. A new medium term visitor strategy for Christchurch and Canterbury, taking account of the post Earthquake environment, is completed by 30 October 2011.	Crown entities engage with ministers annually regarding 3 year strategic plans and provide annual performance reports.	5.1.7.1 Three year strategic plan to be completed annually by 30 April	CCT receives funding from the Council for visitor promotion, visitor information, and outreach. CCT has the tourism knowledge and capability to research and plan the appropriate tourism marketing strategy for the region. The strategic plan is intended to: 1. optimise the rate of visitor recovery following the 2011 earthquake events and 2. establish the best visitor targeting and marketing strategies to deliver sustained future visitor growth and higher yield outcomes for the visitor sector. The three year strategic plan shall identify and address : 1. earthquake recovery progress, forecasts and issues 2. long term tourism development goals for CCT 3. summarise the tourism market environment for Christchurch & Canterbury 4. establish clear strategic marketing goals and KPIs for CCT	Accepted

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Tourism Development and Visitor Promotion (cont'd)					
5.1.8 CCT promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions	CCT will initiate a new marketing programme to attract incentive groups to the Canterbury region and will host no less than 20 incentive buyers within the region for product briefings in 2011/12.	Canterbury share of total delegate days (All MICE categories : Meetings, Incentive, Conference and Exhibitions) 2012: Est 3% 2011: 9% 2010: 14%	5.1.8.1 Achieve a share of national delegate days for MICE (Meetings, Incentive, Conference & Exhibitions) market in the 3.5% to 5.0% range 5.1.8.2 To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)	Market the city's desirable conference products and venues, aiming for a gradual improvement in business events tourism sector as the built structure situation improves for hotels, conference venues and convention centre. Continue to market the city to the C&I industry with a focus primarily on smaller conferences from the NZ domestic market and incentive groups from Australia until such time as the city has the capacity for the recommencement of large conferences.	Accepted
5.1.10 CCT provides support to and works collaboratively with tourism business partners & suppliers	Annual Operator fees of \$130,000 per annum	CCT has held several meetings with a range of business partners to develop the draft tourism recovery plan in 2011/12	5.1.10.1 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. 5.1.10.2 Engage with 15 tourism businesses per year on specific tourism projects and/or provision of marketing advice	The Business Partner programme is means by which CCT engages with the industry to provide trend and market opportunity information and enable tourism businesses to be part of and contribute to the 'visitor experience' in Christchurch.	Accepted

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Tourism Development and Visitor Promotion (cont'd)					
5.1.12 CCT works in collaboration with the visitor industry to develop new and emerging market segments	<p>CCT runs a minimum of two workshops per year with visitor industry participants</p> <p>Contribute to at least two international air link opportunities per annum</p> <p>Hosts a minimum of 12 airline and travel seller management per year</p>	No benchmarks identified.	<p>5.1.12.1 CCT runs a minimum of two workshops per year with visitor industry participants on the development of new markets and travel segments</p> <p>5.1.12.2 CCT works collaboratively with Chch 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 CCT hosts a minimum of 12 airline and travel seller management per year on fact finding visits to Christchurch and Canterbury</p>	<p>CCT receives funding from the Council for tourism development, visitor promotion and outreach.</p> <p>The Christchurch and Canterbury region needs to develop new and higher yielding tourism market segments to offset the losses in tourism volume and revenue brought about by the 2010-11 earthquakes.</p> <p>New tourism development initiatives are required to support the development of new direct air links to Christchurch.</p>	Accepted
5.1.19 CCT facilitate to and grow the cruise sector for Christchurch/ Lyttelton & Akaroa	<p>2011/12 season Cruise NZ satisfaction levels in Akaroa 8.72/10</p> <p>Collateral, wharf side Visitor Information Service & shuttle have been provided in 2011/12</p>		<p>5.1.19.1 Services provided to support cruise ship visits to Akaroa:</p> <ul style="list-style-type: none"> • Wharf side Visitor Information mobile facility • Printed collateral for arriving cruise passengers on regional activities & information <p>5.1.19.2 Cruise NZ satisfaction levels in Akaroa meet or exceed 8.7/10 for cruise passengers arriving at Akaroa</p> <p>5.1.19.3 CCT will develop and agree a cruise season plan with the Akaroa Community and manage it's implementation</p>	<p>CCT will work with and facilitate the delivery of the cruise season in Christchurch/Akaroa /Lyttelton</p> <p>Develop and maintain key relationships with:</p> <ul style="list-style-type: none"> • Akaroa/Waiwera Community Board • Akaroa District Promotions • Christchurch City Council • Lyttelton Port Company <p>Cruise NZ satisfaction levels for Lyttelton to be set when cruise berthing returns to that location. Ensure that the Akaroa community is involved in key decisions surrounding cruise ship visits.</p>	<p>Accepted</p> <p>Additional target added per Annual Plan 2012/13 decision</p>

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Tourism Development and Visitor Promotion (cont'd)					
5.1.20 Visitors utilise the services of the Christchurch and Akaroa Visitor Information Centres	<p>A minimum of 130,000 visitors per year utilise the services of the Christchurch and Akaroa Visitor Information Centres</p> <p>I-site visitor numbers:</p> <p>Christchurch 2012: 128,104 (to date) 2011: 377,791 2010: 484,993</p> <p>Akaroa 2011: 136,184 2010: 59,981</p>	<p>I-site opening hours:</p> <p>Wellington 8.30-5 11-4 PM on Public Holidays</p> <p>Auckland 8.30-6 in winter 8.30 – 8 in summer 2011/12</p> <p>I-site visitor numbers:</p> <p>Christchurch 2012: 128,104 (to date?) 2011: 377,791 2010: 484,993</p> <p>Akaroa 2011: 136,184 2010: 59,981</p>	<p>5.1.20.1 Akaroa Visitor Centre maintains visitor number levels in the range of 165,000 to 185,000 visitors annually for the duration of relocated cruise ship visits</p> <p>5.1.20.2 Akaroa Visitor Centre will be open from 8.30 -5.00 daily (winter hours are 10.00 – 4.00)</p> <p>5.1.20.3 Christchurch Visitor Centre increase visitor utilization by 5% per annum</p> <p>5.1.20.4 Christchurch Visitor Centre will be open from 8.30 – 5.00 daily (summer hours are 8.30 – 6.00)</p> <p>5.1.20.5 Lyttelton (Community) Visitor Centre will be open 9.00-5.00 daily (with opening hours extended as necessary to accommodate cruise ship visits)</p>	<p>Visitors seek reliable and impartial information about both paid for and free visitor attractions and activities.</p> <p>It is critically important that tourism businesses have the opportunity for product promotion and a point of sale outlet in a centrally located Visitor Centre.</p>	<p>Accepted</p> <p>Target re <i>Little River visitor information provided at Art Station – open 9-5 in summer, 9.30-4.30 in winter</i> deleted</p>

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Tourism Development and Visitor Promotion (cont'd)					
5.1.15 CCT actively promote the city in markets with direct air services to Christchurch	<p>More than 80,000 online campaign responses to the CCT led South Island Self Drive Campaign.</p> <p>Holiday visitor arrivals performance trend in the Dec 2011 and March 2012 quarters is on average a 5% better result than the year on year trend for the Sep 2011 quarter.</p> <p>Malaysia holiday visitor arrivals into Christchurch exceed 7,000 pax in FY 2011/12.</p>	<p>60,674 total visits to the South Island Campaign landing page in 2011/12</p> <p>December 2011 quarter holiday arrival results were 8.3% better than the year on year trend for the September 2011 quarter.</p> <p>12,128 Malaysian holiday visitors to Christchurch during the period from July 2011 until February 2012.</p>	5.1.15.1 Deliver advertising campaigns in Australia that align with the current market strategy for a period of at least 4 months per annum	Australia is Christchurch's most significant market in terms of arrivals and this market travels year round and doesn't rely on a seasonal offering like many other major markets. In terms of marketing of the destination within the Australian market Tourism New Zealand adopt a broader NZ perspective and expect Regional Tourism Operators to enhance activity with strong regional propositions and promotions.	Accepted <i>For a period of at least included</i>

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Tourism Development and Visitor Promotion (cont'd)					
5.1.21 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.	Contribute to 3 joint ventures per annum	No identified benchmarks	5.1.21.1 Contribute to 3 joint ventures per annum that support or maintain direct air links	Long haul air services are increasingly difficult to economically maintain due to the rising cost of jet fuel and government taxes. CCT and CIAL seek to maintain high loadings on air services into Christchurch to ensure the long term economic sustainability of direct air links. CCTs outputs will be focused on marketing of our destination and CIAL outputs will be focused on commercial arrangements including incentives to airlines. The aim is to pursue partnerships at that can leverage other organisation's activities and increase overall effectiveness.	Accepted Wording added that clarifies the roles of CIAL and CCT
5.1.22 CCT continue an active communication programme with media and trade	Trade training delivered to at least 4 events per annum Familiarisations carried out with 30 trade organisations Familiarisations carried out with 150 media individuals	No identified benchmarks	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	2011/12 required a big presence in both media and trade with communication about Christchurch. With increased funding CCT was active across all major inbound markets and achieved some high impact results. CCT needs to be able to give accurate situation updates on how Christchurch is progressing with recovery following the 2011 earthquakes. (Famils, or familiarizations, entail hosting media or trade wholesalers on tours of activities, attractions, accommodation and other relevant tourism opportunities)	Accepted

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Non-LTP Performance Standards

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Coordination and Leadership of Economic Development Programmes (cont'd)					
5.1.3 CDC develops Centres of Expertise in Economic Research, Workforce, and Infrastructure (cont'd)	<p>Develop an 'Economic Observatory' of web-based regional economic information including specific information on Christchurch's Post-Earthquake recovery by 31 December 2011.</p> <p>Maintain current web based regional economic information.</p> <p>Analysis of Christchurch economy carried out as per Core Cities model completed by 31 December 2011.</p>	<p>Since 2009 CDC has been tracking Christchurch economic indicators and reporting them via its website.</p>	<p style="text-align: center;">Economic Research 5.1.3.7</p> <p>Key economic indicators for Christchurch published quarterly.</p>	<p>Good quality information is required on the Christchurch economy to inform strategy and decision making by a range of organisations. Key economic indicators will be published quarterly on the CDC website and distributed to stakeholders.</p>	Accepted

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Non-LTP Performance Standards

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Tourism Development and Visitor Promotion (cont'd)					
5.1.10 CCT provides support to and works collaboratively with tourism business partners & suppliers	Operator annual fees contribute a minimum of \$130,000 pa to CCT	Operator annual fees . \$524,433 in 2009/10 and \$624,757 In 2010/11	5.1.10.3 Annual Operator fees of \$140,000 per annum	The Business Partner programme is means by which CCT engages with the industry to be part of and contribute to the 'visitor experience' in Christchurch.	Accepted
5.1.14 CCT increases communication effectiveness of www.christchurchnz.com	A minimum of 410,000 users Visit www.christchurchnz.com per year More than 30,000 online campaign responses to the CTP funded online advertising in Malaysia and Singapore.	2011/12 page views 4 and average time on site 3:55 minutes	5.1.14.1 Increasing page views from 4.0 pages by 3% each year (based on 2011/12 FY estimate) 5.1.14.2 Increase average time on site from 3:55 minutes by 3% each year. (based on 2011/12 FY estimate)	The focus of the site is to provide detailed quality information about the city and region to paint an accurate picture of the city and a quality planning tool for potential visitors The measures of page views (number of separate pages on the site) and duration (length of stay on the site) more accurately reflect visitor engagement compared to site visits where no consideration is given to what visitors are viewing or for how long	Bring back integrated planning / approach for promotion of city as a whole; who owns, monitors, delivers and funds. Consider other marketing options, such as mobile ph apps.
5.1.15 CCT actively promote the city in markets with direct air services to Christchurch (cont'd)	CCT and the Canterbury Tourism Partnership aim to achieve a minimum of \$150,000 of private sector contribution and \$200,000 of other South Island local Government Funding contribution	Canterbury Tourism Partnership partners have contributed matching funds of \$500k each in 2011/12.	5.1.15.2 CCT participates in the Canterbury Tourism Partnership with the aim of developing joint marketing activities to which CIAL and MED each contribute funding that match CCT's contribution each year.	CCT requires funding beyond basic marketing communication activity to be able to deliver destination promotion campaigns in key markets to attract visitors to our region. This is particularly important from markets where we are connected by direct international air services (Australia, Japan & SE Asia).	LOS re-worred to what CCC directly controls. Specifies CCTs influence and links to CEF.