

CENTRAL CITY ACTION PLAN

Evaluation of 1st Edition (October 2018 - March 2020)

Report of Central City Steering Group - September 2020



EXECUTIVE SUMMARY

The Central City Action Plan was prepared at a time of collective vulnerability amongst Central City business. Trading performance had been weak and initial promises of major facilities investment and delivery remained to be realised. An array of stakeholders sought a plan of action to drive progress, address business vulnerability and provide a coordinated and focused response from public organisations.

The Central City Action Plan does not take credit for the emergence of the fantastic new social and cultural facilities that were already underway, nor has it single-handedly attracted back residents and visitors which now sustain our growing range of distinctive retail and hospitality businesses.

However, action contained within the Action Plan has, among many other things:

- continually improved the city environment
- promoted a wide range of activities and events
- added activations/installations for people to enjoy
- added and improved signage and visitor maps
- offered periods of free parking to attract shoppers
- supported accelerated growth in new housing
- encouraged action by owners of derelict buildings
- promoted the city to New Zealand and the World

Cumulatively, this body of activity has driven a change in the perceptions of what our Central City has to offer. This has encouraged people, visitors and investors to re-engage, spend and look at new opportunities.

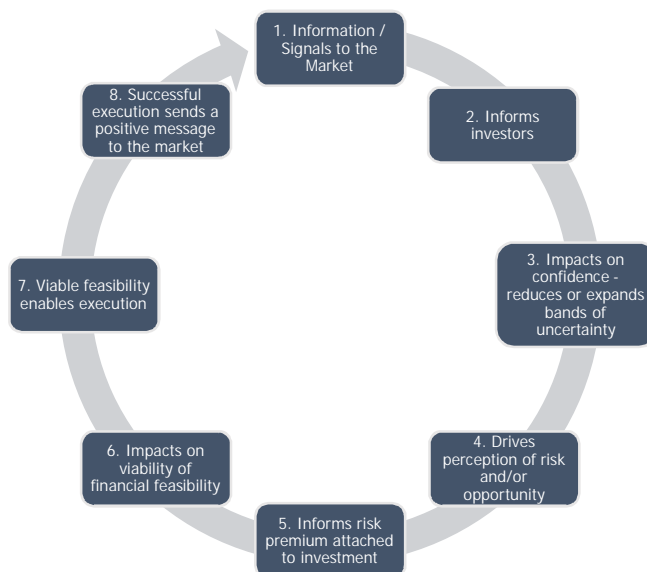
	Leadership: Simplified, with a local shared voice and better collaboration.
	Amenity and Activation: Improved, but must be an ongoing activity.
	Growth: Uncertain. Better resourcing and more private/agency collaboration is needed to build partnerships.
	People: Strong gains have been made to interest and attract people back.
	Getting it Done: Delivery of major facilities remains as urgent as ever.

The adjacent 'scorecard' offers an evaluation of what the initial Action Plan has achieved across its five themed sections.

The Action Plan's preparation process involved developing a shared agenda with stakeholders. Its subsequent delivery has galvanised collaborative efforts among Council, Development Christchurch Limited (DCL), ChristchurchNZ and Ōtākaro Ltd with a focus on solving common problems, collectively exploiting opportunities for growth and advocating for 'best for city' outcomes.

As signalled in the graphic to the right, regeneration is a

continuous endeavour. Success is realised over cycles, meaning a concerted and ongoing effort is required. Once projects like Te Pae and MetroSports are complete there will be new demands. Council and its partners will need to continually invest to improve conditions that encourage the private sector to take on new projects.



COVID19 has thrown a new challenge at our fragile Central City business community. While Central City businesses have had to be resilient since 2011, this latest shock has been tough. As before, visible support engaging leadership and investment remain important to sustain confidence.

In response to COVID19, the refreshed Action Plan will continue to support investment in the success of our Central City and will ensure we are well placed to accelerate strongly out of the crisis.

INTRODUCTION

This review, prepared for the Christchurch Momentum Committee, provides an overview of the achievements and measurable impacts of the first edition of the Central City Action Plan.

The Central City Action Plan was prepared by the cross agency Central City Steering Group and endorsed by the Council in November 2018. It responded both to concerns within the business community about the lack of regeneration progress, and to the publication of advice to the Mayor and Minister for Greater Christchurch Regeneration titled “*Central City Momentum*” authored by Regenerate Christchurch.

As summarised on page 4 of the Action Plan (*shown in the adjacent panel*), the *Central City Momentum* advice made five themed recommendations around which action was structured.

This review looks across those themes, drawing out:

- Central City Momentum’s recommendations
- The Action Plan’s agreed focus areas
- Action Plan Achievements (*i.e. projects and activities delivered*)
- An evaluation of the impact on the Central City.

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

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

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

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

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

Getting it done is focused on maintaining progress. Committing to and delivering the city’s major projects will command greater confidence to invest, attract new people to live and work, as well as changing perceptions of our residents.

Amenity and activation
Light up the city

Growth
Unlock prosperity

People
Relentlessly pursue residents and visitors


City leadership

Central City Momentum:
"The city is looking to the public sector for visibly cohesive leadership, while the public sector also needs to create and communicate a coherent framework and competitive approach to drive the success of the city."

- Agreed Action Plan Focus Areas
- Clarify agency roles and collaborate
 - A shared Central City narrative
 - Future focused decision making

ACHIEVEMENTS

- *Technical, Cross Agency and Political working groups that make collaborative decisions on funding, use of resources and priorities.*
- *Review of Christchurch's Institutional Arrangements*
- *Central City Outcomes Framework*
- *Best for City decision making tool.*
- *"Explore"*

EVALUATION	 <p>Simplified with a shared voice and more collaboration</p>	<p>Rationalisation of the range of organisations leading aspects of the city's regeneration has greatly simplified the accountability for progress. Some remaining roles will need to be clarified as the DCL transition unfolds and there remain areas for focus between Crown and Council about realising the city's potential in a nationwide context.</p> <p>Over the coming year, any adjustments in strategic direction emerging from the Socio-Economic Recovery Plan and Greater Christchurch 2050 will need clear and consistent communication to ensure certainty is optimised in an already fragile investment environment.</p>
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COMMENTARY

"Central City Momentum" highlighted that uncertainty about public sector commitment to residual major projects, poor definition (and consequential misalignment) of the strategic direction among public organisations and weak collaboration needed immediate attention. Preparation of the Central City Action Plan provided a strong platform for collaboration that has fed through into informed oversight and management of delivery. The following projects have built in local accountability and more visible leadership of activities.



- Re-forging our local leadership has enabled the multitude of post-earthquake organisations to be streamlined and roles clarified and the conclusion of the Global Settlement with the Crown was an important signal of confidence. The City Council, its sustainable economic development and city profile agency ChristchurchNZ, DCL and the Crown development company Ōtākaro Limited, together promote a singular view about Christchurch's position in the future – a City of Opportunity. Upcoming future focused engagement in *Greater Christchurch 2050* starts from a consensus with our territorial neighbours that the Central City is the region's central city.
- 'Best for City' has been embedded as the overriding mantra as public agencies look to ensure that every dollar spent, every policy changed and every initiative we encourage supports our long term goals. The [Central City Outcomes Framework](#) has been developed to help define, inform and track progress towards 10 year goals around employment, residential and visitor growth, and shifting perceptions about the Central City. COVID19 may require us to reassess those goals, but programmes of work in progress are adaptable.
- Sharing a Common Narrative - whether to the city's residents, New Zealanders or the wider world, we are now able to project images and stories about our growing range of modern city assets, the distinctiveness of our social and commercial offerings and the dynamic opportunities that are available to 'Explore.'
- Commitment to Major Projects: Since 2018 the commencement of development, commitment of funding and advanced planning work across Te Pae, MetroSports and the Canterbury Multi Use Arena have reinforced that these facilities will be delivered over the next 3-5 years. This gives residents, business and investors the confidence that Christchurch offers key assets to re-establish its relevance as the South Island's primary urban centre and a genuine landing pad for wider Australasian investment.



Amenity and activation

Light up the city




Central City Momentum:

"Let's be a good host. Make Christchurch city an attractive place to live, work and play. Shift the emphasis from building new things to investing in the flow of activity across the central city."

Focus of Action

- Adding everyday interest
- Improving the city environment
- Helping people find their way around

EVALUATION	 <p>Improved, but must be an ongoing activity.</p>	<p>Improving the Central City environment and experience lie at the heart of the Action Plan as a means to build business confidence and provide a canvas for new investment.</p> <p>Delivery of the City Promenade, an ever growing range of commercial and social attractions (like Hoyts, Tūranga, Riverside) and other more permanent installations are providing a range of reasons for people to visit again and again. Opinions highlight that people appreciate what they are seeing; keeping the offer fresh and dynamic remains key.</p> <p>However, with many vacant sites and streets still in need of upgrades, work remains to be done. The refreshed Action Plan retains these activities and continues attention to improving safety after dark.</p>
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ACHIEVEMENTS

Broad Activities	Initiatives	
Enabling Everyday Street Performance and Activation	<ul style="list-style-type: none"> • Central City Activation Coordinator - 18 month funded activator role (to end June 2020). • Event permit fees waived within the Central City core area • Online event space portal launched 	CCC Business Community
Supporting the Evening Economy	<ul style="list-style-type: none"> • Seasonal late night opening plus a gradual shift among some retailers to after 6pm • Lighting and evening activations 	Business CCC, Community
City Image Initiatives	<ul style="list-style-type: none"> • Barrier sites – 8 of 24 Barrier Sites progressed since Oct '18 • Annual purge of street signage/cones and deep cleans in the run up to the summer season • Refined CTOC road corridor access that better favours business/people over construction • Enliven Places programme (including Lighting, Wayfinding below and projects overleaf) • SALT Precinct 	CCC CTOC Community Ōtakaro CNZ DCL
Lighting Projects	<ul style="list-style-type: none"> • Major 'landmark' lighting project - SALT precinct projector lighting • Small scale lighting projects - Westpac Lane lighting columns, Spires Installation & Solar Information panels (<i>Cathedral Square</i>) and Dahlias (<i>on vacant site adj. Bus Interchange</i>) 	DCL CCC
Cathedral Square	<ul style="list-style-type: none"> • Te Pae peripheral landscaping – to be ready for Convention Centre opening in 2021 • Cathedral Square paving/levelling/landscaping - in progress although current phase delayed by COVID19 isolation facility at Distinction Hotel. • Anglican Cathedral reinstatement enabling works are now underway with a programme agreed which will build confidence among surrounding owners and the wider city. 	Ōtakaro CCC Reinstatement Trust
Free Wi-Fi	<ul style="list-style-type: none"> • Free WIFI in Cathedral Square • Ad hoc free provision by some businesses across wider Central City 	CCC Businesses
Wayfinding	<ul style="list-style-type: none"> • Wayfinding plinths updated • Four new real time car park signs on city approaches to show parking availability. 	CCC
Public Realm Maintenance and Upkeep	<ul style="list-style-type: none"> • Reprioritising of Hereford Street upgrade design work for delivery in 2020 • Progress of repairs and interim safety improvements along the length of City Mall, Hereford Street and High Street. 	CCC
Vacant Sites Programme	<ul style="list-style-type: none"> • Background work commenced. Interim site projects in partnership with City Making Partners. Refreshed sites survey. Programme of interventions under development. 	CCC
Simplify Event Processes	<ul style="list-style-type: none"> • The Council simplified the permitting process, ran free permitting masterclasses and waived fees for central city locations. • 154 Central City event permits issued between November 2018 and March 2020. 	CCC

Central City Activation Coordinator

An 18 month role established to support the Central City through winter 2019. Led or supported the delivery of 19 significant activations, including: Winter Circus, Christchurch Food Chase, Urban Jungle, Latin Street Party, and more. The role established a dialogue with retailers, addressed barriers to activation and coordinated activity to fill commercial vacancies.



Enliven Places (Selected Projects)

Hāngi pits: The Enliven Places Projects Fund supported Matapopore to build two large hāngi pits that feed 1,500 people. Used for the Christchurch Arts Festival, TedX Christchurch and [Yo-Yo Ma's visit](#), they remain an exciting asset for the city.



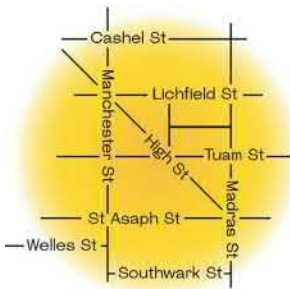
Little Andromeda: The Enliven Places Projects Fund supported Little Andromeda originally as a six week pop-up theatre within The Terrace. It went on to operate for 11 months and has [now been offered a 10 year lease](#) in an adjacent space.



Dahlia: Located opposite the central Bus Interchange and EntX cinema, this distinctive artwork and seating area activates a vacant site. It lights up at night adding vibrancy to this busy crossing.

SALT District

A collective of local businesses, entrepreneurs and creative talents, facilitated by staff time from Ōtākaro Ltd and supported by expertise within ChristchurchNZ and DCL. The SALT Trust has established – in their own words, “a creative, caring, gritty and character-filled urban neighbourhood” in the locality shown here. This community has encouraged street art, events in newly created spaces and established a distinctive and creative identity. One of its most notable projects has been the SALT mural. This now provides a lit backdrop, courtesy of a digital lighting projector (funded by Development Christchurch Limited and CCC's Innovation and Sustainability Fund) to local events in the adjacent Evolution Square.



PROGRESS AGAINST OUTCOMES

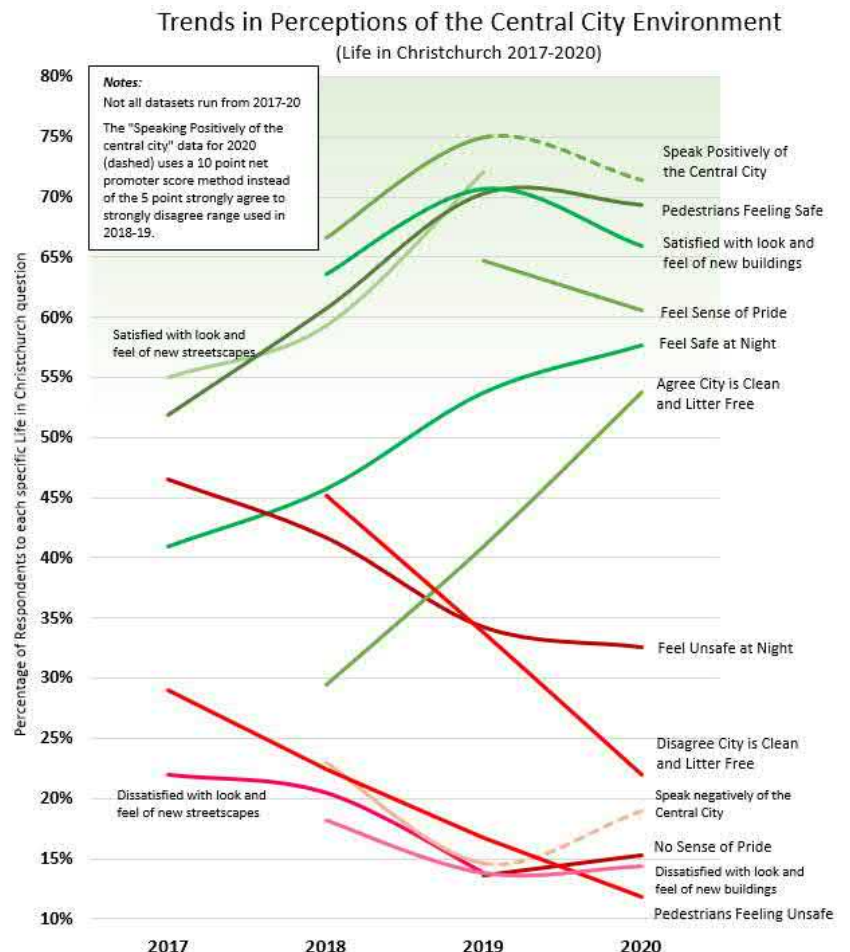
This Action Plan theme is fundamentally about improving the underlying city experience; success in this area is primarily a measure of user satisfaction. Since 2017, Council has undertaken its [Life in Christchurch](#) survey with an annual set of questions aimed at the Central City. The graphics below bring together some important metrics.

Year on year trends for consistently asked questions about the city environment, safety and city pride are shown in green ('satisfied' or positive opinions) and red (negative or 'unsatisfied' opinions) in the adjacent graphic.

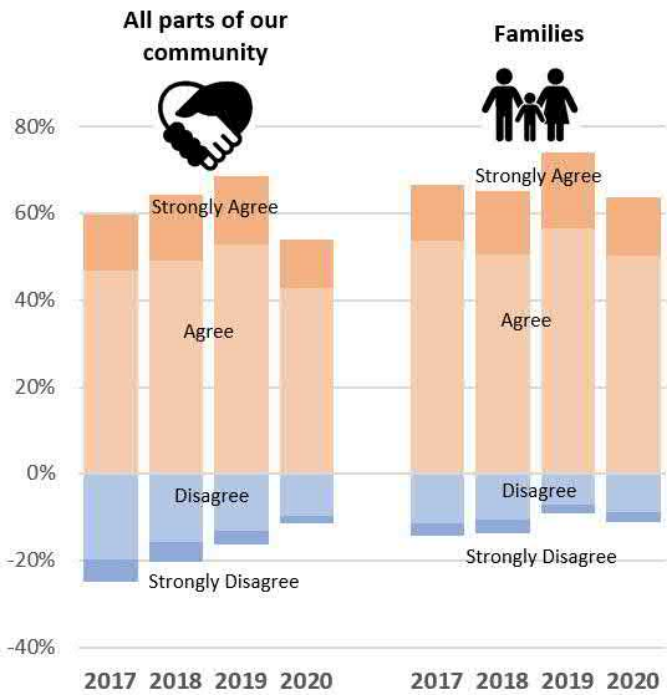
Simply looking at the direction of the green lines over time highlights that positive opinions are increasing year on year with levels of satisfaction reaching well over 60% in terms of general safety, quality of streets and buildings and willingness to talk positively about the Central City.

Maintaining these positive perceptions in a 'good' zone will remain important operational matters for parts of the City Council, land and property owners. *One off declines in indices may be a reaction to media coverage at the time of survey, but are also a reminder that success is a moving target.*

Of all the indices shown here, the 35% of respondents who feel unsafe after dark in the Central City remains a concern. Perceptions of vacant sites, poor lighting, menacing people and lack of people are all cited as reasons why people feel this way. The refreshed Action Plan carries forward activity to address these issues.



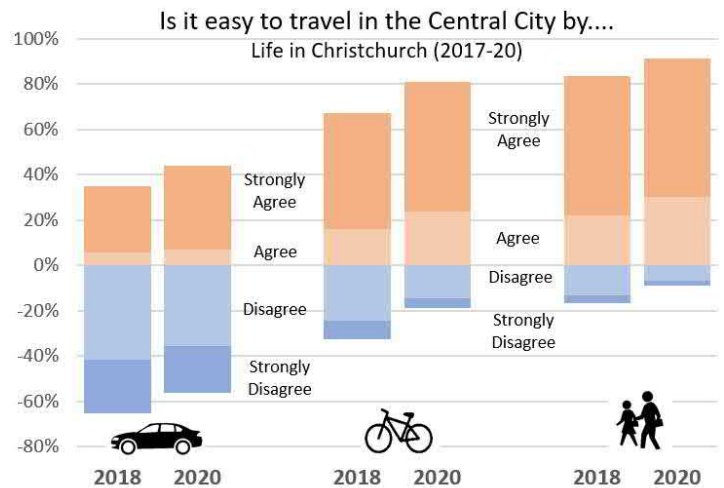
Is there a Range of Things to Do in the Central City for....
Life in Christchurch (2017-20)



Perceptions about the range of things to do underlines the relevance of the Central City to residents. This is a critical part of encouraging regular visits to the Central City. Opinions show general satisfaction with the range of things to do for people across the community spectrum including those of different age groups and ethnicities. This is also true of respondents with families.

The challenge for the Central City is to remain dynamic, constantly offering something new. The Action Plan's 'city image' initiatives have improved the quality of the city environment, and this has been accompanied by community and business led projects which have added 'free' attractions in the form of street art, installations and activations that keep people interested.

Opinions about the ease of access and getting around the Central City reveal gradual improvement in satisfaction since 2018. Cyclist and Pedestrian satisfaction levels have edged higher again from the levels of over 60% and 70% seen in 2018. Car user satisfaction levels remain lower although there are consistent levels of improvement. Improved awareness of parking options and a much reduced incidence of road works are important factors that inform road user opinions.



Growth

Unlock prosperity



Central City Momentum:

"The central city requires an extra 15,000 jobs to support long term regeneration. Support the significant growth sectors in unlocking the central city's potential as place to live, learn and earn."

Focus of Action

- Promotion and Advocacy
- Development Facilitation
- Business Attraction

EVALUATION	<p>Uncertain. Better resourcing and more private/agency collaboration is need to build partnerships</p>	<p>Attracting new development and funding, growing the workforce and building up a stock of businesses in the Central City is dependent upon a range of factors that typically lie outside of the public sector's influence. Agency focus has therefore been upon selling the city's strengths and facilitating the conversion of concepts into completions.</p> <p>SALT, Hoyts and Riverside demonstrated that transformational change involves careful curation of uses in 'Best for City' locations to drive economic intensity and add value.</p> <p>The 'Supernodes' programme sets direction, and more could now be progressed to proactively promote and attract new business into the central city. This requires resourcing and collaboration across agencies and the private sector to support identification and targeting of industries, businesses and central city sites that can deliver the 'Bold Ambition.'</p>
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ACHIEVEMENTS

Broad Activities	Initiatives	
City Promotion and Information Resources	<ul style="list-style-type: none"> • 'Why Central Christchurch' Prospectus highlights Christchurch's advantages as a location for business accompanying a strategic 'Investor Ready' programme developed by DCL. • Development opportunities map prepared as part of the 8011 Central City Residential programme provides a platform to explore recent development and available sites. 	ChchNZ DCL CCC
Development Facilitation	<ul style="list-style-type: none"> • DCL: Hundreds of specific engagements with business and property owners. Facilitation of land deals at Former Courts Building, Oxford Clinic Site and ongoing negotiation of deal(s) on the former Christchurch Convention Centre site. • Partnership Approvals (CCC): Preliminary development advice and direct consenting support of over 40 major central city developments including the Riverside, Te Pae, Ballantynes extension, Convention Centre. Service also includes securing relevant corridor access permits/licences and area wide development coordination (e.g. Cathedral Square). • Ōtākaro: Divestment of surplus land parcels for 'Best for City' uses including (<i>pre Action Plan</i>) Riverside and Hoyts. Land sales in Health Precinct for research and clinical uses. Ongoing curation of the East Frame residential area in the partnership with Fletcher Living. 	DCL CCC Ōtākaro
Business Improvement District (BID)	<ul style="list-style-type: none"> • Commissioned with the CCBA, the Central City Retail Review provided a resource to assist the business community prepare to become a Business Improvement District. • CCBA still aiming to establish a self-funded BID by 2023. 	CCC/CCBA CCBA
Business Attraction Strategy	<ul style="list-style-type: none"> • 'Why Central Christchurch' Prospectus includes a wide range of resources and contacts to help inform business about what the city has to offer in terms of workforce, innovation support, connectivity, support services. • Regional scale 'Supernodes' strategic economic framework encouraging Health and High Tech Services in Central City locations. • Formation of Business Attraction and Growth teams - 2019-20 attracted business with expected 38 FTEs within three years (not all central city). • Business event bids – 2018/19: 34 (35% success), 2019/20: 34 (22% success – COVID19 impacted) • Promotional material "Business Time", Domestic media promotion, Social Media presence 	ChchNZ DCL

Business Promotion and Attraction

ChristchurchNZ business opinion surveys in 2018 highlighted that businesses in Auckland and Wellington still regarded Christchurch as broken. With these perceptions still lingering, presenting a united view of Christchurch's proposition has been an important role for public agencies.

Having reset expectations, proactive investor and business attraction work now needs to come to the fore, with targeting of sectors (*described in the [Supernode Model](#)*), specific businesses (suburban, national or overseas) and site opportunities that can add to the city ecosystem.

Blending the skills from across different public agencies and drawing on the practical intelligence in the business community remain important to build partnerships.

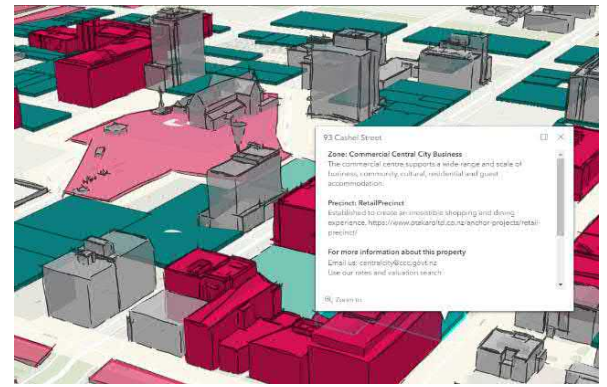
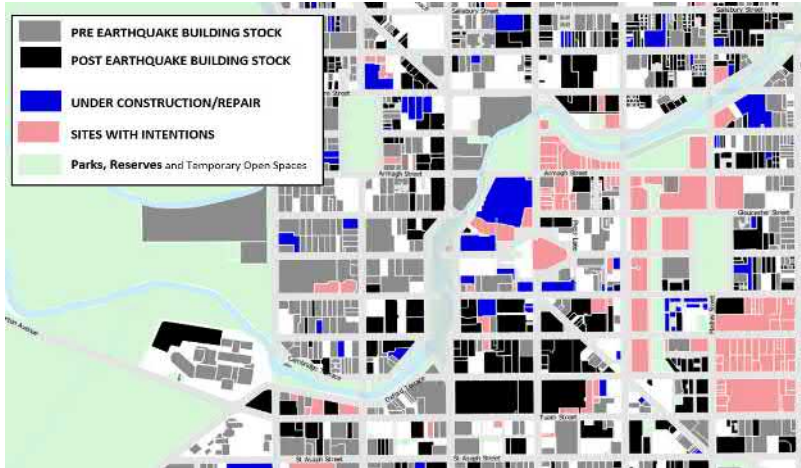
Ōtautahi Christchurch is a City of Opportunity

New Zealand is ranked first in the world for ease of doing business. Christchurch is the country's newest and second-largest city, and has been re-built with the future of business in mind.



Development Opportunities Mapping

Developed by council, the [Central City Map](#) (right) offers a 3D resource that gives interested people a perspective on the City's new layout, its operative and planned facilities as well as development opportunities.



Over time this resource will be supplemented drawing on regular surveying of sites, property occupation data and other sources. Offering clear understanding about development opportunities to investors – local, domestic or overseas – is a complement to investment attraction work.

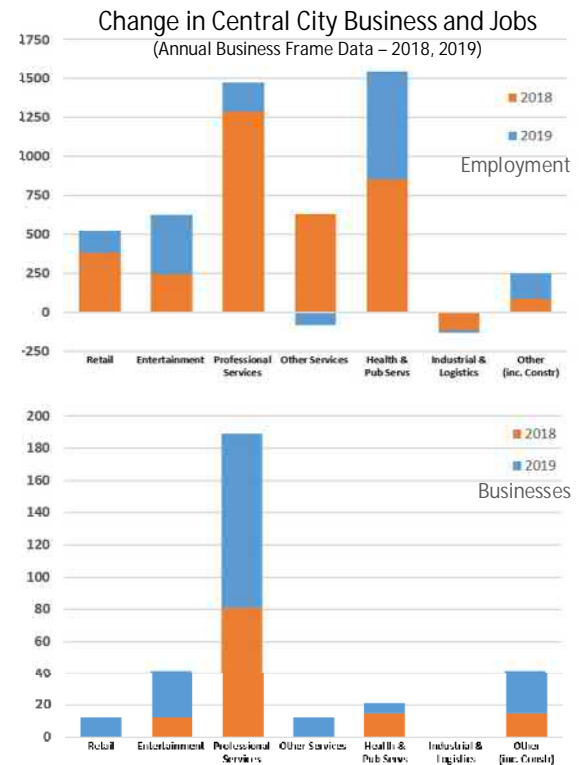
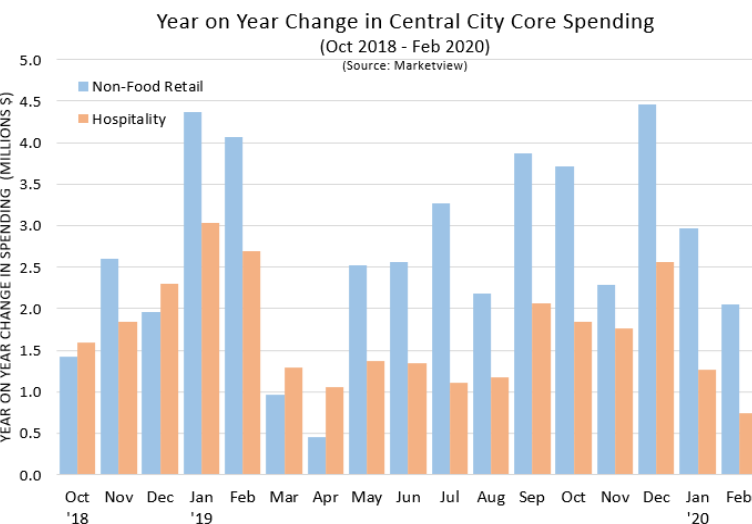
PROGRESS AGAINST OUTCOMES

This theme is about using the public sector's levers to unlock the Central City's growth potential. Tracking the increase in the number of businesses and jobs, spending and visitor nights are the core measures with a headline goal of growing employment by 20,000 to 60,000 jobs in the next decade. Note that some sources of data are not yet available for 2020.

Change in the numbers of Central City Businesses and Employees over the last 2 years (2018-19) show that over 4,500 jobs have been added in Central Christchurch with the largest numbers being in the Professional Services and Health/Public Sectors. Completion of new office space and public facilities (incl. the hospital outpatients building) have boosted these numbers. Small declines are noted in the Other Services (generally repair and maintenance activities) and industrial / logistics activities.

Over the same period, around 300 new businesses were created or relocated in Central Christchurch. Looking at the business and employment numbers together, growth in the Professional Services sector would appear to be among sole trader consultants, or registered offices of businesses whose place of work is elsewhere.

Retail spending growth in the Central City Core* has been increasing at an average of over 5% over the last 12 months. The graphic below shows the year on year growth in hospitality and non-food retail spending. Currently the typical split of hospitality spending accounts for around 35% of the total spending. The ever increasing monthly growth in spending (which reflects the recovery in trade from other centres - see [spending across the Central City](#)) is a testament to the



quality of the improving Central City offer and experience. The notable dip in March/April 2019 reflects the impact of the Mosque Shootings.

A point to remain mindful of is that prior to COVID19 there were clear signs that there was oversupply in the hospitality sector – i.e. not enough trade to support all of the businesses. Whilst Riverside will have drawn in new trade from suburban areas, it is a new block of supply that competes with other parts of the Central City. These traders will need support and have to work harder to retain trade from their nearby workers, residents and visitors

*NOTE: *The Central City Core includes the walkable heart of the Central City but excludes peripheral retail like Briscoes, Moorhouse Avenue and South City.)*

People

Relentlessly pursue residents and visitors




Central City Momentum:

"The central city needs to prioritise and target 6,000 new residents within the next 5 years to support a self-sustaining city economy. We need to actively pursue and attract a mix of residents."

Focus of Action

- Marketing and promotion
- Deliver and extend the range of events
- Inform and incentivise people to visit
- Grow the Central City Population

 <p>Strong gains have been made to attract people back.</p>	<p>EVALUATION</p>	<p>People, locally and nationally, are more informed about what Christchurch has to offer which is encouraging them to visit again and again.</p> <p>Consistently rising pedestrian footfall, growing spending, and advancing plans to diversify the range of Central City events in shoulder and winter seasons were all very clear outcomes sought from the Central City Action Plan and these have been achieved.</p> <p>As a headline figure: a doubling in the number of annual Central City housing completions since the initiation of Project 8011 shows an acceleration in supply is underway. Councillors have been presented with information on how to further support this programme in delivering all important growth in the Central City's population.</p>
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ACHIEVEMENTS

Broad Activities	Initiatives	
Transport Promotions and Incentives	<ul style="list-style-type: none"> • Annual free bus weekends • 1 hour free parking periods in CCC car parks • Free buses to events (incl. Sparks 2019) 	ECan CCC
Major and Community Events Programmes	<ul style="list-style-type: none"> • Successful delivery of the full 2019 Major Events programme incl. Bread & Circus • Successful delivery of the Community Events programmes incl. Deep South Lazy Sundays • Secured biennial National Cycling Criterium event within the Central City • Support and publicity of community led events (inc. Arts Festival) 	ChchNZ CCC ChchNZ Community
Coordinated Marketing and Promotion	<ul style="list-style-type: none"> • EXPLORE your Central City (2018/19) – local promotion campaign • Baby Come Back – Local and domestic publicity campaign (May 2019) • AirNZ Christchurch Awareness Campaign – Domestic promotion • Central City Unwrapped – local business promotion • Multi-channel central city promotion for potential buyers, visitors and conference guests. 	ChchNZ CCC CCBA Ōtākaro
Curate Shoulder and Winter Season Events	<ul style="list-style-type: none"> • BLOOM Spring campaign – promotion and events to grow spring interest in Christchurch • Development of the Moon Festival as a cultural event in the spring calendar. • Launch of a What's On Winter edition to improve resident awareness of winter activities. • Establishment of Winter Ōtautahi season of events to include Matariki, Tīrama Mai (<i>evolves Botanic D'Lights into a largely Central City lighting experience</i>), KidsFest, The Arts Festival) 	ChchNZ CCC CCC/Various
Maximise Winter Use of Central City Venues	<ul style="list-style-type: none"> • Opening of the Town Hall added a performance venue during 2019 	CCC/VBase
Visitor Guides, Tours and Trails	<ul style="list-style-type: none"> • Self-guided Central city walk information • City wide walking guide including Central City Sections • Central City Heritage Trail guide 	Ōtākaro CCC
Youth Based Activities	<ul style="list-style-type: none"> • Primary and High school Teaching resources to help engage learners in the City's rebuild • One Central place activation on undeveloped lots sponsored by Fletcher Living 	Ōtākaro Gap Filler
Project 8011	<ul style="list-style-type: none"> • Proposals for a Residential Development Service and a review of the Rates Remission Policy were brought to Council in June 2019. • Research of supply and demand factors for residential growth has been completed. • Our Neighbourhoods project: <ul style="list-style-type: none"> ○ considering neighbourhood level planning opportunities ○ engagement with Central City residents about their communities and places ○ area of focus on the neighbourhoods around the Canterbury Multiuse Arena • Financial loan support for alternative housing project (Madras Square) • Project 8011 online resources developed including Central City map. 	CCC

Marketing campaigns and promotion

The *Central City Momentum* advice signalled that the most important activity to support the Central City's fragile recovery was to attract people. More people would deliver the desperately needed spending to sustain businesses, generate the vibrancy that would fill otherwise empty streets and improve awareness of what the Central City has to offer.

Alongside overseas promotion being undertaken by Christchurch Airport and ChristchurchNZ, domestic campaigns involving 'advertorial' stories in NZ newspapers and a full AirNZ promotion (*which grew ticket sales to CHC by 15%*) helped reset expectations about our city.



Of greater significance has been the promotion of the Central City to city and regional residents. Growing regular visitation by our 'locals' through campaigns (*Explore, Baby Come Back*), Seasons (*Bloom, Summertimes*) and promotions (*CCC 1 hr free parking*) has grown familiarity with what's on offer, improved awareness of how to get around (and where to park), and to compare experience with the suburban malls which have served residents since 2011.



Events



Whether sporting occasions, showcase events (*like Bread and Circus*) or those curated for the city's population (*like Sparks, Botanic D'Lights, Lazy Sundays or KidsFest*), events provide opportunities to invite people into the Central City. Prior to March 2020, the city's events programme was commented on as having 'so much choice that [people] don't have enough free weekends to take them all in.' Providing these opportunities within and close to the Central City offers the business community the chance to showcase itself to visitors.

An important strand of activity within the Action Plan has been the planning of off season events and those with greater Central City synergies. ChristchurchNZ's BLOOM campaign, among other activities, will develop the Moon Festival to bring visitors to Christchurch in spring. Winter Ōtautahi promises to transform the city's quietest season with collective promotion of activities including Matariki, KidsFest and the Christchurch Arts Festival. Add into this a new 2 week lighting festival - Tiramā Mai – which will reinvent Botanic D'Lights in a Central City setting.



PROGRESS AGAINST OUTCOMES

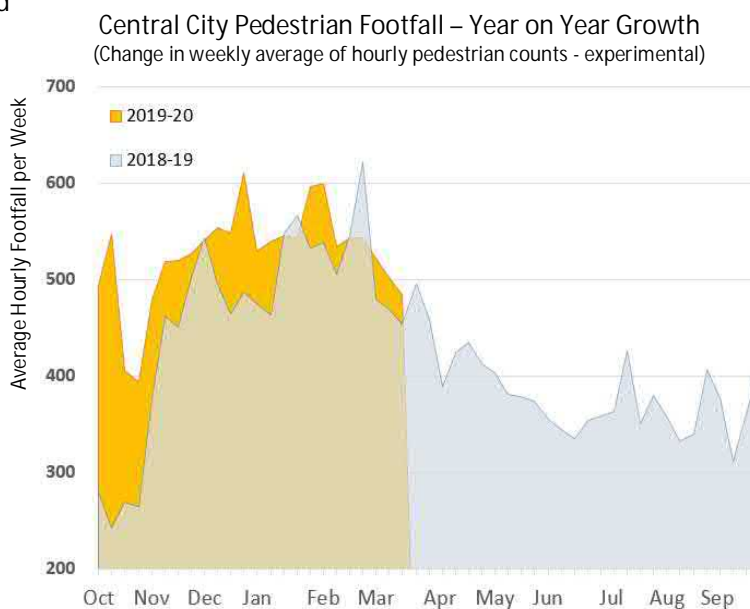
This theme is about growing the number of people in the Central City – whether residents, workers, visitors or users of our increasingly diverse facilities. Growing footfall, interest from domestic and international audiences and growth in the Central City resident population (to 20,000 people) are our core measures.

Pedestrian Footfall is an important measure of activity and vibrancy. Since 2018, trials of pedestrian counting technology has enabled the Council to get a clearer picture of trends with daily and hourly information being gathered. The graphic to the right shows weekly average figures of hourly footfall counts drawing on data collected on The Terrace, Hereford Street, Worcester Boulevard and Cashel Mall. To show change, the data from October 2018-2019 is overlaid on top of the data for the most recent 2019-20 year.

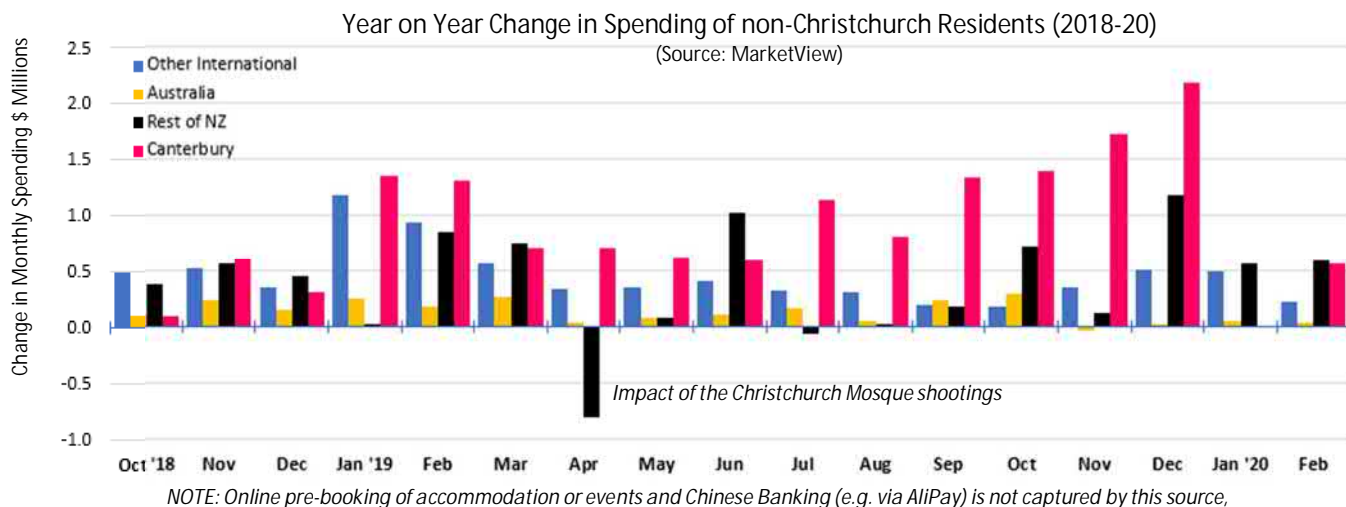
Data since March 2020 has been impacted by COVID19 and so is not comparable

The experimental data must be treated with caution, but (*setting aside data for October and November 2018 which does not appear to be representative*) the averages through December to early March are around 8% higher year on year. Whilst this cannot be directly correlated with similar increase in spending, this data set will be a useful addition to tracking progress.

Until mid-2019 MBIE collected guest night data (right) which had been tracking healthy recovery in the Central City's domestic and overseas visitor numbers. As shown here, levels were still short of pre-earthquake levels, but with increasing guest room supply (not including AirBnB) trends were highly positive.



As an alternative view of visitor interest in the Central City, electronic transactions of non-residents can be used to understand the value of different visitor groups. The graphic below indicates that the biggest year on year gains are from our near neighbours across Canterbury (in red) where average growth of \$1m/month was seen during spring and into summer. Spending growth from other parts of New Zealand (in black) have been variable, often coinciding with school holidays. Noting the footnote on the graphic, Australian spending growth (gold) has been limited in its scale although in total it added \$14m in 2019 (equivalent to two-thirds of that spent by Selwyn residents). Broader international spending (blue) had been creeping higher, especially in the peak months.



Growing the Central City’s residential population to 20,000 people is a stated long term goal. The Action Plan was introduced at a similar time (October 2018) to the Council’s Central City Residential Programme (Project 8011). Tracking any increases in population can only be done accurately via Census. Completions of new homes represents a proxy measure of progress which can be used alongside average household size estimates (much as StatisticsNZ do in producing their annual estimates)

The adjacent graphic shows the growing Central City housing stock. For the years to 2019 new additions are shown separately. Completions in 2019 were more than double those in each of the previous two years (and back to 2015).

In the first 6 months of 2020 data, 130 new homes were completed, a further 19 were under construction and 191 were in various stages of consenting.

When combined with intelligence about other sites being bought for development (e.g. Ryman Care, Williams Corporation, etc.) the pipeline of supply into the coming 2-3 years appears good. However, the extent to which COVID19 will impact the market remains to be fully seen.



Getting it done

Central City Momentum:
"Own the outcomes of the Current State Assessment and use it to guide future decisions that impact the recovery and regeneration of the central city. Align work programmes to reflect and address the current vulnerability of the city."

Focus of Action

- Tracking the delivery of new facilities and venues
- Accelerating the delivery of public projects

ACHIEVEMENTS

Projects delivered.

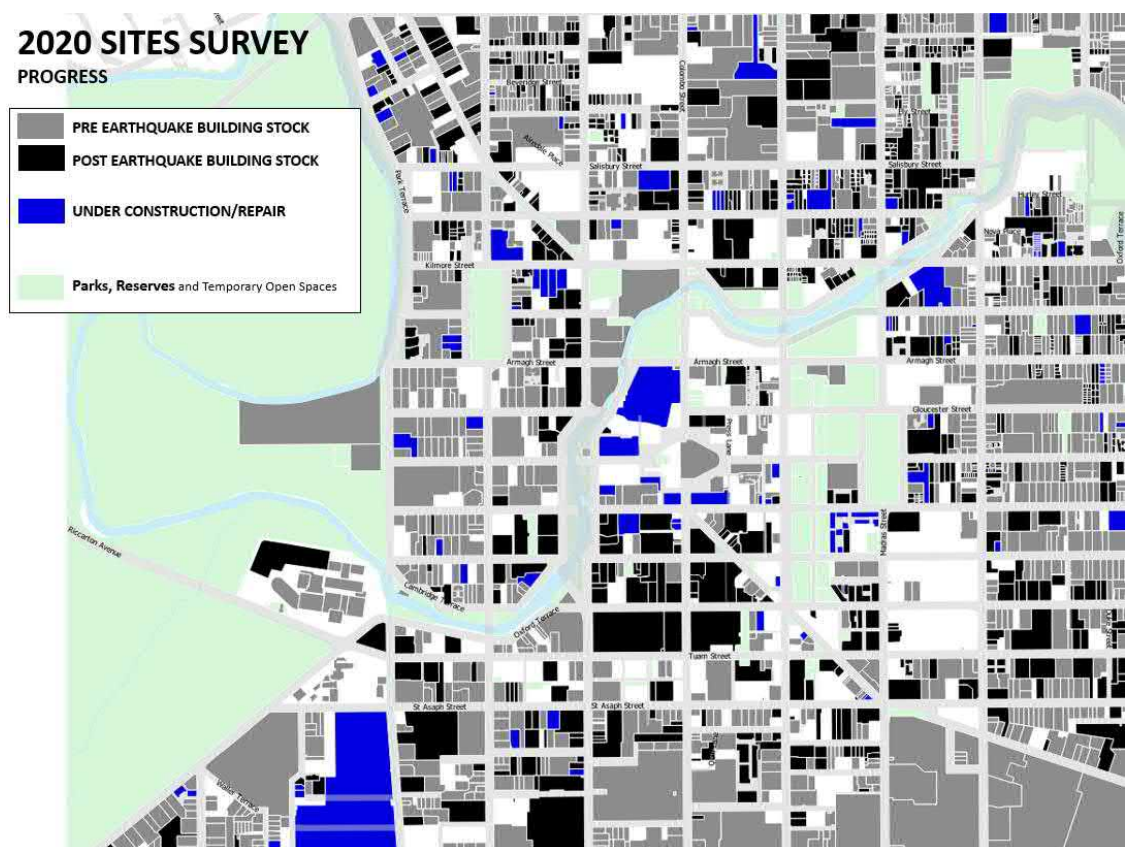
Project / Facility	Intended Opening	Actual Opening
Ao Tawhiti Unlimited Discovery School	Autumn 2019	April 2019
Christchurch Town Hall	Autumn 2019	March 2019
Durham St Methodist Church	Spring 2019	March 2020
Riverside Farmers Market	Summer 2018/19	September 2019
Guthrey Centre	Summer 2018/19	May 2019
Ballantynes Extension	Autumn 2019	November 2019
Avon River Precinct – City Promenade	Summer 2018/19	November 2018
Avon River Precinct – Avon Loop	Winter 2019	February 2020
Spark Building	Spring 2019	March 2020
Duncan's Buildings (Lower High Street)	Autumn 2019	May 2019

Timelines for current public projects

	Who	Intended Opening	Projected Opening
Te Pae / Convention Centre	Ōtākaro Ltd	Autumn 2020	Autumn 2021
Metro Sports Facility	Ōtākaro Ltd	Summer 2021/22	Autumn 2022
Canterbury Multi Use Arena	CCC	Winter 2023	2024
South Frame	Ōtākaro Ltd	Winter 2020	Summer 2020/21
Anglican Cathedral	CCRL	(not stated)	2027-2030
Ravenscar House Museum	Canterbury Museum	2020	2021
Edmonds Band Rotunda	CCC	Summer 2020	Summer 2021

This map shows the progress of post-earthquake recovery, underlining what has been achieved and the extent of current development activity.

Large anchor projects stand out as the key showcase venues. But projects as diverse as a new fire station, restoration of Mclean's Mansion and numerous housing projects emphasise there is momentum, although that pipeline needs to be sustained.



REFRESHED Central City Action Plan – COVID19 Priority Actions

Action Plan actions with particular relevance in COVID19 Recovery.

High Impact to support recovery activity
 Important/timely background activity

	👤 Alert Level 2 and above	👤 Alert Level 1 and below	Examples
Leadership	Effective engagement with private sector partners to support business and investor confidence <i>(ESSENTIAL – Public sector / government partnership. Engage sectors about confidently moving through alert levels, awareness and adaptability to long term behavioural shifts, good communication to maintain confidence and influence retention of investment.</i>		“Do something New NZ”
	Tell and retell the story of the new Central City – its new form, its features, our ambition for the future, and the growing range of reasons to visit and invest. Use the City narrative. Improve resident ‘net promoter’ score. <i>Links to ** below.</i>		
Amenity and Activation		Coordination and delivery of street performances and activation <i>(Limit scale and keep flexible)</i>	Chill in the City (CCBA)
		Adaptation and re-initiation of event programmes	CCC Events programme Winter Ōtautahi
	Refresh and add to the range of wayfinding/information signage ** Lighting and Activation projects –projects to improve interest and safety perceptions. <i>(Design, installation as Alert Levels decrease, commissions can help sustain small businesses)</i>		
	Street upkeep – prioritise renewals and maintenance to enhance Central City amenity (when activity is suppressed)		Victoria & Hereford St
Growth	Business Attraction ** a) proactive targeting of business sectors as they consider futures, and b) consider the opportunities that changing business travel, local offices and remote working offers for the Central City <i>(With businesses looking at their futures, make sure Christchurch/Central City’s options are visible)</i>		
People	Market the Central City ** – capture the interest of a local and NZ population whose international travel plans will be cut.		Explore CHC promo (ChchNZ)
	Keep customer facing staff informed about events, activities and promotions. **		CCBA Newsletter
		Business events – attract business events to the Central City. <i>City Safety, Marketing to Locals, Circular Economies, Regional Collaboration to keep people spending and /or in work)</i>	Extensive CECC Webinar programme
	Visitor guides, tours and trails – cultural, heritage, cuisine, etc. paper-based and online resources ** <i>(Overdue from original Action Plan and consistent with the current ‘Explore Your Place’) – with the population needing to be more local, this is an opportunity for people to rediscover Christchurch and become more positive advocates).</i>		