

Long Term Plan 2024-34 Activity Plan

# Sustainable Economic Development

- *Targeted Innovation Investment and Business Support*
- *Activating Assets, the Central City and Strategic Locations*
- *City Positioning*

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			Signature	Date of sign-off
General Manager	General Manager			Dd mmm 2024
Finance Business Partner	Finance Business Partner			Dd mmm 2024
Activity Manager	ChristchurchNZ Board	ChristchurchNZ Board	ChristchurchNZ Board	29 Jan 2024

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# 1. What this activity delivers

## Council delivers its Sustainable Economic Development function through, and in partnership with, its Council Controlled Organisation, ChristchurchNZ.

This activity contributes primarily to the Council’s Community Outcome – “A Thriving Prosperous City”.

This Activity Plan has been prepared based on the instruction set out in Christchurch City Council’s shareholder Letter of Expectations for 2023/24 to the ChristchurchNZ Holdings Ltd Board, that the Council expects CNZHL’s Activity Plan will reflect implementation of the Christchurch Economic Ambition, Destination Management Plans and Place Brand.

Delivery of these services is outlined in ChristchurchNZ’s Statement of Intent (Sol), which is submitted annually to the Council (as required by the LGA), along with quarterly reports to the Council on implementation.

### This activity includes the following services:

	Services	Contributes to Community Outcomes
	<p><b>Targeted Innovation Investment and Business Support</b>            Services that contribute to delivery of the following priorities of the Christchurch Economic Ambition:</p> <ul style="list-style-type: none"> <li>• <u>Targeted innovation investment</u> - Target innovation investment towards catalysing and supporting new ideas that solve climate and waste challenges, improve industry efficiency and productivity, and catalyse new circular and regenerative business models.</li> <li>• <u>Focused, easy to navigate business growth and support ecosystem</u> - Focus industry intervention and investment towards transforming our lowest tech, low productivity and high-emitting sectors; and amplifying growth of our highest-potential sub-sectors through: industry and value chain clustering, facilitating access to grants and through enhanced business support systems that provide access to investment, knowledge, and connections.</li> </ul>	<ul style="list-style-type: none"> <li>• A thriving prosperous city</li> </ul>
	<p><b>Activating Assets, the Central City and Strategic Locations</b>            Services that contribute to delivery of the following priorities of the Christchurch Economic Ambition:</p> <ul style="list-style-type: none"> <li>• <u>Focus investment towards the coordinated development and activation of the central city</u> - Invest in developing the central city as a vibrant, walkable central social district, hub of higher density living, and centre for innovation and knowledge intensive industry.</li> <li>• <u>Make the most of our infrastructure and major city assets</u> - Leverage our infrastructure and city assets to build climate and technology resilience, support innovative, circular, and net positive business, and attract visitors, events, talent and investment.</li> </ul>	<ul style="list-style-type: none"> <li>• A thriving prosperous city</li> <li>• A cultural powerhouse city</li> </ul>
	<p><b>City Positioning</b>            Services that contribute to delivery of the following priority of the Christchurch Economic Ambition:</p> <ul style="list-style-type: none"> <li>• <u>Consistently promote Ōtautahi Christchurch to national and international markets</u> - Promotional activity that attracts talent, visitors and investment. Inspire and enable people who love Christchurch to become city advocates</li> </ul>	

Sustainable Economic Development services focus on achieving sustainable prosperity by contributing to the 10-year priorities identified in the Christchurch Economic Ambition.

ChristchurchNZ delivers sustainable economic development services by **fostering connections across sectors, public and private entities using a range of tools** including:

- Intervening with targeted actions to capture clearly defined economic opportunities or address problems that will not be tackled by the market, or by other agencies, with a clear exit strategy identified for when targets have been achieved.
- Facilitating central government and local partner investment into Christchurch.
- Building on our industry strengths through clustering and encouraging innovation.
- Targeted investment to support businesses to grow, build sustainability and resilience.
- Unlocking the economic potential of land in strategic locations and building partnerships to create attractive and thriving places.
- Attracting events, businesses, talent, international students and visitors.
- Building the brand of Christchurch.
- Providing the city with economic insights and leadership to enable evidence led decision making.
- Providing sustainable economic development strategy, monitoring and advocacy.

The following operating principles are applied when identifying specific interventions to deliver sustainable economic development services:

- **Intervention agency:** CNZ delivers targeted and timebound interventions to capture clearly defined economic opportunities or address problems that will not be tackled by the market, or by other government agencies.
- **Strategic and Impactful:** Resources are targeted towards interventions that directly align with and contribute to CNZs strategic outcomes and goals and are focused on key industries or geographic locations.
- **Facilitator and partner:** CNZ interventions are primarily delivered by ‘leading’, ‘connecting’ and ‘attracting’ and through partnerships that honour Te Tiriti o Waitangi.
- **Balanced:** Deliver a balanced portfolio of interventions with an aim to achieve a balance of short and long-term outcomes.

## Who our key customers are:

- Local and regional business operators (primarily SMEs with growth/export potential)
- Focused sector and sub-sector clusters
- Local entrepreneurs
- Start-up enterprise moving into scale up
- Event and tourism infrastructure operators
- Event organisations
- Organisations seeking relocation to Christchurch

## Who our key partners are:

- Christchurch City Council
- Mana whenua
- Regional and local government agencies and groups
- Central government agencies
- CCHL group companies
- Major local and regional institutions (e.g. University of Canterbury)
- Industry and not-for profit organisations (e.g. Business Canterbury, Tourism Industry Aotearoa)
- Trade Agents (e.g. travel and international education agents)
- Investors and developers (including property sector)
- Other national economic development agencies

## Who our key stakeholders\* are:

- Christchurch City Council
- Christchurch residents and ratepayers
- Central government (where CNZ is a delivery agency)

\*Stakeholders can also be delivery partners

## What we do:

ChristchurchNZ delivers to its strategic outcomes, outlined each year in the Statement of Intent, in partnership with local and national entities. We provide thought-leadership and strategic input into key city-level discussions from an economic development perspective. Our delivery plan includes the following activities:

**Empower and connect industries and value chains through clustering, focussing on sectors where Christchurch has: A unique selling point (USP); Opportunities of scale; Potential to become circular or regenerative; A clear unmet need for government intervention** – Includes delivery of:

- Coordinated research, collaboration, networking and promotion for up to three industry clusters;
- Antarctic Office supports the hosting of international Antarctic programmes through Christchurch and connects Antarctic Programmes with local suppliers;

**Attract organisations and talent that enhance the city's reputation, drive growth in target sectors, and create positive change** – Includes delivery of:

- Targeted attraction of organisations with potential for transformational impact.
- Operation of a screen industry office to support attraction of productions considering Christchurch as a location;
- Co-ordinate the attraction of international students;

**Provide seamless and effective business support services that help enterprises start, scale, innovate and adopt technology, and secure funding** – Includes:

- Facilitating delivery of an enhanced easy to navigate innovation and business support ecosystem;
- Supporting businesses to thrive by assessing business needs and providing access to further services and funding to improve performance; become more sustainable and decarbonise;
- Attracting and coordinating private sector investment to support business growth.

**Deliver urban development projects that create vibrant and attractive destinations, boost economic prosperity, and showcase the city's identity** – Includes:

- Creating and implementing growth and development plans and intervene to enable development and create attractive, thriving places.

**Optimise the use of land and financial capital to deliver ‘best for city’ development projects** – Includes:

- Identifying urban development projects with potential to contribute net positive outcomes and intervene where there are gaps in the market to enable ‘best for city’ development.

**Visitor attraction** – Includes:

- Promoting Christchurch to tourism trade partners, focusing on target markets and visitor types (families and sophisticated explorers) in a way that is consistent with our city identity and destination management plans.

**Leverage the city’s events and tourism infrastructure and assets to create experiences and opportunities** – Includes:

- Working in partnership with other city agencies to leverage previously attracted major events and annual events.  
*Note: Contract management of previously attracted Major events is included in this activity plan. Incentive investment required to prospect for new major events is included in the draft LTP from 2027/28 financial year.*
- Operating a convention bureau to support the attraction of business events that align with our economic ambition, help to grow and enhance target local industry sectors, reduce seasonal visitor fluctuations, and increase year-round city centre vibrancy.  
*Note: Incentive investment required to prospect for some international business events is included in the draft LTP from 2027/28 financial year.*

**Consistently promote Ōtautahi Christchurch** – Includes:

- Developing, maintaining, and promoting an authentic city identity and toolkit of resources for use by organisations promoting Christchurch.
- Working collaboratively with others to co-ordinate implementation of the city brand.

**Demonstrate leadership in the city’s evolution to a regenerative economy** – Includes :

- Updating ChristchurchNZ procurement processes to incorporate criteria that encourage use of suppliers who are innovative and transitioning towards net zero emissions and net-positive economic, social and environmental impact.
- Preparing internal plans and initiatives to reduce ChristchurchNZ’s GHG emissions and deliver positive environmental and social outcomes.

**Increase effectiveness and impact through partnerships** – Includes:

- Working with Whitiora, local hapū, and Ngāi Tahu as leaders, advocates, and delivery partners.

**Facilitate incentive fund requests through Council or city investment through Christchurch City Holdings Ltd to support high-impact attraction or retention opportunities.**

### What you think:

Economic Development (EDNZ) Award winner in 2 categories in 2023 - Best Practice for Primary Research and Best Practice for Innovation.

Economic Development (EDNZ) Award winner 2022 - Best Practice Collaboration Commendation - ChristchurchNZ for Women in Work [Details on the programme](#)

88% of attendees surveyed at Major Events in Christchurch were satisfied or very satisfied with their experience. 89% of Christchurch residents surveyed agreed that hosting events like the one they were at increases their pride in Christchurch.

Businesses receiving Regional Business Partner advisory services consistently report very high net-promoter scores for the team at ChristchurchNZ. Between 2017 and 2023 the average net promoter score for our business advisors has ranged from 62 in 2018/19 to 81 in 2022/23 (scale from -100 to 100).

### What you say:

Ratepayer-owned economic agency attracts \$123 million of investment to Christchurch

The Press Headline

Nowhere else in the country can you find a startup hub with founders, investors, government, academics, students, and ecosystem organisers working together to grow Kiwi startup innovation. This is the reality of our HQ Te Ōhaka with Ara Institute (Te Pūkenga) and ChristchurchNZ. So far, the results have been excellent. We've supported 125 start-ups who raised nearly \$80 million in capital and have created 265 jobs and counting.

Marian Johnson, Ministry of Awesome CEO

Tourism Industry Aotearoa (TIA) is proud to partner with ChristchurchNZ to bring this event (TRENZ) back to life after the COVID disruption of the past three years. Prior to the pandemic, tourism was the most valuable sector to New Zealand's economy, and this is the industry's chance to reconnect but also critically reimagine how travel and tourism will grow and develop into the future. We're so thrilled the event is being held in Christchurch. The city and its fantastic tourism community are very ready for this event, and for the world, to be back.

Rebecca Ingram, CEO of Tourism Industry Aotearoa

I have a lot of international collaborators. I think most of my current research started from conferences and meeting people at conferences. People still like to talk to each other and see what their most recent research developments are and make plans for collaborating in the future.

Prof. Tanja Mitrović, Tūwhana advocate (ChristchurchNZ Business Events Advocate Programme)



The reason Christchurch is a great place to found your company and grow it is it is a very inclusive and fast-growing ecosystem with a diverse portfolio of start-ups, investors and supporters. There is good support from local government and organisations. Alongside the Ara Institute of Canterbury and ChristchurchNZ, the Founder Catalyst incubator there provides a space where innovation, tenacity, and the freedom to fail was the norm. Being a part of a community that supports and encourages startups to think big and go global really stood out for us.

Nathan Taylor, Partly COO

We were incredibly honoured to bring the championships back down to Ōtautahi Christchurch. New Brighton really put on a show with huge surf and great sea temps across the entire weekend. It was a real spectacle, and we couldn't have produced such a magic event without the help of the council and ChristchurchNZ

Stu Bryce, Surf Life Saving New Zealand Southern Regional Manager.

A huge congratulations to ChristchurchNZ for having the aspiration to bring a truly global event (*Sail GP*) to greater Christchurch!

Amy Carter, Chief Executive at The Christchurch Foundation.

The urban development team have been superb to work with – they have been timely in response, open to discussing and allowing implementation of any changes required, and simply easy to meet, discuss and work with. At times there have been challenging obstacles to overcome but together we have worked through them, with the result that Seaview is coming along exceptionally well.

Grant MacKinnon, DGM Group

We are thrilled to partnering with Screen Canterbury on "Bookworm" and to be shooting in the region. We are looking forward to bringing Elijah Wood back to New Zealand.

Emma Slade, Producer

We would like to express our sincere thanks for ChristchurchNZ's fantastic support of our annual SCAPE Public Art Season

Laura Forbes, SCAPE public art





What an amazing weekend for Christchurch, Lyttelton Harbour looked amazing, and you all looked like you were having an incredibly fun weekend.

Go Sail GP in Christchurch!!







Pam Ford, Director Investment & Industry at Auckland Unlimited

## 2. Why we deliver this activity

### 2.1 Community Outcomes: How this activity contributes


	Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
	<b>Collaborative and confident</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.	★★	<b>Development, utilisation and recognition of a city identity builds pride in the city amongst residents and underpins promotion of the city – which provide opportunities for residents to participate in city life.</b>
	<b>Green and liveable</b> Our neighbourhoods and communities are accessible and well connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy.	★★	<b>The draft Christchurch Economic Ambition drives ChristchurchNZ’s activities, moving our city from “an extractive to a regenerative economy”. This means shifting economic activity from depleting our natural resources, towards an economy that benefits people and the planet and making our city more liveable. Our activities support this by:</b> <ul style="list-style-type: none"> <li>• Property development and place led development to improve liveability and urban greening also provide opportunities to demonstrate/test more regenerative approaches.</li> <li>• Attracting business events provides the community with access to a variety of experience, learning and trade opportunities.</li> <li>• Consideration of opportunities for emission reductions and a more regenerative approach at the scoping, investment decision and delivery stages of all activities delivered by ChristchurchNZ.</li> </ul>
	<b>A cultural powerhouse</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative cultural and events ‘powerhouse’.	★★	<b>ChristchurchNZ attracts events to Christchurch, providing opportunities to engage and build capability across a range of interest areas.</b> <ul style="list-style-type: none"> <li>• Major Events already secured for the next 2 years will deliver community impact.</li> <li>• Business events attracted here support knowledge and cultural exchange, innovation and creativity.</li> </ul>
	<b>Thriving and prosperous</b> Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions.	★★★★	<b>ChristchurchNZ’s purpose is “Together we’re shaping an economy where people and places thrive”. Everything ChristchurchNZ delivers is designed to contribute to this outcome in some way.</b> <ul style="list-style-type: none"> <li>• Support the attraction of investment, businesses, talent, visitors and international students.</li> <li>• Help enterprise and targeted sectors build capability, grow and be more sustainable and resilient.</li> <li>• Unlock economic potential from land in strategic locations to create attractive and thriving places.</li> <li>• Develop and foster partnerships to support long-term transformational projects for the city.</li> <li>• Develop and implement the city narrative and place brand to promote the city.</li> <li>• Attracting business events that make the most of the city’s recently built and upcoming new facilities, optimises the value for the city from those investments.</li> </ul>
<b>*Level of contribution – what this means</b> ★★★★★ This activity is critical to the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service ★★★★ This activity strongly supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements ★★★ This activity supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable ★ This activity may provide incidental support to achieving this community outcome – it’s not cost-effective to measure our impact			

## 2.2 Strategic Priorities - How this activity supports progress on our priorities


Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	<b>Be an inclusive and equitable city which puts people at the centre of our city and district, prioritising wellbeing, accessibility and connection.</b>	★	<ul style="list-style-type: none"> <li>Urban design programmes design consider physical accessibility.</li> <li>Some interventions directly address economic inequality.</li> <li>Access to knowledge and information is delivered through digital and other channels (e.g. face-to-face, traditional media).</li> </ul>
	<b>Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.</b>	★★★★	<ul style="list-style-type: none"> <li>Development, maintenance and promotion of a city narrative and brand.</li> <li>ChristchurchNZ champions Christchurch through all attraction and campaign activity.</li> <li>ChristchurchNZ works collaboratively and/or in partnership with a wide range of businesses, innovators, agencies, developers and Council to drive the city's economic ambition.</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.</b>	★	<ul style="list-style-type: none"> <li>By collaborating, partnering and engaging with a wide range of businesses and agencies, ChristchurchNZ - a Council-Controlled Organisation - contributes to building confidence in the Council and its activities.</li> </ul>
	<b>Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.</b>	★★	<ul style="list-style-type: none"> <li>ChristchurchNZ has a KPI target for reducing organisational emissions in their Statement of Intent.</li> <li>ChristchurchNZ includes emissions criteria when funding activities delivered by third parties.</li> <li>ChristchurchNZ supports businesses to increase their organisation's resilience and sustainability outcomes, through capability building and connecting them with resources needed to reduce their environmental impact.</li> </ul>
	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.</b>	★★★	<ul style="list-style-type: none"> <li>By delivering this activity through a Council Controlled Organisation there is greater opportunity to partner with and draw on third party funding sources to deliver greater impact for the investment than what would be possible utilising funding from Council alone.</li> <li>An audited KPI monitoring framework captures (where possible) return on investment metrics for programmes delivered by ChristchurchNZ (this type of reporting is unique to this activity).</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.</b>	★★	<ul style="list-style-type: none"> <li>This activity delivers a range of services, most of which have long term impacts for the community. Activities that are more short term and temporary in nature include in the decision-making criteria preference for options that deliver longer term legacy benefits for the community.</li> <li>Economic equity and equitable access to participate in events and activities are considered as part of relevant work programmes.</li> </ul>
<b>*Levels of contribution – what this means</b>			
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

## 2.3 Climate Resilience Goals: How this activity supports climate resilience goals


### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity include:</p> <ul style="list-style-type: none"> <li>• Business travel by staff and contractors.</li> <li>• Travel to attend events or resulting from visitor attraction services.</li> <li>• Emissions created by third-party contracted providers and recipients of support services.</li> <li>• Construction emissions and embodied emissions in the materials used in urban development projects.</li> </ul> <p>ChristchurchNZ are taking the following actions to reduce greenhouse gas emissions:</p> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Emissions for all operational activity have been reduced to the extent possible given the current products and services available. All remaining emissions are currently offset.</li> <li>• Decision criteria across all services take into consideration emissions of the activity or project and ability to lower emissions through delivery methods or procurement.</li> </ul>	<p>Greenhouse gas emissions by users of Sustainable Economic Development services</p> <ul style="list-style-type: none"> <li>• Destination Management Plans supporting regenerative tourism.</li> <li>• Contracts requiring suppliers to minimise greenhouse gas emissions.</li> <li>• City brand narrative that promotes a balance between people and nature.</li> </ul>
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### We understand and are preparing for the ongoing impact of Climate change

	<p>Key climate risks for the sustainable economic development activity include:</p> <ul style="list-style-type: none"> <li>• Changing consumer behaviours, particularly relating to travel (e.g. willingness to travel long distance for leisure or to attend events due to climate concerns).</li> <li>• Increase in extreme weather could impact on delivery and/or experience of some types of major event.</li> </ul> <p>Options being considered, to reduce the risks to the Sustainable Economic Development activity and the community posed by those climate risks, include:</p> <ul style="list-style-type: none"> <li>• Connecting private and public sector organisations to knowledge and resources to help decarbonise and adopt circular and regenerative business models.</li> <li>• Supporting targeted industries to decarbonise focusing on higher emitting sectors and tourism related businesses to deliver Destination Management Plans.</li> <li>• Prepare and contract land development projects (where there are gaps in the market) that contribute to sustainable outcomes.</li> <li>• Opportunities to channel central government or other public and private third-party funding/support to local enterprises for emissions reduction or climate adaption.</li> <li>• Opportunities to support local enterprises and entrepreneurs developing climate change solutions for local industries.</li> </ul>
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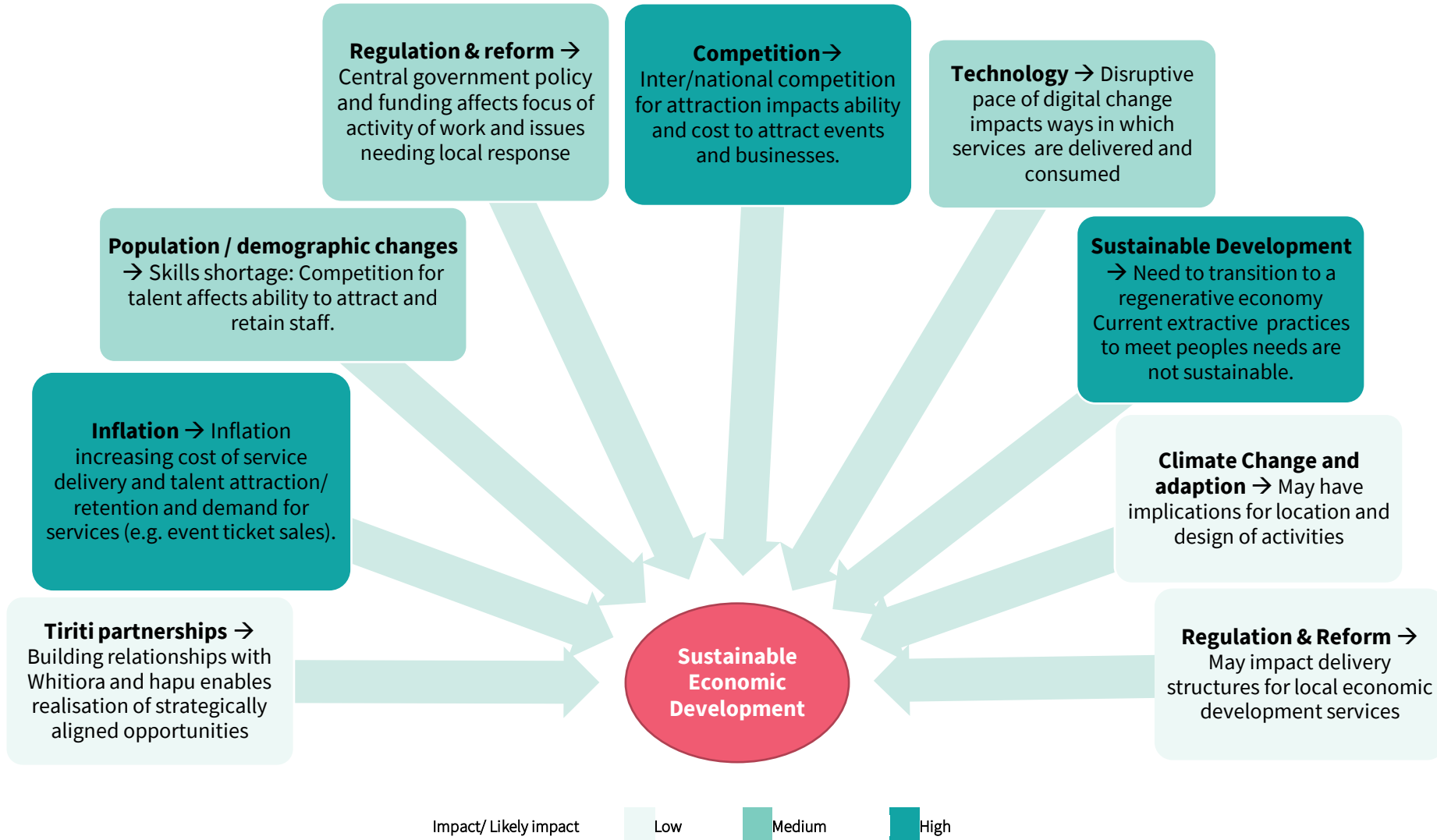
### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• We will seek to attract funding to undertake pilot projects that support the ambition of a regenerative economy to: support businesses to decarbonise by connecting them to providers of advice and resources.</li> </ul>
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# 3. How we are planning for future impacts

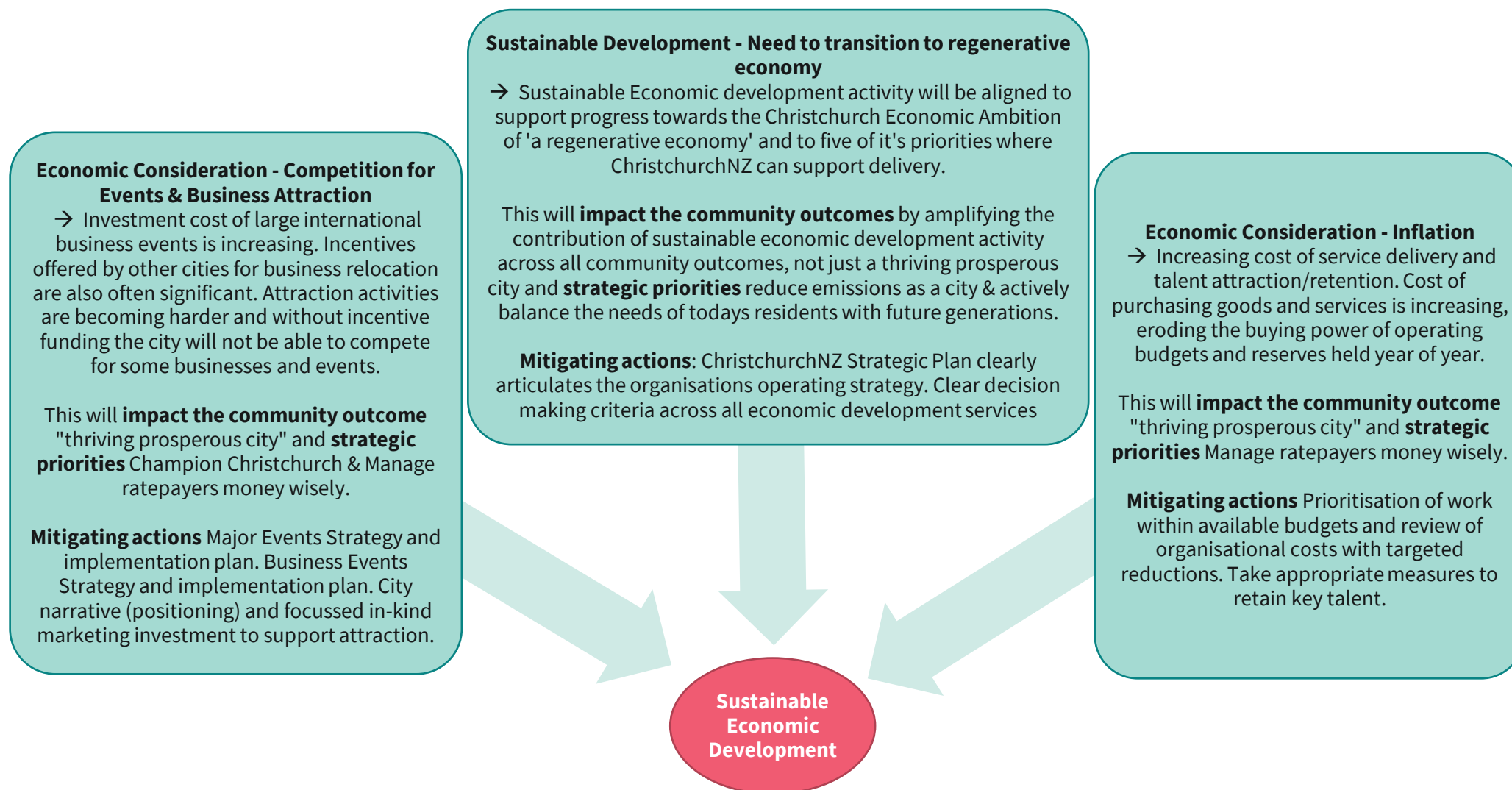
There are factors influencing current and future demand for sustainable economic development activities and the ability to deliver them. These are listed below.

## 3.1 Issues impacting current and future activity demand and deliverability.



## 3.2 The high impact issues and mitigations planned.

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.



## 4. Our levels of service

Sustainable economic development services to be provided are outlined annually in ChristchurchNZ’s Statement of Intent (SoI). The SoI is required by the Local Government Act 2002 to include the “nature and scope of the activities to be undertaken by the group; and the non-financial performance targets and other measures by which the performance of the group may be judged in relation to its objectives”.

The SoI is prepared in response to an annual Letter of Expectations from Christchurch City Council. In the Letter of Expectation for 2021/22 ChristchurchNZ was asked to develop “level of service targets that are outcome oriented”. These have been incorporated as Key Performance Indicators (KPIs) in the SoI since July 2021. This additional level of monitoring and reporting provides a measure of the effectiveness of the delivery of services and return on investment for the community from this activity. All performance measures (LTP levels of service and KPIs) are independently audited at the end of each financial year. ChristchurchNZ’s auditor is selected by the auditor general.

Given the additional layer of reporting and auditor scrutiny; the outcome KPI levels of service that have been developed for the SOI; and the direction in the Councillors’ Letter of Expectations for this LTP to “focus our efforts on a reduced suite of LOS that are most critical and meaningful” a clear and transparent set of service measures and targets are proposed.

See Appendix A: Levels of Service Details for more detail.

### Services & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027-34
<b>Targeted Innovation Investment and Business Support</b>					
<b>Ensure Christchurch businesses have access to advice and support to innovate, grow competitiveness, resilience, and sustainability</b>	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability (5.1.6.1)	800 businesses access business support or advice			
<b>Activating Assets, the Central City and Strategic Locations</b>					
<b>Activating Christchurch as an attractive destination</b>	Prepare City bids to attract business events to Christchurch (5.1.8.1)	30 City bids prepared to attract business events			
	Number of major event opportunities assessed for consideration by the City Partners Group (2.8.1.3)				(20 major event opportunities)

					assessed from 2027/28 <sup>1</sup>
	Area of improvement to public and private space through partnership and collaboration with Council, private sector, and not-for profit (5.1.9.2)	4,000 square metres	6,000 square metres	6,000 square metres	6,000- 8,000 square metres
<b>City Positioning</b>					
<b>Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants</b>	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention (5.1.7.3)	60 engagements with trade agents, investors government or media			

<sup>1</sup> When event investment funds are budgeted for in the Recreation, Sports, Community Arts and Events Activity Plan.



## 5. How assets will be managed to deliver the services

**ChristchurchNZ will be enabled by Council to deliver urban development outcomes on Council property that is surplus to requirements. ChristchurchNZ will have access to capital to enable acquisition and/or assembly of property in strategic locations in the city to unlock potential and stimulate further investment and transformative change.**

### Managing our assets

The ChristchurchNZ Property Management Policy includes:

- Any income from leases and/or licences is managed in accordance with an approved budget.
- An acceptable level of maintenance and regular inspections is undertaken.
- There is a Site-Specific Health and Safety Plan and compliance with relevant legislation and regulatory requirements when carrying out property management activities.
- Any critical risks and issues are reported to the CNZ board through CNZ's existing processes in a timely manner.
- Maintenance of up-to-date records of information relating to the property management activities and associated properties.

### Looking forward

ChristchurchNZ has been directed to establish a pipeline of urban development projects utilising Council family-owned property or other acquired property. A range of properties are and may come into the ownership and/or management of CNZ from time-to-time as part of this urban development function.

The scope of property management will vary for each property depending on the complexity of the site and whether the property consists of vacant land, or land with buildings and tenancies.

All work will be undertaken in accordance with the ChristchurchNZ Property Management Policy outlined to the left.

Urban development projects may involve identifying, acquiring, and/or assembling property in strategic locations in the city to unlock potential and stimulate further investment and transformative change. A Property Management Strategy has been developed to guide the selection and delivery of property development projects, approvals to proceed and how CNZ enters and manages partnering arrangements. A key part of the strategy is the decision-making framework which ensures urban development projects of greatest benefit to the city are prioritised. The framework assesses an opportunity against strategic alignment, delivery of economic, social, cultural and environmental benefits to the city, scale, impact and deliverability.

## 6. Capital expenditure and key capital projects

For the period 2024-2034 no capital funding is required.

Christchurch City Council and ChristchurchNZ have agreed to an approach for recycling capital already held by ChristchurchNZ.

# 7. Financial resources proposed

## 7.1 Resources proposed

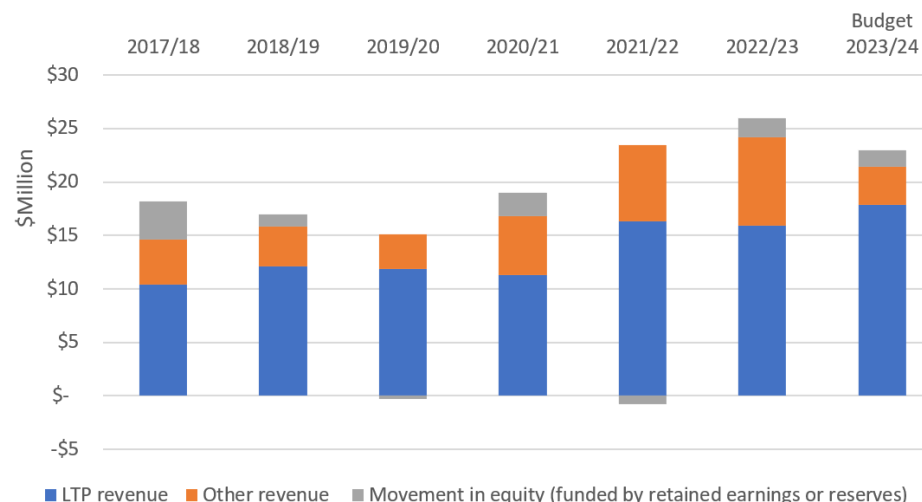
In recent years, ChristchurchNZ has successfully undertaken an ambitious work programme delivering economic benefits to the city. This has been achievable through access to additional revenue (see graph above right). In recent years revenue was significantly supplemented by funding provided by central government to support local tourism providers and the events industry when international borders were closed as part of the COVID 19 response. There is no expectation that this additional level of revenue will continue.

At the request of Council, reserves have been utilised by ChristchurchNZ since 2015/16 to cover a portion of the costs of delivering sustainable economic development services. Reserves and retained earnings have now diminished from around \$14 million to \$4m million (see graph below right). The ChristchurchNZ Board has approved the use of a further \$1.558m to enable level of service delivery in the 2023/24 financial year. By the start of the 2024 LTP period retained earnings will have reduced to around \$2.5m and reserves will be \$0. This is the minimum level of accumulated funds acceptable to enable operation of the organisation under the ChristchurchNZ Holdings Reserves Policy. Therefore, continued recourse to retained earnings and reserves for funding work programmes is neither sustainable nor prudent for the organisation in future years.

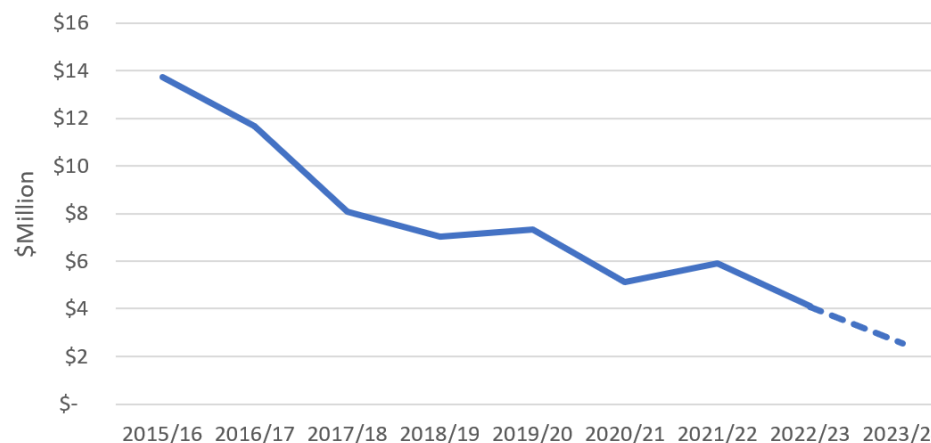
The use of reserves has equated to an average of **\$1.5m per annum of service delivery**, that has been reflected in the Levels of Service **over the last seven years that has not been funded through new LTP revenues**.

The recent period of high inflation has also increased the cost of delivering economic development services. While costs have been going up rapidly, core funding from Council has not been inflation adjusted, meaning LTP funded revenue has been reducing in real terms over the period of the current LTP by around \$1.1m.

ChristchurchNZ Funding Sources 2017 - 2024



ChristchurchNZ accumulated funds/reserves



ChristchurchNZ would need resources of \$21m through the LTP in 2024/25 to be able to continue work programmes across all the activities it has been mandated by Council to deliver through the current Long-Term Plan, and to meet the expectations articulated in Council’s 2023/24 Letter of Expectations.

ChristchurchNZ will be directed to deliver activities at the current level of Council investment to avoid any upward impact on rates. Considering the depleted reserves and inflationary pressures, sustainable economic development activities will need to be reduced from current levels in scale and impact. This is reflected in the Levels of Service and will flow through to lower outcome KPI targets in ChristchurchNZ’s future Statement of Intent.

To allow for inflationary pressures in future years, an increase in financial resources of 2.5 per cent per annum is required to ensure that ChristchurchNZ can continue to effectively deliver the Levels of Service set out in this Activity Plan moving forward.

Financial resources for Sustainable Economic Development Activity:

2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$15.901m	\$16.299m	\$16.706m	\$17.124m	\$17.552m	\$17.991m	\$18.440m	\$18.901m	\$19.374m	\$19.858m

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

## Economic Development

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
<b>Activity Costs Before Overheads by Service</b>										
ChCh Economic Development Leadership	15,142	15,583	15,926	18,282	18,663	19,883	19,884	19,885	19,886	19,886
Antarctic Gateway	248	255	260	260	260	260	260	260	260	260
	<b>15,390</b>	<b>15,837</b>	<b>16,186</b>	<b>18,542</b>	<b>18,923</b>	<b>20,144</b>	<b>20,144</b>	<b>20,145</b>	<b>20,146</b>	<b>20,147</b>
<b>Activity Costs by Cost Type</b>										
Direct Operating Costs	15,357	15,804	16,152	18,507	18,887	20,107	20,107	20,107	20,107	20,107
Direct Maintenance Costs	33	34	34	35	36	37	37	38	39	40
Staff and Contract Personnel Costs										
Other Activity Costs										
<b>Overheads, Indirect and Other Costs</b>										
Depreciation										
Debt Servicing and Interest										
<b>Total Activity Cost</b>	<b>15,390</b>	<b>15,837</b>	<b>16,186</b>	<b>18,542</b>	<b>18,923</b>	<b>20,144</b>	<b>20,144</b>	<b>20,145</b>	<b>20,146</b>	<b>20,147</b>
<b>Funded By:</b>										
Fees and Charges	122	125	128	131	134	137	140	143	146	148
Grants and Subsidies										
Cost Recoveries										
Other Revenues										
<b>Total Operational Revenue</b>	<b>122</b>	<b>125</b>	<b>128</b>	<b>131</b>	<b>134</b>	<b>137</b>	<b>140</b>	<b>143</b>	<b>146</b>	<b>148</b>
<b>Net Cost of Service</b>	<b>15,268</b>	<b>15,712</b>	<b>16,058</b>	<b>18,411</b>	<b>18,789</b>	<b>20,006</b>	<b>20,004</b>	<b>20,002</b>	<b>20,000</b>	<b>19,998</b>
<b>Funding Percentages</b>										
Rates	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%
Fees and Charges	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>										
<b>Total Activity Capital</b>										

## 7.2 Funding consideration and outcome

*Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.*

Council funds the Sustainable Economic Development activity predominately through the general rate. This means that most funding comes from ratepayers, on the basis of capital value, with services mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Sustainable Economic Development activity are allocated out to the external activities by way of Corporate Overhead. For explanation of how each external activity funds Corporate Overhead please refer to section 7.2 of those Activity Plans.
- **Capital expenditure:** Capital costs are largely funded from capital held by ChristchurchNZ as the expenditure is mostly on-site enabling works.

More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

## 8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
<b>Social</b>	
Stimulating more visitors to come to the city, could place increased demand on some services and assets provided by the Council and reduce levels of service and/ or amenity experienced by residents.	Destination Management Plans identify what is needed to ensure visitation is managed appropriately for a quality visitor and resident experience.
<b>Economic</b>	
n/a	
<b>Environmental</b>	
Attracting increased visitation and economic activity may result in increased GHG emissions, and other environmental externalities.	ChristchurchNZ is committed to sustainable economic growth and will work with businesses and partners to prioritise operating practices that contribute to reducing GHG emissions, supporting the long-term shift from an extractive to a regenerative economy.
<b>Cultural</b>	
n/a	

# Appendices





## A. Appendix A: Levels of Service detail

### A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.






## A.2. Levels of Service: Performance measures in detail

Sustainable economic development services to be provided are outlined annually in ChristchurchNZ’s Statement of Intent (SoI). The SoI is required by the Local Government Act 2002 to include the “nature and scope of the activities to be undertaken by the group; and the non-financial performance targets and other measures by which the performance of the group may be judged in relation to its objectives”.

The SoI is prepared in response to an annual Letter of Expectations from Christchurch City Council. In the Letter of Expectation for 2021/22 ChristchurchNZ was asked to develop “level of service targets that are outcome oriented”. These have been incorporated as Key Performance Indicators (KPIs) in the SoI since July 2021. This additional level of monitoring and reporting provides a measure of the effectiveness of the delivery of services and return on investment for the community from this activity. All performance measures (LTP levels of service and KPIs) are independently audited at the end of each financial year. ChristchurchNZ’s auditor is selected by the auditor general.

The Key Performance Indicators and targets from the current 2023 Statement of Intent are shown to the right. Targets for the next LTP period based on the investment set out in this Activity Plan will be established in the 2024 Statement of Intent to be finalised in June 2024.

Given the additional layer of reporting and auditor scrutiny; the outcome KPI levels of service that have been developed for the SOI; and the direction in the Councillors’ Letter of Expectations for this LTP to “focus our efforts on a reduced suite of LOS that are most critical and meaningful”, this activity plan has been drafted with a view to reducing the Levels of Service for this activity in the Long Term Plan to create a clear and transparent set of service measures and targets.

Key Performance Indicator		22/23 Target	23/24 Target
	Long-lasting job creation supported by ChristchurchNZ	145 FTE jobs	<b>160 FTE jobs</b> (200 stretch)
	Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity	400 FTE jobs	<b>430 FTE jobs</b> (465 stretch)
	Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$48m	<b>\$50m</b> (\$60m stretch)
	Contribution to visitor spend supported by ChristchurchNZ <sup>1</sup>	\$27m	<b>\$30m</b> (\$34m stretch)
	Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)	\$40m	<b>\$55m</b> (\$60m stretch)

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027-34					
<b>Targeted Innovation Investment and Business Support</b>											
Christchurch businesses have access to targeted advice, support and investment and new business is attracted to Christchurch	5.1.2.8	Partner with mana whenua to support growth in Māori prosperity and self-determination	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	2 initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity	Number of initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity	A thriving prosperous city	2023: 2 initiatives delivered 2022: 1 initiative delivered 2021: 1 partnership achieved		M
	5.1.6.1	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability	800 businesses access business support or advice	800 businesses access business support or advice	800 businesses access business support or advice	800 businesses access business support or advice	Number of businesses/enterprises supported by ChristchurchNZ to improve productivity, environmental or social performance.	A thriving prosperous city	2023: 856 (RBP/mentor matches) 2022: 575 businesses 2021: 1,707 businesses* 2020: 1,604 businesses* 2019: 518 businesses *covid response		C
	5.1.5.8	Attraction of external investment for sustainable economic development services	\$1,500,000 external investment secured	\$1,500,000 external investment secured	\$1,500,000 external investment secured	\$1,500,000 external investment secured	Value of external investment secured to amplify sustainable economic development services	A thriving prosperous city	2023: \$1,962,046 2022: \$1,069,000 2021: \$1,105,000		M
<b>Activating Assets, the Central City and Strategic Locations</b>											
Activating Christchurch as an attractive place for residents, businesses, events and visitors	5.1.8.1	Prepare City bids to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch	City bids prepared to attract business events to Christchurch, aligned with the business event strategy and Christchurch Economic Ambition of a regenerative economy	A thriving prosperous city	2023: 84 city bids 2022: 47 city bids 2021: 32 city bids 2020: 36 city bids 2019: 34 city bids		C
	5.1.8.2	The city is successful in its bids to attract business events to Christchurch	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events	At least 35% success rate of bids for business events	Success rate of bids for business events	A thriving prosperous city	2023: 51% 2022: 48% 2021: 28% 2020: 22% 2019: 35%		M
	2.8.1.3	Number of major event opportunities assessed for consideration by the City Partners Group				20 major event opportunities assessed from 2027/28	Number of major event opportunities assessed for consideration by the agreed group of city partners * *A critical part of the assessment process for major events investment, ensuring a collective city approach to meet strategic objectives for the city.	A cultural powerhouse city	New method		C

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027-34					
	5.1.9.2	Area of improvement to public and private space	4,000 square metres	6,000 square metres	6,000 square metres	6,000 - 8,000 square metres	Area of improvement to public and private space (commercial and residential properties or public space)	A thriving prosperous city	New method		C
<b>City Positioning</b>											
<b>Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants</b>	5.3.1.1	High level of engagement on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	4 million engagements on ChristchurchNZ owned digital channels and platforms	Number of engagements on ChristchurchNZ owned digital channels and platforms	A thriving prosperous city	2023: 5 million 2022: 5.2 million		M
	5.3.5.1	Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	Visitor brand and resident brand measures are an index of 20 key brand questions collected through an annual brand tracking survey.	A collaborative confident city		2023: Christchurch ranks higher than comparator cities (Auckland, Wellington & Dunedin) for resident pride and domestic traveller consideration	M
	5.1.7.3	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	60 engagements with trade agents, investors government or media	60 engagements with trade agents, investors government or media	60 engagements with trade agents, investors government or media	60 engagements with trade agents, investors government or media	Number of familiarisation, trade or policy engagements with trade agents, investors, government or media Supporting: Business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	A thriving prosperous city	2023: 108 engagements 2021: 52 famils 2020: 100 famils 2019: 95 famils		C

## A.3. Levels of Service changes from Long-term Plan 2021-31, and why

Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under *Level of Service Statements*. This provides a *reduced suite of levels of service that are most critical and meaningful*, rationalising the overall number to be presented in the LTP and included in future performance reporting to ELT, Council and the community, while ensuring continued *transparency of non-financial performance across services*. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those changes specifically set out below.

### Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
5.0.16.6 Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website [C] Target: 1 report	Remove measure <i>The Antarctic Office will continue to deliver city positioning services that implement elements of the Antarctic Gateway Strategy it is responsible for. These services are reported through ChristchurchNZ's quarterly report to Council.</i>	5.0.16.6 This approach is inconsistent with other Council strategies that do not report progress annually on the CCC website. Services provided by the Antarctic Office are included through ChristchurchNZ's quarterly and annual performance reporting. Having this LoS creates duplication of reporting effort that is diverting resources from delivery with no additional reporting or transparency benefits. The recommendation to remove this measure also reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful"	Standard consultation through elevation into the Consultation Document.
5.3.5.5 Number of screen productions attracted to Christchurch through grant funding [C] Target: At least 1 screen production attracted to Christchurch	Remove measure <i>Screen Canterbury will continue to support the attraction of screen productions to Christchurch.</i>	5.3.5.5 Reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful". The screen grant initiative was introduced in the current LTP period to seed growth in the screen sector and stimulate private sector investment in infrastructure to anchor growth in the future.	Standard consultation through elevation into the Consultation Document.
5.1.2.7 Number of initiatives that deliver better education outcomes and skills development to meet industry	Remove measure <i>Skills initiatives may still be delivered where they align with the delivery principles outlined in section 1.</i>	5.1.2.7 Reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful" and the Building Better	Management measure, no consultation required.

<p>need and lead to high-value decent work [M] Target: 4 initiatives</p>		<p>Levels of Service guidelines that “unacceptable measures include ‘deliver one programme’ where that content is not openly available, transparent, and reported”.</p>	
<p>5.1.2.10 Number of initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination in partnership with third parties where joint outcomes can be amplified [M] Target: 4 initiatives</p>	<p>Remove measure <i>ChristchurchNZ as the Regional Tourism Organisation for Christchurch will continue to work with tour operators and local tourism sector operators to: deliver the Destination Management Plans; and, where interventions align with the delivery principles outlined in section 1, deliver visitor focussed initiatives.</i></p>	<p>5.1.2.10 Reflects direction in the Councillor’s Letter of Expectations to “focus our efforts on a reduced suite of LOS that are most critical and meaningful” and the Building Better Levels of Service guidelines that “unacceptable measures include ‘deliver one programme’ where that content is not openly available, transparent, and reported”.</p>	<p>Management measure, no consultation required.</p>
<p>5.3.5.2 Number of destination product offerings, experiences or itineraries developed and supported which embed the city narrative [M] Target: 5 destination product offerings, experiences or itineraries</p>	<p>Remove measure <i>ChristchurchNZ as the Regional Tourism Organisation for Christchurch will continue to work with local tourism sector operators to: deliver the Destination Management Plans; and, where interventions align with the delivery principles outlined in section 1, may develop and support destination product development.</i></p>	<p>5.3.5.2 Reflects direction in the Councillor’s Letter of Expectations to “focus our efforts on a reduced suite of LOS that are most critical and meaningful” and the Building Better Levels of Service guidelines that “unacceptable measures include ‘deliver one programme’ where that content is not openly available, transparent, and reported”.</p>	<p>Management measure, no consultation required.</p>
<p>5.1.7.2 City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals [M] Target: City economic strategies are reviewed and approved, to be requested and confirmed through the annual letter of expectation and statement of intent process.</p>	<p>Remove measure <i>A significant economic development strategy programme was delivered in 2022/23. The need for strategy reviews in this LTP period is expected to be minimal. Council may still request that ChristchurchNZ consider undertaking strategy work in their statement of intent in any given year through the annual letter of expectations. This is a</i></p>	<p>5.1.7.2 A significant programme of economic development strategy work was delivered between 2021 and 2023 (including economic development, destination management, city brand, events and Antarctic gateway). Now the strategies are in place resources will shift to implementing, raising awareness, advocacy and progress monitoring to achieve the strategic goals outlined in these foundation documents.</p>	<p>Management measure, no consultation required.</p>

	<i>separate legislated process under the LGA2002.</i>		
5.1.2.3 Number of economic research and insights reports delivered to provide city partners with robust evidence base on which to base strategies and investment decisions [M] Target: 12 economic reports are produced	Remove measure <i>Economic monitoring and insights reports will continue to be prepared as a core part of ChristchurchNZ's role to support informed decisions for the economic development of the city.</i>	5.1.2.3 Reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful".	Management measure, no consultation required.
5.1.5.3 Number of initiatives to support cluster development. Target: 6 initiatives [C]	Remove measure <i>ChristchurchNZ will continue to support targeted industry clusters through interventions that accelerate growth in the sector by improving connections between players, promoting the sectors and supporting the attraction of businesses and talent.</i>	5.1.5.3 Reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful" and the Building Better Levels of Service guidelines that "unacceptable measures include 'deliver one programme' where that content is not openly available, transparent, and reported".	Standard consultation through elevation into the Consultation Document.
5.1.6.2 Satisfaction of businesses accessing support or advice services [M] Target: Net promoter score for business support services is +50 or greater	Remove measure <i>This measure reports the impact from the Regional Business Partner Programme in isolation of other business support activities undertaken by ChristchurchNZ. It will continue to be monitored while ChristchurchNZ holds the contract with central government to deliver this service, but as it is not a Council funded activity it will no longer be included as an LTP service target.</i>	5.1.6.2 Reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful". As this activity is funded by central government it is not a meaningful measure to ratepayers or elected members of rate funded services.	Management measure, no consultation required.
5.1.9.1 Number of reports on the feasibility of urban development proposals and projects. Target: At least three opportunities for urban development are identified and assessed for feasibility [C]	Remove measure <i>This level of service was established when ChristchurchNZ took on some of the services of Development Christchurch Ltd under Contract. A business case has since been developed determining the ongoing nature of land</i>	5.1.9.1 Reflects direction in the Councillor's Letter of Expectations to "focus our efforts on a reduced suite of LOS that are most critical and meaningful" and the Building Better Levels of Service guidelines that "unacceptable measures include 'deliver one	Standard consultation through elevation into the Consultation Document.

	<i>a property services to be provided by ChristchurchNZ. With a clear mandate and capitalisation pathway the measure is no longer relevant.</i>	programme’ where that content is not openly available, transparent, and reported”.	
5.1.2.4 Number of people actively engaging with ChristchurchNZ economic and strategic insights [C]	Remove measure <i>This measure drives a focus on volume rather than providing quality information and advice to targeted audiences with clear community outcomes. For this reason it is not considered critical or particularly meaningful.</i>	5.1.2.4 Reflects direction in the Councillor’s Letter of Expectations to “focus our efforts on a reduced suite of LOS that are most critical and meaningful”.	No specific consultation recommended for this LOS change. The community-facing level of service updates for this activity will be referenced in general with the Consultation document.

## New

**This Activity has no new levels of service.**

## Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability [C]</p> <p>Proposal is to combine/remove the following LOS:</p> <ul style="list-style-type: none"> <li>5.1.5.2 Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability [C] (40 start-ups)</li> <li>5.1.5.1 Number of employment opportunities that have been</li> </ul>	<p>This activity has several measures related to specific types of business/enterprise support where the number of entities supported is the target. These are being combined into one measure (5.1.6.1) relating to the number of businesses/enterprises supported in each year.</p> <p>Target changed <i>from</i> 500 businesses access support or advice <i>to a combined target of:</i> 800 businesses access business support or advice.</p>	<p>5.1.6.1 Combining several measures provides greater clarity on the overall level of service being delivered for the community in one simple measure. ChristchurchNZ has also delivered initiatives that because of the specific nature of the level of service measures have been reported simply as number of initiatives. The Building Better Levels of Service guidelines state that: “unacceptable measures include ‘deliver one programme’ where that content is not openly available, transparent, and reported” indicating this is no longer acceptable. By providing one combined measure the impact/reach of these initiatives will be able</p>	<p>Standard consultation through elevation into the Consultation Document.</p>



<p>attracted to the city [C] (70 employers)</p> <ul style="list-style-type: none"> <li>• 5.1.2.9 Number of initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and Canterbury organisations [M] (4 initiatives)</li> <li>• 5.0.16.7 Number of businesses to build and maintain a business network which secures higher revenues from the National Antarctic Programmes [M] (100 businesses)</li> <li>• 5.3.5.3 Number of screen enquiries attracted and supported, with a view to growing Canterbury’s market share of screen GDP [C] (100 screen enquiries)</li> </ul>		<p>to be captured over the period of this LTP improving reporting transparency.</p>	
<p>5.1.6.1 Number of Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber [C] Target: 500 businesses</p>	<p>This measure has been reporting the impact from the Regional Business Partner Programme in isolation of other business support activities undertaken by ChristchurchNZ. It is being broadened to capture the combined impact of RBP and other activities that were previously reported as number of initiatives.</p>	<p>5.1.6.1 Combining several measures provides greater clarity on the overall level of service being delivered for the community in one simple measure.</p>	<p>Standard consultation through elevation into the Consultation Document.</p>
<p>5.1.5.8 Value of central government investment secured into regional business support [M] Target: \$1,500,000</p>	<p>Amended to capture all external funding secured by ChristchurchNZ to amplify sustainable economic</p>	<p>5.1.5.8 ChristchurchNZ attracts funding from various public and private sources to deliver greater impact than would be possible with Council funding alone. The sources of</p>	<p>Management measure, no consultation required.</p>

	development activities, not just central government funding.	potential funding vary over time with changes in central government policy settings and the performance of the economy. The change reflects this fluctuation and reports the full impact of external funding attraction.	
5.1.9.2 Area of improvement to public and private space through partnership and collaboration with Council, private sector, and not-for profit	<p>LOS description changed <i>from</i> Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property <i>to</i> Area of improvement to public and private space through partnership and collaboration with Council, private sector, and not-for profit</p> <p>Target changed <i>from</i> New urban development projects added to the pipeline in line with the strategy, <i>to</i> 4,000-8,000 square meters.</p> <p>Measure changed from Management measure to Community measure</p>	<p>5.1.9.2 This level of service was established when ChristchurchNZ took on some of the services of Development Christchurch Ltd under Contract. A business case has since been developed determining the ongoing nature of land a property services to be provided by ChristchurchNZ. With a clear mandate and capitalisation pathway the nature of the measure has been amended.</p> <p>The measure has been expanded to reflect the nature of services to be delivered following the confirmation by Council of an ongoing need for urban development services that contribute to a prosperous economy, enabled through capital transfers from Council.</p>	Consultation not required. LOS now reported to Council/Community. Change also noted in the Statement of Service Provision.
2.8.1.3 Number of major event opportunities assessed for consideration by the agreed group of city partners [C]	<p>LOS description changed <i>from</i> Develop Christchurch as an attractive destination <i>to</i> Number of major event opportunities assessed for consideration by the agreed group of city partners</p> <p>Target changed <i>from</i>: Portfolio of events supported in line with the Major Events Strategy and Economic</p>	<p>Move level of service measures related to event investment to another Activity Plan. CNZ target now focused on number of major event opportunities assessed for consideration by an agreed group of city partners.</p> <p>It is proposed that event investment across Christchurch City Council, ChristchurchNZ, and Venues Ōtautahi is combined, to extract best value for the city (see section 1). Levels of</p>	Standard consultation through elevation into the Consultation Document.

	<p>Recovery Plan, to 20 major event opportunities assessed from 2027/28 (when event investment funds are budgeted for in the Recreation, Sports, Community Arts and Events Activity Plan).</p> <p>The method of measurement changed from: Assess Portfolio of Events supported against the Major Events Strategy. Report annually on performance of the major event portfolio against the Major Events Strategy. To Number of major event opportunities assessed for consideration by the agreed group of city partners.</p>	<p>Service should be included in the same activity plan as the financial resources required.</p>	
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## B. Appendix B: Possible issues impacting the Activity & the mitigations planned

### B.1. Changing customer needs

#### Population / demographic changes (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Business demographic changes	Diverse economy with enterprises spread widely across sectors, mostly dominated by SMEs (small and medium sized enterprises)	<ul style="list-style-type: none"> <li>Business demographics will remain diverse, however the nature of businesses will change in response to various global pressures including climate change responses, technological disruption and consumer preferences.</li> </ul>	<ul style="list-style-type: none"> <li>Nature of intervention to support businesses in addressing market changes will need to change and adapt in response to emerging pressures on business and industry resilience and sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>ChristchurchNZ strategy</li> <li>Annual planning for delivery of services</li> <li>Collaboration with other business support partners e.g. CECC, MBIE, Private Sector</li> </ul>
Working age population of Christchurch not growing at same rate as general population	Local (CCC, SDC & WDC) working age population was 67.4% of total population in 2018 and is estimated at 66.5% in 2023	<ul style="list-style-type: none"> <li>StatsNZ projects proportion to drop to 65.6% in 2028, 64.9% in 2033, and 64.2% in 2038</li> </ul>	<ul style="list-style-type: none"> <li>Skills shortage will increase competition for talent, making it harder to attract and retain staff.</li> <li>Nature of services demanded (e.g. business support, type of events) may change as population ages.</li> </ul>	<ul style="list-style-type: none"> <li>Refer to risk 5 in section B.7.</li> <li>Adaption of services through Statement of Intent and annual planning processes.</li> </ul>

#### Equity and access (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Reduction in discretionary income for individuals and households	High inflation, increasing OCR and interest rates, falling property values	<ul style="list-style-type: none"> <li>NZ to enter a recession. Inflationary pressures expected to abate but remain high over short to medium term.</li> </ul>	<ul style="list-style-type: none"> <li>Ability and willingness to travel/purchase event tickets may impact on ability to deliver high returns for destination and attraction services in the short to medium term.</li> </ul>	<ul style="list-style-type: none"> <li>ChristchurchNZ strategy</li> <li>Market monitoring</li> <li>Transfer of risk to event organisers through contractual arrangements</li> </ul>

## B.2. Tiriti Partnerships (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Building meaningful and productive relationships with Whitiora and hapu	Contract with Whitiora to provide pou manaaki support for economic development services. Work with hapū on project basis as relevant.	<ul style="list-style-type: none"> <li>Potential for further relationship building, enabling realisation of strategically aligned opportunities</li> <li>StatsNZ medium projection is that the proportion of the working age population in Christchurch that are Maori will rise from 10.3% in 2023 to 13.8% in 2043.</li> </ul>	<ul style="list-style-type: none"> <li>May lead to new collaboration opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic and operational engagement with Whitiora and Board/Management on Economic Development outcomes.</li> <li>Ongoing deep engagement with other hapū (e.g. Ngati Wheke, Sail GP)</li> </ul>

## B.3. Technological change (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Pace of digital technology change	The 4 <sup>th</sup> industrial revolution is underway. Technology is advancing rapidly.	<ul style="list-style-type: none"> <li>Increased digital disruption, automation through data/sensor enabled business models, applications of artificial intelligence etc.</li> </ul>	<ul style="list-style-type: none"> <li>Will impact on ways in which services are delivered and/or accessed/consumed.</li> <li>Changing the way digital information provision and enablement are delivered.</li> <li>Opportunities to adopt technology for gains in efficiency and/or effectiveness.</li> <li>Digital technologies may address some market failures e.g. by quantifying and enabling management of business externalities, reducing need for public intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a digital transformation plan to actively manage the impact of digital technology change on services.</li> <li>Constantly monitor and stay informed about the latest advancements in digital technology.</li> <li>Training programs to enhance the digital skills of staff so they are equipped to adapt to new technologies and leverage them effectively.</li> <li>Implement agile project management methodologies to respond more effectively to the rapid pace of</li> </ul>

				technology change and make necessary adjustments to internal services accordingly.
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## B.4. Resilience and environmental considerations

### Economic environment (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Inflation	Period of high inflation began in June 2021 quarter. CPI at 6.7% in April 2023 with non-tradeable inflation at its highest rate on record (series began in 1999)	<ul style="list-style-type: none"> <li>The Reserve Bank projection is that consumer price inflation is expected to remain elevated in the near term and is expected to return to its 2 percent target midpoint towards the end of 2025</li> </ul>	<ul style="list-style-type: none"> <li>Cost of service delivery and talent attraction/ retention</li> <li>Cost of purchasing goods and services is increasing, eroding the buying power of operating budgets and reserves held year of year (marginally offset by higher deposit interest returns).</li> <li>Driving up expectations for wage increases.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritisation of work within available budgets</li> <li>Deep review of organisational costs with targeted reductions</li> <li>Work on Employee Value Proposition broader than salary</li> <li>Prioritise reasonable salary increases to retain key talent</li> </ul>
Increasing international / national competition for attracting events and businesses	New city venues and amenities provide a business and major event market advantage for Christchurch over this LTP period	<ul style="list-style-type: none"> <li>Subvention costs related to event attraction are expected to continue to increase</li> <li>Incentives for business reallocation in other markets are likely to continue.</li> </ul>	<ul style="list-style-type: none"> <li>Impacts ability to, and cost of attracting business and major events.</li> <li>Erodes ability to attract businesses to Christchurch and effectiveness of associated attraction activities.</li> </ul>	<ul style="list-style-type: none"> <li>Major Events Strategy and implementation plan.</li> <li>Business Events Strategy and implementation plan.</li> <li>City narrative (positioning)</li> <li>Focussed in-kind marketing investment to support events</li> </ul>

### Climate change & adaptation (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Central and Local Government drive to respond to the challenges of Climate change	Numerous Central Government policy developments and programmes.	<ul style="list-style-type: none"> <li>Further legislative changes and public funding support for emissions reduction and adaptation are anticipated</li> </ul>	<ul style="list-style-type: none"> <li>There may be opportunities for ChristchurchNZ to provide a connecting service channelling central government funding for emission reduction programmes</li> </ul>	<ul style="list-style-type: none"> <li>Included as a consideration in investment and project planning decision making criteria.</li> </ul>

	<p>Ōtautahi Christchurch Climate Resilience Strategy identifies 10 programmes. This activity primarily supports Programme 10: Economic Transformation and Innovation</p>	<ul style="list-style-type: none"> <li>There are increasing private investment opportunities to support low emission businesses and activities.</li> </ul>	<p>and increased support for businesses to become more sustainable.</p>	<ul style="list-style-type: none"> <li>Focus areas identified in the Climate Resilience Strategy guide the delivery of economic development services.</li> </ul>
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### Sustainable development (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
<p>Imperative of transitioning to a regenerative economy, instead of continuing to rely on extractive practices.</p>	<p>Heavy, historic reliance on extractive practice to provide the goods and services the community needs and wants, which is not sustainable long term.</p>	<ul style="list-style-type: none"> <li>Shift of economic development activity focus to support progress towards a regenerative economy and deliver to six of the 10-year priorities identified in the Christchurch Economic Ambition where ChristchurchNZ can support delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Some services will be amended significantly over the period to support delivery of the Ambition.</li> <li>Decision making criteria for targeted business support will be amended to reflect the new strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic direction is articulated in the Christchurch Economic Ambition. ChristchurchNZ will contribute work to realise the Ambition. The ChristchurchNZ strategy will outline delivery in partnership and collaboration with stakeholders and businesses</li> <li>Review of decision criteria across all economic development services.</li> </ul>

### B.5. Infrastructure (Low impact)

**This Activity has identified low/no infrastructure issues impacting the Activity.**

## B.6. Regulations & reform (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Central government policy and funding	Numerous reforms and programmes under development e.g., climate change, vocational education, resource management, ITPs	<ul style="list-style-type: none"> <li>• Significant changes in legislation, policy and budget allocations that will need to be taken into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• May affect focus for economic development activity. E.g. in response to ITPs</li> <li>• Opportunity to channel funding for additional economic development services or to local projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage in consultation on changes that could impact on the delivery of services.</li> <li>• Watching brief on policy developments and funding opportunities.</li> </ul>
Future for Local government	An independent review panel is considering the future for Local Government and opportunities to create a new system of local governance and democracy	<ul style="list-style-type: none"> <li>• Strengthened local democracy, changes to local governance systems and functions are anticipated.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to impact delivery structures or nature of local economic development services.</li> </ul>	<ul style="list-style-type: none"> <li>• Watching brief on policy developments.</li> <li>• ChristchurchNZ to work with the Council to understand implications of any legislative changes.</li> </ul>



## B.7. Identified Business Unit Risks

The ChristchurchNZ Board maintains an organisational risk register documenting the main business risks and mitigation measures to manage the risk to a residual level that the Board considers adequate. This is maintained and reviewed regularly by the Board's Audit and Risk committee. Key identified risks from the register are listed below.

Christchurch City Councils risk analysis has been used to assess the risk ratings in the table below for consistency with other activities.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk	Controls / Mitigations	Residual Risk Rating
Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	<b>Economic volatility / recession</b> If there is economic volatility and recession, this can cause business interruption for ChristchurchNZ and, more widely, challenge the city's economic sustainability. This can impact on ChristchurchNZ's ability to deliver agreed services and programmes and meet financial and corporate performance objectives.	Major	Likely	High	<ul style="list-style-type: none"> <li>Development of CNZ Economic Development Strategy</li> <li>Prioritisation framework utilised across ChristchurchNZ</li> <li>Due diligence and tight contracts for event organisers, risk assessment of major events portfolio and each event</li> </ul>	Low
Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents & Champion Christchurch and collaborate to build our role as a leading New Zealand city	<b>Disaster disruption</b> If there is a major natural or other disaster, it could cause business interruption for ChristchurchNZ's activities, and affect our people's health, safety and wellbeing. This could impact on our ability to meet corporate and financial objectives and affect our – and the city's reputation.	Extreme	Likely	High	<ul style="list-style-type: none"> <li>Business continuity plans in place, including flexible working policy, remote access capability, cloud back-up</li> <li>Comprehensive emergency procedures, contacts and communications strategy in place</li> <li>Adequate insurance cover in place</li> </ul>	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk	Controls / Mitigations	Residual Risk Rating
Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	<p><b>Climate change</b></p> <p>If there are significant climate change impacts on the city, this may affect ChristchurchNZ's ability to plan and deliver its work programmes and meet corporate and financial objectives.</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>• Implementation of the Regenerative Economic Development Strategy</li> <li>• Increase support for businesses' sustainability; stakeholder engagement</li> <li>• Programme/project reprioritisation as required</li> </ul>	Low
Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	<p><b>People</b></p> <p>If ChristchurchNZ is unable to recruit or retain appropriate talent the organisation will have reduced resilience and lack capability/capacity to deliver on agreed objectives.</p>	Major	Likely	High	<ul style="list-style-type: none"> <li>• People and Culture Roadmap in place, including strong range of support, wellbeing and personal programmes, a commitment to safe workplace practices and strong values.</li> <li>• Continued prioritisation of work programmes.</li> <li>• Board support for management.</li> </ul>	Low
Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	<p><b>Stakeholder Relationships</b></p> <p>If ChristchurchNZ's stakeholder relationships weaken there is increased risk of impacts on delivery, reputation and achievement of corporate objectives.</p>	Major	Likely	High	<ul style="list-style-type: none"> <li>• Clear vision and outcomes agreed with shareholder in the Statement of Intent</li> <li>• Regular performance reporting</li> <li>• Active information sharing with stakeholders and strategically important media</li> <li>• Key Stakeholder Engagement Strategy</li> </ul>	Low