

City Promotions

Activity Management Plan

Long Term Plan 2015–2025

As amended through the Annual Plan 2016/17

1 July 2016

Quality Assurance Statement

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1 Key Issues for the City Promotions Activity

City Promotions exists to support the promotion of the city to residents and visitors. It works with multiple internal Council clients as well as supporting and working in partnership with core businesses such as CCT (Christchurch and Canterbury Tourism), CDC (Canterbury Development Corporation) and the wider education and sporting organisations. Following the devastating earthquakes the City Promotions Activity 'offer' has been changed to reflect the needs of the city and its visitors, the impact of the rebuilding programme on the city, and what should be promoted for the time being. The City Promotions Activity requires a long term strategy and plan to be written that aligns itself with the Council's vision for the city during the earthquake rebuild and post rebuild positioning of the city. This is critical to ensure consistency and appropriateness of messages, continuity of Council branding and support of our partners and stakeholders.

1.1 Community Outcomes

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

The effective management of City Promotions for Christchurch means achieving the community outcomes that:

- 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

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to City Promotions.

1.2 Effects of growth, demand and sustainability

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

Population Growth and Demand:

The most significant change to the City Promotions Activity has been influenced by the earthquakes – specifically affecting residential suburbs/living, and tourism/CBD visitors.

Residential – the demand for new homes, as well as temporary accommodation has seen a huge amount of growth in the North and Western parts of Christchurch. Also to consider are the parts of the city that are now red zoned or have significant numbers of repairs needed to homes – this has a direct impact on the number of people living, therefore must be considered against the City Promotions Activities such as Street Banners, signage and way finding. As the population grows especially in new geographic areas, the City Promotions Activity should be complimentary and relevant.

Visitor growth will increase as the rebuild continues, and new residents move to live in Christchurch this will directly impact on what City Promotions are able to support and contribute to (especially if budgets are reduced). For example:

- Tourism – as the CBD is repaired there will be growth in Tourism interest
- Residential – suburbs like Northwood, Wigram etc now have a high density of residents, which poses an opportunity City Promotions in supporting events and festivals
- Business community – as the CBD comes on line there will be opportunities for economic development as well as attracting foreign interest in the CBD
- Economic Development – Events, Festivals, Sports fixtures will realise a new dawn for the city as key anchor projects are completed and opened, the influx of visitors will require City Promotions Activity

- Education – as new classrooms and teaching facilities are opened in the city, Christchurch will become a destination for visiting classes and professionals.

Population growth due to the rebuild must also be considered – a huge number of rebuild workers now call Christchurch ‘home’ for the next few years. This increase in residents could drop off or plateau as the rebuild slows, or conversely increase as people move to live in the ‘new Christchurch’.

Sustainability:

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business. Sustainable development is the fundamental philosophy that is embraced in Council’s Vision, Mission and Objectives, and that shapes the community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes.

In this instance, sustainability has been applied to the brand City Promotions and its subsequent activities. The City Promotions product has changed since the earthquakes and has adapted to the new landscape well. City information has become more relevant, current and accessible through the two websites Christchurch.org.nz and findchch.com. These demonstrate a commitment to more sustainable communication activities which are measureable and agile to market requirements.

Over the next 5-10 years we recognise the landscape will change further still, and will move from one of recovery and business support to leading and leveraging the ‘new Christchurch’ product which will be ready as rebuild and anchor projects are completed. To be truly sustainable, we need a long term strategy for the city brand to address the current situation, 2-3 years time and a 4+ year away horizon.

At a more pragmatic level, the City Promotions Activity has a sustainable and fiscally responsible attitude using and recycling banners and materials when possible.

1.3 Key Challenges and Opportunities for City Promotions

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

Table 1-1

Key Issue	Discussion
Banner Programme	<p>As budgets have been reforecast, the ramifications are significant for the Banner Programme. It is anticipated that 14% (37 sites) will be able to be utilised with the current budget allocation for 2014/2105. Not all the existing sites and suburbs will be able to be utilised next year such as: New Brighton, Beckenham, Sydenham, Woolston and Sumner. Priority sites will be:</p> <ul style="list-style-type: none"> · Airport · Russley Rd Roundabout · Templeton · Colombo St (South to Tuam) · City Mall (Colombo-Oxford/Bridge of Rem) · Belfast <p>Note, sites require annual maintenance and banners to be replace as wear and tear occurs – this is absorbed by the budget.</p> <p>Opportunities exist to develop new banner fixtures and fittings in areas of significant population growth (like Northwood, Wigram areas) to support future events and festivals in the city. A feasibility study would need to be conducted (in-house) to identify attractive areas and sites, cost to erect new sites will be covered in Capital Expenditure budget.</p> <p>It is proposed the banner programme is reinstated by gradual increments over the next 4 years which will result in the following usage of sites each year:</p> <p>2015/16 37% 2016/17 52% 2017/18 80% 2018/19 100%</p>
Budgets	<p>A number of budget issues should be identified:</p> <ol style="list-style-type: none"> 1. Budget now vs forecast – the current budget has been reduced significantly (banner programme), as the city grows, rebuilds complete and anchor projects finished, the resource needs for the City Promotions Activity will be different and likely to align with increased visitor numbers 2. Capital Expenditure budget needs to be considered especially for new inventory – such as Banner programme to capitalise on high growth residential areas 3. Budget for changes in City Promotions activity which may be identified in the future
Plan for city Icons.	<p>Currently the City Promotions Activity manages the Wizard, the Town Crier and (in Summer) a City Host. The Wizard and Town Crier are iconic personalities to the city however are aging (65+). What is the plan for the city icons when they retire? How important are they to the city's identity especially given the new 'post quake' era we will be in?</p> <p>It is important for the city to have an identity of some kind which can translate down to an interpersonal level – this could be through a city host team.</p> <p>A meeting will be convened with all the CBD assistance organisations to assess needs and funding parameters/options.</p>
City Host (s)	<p>An important aspect to 'Brand Christchurch' are City Hosts – these provide a personal connection for visitors to the city whether they are locals or tourists. These hosts represent Christchurch, they should be well trained, and be able to provide a 'value interaction' – whether it is talking about the history of the city, or directing people to nearby retail or hospitality areas.</p>

Key Issue	Discussion
Digital Resource	<p>The City Promotion Activity manages two websites – Christchurch.org and Findchch.com. Both of these sites are used by visitors to Christchurch but are slightly different as follows:</p> <p>Christchurch.org.nz</p> <ul style="list-style-type: none"> · Is a landing 'portal' page for anyone who is generally interested in Christchurch · Site has been optimised to allow easy navigation and serving of information categories such as information, education, business, events and visiting (tourism) · These categories allow the visitor to more accurately search what they are looking for and then will be sent directly to that partner's website ie CCT or CDC <p>FindChch.com</p> <ul style="list-style-type: none"> · Is an extremely current information site for anything to eat, see or do in Christchurch, it is responsive to the changing environment and connects people with places as the rebuild and repair activity continues · Dynamic in its content and delivery which sends a message that Christchurch is open for business, and is full of great experiences and attractions · Includes responsive design for mobile devices and an app for even better functionality · Used by local and visitors alike <p>Overall the two site perform well with analytics which illustrates:</p> <ul style="list-style-type: none"> · 142,875 sessions (visitors to sites) June13-July14 · 18.9% repeat visitors · 41% domestic visits · 59% international visits · 4610 downloads of FindChch app to date (IOS and Android) <p>The resource required to keep these current isn't to be underestimated – updates, images, new listing, are loaded and updated daily.</p> <p>Also included is the Social media activity promoting and supporting the Christchurch Central City FaceBook page (4210 followers) and FindChch FaceBook page (4323 followers). Both of these sites post between 5-7 times a week and grow their followers by approximately 7-10 new per week. Engagement is good followers commenting and 'liking' posts regularly.</p> <p>The Social Media and Digital space is where we must stay current in order to maintain our presence and value offering to residents and visitors.</p>
Service level requirements	<p>The scope of City Promotion Activity is influenced by a number of external factors such as:</p> <ul style="list-style-type: none"> · Significant sporting events bid and won · Touring Civic and International parties · Tourism sector, Conference Market, tradeshow (domestic and international) · Economic and business demands <p>This means, over the next 10 years the kind of City Promotion activity will vary as sectors change, it is expected the speed of the rebuild and the completion of some key anchor projects will provide opportunities for City Promotions and the activity plans and tactics will be tweaked annually to support them. What will be the expected levels of support from our tourism, civic, business and education partners?</p> <p>Currently there is one City Promotions Advisor who sits within the Marketing Services Team. The Advisor is responsible for all City Promotions Activities and works on some Marketing activities as well. It is important to recognise they are supported (when needed) by the Admin Support team member who uploads images and digital assets to the websites and photo library regularly.</p> <p>As the demands on the City Promotions Team builds, commitments to our partners and services may be compromised.</p>

Key Issue	Discussion
City Collateral	At present City Promotions produces collateral and merchandise for its 'clients', partners and stakeholders. Some of these items hold important cultural and gestural significance for example visiting civic parties and sporting groups. Other items produced are used by residents to add to their Christchurch experience such as walking/trail maps.
Photo and Video library	<p>City Promotions engages in a series of photoshoots and video captures around the city every year. The content is very important as it is sent out to our partners who use the images in the production of their collateral. Maintaining this is important for the City Promotions Activity because it ensures our city images are of appropriate quality (positions Christchurch as attractive and worth while visiting), current (extremely important during rebuild), and easily available (archived in a dedicated image library) to our partners.</p> <p>It is important this resource is managed in one place to ensure quality and control of content that is being used by our partners and stakeholders.</p>
Christchurch's Brand (logo, identity, personality etc)	The brand needs of the city will be different to the current brand in the next 10 years. The brand of the city should reflect the vision of the Council, the aspirations of the residents and the experience any visitor will have when they come here. This will need to translate into City Promotions Activity to ensure they activities and collateral is complimentary. The Public Participation Activity Management Plan will discuss Brand activity.
Identifying the role of City Promotions Activity to Christchurch and CCC	<p>It is important to distinguish the function City Promotions has for both the Council and to its partners (eg CCT, CDC, etc). City Promotions is the umbrella that sits above all of the specific partners and businesses that contribute to the promotion of the city. City Promotions supports all of the partners without any other influence or business objective other than the support of the city.</p> <p>Service activities of City Promotions are utilised by multiple external parties and could not easily be absorbed by any one other CCC unit or external partner:</p> <ul style="list-style-type: none"> · Design, production and distribution · Photography and videography (including briefing, art direction and management or resources) · Digital assets – online strategy, database management, social media, search optimisation and user journey performance · City icon and host management · Relationship management across multiple external agencies

2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the City Promotions activity since the Three Year Plan 2013-16 Activity Management Plan.

Table 2-1 Proposed changes to activity

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement	Financial Implications (if any)
Citywide Banner programme budget gradually reinstated over the next 4 year period to achieve 100% (\$80k) in 2018/19	Community and resident engagement, celebration of city, seasons, events and festivals	Small. Funding required to fully realise the existing banner sites across city	Consultation via Long Term Plan	Existing budget \$20k per annum 2015/16 25% \$15k 2016/17 50% \$30k 2017/18 75% \$45k 2018/19 100% \$60k
Potentially move from City icons to City Hosts or a new 'people engaging people' initiative	A strategy needs to be developed for the 'new city' we will have as repairs and rebuilds near completion. It must fit with the 'city brand' and experience visitors have with the city and CBD.	Medium/Low. Must tie in with Brand Strategy, and more deeply in consultation with our City Promotions partners and stakeholders	Work with CBD agencies to assess current and future scope of needs, and funding options	2015/16 \$0 2016/17 \$0 2017/18 \$75k (for two full time hosts all year)
City icons may not longer available for service or not relevant for City brand	Retirement, budget reduction or strategic change	Medium/Low. Popular with some city residents and images exist on some tourist and promotional collateral, some tourists may have sought out icons pre-quake	Work with CBD agencies to assess current and future scope of needs, and funding options	NA
Christchurch.org responsive design (development of Christchurch.org so that it performs on mobile devices)	30% of visitors to site are using mobile devices which will increase over time	Low	NA	Funded by existing budget
FindChch and christchuch.org website development and search engine optimisation maintenance	To maintain search ranking in organic search and optimise user experience performance some maintenance is required	Low	NA	Funded by existing budget

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement	Financial Implications (if any)
New Banner sites to replace lost sites and generate revenue for city	Capitalise on growth residential areas to erect new sites	Low. Will need a feasibility study to ascertain appropriate locations and costs	NA	Funded by existing budget

3 Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's City Promotions network are that:

- 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

In order to achieve the above we must shift the thinking from 'what has been done before', to 'what will support the city that is coming'. To ensure Christchurch is recognised as a great place to work, live, visit, invest and do business we need:

- A city brand that is consistent, appropriate and has an identity that will be utilised by tourism, business, economic and diplomatic partners
- A quality city visitor experience for both domestic and international tourism
- A vibrant and visible 'local' culture (festivals, events, activities)
- A strong economic/business/investment offering

To ensure the people of Christchurch have the information and knowledge to enable them to participate in society we need:

- A high quality platform to reach and allow access for the people of Christchurch to serve all information and communication
- A sustainable and cost efficient platform to update information
- An integrated communications strategy that leverages partner relationships and allows a planned approach to messaging and collateral production
- Appropriate budgets to allow visible and accessible promotional activity

3.2 How we will know we are achieving the outcomes

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

- **Christchurch residents are provided promotional information about the city.** The preparation of promotional materials (across print, web and digital platforms) promotes Christchurch as an attractive destination to work, live, visit and do business.
- **Digital assets (ie websites) are well managed** to ensure ease of navigation, information is current, relevant and easy to digest, websites perform well on mobile devices and search engines.
- **The city's promotional film and photographic library stock is managed.** This helps to support the preparation of promotional materials by council to external agencies.
- **The perception of Christchurch as a great place to live and visit is enhanced by outdoor promotion (eg street banners) and an accessible 'welcoming' presence ie city hosts.** This promotion will provide the city with seasonal colour, festive atmosphere, and valuable 'personal' experiences for visitors.
- **Residents and visitors are informed about key events, attractions and facilities within the city** through promotional materials and websites.
- **Domestic visitors (within NZ) are provided information about the city** through a high quality web platform and SEO strategy
- **International visitors and potential residents are provided promotional information about the about the city** prior to arrival or during the 'intelligence gathering' pre selection phase through a high quality web platform and SEO strategy as well as printed collateral.

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

3.3 What services we provide

This activity includes the following services:

- Deliver Christchurch city promotional material with information about living, visiting and doing business in Christchurch (such as brochures, merchandise and websites)
 - Website management, development and maintenance of digital platforms to ensure delivery of levels of service
 - Support key partner organisations and stakeholders in provision of City Promotional material in line with agreed Marketing and Communications strategy
 - Management of photographic and video library for Council and partner organisations to utilise in the promotion of the city
- Management of the CBD and city programme – Banners, Christmas decorations, City Hosts and Icons for the city
- Marketing strategy, advice, planning, production and delivery, including strategy, collateral design and printing for City Promotions Activity.

3.4 Benefits and Funding Sources

Who benefits?	
Individual	
Identifiable part of the community	
Whole community	Full

Key:
Full
Majority
Some

Explanatory Comments:

The role City Promotions plays in the support of the city reaches the whole community, and further afield into international tourism, education and business, as well as diplomatic communities. Typical customer groups can be defined as:

- Christchurch residents
- Visitors/tourists to Christchurch (both international and domestic)
- International Students
- English Language Schools / Study Christchurch
- Christchurch and Canterbury Tourism
- Canterbury Development Corporation
- Christchurch City Council
- Conference and Event organisers (international and domestic)
- Tourism and Accommodation Operators
- Civic and International

Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
4%	0%	96%	0%
		Full	

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

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

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

Explanatory Comments:

The vast bulk of funding is through the General rate, however, the opportunity exists to generate some revenue through the banner programme (ie charges to use the banner space to visiting events/festivals like Buskers) and potentially arrangements with tourism partners to promote and utilise city icons/hosts for visiting groups.

3.5 Key legislation and Council strategies

None.

4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the City Promotions activity.

Table 4-1

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
Deliver Christchurch city promotional material with information about living, visiting and doing business in Christchurch (such as brochures, merchandise and websites)								
5.3.3	Website management, development and maintenance of digital platforms to ensure delivery of levels of service	<p><i>Most competitive cities worldwide maintain a site of this nature.</i></p> <p><i>Promote a view of Christchurch – live, visit, learn, invest, business - to ensure progress of the City recovery and what is accessible is widely communicated.</i></p> <p>Note: resource and budget may influence LOS targets as identified in “Key Issues”</p>	<p>2013/14: achieved 2012/13: achieved</p> <p>Provide christchurch.org.nz/ AND findchch.com 120,000 unique site visitors per annum</p>	<p>Measured against historical performance and partner web traffic(if data available)</p>	<p>5.3.3.1 Provide: christchurch.org.nz/ and Find Chch.com</p> <p>5.3.3.2 Online traffic minimum 120k visits per annum.</p> <p>5.3.3.3 Search performance ranking no later than page 2 on search engines</p>	<p>5.3.3.1 Provide: christchurch.org.nz/ and Find Chch.com</p> <p>5.3.3.2 Online traffic minimum 130k visits per annum.</p> <p>5.3.3.3 Search performance ranking no later than page 2 on search engines</p>	<p>5.3.3.1 Provide: christchurch.org.nz/ and Find Chch.com</p> <p>5.3.3.2 Online traffic minimum 140k visits per annum.</p> <p>5.3.3.3 Search performance ranking no later than page 2 on search engines</p>	<p>5.3.3.1 Provide: christchurch.org.nz/ and Find Chch.com</p> <p>5.3.3.2 Online traffic minimum 150k visits per annum.</p> <p>5.3.3.3 Search performance ranking no later than page 2 on search engines</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
5.3.4	The Council produces and distributes city promotional material, for residents and visitors	<i>City promotional material crosses over into resident, visitor and business marketing, therefore promotional material produced should be useful in all applications or positioned to a specific audience or need as required</i>	2013/14: Achieved 2012/13: Achieved <i>Six brochure categories provided, merchandise and collateral produced throughout the year</i>	<i>To be advised</i>	5.3.4.1 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	5.3.4.1 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	5.3.4.1 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	5.3.4.1 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
5.3.1	Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch	<i>Provide an overview to residents and visitors about visiting, living, working and doing business in Christchurch, so that they have quality information to assist their enjoyment of living in Christchurch.</i>	2013: 84% 2012: 85% 2011: not surveyed 2010: 87% <i>Annual Residents Survey</i>	<i>To be advised</i>	85% Annual Residents survey	85% Annual Residents survey	85% Annual Residents survey	85% Annual Residents survey

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
5.3.8	Support key partner organisations and stakeholders in provision of City promotional material		<i>City promotional material developed and supplied to internal users, partner organisations and stakeholders as needed</i>	2013/14: 100% 2012/13: 100%	<i>To be advised</i>	95% satisfaction of materials produced for City Agencies	95% satisfaction of materials produced for City Agencies	95% satisfaction of materials produced for City Agencies	95% satisfaction of materials produced for City Agencies
5.3.5	Co-ordinate an integrated marketing position across organisations promoting Christchurch		<i>CCC, CCT, CDC and other agencies all promote Christchurch in some way. Consistency of branding and messaging will increase the value of this activity for the City.</i>	2013/14: Achieved 2012/13: Achieved	<i>To be advised</i>	CCC works with CCT, CDC and CERA to agree on common principles for promotion of the City which is reviewed annually	CCC works with CCT, CDC and CERA to agree on common principles for promotion of the City which is reviewed annually	CCC works with CCT, CDC and other agencies to agree on common principles for promotion of the City which is reviewed annually	CCC works with CCT, CDC and other agencies to agree on common principles for promotion of the City which is reviewed annually
Management of the CBD and city programme – Banners, Christmas decorations, City Hosts and Icons for the City									
5.3.2	Manage the annual programme of street banners and seasonal decoration		<i>Provide colour, community and festive atmosphere. NOTE: Some events and festivals to the city will utilise the banners throughout the year and are not included in this targeted LOS.</i>	<i>Based on sites available. Ability to utilise all sites has been reduced due to maintenance, earthquake and budget reduction.</i>	<i>To be advised</i>	Minimum of 37% will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers	Minimum of 52% will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers	Minimum of 80% will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers	Full usage 100% of sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
5.3.7	Management of photographic and video library for Council and partner organisations to utilise in the promotion of the city		<i>City promotional material developed and supplied to internal users, partner organisations and stakeholders as needed</i>	<i>Achieved</i>	<i>To be advised</i>	100% of photographic images and video content generated for City Promotions is uploaded into image library annually	100% of photographic images and video content generated for City Promotions is uploaded into image library annually	100% of photographic images and video content generated for City Promotions is uploaded into image library annually	100% of photographic images and video content generated for City Promotions is uploaded into image library annually

5 Significant Effects

Table 5-1 Significant 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 collateral provides relevant, useful and engaging content

Table 5-2 Significant Positive Effects

Effect	Description
Economic development	Well executed City Promotions activity will result in positive effects all over the city – tourism, hospitality, business development, retail and international relations
Local engagement	Positive and happy residents who are glad to be living in Christchurch, will contribute to the community and society as per our community outcomes
International profile	Christchurch will be in the international spotlight because of the rebuild, a strong brand and visitor experience will ensure the city has a recognised and desirable profile which will result in more tourism, business, education and investment for the city

5.1 Assumptions

Table 5-3 Major Assumptions

Assumption Type	Assumption	Discussion
Development of a Brand Strategy for Christchurch	Council wish to undertake the project over the next 18-36 months	There is the vision and agreement that Christchurch needs an appropriate brand profile for the international stage readying it for post rebuild attention
Financial	Budgets forecast are to remain as forecast	Specifically the banner programme and Christmas decorations in the city
City icons	That they will retire in the next 5 years	What and who is going to provide an interpersonal experience representing the city to its visitors? This will be planned through discussions with CBD partners and the development of a strategy (as below)
'Visitor Strategy'	Will be developed with existing partners ie CCT, CDC etc with a long term and strategic view	Development of this strategy is underway

6 Risk Management

Table 6-1 Significant Risks and Control Measures

Risk Description	Current Control	Proposed Control	Target Risk Level
<p>Reputation International: Christchurch has an opportunity to position itself on the international scale as the most desirable 'small but big' city destination in the world – tourism, business, education, residential we must capitalise on this by developing a brand strategy which will lead and inform all our partners and the way we do business</p> <p>Brand strategy to be addressed in the Public Participation Activity Management Plan.</p>	<p>Use existing brand for the time being while scoping a branding exercise</p>	<p>Develop a brand strategy over the next 18-36 months so we are ready for the growth we will receive towards the end of the rebuild</p>	<p>High</p>
<p>Banner programme: reduction in banners will mean less sites are utilised resulting in less visible and colourful streets, and some community disengagement in suburbs where no banners will be erected</p>	<p>Use the highest profiled and visible banner sites with limited budget such as entranceways to city, important CBD sites</p> <p>Gradual reinstatement of banner programme budget to achieve 100% in 2018/19</p>	<p>Leverage all extra opportunities for promotional materials to use banner sites such as: visiting festivals and events</p>	<p>Medium</p>

7 Improvement Plan

Not applicable.

8 Operations, Maintenance and Renewals Strategy

Not applicable.

9 Key Projects

Table 9-1 details the key capital and renewal work programmed for years 2015 to 2025.

Table 9-1

Project Name	Description	Year 1 (\$)	Year 2(\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver
NA						

10 Summary of Cost for Activity

Figure 10-1

ECONOMIC DEVELOPMENT - CITY PROMOTIONS	Funding Caps in 2015/16 Dollars				Funding splits exclude EQ Costs from all calculations					
	2014/15 Annual Plan	2015/16	2016/17	2017/18	Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	000's									
Operational Budget										
Christchurch City Promotional Material	386	383	377	371						
Street Banners Programme	-	74	73	71						
Activity Costs before Overheads	386	457	450	443						
Earthquake Response Costs	-	-	-	-						
Corporate Overhead	25	24	23	20						
Depreciation	102	100	80	64						
Interest	-	-	-	-						
Total Activity Cost	514	581	552	527	3%	0%	97%	Full		
Funded By:										
Fees and Charges	17	17	17	17						
Grants and Subsidies	-	-	-	-						
Earthquake Recoveries	-	-	-	-						
Total Operational Revenue	17	17	17	17						
Net Cost of Service	497	563	535	510						
Funded by:										
Rates	497	563	535	510						
Earthquake Borrowing	-	-	-	-						
	497	563	535	510						
Capital Expenditure										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										
Note: Proposal for Banner Programme to be reinstated by \$15k each year to \$80k maximum from 2016										

Figure 10-2



