

Central City Action Plan

Ōtautahi Christchurch – explore the opportunity

November 2018 (*Refreshed June 2020*)



We're on the brink of something special

In developing the original version of this Central City Action Plan in 2018, the Christchurch City Council and its partners heard from a range of interests about the challenges of the current phase of the Central City's regeneration.

However, the quote above from one of the Central City's most prolific developers, captured the spirit of optimism apparent at that time. After the long 2018 winter that had tested the resilience of Central City retail and hospitality businesses, Labour Weekend that year gave a taste of the Central City's long-awaited re-emergence as a place for people. This included a steady flow of visitors to the newly opened Tūranga (Central Library) and Hoyts EntX; live music from community groups; performances at the Little Andromeda pop-up theatre and the colour and innovation on display (*pictured*) across the multiple venues of FESTA (Festival of Transitional Architecture).

Since then many more venues, events and commercial attractions have swollen the Central City's appeal. The Central City Action Plan has helped to coordinate delivery of some of these elements, continuously improved the quality of the city environment and aligned publicity generating excitement and anticipation about a place which people and businesses increasingly want to be a part of.

But, despite these green shoots, the reality is that the Central City's recovery remains fragile. While growth in the flows of people, activity and spending has been strong over the last 18 months as new attractions and offerings have opened, its businesses now face the economic impacts of COVID19.

As a plan built around the need to attract people back to the Central City, the intention of this refreshed Action Plan remains especially relevant now.

The aims of this plan continue to be:

- to change perceptions and behaviours, and build connection with the Central City as a place to visit, work and live. A welcome and familiar feel, and excitement about the opportunities on offer will encourage people to visit again and again - supporting businesses, particularly into the slower winter season and whilst COVID19 prevents us from hosting overseas visitors.
- to pave the way for the next stages of regeneration by driving forward significant housing and economic development programmes - the Central City Housing Programme and Business Attraction activity being led by ChristchurchNZ.



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

Why has this Plan been prepared?

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

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

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

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

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

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

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

City leadership

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

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

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

Amenity and activation

Light up the city



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

Growth

Unlock prosperity



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

People

Relentlessly pursue residents and visitors



Getting it done

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

Who's contributed to this action plan?

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

Public Agency Partners

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

Central City Business and Property Organisations

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

Central City Resident and Community Associations

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

Key stages in preparing this action plan

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

2020 Action Plan refresh

At the end of 2019, a range of the original Action Plan initiatives had been delivered. To keep action moving city agencies chose to refresh the actions. Towards the end of that review in January 2020, the threat from COVID19 began to emerge. Time has been spent during 2020 working through what this plan can do alongside other city wide COVID19 recovery – especially the Socio-Economic Recovery Plan – in supporting the Central City in rebounding from this latest shock.

Stakeholder workshops	November/December 2019
Review of the refreshed content by the Christchurch Momentum Committee	March 2020
Presentation for approval by Council	October 2020



Action plan snapshot

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

When created, this Plan was focused on the three years from 2019 to 2021, although was viewed as a living portfolio of interrelated activities that collectively reinforce each other. Partnerships between public agencies and with the private and community sectors remain as crucial as ever to the effectiveness of this Plan – especially in response to COVID19.

Based around key themes from Regenerate Christchurch's Central City Momentum work, the original Plan was developed through engagement with the agencies and stakeholder groups, as well as with Central City Community/Resident Association insights. Within this refreshed version, commitments and activities in the **City Leadership** theme will continue to support and drive collaboration towards 'best for city' outcomes.

Across the three central themes – **Amenity and Activation**, **Growth** and **People** – activity continues to be focused on the primary goal of growing flows of people, activity and spending. These activities are important in advance of the addition of new facilities and commercial attractions – an updated list of which will be tracked under the **Getting it Done** theme.

Activities across the three central themes are grouped into:

Short Term to Medium Term Projects and initiatives

Current or immediate actions aimed to maximise the visits of local and regional residents to the Central City, or activities aimed at keeping people in the Central City as we move through restrictions imposed by the pandemic.

In response to COVID19, the immediate focus – alongside the city-wide economic recovery effort – is to get people back into town and 'Support Local'. Whether attracted by events, retail sales, openings of new facilities and amenities – the goal is to inform people about what's available (paid and free activities) demonstrate easy access and change perceptions. Beyond this, the aim is to retain interest in the Central City, and when allowed, bring back into full use the Central City's range of performance venues and theatres

Guiding Future Regeneration

These activities are important "feeders" for the next stages of Central City regeneration.

Work here is underway 'behind the scenes' but results will become apparent across a longer timeframe. Unlocking delivery of new homes to attract residents, supporting business sectors to grow high value employment jobs and improving Central City amenity take time. Rapidly rebuilding confidence will be the primary response to COVID19 in order that investment interest is retained.

Ongoing Activities

These activities, listed in the following sections, are programmes of continuing work – aimed at improving the city environment, improving processes or providing information

Ōtautahi Christchurch, explore the opportunity

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

City leadership

Public sector leadership and coordination

- Christchurch Momentum Committee
- 'Best for city' decisions
- Collective ownership
- Accountability

Regional partnership

- Greater Christchurch's centre
- Christchurch 2050/Christchurch Spatial Plan

A united voice

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

Our focus 2020–2021

Amenity and activation

Light up the city



Street performance and activation

- Encourage new activity and reduce compliance barriers

City image initiatives

- Construction industry guidelines
- Improvement of laneways
- Manage anti-social behaviour

Lighting and Street Art projects

- Cathedral Square
- Upgrade of the amenity

Wayfinding

- Trial of digital wayfinding

Expansion of Free WiFi

Growth

Unlock prosperity



Business Survival / Job Retention

- Partnering with Chamber of Commerce to deliver central government business support services.

Labour Market Transition

- Invest in the start-up and innovation ecosystem - Te Ohaka / Ara

Smart Sustainable City

- Run Supernode health tech challenge
- UC / ChristchurchNZ joint conference bids

People

Relentlessly pursue residents and visitors



Coordinated marketing and promotion

- City agencies share and collaborate
- Explore CHC Promotion to North Island

Central City that cares about its people

- Solutions to support homelessness

Major and community events programme

- Delivery of 2020/21 events programme
- Single events calendar
- Diversify event offerings

Event transport promotion

- Visitor guides, tours and trails
- Thematic guides, tours and seasonal activity trails

Youth based activities

Short Term to Medium Term Projects and initiatives

Guiding future regeneration

Vacant sites programme

- Policy, planning and operational standards for the development of undeveloped sites

Placemaking Framework

- Coordinate approaches to placemaking across public, private and community sectors

Business attraction

- Proactive targeting of high value employment business sectors
- Coordinate effort across agencies

Business events strategy

Central City Residential Programme (Project 8011)

- Coordinated projects to encourage more people to make the Central City their home

Update Central City parking policy Investigation of the re-introduction of Free electric bus

User experience

- Mapping of users experience
- Identification of priority users

Getting it done

Committing to and delivering City Venues, Facilities and Attractions

- **Venues:** Te Pae, Canterbury Multi-Use Arena, MetroSports Facility
- **Cultural:** ChristChurch Cathedral, Catholic Cathedral, Edmonds Band Rotunda, Ravenscar House Museum
- **Commercial:** Spark Building, Aotea Gifts, Old Post Office, Rydges Hotel, Public Trust building
- **Street and Spaces:** South Frame, Hereford and Victoria Street upgrades

It should be noted that the refresh of the Central City Action Plan sits alongside COVID19 recovery planning work being led by ChristchurchNZ. Its initial [Christchurch Economic Recovery Package](#), which is being developed into a wider Socio-Economic Recovery Plan contains a number of themes - Confident City, City Vibrancy and Visitor Economy, and Productive Infrastructure - that directly relate back to this plan. The Socio-Economic Recovery Plan looks much wider across the City, District and sub-region and at a wider set of issues that COVID19 imposes onto our communities.

City leadership: best for city

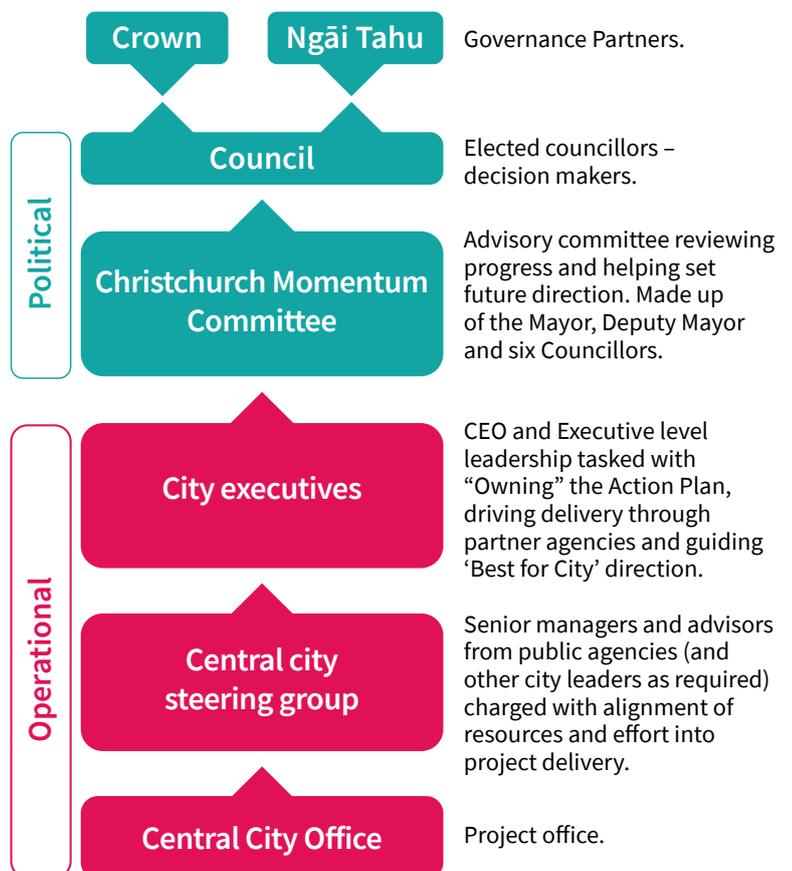
The Central City has had a range of leadership arrangements and different agencies since 2011. As recovery moves to regeneration, the relationship with central government is returning to a more normal footing. To facilitate decision making in this collaborative environment, the Council, supported by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

Leadership and Roles

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

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

Established in February 2020, the Christchurch Momentum Committee is a new Council committee set up to ensure Christchurch thrives, and prospers as a modern, sustainable 21st century city. It replaces the role of the previous Central City Development Forum. The Committee oversees a number of strategies, including the Central City Action Plan.



Common Direction

Council and its partners have established a shared set of headline [Central City Outcomes](#) against which it can monitor and report progress. Coordinating activity and driving forward specific projects based around these outcomes is designed to grow interest that help enable private sector investment.

In addition, the city agencies have put in place a ‘Best for City’ Decision making framework that critically examines the benefits and trade-offs involved in initiatives ranging from new capital projects to streams of spending. Give financial resources – whether public or private - are scarce, this tool seeks to evaluate.

Maintaining a shared, future focused Central City narrative is continues to be essential to the Central City’s proposition. ChristchurchNZ has developed a powerful set of outward messages as part of its [“Explore”](#) city branding that unveils

a broad spectrum of the activities and attractions on offer to people of all age groups and from all backgrounds. As the city recovers from COVID19, strong messages about what our Central City can offer people from across Canterbury and wider New Zealand, will be essential to help backfill the international tourism gap.

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

City Leadership: Actions

Activity	Lead
<p>Public sector leadership and coordination</p> <ul style="list-style-type: none"> - Council gives effect to the priority of the Central City - City agencies work together to implement the Central City Action Plan - Regular reporting and monitoring of Central City Action Plan progress - Effective engagement with private sector partners to support investor confidence - Utilise the ‘Best for City’ decision making framework tool and consistently apply the principles 	<p>Council City agencies Central City Steering Group City agencies Public agencies</p>
<p>Championing Greater Christchurch’s Central City</p> <ul style="list-style-type: none"> - Collaborative territorial and institutional governance that reflects the sub-regional importance of successful Central City regeneration 	<p>Greater Christchurch Partnership</p>
<p>A shared, future focused Central City narrative</p> <ul style="list-style-type: none"> - Tell and retell the story of the new Central City – its new form, its features, our ambition for the future, and the constantly growing range of reasons to visit and invest. Consistent with the Christchurch City narrative to visit, live, work and invest 	<p>Public agencies</p>

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

The amenity and activation theme is aimed at improving the public environment, growing vibrancy and adding everyday interest to the Central City experience.

Office and retail workers became the Central City’s post-earthquake ‘first movers’ as new buildings were reopened and completed from 2015. Since 2016, the heart of the retail precinct bloomed and since 2018, with Hoyts EntX, Tūranga, and the Christchurch Town Hall cultural attractions have added to the central city mix. At the start of 2020, Riverside has established itself as a new hub of activity on the City Promenade.

In response to COVID19, it is more essential than ever that the Central City offers and delivers a great experience if we are to attract people from across New Zealand (while our borders remain closed) and get them sharing positive opinions. The experience needs to be refreshed and dynamic, offering something new for people to keep them coming back. Overall the city needs to project a ‘host city’ impression – a place where people feel welcome, a place with things happening that people can’t afford to miss, a place to which people can grow a strong attachment.

Short Term to Medium Term Projects and initiatives

- Proactively grow the range of everyday street activities such as musicians, seasonally themed promotions and temporary installations working with a range of private and publicly funded partners.
- Improving the city experience and trading will be an ongoing activity that can be influenced in different ways. For example,
 - early evening trading can help sustain activity which then gives people a reason to stay on and eat or socialise in the Central City.
 - promoting considerate construction practices that favour people and activity.
 - addressing persistent anti-social behaviour
- Street Art has become an important and dynamic part of our city environment, helping build identity and interest. Community interests and public agencies will help support new commissions and enhance the presentation of existing examples. Associated with this small scale lighting projects can improve perceptions of safety and help enliven streets and lanes.

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

Guiding Future Regeneration

- The vacant sites programme is aimed at reducing the negative impact of undeveloped land by a mixture of proactive support for owners and a toolkit of regulatory measures. Its aim is to encourage outcomes which improve the perceptions of users and appeal to investors.
- To articulate the benefits and complementary nature of differing approaches to placemaking, and the roles sectors and organisations play, Council has requested that city making partners (Life in Vacant Spaces, Gap Filler and Green Lab), the CCBA and ChristchurchNZ collaboratively develop, a strategic ‘Placemaking Framework’.





Amenity and Activation Theme: Actions

Short Term to Medium Term Projects and Initiatives - for delivery within 18 months

Activity	Lead
Enabling everyday street performances and activation <ul style="list-style-type: none"> - Coordination and delivery of street performances and activation - Reduce compliance barriers to event delivery (e.g. traffic management fees) 	CCC / CCBA CCC / CTOC
City image initiatives <ul style="list-style-type: none"> - Construction industry guidelines to guide activity and minimise disruption in core commercial areas - Explore opportunities to improve amenity value and activation of publically owned laneways - Solutions to improve anti-social behaviour 	CCC / CTOC CCC/CCBA/ Private Sector CCC / CCBA
Lighting projects – small scale lighting projects to improve perceptions of safety	CCC
Street art – support the delivery and promotion of street art	CCC / CCBA / Private Sector
Cathedral Square and Te Pae <ul style="list-style-type: none"> - Upgrade of Cathedral Square - Landscaping of the fringes of the Convention Centre 	CCC Ōtakāro
Wayfinding – trial of digital wayfinding kiosks	CCC
Free WiFi expansion beyond Cathedral Square	CCC

Guiding Future Regeneration

Activity	Lead
*Vacant Sites Programme <ul style="list-style-type: none"> - Mapping of developer intentions, future policy, planning and operational recommendations for the use of vacant sites. - Will include a focus on managing the supply, location and appearance of temporary car parks to feed into District Plan and Central City Parking Policies. 	CCC / DCL / Private Sector
Placemaking Framework – Develop a coordinated strategy that helps complimentary public, private and community sector placemaking interests maximise the benefit they can deliver in city regeneration activity.	Life in Vacant Spaces, GapFiller, Green Lab, ChristchurchNZ, CCC, CCBA

Ongoing Activities

Activity	Lead
Extending or realigning trading hours (combined with activations/events) to sustain activity into the evening.	CCBA / Retailers
Waiver of fees for bookable event spaces in Cathedral Square and City Mall	CCC
*Barrier Sites Programme – proactive support for owners of ‘eyesore’ buildings	CCC
Enliven Places Programme – localised amenity and activation projects delivered with public engagement and involving community partnerships	CCC / Community
Cathedral Reinstatement – engagement and participation	CCRL
Updated visitor mapping – online and paper based formats	CCC / ChchNZ
Refresh and add to the range of wayfinding and information signage in and around the Central City	CCC
Street upkeep <ul style="list-style-type: none"> - prioritisation of renewals and maintenance to enhance Central City amenity and encourage new investment - manage the prevalence of street works, residual traffic management equipment and frequency of cleaning 	CCC

*Identified projects and initiatives will require new or reprioritised funding to deliver them which will be subject to the separate reporting to Council feeding into the Long Term Plan process.

Growth: unlocking prosperity

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

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

COVID19 is creating a more uncertain business environment, which means the focus of effort needs to be both on the retention and growth of Central City employment, and to create new opportunities for business and investment.

ChristchurchNZ is working with partners across the city and at a national level, to provide support and advice to businesses with a view to retaining jobs in the Central City and Christchurch more broadly.

Business start-ups are also an important pathway for employment growth, and ChristchurchNZ's new partnership with the Ara Institute of Canterbury and Ministry of Awesome through the Te Ōhaka – Centre for Growth & Innovation and University of Canterbury (UC) Business School is focused on growing the rates of start-ups in the Central City and Christchurch more broadly.

ChristchurchNZ is also encouraging, in partnership with CDHB, Te Ōhaka and UC, among others, innovation and start-ups in the city through the Healthtech Supernode Challenge, which is designed to profile Christchurch's health-tech capabilities across New Zealand, and to encourage new idea generation and commercialisations.

City Partners, led by ChristchurchNZ, will continue to sell the Central City's proposition as a place of opportunity for new businesses and investment from across New Zealand and internationally, and as a place for business events.

Facilitating redevelopment opportunities remains an important function of public agencies. Clear advice and guidance provides confidence and certainty to investors.

Currently Council funded, the Central City Business Association is well placed to implement a Business Improvement District (BID). A Central City BID offers the potential to create a strong, self-funded, business-led entity to invest, promote and grow the Central City in the same collective way that Mall operators act in other commercial centres. Council will continue to support the Association towards this goal.





Growth Theme: Actions

Short Term and Medium Term Projects and Initiatives - for delivery within 18 months

Activity	Lead
<p>Business Survival / Job Retention <i>Support local businesses to survive and restart. Retain and grow spending to support local jobs.</i></p> <ul style="list-style-type: none"> - Partner with the Employers Chamber of Commerce to deliver central government business support. 	ChristchurchNZ, CECC, NZTE, Callaghan
<p>Labour Market Transition <i>From unemployment to self employment, training and jobs.</i></p> <ul style="list-style-type: none"> - Invest in the start-up and innovation ecosystem - Te Ōhaka / Ara to support start ups 	ChristchurchNZ, Ara, Te Ōhaka
<p>Smart Sustainable City <i>Focus on innovation, productive industry cluster activation, low carbon economy</i></p> <ul style="list-style-type: none"> - Run Supernode health-tech challenge to develop new health-tech start-ups and innovations - Joint University of Canterbury / ChristchurchNZ Conference Bids to attract business events 	ChristchurchNZ, CDHB, Te Ōhaka, Uni. Of Canterbury, NZTE

Guiding Future Regeneration

Activity	Lead
<p>*Business Attraction</p> <ul style="list-style-type: none"> - Proactive targeting of those business segments likely to deliver high value employment at lowest cost - Coordinate effort across agencies to address issues which undermine or could enhance the attractiveness of the Central City for business relocation and commercial property development <p><i>Note: this action supports and informs the delivery of other actions</i></p>	ChristchurchNZ
<p>Business events strategy – attract business events to the Central City</p>	ChchNZ / Venue Partners

Ongoing Activities

Activity	When
<p>Why Central CHCH' prospectus</p> <ul style="list-style-type: none"> - Information and promotional resources to engage property and business investors about what Central Christchurch offers, including specific material for different sectors (e.g. retailers, office tenants) 	ChristchurchNZ
<p>Development facilitation</p> <ul style="list-style-type: none"> - Development advice and support - Identifying 'best for city' public land leveraging and other land assembly opportunities 	CCC (and other public agencies where relevant)
<p>Central City Business Improvement District (BID)</p> <ul style="list-style-type: none"> - Continued support to help implement a self-funding model that helps Central City business promote and enhance its collective offer to shoppers and visitors. 	CCBA

***Identified projects and initiatives will require new or reprioritised funding to deliver them which will be subject to the separate reporting to Council feeding into the Long Term Plan process.**

People: relentlessly pursue residents and visitors

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

In 2018, Christchurch City Council initiated a cross-sector programme called Central City Residential Programme (Project 8011). It aims to deliver on the political aspiration of growing the Central City population to 20,000 people over the next decade.

Its goal is to encourage more people to make the Central City their home, and in parallel it seeks to accelerate housing delivery. Work to date has established a range of information resources to understand available land supply, barriers to housing delivery and the initiation of conversations at a neighbourhood level.

Alongside growing the resident population, visitors are equally important contributors to the Central City's life. Those staying in the Central City are accommodated, entertained, fed and interested by what the city has to offer.

Central Christchurch's visitor proposition was heavily impacted by the effects of the earthquakes but overseas interest was starting to pick up. The impact of COVID19 will significantly set back that progress. Once international travel is re-established, recapturing the interest of international visitors will be an essential activity. In the meantime, the focus needs to shift to regional and domestic visitors – capturing the interest of travel hungry kiwis as they satisfy their wanderlust at home for the near future.

Short Term to Medium Term Projects and Initiatives

- Coordinated marketing and promotion, and regularly updated information is essential to reinforce that the Central City now offers a range of reasons to visit and spend time. The priority, in response to the pandemic is to sell our city and region to New Zealanders.
- The events programme has had to be dramatically reshaped in response to COVID19. More focus on aligning events to support the business community has been signalled with commitment to an extended Central City winter campaign.

- Growing a range of walking tours provides an opportunity for residents and visitors to get deeper perspectives of the city. Whether based around cuisine, culture, heritage or the new architecture of the city, suggested circuits can enable people to explore hidden gems and get the most out of visits.

Guiding Future Regeneration

- Project 8011 – the Central City Residential Programme – continues with the following being upcoming priorities for Council to consider.
 - Establishment of a Central City housing service as a “one stop shop” for landowners and developers to assist in the design, consenting and compliance stages of their projects.
 - Agreement of funding opportunities and incentives to support development. A review of existing and alternative incentives is underway.
 - Neighbourhood level planning is a central part of the programme. Engaging with residents groups, this work will explore how growth can be accommodated in a way that retains and delivers attractive and liveable communities.
- With more visitors to the Central City it is now an opportune time to ensure their experience is optimised. Initially focusing on visitors to Te Pae/Convention Centre and surrounds, user experiences will be mapped and priority users identified. The outcome is to understand perceptions and how to improve these, increase spending and ensure repeat visits and engagement.





People Theme: Actions

Short Term to Medium Term Projects and Initiatives - for delivery within 18 months

Activity	Lead
Event Transport Promotion – Marketing of event specific transport choices, including free buses, bike and scooter parking	CCC / ECAN
Coordinated Marketing and Promotion <ul style="list-style-type: none"> - Market the Central City – its facilities, attractions and events - Establish a new Central City branding and deliver a business led marketing strategy 	CCC / ChchNZ CCBA / ChchNZ
Major and Community Events Programmes <ul style="list-style-type: none"> - Deliver 2020/21 events programme - Publish a single events calendar across ChristchurchNZ and CCC - Diversify event offerings to attract a variety of demographics 	CCC / ChchNZ
Central City that cares about its people – solutions to support homelessness	CCC / CCBA / NZ Police
Visitor guides, tours and trails – CBD Adventures/Activity and fitness trails/Heritage/Story Telling	CCC
Youth based activities <ul style="list-style-type: none"> - School visits – curriculum based days out - Weekend mini basketball tournaments 	CCC / Schools (Ao Tawhiti) / Community

Guiding Future Regeneration

Activity	Lead
*Central City Residential Programme ('Project 8011') <i>Note: this is a ten year programme of work</i> Encouraging more people to make the Central City their home through a number of coordinated projects including: <ul style="list-style-type: none"> - Funding opportunities and incentives - Alternative housing support - A Residential Development Service - Marketing the Central City - Neighbourhood Planning 	CCC
Investigate the re-introduction of the Free Electric Bus	CCC / ECan
Develop an updated Central City parking policy	CCC
Optimise User Experience <ul style="list-style-type: none"> - Map users (tourists, business visitors, locals) experience of the Central City - Identify priority users and experiences and coordinate effort across agencies to address issues which undermine or could enhance the user experience to improve perception, increase dwelling and spending and increase repeat engagement 	ChchNZ / CCC

Ongoing Activities

Activity	Lead
Transport <ul style="list-style-type: none"> - Monitor Central City parking - Provide free buses for those attending Council run events 	CCC CCC / ECan
Keep customer facing staff informed about events and activities to inform visitors	CCBA / Businesses
Inform people <ul style="list-style-type: none"> - Keep webpages updated about events, travel, projects, latest news, residential living etc. - International and National campaigns linking to cultural activities, airport based advertising, AirNZ partnership 	CCC ChchNZ
Curate shoulder and winter season events <ul style="list-style-type: none"> - Add or grow other cultural events and festivals - Business events with national significance 	ChchNZ / CCBA
Maximise winter use of Central City indoor venues – venue based winter event series/seasons – film, music, etc. using Christchurch Town Hall, Christchurch Art Gallery, Isaac Theatre Royal, Hoyts EntX, The Piano, Alice, etc	CCC / ChchNZ / VBase / other venues
Visitor guides, tours and trails – cultural, heritage, cuisine, etc. paper-based/online resources	ChchNZ

*Identified projects and initiatives will require new or reprioritised funding to deliver them which will be subject to the separate reporting to Council feeding into the Long Term Plan process.

Getting it done: committing to and delivering our projects

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

Those elements represent the life of the city and are key to its success. But the canvas for this life is the city environment – its public spaces, cultural attractions, venues, streets, shops, workplaces and so on. With so much investment already made, the city experience is well established, but new investment is growing and changing its appeal each year.

During 2019, the city welcomed back its Town Hall, saw the opening of Ao Tawhiti Discovery School. It added new retail space at the Guthrey Centre and in the Duncan's Buildings on Lower High Street. And, most recently the very prominent Spark Building and the highly successful Riverside Market complex have been added.

Our challenge, made tougher by the impact of COVID19, is to maintain the flow of investment needed to add to these assets. Construction of Te Pae/Convention Centre and Metro Sports well is advanced. Government and Council have committed to the funding of the Canterbury Multi Use Arena (CMUA) and are working through remaining process stages to enable construction to start in 2021. When operative, these three major facilities will drive the flows of people the Central City needs and in themselves be generators of new economic opportunities for the market to exploit.

Progress on these and other projects listed below – public and commercial, large and small - will be monitored with a view to supporting their delivery. Making the most of their completion, particularly through celebration of their opening, offers more reasons for people to come visit and spend time in the Central City.



Getting It Done: Actions

Activity	Who	When
Major Public Facilities and Buildings		
Edmonds Band Rotunda	CCC	Summer 2019/20
Te Pae/Convention Centre	Ōtākaro	TBC - expected mid 2021
MetroSports Facility	Ōtākaro	TBC - expected early 2022
Canterbury Multi-Use Arena	To be confirmed	Spring 2023
Christ Church Cathedral	Cathedral Reinstatement JV	From 2019
Catholic Cathedral	Catholic Diocese	2025
Selected Commercial/Attraction Projects		
Public Trust building	Box 112	Winter 2020
Manchester St boutique hotel	Box 112	Winter 2020
The Terrace Car Park	The Terrace	Spring 2020
Ravenscar House Museum	Ravenscar Trust	2020
Convention Centre Hotel	Carter Group	2022
Aotea Gifts	Redson Corp.	2023
Old Post Office	G Chamberlain	2023
Public Realm		
South Frame	Ōtākaro	Winter 2020
Victoria and Hereford Street upgrades	CCC	Spring 2020

(Dates above are correct at August 2020 based on direct or best available sources)

