

# **Civic and International Relations**

Activity Management Plan

**Long Term Plan 2015–2025**

[Tuesday, 7 October 2014]

## Quality Assurance Statement

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## Table of Contents

Table of Contents.....	i
List of Tables .....	ii
List of Figures .....	ii
<b>1</b> Key Issues for the Civic and International Relations Activity .....	1
1.1 Introduction.....	1
1.2 Community Outcomes .....	1
1.3 Effects of growth, demand and sustainability .....	1
1.4 Key Challenges and Opportunities for Civic and International Relations.....	2
<b>2</b> Proposed changes to activity .....	4
<b>3</b> Activity description .....	6
3.1 Focusing on what we want to achieve.....	6
3.2 How we will know we are achieving the outcomes.....	6
3.3 What services we provide .....	6
3.4 3.4 Benefits and Funding Sources.....	7
3.5 Our key customers .....	8
3.6 Key legislation and Council strategies.....	8
<b>4</b> Levels of service and performance measures .....	9
<b>5</b> Review of cost effectiveness - regulatory functions and service delivery.....	22
Not applicable to Civic and International Relations.....	22
<b>6</b> Long Term Infrastructure Strategy .....	22
<b>7</b> Review of cost-effectiveness - infrastructure delivery.....	22
<b>8</b> Significant Effects .....	22
<b>9</b> Risk Management.....	22
<b>10</b> Improvement Plan .....	22
<b>11</b> Operations, Maintenance and Renewals Strategy.....	23
<b>12</b> Key Projects .....	23
<b>13</b> Summary of Cost for Activity .....	24

## List of Tables

Table 1-1 Key Challenges and Opportunities for Civic and international Relations.....	2
Table 2-1 Proposed changes to activity .....	4
Table 4-1 .....	9
Table 9-1 Significant Risks and Control Measures .....	22
Table 12-1.....	23

## List of Figures

Figure 13-1 .....	24
Figure 13-2 .....	25

# 1 Key Issues for the Civic and International Relations Activity

## 1.1 Introduction

The Council's International Relations was the subject of review by a Council led working party in 2013 which included significant stakeholder and community engagement. The results of this review was the production and adoption of the 2013 International Relations Policy. This Activity Management Plan reflects this policy.

The Canterbury earthquakes have provided an unprecedented opportunity to review, revitalise and renew the City of Christchurch within a global context. Following extensive public consultation, strategic central and local governmental responses such as the Christchurch Central City Recovery Plan and the Recovery Strategy have been developed. These envisage the City becoming a thriving international city within the Greater Christchurch locality which is a place to be proud of as an attractive and vibrant place to live, work, visit, study and invest. More than ever before Christchurch's success will depend on the connections and relationships it builds with international partners.

The City's relations internationally are about how Christchurch engages with other countries and communities in the international arena. The ensuing relationships and connections help build social, cultural and environmental understandings and benefits, and potentially lay the foundation relationships towards economic development. The Council's international relations also play an important role as the City recovers from the 2010-2011 earthquakes. Learning from recovery experiences in other parts of the world and exchange the lessons we in turn have learned in a compassionate and reciprocal manner will be a key focus.

## 1.2 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 Civic and International Relations for Christchurch means achieving the community outcomes that:

- Christchurch is recognised as a great place to work, live, visit, invest and do business
- Cultural and ethnic diversity is valued and celebrated.
- The Council has effective relationships with central government and other key partners.

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

## 1.3 Effects of growth, demand and sustainability

The changing nature of globalisation, the common environmental and societal challenges faced by countries across the world, and the possibilities for new methods of collaboration and partnership mean that a different model of international engagement is emerging.

Technology, urbanisation, stresses on natural resources, climate change, economic difficulties, and changes in political influences and global power are placing pressures on the planet and creating challenges that cannot be solved in isolation. With growing urbanisation statistics show that the world's urban population now exceeds its rural population. The 21st century will become the century of cities, where now, more than ever city to city connections will have increased focus as cities seek to solve their shared issues together.

At the same time changes in global practices and the advent of new technologies have supported the border-less exchange of information, increasing connectivity between people, organisations and communities and providing new opportunities for innovative and collaborative approaches to the challenges faced by our societies.

These changes have meant a re-examination of how cities form relationships. The sister city model, created to foster post-war peace and goodwill and based on intensive engagement with specific locations, no longer has the same relevance. The modern approach involves a move away from this to adopt a greater number of connections. Each connection focuses on a particular area of expertise or relevance to the local community; in effect a dynamic network of relationships as opposed to a limited number of bilateral relationships. These

connections are based on partnering to share and learn from best practice initiatives and more closely utilise connections between community and business associations as well as government.

In order to be able to compete effectively in an increasingly internationally connected marketplace and community, it is important for Christchurch to position itself strategically in the global community. International relationships that facilitate the trade of information, people and resources, that are flexible, dynamic, and help the city carve a unique identity on the world stage will support this. It will be important to have a clear strategic intent but also to be open to relationship opportunities aligned to the strategic intent as they arise.

Over the next twenty years, the City will continue to rebuild, grow and change, with planned increases in population providing a range of challenges and opportunities, particularly relating to financial resources. International partnerships can help provide Christchurch with the knowledge and support required to develop and maintain a liveable, sustainable and globally competitive city.

#### 1.4 Key Challenges and Opportunities for Civic and International Relations

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

**Table 1-1 Key Challenges and Opportunities for Civic and international Relations**

Key Issue	Discussion
Antarctic Office	The Antarctic industry contributes \$102.9m direct expenditure annually to the Christchurch economy. Tasmania is proactively positioning Hobart as the Antarctic gateway of choice for 'East Antarctic nations' and produced the 'Developing Tasmania's Antarctic Sector' strategy in late 2011, with a high priority on attracting East Antarctica nations to Hobart. In Tasmania the Antarctic and Southern Ocean sector directly employs more than 1100 people. In 2011/12 it directly contributed \$187 million (or 0.7%) to the Tasmanian GSP. The Tasmanian State Government has established the Tasmanian Polar Network to attract and retain programmes and to leverage the economic development opportunities this presents. The Tasmanian Polar Network vision is for Tasmania to be- the world's leading hub of excellence serving the Antarctic and Southern Ocean Sector; and their mission is to promote and maintain Tasmania's business, education and research roles in the Antarctic and Southern Ocean sector. In order to reflect the importance of our Antarctic partners it is proposed to establish an Antarctic Office that is recognised as the single point of contact for the Christchurch Antarctic industry to ensure that the city maximises the tourism and servicing opportunities associated with the Antarctic programmes and to ensure those programmes currently using Christchurch as a base are not lost to Tasmania.

Key Issue	Discussion
WW100	<p>The centenary of New Zealand's participation in the First World War will be marked from 2014-2019 (when our troops came home) through commemorative events, projects and activities in all parts of the country. The First World War (1914–1918) was one of the most significant events of the 20th Century and had a deep and lingering impact on New Zealand society. Ten percent of our population of one million served overseas, of which more than 18,000 died and over 40,000 were wounded. Nearly every New Zealand family was affected. The growing attendance at Anzac Day ceremonies in New Zealand, and the steady increase in visitors to battlefields in Turkey and Europe, demonstrate a continuing interest in the significance of this conflict. The events of 1914–1918 affected more than those who went away— they touched nearly every New Zealand family, every community, school, workplace and club or group. One indication of this wide-reaching impact is how many New Zealand communities, large or small, have a memorial marking the First World War. The centenary commemorations will honour the service and sacrifice of those who fought, and will also tell the stories of the great majority of people who remained at home. With a generation of men overseas, women took on new roles that began to change our workforce and society. At a time of intense pressure to conform, the courage of those who opposed the war, including conscientious objectors, must also be acknowledged. Many of the centenary activities planned for 2014–2019 focus on family connections, the places we live and work in today, the stories we tell and the freedoms we enjoy. The Government has created WW100 to commemorate World War 1 and NZ's contribution to that conflict. WW100 is a shared identity for centenary projects across New Zealand and will include official ceremonies, permanent legacy projects, community initiatives and personal projects. These events and activities will recognise and remember all forms of service by New Zealanders during WW1 and increase our awareness of how the war broadened our concept of national identity. Auckland Council has established a Political Steering Group which is providing leadership and direction for the development and implementation of council-led initiatives. The group will work with local boards, iwi and community groups to foster and support activities and ensure a cohesive programme of events across the region. In Wellington the Council are supporting community projects that commemorate the city's contribution during the First World War. Civic and International Relations currently has an enhanced budget (additional \$77K) to commemorate the centenary of Gallipoli. It is proposed that Civic and International Relations is provided with a continuing enhanced budget (additional \$50K) until FY 17/18 in order to be able to coordinate the City's WW100 commemorations.</p>
Sister Cities	<p>Christchurch currently has seven active Sister city relationships: Adelaide in Australia, Gansu Province and Wuhan city in China, Kurashiki in Japan, Songpa-gu in Korea, Christchurch in the United Kingdom, and Seattle in the United States. Sister City relationships are formal long term relationships where there are strong links in the areas of culture, education, sport, and business. Sister City relationships are formalised by Council agreement, require civic and community engagement on both sides and are managed in Christchurch by a voluntary community committee, supported by Council resources. Each Sister City Committee has two elected members. Each Sister City Committee aims to increase global co-operation at a local level, promote cultural understanding, stimulate economic development and foster a citizens' network of organisations and individuals devoted to creating and strengthening partnerships between Christchurch and international communities. In order to be able to undertake this work each Committee receives annual grant funding from the Christchurch City Council.</p>
Civic Events	<p>Civic and International Relations has primary responsibility for organising city and Council ceremonial and commemorative events. Examples include ceremonial welcomes at Council, ANZAC Day commemorations, charter parades, the apprentice graduation, February 22 commemoration, Mayor's For peace and Peace City, and the civic awards process. Civic and International Relations is responsible for the planning, administration and coordination of arrangements for official visitors to the city and Council, including members of the Diplomatic Corps and visiting elected officials from overseas. In FY 13/14 Civic and International relations facilitated 47 international visits. Civic and International Relations works closely with other agencies – particularly the Ministry of Foreign Affairs and Trade and Visit and Ceremonial Office – on these visits. Civic and International Relations is responsible for the delivery of citizenship ceremonies for new New Zealanders in FY 13/14 Civic and International Relations conducted 23 citizenship ceremonies for 1760 new kiwis.</p>
Significant unforeseen and unplanned events in support of the Office of the Mayor	<p>Civic and International Relations has primary responsibility for the planning, administration and coordination of significant unforeseen and unplanned events in support of the Office of the Mayor. These events are unfunded. In FY11/12 the commemoration of the first anniversary of the 22 February earthquake was in this category; in FY12/13 the commemoration of the second anniversary of the 22 February earthquake and the visit to the city by Their Royal Highnesses The Prince of Wales and Duchess of Cornwall was in this category; and in FY13/14 the visit to the city by Their Royal Highnesses The Duke and duchess of Cambridge was in this category.</p>

## 2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Civic and International Relations 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?	Cost	Options for consultation and engagement
Establishment of an Antarctic office	In Tasmania the Antarctic and Southern Ocean sector directly employs more than 1100 people. In 2011/12 it directly contributed \$187 million (or 0.7%) to the Tasmanian GSP. Hobart has the Tasmanian Polar Network (TPN) who's vision is for Tasmania to be- the world's leading hub of excellence serving the Antarctic and Southern Ocean Sector; and who's mission is to promote and maintain Tasmania's business, education and research roles in the Antarctic and Southern Ocean sector. In order to reflect the importance of our Antarctic partners this area should be divided into three: A service to retain our current partners; a service to work with central government to encourage new international partners; and an Antarctic office to coordinate and lead the city and region in better realising opportunities from our gateway status.	High	Additional \$250,000/annum for office set up for the first three years, and then to be determined after the delivery of the City Antarctic Strategy and the marketing plan.	Consultation of Antarctic partners and the community in the development of an Region Antarctic strategy and marketing programme.



Key Change	Reason	Level of significance? What investigations are needed?	Cost	Options for consultation and engagement
<p>Exited Great Wine Capitals. CCC has resigned Christchurch   South Island from the network and all levels of service relating to this project have been removed.</p>	<p>Christchurch participation in the Great Wine Capitals (GWC) has been compromised since the earthquake. This project was a Christchurch led venture with other South Island TA and wine industry groups that failed to capture their full cooperation. Consequently Christchurch was left to carry the financial risk and consequently was unable to devote finance to better market the programme. As a consequence public perception of this programme was generally negative. For FY14/15 the Council did not allocate any budget to this programme and consequently we formally resigned from GWC on 25 June 14 to take effect on 26 December 14.</p>		<p>Already saved \$30,000/annum</p>	
<p>Support the RNZRSA and community in the delivery of WW100 commemorative events.</p>	<p>Recognises that over the next five years the nation will be commemorating the centenary of the First World War and that commemorations are more than just ANZAC day.</p>	<p>High</p>	<p>Additional \$50,000/annum for five years.</p>	<p>A Canterbury WW100 Steering Group has already been established with the CCC taking the lead to coordinate WW100 commemorations over the next five years.</p>

## 3 Activity description

### 3.1 Focusing on what we want to achieve

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

- Christchurch is recognised as a great place to work, live, visit, invest and do business
- Cultural and ethnic diversity is valued and celebrated
- The Council has effective relationships with central government and other key partners.

### 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:

- A platform for attracting high value investment, growth and innovation is provided by effective management of sister-city relationships. Nurturing these relationships also attracts talented migrants and high value visitors.
- The promotion of cultural links and understanding is assisted by managing sister city relationships and associated events. Sister city relationships provide a platform for attracting high value investment, growth and innovation, talented migrants and high value visitors.
- Leadership and coordination are provided by economic development services to help create an environment that fosters the development of globally competitive businesses in Christchurch.
- Relationships with Antarctic industry partners are developed so Christchurch is recognised by Antarctic programmes as an excellent/globally competitive Antarctic gateway city.
- Opportunities are identified to utilise local and Council expertise to increase capability within identified developing cities, particularly in the Asia/Pacific area.
- Best practice initiatives, particularly in the area of disaster recovery are captured and exchanged.
- Opportunities for strengthening relationships with the local community and with national and international visitors are provided by civic and special events.
- Opportunities for celebrating the cultural and ethnic diversity of and enhancing cultural understanding in the city are provided by civic events.

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

### 3.3 What services we provide

This activity includes the following services:

- Maintain and develop strategic city-city programmes \$111k for 2016:
  - Maintain and develop existing Sister city relationships;
  - Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links.
- Maintain and develop relationships with Antarctic partners \$38k for 2016:
  - Antarctic Office
  - Maintain and develop relationships with partners currently using Christchurch as a base for Antarctic programmes
  - In coordination with central government develop relationships with international partners who could use Christchurch as a base for Antarctic programmes.

- Delivery of Civic events - Citizenship Ceremonies, ANZAC Day, Annual Programme of Civic Events \$1034k for 2016:
  - Delivery of citizenship ceremonies for Christchurch based new New Zealand citizens.
  - Support the RNZRSA and community in the delivery of commemorative events.
  - Deliver the annual programme of civic events including Civic Awards, Apprentice Graduation, Charter Parades, 22 February commemoration.
- Delivery of special events in support of the Office of the Mayor \$20k for 2016:
  - Be prepared to deliver unforeseen special events such as Royal visits and head of state visits to the City.
  - Deliver functions and activities for visiting dignitaries.
- Provide protocol advice to the mayor, elected officials and staff.

There are no assets associated with this activity.

### 3.4 3.4 Benefits and Funding Sources

#### 3.4.1 Who Benefits?

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

Key:
Full
Majority
Some

#### Explanatory Comments:

**Antarctic Office.** The establishment of the Antarctic Office benefits an identifiable part of the community as incorporated in the Antarctic industry. This contains businesses who provide goods and services to the Antarctic programmes, tourism operators, educators, and local Antarcticans. The whole community benefits through the Antarctic industries \$102.9 million spend into the Canterbury economy.

**WW100.** The whole community benefits from this commemoration as the First World War (1914–1918) was one of the most significant events of the 20th Century and had a deep and lingering impact on New Zealand society. Ten percent of our population of one million served overseas, of which more than 18,000 died and over 40,000 were wounded. Nearly every New Zealand family was affected. The growing attendance at Anzac Day ceremonies in New Zealand, and the steady increase in visitors to battlefields in Turkey and Europe, demonstrate a continuing interest in the significance of this conflict.

**Sister Cities.** Some individuals in the community will directly benefit from the Sister City programme through selection to attend exchanges such as the Global Leadership Programme being delivered by the Christchurch Committee. Identifiable parts of the community including the education sector benefit from the Sister city programme through the encouragement of the international education sector through our Sister Cities. The entire community benefits through cultural and ethnic diversity being valued and celebrated.

**Civic Events.** Some individuals in the community will directly benefit from civic events such as new New Zealand citizens receiving their citizenship from the Mayor and those receiving civic awards. Identifiable parts of the community such as apprentice graduates and their industry training organisations, veterans groups, and members of the New Zealand Defence Force benefit from the delivery of civic events. The entire community benefits through the delivery of ANZAC day and the 22 February Commemorations.

### 3.4.2 Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
0%	0%	100%	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? **Yes/ No**

#### Explanatory Comments:

Almost the entire Civic and International Relations function is funded from rates. The Department of Internal Affairs provides a grant of \$15/head for actual citizenships conferred on new New Zealanders (\$26K for FY 13/14). A very small amount (>\$5K) is generated from the delivery of technical tours to the Council from overseas visitors on best practice visits. A small contribution from Selwyn, Waimakariri and Hurunui Councils will be received towards the Apprentice Graduation.

### 3.5 Our key customers

Antarctic Community Groups and Societies; Antarctica New Zealand; Canterbury Business Community; other Canterbury councils; Canterbury Development Corporation; Canterbury Earthquake Recovery Authority; Canterbury Employers Chamber of Commerce; Christchurch and Canterbury Tourism; Christchurch International Airport Limited; Church groups; Community Boards; Community Groups; Chinese Arctic and Antarctic Administration; Chinese Consulate-General; Consular Corps; Council staff; Department of Internal Affairs; Department of Prime Minister and Cabinet; Diplomatic Corps; Education NZ/Christchurch Educated; Education Sector; Elected Officials; Italian Antarctic Programme; Industry Training Organisations; KOPRI (Korean Antarctic Programme); Local Government NZ; Local MP; Mayor; Mayor's Task Force For Jobs; Ministry of Business, Innovation and Employment; Ministry of Foreign Affairs and Trade; Migrant Groups; Ministry of Culture and Heritage; Ngāi Tahu; New Zealand Defence Force; New Zealand Fire Service; New Zealand Police; New Zealand Trade and Enterprise; Overseas Central, State/Provincial, Municipal Governments; Port of Lyttelton; Red Cross; Royal New Zealand Returned and Services Association; Royal Visit Office; St John Ambulance; Sister City Committees; Overseas Sister Cities; United States Air Force; United States National Science Foundation; Veterans Groups; Visit and Ceremonial Office; WW100 Office.

### 3.6 Key legislation and Council strategies

2013 International Relations Policy

## 4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Civic and International Relations activity. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures, agreed with and reported to Council but not included as part of the community consulted document.

**Table 4-1**

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
<b>Maintain and develop strategic city-city programmes</b>								

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5.0.1	Maintain and develop existing Sister City Relationships	<p>Christchurch is recognised as a great place to work, live, visit, invest and do business</p> <p>Cultural and ethnic diversity is valued and celebrated</p>	<p>A Sister City Programme enables citizens to become directly involved in international relations in a unique and meaningful way, bringing long-term benefits to the local community and its partners abroad.</p> <p>In addition to encouraging international peace and goodwill, there are five key aspects to a Sister Cities programme:            Best Practice;            Business Development;            Tourism;            Education;            Culture and Sport;</p> <p>Christchurch's Sister City Relationships are:            Christchurch, England            Seattle, USA;            Adelaide, Australia;            Gansu Province, Wuhan, China;            Kurashiki, Japan;            Songpa-Gu, Korea;</p>	100% of plans assessed	<p>Wellington has three sister city relationships and two historical sister city relationships.</p> <p>Auckland has six sister city and two strategic alliances (valued at \$54m in 2007)</p>	100% of plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)	100% of plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)	100% of plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)	100% of plans assessed (by staff) to meet two or more criteria (Best Practice, Business Development, Tourism, Education, Culture and Sport)

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5.0.9	Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links.	Christchurch is recognised as a great place to work, live, visit, invest and do business		Wellington's 2013 international relations policy seeks to strengthen relations with China, sustain relations with Japan, grow relationships with Australia, and connect with the US West Coast in order to enhance Wellington's reputation as an attractive city for migrants, a great place to invest and do business.	Investigate a new strategic city to city/region relationship with China where the opportunity exists for high value investment, growth, tourism and cultural links	Establish a new strategic city to city/region relationship with China.	5.0.9.1 Strengthen the new strategic city to city/region relationship with China.  5.0.9.2 Investigate a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links .	5.0.9.1 Strengthen the new strategic city to city/region relationship with China.  5.0.9.2 Establish a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links.

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	
<b>Maintain and develop relationships with Antarctic partners</b>								



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						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
5.0.2	Maintain and develop relationships with partners currently using Christchurch as a base for Antarctic programmes	<p>Christchurch is recognised as a great place to work, live, visit, invest and do business</p> <p>The Council has effective relationships with central government and other key partners</p>	<p>The Antarctic industry contributes \$102.9m direct expenditure annually to the Christchurch economy. Tasmania is proactively positioning Hobart as the Antarctic gateway of choice for 'East Antarctic nations' and produced the 'Developing Tasmania's Antarctic Sector' strategy in late 2011, with a high priority on attracting East Antarctica nations to Hobart.</p>	<p>CCC an active partner within Antarctic Link Community (NZ, USA, Italy)</p> <p>All major events delivered - Season Opening function, Antarctic UC scholarship.</p>	<p>Hobart is base to three Antarctic international research programmes - Australia, France, Germany and the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR)</p>	<p>5.0.2.1</p> <p>Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP).</p> <p>5.0.2.2</p> <p>All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.</p>	<p>5.0.2.1</p> <p>Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP).</p> <p>5.0.2.2</p> <p>All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.</p>	<p>5.0.2.1</p> <p>Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy Korea and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP).</p> <p>5.0.2.2</p> <p>All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.</p>	<p>5.0.2.1</p> <p>Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP).</p> <p>5.0.2.2</p> <p>All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.</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	
5.0.15	Undertake Civic engagement and work with central government to develop relationships with international partners to use Christchurch as a base for Antarctic programmes.	<p>Christchurch is recognised as a great place to work, live, visit, invest and do business</p> <p>The Council has effective relationships with central government and other key partners</p>	<p>The Antarctic industry contributes \$102.9m direct expenditure annually to the Christchurch economy. Tasmania is proactively positioning Hobart as the Antarctic gateway of choice for 'East Antarctic nations' and produced the 'Developing Tasmania's Antarctic Sector' strategy in late 2011, with a high priority on attracting East Antarctica nations to Hobart.</p>		<p>Hobart is base to three Antarctic international research programmes - Australia, France, Germany and the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR</p>	<p>Undertake civic engagement and work with Central Government develop relationships with international partners operating, or seeking to commence operations in the Ross Sea to demonstrate Christchurch's suitability to logistic support.</p>	<p>Undertake civic engagement and work with Central Government develop relationships with international partners operating, or seeking to commence operations in the Ross Sea to demonstrate Christchurch's suitability to logistic support.</p>	<p>Undertake civic engagement and work with Central Government develop relationships with international partners operating, or seeking to commence operations in the Ross Sea to demonstrate Christchurch's suitability to logistic support.</p>	<p>Undertake civic engagement and work with Central Government develop relationships with international partners operating, or seeking to commence operations in the Ross Sea to demonstrate Christchurch's suitability to logistic support.</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
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					2015/16	2016/17	2017/18	
<b>Antarctic Office</b>								

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	
5.0.16	Christchurch is recognised by Antarctic programmes as an excellent/ globally competitive Antarctic gateway city.	Christchurch is recognised as a great place to work, live, visit, invest and do business  The Council has effective relationships with central government and other key partners	Christchurch business services and infrastructure relevant to Antarctic programmes is well understood/ effectively marketed/ globally recognised.  The opportunities presented by the Antarctic sector are fully taken up by the city. Stakeholders in the Antarctic sector communicate and collaborate effectively with each other.	In Tasmania the Antarctic and Southern Ocean sector directly employs more than 1100 people. In 2011/12 it directly contributed \$187 million (or 0.7%) to the Tasmanian GSP. Hobart has the Tasmanian Polar Network (TPN) who's vision is for Tasmania to be the world's leading hub of excellence serving the Antarctic and Southern Ocean Sector; and who's mission is To promote and maintain Tasmania's business, education and research roles in the Antarctic and Southern Ocean sector	5.0.16.1 Establish an Antarctic office that is recognised as the single point of contact for the Christchurch Antarctic industry.  5.0.16.2 Develop and implement a city/region Antarctic Strategy  <i>Non-LTP</i>  5.0.16.3 <i>Take a leadership and coordination role on behalf of the city/all Antarctic stakeholders</i>  5.0.16.4 <i>Ensure that good quality information on Christchurch's business and infrastructure is promptly provided to international Antarctic programmes using the city.</i>	5.0.16.1 Implement Antarctic strategy  5.0.16.2 Develop and implement a coordinated marketing programme which effectively communicates Christchurch's 'Antarctic product set' on behalf of all key stakeholders.  <i>Non-LTP</i>  5.0.16.3 <i>Take a leadership and coordination role on behalf of the city/all Antarctic stakeholders</i>  5.0.16.4 <i>Ensure that good quality information on Christchurch's business and infrastructure is promptly provided to international Antarctic programmes.</i>	5.0.16.1 Implement a city/region Antarctic Strategy  5.0.16.2 Implement the coordinated marketing programme  <i>Non-LTP</i>  5.0.16.3 <i>Take a leadership and coordination role on behalf of the city/all Antarctic stakeholders</i>  5.0.16.4 <i>Ensure that good quality information on Christchurch's business and infrastructure is promptly provided to international Antarctic programmes using the city.</i>	5.0.16.1 Implement a city/region Antarctic Strategy  5.0.16.2 Implement the coordinated marketing programme  <i>Non-LTP</i>  5.0.16.3 <i>Take a leadership and coordination role on behalf of the city/all Antarctic stakeholders</i>  5.0.16.4 <i>Ensure that good quality information on Christchurch's business and infrastructure is promptly provided to international Antarctic programmes using the city.</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
					<p>5.0.16.5 <i>Facilitate access for local businesses to opportunities to supply Antarctic programmes.</i></p> <p>5.0.16.6 <i>Facilitate strong communication and coordination within the Antarctic sector in Christchurch</i></p>	<p>5.0.16.5 <i>Facilitate access for local businesses to opportunities to supply Antarctic programmes.</i></p> <p>5.0.16.6 <i>Facilitate strong communication and coordination within the Antarctic sector in Christchurch</i></p>	<p>5.0.16.5 <i>Facilitate access for local businesses to opportunities to supply Antarctic programmes.</i></p> <p>5.0.16.6 <i>Facilitate strong communication and coordination within the Antarctic sector in Christchurch</i></p>	<p>5.0.16.5 <i>Facilitate access for local businesses to opportunities to supply Antarctic programmes.</i></p> <p>5.0.16.6 <i>Facilitate strong communication and coordination within the Antarctic sector in Christchurch</i></p>	
<b>Delivery of Civic events - Citizenship Ceremonies, Anzac Day, Charter parades</b>									
5.0.6	Citizenship Ceremonies for Christchurch based 'new New Zealand citizens' delivered	Christchurch is recognised as a great place to work, live, visit, invest and do business	<i>Civic events such as Citizenship Ceremonies and Anzac Day parades are important to participants and their part in the life of our City. Quality delivery and support from the City is essential.</i>	<i>Citizenship Ceremonies presently being delivered when required</i>	<i>Citizenship ceremonies are delivered by territorial authorities across New Zealand.</i>	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget

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	
5.0.7	Support the RNZRSA and community in the delivery of commemorative events	<p>Christchurch is recognised as a great place to work, live, visit, invest and do business</p> <p>The Council has effective relationships with central government and other key partners</p>	<p><i>Civic events such as Anzac Day parades are important to participants and their part in the life of our City. Quality delivery and support from the City is essential.</i></p>	<p><i>Planning and delivery support provided annually for ANZAC Day Dawn parade</i></p>	<p><i>Throughout NZ local bodies provide support to the local branches of the RNZRSA to plan and deliver the ANZAC Day commemorations.</i></p> <p><i>For the commemoration of the First World War local government is taking the lead in the coordination of the commemorations.</i></p>	ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery	ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery	ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery	ANZAC Day commemorations in central Christchurch and other official commemorations supported with planning and delivery

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	
5.0.10	Deliver functions / activities for visiting dignitaries	The Council has effective relationships with central government and other key partners	<i>Adherence to protocol and procedures for Civic delegations / dignitaries is an important part of establishing relationships of value to Christchurch.</i>	<i>Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council.</i>  <i>In the first quarter 2012 facilitation of eight visiting delegations was required.</i>	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council

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		
5.0.8	Annual programme of other civic events delivered	<p>Christchurch is recognised as a great place to work, live, visit, invest and do business</p> <p>The Council has effective relationships with central government and other key partners</p>	<p>The Mayor is expected to host a wide variety of events through the course of the year. These events further our relationship with the local community and with national and international delegates.</p>	<p>In 2011 there were 700 graduates into the Mayors Taskforce for Jobs eligible to attend the Apprentices Graduation.</p> <p>The city has granted Freedom of the City to three military units, who have the right to a charter parade annually</p> <p>Christchurch has been a member of the international 'Mayors for Peace' association since 1988. By the end of 2013, the Mayors for Peace organisation had 5,831 member cities from 158 countries and regions.</p>		<p>Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events</p>	<p>Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events</p>	<p>Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events</p>	<p>Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events</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		
<b>Delivery of special events in support of the Office of the Mayor</b>									
5.0.4	Manage significant unforeseen and unplanned events in support of the Office of the Mayor	The Council has effective relationships with central government and other key partners	To mark significant, unforeseen/un-programmed community events. . Recent examples include; Pike River, and February 22 memorials.  The Mayor is expected to host a wide variety of events through the course of the year. These events further our relationship with the local community and with national and international delegates.	Manage special events in support of the Office of the Mayor		Continue to manage special events within time constraints in support of the Office of the Mayor.	Continue to manage special events within time constraints in support of the Office of the Mayor.	Continue to manage special events within time constraints in support of the Office of the Mayor.	Continue to manage special events within time constraints in support of the Office of the Mayor.

## 5 Review of cost effectiveness - regulatory functions and service delivery

Not applicable to Civic and International Relations

## 6 Long Term Infrastructure Strategy

Not applicable to Civic and International Relations.

## 7 Review of cost-effectiveness - infrastructure delivery

Not applicable to Civic and International Relations.

## 8 Significant Effects

Not applicable to Civic and International Relations.

## 9 Risk Management

**Table 9-1 Significant Risks and Control Measures**

Risk Description	Current Control	Proposed Control	Target Risk Level
<p><b>Loss of Antarctic Business:</b> The Antarctic industry contributes \$102.9m direct expenditure annually to the Christchurch economy. Tasmania is proactively positioning Hobart as the Antarctic gateway of choice for 'East Antarctic nations' and produced the 'Developing Tasmania's Antarctic Sector' strategy in late 2011, with a high priority on attracting East Antarctica nations to Hobart.</p>	<p>CCC is an active partner within Antarctic Link Community and annually delivers the season opening function and an Antarctic UC scholarship.</p>	<p>Establish an Antarctic Office that is recognised as the single point of contact for the Christchurch Antarctic industry to ensure that the city maximises the tourism and servicing opportunities associated with the Antarctic programmes.</p>	HIGH
<p><b>High Profile Visits:</b> Head of State or Royal Visit to the city are unforeseen activities which incur significant costs in security, traffic management, crowd control and event management.</p>	<p>Covered under special events in support of the Office of the Mayor and incur an overspend offset by savings in other areas of CIR budget.</p>	<p>Early identification of costs and request to ET for authority to overspend.</p>	HIGH

## 10 Improvement Plan

The Council's International relations was the subject of review by a Council led working party in 2013 and included significant stakeholder engagement. The results of this review was the production and adoption of the 2013 International Relations Policy. This Activity Management Plan reflects this policy.

## 11 Operations, Maintenance and Renewals Strategy

Not applicable to Civic and International Relations.

## 12 Key Projects

Table 12-1 details the key projects programmed for years 2015 to 2025.

**Table 12-1**

Project Name	Description	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver
	For details of the capital works relating to this activity refer to the draft Capital Programme, draft Long Term Plan, volume 1					

Note: G = Growth, LoS = Levels of Service, R = Renewal

## 13 Summary of Cost for Activity

Figure 13-1

ECONOMIC DEVELOPMENT - CIVIC AND INTERNATIONAL RELATIONS	<u>Funding Caps in 2015/16 Dollars</u>				<i>Funding splits exclude EQ Costs from all calculations</i>					
	2014/15 Annual Plan	2015/16	2016/17	2017/18	Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	000's									
<b>Operational Budget</b>										
Sister City Relationships	111	109	107	105						
Antarctic Industry Partners	38	38	37	36						
Antarctic Office	-	-	-	-						
Delivery of Civic Events	1,044	972	963	947						
Delivery of Special Events	20	20	20	19						
<b>Activity Costs before Overheads</b>	<b>1,213</b>	<b>1,139</b>	<b>1,126</b>	<b>1,107</b>						
Earthquake Response Costs	-	-	-	-						
Corporate Overhead	65	59	58	54						
Depreciation	-	-	-	-						
Interest	-	-	-	-						
<b>Total Activity Cost</b>	<b>1,277</b>	<b>1,198</b>	<b>1,184</b>	<b>1,161</b>	0%	0%	100%	Full		
<b>Funded By:</b>										
Fees and Charges	-	0	0	0						
Grants and Subsidies	5	5	5	5						
Earthquake Recoveries	-	-	-	-						
<b>Total Operational Revenue</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>						
<b>Net Cost of Service</b>	<b>1,272</b>	<b>1,192</b>	<b>1,179</b>	<b>1,156</b>						
<b>Funded by:</b>										
<b>Rates</b>	<b>1,272</b>	<b>1,192</b>	<b>1,179</b>	<b>1,156</b>						
<b>Earthquake Borrowing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>						
	<b>1,272</b>	<b>1,192</b>	<b>1,179</b>	<b>1,156</b>						
<b>Capital Expenditure</b>										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										

Figure 13-2

