

Central City Action Plan

Ōtautahi Christchurch – explore the opportunity

November 2018



“We’re on the brink of something special”

In developing the Central City Action Plan, the Christchurch City Council and its partners heard from a range of interests about the challenges of the current phase of the Central City’s regeneration. However, this quote from one of the Central City’s most prolific developers, captures the spirit of optimism about what lies ahead despite current concerns.

After a long winter that tested the resilience of Central City retail and hospitality businesses, Labour Weekend gave a taste of the Central City’s long-awaited re-emergence as a place for people.

This included a steady flow of visitors to the newly opened Tūranga (Central Library) and Hoyts EntX; live music from community groups; performances at the Little Andromeda pop-up theatre; a constant procession of movement to and from the Bus Interchange punctuated with the sound of excited greetings and meetings; the colour and innovation on display across the multiple venues of FESTA (Festival of Transitional Architecture); and the convenience and fun of the new electric scooters. These, and a host of other reasons, attracted people into the Central City.

The Central City Action Plan is about delivering these types of experiences more frequently creating a sense of place which people and businesses want to be a part of.

Despite these green shoots, the reality is the Central City needs support in the next two to three years prior to other new venues, attractions and commercial offerings being delivered. When in place, these will help sustain flows of activity and people into the city on a weekly basis.

Reflecting this over the coming three years, the aims of this plan are:

- to change perceptions and behaviours, and build connection with the Central City as a place to visit, work and live. A welcome and familiar feel, and excitement about the opportunities on offer will encourage people to visit again and again - supporting businesses, particularly into the slower winter season.
- to pave the way for the next stages of regeneration by driving forward significant housing and economic development programmes. For the Central City to deliver on its potential, bold and ambitious programmes, such as the Project 8011 Housing Programme, are needed to grasp new opportunities.



'FEASTA!, headline event for FESTA, Labour weekend 2018'.

Why has this Plan been prepared?

In 2018, Regenerate Christchurch – a jointly-funded agency established by the Christchurch City Council and the Crown – undertook a review of the city’s regeneration progress.

Its report - Central City Momentum - published in June was one of a number of catalysts for this Action Plan. Its ‘Current State Assessment’ concluded that while a great deal had been achieved, challenges lay ahead. These were summarised into four opportunities for improvement:

Need for cohesive leadership – That regeneration activity among different agencies and sectors needed better coordination and alignment with a focus on ‘best for city’ outcomes.

Ensuring relevance – In response, a clear and consistent proposition needs to be articulated to city residents, visitors, investors and business about the Central City’s potential and the opportunities on offer.

Attracting people - The Central City does not yet have a critical mass of residents, employees, businesses, students, and tourists to sustain regeneration throughout the year.

Maintaining progress – That slowing construction activity, uncertainty around public sector projects, and weak demand are undermining business and investor confidence in the Central City.

In response, five themed recommendations were made that pick up on the identified problems. These shaped an outline for this Action Plan that was agreed by Council on 13 September 2018. The five elements of the plan are shown here and described in more detail below.

City leadership

City leadership picks up on the issues of Leadership and

Relevance by putting in place a clearer governance structure, clarifying roles and taking steps to roll out clear, consistent, future-focused messages. Taking a structured and engaging approach to future regeneration planning is also a key ongoing role.

The following three themes respond to the short to medium term need to attract more people into the Central City;

Amenity and activation picks up on the need to improve the appeal and appearance of the city, making it a place that people want to come and spend time, and can take pride in.

Amenity and activation

Light up the city



Growth picks up on the need to substantially grow supporting mechanisms for the city’s economic development. This will facilitate new employment, attract business, curate higher value specialist sectors and nurture innovation. Growing the capacity of the business sector to help itself is also a goal.

Growth

Unlock prosperity



People is summed up perfectly with its subtitle ‘relentlessly pursue residents and visitors.’ A substantial, diverse residential community, alongside frequent visits from people living within and beyond Christchurch, lie at the heart of a vibrant Central City.

People

Relentlessly pursue residents and visitors



Getting it done

Getting it done is focused on maintaining progress.

Committing to and delivering the city’s major projects will command greater confidence to invest, attract new people to live and work, as well as changing perceptions of our residents.

Who's contributed to this action plan?

The following agencies, organisations and groups are among those who have contributed to the Action Plan. They will also play a role in the delivery of the projects and programmes contained in the Plan. As the Plan is rolled out and delivered, everyone in the city and wider region has a role to play in supporting its success by visiting, learning about and enjoying the ever growing range of opportunities and activities it offers.

Public Agency Partners

- Christchurch City Council (CCC)
- ChristchurchNZ (ChchNZ)
- Department of Prime Minister and Cabinet (DPMC)
- Development Christchurch Ltd (DCL)
- Environment Canterbury (ECan)
- Greater Christchurch Partnership
- Ōtākaro
- Regenerate Christchurch (RegenChch)

Central City Business and Property Organisations

- Canterbury Employers' Chamber of Commerce
- Central City Business Association (CCBA)
- Christ Church Cathedral Reinstatement Limited
- Hospitality New Zealand
- Property Council New Zealand

Central City Resident and Community Associations

- Avon Loop Residents Association
- Chester Street East Community
- Inner City East Neighbourhood Group
- Inner City West Neighbourhood Association
- Moa Neighbourhood Group
- Victoria Neighbourhood Association

Key stages in preparing this action plan

| | |
|--|-------------------|
| Central City Momentum Advice | 30 June 2018 |
| Mayor and Minister call for the Action Plan | 18 August 2018 |
| Action Plan outline agreed by Council | 13 September 2018 |
| Draft review by Central City Development Forum | 18 October 2018 |
| Presentation for approval by Council | 8 November 2018 |



Action plan snapshot

Set out here is a snapshot of the Central City Action Plan. A more detailed summary of the actions and supporting commentary for each of the five themes are set out on the following pages.

The Plan is focused on the next three years (2019-2021) and should be viewed as a living portfolio of interrelated activities that collectively reinforce each other. Partnerships between public agencies and with the private and community sectors is crucial to the effectiveness of the Plan. Commitments and activities in the City Leadership theme will support and drive collaboration towards 'best for city' outcomes.

Based around key themes from Regenerate Christchurch's Central City Momentum work, this Plan has been developed through engagement with the agencies and stakeholder groups, as well as with Central City Community/ Resident Association insights.

The three central themes – Amenity and Activation, Growth and People – respond to the primary goal of growing flows of people, activity and spending. These activities are important in advance of the addition of new facilities and commercial attractions whose progress will be tracked in the Getting it Done theme.

Activities in the three central themes are grouped into timeframes:

Short term - 0-6 Months Summer - 2018/2019

In this period the aim is to maximise the visits of local and regional residents to the Central City. Whether attracted by events, retail sales, openings of new facilities and amenities - the goal is to inform them about what's available (paid and free activities) demonstrate easy access and change perceptions.

Medium term – 6-18 Months - Winter 2019 / Winter 2020

Slower shoulder and winter seasons are not new for Christchurch. The aim in this period is to attract back residents and visitors to Christchurch with autumn, winter and spring propositions. This will occur through a combination of events (leisure and business), opening of new indoor facilities (e.g. Hoyts EntX, Christchurch Town Hall and Tūranga) and new commercial offerings.

Guiding future regeneration – 0-36 Months

These activities are important "feeders" for the next stages of the Central City regeneration initiatives. Work 'behind the scenes' is underway but results will be apparent across a longer timeframe. The activities will focus on unlocking delivery of new homes to attract residents, supporting business sectors to grow jobs and the region's prosperity, and improving Central City amenity. Much of the activity centres on public agencies supporting landowners, investors and businesses to develop new investment, taking advantage of opportunities that exist or emerge.

Ōtautahi Christchurch, explore the opportunity

A Central City built on exploration, open to new ideas and ways to work, live and play

City leadership

Governance and leadership

- Central City Forum
- 'Best for city' decisions
- Collective ownership
- Accountability
- Central city office

Regional partnership

- Greater Christchurch's centre
- Future Development Strategy

Confirm fit for purpose mandates across public sector organisations

A united voice

- A single, future focused Central City narrative
- Coordinated city proposition and messaging
- Shared intelligence to set a common direction

Our focus 2019-2021

Amenity and activation

Light up the city



Street performance and activation

New activity, waived fees and information

Supporting the evening economy

Use activation to extend retail trading with flow on benefit to hospitality business

City image initiatives

Including barrier sites and enliven places programmes, construction management

Growth

Unlock prosperity



"Why Central Christchurch" prospectus

- information/promotional resource
- toolkit for cross agency/sector use
- supports business case/tenancy decisions

Investor Ready City Strategy

- Investment proposition toolkit
- Specialist tactical resource to attract and engage significant investors

People

Relentlessly pursue residents and visitors



Transport promotions and incentives

City events programme

Single calendar, Central City spin off activities

Coordinated promotion using the EXPLORE brand

- Overseas/national/arrivals campaigns
- EXPLORE – Grow resident familiarity
- Keep the interest - What's new / What's on

Short term
(Summer 2018/19)

Medium term
(Winter 2018 & 2019)

Guiding future
regeneration

Lighting Projects

Cathedral Square

Paving repairs, fringe amenity and Cathedral reinstatement engagement

Public Wifi beyond Cathedral Square

Wayfinding

New maps, signage and information

Development Facilitation

- Public and private land resource mapping
- Development advice and support
- Land assembly and public land leverage

Business Improvement District (BID)

Establishment of a self funding model to grow Central City activity and promotion

Business Attraction Strategy

- Strategic economic development programme
- Identify, plan for and grow key economic sectors
- Targeted engagement of Australasian, national and local business, education and growth sectors

Grow Shoulder and Winter Season Events

- Winter festival, cultural/business events
- Relocate events/extend events

Maximise Winter use of Central City indoor venues

e.g. 'seasons' (e.g. film, music, arts, gaming)

Visitor guides, tours and trails

Thematic guides, tours and seasonal activity trails

Vacant sites strategy

Policy, planning and operational standards for the future use of undeveloped sites

Simplify street event processes

Getting it done

Committing to and Delivering City Venues, Facilities and Attractions

- **Venues:** Christchurch Town Hall, Te Pae/Convention Centre, MetroSports, Multi-use Arena/Stadium
- **Education:** Ao Tawhiti/Unlimited Discovery (ATUD) School, YOOBEE School of Design
- **Cultural:** ChristChurch Cathedral (led by JV), Arts Centre
- **Commercial:** (selected including) Farmers Market, Spark Building, Lower High Street, Ballantynes
- **Streets and Spaces:** Te Papa Ōtākaro / Avon River Precinct, Street upgrades, Cathedral Square

City leadership: best for city

The Central City has had a range of leadership arrangements and different agencies since 2011. As recovery moves to regeneration, the relationship with central government is returning to a more normal footing. To facilitate decision making for the central city in this collaborative environment, the Council, supported by city agencies, is taking steps to maintain and build confidence in the Central City’s regeneration through engagement and partnership building.

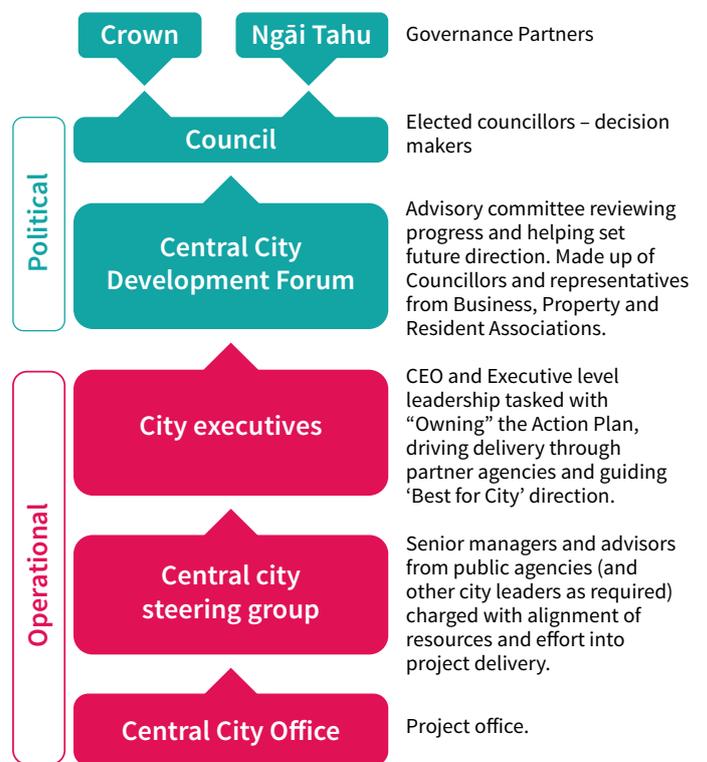
Leadership and Roles

In looking to the future, the adjacent governance structure will provide:

- direction to inform council decisions,
- accountability,
- renewed emphasis on cross agency and external collaboration,
- dedicated resource to make things happen, and
- focus on ‘best for city’ outcomes

Established in September, the **Central City Forum** is a new advisory committee reporting directly to Council. The forum provides an opportunity for councillors to be well informed, take soundings on proposed approaches, and be aware of progress. Its Terms of Reference leave flexibility in the membership, enabling its attendance to be responsive to issues as they arise.

In addition, the Council is establishing a **Central City Office** through which it can monitor and report progress, coordinate activity and drive forward specific or complex collaborative initiatives. The Office will establish a core information portal within which consistent and common data is gathered and regularly reported as the basis for collaboration and partnership building.



Common Direction

An early role for the Council and Crown is to **confirm roles and mandates across public agencies**. Clear boundaries of responsibility, combined with oversight through the Central City Steering Group will ensure unified direction, purpose and delivery.

Establishing and maintaining a **shared, future focused Central City narrative** is essential to the Central City's proposition. ChristchurchNZ has developed a powerful campaign encouraging people to "Explore the Opportunity". Using this consistent stance, it is important that the city projects its current and constantly changing offering in a proactive and positive way to city residents, visitors, investors and the wider world. The earthquakes are a part of the city's history. Their impact should no longer define our city or hold back our potential.

An important part of framing our direction is to take stock of where the Central City is heading by reviewing the **regeneration framework**. This is not about creating a new plan. The Central City Recovery Plan, or Blueprint, published in 2012 was the right plan to guide recovery and rebuilding of the city's heart. Despite delays in delivery of some of its projects, there remains strong belief in its potential. However, within the

mix of policy and regulation which surrounds it (including the District Plan, Bylaws and operational policies), there is a need for consolidation, simplification and some urgent reviews to remedy identified flaws. Taking these opportunities will improve the quality of outcomes, help maximise the rebuild dividend into the 2020s, and allow us to think about how the city adapts to cope with, for example, a zero carbon future. Perhaps most importantly, and in common with the main theme of this Action Plan, a renewed focus is needed on the Central City as a place for people – a host city, a prosperous city, a liveable city.

One of the most important areas of policy setting relates to our sub-regional relationships with neighbouring Selwyn and Waimakariri Districts. Since 2011, the city's neighbours have shouldered a great deal of growth, building broader prosperity within communities like Kaiapoi, Rolleston and Rangiora. As the Central City recovers, it is important that regional partners – territorial and institutional – are **championing greater Christchurch's Central City** through mutually beneficial and collaborative policy making that recognises the importance of a strong, distinctive and vibrant regional centre.

City leadership: actions

| Activity | Who | When |
|---|---|--|
| Governance and leadership <ul style="list-style-type: none"> - Establish a Central City forum - Monthly City Executive reporting - Establish central city office and information portal | Public agencies City executives Public agencies | From November 2018 From November 2018 From November 2018 |
| Confirm roles and mandates of public agencies for the Central City | Council, Crown | By June 2019 |
| Championing greater Christchurch's Central City <ul style="list-style-type: none"> - Collaborative territorial and institutional governance that reflects the sub-regional importance of successful Central City regeneration | Greater Christchurch Partnership | Ongoing |
| A shared, future focused Central City narrative <ul style="list-style-type: none"> - Tell and retell the story of the new Central City – its new form, its features, our ambition for the future, and the constantly growing range of reasons to visit and invest. | Christchurch NZ (and then owned by everyone) | Summer 2018/19 and Ongoing |
| Regeneration framework <ul style="list-style-type: none"> - Review, consolidate and update strategies, policies and plans (as required) to align with our priorities and aspirations for the city. | Public Agencies | Ongoing |
| Decision making framework <ul style="list-style-type: none"> - Develop a tool to help decision makers balance meeting short term demands and inform public-sector investment decisions in ways that unlock (or otherwise do not limit) the city's longer term potential and prosperity. | Regenerate Christchurch | End 2019 |

Amenity and activation: light up the city / “Host City”

The **amenity and activation** theme is aimed at adding everyday interest and vibrancy to the Central City.

Office and retail workers became the Central City’s post-earthquake ‘first movers’ as new buildings were reopened and completed from 2015. During 2016 and 2017, the heart of the retail precinct has bloomed. With Hoyts EntX and Tūrangā now adding to the mix of cultural attractions – and Christchurch Christchurch Town Hall to come in early 2019 - there is a broader range of activities on offer to draw people into the Central City.

It is essential that the Central City offers and delivers a great experience if we are to attract people and get them sharing positive opinions. The experience also needs to be refreshed and dynamic, offering something new for people to keep them coming back. Overall the city needs to project a ‘host city’ impression – a place where people feel welcome, a place with things happening that people can’t afford to miss, a place to which people can grow a strong attachment.

Short term

- Dedicated staff and funding to proactively grow the range of everyday street activities such as musicians, seasonally themed promotions and temporary installations. A new online event space information portal and the waiving of casual venue fees will support these activities. By offering more activities into the evening, retailers would be encouraged to take advantage of this and extend their trading hours. This would create a bridge between the end of the working day, restaurant opening hours and mid evening events.
- Improving the city experience is an ongoing ambition. A shift in focus to favouring people and activities over construction will help change perceptions.

Medium term

- Linked to actions in the **People** theme, lighting projects are an important initiative. Small scale lighting projects can improve perceptions of safety and help enliven streets and laneways. Larger ‘landmark’ lighting and dynamic projection installations offer the opportunity to grow the appeal of the Central City as an attractive place to be after dark, especially during the winter months.

- The city’s prime civic space, Cathedral Square, will see physical improvements and upgrades during the next two winter periods. This is important given that development around the space, including Te Pae/Convention Centre and The Old Post Office, will take a big step forward during this period. Reinstatement of Christ Church Cathedral, whilst a long term work in progress, is expected to begin offering public interaction opportunities
- The extension of the availability of public Wi-fi beyond Cathedral Square will be an important social and business enabler, a service which has become an expectation in all modern cities.
- Improvements to wayfinding and awareness of activities available in the Central City are key to building visitor confidence, adding value to their city experience and the likelihood of repeat visits.
- The Central City’s streets and spaces form the majority of the public environment and provide more than just transport corridors. As part of continuing investment in these public assets, decision making is needed around the nature and priority of street maintenance or upgrades – whether everyday upkeep, Central City Transport projects or localised works in support of residential neighbourhoods envisaged in Project 8011 (See **People** theme).

Guiding future regeneration

- A proposed vacant sites strategy would set the future direction for the use of these sites, helping inform changes to planning rules and providing a toolkit for operators and enforcement teams.
- A review of policies and procedures around the use of spaces for events and activities would make a difference towards simplifying processes and reducing costs.





Amenity and activation: actions

Short term (0-6 Months) for summer 2018/19

| Activity | Lead |
|--|---|
| Enabling everyday street performances and activation <ul style="list-style-type: none"> - Staff roles to curate, support and promote activities - Waiver of fees for bookable event spaces in Cathedral Square and city mall - New online portal for promotion of event spaces | ChchNZ/CCC CCC CCC |
| Supporting the evening economy <ul style="list-style-type: none"> - Extending or realigning trading hours(combined with street activation and other associated promotion), to better bridge work and restaurant opening times | Retailers/CCBA |
| City image initiatives <ul style="list-style-type: none"> - Barrier sites programme - proactive support for owners of 'eyesore' buildings - Enliven Places Programme - localised amenity and activation projects delivered with public engagement and involving community partnerships - Clear the streets – coordinated purge of cones/signs and cleaning of streets - Construction impact - balancing user/visitor comfort and construction space needs | CCC/Regen Chch CCC/Community CCC CTOC (CCC/NZTA) |

Medium term (6-18 months) Winter 2019 / Winter 2020

| Activity | Lead | When |
|--|------------------------------------|---|
| Lighting projects* <ul style="list-style-type: none"> - Major 'landmark' lighting/projection installations - Small scale lighting projects to improve perceptions of safety | DCL + sponsors CCC | June 2019 Annual |
| Cathedral Square <ul style="list-style-type: none"> - Landscaping / temporary uses fringing Convention Centre - Cathedral reinstatement – engagement and participation - Interim repaving of south and east Cathedral Square | Ōtakāro Ltd Cathedral JV CCC | Winter 2020 From 2019 Summer 2019/20 |
| Free wifi expansion beyond Cathedral Square | CCC | June 2019 |
| Wayfinding <ul style="list-style-type: none"> - Updated visitor mapping – online and paper based formats - Refresh and add to the range of wayfinding and information signage in and around the Central City | CCC/ChchNZ CCC | End 2019 Various projects across the three year period |
| Public realm maintenance and upkeep <ul style="list-style-type: none"> - Street upkeep, prioritisation of local/strategic renewals to create or maintain Central City amenity and encourage new investment | CCC | Various projects across the three year period |

Guiding future regeneration (0-36 Months)

| Activity | Lead | When |
|---|----------------|------------------|
| Vacant sites strategy <ul style="list-style-type: none"> - Future policy, planning and operational recommendations for the use of vacant sites. Will include temporary car parks with a focus on managing supply, location and appearance of this type of use | Regen Chch/CCC | Commence in 2019 |
| Simplify event processes – review event host processes and costs | CCC | June 2019 |

* Actions that will require additional requests for funding.

Bids for funding will be made through separate requests including via the Annual/Long Term Plan.

Growth: unlocking prosperity

The **growth** theme reflects an ambition to grow Christchurch's contribution to national GDP back towards the 9% observed prior to 2011. Regenerate Christchurch's advice suggests that adding an additional 15,000 jobs would be the Central City's contribution. Delivering this will require a well-resourced focus on business attraction with strong support from the business community.

The Central City is well placed to grow high value sectors including health, professional/technical services, and technology. Growing these sectors can generate a critical mass of activity that can stimulate larger scale business collaboration and innovation – driving output greater than the sum of its parts.

Short Term

- Selling the Central City's proposition as a place of opportunity for new businesses and property investment remains at the heart of the activities under this theme. Whether through the Central City Prospectus or the Investor Ready City Strategy, the success in engaging with prospective investors relies heavily on the wider portfolio of activity within this action plan – notably the growth in flows of activity and the delivery of remaining city attractions.

Medium Term

- Facilitating redevelopment opportunities remains an important function of public agencies. Clear advice and guidance provides confidence and certainty to investors. Being more proactive in targeting landowners, using public land holdings to catalyse change and tactical interventions by Development Christchurch Ltd can help stimulate new opportunities.
- Currently Council funded, the Central City Business Association is well placed to initiate a Business Improvement District (BID) establishment process. A Central City BID offers the potential to create a strong, self-funded, business-led entity to invest, promote and grow the Central City in the same way that Mall operators act in other commercial centres. The applications for the creation of a BID would be supported by an existing Council Grant Fund.

Guiding Future Regeneration

- Led by ChristchurchNZ, and with partnerships across the public and private sector, the time is now right for a strategic approach to Economic Development within the Central City. Fundamental to regeneration momentum is: creating the right preconditions for growth, attracting business from other cities, and attracting businesses into the Central City.
- A comprehensive Central City Business Attraction Strategy will initially explore the current barriers to success and identify the sectors with the greatest potential. Armed with this, a targeted and well-resourced programme is required to attract and incentivise new or relocating businesses. The Strategy will include attraction of international education businesses into the Central City. New funding would be an essential ingredient in the delivery of component parts of the Strategy. A specific report to Council detailing this would inform any future decision on this matter.





Growth: actions

Short term (0-6 Months) for Summer 2018/19

| Activity | Lead |
|---|--------|
| “Why Central Christchurch” prospectus <ul style="list-style-type: none"> - An information and promotional resource to engage property and business investors about “why Central City Christchurch”– target retailers, hospitality and office tenants and developers | ChchNZ |
| Investor Ready City Strategy <ul style="list-style-type: none"> - Investment proposition material to support face to face engagement with new investors | DCL |

Medium term (6-18 months) for Winter 2019 / Winter 2020

| Activity | Lead | When |
|--|--|--|
| Development facilitation <ul style="list-style-type: none"> - Development advice and support - Update development intentions mapping - Review of public land opportunities - Identifying ‘best for city’ public land leveraging and other land assembly opportunities | DCL/CCC DCL/CCC DCL Case specific | Ongoing Winter 2019 Winter 2019 Spring 2019 |
| Business Improvement District (BID)* <ul style="list-style-type: none"> - Establishment of funding model to enable Central City business to promote and enhance the CBD experience | CCBA | Submit BID application 2019 Establish BID 2020 |

Guiding future regeneration (0-36 Months)

| Activity | Lead | When |
|---|--------|--|
| Business Attraction Strategy* <ul style="list-style-type: none"> - Identify and address barriers to business attraction - Identify key sectors and Christchurch’s offering - Understand, plan for and support significant economic sectors - Business attraction campaign and toolkit - Targeted engagement plan <ul style="list-style-type: none"> - High value / growth sectors - Corporate HQs - Australasian business expansion and/or relocation - Central City retailers, hospitality and services - International education providers - Visitor business attraction, application assessment and pipeline management | ChchNZ | Establish – June 2019 Then ongoing implementation of component projects |

*** Actions that will require additional requests for funding.**

Bids for funding will be made through separate requests including via the Annual/Long Term Plan.

People: relentlessly pursue residents and visitors

The **people** theme is heavily focused around the growth of the Central City's residential population to 20,000 people.

The Christchurch City Council has initiated a cross-sector programme called Project 8011 which will continue well beyond the three year timespan of this Action Plan. Its work in the first three years will include establishing a dedicated Central City consenting support service, the initiation of neighbourhood level planning, land assembly projects and funding of an incentives package to improve development feasibility. The goal is to enable and accelerate housing delivery.

Alongside growing the resident population, visitors are equally important contributors to the Central City's life. Those staying in the Central City are accommodated, entertained, fed and interested by what the city has to offer. Central Christchurch's visitor proposition has been heavily impacted by the effects of the earthquakes. Recapturing the interest of international visitors who have bypassed the city when visiting the South Island is a key opportunity. Another longstanding opportunity lies in growing the shoulder and winter season visitor markets through new or extended events and activities that attract overnight and long weekend stays.

Short term

- In the immediate summer season (2018/2019) there are a range of major and community events taking place within and around the Central City. Successful delivery of these with some lateral thinking about spin-off activities (such as impromptu appearances of star performers and sports people, and street performers in public spaces), will reinforce the Central City as a 'must do' as part of any stay.
- Coordinated marketing and promotion, using the EXPLORE branding developed by ChristchurchNZ, is essential to reinforce that the Central City now offers a range of reasons to visit and spend time. The ability to tailor the EXPLORE message for different groups – overseas, national or local – is an asset.

Medium term

- The Council and ChristchurchNZ are committed to developing a Matariki/Winter Festival. A number of summer events and activities are being brought back into the Central City. There is scope to improve transfer of people between Hagley Park events - like Botanic D'Lights - and the Central City. New funding will be needed to support the growth of these events.

- There is a growing range of indoor venues available as the Christchurch Town Hall and Convention Centre open for business. Whether used for one-off performances or as a network to host special seasons of activity – like the NZ Film Festival or Jazz and Blues Festival – these venues offer the opportunity to attract people through the winter months. Funding to attract and promote these ventures is likely to be required.
- Growing a range of walking tours provides an opportunity for residents and visitors to get deeper perspectives of the city. Whether based around cuisine, culture, heritage or the new architecture of the city, suggested circuits can enable people to explore hidden gems and get the most out of visits.

Guiding future regeneration

- Project 8011 – the Central City Residential Programme – is a multi-faceted series of projects. The Council received the initial three year work programme in September 2018. This includes:
 - Establishment of a Central City housing service as a “one stop shop” for landowners and developers to assist in the design, consenting and compliance stages of their projects.
 - Agreement of funding opportunities and incentives to support development. A review of existing and alternative incentives is underway.
 - Neighbourhood level planning is a central part of the programme. Engaging with residents groups, this work will explore how growth can be accommodated in a way that retains and delivers attractive and liveable communities.
- Venue Utilisation Strategy – as the range of Central City venues grows, a commercial strategy is needed to match events to the venues in a way that optimises the experience for visitors and maximises business opportunities and visitor spending potential.





People: actions

Short Term (0-6 Months) for Summer 2018/19

| Activity | Lead |
|--|---------------|
| Transport promotions and incentives* <ul style="list-style-type: none"> - Free parking – current 1hr free at CCC car parks. Further options being considered - Free public transport – Event day options being considered | CCC ECan |
| Major and community events programmes <ul style="list-style-type: none"> - Deliver 2018/19 events programme - Spin-off activities – pre-event ideas, impromptu artist appearances, etc - Single events calendar across ChristchurchNZ, CCC and other organisations - Bundling transport booking with event tickets | CCC/ChchNZ |
| Coordinated marketing and promotion – use all opportunities to sell the Central City EXPLORE: ŌTAUTAHI campaign* <ul style="list-style-type: none"> - International campaigns – cultural festivals - National campaign – airport links, AKL/WLG campaigns, rental car | ChchNZ |
| Coordinated marketing and promotion – use all opportunities to sell the Central City EXPLORE: TOWN - Regional/city residents dimension <ul style="list-style-type: none"> - More simple “What’s On” this/next week circulation - Linked “free stuff” ideas to help people “make a day of it” with events and visits - “What’s new” – awareness raising of the “ever evolving city” - Integrate informative web content about parking and access options | CCC/ChchNZ |
| <ul style="list-style-type: none"> - Keep customer facing staff informed about events and activities to inform visitors | CCBA/Business |

Medium term (6-18 months) for Winter 2019/Winter 2020

| Activity | Lead | When |
|---|---|----------------------|
| Curate shoulder and winter season events* <ul style="list-style-type: none"> - Matariki/Winter festival - Add or grow other cultural events and festivals - Relocation of events into Central City venues - Business events with national significance | CCC/ChChNZ/Vbase/ other venues | Subject to funding |
| Maximise winter use of central city indoor venues* <ul style="list-style-type: none"> - Venue based winter event series/seasons – film, music, etc. using Christchurch Town Hall, Christchurch Art Gallery, Isaac Theatre Royal, Hoyts EntX, The Piano, Alice, etc | CCC/ChChNZ/Vbase/ other venues | Subject to funding |
| Visitor guides, tours and trails <ul style="list-style-type: none"> - Cultural, heritage, cuisine, etc. paper-based /online resources - CBD adventures / activity and fitness trails / story telling | Various including CCC and ChchNZ | Existing and ongoing |
| Youth based activities <ul style="list-style-type: none"> - School visits – curriculum based days out - Weekend mini basketball tournaments | Various, including CCC, Schools, community | To confirm |

Guiding future regeneration (0-36 Months)

| Activity | Lead | When |
|---|-------------------------|---------------------------------|
| Project 8011: Central City residential service <ul style="list-style-type: none"> - A one stop shop service to support residential consenting processes | CCC | Summer 2018/19 |
| Project 8011: Funding: opportunities and incentives* <ul style="list-style-type: none"> - Measures to incentivise residential buyers and developers | DCL/CCC | Decisions by June 2019 |
| Project 8011: Neighbourhood scale planning <ul style="list-style-type: none"> - Investigation, engagement and design led master-planning to encourage new, good quality city living | CCC | Staged. To commence in 2019. |
| Venue utilisation strategy <ul style="list-style-type: none"> - A coordinated approach to optimise the use of city venues | CCC, VBase, Ōtakāro Ltd | End 2019 |

* Actions that will require additional requests for funding.

Bids for funding will be made through separate requests including via the Annual/Long Term Plan.

Getting it done: committing to and delivering our projects

The preceding sections have focused on growing flows of activity and people, including steps to be taken to realise the employment and economic potential of the Central City.

This is the life of the city and the key to its success. The canvas for this life is the city environment – its public spaces, cultural attractions, venues, streets, shops, workplaces and so on. With so much investment already made, a city of the future is taking shape.

During the three year timespan of this Action Plan, progress on the following list of projects – public and commercial, large and small - will be monitored with a view to supporting their delivery. Making the most of their completion, particularly through celebration of their opening, offers more reasons for people to come visit and spend time in the Central City.

One of the largest of these projects, the Stadium/Multi-Use Arena is scheduled to be completed in 2023. Commitment to this project was underlined in September 2018 when the Council indicated that it would seek to earmark \$220m of a Government allocated Capital Acceleration Fund to the project. City leaders are committed to expediting the remaining process stages that will see development of this centrepiece facility commence.



| Activity | Who | When |
|---|----------------------------|----------------|
| Major Public Facilities and Buildings | | |
| Ao Tawhiti Unlimited Discovery School | Ministry of Education | Autumn 2019 |
| Christchurch Town Hall | CCC | Autumn 2019 |
| Durham Street Methodist Church | Methodist Church | Spring 2019 |
| Edmonds Band Rotunda | CCC | Summer 2019/20 |
| Te Pae / Convention Centre | Ōtākaro Ltd | Autumn 2020 |
| MetroSports Facility | Ōtākaro Ltd | Summer 2021/22 |
| Stadium / Indoor Arena Multi-Purpose Arena | To be confirmed | Winter 2023 |
| Christ Church Cathedral | Cathedral Reinstatement JV | From 2019 |
| Selected Commercial/Attraction Projects | | |
| Riverside Farmers Market | Peebles Group | Summer 2018/19 |
| Guthrey Centre | Peebles Group | Summer 2018/19 |
| Ballantynes Redevelopment | Ballantynes | Autumn 2019 |
| Lower High Street - Duncan's Buildings | Peebles Group | Autumn 2019 |
| Spark Building | Nexus Point Ltd | Spring 2019 |
| Aotea Gifts | Redson Corp. | Summer 2019/20 |
| Old Post Office | G Chamberlain | Summer 2019/20 |
| Ravenscar House Museum | Cant'y Museum | 2020 |
| Public Realm | | |
| Avon River Precinct – Antigua Street to Madras Street | Ōtākaro Ltd | Summer 2018 |
| Avon River Precinct – Avon Loop | Ōtākaro Ltd | Winter 2019 |
| South Frame | Ōtākaro Ltd | Winter 2020 |

(Dates above are correct at October 2011 based on direct or best available sources)



