

Draft Long Term Plan 2021-31

Activity Plan

Economic Development

Adopted 4 March 2021

Approvals

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1. What does this activity deliver?

- **Innovation and Business Growth**
- **Destination and Attraction**
- **City Positioning**
- **Economic Strategy and Insights**
- **Urban Development**

Council delivers its Economic Development function through, and in partnership with, its Council Controlled Organisation, ChristchurchNZ. ChristchurchNZ contributes primarily to the Council’s Community Outcome – “Prosperous Economy” and supports progress towards the other Community Outcomes, most notably ‘a strong sense of community’, ‘celebration of our identity through arts, culture, heritage, sport and recreation’ and ‘vibrant and thriving central city’.

The Economic Development activity delivered through ChristchurchNZ is focused on achieving long-term sustainable prosperity improvements by:

- Creating high-value quality jobs and pathways to employment by driving growth of industry clusters, supporting new and existing businesses to be competitive, innovative and sustainable and improving alignment between skills and education and local employment opportunities.
- Attracting residents, talent, business and investors to grow the strength and resilience of the local economy.
- Attracting education, business, conference and leisure visitors to ensure local businesses have the customers they need to thrive, and the city has greater vibrancy for residents.
- Facilitating urban development projects that support local prosperity.

A successful local economy gives residents more choices and opportunities in their working lives and a greater level of economic wellbeing which helps retain residents and businesses and attracts the new residents, business and investment needed to generate further opportunities to grow the local economy and improve quality of life. Having a successful economy enables the provision of decent work for all citizens.

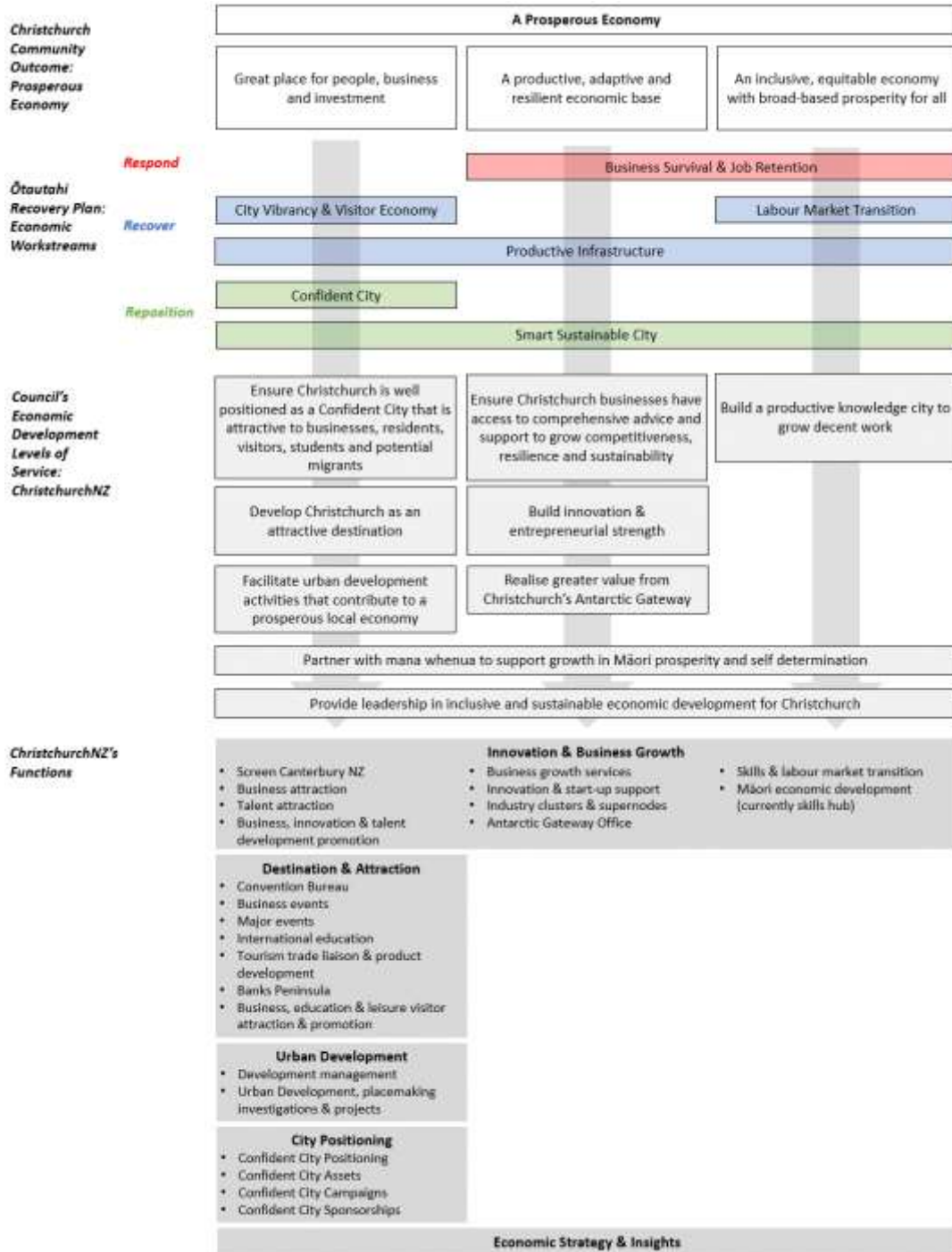
A vibrant and prosperous economy is an important enabler of social and environmental wellbeing through providing the resources to individuals, households, businesses and government (through taxes) to improve social and environmental wellbeing.

The Activity Plan has been developed in the context of the economic shock associated with Covid-19. The pathway of Covid-19 and economic recovery is uncertain and dynamic. ChristchurchNZ will regularly review and adapt its activities and focus of effort to respond to the changing landscape and emerging opportunities.

Economic development activities within ChristchurchNZ’s work programme have been restructured to deliver to five of the six workstreams identified in the Ōtautahi Recovery Plan.

The diagram below summarises the relationship between Council’s Community Outcomes, the Ōtautahi Recovery Plan, the Economic Development Levels of Service and the proposed ChristchurchNZ functions set out in this Activity Plan.

As part of its Economic Strategy & Insights function, ChristchurchNZ is responsible for developing, reviewing and monitoring (and playing its part in the delivery of) four city strategies:



- Christchurch Economic Development Strategy – This will be delivered through the Greater Christchurch 2050 (GC2050) framework and action plan to provide a more integrated pathway for economic development. The Visitor and Major Events Strategies will also eventually be integrated into GC2050.
- Christchurch Visitor Strategy
- Christchurch Major Events Strategy
- Christchurch Antarctic Gateway Strategy

ChristchurchNZ contributes a balanced portfolio of activities to the Prosperous Economy Community Outcome deliver its strategic priorities:

1. High-value decent work (jobs)
 2. GDP output (through visitor spend, business growth and job creation)
 3. Improvements in the resilience and competitiveness of the Christchurch economy
 4. Improved confidence in Christchurch by key audiences
- And manages the effectiveness of its operations through:
5. Improvements in ChristchurchNZ's financial, social and environmental performance
 6. Leadership of partnerships to the benefit of the city, utilising economic and sustainable development insights.

Delivery against these strategic priorities for ChristchurchNZ is measured through KPIs identified annually in the organisation's Statement of Intent.

The proposed allocation of effort across ChristchurchNZ's functions is set out in the table below.

Because of the economic shock due to Covid-19, ChristchurchNZ's commercial revenue streams have reduced significantly. This will continue into the first three years of the Long-Term Plan period. To counter this loss of revenue, additional Council funding will be needed to enable ChristchurchNZ to continue to deliver its functions that will support and accelerate recovery and repositioning of Christchurch out of recession.

Economic Development Function		Indicative Yr1 Investment
Innovation and Business Growth		\$4,588,000
Innovation and Start-up Support	Investing in the Christchurch innovation and start-up ecosystem to provide support to entrepreneurs and innovators to start and grow businesses.	
Industry Clusters and Supernodes	Working with industry, education, government and iwi to grow industry clusters in high-value areas which align with regional strengths.	
Skills & labour market transition	Supporting people to move from unemployment to self-employment, training and jobs.	
Maori economic development	Partnerships with iwi to develop skills to pathway mana whenua into high value employment.	
Business Attraction	Attract businesses to relocate or expand into Christchurch.	
Investment Attraction	Work with local and national partners to encourage and facilitate capital investment into Christchurch that repositions and enhances the economy providing enduring economic benefits.	
Talent Attraction	Working with industry and education providers to attract and retain international students and talented people to be part of the Christchurch workforce and entrepreneurial community.	
Business Growth (largely funded through Govt contracts)	Provide access to business support services and advice to build the management capability of businesses, and help them improve their competitiveness, resilience and growth.	
Screen CanterburyNZ	Attract screen activity to Christchurch and Canterbury including filming, pre- and post-production and grow capability of local industry.	
Screen Production Grant Fund	Incentivise the attraction of screen productions to Christchurch that will provide significant economic and legacy benefits.	
Antarctic Gateway Office	Grow the economic value and profile of Christchurch's Antarctic Gateway status through the implementation of the Christchurch Antarctic Gateway strategy.	
Business, innovation and talent development promotion	Marketing and communications to promote Innovation and Business in Christchurch	
Destination and Attraction		\$5,360,000
Visitor Attraction		
Convention Bureau	Work with convention partners to bid for national and international business events and to promote Christchurch as a business event destination.	

Economic Development Function		Indicative Yr1 Investment
Tourism Trade Liaison and Product Development	Sell Christchurch itineraries as a visitor destination to travel trade agents, negotiate B2B partnerships and work with local operators to enhance the destination offering. Support the visitor economy as per the Christchurch Visitor Strategy.	
International Education	Supporting the attraction and integration of international students to Christchurch.	
Banks Peninsula	Support Banks Peninsula to become a sustainable visitor destination including, developing cruise activity in Lyttelton and supporting a balanced community approach to managing visitor activities in Akaroa.	
Major and Business Events		
Scheduled Business Events	Seed and invest in the delivery of business events which drive visitor spend, city promotion in line with the Business Events Strategy. (This budget line includes events previously won and funded, including TRENZ)	
Major Events	Seed, bid for and invest in the delivery of major events which drive visitor spend, city promotion and legacy benefits in line with the Major Events Strategy.	
Business, education and leisure visitor attraction promotion	Marketing and communications related to the delivery of Destination and Attraction functions, including event marketing.	
City Positioning		\$1,648,000
Confident city positioning	Strengthen confident city identity through citywide ownership and understanding of the benefits of an aligned city narrative among partners, stakeholders, the business and wider community.	
Confident city assets	Develop the suite of assets to showcase a confident city story including imagery, video, case studies and key messages.	
Confident City Campaigns	Deliver marketing campaigns to target audiences promoting Christchurch as a place to visit, study, live, work, do business and invest. Build local resident pride and advocacy using the city narrative.	
Confident city sponsorships	Invest in 3rd-party activities which align with, reinforce and promote the city narrative to key audiences.	
Economic Strategy and Insights	Provision of analysis, commentary and research on the economy to inform strategy and policy advice, guide the prioritisation of resources and approaches to achieve sustainable economic development	\$900,000
Urban Development		\$2,928,000
Development management (funded from CCHL)	Lead projects to identify, investigate and secure agreements for land that provides redevelopment opportunities. Undertake feasibility studies, due diligence, market research, business cases, risk analysis and contract preparation etc.	
Urban development / placemaking investigations and projects	Encourage economic development through facilitation of urban development and placemaking activities. Facilitate redevelopment in priority locations such as New Brighton	

Economic Development Function		Indicative Yr1 Investment
	and strategically create value from land assets utilising Council family-owned property or other acquired property.	
Shared Services + Overheads + Governance	Facilitate the delivery of all ChristchurchNZ activities.	\$4,433,000
Shared Services Personnel (including CE)		
Governance		
ICT, Admin, Occupancy, Depreciation		
	PROPOSED ECONOMIC DEVELOPMENT INVESTMENT (from all funding sources)	\$19,857,000
	<i>Non-council funding + utilisation of cash reserves</i>	<i>\$3,907,000</i>
	TOTAL COUNCIL FUNDING FOR PROPOSED ECONOMIC DEVELOPMENT FUNCTIONS	\$15,950,000

Change in Council's Investment in Economic Development Over Time

The Council has taken an active role in promoting business and economic development for many years through ChristchurchNZ and predecessor organisations and sees its unique ability to act on behalf of the wider economy where individual firms do not have the scale to promote and address wider issues as an important part of supporting a prosperous local economy.

As shown in the graph below, in the 2018/19 financial year at the start of the current LTP period, Council was investing \$19.1M in Economic development and regeneration through three external agencies (ChristchurchNZ, DCL and Regenerate Christchurch). Through leveraging third party funding this investment was elevated to \$28.3M.

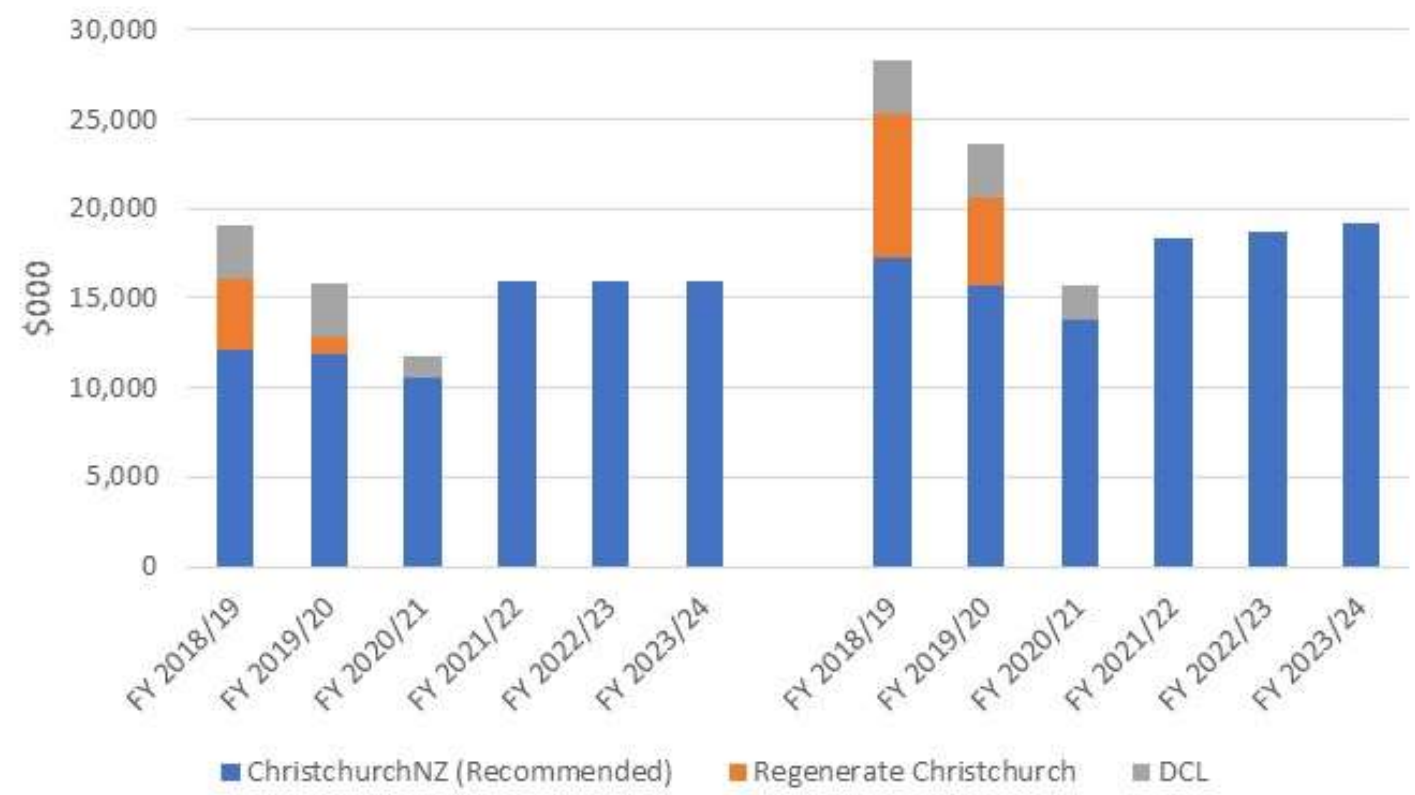
Council investment over the current LTP period has been reduced by 34% to \$12.6M in the current 2020/21 financial year.

Associated third party investment has also declined such that total investment in economic development and regeneration in Christchurch has fallen by 45% to a total level of \$15.7M.

Given the dissolution of the other agencies delivering economic development services, ChristchurchNZ is the only external agency that can leverage Council funding to accelerate economic development outcomes over the 2021 LTP period.

Overall investment in Economic Development will be at a much lower level than in recent years due to these changes. This is also shown in the graph below which compares Council and third party investment levels in previous and current years with the proposed forward investment outlined in this document.

CCC Investment (Left) and Total EDA Investment Including 3rd Parties (Right)



2. Community Outcomes – why do we deliver this activity?

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Primary Outcome 1	Great place for people, business and investment	<ul style="list-style-type: none"> • Christchurch business is enabled to thrive and compete sustainably. • Christchurch is an attractive place where residents benefit from access to decent work and attending events in their city. • Businesses can attract talented people with appropriate skills and education. • Visitors are attracted to Christchurch and have a great experience. • Christchurch has a reputation for innovation, creativity, and positive urban regeneration making it an attractive place for entrepreneurs and investors. <p>These are all key objectives for this activity. It is expected that this activity will continue to have a positive impact over the long term and that the positive impacts will accumulate intergenerationally.</p>
Primary Outcome 2	A productive, adaptive and resilient economic base	<ul style="list-style-type: none"> • Christchurch has globally competitive businesses and industries driving exports and generating wealth. • Christchurch is recognised as the global gateway to the South Island and Antarctica. • Businesses and industries are supported to improve their productivity and become more resilient and sustainable. <p>These are all key objectives for this activity. It is expected that this activity will continue to have a positive impact over the long term and that the positive impacts will accumulate intergenerationally.</p>
Secondary Outcome	Inclusive, equitable economy with broad-based prosperity	<ul style="list-style-type: none"> • Increased economic resilience for businesses, and as a result, households. • Reduced levels of economic hardship (households that cannot meet their daily needs). • Christchurch businesses increasingly act in a socially and environmentally responsible way. • Improve access to training and education which are aligned with current and future local employment opportunities. <p>Through supporting sustainable business growth across the economy, we provide for a broad range of employment opportunities. However, this activity will need to increasingly incorporate social and environmental objectives into activity planning and work programmes in future. This will entail some rethinking of work programmes and planning and delivery partnerships particularly between ChristchurchNZ and CCC.</p>

Note the performance measures and targets used to measure the difference the activity makes for the community outcomes is in the Level of Service table in Section 5.

3. Strategic Priorities – how does this activity support progress on our priorities?

Strategic Priorities	Activity Responses
Enabling active and connected communities to own their future	<ul style="list-style-type: none"> • Attracting and sponsoring major and business events which connect communities • Positioning Christchurch with national and international audiences, helping to increase our interaction with people from other parts of New Zealand and other countries and helping to build national and international awareness and connectedness with the city. • Providing strategic and economic advice and insights to enable stakeholders and communities to contribute in a more informed way to decisions which impact the future of the city.
Meeting the challenge of climate change through every means available	<ul style="list-style-type: none"> • ChristchurchNZ is committed to supporting sustainable growth in the Christchurch economy through a transition of the economy to a sustainable, smart economy. Activity includes building future-focused industry clusters including food and fibre, future transport and health & resilience, each designed to ensure the economy functions within planetary limits. Business support and business partnership programmes are designed to support businesses to respond and adapt to global trends, including climate change. For example, by supporting and enabling lean manufacturing and efficient business practices to reduce waste streams, logistics costs and energy use to improve profitability. • Reducing the greenhouse gas footprint of ChristchurchNZ in line with Council commitments by reducing use of petrol cars, electricity consumption and continually assessing need for national and international travel. • Providing strategic and economic advice and insights on the economic implications of climate change and urban development to inform shareholder and stakeholder decisions.
Ensuring a high quality drinking water supply that is safe and sustainable	<p>Not applicable</p>
Accelerating the momentum the city needs	<ul style="list-style-type: none"> • Supporting progress on this Strategic Priority is central to ChristchurchNZ’s work programme. • Promoting Christchurch as an attractive and vibrant place to be for business, talent and visitors, with a strategic focus currently on lifting the central city as part of a wider city offering. • Facilitating urban regeneration and promoting Christchurch as a great place for business helps attract and grow businesses and employment. • Attracting and sponsoring major events that attract visitors and connect communities. • Leading the development and championing the “Christchurch Narrative” which provides a consistent and confident city-wide approach to messaging about our place to any audience. • Promoting Christchurch as a business event destination.

Strategic Priorities	Activity Responses
Ensuring rates are affordable and sustainable	<ul style="list-style-type: none"> ChristchurchNZ seeks co-funding from central government and the private sector to leverage Council (rates) funding to achieve greater impact for the local community. Productivity improvements through economic development enables wage growth in the local economy. The resulting increase in household incomes makes rates more affordable by reducing the proportion of household income required to service them. A prosperous and growing economy will normally translate to a broadening and deepening of the rating base which spreads the cost of council services more widely and can reduce the rate requirement from existing rate payers.

4. Increasing Resilience

ChristchurchNZ delivers an overall work programme that responds to the following stressors identified in the Resilient Greater Christchurch Plan.

Demographics – aging population, migration

- ChristchurchNZ delivers a programme of activities targeting the attraction of talent to Christchurch:
 - Directly (e.g. business attraction, international education sector support, running innovation challenges, supporting start-up companies and attracting screen industry projects); and
 - By strengthening businesses (e.g. through business advice, business partner and business mentor services and attracting visitors (spending)); and
 - By creating a more vibrant and attractive place to live (e.g. by delivering major events, attracting screen productions, facilitating urban development, attracting conferences and supporting the development of city attractions).

This is mitigating risks relating to the aging population and the associated impact on the workforce.

Globalisation – diversification, re-invention

- ChristchurchNZ helps businesses to diversify, respond to changes in business practice and market conditions and adapt to changes in technology and the associated nature of skills needed in the workforce (e.g. through regional skills leadership group activities and joint activities to support innovation and entrepreneurial activity).
- ChristchurchNZ's work to develop Supernodes and the screen industry are key activities for the diversification of the local economy into areas of future global growth.
- In the context of the Covid-19 economic shock, ChristchurchNZ is working with local and national partners, including The Chamber, to continue to build business, industry and economic resilience. This is being delivered through the six workstreams of the Economic Recovery Action Plan.

Housing and Social equity – affordability, low wage economy

- ChristchurchNZ is addressing the low wage economy by improving productivity within the local economy through business improvement, innovation activities and the attraction of additional consumption from visitors. Increases in productivity enable higher wages, which in turn supports affordability improvements.

5. Specify Levels of Service

Levels of service as drafted by ChristchurchNZ for the Annual Plan 2020/21 and Long Term Plan 2021-31.

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Innovation and Business Growth										
5.1.5.3	C	Build innovation and entrepreneurial strength	2018/19: 4 Innovation precinct tenant group meetings 4 Innovation precinct tenant group communications		6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	Number of initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	A productive, adaptive and resilient economic base
5.1.5.2	C	Build innovation and entrepreneurial strength	2019/20: 12 Delivery of the Hi-Growth 10-month programme for 10 businesses. Amplifier programme x 2 businesses 2018/19: 15 start-up support; 1 new start up tenant; 14 early stage businesses; 107 supported through mentoring prog.		40 start-up/scale-up companies to grow innovation and entrepreneurship capability	40 start-up/scale-up companies to grow innovation and entrepreneurship capability	40 start-up/scale-up companies to grow innovation and entrepreneurship capability	40 start-up/scale-up companies to grow innovation and entrepreneurship capability	Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	Great place for people, business and investment

¹ C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

LOS number	C/ M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
5.1.5.1	C	Build innovation and entrepreneurial strength	<p>2019/20: 6 organisations attracted. 39 active opportunities in CRM. 6 significant opportunities being managed. 3 infrastructure projects being worked on.</p> <p>2018/19: 3 opportunities to secure innovative businesses or investment into the city (NZ Aerospace Challenge – 33 applicants; Amplifier prog – 9 businesses participating; Contracted Lightning Lab – up to 10 tourism related businesses</p>		50 employers have been actively worked with to attract them to the city to support economic recovery and repositioning	60 employers have been actively worked with to attract them to the city to support economic recovery and repositioning	70 employers have been actively worked with to attract them to the city to support economic recovery and repositioning	70 employers have been actively worked with to attract them to the city to support economic recovery and repositioning	Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	Great place for people, business and investment
5.1.5.5 New	M	Build innovation and entrepreneurial strength	New activity to support economic recovery out of Covid-19		\$550,000 Central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000 Central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000 Central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000 Central government investment secured into innovation and entrepreneurship; labour market transition and job creation	Value of central government investment secured into innovation and entrepreneurship; labour market transition and job creation	Great place for people, business and investment
5.1.2.7	M	Build a productive knowledge city to grow decent work		New	4 initiatives that deliver better education	4 initiatives that deliver better education	4 initiatives that deliver better education	4 initiatives that deliver better education	Number of initiatives that deliver better education outcomes	Great place for people,

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
					outcomes and skills development to meet industry need and lead to high-value decent work	outcomes and skills development to meet industry need and lead to high-value decent work	outcomes and skills development to meet industry need and lead to high-value decent work	outcomes and skills development to meet industry need and lead to high-value decent work	and skills development to meet industry need and lead to high-value decent work	business and investment
5.1.2.8	M	Partner with mana whenua to support growth in Māori prosperity and self determination		New partnership to be developed in the 2020/21 financial year	1 initiative 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 and create decent work	2 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 and create decent work	2 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 and create decent work	2 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 and create decent work	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 and create decent work	Inclusive, equitable economy with broad-based prosperity
5.1.2.9	M	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability		New	4 initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and	4 initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and	4 initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and	4 initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and	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	A productive, adaptive and resilient economic base

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
					Canterbury organisations	Canterbury organisations	Canterbury organisations	Canterbury organisations		
5.1.6.1	C	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	2019/20: 1,604 businesses 2018/19: 518 businesses 2017/18: 617 2016/17: 596 businesses received mentoring services 2015/16: 786 businesses received mentoring services		500 businesses access business support or advice	500 businesses access business support or advice	500 businesses access business support or advice	500 businesses access business support or advice	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 <i>(Dependant on funding secured from central government – Refer to LOS 5.1.5.8)</i>	A productive, adaptive and resilient economic base
5.1.6.2	M	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	2019/20: +68 net promotor score 2018/19: +67 net promotor score		Net promotor score for business support services is +50 or greater	Net promotor score for business support services is +50 or greater	Net promotor score for business support services is +50 or greater	Net promotor score for business support services is +50 or greater	Satisfaction of businesses accessing support or advice services <i>(Dependant on funding secured from central government – Refer to LOS 5.1.5.8)</i>	A productive, adaptive and resilient economic base
5.1.5.8	M	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness,	New activity to support economic recovery out of Covid-19	New	\$450,000 Central government investment secured into regional business support	\$450,000 Central government investment secured into regional business support	\$450,000 Central government investment secured into regional business support	\$450,000 Central government investment secured into regional business support	Value of central government investment secured into regional business support	A productive, adaptive and resilient economic base

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		resilience and sustainability								
5.0.16.6	C	Realise greater value from Christchurch's Antarctic Gateway	2019/20: Actions delivered as set out in implementation plan 2018/19: Antarctic Strategy Implementation Plan presented to Council January 2019		Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	A productive, adaptive and resilient economic base
5.0.16.7	M	Realise greater value from Christchurch's Antarctic Gateway		New	75 businesses in the network	100 businesses in the network	125 businesses in the network	125 businesses in the network	Number of businesses to build and maintain a business network which secures higher revenues from the National Antarctic Programmes	Great place for people, business and investment
Destination and Attraction										
5.1.2.10	M	Develop Christchurch as an attractive destination		New	4 initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination	4 initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination	4 initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination	4 initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination	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	Great place for people, business and investment
5.1.8.1	C	Develop Christchurch as an	2019/20: 36 city bids		30 City bids prepared to	30 City bids prepared to	30 City bids prepared to	30 City bids prepared to	City bids prepared to attract business events	Great place for

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		attractive destination	2018/19: 34 city bids		attract business events to Christchurch	attract business events to Christchurch	attract business events to Christchurch	attract business events to Christchurch	to Christchurch in line with the business event strategy and economic recovery plan	people, business and investment
5.1.8.2	M	Develop Christchurch as an attractive destination	2019/20: 22% 2018/19: 35%		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	Great place for people, business and investment
2.8.1.3	C	Develop Christchurch as an attractive destination	2019/20: 13 events delivered/ supported 2018/19: 2 meetings of the Major Event Strategic Advisory Group		Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	Assess portfolio of events supported against the Major Events Strategy. Report annually on performance of the major event portfolio against the Major Events Strategy.	Great place for people, business and investment
2.8.1.1	M	Develop Christchurch as an attractive destination	2019/20: One funding round delivered		One Major Events Seed Funding round	One Major Events Seed Funding round	One Major Events Seed Funding round	One Major Events Seed Funding round	Major events seeding round delivered using criteria that support strategic goals of the Major Events Strategy	Great place for people, business and investment
5.3.5.2	M	Develop Christchurch as an attractive destination	2019/20: 4 quarterly stakeholder engagements 2018/19: 6 meetings of City Narrative Steering Group	New	5 destination product offerings, experiences or itineraries developed and supported which	5 destination product offerings, experiences or itineraries developed and supported which	5 destination product offerings, experiences or itineraries developed and supported which	5 destination product offerings, experiences or itineraries developed and supported which	Number of destination product offerings, experiences or itineraries developed and supported which	Great place for people, business and investment

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
					embed the city narrative	embed the city narrative	embed the city narrative	embed the city narrative	embed the city narrative	
5.3.5.3	C	Develop Christchurch as an attractive destination	New level of service started in FY 2021		100 screen enquiries	100 screen enquiries	100 screen enquiries	100 screen enquiries	Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP	Great place for people, business and investment
5.3.5.5	C	Develop Christchurch as an attractive destination	New level of service		At least 1 screen production attracted to Christchurch	At least 1 screen production attracted to Christchurch	At least 1 screen production attracted to Christchurch	At least 1 screen production attracted to Christchurch	Number of screen productions attracted to Christchurch through grant funding.	Great place for people, business and investment
5.3.5.4	M	Develop Christchurch as an attractive destination	New		\$500,000 Private sector investment secured into destination and product development and promotion	\$500,000 Private sector investment secured into destination and product development and promotion	\$750,000 Private sector investment secured into destination and product development and promotion	\$1m Private sector investment secured into destination and product development and promotion	Value of investment secured into destination promotion and product development	Great place for people, business and investment
City Positioning										
5.3.5.1	M	Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants	2019/20: Increasing engagement and usage of toolkit traffic and activity. 2018/19: Toolkit. Christchurchnz.com Users – 2,945 Sessions – 5,144		Monitor month on month narrative assets and content to ensure consistently increasing	Monitor month on month narrative assets and content to ensure consistently increasing	Monitor month on month narrative assets and content to ensure consistent engagement and usage	Monitor month on month narrative assets and content to ensure consistent engagement and usage	Number of people using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	Great place for people, business and investment

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
			Pageviews – 11,945 Asset downloads – 7,394		engagement and usage	engagement and usage				
5.3.1.1	M	Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants	Monthly rolling annual average over last 2 years is 5.2 million. A rolling average has been used to set benchmark given the disruption to engagement from Covid, particularly with international visitor markets		5.2 million engagements on ChristchurchNZ owned digital channels and platforms	5.2 million engagements on ChristchurchNZ owned digital channels and platforms	5.2 million engagements on ChristchurchNZ owned digital channels and platforms	5.2 million engagements on ChristchurchNZ owned digital channels and platforms	Number of engagements on ChristchurchNZ owned digital channels and platforms	Great place for people, business and investment
5.1.7.3	C	Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants	2019/20: 100 famils hosted (62 trade famils hosted 38 media famils hosted: 12 domestic, 26 international, 11 trade events completed. 2018/19: 95 media famils (82 international, 13 domestic); 44 international trade famils; 31 trade events led or attended		50 engagements with trade agents or investors in priority markets and sectors	60 engagements with trade agents or investors in priority markets and sectors	60 engagements with trade agents or investors in priority markets and sectors	60 engagements with trade agents or investors in priority markets and sectors	Number of engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media	Great place for people, business and investment
Economic Strategy and Insights										
5.1.7.2	M	Provide leadership in inclusive and sustainable	Christchurch Visitor Strategy reviewed June 2019			Christchurch Visitor Strategy is			City economic strategies are reviewed and approved in	Inclusive, equitable economy

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		economic development for Christchurch				reviewed and approved			context of Greater Christchurch 2050 Strategic Framework and Goals	with broad-based prosperity
2.8.1.2	M	Provide leadership in inclusive and sustainable economic development for Christchurch					Christchurch Major Events Strategy is reviewed and approved		City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals	Inclusive, equitable economy with broad-based prosperity
5.0.16.5	M	Provide leadership in inclusive and sustainable economic development for Christchurch	Strategy approved in May 2018				Antarctic Gateway Strategy is reviewed and approved		City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals	Inclusive, equitable economy with broad-based prosperity
5.1.2.11	M	Provide leadership in inclusive and sustainable economic development for Christchurch	New activity to support economic recovery out of Covid-19 and delivery of long-term strategic outcomes for the city	Economic Recovery Plan to be completed in 2020/21	Delivery of actions set out in the economic recovery plan and Greater Christchurch 2050	Delivery of actions set out in the economic recovery plan and Greater Christchurch 2050	Delivery of actions set out in the economic recovery plan and Greater Christchurch 2050	Delivery of actions set out in Greater Christchurch 2050 <i>(recovery plan should be fully delivered before end of the LTP 10-year period)</i>	Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan and when appropriate, Greater Christchurch 2050	A productive, adaptive and resilient economic base
5.1.2.3	M	Provide leadership in inclusive and sustainable economic	2019/20: 6 economic research reports completed		12 economic reports are produced	12 economic reports are produced	12 economic reports are produced	12 economic reports are produced	Number of economic research and insights reports delivered to provide city partners with robust evidence	A productive, adaptive and resilient

LOS number	C/ M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		development for Christchurch	2018/19: 4 quarterly economic reports; 8 Research reports						base on which to base strategies and investment decisions	economic base
5.1.2.4	C	Provide leadership in inclusive and sustainable economic development for Christchurch	2019/20: Economic updates to 645 people 2018/19: 2 large events were held (150+ participants) plus a range of economic updates have been presented to multiple groups by CEO and GMs.		Deliver economic information to at least 1,000 people through presentations and online information	Deliver economic information to at least 1,000 people through presentations and online information	Deliver economic information to at least 1,000 people through presentations and online information	Deliver economic information to at least 1,000 people through presentations and online information	Number of people actively engaging with ChristchurchNZ economic and strategic insights	A productive, adaptive and resilient economic base

Urban Development

5.1.9.1	C	Facilitate urban development activities that contribute to a prosperous local economy		New	At least 3 opportunities for urban development are identified and assessed for feasibility	At least 3 opportunities for urban development are identified and assessed for feasibility	At least 3 opportunities for urban development are identified and assessed for feasibility	At least 3 opportunities for urban development are identified and assessed for feasibility	Number of investigations into viability related to productive infrastructure and development proposals	Great place for people, business and investment
5.1.9.2	M	Facilitate urban development activities that contribute to a prosperous local economy		New	Prepare a property development strategy and framework	New urban development projects added to the pipeline in line with the strategy	New urban development projects added to the pipeline in line with the strategy	New urban development projects added to the pipeline in line with the strategy	Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property	Great place for people, business and investment

6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

No Section 17A Service Delivery Review in this planning period.

7. What levels of service are we proposing to change from the LTP 2018-28 and why?

Level of service changes as per those drafted by ChristchurchNZ for the Annual Plan 2020/21 and Long Term Plan 2021-31. Signed by the ChristchurchNZ Board 28 May 2020.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
AMENDMENTS				
Innovation and Business Growth				
5.1.5.3 Build innovation and entrepreneurial strength: 6 initiatives to support industry cluster development (C) Merges with previously in-development LOS 5.1.5.6	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	Lead or play key role in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities.	This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated unemployment, but also supports transition for long term economic growth including Supernode cluster industries.	Level of service changes as per those drafted by ChristchurchNZ for the Annual Plan 2020/21 and Long Term Plan 2021-31. Signed by the ChristchurchNZ Board in February 2021.
5.1.5.2 Build innovation and entrepreneurial strength: 40 Start-up/scale-up companies to grow innovation and entrepreneurship capability (C)	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: Support at least 10 start-up/SME companies aligned with priority focus areas	Start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas simplifies the reporting, combining and adding clarity to 2 LoS	Expanded to clarify the nature of support being provided to start ups and SMEs is to grow innovation and entrepreneurship capability Increase delivery by 30 start-ups/SMEs to reflect increased focus on this activity.	No specific need for community consultation. Increase in service delivery within a specific sector of the business community.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
5.1.5.1 Build innovation and entrepreneurial strength: 50 (increasing to 60, then 70 in subsequent years) employers have been actively worked with to attract them to the city to support economic recovery and repositioning (C)	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas	Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	Simplified language of measure and adjusted focus of business attraction activities to reflect the economic impacts of Covid-19 and need to align with recovery plan. Increase delivery by 48+ employers to reflect increased focus on this activity.	No specific need for community consultation. Increase in service delivery within a specific sector of the business community.
5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: 500 businesses access business support or advice (C)	ChristchurchNZ facilitates the development of businesses with high growth potential: At least 500 businesses access business support or advice.	Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	Wording change to reflect delivery of this level of service relies on partnership with business groups locally and that this Level of Service relies on central government funding.	None required. Wording change only.
5.1.6.2 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: Net promotor score for business support services is +50 or greater (M)	ChristchurchNZ facilitates the development of businesses with high growth potential: Net promotor score for business support services is +50 or greater. This measure was identified as an LTP (Community) Level of Service for LTP 2018. For LTP 2021, this has been reclassified as a non-LTP (Management) measure, therefore it will be retained as a Level of Service, but not published in the LTP.	Satisfaction of businesses accessing support or advice services. Reclassification to meet Audit and Governance expectations	Minor wording change to separate the target from the measure.	None required. Wording change only. Note reclassification from C to M
5.0.16.6 Realise greater value from Christchurch's Antarctic Gateway:		Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	No change	None required.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
Deliver actions as set out in the Antarctic Gateway Strategy implementation plan (C)				
Destination and Attraction				
5.1.2.10 Develop Christchurch as an attractive destination: 4 initiatives delivered that focus on developing Christchurch and Canterbury as a more attractive and sustainable visitor destination (M)	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Deliver actions as set out in the strategic partnership LOS number revision from 5.1.2.10.1	Clarifies the number and intent of initiatives to be undertaken each year	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.	None required. Clarification of intent of LOS
5.1.8.1 Develop Christchurch as an attractive destination: 30 City bids prepared to attract business events to Christchurch (C)	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Prepare at least 30 city bids to attract business events to Christchurch	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	Expanded to capture strategic focus for business event bidding	None required. Wording change only.
5.1.8.2 Develop Christchurch as an attractive destination: At least 35% success rate of bids for business events	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: At least 35% success rate for business event bid. This measure was identified as an LTP (Community) Level of Service for LTP 2018. For LTP 2021, this has been reclassified as a non-LTP (Management) measure, therefore it will be retained as a Level of Service, but not published in the LTP.	Success rate of bids for business events Reclassification to meet Audit and Governance expectations	Minor wording change to separate the target from the measure.	None required. Wording change only. Note reclassification from C to M

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
2.8.1.3 Develop Christchurch as an attractive destination: Portfolio of events supported against the Major Events Strategy (C)	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Portfolio of events delivered in line with the Major Events Strategy	Portfolio of events supported against the Major Events Strategy	Minor wording change to reflect the need to consider the strategic direction set out in the Major Events Strategy and that not all major events are delivered by ChristchurchNZ directly with many supported through mechanisms such as partnerships, contracts, seed funding or sponsorship	None required. Wording change only.
2.8.1.1 Develop Christchurch as an attractive destination: One Major Events Seed Funding round (M)	ChristchurchNZ attracts, manages and sponsors the delivery of major events: At least one Major Events Seed Funding round delivered per annum	Major events seeding round delivered using criteria that support strategic goals of the Major Events Strategy and Economic Recovery Plan	Minor wording change to reflect the need to consider the economic recovery context alongside long term strategic goals.	None required. Wording change only to method of measurement.
5.3.5.2 Develop Christchurch as an attractive destination: 5 destination products offerings, experiences or itineraries developed and supported which embed the city narrative (M)	ChristchurchNZ leads collaborative development and implementation of a city narrative: Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative	Destination product offerings developed and supported which embed the city narrative. People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	Improved measure of the level of activity and clearer focus on embedding use of a common city narrative	None required. Wording change only.
City Positioning				
5.3.5.1 Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants: Monitor month on month narrative assets and content to ensure increasing engagement and usage (M)	ChristchurchNZ leads collaborative development and implementation of a city narrative: Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage	People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	Improved measure of the level of activity and clearer focus on embedding use of a common city narrative	None required. Wording change only.
5.3.1.1 Ensure Christchurch is well positioned as a Confident City that is attractive to	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch:	Provides a measure for marketing activity which is not only achieved through ChristchurchNZs online channels and covers city profile activities relating to key markets	Improved measure of the reach of ChristchurchNZ's marketing campaigns targeting businesses, leisure visitors,	Management measure, no specific need for community consultation.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
businesses, residents, visitors, students and potential migrants: Number of engagements (5.2 million) on ChristchurchNZ owned digital channels and platforms (M)	5.3.1.1 Increase social engagement by 30% year on year 5.3.1.2 Increase clicks to ChristchurchNZ website by 25% year on year Targets combined	for attracting visitors, businesses and migrants and supporting a portfolio approach to major events.	students, potential migrants and residents	
5.1.7.3 Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants: 50 engagements with trade agents or investors in priority markets and sectors (C)	ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors: At least 50 famils hosted and 10 trade events led or attended in priority markets	Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media	Change in wording to reflect that potential issues with traditional trade engagement techniques i.e. famils during the Covid-19 outbreak require new ways of working. Sector list added for clarity on the breadth of engagements. Reduced by 10 in 2021/22 to reflect expected limitations on international movement of people in 2021/22.	No specific need for community consultation.
Economic Strategy and Insights				
2.8.1.2; 5.0.16.5; 5.1.7.2 Provide leadership in inclusive and sustainable economic development for Christchurch: Christchurch Visitor Strategy is reviewed and approved; (year 2) Christchurch Major Events Strategy is reviewed and approved; (year 3) Antarctic Gateway Strategy is reviewed and approved; (year 3) (M)	Measures were identified as LTP (Community) Levels of Service for LTP 2018. For LTP 2021, these have been reclassified as a non-LTP (Management) measures, therefore will be retained as a Levels of Service, but not published in the LTP.	City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals. Reclassification to meet Audit and Governance expectations.	Grouped all city strategies ChristchurchNZ is responsible for into a single measure to provide clearer presentation of strategy work programme. Added GC2050 context to ensure alignment with overarching long-term strategic direction for the city.	None required. Wording change only. Note reclassification from C to M
5.1.2.3 Provide leadership in inclusive and sustainable economic development for Christchurch:	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch:	Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for	Broadened and combined levels of service relating to economic analysis and reporting to reflect the importance of city wide and national use of	No specific need for community consultation.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
12 economic reports are produced (M)	5.1.2.2 Quarterly Economic Report is produced and available on the ChristchurchNZ website 5.1.2.3 At least 6 Christchurch or Canterbury economic research reports completed 5.1.7.1 Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website	economic activity to focus on response to a global recession over coming years. Economic research and insights reports provide city partners with robust evidence base on which to base strategies and investment decisions	economic insights and to capture a wider range of the economic reporting and research undertaken by ChristchurchNZ Combined levels of service relating to economic analysis and reporting into a single measure to reflect the need for economic research and insights reports to respond to the needs of city partners and economic environment. Increased delivery by 1 report.	
5.1.2.4 Provide leadership in inclusive and sustainable economic development for Christchurch: Deliver economic information to at least 1,000 people through presentations and online information (C)	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch: Deliver face to face economic update to at least 600 people	People actively engaging with ChristchurchNZ economic and strategic insights	Broadened target to better reflect reach of the economic reporting and research undertaken by ChristchurchNZ e.g. accessing information online. Increased number of people by 400.	No specific need for community consultation.
NEW				
Innovation and Business Growth				
5.1.5.5 Build innovation and entrepreneurial strength: \$550,000 value of central government investment secured into innovation and entrepreneurship; labour market transition and job creation (M) Merges previously separate 5.1.5.7 with 5.1.5.5	Considered a new LOS as multi-year targets have now been defined, since being adopted as 'to be developed' with the Annual Plan 2020/21.	New activity to support economic recovery out of Covid-19	Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition Regional business support	Management measure, no specific need for community consultation.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
<p>5.1.2.7 Build a productive knowledge city to grow decent work:</p> <p>4 initiatives that deliver better education outcomes and skills development to meet industry need and lead to high-value decent work</p> <p>(M)</p>	<p>5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals.</p> <p>Considered a new LOS as multi-year targets have now been defined, since being adopted as ‘to be developed’ with the Annual Plan 2020/21.</p>	<p>Measure of joint activity to deliver on strategic partnership with the tertiaries to grow regional skills and opportunities and research commercialisation</p>	<p>Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified:</p> <p>Mana whenua and Te Runanga o Ngāi Tahu entities (NEW)</p> <p>Innovation and entrepreneurial partners (IN DEVELOPMENT)</p> <p>Tertiaries (IN DEVELOPMENT)</p> <p>Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING)</p> <p>Visitor destination partners (EXISTING & IN DEVELOPMENT)</p>	<p>Management measure, no need for community consultation.</p>
<p>5.1.2.8 Partner with mana whenua to support growth in Māori prosperity and self-determination:</p> <p>Deliver initiatives (1 – 2) in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work</p> <p>(M)</p>	<p>5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals.</p>	<p>Report on implementation of joint activity to deliver on strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work.</p> <p>New partnership to be developed in the 2020/21 financial year.</p>	<p>Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified:</p> <p>Mana whenua and Te Runanga o Ngāi Tahu entities (NEW)</p> <p>Innovation and entrepreneurial partners (IN DEVELOPMENT)</p> <p>Tertiaries (IN DEVELOPMENT)</p> <p>Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING)</p> <p>Visitor destination partners (EXISTING & IN DEVELOPMENT)</p>	<p>Management measure, no need for community consultation.</p>

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
<p>5.1.2.9 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability:</p> <p>Deliver 4 initiatives with local and central government agencies to drive and advocate for competitiveness, resilience and sustainability (including carbon footprint reduction) of Christchurch and Canterbury organisations</p> <p>(M)</p>	<p>5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals.</p>	<p>Report on implementation of joint activity to deliver on strategic partnership with the Chamber and central government agencies (NZTE and Callaghan Innovation) to provide a 'combined voice' to drive competitiveness, resilience and sustainability of Christchurch and Canterbury businesses.</p>	<p>Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified:</p> <p>Mana whenua and Te Runanga o Ngāi Tahu entities (NEW)</p> <p>Innovation and entrepreneurial partners (IN DEVELOPMENT)</p> <p>Tertiaries (IN DEVELOPMENT)</p> <p>Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING)</p> <p>Visitor destination partners (EXISTING & IN DEVELOPMENT)</p>	<p>Management measure, no need for community consultation.</p>
<p>5.1.5.8 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability:</p> <p>\$450,000 Central government investment secured into regional business support</p> <p>(M)</p>	<p>Considered a new LOS as multi-year targets have now been defined, since being adopted as 'to be developed' with the Annual Plan 2020/21.</p>	<p>New activity to support economic recovery out of Covid-19</p>	<p>Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on:</p> <p>Innovation and entrepreneurship</p> <p>Labour market transition</p> <p>Regional business support</p>	<p>Management measure, no specific need for community consultation.</p>
<p>5.0.16.7 Realise greater value from Christchurch's Antarctic Gateway:</p> <p>Businesses in the network (75-125)</p> <p>(M)</p>	<p>Considered a new LOS as multi-year targets have now been defined, since being adopted as 'to be developed' with the Annual Plan 2020/21.</p>	<p>Build and maintain a business network which secures higher revenues from the National Antarctic Programmes</p>	<p>Measure captures a key element of the economic development activity of the Antarctic Office</p>	<p>Management measure, no need for community consultation.</p>

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
Destination and Attraction				
5.1.2.10 Develop Christchurch as an attractive destination: 4 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)	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals.	Report on implementation of joint activity to deliver on strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Management measure, no need for community consultation.
5.3.5.3 Develop Christchurch as an attractive destination: 100 screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP (C)		Screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP	Measure of activity already undertaken but not previously captured in the Levels of Service	No specific need for community consultation
5.3.5.5 Develop Christchurch as an attractive destination: Attract at least 1 screen production to Christchurch through a grant fund (C)		New measure reflects an additional activity to deliver a screen grant to amplify the effectiveness of the Canterbury Screen Office function and competitiveness of the city to attract screen industry activity	Grant funding will be available to support the attraction of screen productions to the region	No specific need for community consultation
5.3.5.4 Develop Christchurch as an attractive destination:	Considered a new LOS as multi-year targets have now been defined, since being adopted as 'to be	Private sector investment secured into destination promotion and product development	Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match	Management measure, no need for

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
\$500,000 (rising to \$1m) Private sector investment secured into destination and product development and promotion (M)	developed' with the Annual Plan 2020/21.		funding to deliver a higher level of service in relation to supporting to the business ratepayer community	community consultation.
Economic Strategy and Insights				
5.1.2.11 Provide leadership in inclusive and sustainable economic development for Christchurch: Delivery of actions set out in the economic recovery plan and when appropriate Greater Christchurch 2050 (M)	Considered a new LOS as multi-year targets have now been defined, since being adopted with the Annual Plan 2020/21.	New activity to support economic recovery out of Covid-19 and support long-term strategic direction of the city. Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan. Economic Recovery Plan to be completed in 2020/21.	Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for economic activity to focus on response to a global recession over coming years.	Management measure, no need for community consultation.
Urban Development				
5.1.9.1 Facilitate urban development activities that contribute to a prosperous local economy At least 3 opportunities for urban development are identified and assess for feasibility (C)		New Level of Service to capture additional activity under a new urban development function, continuing some of the work being temporarily delivered by ChristchurchNZ in the current financial year that was previously delivered by DCL.	The function that is being delivered temporarily by ChristchurchNZ in the current financial year will continue.	No specific need for community consultation
5.1.9.2 Facilitate urban development activities that contribute to a prosperous local economy Prepare a property development strategy and framework (Y1); then New urban development projects added to the pipeline in line with the strategy		New Level of Service to capture additional activity under a new urban development function, continuing some of the work being temporarily delivered by ChristchurchNZ in the current financial year that was previously delivered by DCL.	A new property development strategy and framework will be developed to determine the detail of development opportunities to be pursued within the resources available as current projects come to fruition. This will lead to an urban development pipeline over subsequent years.	Management measure, no need for community consultation.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
(M)				
DELETIONS				
Christchurch i-SITE visitor number is at least: Set target using baseline	Deleted	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.		None. Already adjusted in the Annual Plan 2020/21
Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	Deleted	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.		None. Already adjusted in the Annual Plan 2020/21
i-SITE customer satisfaction level is at least 8.5 out of 10	Deleted	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.		None. Already adjusted in the Annual Plan 2020/21

Activity/ Level of Service	Change from 2018-28 LTP	Reason	What will be done differently	Options for consultation and engagement
5.1.2.12 Provide leadership in inclusive and sustainable economic development for Christchurch Economic Recovery Plan finalised	Introduced as a one-year target with the revised Annual Plan 2020/21	Delivery of actions defined in the economic recovery plan are to be tracked through LOS 5.1.2.11 (Delivery of actions set out in the economic recovery plan and when appropriate Greater Christchurch 2050)		None LOS monitoring delivery of action already in place
5.1.2.1 Provide leadership in inclusive and sustainable economic development for Christchurch: Economic Recovery Strategy is reviewed and approved.	Economic Recovery Strategy not scheduled for review within the first 3 years of the LTP.	City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals. Reclassification to meet Audit and Governance expectations.	Other strategies are scheduled (Christchurch Visitor Strategy; Christchurch Major Events Strategy; Antarctic Gateway Strategy).	None. Economic Recovery Strategy reviewed to inform the revised Annual Plan 2020/21.
5.1.2.6 Build innovation and entrepreneurial strength Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners	Introduced as a one-year target with the revised Annual Plan 2020/21	Not continued as part of the funding and programmes for the LTP2021.		None. Work continuing with other initiatives. Refer 5.1.2.7, 5.1.2.8, 5.1.2.9

8. How will the assets be managed to deliver the services?

No Asset Management Plan for this activity.

9. What financial resources are needed?

Economic Development											
000's	Annual Plan										
	2020/21	LTP 2021/22	LTP 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
<i>Activity Costs before Overheads by Service</i>											
ChCh Economic Development Leadersh	9,814	15,110	15,110	15,110	15,110	15,110	15,110	15,110	15,110	15,110	15,110
City Profile	31	32	33	33	34	35	36	37	38	39	40
Antarctic Gateway	260	248	248	248	248	248	248	248	248	248	248
Venue Operations	-	-	-	-	-	-	-	-	-	-	-
Regenerate Christchurch	1,340	(1,214)	-	-	-	-	-	-	-	-	-
	11,445	14,175	15,390	15,391	15,391	15,392	15,393	15,394	15,395	15,396	15,397
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	11,414	14,144	15,357	15,357	15,357	15,357	15,357	15,357	15,357	15,357	15,357
Direct Maintenance Costs	31	32	33	33	34	35	36	37	38	39	40
Staff and Contract Personnel Costs	-	-	-	-	-	-	-	-	-	-	-
Other Activity Costs	-	-	-	-	-	-	-	-	-	-	-
	11,445	14,175	15,390	15,391	15,391	15,392	15,393	15,394	15,395	15,396	15,397
Activity Costs before Overheads	11,445	14,175	15,390	15,391	15,391	15,392	15,393	15,394	15,395	15,396	15,397
Overheads, Indirect and Other Costs	401	474	525	478	456	486	441	443	471	428	425
Depreciation	83	11	4	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
Total Activity Cost	11,929	14,660	15,919	15,869	15,847	15,878	15,834	15,837	15,865	15,824	15,822
Funded By:											
Fees and Charges	102	102	104	107	109	112	115	117	121	124	127
Grants and Subsidies	-	-	-	-	-	-	-	-	-	-	-
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
Total Operational Revenue	102	102	104	107	109	112	115	117	121	124	127
Net Cost of Service	11,827	14,558	15,814	15,762	15,738	15,767	15,720	15,720	15,745	15,700	15,695
Funding Percentages:											
Rates	99.1%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	99.2%	99.2%	99.2%
Fees and Charges	0.9%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.8%	0.8%	0.8%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Payment for Economic Development to ChristchurchNZ is done by one overall grant not by independent services. Independent services are provided by ChristchurchNZ.

Funding Consideration

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

Funding Policy

Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	High	Low

The table above shows how Council has considered funding in relation to the Activity, using a simple high / medium / low scale:

- User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.

Where an Activity is paid for through a number of funding mechanisms, Council’s practice is to meet its operating costs in the first instance from fees & charges and grants & subsidies (subject to the considerations outlined above). If the Activity requires further operational funding, this remainder is funded through rates.

Operating Cost Funding Policy

This table below shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target for each of the below tables is expressed in broad terms rather than specific percentages:

- Low = this source provides 0%-25% of the funding for this Activity;
- Medium = this source provides 25%-75% of the funding for this Activity; and
- High = this source provides 75%-100% of the funding for this Activity.

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	• Fees & Charges (Low)	• General Rates (High)

ChristchurchNZ activity costs and funding, including CCC Grant Funding proposed for Economic Development:

ChristchurchNZ						
\$000's	Actuals		Budget	Indicative Outlook		
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Activity Costs:						
Innovation & Business Growth	1,972	2,274	3,553	4,587	4,609	4,645
Destination & Attraction (including major events)	4,397	3,347	4,054	5,360	5,023	5,241
City Positioning	3,881	2,839	3,476	1,648	1,631	1,622
Urban Development				2,928	2,928	2,928
Economic Strategy & Insights	1,455	1,388	935	900	901	903
Total Activity Costs before Overhead by Function	9,733	7,574	12,018	15,423	15,092	15,339
Direct Staff Costs	5,269	5,163	4,643	5,911	5,997	6,084
Other Activity Costs	6,436	4,685	7,375	9,512	9,095	9,255
Activity Direct Costs	11,705	9,848	12,018	15,423	15,092	15,339
Activity Costs before Overhead	9,733	7,574	12,018	15,423	15,092	15,339
Overheads:						
Staff Costs Shared Services & CEO Office	1,771	1,607	1,663	1,584	1,615	1,648
Occupancy Costs	513	638	721	738	751	756
i-SITE & Greenhouse Operating Costs	581	450	360	98	44	0
i-SITE impairment and Onerous contract provision	0	609	0	0	0	0
Governance	280	261	224	280	280	280
Depreciation	531	580	530	630	550	500
Other overhead	1,220	844	1,147	1,104	1,126	1,148
Total Overhead	4,896	4,989	4,645	4,433	4,366	4,332
Total Activity Costs	14,629	12,563	16,662	19,856	19,458	19,671
Funded By:						
CCC Grant Funding	12,099	11,849	10,618	15,950	15,950	15,950
Third Party Revenue	4,709	3,444	3,078	2,309	2,718	3,158
i-SITE Net Revenue	414	320	0	0	0	0
Interest Revenue	72	74	45	50	45	40
Total Funding	17,294	15,687	13,741	18,309	18,713	19,148
Net Draw on Reserves (Unfunded)	2,665	3,124	(2,921)	(1,547)	(745)	(523)

Funding and revenue streams in FY20/21 have reduced significantly. Considerable uncertainty remains as to the level of funding that ChristchurchNZ can secure and amplify through third party revenues in 2021 and beyond.

In response to these financial challenges ChristchurchNZ has:

- Examined its operation and **re-prioritised and rationalised its service delivery to meet the economic development needs created by COVID19.**
- **Budgeted to utilise its cash reserves over a three-year period** to ensure continuation of economic development and recovery activity.

The key areas of rationalisation are as follows:

1. Upweighting activity relating to Innovation and Business Growth.
2. Mothballing of i-SITE function in the context of closed borders – subject to review based on market conditions.
3. Passing responsibility for installation of flags, Christmas decorations and payment of the Christchurch Wizard (capex responsibility for this sits with council and the activity is of low economic development value).
4. Internal efficiency measures.
5. Removal of non-core external contracts.

Through this process FTE staff numbers have been reduced by approximately 20%.

Resources have been reallocated in the first three years of the LTP period to reflect the expected needs for economic development in the recovery context:

Levels of Service to Council	2020/21 YoY Change	2021/22 YoY Change	2022/23 YoY Change	2023/24 YoY Change
1. Build innovation and entrepreneurial strength	Higher	Higher	Maintain	Maintain
2. Build a productive knowledge city to grow decent work	Higher	Maintain	Maintain	Maintain
3. Partner with mana whenua to support growth in Māori prosperity and self determination	Higher	Maintain	Maintain	Maintain
4. Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Maintain	Maintain	Maintain	Maintain
5. Realise greater value from Christchurch’s Antarctic Gateway	Lower (one-year reduction due to COVID restrictions)	Higher	Maintain	Maintain
6. Develop Christchurch as an attractive destination	Lower	Higher	Lower	Higher
7. Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants	Maintain	Maintain	Maintain	Maintain
8. Provide leadership in inclusive and sustainable economic development for Christchurch	Maintain	Maintain	Maintain	Maintain

Levels of Service to Council	2020/21 YoY Change	2021/22 YoY Change	2022/23 YoY Change	2023/24 YoY Change
9. Facilitate urban development activities that contribute to a prosperous local economy		New	Maintain	Maintain

This is an exceptional period and the ChristchurchNZ Board has approved utilisation of existing cash reserves to help get through the financial challenges being faced by the organisation. As a result of the reliance on cash reserves through the four-year period starting in 2020/21, the budgets reflect a net operating loss (offset by the release of specific reserves). ChristchurchNZ is conscious of the need to maintain a balanced budget and acknowledge that the budgets presented reflect the current environment we now find ourselves in and the intent is to return to surplus by 2025.

ChristchurchNZ actively seeks to reduce reliance on shareholder funding with much success in ‘amplifying’ the funding it receives from CCC through third-party partnerships. COVID19 has significantly reduced the ability of traditional ChristchurchNZ partners to provide funding in the short to medium term. As a result, shareholder funding through this period is critical to ensure that ChristchurchNZ can provide the economic development and city positioning activity that is needed to support economic recovery in the short term and position the city for better prosperity outcomes in the future. In the medium to long term an increasingly diversified funding model can be returned to.

The 2020/21-year budget reflects a significant reduction in revenue from previous years due to the significant impact COVID19 has had on shareholder (Council) and commercial funding streams. Costs and staff numbers have been reduced, however some activity (and hence cost) has carried forward from prior years. The reduced revenue and carry forward of activity, due to COVID, has contributed to an operating deficit of \$2.9m, ahead of the release of \$947k of reserves, a net decrease in retained earnings of -\$1.9m.

The three-year outlook reflects an increase in CCC funding to \$15.95m per annum. This is the required level of commitment to enable ChristchurchNZ to continue to deliver the economic development functions that support economic recovery in the post COVID19 environment, deliver additional urban development functions and administrate a screen grant. Commercial revenue is assumed to rebuild during this period, but the use of reserves is weighted to the short term and will be depleted, offsetting the commercial revenue increases. Therefore, a steady level of shareholder funding will be required in order to deliver the levels of service outlined in this draft activity management plan over the three year period.

The Forecast for 2020/21 and subsequent periods reflects the closure of the i-SITE with only committed rental costs being provided for.

If the i-SITE reopens, or the delivery of any other additional functions is desired, then additional costs will be incurred and further funding needed if service cuts in other areas are to be avoided.

10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

No capital projects are planned for this activity.

11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?

Negative Effect	Mitigation
Social	
Demand on some services and assets provided by the Council is increased by visitors to the city. This could reduce levels of service and/ or amenity experienced by residents.	Forecast demand on infrastructure from visitors included in asset planning and delivery.
Economic	
	N/A
Environmental	
Attracting increased visitation and economic activity results in increased GHG emissions, and other environmental and social externalities.	ChristchurchNZ is committed to sustainable economic growth and is working with businesses and partners to transition the economy into low-carbon activity.
Cultural	
	N/A

12. What risks are identified and what controls and mitigations are planned?

Risk	Planned Controls and Mitigation
<p>There is a risk of insufficient funding to maintain all the economic development functions delivered by ChristchurchNZ. This could be caused by funding decisions as related to the LTP or central government agencies. This would result in achieving lower levels of service results and a related lessening of impact in relation to the prosperity framework aspirations. It may mean that some services fall below minimum viable product and need to be discontinued. The overall impact would place economic recovery of the city from the current economic recession at risk.</p>	<p>ChristchurchNZ seeks to maximise functions through spreading costs across a range of third-party funders. This relies on core public funding to enable matching funding for initiatives.</p>
<p>There is a risk of not being able to attract the level of third-party funding (other funding) that has been estimated in the budget outlined in section 9. This could be caused by a drawn-out recession, loss of a major sponsorship partner or lack of alignment between the delivery of services by ChristchurchNZ and the strategic needs of potential funding partners. This would result in a reduction in the level of service delivered in the functions being co-funded. This risk is particularly acute in the context of the economic shock of Covid-19 and associated uncertainties around the pace of recovery and impact on the funding partners ChristchurchNZ has already developed partnerships with.</p>	<p>ChristchurchNZ has a key focus for all staff on maintaining and attracting income and in-kind resources from third parties through contractual arrangements, sponsorship and collaborative working arrangements.</p> <p>ChristchurchNZ actively works with central government partners to secure central government funding for economic development to the city.</p>
<p>There is a risk of a low level of visitor activity for a longer period than anticipated due to Covid-19 or a permanently reduced visitor economy due to changes in travel consumption. This could be caused by the global pandemic lasting many years, climate change / air miles sensitivity, inability for travel service businesses e.g. airlines to rescale to previous levels, another global economic shock etc. This would result in lower returns from visitor attraction and major event activities delivered in relation to economic value to the city (from visitor spending) and the broader placemaking and promotional goals of the strategies that guide investment in visitor focussed functions.</p>	<p>ChristchurchNZ works with Tourism NZ, CIAL and other partners to pivot the focus of visitor attraction to markets and visitor segments which can deliver the best return.</p> <p>ChristchurchNZ reviews its market focus as required in response to global market dynamics.</p> <p>Ongoing review and adaption of the Economic Recovery Plan to adapt to ongoing changes in the operating environment as a result of Covid-19.</p>
<p>There is a risk of economic downturn/ recession from Covid19 and/or future economic shocks resulting in negative growth, net business closures and increased unemployment. This could be caused by any number of anticipated or unexpected global or local externalities e.g. war, pandemic,</p>	<p>Role of an economic development agency remains important in supporting businesses to continue to compete, maintain relevance and survive in times of recession. The delivery tactics of services can be adjusted to reflect changing external economic conditions.</p>

Risk	Planned Controls and Mitigation
<p>civic unrest, banking or financial system failures, global trade policy changes, alien invasion etc. This would result in a reduced ability to achieve the goals of the prosperity framework and a necessary refocussing of economic activity, and associated levels of service, to reflect the intervention needs at different points in the economic cycle in response to the change in operating environment.</p>	<p>Ongoing review and adaption of the Economic Recovery Action Plan to adapt to ongoing changes in the operating environment as a result of the Covid-19 induced recession.</p>
<p>There is a risk of delays in the delivery of major event venues (Multi Use Arena, metro-sports). This could be caused by funding/delivery timing decisions, design/consenting/construction delays. This would result in a reduced ability and/or increased cost to attract major events and/or increases in event fees to offset the lack of an appropriately sized venue (event fees offset reduced ticket sales).</p>	<p>Mitigation of this risk sits with Council as developer of the venues and should be captured in another Activity Management Plan where the capital investments are captured.</p> <p>Increase seed funding for individual events to continue to attract activities that bring vibrancy and visitors to the city. This would mean that less events could be delivered within each year's funding envelope.</p>
<p>There is a risk of misalignment of delivery of other Council activities that support economic development activity. This could be caused by budget trade-offs or advice from other activity managers that do not take into consideration the interdependencies across activities. This would result in inefficiencies in the delivery of related economic development functions.</p>	<p>Communication with other activity owners where interdependencies are known to ensure mutual awareness of the impacts of decisions in other activities on economic development activity.</p>