

ChristchurchNZ Holdings Ltd
**Statement
of Intent**

1 July 2022–30 June 2025

ChristchurchNZ

Directory

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CNZ Holdings Ltd Board

Dr Therese Arseneau (Chair)
Paul Bingham
Stephen Barclay
Deputy Mayor Andrew Turner
Councillor Mike Davidson
(Common CNZ Ltd Board)

Auditors

Grant Thornton Audit Partnership (NZ) Limited

Contact

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NYX
PROFESSIONAL
MAKEUP

RUBY

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Document purpose

ChristchurchNZ Holdings Ltd is a council-controlled public-benefit entity, wholly owned by the Christchurch City Council, with an independent board. The operational entity is ChristchurchNZ Ltd (ChristchurchNZ).

This Statement of Intent (SOI) is approved by the ChristchurchNZ Holdings Ltd Board and then approved by the shareholder, Christchurch City Council (CCC), in accordance with Section 64(1) of the Local Government Act 2002.

ChristchurchNZ Holdings Ltd (CNZ Holdings) is wholly owned by the Christchurch City Council and, as such, we are a Council Controlled Organisation (CCO).

This SOI defines the objectives, nature and scope of activity, the performance targets and other measures by which ChristchurchNZ Holdings and its subsidiary CCO, ChristchurchNZ Ltd, may be judged in relation to their objectives over the next three years. The SOI provides an opportunity for CCC to ensure the focus of CNZ Holdings and its subsidiary is consistent with the objectives of Council's Long-Term Plan.



Introduction

ChristchurchNZ Holdings Ltd (CNZHL) is the city's economic development agency, responsible for delivering sustainable economic growth for Ōtautahi Christchurch on behalf of Christchurch City Council. CNZHL plays a crucial role in helping the Council deliver on its undertakings for a prosperous economy and liveable city, which is clearly reflected in our refined strategic priorities:

- **High-value decent work**
- **Productivity and GDP output**
- **Resilience and sustainability of enterprise and businesses**
- **Attractiveness of Christchurch to key audiences**
- **Liveability**

Council has shown confidence in CNZHL, enabling its expanded economic development mandate through the capitalisation of our urban development programmes. CNZHL will continue to work with Council's urban regeneration team and the private sector, to deliver a purposeful pipeline of urban development projects that make a real difference to the city. This marks a step change for our organisation, enabling us to complement our existing sustainable economic development programmes with the facilitation of urban development and placemaking activities.

The introduction of a new CEO, alongside our expanded remit, provides a perfect opportunity to review and update the role of CNZHL in the wider Economic Development Ecosystem in support of the Greater Christchurch 2050 vision. We have a responsibility to deliver value to our shareholder and the Christchurch rate payer by working in collaboration with public and private sector to identify and leverage opportunities of scale. Being clear about what we do, and don't do, will enable us to focus our limited resources in the most effective way.



Dr Therese Arseneau
Chair

First and foremost, we are an economic development agency, and identifying and leveraging opportunities of scale will be a major priority in the coming years. We will create partnerships to attract and facilitate investment and businesses that enable growth of key local industries, development opportunities and transformational projects for our city. This will include a focus on catalysing high-value, high-growth potential industry clusters where Christchurch has genuine competitive advantages.

With borders now opening after the disruption of the Covid-19 pandemic, it is crucial for Ōtautahi Christchurch to reconnect with the world. With many new, world class facilities opening in the city, there has never been a better time to “re-launch” Christchurch on the global stage, whether to businesses, residents, investors or visitors. To support this, we are excited to be supporting the Greater Christchurch 2050 Vision by working with stakeholders across the city to lead the development of the Christchurch Narrative and Placebrand.

With a team of passionate experts, a clear and expanded mandate, and clear direction from Council, CNZHL is well positioned to realise our mission of ‘igniting bold ambition for Ōtautahi Christchurch’.



Alison Adams
Chief Executive Officer

Part 1: Purpose - Our Why



Our mission and purpose

The mission of ChristchurchNZ Holdings and its operating subsidiary is to:

Ignite bold ambition for Ōtautahi Christchurch

Whakangiha te mura-hiango mō Ōtautahi



📍 The Terraces

The purpose of ChristchurchNZ Ltd is:

**To stimulate sustainable economic growth for a
prosperous Ōtautahi Christchurch**

Our strategic outcomes

ChristchurchNZ contributes improvement to Christchurch's:



2 Productivity and GDP output



High-value decent work



3

Resilience and sustainability of enterprise and businesses



4

Attractiveness of Christchurch to key audiences

Liveability












5

How our success will be measured

Our performance in delivering to our Strategic Outcomes will be measured through Key Performance Indicators (KPIs).

We will seek to achieve the following targets:

Key Performance Indicator	21/22 Target	22/23 Target	23/24 Target*	24/25 Target*
 <p>Long-lasting job creation supported by ChristchurchNZ</p>	145 FTE jobs	145 FTE jobs	145 FTE jobs	145 FTE jobs
 <p>Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity</p>	355 FTE jobs	400 FTE jobs	400 FTE jobs	400 FTE jobs
 <p>Estimated value of GDP contribution attributable to ChristchurchNZ activity</p>	\$45m	\$48m	\$48m	\$48m
   <p>Contribution to visitor spend supported by ChristchurchNZ¹</p>	\$25m	\$27m	\$27m	\$27m
   <p>Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)</p>	\$40m	\$40m	\$40m	\$40m

Our performance is also measured through delivery against eight Levels of Service, which form our contract with the Christchurch City Council. These measures are included in Appendix One.

FTE (Full-Time Equivalent)

* Consistent targets have been signalled for out years reflecting the fixed nature of core funding and an annual business planning cycle

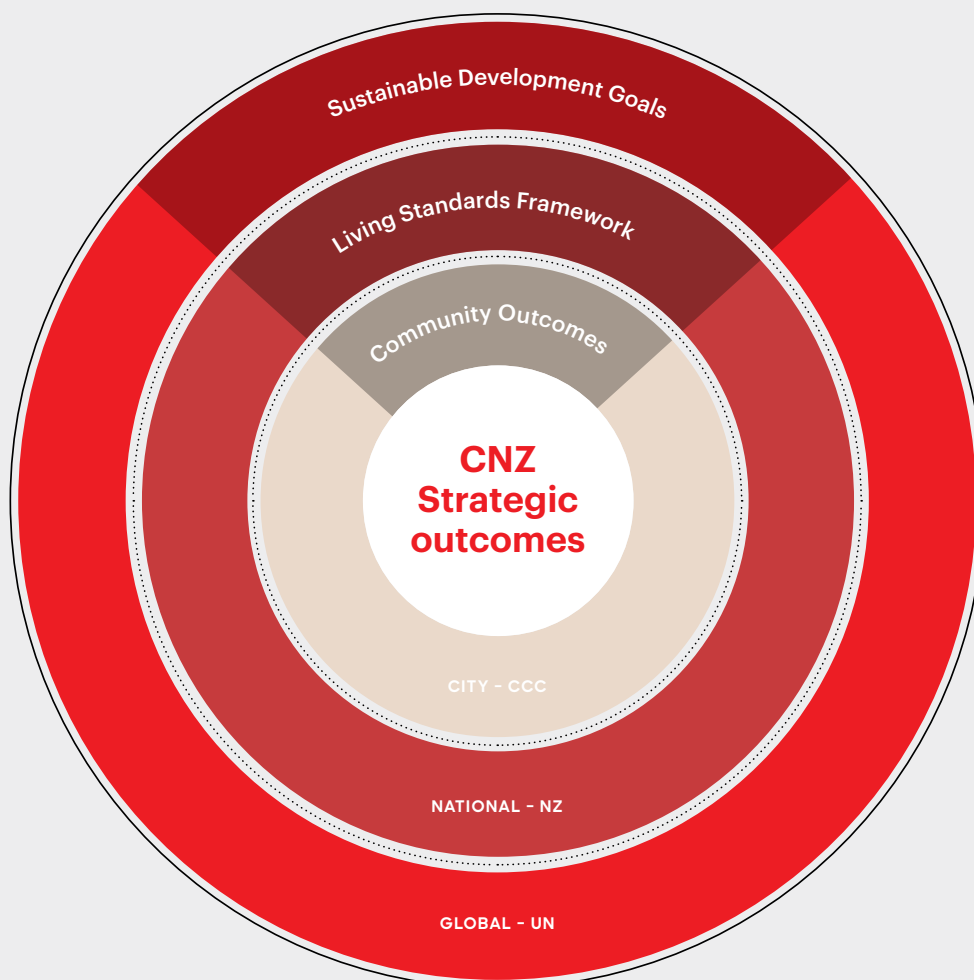
¹ Estimated using industry standard model

How our strategic outcomes contribute locally, nationally and globally

The work of CNZ Holdings Ltd sits within a cascading set of sustainable development frameworks, which guide development work globally nationally and locally - from the UN Sustainable Development Goals and Treasury's Living Standards framework through to the Christchurch City Council's Community Outcomes Framework.

Our work delivers directly to a sub-set of each of these frameworks. However, we take account of other areas of the local and international frameworks. We will align delivery of our programmes to support the outcomes and priorities identified in the Greater Christchurch 2050 vision.

CNZ Strategic Outcomes:



The UN provide a global context for sustainable economic development work carried out at a city level. The work of CNZ Holdings Ltd delivers to targets within:

GOAL

8

Promote inclusive and sustainable economic growth, employment and decent work for all

GOAL

9

Build resilient infrastructure, promote sustainable industrialisation and foster innovation

GOAL

11

Make cities and human settlements inclusive, safe, resilient and sustainable

GOAL

17

Revitalise the global partnership for sustainable development



Christchurch City Council's strategic framework seeks to deliver community benefit to Christchurch economically, socially, environmentally, and culturally. The work of CNZ Holdings Ltd delivers to the following Community Outcomes:



Prosperous economy

Great place for people business and investment

A productive, adaptive and resilient economic base

An inclusive and equitable economy with broad based prosperity for all.

Liveable city

Vibrant and thriving city centre

Sustainable suburban and rural centres.

Part 2: Delivery - Our What and How



What we deliver

ChristchurchNZ delivers to its strategic outcomes in partnership with local and national entities. We provide a range of services organised into programmes. The ChristchurchNZ teams and the programmes of work delivered under each of them are:



INNOVATION & BUSINESS GROWTH

The Innovation and Business Growth team supports businesses and industries to improve their performance and grow sustainably.

- **Opportunities & Partnerships of Scale**
Create partnerships to attract and facilitate investment and businesses that enable growth of key local industries or the realisation of transformational development opportunities and projects.
- **Business Sustainability & Growth**
Grow and sustain small- and medium-sized enterprises at all stages of their lifecycle through the delivery of activities that catalyse innovation and capability building.
- **Clusters & Sector Growth**
Leverage regional strengths and the shared ambitions of businesses within sub-industry clusters to improve economic outcomes. Coordinate labour market participants to ensure access to talent that drives growth in strategically important industries.

URBAN DEVELOPMENT

The Urban Development team works to ensure places are connected, thriving, and attractive to businesses, residents, visitors and investors.

- **Property & Partnerships**
Identify, acquire and/or assemble land in wstrategic locations to unlock economic potential and stimulate further investment for transformational change. Work with partners to deliver mixed-use developments, business and commercial opportunities, infrastructure, community facilities and/or a mix of housing types.
- **Place Led Investment & Development**
Create and implement long-term growth and development plans with multi-sector partners. Lead and invest in implementation projects to create attractive and thriving places. Includes New Brighton, Sydenham parts of the Central City and other priority locations.



DESTINATION & ATTRACTION

The Destination and Attraction team works to ensure Ōtautahi Christchurch is an attractive and exciting city for visitors and residents.

- **Business Events**
Bidding for and attracting major conventions, and conferences to Christchurch. Attract global conferences aligned to cluster industries and other city strengths or opportunities.
- **Major Events**
Lead the development, bidding, attraction, and leverage of a programme of major and mega events to achieve the major event strategy objectives.
- **Visitor Attraction**
Build partnerships and business to business trade relationships, create itineraries and promotion initiatives to drive visitation from domestic and international markets. Support industry by building visitor industry capability and facilitating the cruise experience as services resume in Lyttelton.

MARKETING, BRAND & COMMUNICATIONS

The Marketing, Brand and Communications team leads the local, national and international promotion of Ōtautahi Christchurch as an attractive city. This includes maintenance and optimisation of ChristchurchNZ's online products and digital marketing activity; telling great stories about Christchurch, the Christchurch economy and business successes; and communications related to who ChristchurchNZ is and the work we do.

- **Marketing**
Brand-building activity, including place branding, city-positioning and attraction campaigns.



📍 Ōtākaro Avon River

STRATEGY, INSIGHTS & POLICY

The Strategy, Insights and Policy team monitor the performance of the economy and develop economic development strategy and policy advice to give confidence and stimulate private and public sector activity.

- **Strategy**
Preparation of a ChristchurchNZ Economic Development Plan, Destination Management Plans for Greater Christchurch and Banks Peninsula, and a Place Brand Strategy for Christchurch to support the Greater Christchurch 2050 Vision.

SHARED SERVICES

The Shared Services team provides finance, information technology, people and culture, facilities, contract and project management support services. They drive improvements in sustainable performance, transparency, accountability and compliance across the organisation to ensure our processes and systems are fit for purpose.

How we work



At ChristchurchNZ we:

- Always consider what is best for Christchurch.
- Endeavour to provide value for money by ensuring we use our publicly funded resources effectively and efficiently.
- Are committed to a resilient and sustainable future, ensuring growth delivers multi-generational benefit.
- Seek a deep partnership with mana whenua to foster an understanding of Te Ao Māori and ensure we contribute to the stated intent of Te Rūnanga o Ngāi Tahu: Mō tātou, ā, mō kā uri ā muri ake nei – for us and our children after us.
- Seek partnership with industry and recognise that industry is core to the creation of high-value decent work and increased prosperity for the people of Christchurch.
- Seek to enhance outcomes by working collectively across the organisation.
- Take evidence based intelligent risks.
- Are a committed partner within the Christchurch City Council Group. Taking a best for city approach, we work with other group companies to benefit Christchurch residents.
- Enable and empower our people to do great things.
- Acknowledge and act in accordance with the shareholder request to exercise restraint in respect of executive remuneration and pay our people a fair wage, with a commitment to at least the Living Wage for all staff, including fixed-term staff.

Part 3: Group Governance and Financial Performance



Financial and Operational Objectives



ChristchurchNZ will:

1

Develop funding partnerships that increase the impact of ChristchurchNZ in achieving our external strategic outcomes.

2

Optimise ChristchurchNZ's organisational performance in line with the UN Sustainable Development Goals.

3

Operate within budget and will seek continuous improvement in its operational management to ensure 'value for money' is delivered to the shareholder:

- Continue to assess all purchasing decisions, recruitment and contract negotiations to ensure that they are appropriate.
- Continue to seek ways to enhance environmental and social considerations in all purchasing and operational decisions.
- Seek to amplify the funding received from its Council shareholder with third party revenue to minimise the cost to the shareholder and ratepayers.

How our financial and operational performance will be measured

Our performance will be measured through Key Performance Indicators (KPIs).

We will seek to achieve the following targets:

	2022/23 Target	2023/24 Target	2024/25 Target
CNZ Holdings Key Performance Indicators			
Revenue % for non-shareholder funding/commercial activity	>=25%	>=25%	>=25%
The capital structure and funding model of CNZ Holdings is appropriate for the nature of its business	<p>CNZ Holdings utilises CCC core funding for the objectives as set out in CCC's Long Term Plan. CNZ Holdings may secure additional funding from appropriate sources to complete specific projects that are consistent with the overall objectives of the organisation.</p> <p>CNZ Holdings will ensure that assets acquired from the shareholder to support the urban development activity are used for this purpose and that any gains/losses on this activity are reinvested in activity that supports economic development and community outcomes in accordance with the agreed value sharing framework.</p>		
CNZ Holdings ensure best practice governance	<p>Maintain a robust director appointment process, risk management process and clear delegations. Maintain and adhere to a governance manual that includes a focus on:</p> <ul style="list-style-type: none"> Determining purpose An effective governance culture Holding to account Effective compliance 		
ChristchurchNZ Internal Key Performance Indicators			
Assess and report organisational performance against the relevant UN Sustainable Development Goals *	Improved performance*	Improved performance*	Improved performance*
Maintain high employee engagement (Rating out of five in staff engagement survey)	3.75 or above	3.75 or above	3.75 or above
Our people feel safe (Rating out of five in staff engagement survey)	4.5 or above	4.5 or above	4.5 or above
Zero serious harm to employees while working	Zero	Zero	Zero
Reduce our carbon footprint (Benchmark in 2018/19 was 120 tonnes)	Reduce and offset to net zero **	Reduce and offset to net zero **	Reduce and offset to net zero **

* Assessment will be based on the B Corporation rating tool. The benchmark score in 2021 is 78.8.

** ChristchurchNZ has undertaken an independent greenhouse gas emissions inventory and has an action plan in place to reduce emissions.

Financial Summary

The following statement of financial performance is based on financial forecasts that reflect contracted revenue; including core funding from the shareholder as reflected in the LTP. These forecasts have been prepared against the backdrop of COVID-19. Significant assumptions were made in the preparation of these forecasts around the opening of borders and our ability to attract visitors, students, events, and businesses to Christchurch. In addition, further assumptions were made about the timing and magnitude of urban development activity and the costs of this activity in the current high inflation environment.

The anticipated capitalisation of the urban development function (via the short-form amalgamation of Development Christchurch Ltd into ChristchurchNZ) will not now occur on 1st July 2022. Consequently, the financial summary does not reflect the receipt of assets and or any gains/losses relating to the establishment of a capitalised book. ChristchurchNZ remains committed to establishing an appropriately capitalised urban development function.

Notes:

1. The figures represent the consolidated group.
2. Other revenue reflects revenue from third parties and includes Central Government funding contracts.
3. Prior to capitalisation occurring, ChristchurchNZ can continue to manage urban development projects on a contract for service basis.
4. The outyears have been adjusted for cpi (based on an annual cpi rate of 3%). Whilst costs are going up rapidly, core funding from Council is not inflation adjusted, meaning core funding is reducing in real terms.



CNZH Financial summary \$000's	Actual 2020/21	Forecast 2021/22	Budget 2022/23	Outlook 2023/24	Outlook 2024/25
Statement of Financial Performance					
Revenue					
Core Funding from Council	11,328	15,901	15,901	15,902	15,902
Other Revenue	5,484	7,159	12,209	5,428	5,188
Total Revenue	16,812	23,060	28,110	21,330	21,089
Expenditure					
Expenditure	18,588	21,359	30,492	20,823	20,771
Depreciation & Impairment	412	506	469	387	249
Total Expenditure	19,000	21,865	30,961	21,210	21,020
Net Operating Gain/(Loss)					
Other gains/(losses)	(2,188)	1,195	(2,850)	120	69
Income Tax (expense)/benefit	(39)	62	-	-	-
	9	-	-	-	-
Net Surplus/(Deficit)	(2,218)	1,257	(2,850)	120	69
Statement of Financial Position					
Shareholders Funds					
Retained Earnings	3,251	4,450	3,518	3,638	3,707
Reserves	1,862	1,920	-	-	-
Total Shareholders Funds	5,113	6,370	3,519	3,638	3,707
Assets					
Current Assets	9,809	14,320	4,237	4,372	4,122
Property Inventory	-	-	-	-	-
Other Non-Current Assets	1,769	1,292	1,248	1,061	1,011
Total Assets	11,578	15,612	5,485	5,433	5,133
Current Liabilities	6,465	9,242	1,966	1,795	1,426
Net Assets	5,113	6,370	3,519	3,638	3,707
Shareholder Funds to Total Assets %	44%	41%	64%	67%	72%
CCC % of Total Revenue	67%	69%	57%	75%	75%

CNZ Holdings Ltd group corporate governance

The CNZ Holdings Ltd Board of Directors is an independent board appointed by the shareholder on advice from Christchurch City Holdings Limited (CCHL) in accordance with the CCC Director appointments and remuneration policy and a memorandum of understanding (MOU) between the three entities.

CNZ Holdings Ltd is monitored by the Finance & Performance Committee of the Whole. Measures monitored are those outlined in the CNZ Holdings Ltd Statement of Intent and agreed Levels of Service within the Long-Term Plan.



📍 New Brighton

OUR GROUP STRUCTURE

ChristchurchNZ Holdings Ltd manages its governance of subsidiary and related entities against the stated purpose of each entity. The Board comprises independent and council directors with an Independent Chair. The CNZ Holdings Board monitors the operational delivery of its subsidiary through the annual business plans.

ChristchurchNZ Ltd is a wholly owned subsidiary of CNZ Holdings Ltd. ChristchurchNZ Ltd has a common Board with CNZ Holdings Ltd. ChristchurchNZ Ltd is contracted by CCC to deliver economic development services as set out in the Levels of Service in CCC's Long Term Plan, included as Appendix One.

Canterbury Regional Business Partners Limited is a joint venture between ChristchurchNZ Ltd and the Canterbury Employers' Chamber of Commerce. This joint venture co-ordinates business capability building and research and development related activities across the Canterbury region.

ROLE OF THE BOARD OF DIRECTORS

The group's Board: ChristchurchNZ Holdings Ltd (common board with ChristchurchNZ Ltd) is responsible for setting the strategic direction, oversight of the management of the company and direction of its business strategy, consistent with the stated purpose. The Board is accountable to the shareholder for the performance of the company and will act in accordance with any letter of shareholder expectation received.

Established practice is for a donation to be paid to the Mayoral Welfare Fund (or other charity as instructed by Council) in lieu of payment of Directors fees to Councillor Directors.

BOARD COMMITTEES

The Board may, from time to time, establish committees to assist it in carrying out its responsibilities. For each committee, the Board adopts a formal charter that sets out the delegated functions and responsibilities for, and the composition and any administrative matters relating to, that committee.



📍 Taylor's Mistake

DELEGATION OF RESPONSIBILITIES TO MANAGEMENT

The Board has delegated management of the day-to-day affairs and management responsibilities for Christchurch NZ to ChristchurchNZ Ltd.'s Chief Executive to deliver the strategic direction and goals determined by the Board.

The CNZ Holdings Board has also developed a statement of their 'Reserved Powers'.

REPORTING AND MONITORING

CNZ Holdings reports quarterly to CCC against its Statement of Intent as well as ChristchurchNZ Ltd.'s Levels of Service contract with Council, the details of which are included in this document. CNZ Holdings expects to meet with the CCC Finance & Performance Committee of the Whole to discuss quarterly reporting for all parts of the organisation.

ChristchurchNZ also has regular reporting requirements arising from service level and funding agreements with a range of entities.

CHRISTCHURCHNZ HOLDINGS LTD GROUP ACCOUNTING POLICIES

CNZ Holdings Ltd and its subsidiary are Public Benefit Entities (PBE) for the purposes of financial reporting. The financial statements are prepared in accordance with the PBE Standards Reduced Disclosure Regime for a Tier 2 entity.

The group's current accounting policies are consistent with New Zealand International Public-Sector Accounting Standards, generally accepted accounting practice (NZ GAAP) and in accordance with the Companies Act 1993 and the Financial Reporting Act 1993 and any amendments thereto.

RESERVES

The CNZ Holdings Reserves policy is approved annually by the CNZ Holdings Board.

The policy provides a framework for the creation and utilisation of reserved funds in ChristchurchNZ. It requires CNZ Holdings to hold in reserve funding received to deliver projects and not spent in the year in which it is received. The policy ensures sufficient provision for forward scheduled activity due to the long lead times for operational activity.

CNZ Holdings does not hold sufficient reserves to cover full liability in the event of an unforeseen wind-up of the entity. In this circumstance, this liability would transfer to the shareholder.

DISTRIBUTIONS

Organisational activity is not for Private Pecuniary Profit.

None of the capital or income of the group shall be paid or transferred directly or indirectly by way of dividend, distribution or otherwise for the private pecuniary profit of any individual. This does not prevent the payment in good faith of reasonable remuneration to any directors or employees of the group, to any other person for services rendered to group in the furtherance of the objectives of the group.

ACQUISITION/DIVESTMENT PROCEDURES

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the parent will only be considered where it is consistent with the long-term objectives of the shareholder.

When the subscription, acquisition or divestment is considered by directors to be significant to the group's business operations, it will be subject to consultation with the shareholder (CCC). Major transactions as defined in the Companies Act 1993, s 129(2) will be subject to shareholders' approval by special resolution.

Any residual investments from the amalgamated subsidiary entity CRIS Ltd, which was an investment vehicle, will be divested consistent with the direction of the Board.

INFORMATION TO BE PROVIDED TO SHAREHOLDERS

CNZ Holdings and its subsidiary will provide information requested by the shareholder in accordance with the requirements of the Local Government Act 2002. CNZ Holdings will disclose as much information on its operations as is practical and consistent with commercial and confidentiality considerations under the covenants of its Statement of Intent with CCC and third-party contractual obligations.



CNZ Holdings and its subsidiary will operate on a “no surprises” basis in respect of significant shareholder-related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

As a minimum, shareholder reporting will involve:

1. Annual report and audited financial statements within 90 days of balance date
2. Annual Report against outcome and performance measures
3. Contribution to CCC Annual and Long-Term Plan preparation and reporting processes
4. A quarterly report including a financial and activity update and information on the health and safety practices, current operational risks that may impact the shareholder and performance of the organisation
5. Half year financial position by the 28 February each year.

COMPENSATION FROM LOCAL AUTHORITY

CNZ Holdings expects to receive funding from CCC of \$15.902m for the financial year beginning 1 July 2022.

The activity undertaken in exchange for the compensation is set out in the CCC three-year Long-Term Plan, as per the Levels of Service in Appendix 1.

ChristchurchNZ expects to receive additional income from other local authorities for the delivery of services relating to District Tourism Offices. These are handled by way of contracts for service.

OTHER MATTERS REQUIRING THE APPROVAL OF THE SHAREHOLDER

CNZ Holdings and its subsidiary will bring to the attention of the shareholders:

- Any matters of critical concern; or
- Significant public interest; or
- Major transactions as defined in the Companies Act.

ATTESTATION



Chair (Dr Therese Arseneau)

Signed for and on behalf of the ChristchurchNZ Holdings Ltd Board of Directors
(Common Board ChristchurchNZ Ltd)

Appendix One: Levels of service



Performance Measures Levels of Service (LOS)	LTP Performance Targets		Community Outcome
	2022/23	2023/24	

Innovation and Business Growth

Build innovation and entrepreneurial strength			
Number of Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives	6 initiatives	A productive, adaptive and resilient economic base
Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	40 companies	40 companies	Great place for people, business and investment
Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	60 employers	70 employers	Great place for people, business and investment
Value of central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000	\$550,000	Great place for people, business and investment
Build a productive knowledge city to grow decent work			
Number of initiatives that deliver better education outcomes and skills development to meet industry need and lead to high-value decent work	4 initiatives	4 initiatives	Great place for people, business and investment
Partner with mana whenua to support growth in Māori prosperity and self determination			
Number of initiatives delivered in partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Māori economy and deliver intergenerational prosperity and create decent work	2 initiatives	2 initiatives	Inclusive, equitable economy with broad-based prosperity
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability			
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	4 initiatives	4 initiatives	A productive, adaptive and resilient economic base
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	500 businesses access business support or advice	500 businesses access business support or advice	A productive, adaptive and resilient economic base
Satisfaction of businesses accessing support or advice services	Net promotor score for business support services is +50 or greater	Net promotor score for business support services is +50 or greater	A productive, adaptive and resilient economic base
Value of Central government investment secured into regional business support	\$450,000	\$450,000	A productive, adaptive and resilient economic base

Performance Measures Levels of Service (LOS)	LTP Performance Targets		Community Outcome
	2022/23	2022/23	
Realise greater value from Christchurch's Antarctic Gateway			
Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	A productive, adaptive and resilient economic base
Number of businesses in a business network which secures higher revenues from the National Antarctic Programmes	100 businesses in the network	125 businesses in the network	Great place for people, business and investment

Destination and Attraction

Develop Christchurch as an attractive 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	4 initiatives	4 initiatives	Great place for people, business and investment
City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	30 bids	30 bids	Great place for people, business and investment
Success rate of bids for business events	At least 35% success rate	At least 35% success rate	Great place for people, business and investment
Assess portfolio of events supported against the Major Events Strategy	Annual report on performance of the major event portfolio against the Major Events Strategy	Annual report on performance of the major event portfolio against the Major Events Strategy	Great place for people, business and investment
Major events seeding round delivered using criteria that support strategic goals of the Major Events Strategy	One Major Events Seed Funding round	One Major Events Seed Funding round	Great place for people, business and investment
Number of destination product offerings, experiences or itineraries developed and supported which embed the city narrative	5 destination products	5 destination products	Great place for people, business and investment
Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP	100 screen enquiries	100 screen enquiries	Great place for people, business and investment
Number of screen productions attracted to Christchurch through a grant fund	At least 1 production	At least 1 production	Great place for people, business and investment
Value of investment secured into destination promotion and product development	\$500,000	\$750,000	Great place for people, business and investment

Performance Measures Levels of Service (LOS)	LTP Performance Targets		Community Outcome
	2022/23	2022/23	

City Positioning

Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants			
Number of people using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	Monitor month on month narrative assets and content to ensure consistently increasing engagement and usage	Monitor month on month narrative assets and content to ensure consistent engagement and usage	Great place for people, business and investment
Number of engagements on ChristchurchNZ owned digital channels and platforms	3 million	3 million	Great place for people, business and investment
Number of engagements with trade agents and investors in priority markets and sectors.	60 engagements with trade agents or investors	60 engagements with trade agents or investors	Great place for people, business and investment

Economic Strategy and Insights

Provide leadership in inclusive and sustainable economic development for Christchurch			
City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals	To be requested and confirmed through the annual letter of expectation and statement of intent process.	To be requested and confirmed through the annual letter of expectation and statement of intent process.	Inclusive, equitable economy with broad-based prosperity
Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan and when appropriate, 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	A productive, adaptive and resilient economic base
Number of economic research and insights reports delivered to provide city partners with robust evidence base on which to base strategies and investment decisions	12 economic reports are produced	12 economic reports are produced	A productive, adaptive and resilient economic base
Number of people actively engaging with ChristchurchNZ economic and strategic insights	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	A productive, adaptive and resilient economic base
Number of reports on the feasibility of urban development proposals and projects	At least three opportunities for urban development are identified and assessed for feasibility	At least three opportunities for urban development are identified and assessed for feasibility	Great place for people, business and investment
Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property	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	Great place for people, business and investment

A man and a woman in climbing gear are standing on a rocky cliff, looking out over a vast cityscape. The man is wearing a red t-shirt and blue shorts, and the woman is wearing a green t-shirt and black pants. They are both wearing climbing harnesses and holding ropes. The city below is densely packed with buildings and green spaces, with a river winding through it. In the background, there are rolling hills and mountains under a clear blue sky with a few wispy clouds.

GET IN TOUCH

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