

# Economic Development

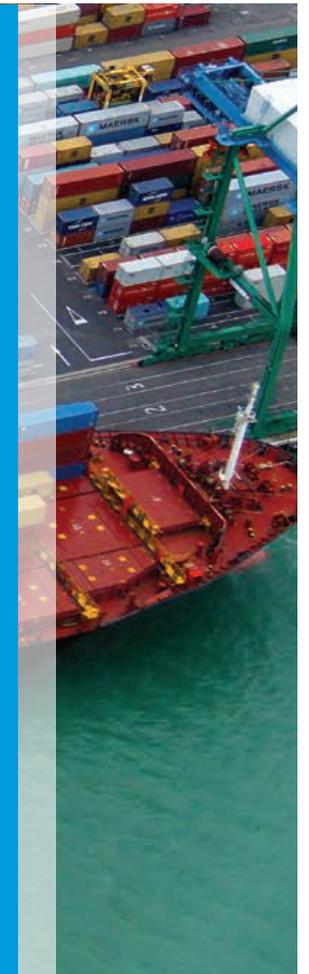


*“I don’t think the economic development of a city can be left to the private sector alone. It goes hand-in-hand with social development. The Council at least needs to set some direction and parameters, so we end up with the city we want, not at the mercy of developers.”*

*There’s definitely still a place for the Council to stay in the area of social housing. We can’t have a city that’s a good place for everybody to live in if the Council isn’t providing social support in a variety of ways. I’m happy for some of my rates to go towards these sorts of services.”*



**Barry Brooker**  
Central City



## What activities are included in economic development?

### Christchurch Economic Development Leadership and Coordination

- 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

### City Promotions

- Deliver Christchurch city promotional material with information about living, visiting and doing business in Christchurch (such as brochures, merchandise and websites)
- Management of the Christchurch city promotional film and photographic library stock
- Management of the city wide street banners programme - seasonal banners, event banners and Christmas decorations for the City

### Civic and international relations

- Maintain and develop strategic city-city programmes
- Maintain and develop relationships with Antarctic industry partners - USA, NZ and Italy Antarctic Research programmes
- Delivery of annual programme of Civic events - Citizenship Ceremonies, Anzac Day, Charter parades
- Delivery of special events in support of the Office of the Mayor

## Why is the Council involved in economic development?

- 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.
- To foster economic development, embrace diversity and social/cultural understanding, attract talented migrants and high value tourists and be more influential in areas such as international peace, social and environmental sustainability.

## How does economic development contribute to our community outcomes?

### Christchurch has a highly skilled workforce

- Workforce and skills development services coordinate and provide direction for initiatives that identify and develop the skills and talent Christchurch needs for economic growth.

### Christchurch's infrastructure supports sustainable economic growth

- 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.

### There is a critical mass of innovative key business sectors

- 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.

### Christchurch has globally competitive businesses driving exports and generating wealth

- The leadership and coordination provided by economic development services helps to create an environment that fosters the development of globally competitive businesses in Christchurch.
- Tourism development services support the growth of the tourism industry; business acceleration services support the development of high growth potential business sectors

Council Activities and Services

Economic Development

**How does economic development contribute to our community outcomes?**

(continued)

**Christchurch is recognised as great places to work, live, visit, invest and do business**

- 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.
- Coordinated marketing support provided by economic development services contributes to Christchurch being recognised as a great place to work, invest and do business.
- Preparation of promotional materials across print, web and digital platforms provides Christchurch residents with information about the city and promotes it as an attractive destination to work, live, visit and do business.
- Management of the city’s promotional film and photographic library stock helps support the preparation of these materials.
- The street banners programme provides the city with seasonal colour and a festive atmosphere, enhancing the perception of Christchurch as a great place to live and visit.
- Managing sister city relationships provides a platform for attracting high value investment, growth and innovation, as well as talented migrants and high value tourists.
- Developing relationships with Antarctic industry partners helps cement Christchurch’s place as a great base for Antarctic programmes.

- Civic and special events provide opportunities for strengthening relationships with the local community and with national and international visitors.

**The opportunities given by the earthquakes to rethink the shape of the city are fully taken**

- Participating in earthquake recovery planning enables economic development services to influence the future development of the city.

**People have the information and skills to enable them to participate in society**

- Promotional materials and websites inform residents and visitors about key events, attractions and facilities within the city, encouraging participation.

**Cultural and ethnic diversity is valued and celebrated**

- Managing sister city relationships and associated events contributes to the promotion of cultural links and understanding.
- Civic events provide opportunities for celebrating the cultural and ethnic diversity of the city and enhancing cultural understanding.

**What changes are planned for economic development?**

Services and targets have been re-worked from first principles in order to provide better support to post-earthquake recovery. Services will include increased research, implementing priority development projects and supporting regional innovation strategies.

**What negative effects or risks can occur in relation to economic development?**

Negative Effects	Mitigation Options
Pressure on Christchurch’s infrastructure.	Planning and implementation of national and local government strategies.
Pressures on our social framework and the environment.	Planning and implementation of national and local government strategies, and education.



Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<p><b>Christchurch economic development leadership and coordination</b></p>	<p>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</p>	<p>Coordination and Leadership of Economic Development Programmes (including Leadership of the Canterbury Regional Innovation System, Industry Development and Business Acceleration services and Workforce Development)</p>	<p>Measure</p>	<p>Develop a Greater Christchurch Economic Development Strategy</p>
		<p>Canterbury Development Corporation Ltd (CDC) provides economic development leadership for Christchurch</p>	<p>Agreed work streams in the Economic Recovery Programme are delivered</p>	
		<p>CDC develops Centres of Expertise in Economic Research, Workforce, and Infrastructure</p>	<p>Economic Research: Economic futures model is applied to inform economic development projects</p>	
			<p>Economic Research: reports are produced on the productivity of the rural sector and its connection to the Christchurch economy.</p>	
			<p>Human Capital and Workforce: Human Capital Strategy updated annually by 30 June</p>	
			<p>Human Capital and Workforce: projects are on track per annum</p>	
			<p>Infrastructure: Update and expand the Canterbury economic infrastructure stock take annually</p>	
			<p>Infrastructure: Prioritisation of infrastructure projects reviewed annually, with review distributed to key infrastructure providers.</p>	
		<p>CDC initiates and/or implements priority economic development projects identified through Christchurch Economic Development Strategy or Greater Christchurch Economic Development Strategy</p>	<p>All projects prioritised by 30 June 2014</p>	
			<p>All projects initiated by 30 June 2015</p>	

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
Data for 2012/13 not available until after 30 June 2013	Develop a Greater Christchurch Economic Development Strategy by end December 2013		
Data for 2012/13 not available until after 30 June 2013	Agreed work streams in the Economic Recovery Programme are delivered	Agreed work streams in the Economic Recovery Programme are delivered	
Data for 2012/13 not available until after 30 June 2013	Economic Research: Economic futures model is applied to inform 12 economic development projects per annum.	Economic Research: Economic futures model is applied to inform 12 economic development projects per annum.	
Data for 2012/13 not available until after 30 June 2013	Two reports per annum produced on the productivity of the rural sector and its connection to the Christchurch economy.	Two reports per annum produced on the productivity of the rural sector and its connection to the Christchurch economy.	
Data for 2012/13 not available until after 30 June 2013	Human Capital and Workforce: Human Capital Strategy updated annually by 30 June	Human Capital and Workforce: Human Capital Strategy updated annually by 30 June	
Data for 2012/13 not available until after 30 June 2013	Human Capital and Workforce: 80% Human Capital and workforce projects on track per annum	Human Capital and Workforce: 80% Human Capital and workforce projects on track per annum	
Data for 2012/13 not available until after 30 June 2013	Infrastructure: Update and expand the Canterbury economic infrastructure stock take annually by 30 June	Infrastructure: Update and expand the Canterbury economic infrastructure stock take annually by 30 June	
Data for 2012/13 not available until after 30 June 2013	Infrastructure: Prioritisation of infrastructure projects reviewed annually by 30 June, with review distributed to key infrastructure providers.	Infrastructure: Prioritisation of infrastructure projects reviewed annually by 30 June, with review distributed to key infrastructure providers.	
Data for 2012/13 not available until after 30 June 2013	All projects prioritised by 30 June 2014		
New	All projects initiated by 30 June 2015	All projects initiated by 30 June 2015	

Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<p><b>Christchurch economic development leadership and coordination</b> (continued)</p>			Measure	Progress with implementation of CEDS and Greater Christchurch Economic Development Strategy monitored annually
				All projects completed by 30 June 2022
			CDC Leads the Canterbury Regional Innovation System (CRIS)	CRIS is responsible for commercialising specified number of pieces of innovation per annum through new start ups or existing local businesses
				Investment: A specified number of high-growth-potential businesses and projects that meet investment objectives of Canterbury Economic Development Fund is identified and invested in each year.
			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 <ul style="list-style-type: none"> <li>• Technology (ICT)</li> <li>• Specialised manufacturing</li> <li>• Primary manufacturing (incl Agritech)</li> <li>• Export Education services (not exhaustive)</li> </ul>	A specified number of clients per annum will be intensively case managed for each priority sector.
				For each sector a wider group of a minimum number of clients will be engaged within a broader industry sector program.
				A specified number of businesses utilise the distribution networks and contacts for promoting trade in China per annum
				Business improvement services are provided to medium to large Christchurch businesses per annum.

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
New	Progress with implementation of CEDS and Greater Christchurch Economic Development Strategy monitored annually: 80% of projects on track for completion	Maintain	Maintain
Data for 2012/13 not available until after 30 June 2013	All projects completed by 30 June 2022	Maintain	Maintain
Data for 2012/13 not available until after 30 June 2013	CRIS is responsible for commercialising 5 pieces of innovation per annum through new start ups or existing local businesses	CRIS is responsible for commercialising 5 pieces of innovation per annum through new start ups or existing local businesses	
Data for 2012/13 not available until after 30 June 2013	Investment: 10 high-growth-potential businesses and projects that meet investment objectives of Canterbury Economic Development Fund are identified and invested in each year.	Investment: 10 high-growth-potential businesses and projects that meet investment objectives of Canterbury Economic Development Fund are identified and invested in each year.	
Data for 2012/13 not available until after 30 June 2013	10 clients per annum will be intensively case managed for each priority sector.	10 clients per annum will be intensively case managed for each priority sector.	
Data for 2012/13 not available until after 30 June 2013	For each sector a wider group of at least 25 clients will be engaged within a broader industry sector program.	For each sector a wider group of at least 25 clients will be engaged within a broader industry sector program.	
Data for 2012/13 not available until after 30 June 2013	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	
Data for 2012/13 not available until after 30 June 2013	Business improvement services are provided to 10 medium to large Christchurch businesses per annum.	Business improvement services are provided to 10 medium to large Christchurch businesses per annum.	

Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target	
<p><b>Christchurch economic development leadership and coordination (continued)</b></p>			<p>Measure</p>	<p>CDC facilitate Business Recovery</p>	<p>Facilitate 10 local companies per annum to supply goods or services to the recovery programme.</p>
		<p>Tourism Development and Visitor Promotion</p>	<p>Christchurch and Canterbury Tourism (CCT) provides leadership to the tourism sector in Christchurch.</p>	<p>Three year strategic plan to be completed annually by 30 April</p>	
			<p>CCT promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions</p>	<p>Achieve a share of national delegate days for MICE (Meetings, Incentive, Conference &amp; Exhibitions)</p>	
				<p>To host a minimum of Conference and Incentives (C&amp;I) buyer groups per annum (ongoing)</p>	
			<p>CCT provides support to and works collaboratively with tourism business partners and suppliers</p>	<p>Hosting a minimum number of Business Partner meetings annually to review progress of visitor recovery strategies and collaboratively identify new initiatives to improve the visitor economy.</p>	
				<p>Engage with tourism businesses per year on specific tourism projects and/or provision of marketing advice</p>	
			<p>CCT works in collaboration with the visitor industry to develop new and emerging market segments</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>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>	

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
Data for 2012/13 not available until after 30 June 2013	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.	
Data for 2012/13 not available until after 30 June 2013	Three year strategic plan to be completed annually by 30 April	Three year strategic plan to be completed annually by 30 April	
Data for 2012/13 not available until after 30 June 2013	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 national delegate days for Meetings, Incentive, Conference & Exhibitions market in the 3.5% to 5.0% range	
Data for 2012/13 not available until after 30 June 2013	To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)	To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)	
Data for 2012/13 not available until after 30 June 2013	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 of visitor recovery strategies and collaboratively identify new initiatives to improve the visitor economy.	
Data for 2012/13 not available until after 30 June 2013	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 and/or provision of marketing advice	
Data for 2012/13 not available until after 30 June 2013	CCT runs a minimum of two workshops per year with visitor industry participants on the development of new markets and travel segments	CCT runs a minimum of two workshops per year with visitor industry participants on the development of new markets and travel segments	
Data for 2012/13 not available until after 30 June 2013	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.	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.	

Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
<p><b>Christchurch economic development leadership and coordination (continued)</b></p>				<p>CCT hosts a minimum of 12 airline and travel seller management per year on fact finding visits to Christchurch and Canterbury</p>
			<p>CCT facilitate to and grow the cruise sector for Christchurch/ Lyttelton &amp; Akaroa</p>	<p>Services provided to support cruise ship visits to Akaroa:</p> <ul style="list-style-type: none"> <li>• Wharf side Visitor Information mobile facility</li> <li>• Printed collateral for arriving cruise passengers on regional activities &amp; information</li> </ul>
				<p>Cruise NZ satisfaction levels in Akaroa meet or exceed a specified target for cruise passengers arriving at Akaroa</p>
				<p>CCT will develop and agree a cruise season plan with the Akaroa Community and manage it's implementation</p>
			<p>Visitors utilise the services of the Christchurch and Akaroa Visitor Information Centres</p>	<p>Akaroa Visitor Centre maintains visitor number levels for the duration of relocated cruise ship visits</p>
				<p>Akaroa Visitor Centre will be open from 8.30-5.00 daily (winter hours are 10.00 – 4.00)</p>
				<p>Christchurch Visitor Centre increase visitor utilisation by 5% per annum</p>
				<p>Christchurch Visitor Centre will be open from 8.30 – 5.00 daily (summer hours are 8.30 – 6.00)</p>

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
Data for 2012/13 not available until after 30 June 2013	CCT hosts a minimum of 12 airline and travel seller management per year on fact finding visits to Christchurch and Canterbury	CCT hosts a minimum of 12 airline and travel seller management per year on fact finding visits to Christchurch and Canterbury	
Data for 2012/13 not available until after 30 June 2013	Services provided to support cruise ship visits to Akaroa: <ul style="list-style-type: none"> <li>• Wharf side Visitor Information mobile facility</li> <li>• Printed collateral for arriving cruise passengers on regional activities &amp; information</li> </ul>	Services provided to support cruise ship visits to Akaroa: <ul style="list-style-type: none"> <li>• Wharf side Visitor Information mobile facility</li> <li>• Printed collateral for arriving cruise passengers on regional activities &amp; information</li> </ul>	
2011/12 season Cruise NZ satisfaction levels in Akaroa 8.7/10	Cruise NZ satisfaction levels in Akaroa meet or exceed 8.7/10 for cruise passengers arriving at Akaroa	Cruise NZ satisfaction levels in Akaroa meet or exceed 8.7/10 for cruise passengers arriving at Akaroa	
Data for 2012/13 not available until after 30 June 2013	CCT will develop and agree a cruise season plan with the Akaroa Community and manage it's implementation	CCT will develop and agree a cruise season plan with the Akaroa Community and manage it's implementation	
I-site visitor numbers Christchurch: 2012: 128,104 (to date) 2011: 377,791 2010: 484,993 Akaroa: 2011: 136,184 2010: 59,981	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	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	
Akaroa Visitor Centre will be open from 8.30-5.00 daily (winter hours are 10.00 – 4.00)	Akaroa Visitor Centre will be open from 8.30-5.00 daily (winter hours are 10.00 – 4.00)	Akaroa Visitor Centre will be open from 8.30-5.00 daily (winter hours are 10.00 – 4.00)	
Data for 2012/13 not available until after 30 June 2013	Christchurch Visitor Centre increase visitor utilisation by 5% per annum	Christchurch Visitor Centre increase visitor utilisation by 5% per annum	
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 from 8.30 – 5.00 daily (summer hours are 8.30 – 6.00)	Christchurch Visitor Centre will be open from 8.30 – 5.00 daily (summer hours are 8.30 – 6.00)	

Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
			Measure	
Christchurch economic development leadership and coordination (continued)				Lyttelton (Community) Visitor Centre will be open 9.00-5.00 daily (with opening hours extended as necessary to accommodate cruise ship visits)
			CCT actively promote the city in markets with direct air services to Christchurch	Deliver advertising campaigns in Australia that align with the current market strategy
			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 joint ventures per annum that support or maintain direct air links
			CCT continue an active communication programme with media and trade	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels)
				Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels):
				Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels):

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
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 9.00-5.00 daily (with opening hours extended as necessary to accommodate cruise ship visits)	Lyttelton (Community) Visitor Centre will be open 9.00-5.00 daily (with opening hours extended as necessary to accommodate cruise ship visits)	
Data for 2012/13 not available until after 30 June 2013	Deliver advertising campaigns in Australia that align with the current market strategy for a period of at least 4 months per annum	Deliver advertising campaigns in Australia that align with the current market strategy for a period of at least 4 months per annum	
Data for 2012/13 not available until after 30 June 2013	Contribute to 3 joint ventures per annum that support or maintain direct air links	Contribute to 3 joint ventures per annum that support or maintain direct air links	
Data for 2012/13 not available until after 30 June 2013	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels). Trade training delivered to at least 4 events per annum.	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels). Trade training delivered to at least 4 events per annum.	
Data for 2012/13 not available until after 30 June 2013	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels). Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum.	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels). Familiarisations carried out with 30 trade organisations consisting of a total of 250 individual people, per annum.	
Data for 2012/13 not available until after 30 June 2013	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels). Familiarisations carried out with 150 media individuals, per annum.	Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations (based at 2011/12 levels). Familiarisations carried out with 150 media individuals, per annum.	

Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target
City promotions	Christchurch is recognised as a great place to work, live, visit, invest and do business People have the information and skills to enable them to participate in society	Deliver Christchurch city promotional material with information about living, visiting and doing business in Christchurch (such as brochures, merchandise and websites)	Measure	Continue to provide: <a href="http://www.christchurch.org.nz/">http://www.christchurch.org.nz/</a> as the highest visited site for promotion of Christchurch City and a portal to information from City agencies
			The Council produces and distributes city promotional material, for residents and visitors	Provide print, web and digital (social media such as Facebook, YouTube) promotional material across information categories, including: <ul style="list-style-type: none"> <li>• Christchurch Facts</li> <li>• City and Events Guide</li> <li>• City and regional map</li> <li>• City Walks and Drives</li> <li>• City Parks and Gardens</li> </ul>
			Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch.	Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch.
		Management of the city wide street banners programme - seasonal banners, event banners and Christmas decorations 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)

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
Provide <a href="http://www.christchurch.org.nz/">http://www.christchurch.org.nz/</a> : 120,000 unique site visitors per annum	Continue to provide: <a href="http://www.christchurch.org.nz/">http://www.christchurch.org.nz/</a> as the highest visited site for promotion of Christchurch City and a portal to information from City agencies	Maintain	Maintain
Six major brochure categories provided	Provide print, web and digital (social media such as Facebook, YouTube) promotional material across information categories, including: <ul style="list-style-type: none"> <li>• Christchurch Facts</li> <li>• City and Events Guide</li> <li>• City and regional map</li> <li>• City Walks and Drives</li> <li>• City Parks and Gardens</li> </ul>	Maintain	Maintain
2010: 87% 2011: not surveyed 2012: 85%	85%	Maintain	Maintain
Up to 16 seasonal and event banners in place on banner sites all year (including Christmas decorations)	Seasonal and event banners in place on banner sites all year (including Christmas decorations): Up to 16 events / seasonal change outs per annum.	Maintain	Maintain

Council Activities and Services

Economic Development

Activity	What is the Council trying to achieve?	What services will the Council offer to make this happen?	How would we know these services were successful?	Target	
Civic and international relations	Christchurch is recognised as a great place to work, live, visit, invest and do business Cultural and ethnic diversity is valued and celebrated	Maintain and develop strategic city-city programmes	Measure	All Sister City Committee annual plans are assessed and ‘within-budget’ funding approved for those activities meeting the requirements of the International Relations Policy, in the areas of culture, education and business.	Percentage of plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)
		Maintain and develop relationships with Antarctic industry partners - USA, NZ and Italy Antarctic Research programmes		Maintain and develop relationships with international partners currently using Christchurch as a base for Antarctic programmes	Maintain active partnerships within Antarctic Link Community: United States of America, New Zealand and Italy.
					All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury scholarship.
		Delivery of annual programme 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
				Support the RNZRSA in the delivery of the ANZAC Day Dawn parade and the Citizens service	ANZAC Day commemorations in central Christchurch supported with planning and delivery
				Annual programme of other civic events delivered	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations

## Council Activities and Services

## Economic Development

Current Performance	Planned performance		
	2013/14	2014/15	2015/16
100% of plans assessed. Christchurch's Sister City Relationships are: Christchurch, England; Seattle, USA; Adelaide, Australia; Gansu Province, China; Kurashiki, Japan; Songpa-Gu, Korea. Friendship relationship with: Wuhan, China	100% of plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)	Maintain	Maintain
Council an active partner within Antarctic Link Community (NZ, USA, Italy)	Maintain three active partnerships within Antarctic Link Community: United States of America, New Zealand and Italy.	Maintain three active partnerships within Antarctic Link Community: United States of America, New Zealand and Italy.	Maintain three active partnerships within Antarctic Link Community: United States of America, New Zealand and Italy.
All major events delivered - Season Opening function, Antarctic University of Canterbury scholarship.	All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury scholarship.	Maintain	Maintain
Citizenship Ceremonies presently being delivered when required	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Maintain	Maintain
Planning and delivery support provided annually for ANZAC Day Dawn parade	ANZAC Day commemorations in central Christchurch supported with planning and delivery	Maintain	Maintain
Not measured historically	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations	Maintain	Maintain

## Council Activities and Services

## Economic Development

Annual Plan 2012/13		Three Year Plan 2013 - 2016		
		2013/14	2014/15	2015/16
		\$000		
	<b>Cost of proposed services</b>			
490	City promotion	569	579	588
7,825	Christchurch Economic Development, Leadership and Coordination	8,056	8,454	8,470
1,168	Civic and International Relations	1,220	1,238	1,274
<b>9,483</b>		<b>9,845</b>	<b>10,271</b>	<b>10,332</b>
	<b>Operating revenue from proposed services</b>			
17	City promotion	17	17	18
-	Christchurch Economic Development, Leadership and Coordination	-	-	-
30	Civic and International Relations	5	5	5
<b>47</b>		<b>22</b>	<b>22</b>	<b>23</b>
-	Vested assets	-	-	-
<b>9,436</b>	<b>Net cost of services</b>	<b>9,823</b>	<b>10,249</b>	<b>10,309</b>

*Rationale for activity funding (see also the Revenue and Financing Policy)*

There are few opportunities for direct revenue from these activities. Revenue is sought from fees, grants and subsidies where possible. The balance of the net operating cost is funded by general rates, as the whole community benefits from these activities.

Capital expenditure is funded corporately in accordance with the Revenue and Financing Policy.

## Council Activities and Services

## Economic Development Funding Impact Statement

Annual Plan 2012/13		Three Year Plan 2013 - 2016		
		2013/14	2014/15	2015/16
		\$000		
	<b>Sources of operating funding</b>			
8,238	General rates, uniform annual general charges, rates penalties	8,216	8,346	8,417
-	- Targeted rates	-	-	-
20	Subsidies and grants for operating purposes	5	5	5
27	Fees and charges	17	17	18
-	- Internal charges and overheads recovered	-	-	-
-	- Earthquake recoveries	-	-	-
-	- Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-
<b>8,285</b>	<b>Total operating funding</b>	<b>8,238</b>	<b>8,368</b>	<b>8,440</b>
	<b>Applications of operating funding</b>			
1,545	Payments to staff and suppliers	1,652	1,681	1,733
-	- Finance costs	-	-	-
475	Internal charges and overheads applied	566	572	573
7,448	Other operating funding applications	7,541	7,928	7,940
<b>9,468</b>	<b>Total applications of operating funding</b>	<b>9,759</b>	<b>10,181</b>	<b>10,246</b>
<b>(1,183)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(1,521)</b>	<b>(1,813)</b>	<b>(1,806)</b>
	<b>Sources of capital funding</b>			
-	- Subsidies and grants for capital expenditure	-	-	-
-	- Development and financial contributions	-	-	-
-	- Earthquake recoveries	-	-	-
-	- Increase (decrease) in debt	-	-	-
-	- Gross proceeds from sale of assets	-	-	-
-	- Lump sum contributions	-	-	-
-	<b>Total sources of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>

Annual Plan 2012/13		Three Year Plan 2013 - 2016		
		2013/14	2014/15	2015/16
		\$000		
	<b>Applications of capital funding</b>			
	Capital expenditure			
167	- to replace existing assets	179	187	194
-	- earthquake rebuild	-	-	-
-	- to improve the level of service	-	-	-
-	- to meet additional demand	-	-	-
(1,350)	Increase (decrease) in reserves	(1,700)	(2,000)	(2,000)
-	- Increase (decrease) of investments	-	-	-
<b>(1,183)</b>	<b>Total applications of capital funding</b>	<b>(1,521)</b>	<b>(1,813)</b>	<b>(1,806)</b>
<b>1,183</b>	<b>Surplus (deficit) of capital funding</b>	<b>1,521</b>	<b>1,813</b>	<b>1,806</b>
	<b>Funding balance</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Reconciliation to net cost of services</b>			
(1,183)	Surplus (deficit) of operating funding from funding impact statement	(1,521)	(1,813)	(1,806)
(8,238)	Remove rates funding	(8,216)	(8,346)	(8,417)
(15)	Deduct depreciation expense	(86)	(90)	(86)
-	- Add capital revenues	-	-	-
-	- Add vested assets / non cash revenue	-	-	-
<b>(9,436)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(9,823)</b>	<b>(10,249)</b>	<b>(10,309)</b>