



Christchurch Economic Development Strategy, 2017: Progress Review, February 2019

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CHRISTCHURCH ECONOMIC DEVELOPMENT STRATEGY (CEDS) – PROGRESS REVIEW

AS AT FEBRUARY 2019

Introduction

This review assesses progress against the Christchurch Economic Development Strategy, 2017 (CEDS) as at March 2019. Progress is assessed at multiple levels:

- Economic outcomes, measured in terms of the economic growth scenarios and CEDS goals
- Implementation, measured in terms of progress against CEDS priorities and projects

A copy of the CEDS 2017 can be found on the ChristchurchNZ website – [link](#).

Looking forward to CEDS Review 2020

The Christchurch Economic Development Strategy (CEDS) is due for review over the next 18 months.

The city has made significant progress in the 18 months since CEDS 2017 was launched – the central city rebuild is well underway, the city narrative has been completed, a range of physical infrastructure projects are nearing completion or well advanced and ChristchurchNZ is well established as the city promotion and economic development agency. We now have a city which offers a much more attractive and complete proposition to attract people and business.

We believe Christchurch is at a pivotal point in its post-earthquake journey. Christchurch's near and long-term future will be significantly influenced by our success over the next few years in positioning Christchurch as an internationally relevant city, leveraging off the high-quality physical environment created post-quakes; creating confidence and excitement about Christchurch's economic future to support ongoing regeneration; and, continuing to develop the economy away from dependence on the rebuild stimulus and servicing the domestic population.

We recognise the importance of grounding economic development in a wider wellbeing context – ensuring we are not eroding economic inclusion and environmental quality in pursuit of economic growth.

To this end, ChristchurchNZ have developed a “Prosperity Framework” for the city which sets out 10-year goals for the city. The City Prosperity Framework quantifies our ambition for Christchurch. It sets an aspiration which will not be achieved through incremental change, the status quo, or returning to “pre-earthquake” Christchurch, but rather requires “bold ambition” to imagine and strive for creating new and better economic opportunities for Christchurch and its people.

The Prosperity Framework speaks to Christchurch being a greater contributor to the New Zealand economy and a viable alternate hub of economic activity to Auckland. It looks beyond economic

growth to a set of measures which balance the development of business and employment opportunities, quality of life, economic inclusion and environmental sustainability for the city.

Over the coming months ChristchurchNZ will be working with our city and national partners identifying the strategies and actions necessary to realise our economic aspiration for Christchurch.

CEDS 2017 – strategy overview

ChristchurchNZ prepares and monitors the city's economic development strategy (CEDS) on behalf of the Christchurch City Council. CEDS was first released in April 2013, updated in April 2014 to reflect project progress and underwent a fundamental review in 2016/17.

CEDS sets out a long-term vision for the economy of Christchurch and is developed and implemented in partnership with stakeholders including government agencies and business. The strategy is one of collective ownership and not owned by any single entity.

By using a collaborative approach, CEDS has built a shared vision and common priorities that steer economic development resource and investment decisions in the city. This clarity and focus has built confidence with external audiences and enables ChristchurchNZ to attract non-local funding for economic development activities in the region, significantly leveraging the operational funding provided by Council.

Key aspects of CEDS are as follows:

- CEDS is a city strategy, but recognises the regional context for the Christchurch economy.
- CEDS is evidence-based; informed by data and statistics tested and informed by business community knowledge and experience.
- CEDS includes all the economic development projects in greater Christchurch, led by over 20 different agencies. ChristchurchNZ leads some projects, participates in others but monitors and updates the overall programme.
- CEDS is an agile framework ensuring a timely response to any changes in the economic environment. ChristchurchNZ uses its monitoring framework and engagement with stakeholders to provide regular reporting on the economy and policy and intervention recommendations.

CEDS 2017 Vision and Goals

The CEDS vision for the economy of Christchurch is that **in 2031 Christchurch is a place where people and enterprise choose to be.**

To achieve the vision, the 2017 revision set goals of CEDS by 2031 as follows:

1. Greater Prosperity	<p>Total GDP has grown by 33% to \$26 billion</p> <p>Wage parity with other New Zealand cities</p> <p>Christchurch has the best economic ranking against Tier Three cities in Australasia; Quality of living matches Tier Two cities in Australasia</p>
2. Attract More People & Visitors	<p>Christchurch has regained its pre-earthquake share of the national visitor economy by 2025 – growing domestic market share from 6.5% to 7% and growing international market share from 8.4% to 12.1%</p> <p>25,500 international students are studying in Canterbury by 2025</p> <p>Migration of 6,200 people per year</p>
3. Export More	Exports increase from 30% to 40% of GDP
4. More High-Growth Sector Employment	20% of working age population employed in high-growth sectors (high value-added manufacturing; technology; professional services; agritech and health research and development)
5. More Highly Skilled Workforce	<p>% of working age population with a post-high school qualification has increased from 40% to 45%.</p> <p>% of working age population with a bachelor qualification or higher has increased from 20% to 26%</p>

CEDS 2017 Priorities

The CEDS development process in 2016-17 identified five large-scale opportunities which have the potential to step-change the economy 'The Big 5'.



The Big 5 Game Changers

What we really need to focus on

Maximising these opportunities will drive economic growth and improve the city's ability to attract and retain residents, migrants and businesses.

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CREATE AN ATTRACTIVE CITY FOR RESIDENTS, BUSINESS, INVESTMENT AND VISITORS
Christchurch attracts and retains residents, business, investment and visitors, and has the amenity and profile that residents are proud of.
- 

REALISE THE POTENTIAL OF CANTERBURY'S RURAL ECONOMY
The region and city work together to realise Canterbury's economic opportunities while maintaining the natural environment for current and future generations.
- 

MAXIMISE THE COMMERCIAL VALUE OF INNOVATION
Greater economic benefits will be generated from ideas and research by improving the rate of commercialisation and ability for businesses to scale up.
- 

A CONNECTED, ENGAGING AND THRIVING CENTRAL CITY
CBDs are a window into cities. Christchurch must complete the regeneration of its CBD so that it plays an integral part in attracting people, visitors and new businesses to the city.
- 

CONNECT INTERNATIONALLY FOR COMMERCIALISATION AND GROWTH
Improve exports, commercialisation and the flow of people, ideas, investment and intellect into Christchurch. Be the gateway for Canterbury and the South Island.

In addition, there is a longer list of development initiatives which are required to ‘Keep the City Competitive’ with other cities and regions.



Keeping the City Competitive

As benchmarked with other equivalent cities

Cities, like organisations, need to find ways to continuously improve their operating environment to remain competitive. Large step-changes in GDP are unlikely to result from these initiatives, but they are important in retaining a competitive proposition for business and the workforce.

A SKILLED AND ADAPTIVE WORKFORCE 

Attract and retain a skilled and adaptive working age population, that is prepared for technology change.

MAKING IT EASIER TO DO BUSINESS 

Ensure the regulatory and commercial environment supports business start-up, attraction and growth.

INVESTMENT VEHICLES THAT ENABLE COMMERCIALISATION AND GROWTH 

Improve access to investment that realises the commercial potential of the local economy.

RESILIENT INFRASTRUCTURE AND SUSTAINABLE RESOURCE USE 

Ensure decisions on infrastructure and resource use are sustainable and support economic growth

HIGH VALUE INDUSTRIES AND VALUE CHAINS 

Develop growth and high value sectors of our economy and build wider economic resilience.

CAPABLE AND PRODUCTIVE BUSINESSES 

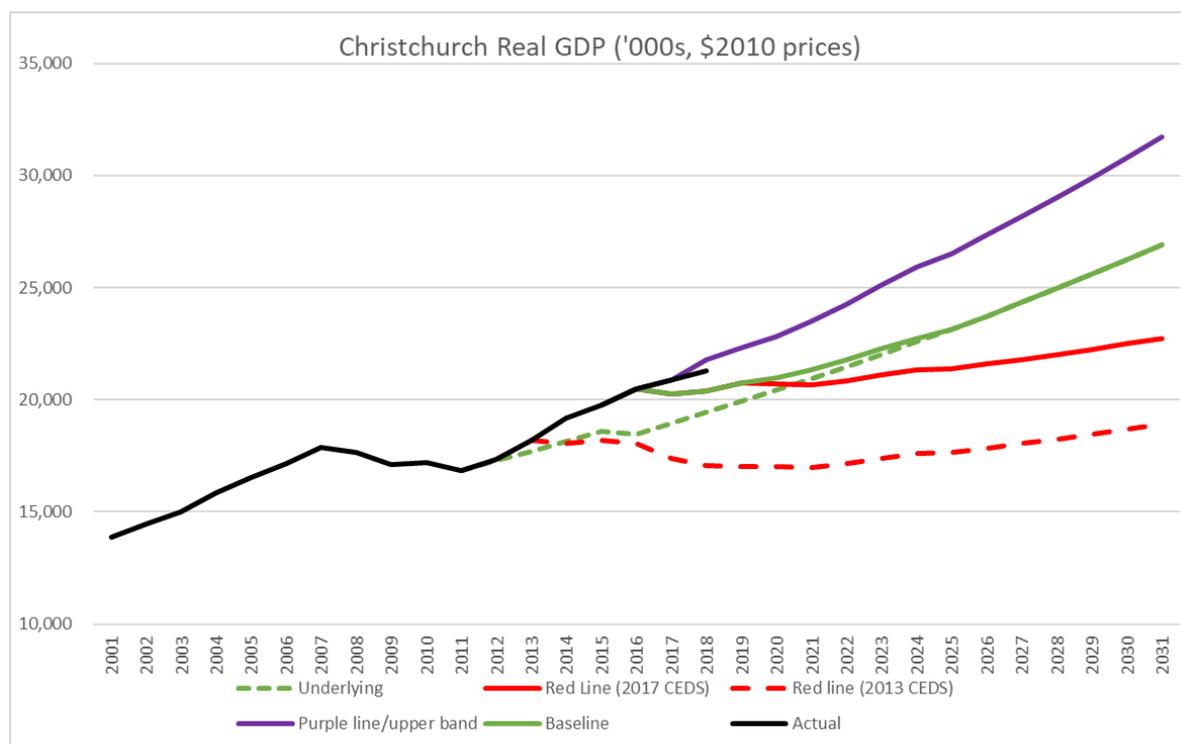
Develop the capability of local businesses to improve productivity and business performance.

CEDS 2017 – progress against outcomes

Economic growth

ChristchurchNZ developed economic growth projections based on three scenarios for CEDS 2017. The scenarios quantified the impact of the CEDS priorities on the economy and compared growth performance with similar sized cities. These are presented in the diagram below.

- The “purple line” scenario assumed the “keeping competitive and “big 5 game changer” priorities would be achieved resulting in population and economic growth.
- The “green line” scenario assumed only the “keeping competitive” priorities would be achieved
- The “red line” scenario assumed the priorities are not achieved resulting in a declining growth rate and a loss of population.



In the two years since CEDS 2017 the economy has tracked above the green/baseline. This reflects (1) slower than anticipated downturn in the construction sector; (2) strength in other parts of the economy, especially the visitor sector, as the city offering has improved.

In the year to December 2018 the Christchurch’s economy grew by 2.0%, 0.7% points below the national growth rate. The slower growth is to be expected as the economy transitions out of the rebuild stimulus. This will likely result in moving closer to the green line unless regeneration

momentum can be maintained, and the city can successfully transition away from dependence on rebuild stimulus.

Following several years post-quake of a tight labour market, the Christchurch labour market indicators are returning to national averages.

CEDS economic goals

The table below details Christchurch's performance against goals outlined in CEDS 2017. Overall, the Christchurch economy is on track or ahead of target to achieve the goals. However, we expect some correction by 2020 as economic growth slows as the rebuild matures.

Outcome	Goal	Status – Dec 2018
Greater Prosperity	Total GDP has grown by 33% to \$26 billion Wage parity with other New Zealand cities Christchurch has the best economic ranking against Tier Three cities in Australasia; Quality of living matches Tier Two cities in Australasia	\$21.3bn 86% of Akld & Wgtn To be updated
Attract More People & Visitors	Christchurch has regained its pre-earthquake share of the national visitor economy by 2025 – growing domestic market share from 6.5% to 7% and growing international market share from 8.4% to 12.1% 25,500 international students are studying in Canterbury by 2025 Migration of 6,200 people per year (to Canterbury)	10.7% total market share) 11,816 (2017) 5,500
Export More	Exports increase from 30% to 40% of GDP	To be provided in the next progress report
More High-Growth Sector Employment	20% of working age population employed in high-growth sectors (high value-added manufacturing; technology; professional services; agritech and health research and development)	To be provided in the next progress report
More Highly Skilled Workforce	% of working age population with a post-high school qualification has increased from 40% to 45%. % of working age population with a bachelor qualification or higher has increased from 20% to 26%	To be updated when census released To be updated when census released

CEDS 2017 implementation - priorities and projects

CEDS 2017 listed 84 projects involving 34 public and private sector organisations. 41 of these projects have been within the “big 5 game changer” priorities and 43 have been about “keeping competitive”.

As at 31 December 2018, 80% of the CEDS projects are underway, 8% are in planning and 8% haven’t been started. 2 projects are on hold and 1 is complete.

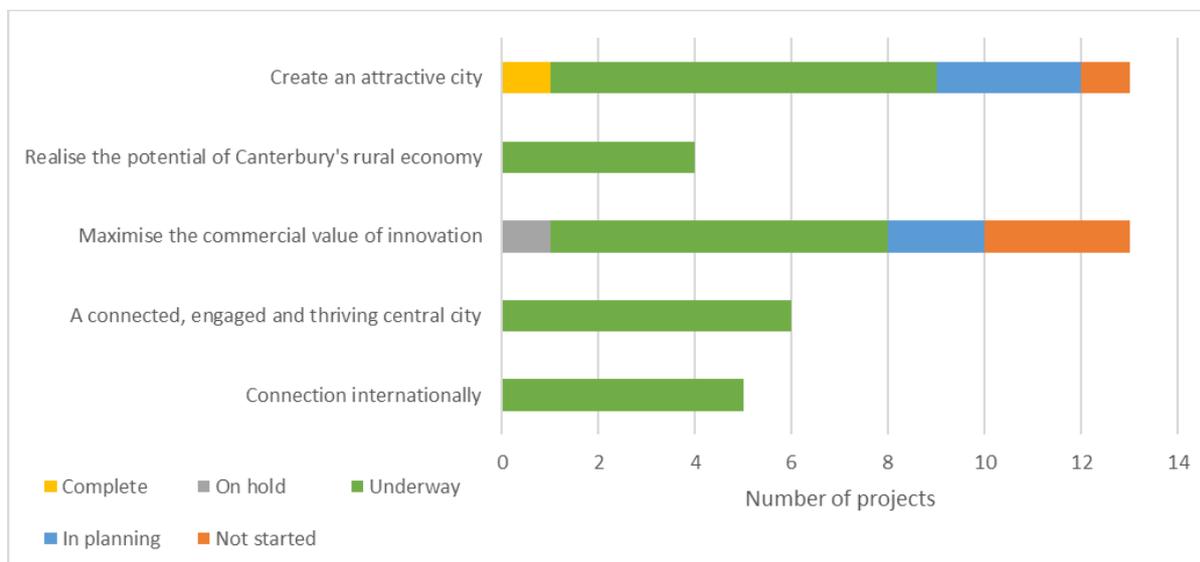
The diagrams below show the distribution of completed and in progress projects across the priorities and an overall priority progress rating based on:

- Green – on track
- Orange – slower than expected, but still progressing
- Red – not delivered

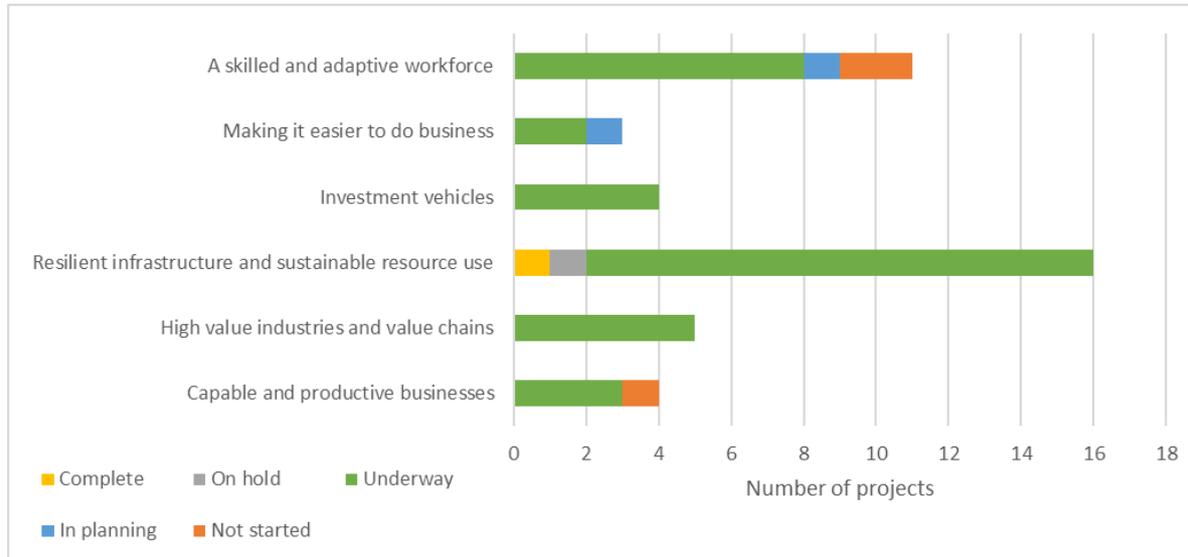
More details about the progress of each priority is provided in the following pages.

It is important to note that the progress of each priority measures the degree to which the identified projects have made progress rather than how the economy is performing overall.

The Big 5 Game Changers



Keeping the City Competitive



Big 5 Game Changer Priorities

Create an attractive city for people, business, investment and visitors

Christchurch attracts and retains residents, business, investment and visitors, and has the amenity and profile that residents are proud of.

Progress 2017 – 2019	Looking Forward
1 project completed; 8 projects in progress; 3 in planning and 1 not started	With the rebuild of the city's assets progressing well, the focus will be on promoting the city to attract and retain people, businesses and investment.

Progress Update

The Christchurch Narrative has been agreed by all the key city stakeholders and is being used to position the city with local and external audiences through marketing campaigns and provision of toolkits targeting business attraction. A narrative toolkit platform has been developed, providing open source access to images, videos and other collateral at www.christchurchstory.com.

Other highlights:

- Creation and implementation of the Major Events strategy, and ongoing implementation of the Visitor Strategy.
- The new Christchurch Outpatients facility at 2 Oxford Terrace was officially opened on the 31 January 2019. The new Christchurch Outpatients building brings outpatient services back under one roof, after being dispersed widely across the hospital campus and the city since the 2011 earthquakes.
- The Acute Services Building is scheduled to open in 2019.
- The \$1.37bn programme will build or redevelop 115 schools in greater Christchurch, 23 of which will be completely new builds. Eleven schools have now been completed and 14 will be fast-tracked in 2019.
- Of the 13 major cycle routes connecting suburbs to the central city, 3 are completed and 3 are under construction and or partial sections open.
- Regenerate Christchurch have completed the Cathedral and Ōtākaro Avon River Corridor plans.
- Christchurch hosted over 30 Global Impact Visa recipients in late 2018, resulting in 18 deciding to live or work with Christchurch on their global impact projects.

Project Status

Project		Lead Agencies	Status
1.01	Rebuild and develop the education and hospital campuses of greater Christchurch to provide world-class education, health and research facilities including: University of Canterbury, Lincoln University, Ara Institute of Canterbury, State schools network, Hospital redevelopment.	CDHB, UC, LinU, Ara, MoE	Underway
1.02	Implement Christchurch Major Cycle Routes network to connect the central city and suburbs and make Christchurch a bike-friendly city.	CCC	Underway
1.03	Support the development of world class visitor attractions and leisure facilities, including, for example the repair of the Christchurch Adventure Park	DCL, ChchNZ	Underway
1.04	Implement Regenerate Christchurch's work programme, with a focus on realising the economic, social and environmental potential of the eastern suburbs, the residential red zone and the central city.	Regenerate Christchurch	Underway
1.05	Develop mechanisms to support and encourage temporary activities and events in the central city and suburbs that contribute social, cultural and economic amenity.	CCC	Underway
1.06	Coordinated monitoring and communication of regeneration progress across agencies to tell the story of city development and the regeneration progress.	Greater Christchurch Partnership, Regenerate Christchurch, Ōtakaro, ChchNZ, CCC	Underway
1.07	Develop and implement an integrated performance management framework for monitoring and reporting across the key city strategies – UDS, Resilience Plan, Christchurch Long Term Plan, community outcomes, CEDS.	CCC, UDS, ChchNZ	Not started
1.08	Develop an inspiring and cohesive city story which resonates with residents and attracts talented people, businesses and investors.	ChchNZ, DCL, CIAL, CECC, CCC	Complete
1.09	Implement the Christchurch visitor strategy to regain Christchurch's pre-earthquake share of the national visitor economy by 2025 and to use visitation to drive investment in social and cultural amenity.	ChchNZ	Underway
1.10	Develop and implement a major events strategy which supports the city's attraction strategy and enhances the experience of living in Christchurch for residents.	ChchNZ	Underway
1.11	Develop a "landing pad" to welcome and introduce potential entrepreneurs, commercial partners and investors into Christchurch.	ChchNZ, DCL	In planning

1.12	Leverage the national Global Impact Visa initiative to attract and integrate global entrepreneurs into Christchurch.	ChchNZ, Immigration NZ	Underway
1.13	Develop a regional partnership with Immigration NZ to attract, integrate and retain migrants in Christchurch.	ChchNZ, Immigration NZ	In planning

Realise the potential of Canterbury's rural economy

The region and city work together to realise Canterbury's economic opportunities while maintaining the natural environment for current and future generations.

Progress 2017 – 2019	Looking Forward
4 projects underway	Continue to develop collaborative leadership of the region and position the region to leverage central government investment.

Progress Update

In June 2017, the Canterbury Mayoral Forum received \$2.185m for 11 'accelerator projects' to support the implementation of the Canterbury Regional Economic Development Strategy. These projects include enhancing digital provision uptake, supporting young people and international students into employment, identifying and realising opportunities to enhance productivity and innovation in Canterbury's food and fibre sectors (addresses project 2.04 below), developing the Canterbury story.

ECan continues to implement the Canterbury Water Management Strategy through the collaborative community-led regional and catchment zone committees.

Project Status

Project	Lead Agencies	Status	
2.01	Implement the Canterbury Regional Economic Development Strategy.	Canterbury Mayoral Forum	Underway
2.02	Implement the Canterbury Water Management Strategy to effectively manage the region's water resource for economic, social and environmental benefit.	ECan	Underway
2.03	Improve the efficiency of existing, irrigation schemes to effectively and sustainably use the region's water resource.	ECan	Underway
2.04	Assist the rural economy to respond to the opportunities and challenges of a changing environment including: The negative economic impact of transitioning to new environmental limits through the application of new farm practices, technology and land use diversification; The implications of global	Unassigned Canterbury Mayoral Forum / ChristchurchNZ / UC	Underway

environmental and technological change which challenges what the primary sector produces and how		
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Maximise the commercial value of innovation

Greater economic benefits will be generated from ideas and research by improving the rate of commercialisation and ability for businesses to scale up.

Progress 2017 – 2019	Looking Forward
7 projects in progress; 2 in planning; 3 not started and 1 on hold	Continue foundation projects to build innovation and commercialisation capability.

Progress Update

The developments in the Health Precinct include:

- An announcement by the University of Otago to build a new \$150m building housing both teaching and research facilities. This building will be open in 2022.
- The opening of the city promenade.
- Manawa, the state-of-the-art hub for health research and education in Christchurch’s Health Precinct opened. Manawa is a collaboration between Christchurch’s health and tertiary education sectors, bringing together the Canterbury District Health Board (Canterbury DHB), Ara Institute of Canterbury and University of Canterbury (UC).

Christchurch City Council's Smart Cities programme hosted the 2018 Smart Cities Innovation Expo with a full day of interactive exhibits - <http://smartchristchurch.org.nz/>.

Christchurch and Canterbury’s innovation ecosystem is growing in depth with UC Centre of Entrepreneurship moving to new premises on campus, Ministry of Awesome partnership with Ara and development of BLinc – the Lincoln Innovation Hub.

Christchurch City Council has set a 2030 net carbon neutral target for its operations and begun implementing a range of projects. <https://www.ccc.govt.nz/environment/climate-change/>. One of these projects was the launch of Yoogo in Christchurch - the largest 100 per cent electric car-sharing scheme in the Southern Hemisphere.

Project	Lead Agencies	Status
3.01 Develop Christchurch’s Innovation Precinct into a focal point for innovation and collaboration in the city.	ChchNZ	Underway
3.02 Develop Christchurch’s Health Precinct into a world-class hub for health education, research and innovation.	CDHB, UC, UoO, Ara	Underway
3.03 Develop the UC Centre for Entrepreneurship as a dedicated, student-focused space where ideas and innovation can flourish.	UC	Underway

3.04	Implement Puna Pakihi – business start-up programme to support Ngāi Tahu entrepreneurs.	Ngai Tahu	Underway
3.05	Develop Vodafone's Xone as a successful startup accelerator and innovation lab for globally focused Kiwi tech entrepreneurs.	Vodafone	Underway
3.06	Develop Lincoln Hub as a collaboration between research, education and industry that will transform the productivity and performance of New Zealand and the world's primary sector.	Lincoln Hub	On hold
3.07	Investigate international commercialisation models and investment vehicles to realise commercial returns from private and public-sector research.	ChchNZ	In planning
3.08	Investigate potential for Christchurch to be an Innovation Friendly City, including the role of government procurement and how tendering could drive innovative behaviours and support new product development.	ChchNZ	Not started
3.09	Develop a city social innovation work programme to realise the full potential of Christchurch's social entrepreneurial legacy and momentum post-earthquakes and empower people to help themselves.	Unassigned	Not started
3.10	Implement LINZ Smart Cities – Smart Nation initiative in Christchurch to trial new technology to make data available as an innovation resource.	CCC	Underway
3.11	Establish a future-focused think tank to facilitate the analysis, dialogue and response to rapid technological and environmental change.	CCC, ChchNZ, CECC, UC	Not started
3.12	Accelerate uptake of battery electric vehicles and charging infrastructure.	CCC	Underway
3.13	Identify opportunities and pathways for Christchurch to have a low carbon economy.	CCC	In planning

A connected, engaging and thriving central city

CBDs are a window into cities. Christchurch must complete the regeneration of its CBD so that it plays an integral part in attracting people, visitors and new businesses into the city.

Progress 2017 – 2019	Looking Forward
6 projects in progress	<p>Implement the Central City Action Plan, with a focus on attracting additional activity into the central city (retail sales, visitors, residents and business).</p> <p>Maintain momentum of anchor project implementation.</p>

Progress Update

Anchor projects:

- Town Hall and Turanga (central city library) have opened.
- Te Pae (Convention Centre) scheduled to open October 2020.
- Metro Sports Centre – foundation work underway. Due to be completed by end of 2021.
- East Frame Urban Village – work on the first 20 homes is complete and the houses are for sale. Other construction of additional houses is underway.

Christchurch City Council has launched the Central City Action Plan – a plan bringing together the work of relevant agencies to maintain the regeneration momentum in the central city. This plan includes activation, attraction and promotion, communication, and accessibility.

<https://www.ccc.govt.nz/assets/Documents/Culture-Community/Central-City/Central-City-Action-Plan-booklet-WEB.pdf>

Regenerate Christchurch has completed the Cathedral Square Regeneration Plan. Christchurch City Council have announced a phased approach to implementation beginning with the Phase 1 focused on the south-east corner of the square.

The majority of the central city transport projects under the Accessible City have been completed aside from hospital corner, which will be completed in 2019.

Project		Lead Agencies	Status
4.01	Implement the Christchurch anchor projects which will provide Christchurch with world-class facilities: Performing Arts Precinct / Town Hall; Convention Centre; Metro Sports Stadium; Central City Library; Retail Precinct; East Frame Urban Village	Ōtākaro, CCC	Underway
4.02	Implement the Cathedral Square Regeneration Plan to create a vibrant space in the centre of the city.	Regenerate Christchurch/ CCC	Underway
4.03	Implement the Central City Revitalisation Plan to optimise and accelerate the revitalisation of the central city.	CCC	Underway
4.04	Implement the 'An Accessible City' plan for the central city to provide a compact, people-friendly core and support the economic, social and environmental recovery of the central city.	CCC	Underway
4.05	Implement the central city parking plan to ensure the central city has a range of attractive transport options.	CCC	Underway
4.06	Implement a communication campaign to encourage residents to re-engage with the developing central city as a place to work, live and play.	CCC	Underway

Connect internationally for commercialisation and growth

Improve exports, commercialisation and the flow of people, ideas, investment and intellect into Christchurch. Be the gateway for Canterbury and the South Island.

Progress 2017 – 2019	Looking Forward
5 projects in progress	<p>Continue redevelopment and growth of Christchurch's air and sea ports.</p> <p>Develop a Christchurch International Relations Policy Framework in consultation with the community and other government agencies.</p>

Progress Update

The first 10ha of the reclamation has been completed and Lyttelton Port Company is about to embark on the next stage, creating an additional 24ha of land. The work will include quarrying in Gollans Bay, dredging part of the reclamation footprint, the land reclamation itself and the construction of a new wharf.

The Lyttelton Port Company has begun construction of the cruise berth. The berth is due for completion in late 2020 and will be ready for the 2020-2021 cruise season.

Christchurch Airport reports a financial year 2018 (ending 30 June 2018) which saw passenger numbers reach a record 6.87 million (up from 6.57m). Long-haul passenger numbers lead the way with growth of 17% year on year, trans-Tasman passenger numbers grew 5% and domestic passenger numbers grew 4%.

Antarctic Gateway Strategy approved and implementation underway.

Project	Lead Agencies	Status
5.01 Implement Lyttelton Port's reclamation project and redevelopment plan to rebuild and enhance the port to cater for Canterbury's freight demands.	LPC	Underway
5.02 Establish the cruise ship berth at Lyttelton Port.	LPC, CCC	Underway
5.03 Develop a coordinated framework for Christchurch's international engagement – identifying areas of focus and how to build relationships to achieve greater impact from combined investment.	CCC, ChchNZ, CECC	Underway
5.04 Implement Christchurch International Airport's strategy to be a champion airport, recognised as an engine room for Christchurch, The South Island and New Zealand.	CIAL	Underway
5.05 Implement Christchurch's Antarctic Gateway Strategy to realise and develop the economic, social and environmental value of Christchurch's status as a gateway city.	CCC	Underway

Keeping the City Competitive Priorities

A skilled and adaptive workforce

Progress 2017 – 2019	Looking Forward
8 projects in progress; 1 in planning; 2 not started	Enhancing the talent pipeline to meet current and future industry needs. Focus on attracting and retaining STEM tertiary students.

Progress Update

Many of projects under this priority are ongoing. Highlights include:

- SIGNAL established in Christchurch and Dunedin, providing IT skills training for people in the workforce and education.
- He Toki has supported over 1100 Māori in tertiary trades training
- The job ready programme has placed 317 international students into internship or employment across Christchurch and Canterbury.
- ChristchurchNZ have established a talent attraction and retention team.

Project	Lead Agencies	Status	
6.01	Develop Canterbury workforce knowledge base – particular focus on future jobs and skills during rebuild transition and into the future.	ChchNZ	In planning
6.02	Support schools and educate students in the use of new technology.	GCSN	Underway
6.03	Establish the South Island ICT Graduate School to deliver industry-focused education and research that builds connections between tertiary education providers and high-tech firms in Christchurch.	Signal	Underway
6.04	Implement a range of initiatives to help build the innovation and STEAM understanding and capability of Christchurch students e.g. school innovation hubs.	STEAM Collective	Not started
6.05	He Toki Ki Te Rika – trade training programme promoting Maori participation in the trades sector.	Ngai Tahu	Underway
6.06	Coding scholarships through the Enspiral Development Academy to promote Maori participation in the tech sector.	Ngai Tahu	Underway
6.07	Establish an international student work placement programme across all three greater Christchurch tertiaries to support Canterbury's international students to become NZ work ready.	ChchNZ	Underway
6.08	Support talent development by: Improving coordination of the Council internship programme and student summer work positions to demonstrate	CCC	Underway

	the opportunities being provided for work / research experience.; Investigate formalising the internship programme with Canterbury University and Ara Institute of Canterbury.		
6.09	Implement a range of initiatives to improve business / education collaboration and understanding.	Careers NZ, ChchNZ	Not started
6.10	Help Christchurch businesses to anticipate and respond to the changing workforce, including greater employee diversity and new ways of working	ChchNZ, CECC	Underway
6.11	Identify, develop and support initiatives that encourage and enable all young people in Christchurch to access the economic opportunities available in the city.	Unassigned	Not started

Making it easier to do business

Progress 2017 – 2019	Looking Forward
2 projects in progress; 1 in planning	Continue existing work programme.

Progress Update

Projects in this priority are ongoing. There is no specific update.

Project	Lead Agencies	Status
7.01 Continue to improve consenting processes and business engagement (Business Friendly Council).	CCC	Underway
7.02 Implement the “My Council” project to enable online service delivery of Council services.	CCC	Underway
7.03 Develop a collaborative model for decision-makers to respond effectively to significant city-level opportunities or barriers.	CCC, ChchNZ, ECan	In planning

Investment vehicles that enable commercialisation and growth

Progress 2017 – 2019	Looking Forward
4 projects in progress	A concerted focus by ChristchurchNZ and Development Christchurch Ltd in partnership with others, to promote Christchurch as a place for business investment, creation and relocation.

Progress Update

Canterbury Angels Network continues to expand its activity, with regular pitch sessions and several new national partnerships (MBIE, NZVIF and Kiwinet).

ChristchurchNZ have established a business attraction and commercialisation team, which is working with Development Christchurch Ltd, NZTE, other central government agencies and the private sector to attract businesses and investment into the city.

Project		Lead Agencies	Status
8.01	Support the development of investment networks in Christchurch to expand the range of capital available to local businesses.	ChchNZ	Underway
8.02	Implement Development Christchurch Limited investment attraction projects to catalyse new investment and development in Christchurch.	DCL	Underway
8.03	Investigate the potential to develop portfolio of “investment ready” Christchurch businesses to attract investment.	Not assigned	Not started
8.04	Work with national partners to raise the profile of the Christchurch investment proposition nationally and internationally.	ChchNZ, DCL	Underway

Resilient infrastructure and sustainable resource use

Progress 2017 – 2019	Looking Forward
15 projects in progress; 1 on hold.	Developing a deeper understanding and plan to transition to a low carbon economy.

Progress Update

Enable has completed its fibre broadband network roll-out to more than 200,000 homes, businesses and schools across greater Christchurch 19 months ahead of schedule.

Christchurch Motorway projects:

- Western Corridor – complete
- Northern Corridor – under construction
- Southern Corridor – under construction

Sumner / Lyttelton Road – open March 2019.

The Christchurch Mayor signed the Global Covenant of Mayors for Climate and Energy in December 2017.

The first on-road testing of a New Zealand-made driver-less vehicle has begun at Christchurch airport following successful testing of the vehicles on private roads.

Several of the Council-led projects in this priority are ongoing. There is no specific update.

Project		Lead Agencies	Status
9.01	Urban Christchurch schools, hospitals, businesses and homes can be connected to ultrafast broadband by 2019.	Enable	Complete
9.02	Implement Christchurch Motorway Projects and State Highway improvements which will provide critical routes to central Christchurch, Port of Lyttelton and Christchurch International Airport.	NZTA	Underway
9.03	Re-establish the Sumner / Lyttelton Road as an alternative access route to Lyttelton Port to improve transport resilience.	CCC	Underway
9.04	Implement greater Christchurch Transport Statement.	Greater Christchurch Partnership	Underway
9.05	Develop and implement the greater Christchurch Transport Demand Management Strategy.	Greater Christchurch Partnership	Underway
9.06	Complete the proposed replacement Christchurch District Plan.	CCC	Underway
9.07	Implement Christchurch's land drainage recovery programme to reduce the risk of surface flooding.	CCC	Underway
9.08	Understand current and future land use and residential and commercial property needs.	Greater Christchurch Partnership, ChchNZ	Underway
9.09	Sign the Global Covenant of Mayors for Climate and Energy and lead transition to a low carbon economy.	CCC	Underway
9.10	Deliver the Christchurch Energy Action Plan.	CCC	Underway
9.11	Deliver Target Sustainability advisory services for businesses.	CCC	Underway
9.12	Deliver the Build Back Smarter housing programme.	CCC	Underway
9.13	Deliver education programme for valuing water resource.	ECan, CCC	Underway
9.14	Undertake New Zealand's first trial of autonomous vehicle.	CIAL	Underway
9.15	Increase the understanding of, and improve planning for, natural hazard risks.	ECan, CCC	Underway
9.16	Investigate the economic value of the city aquifers.	ChchNZ	On hold

High value industries and value chains

Progress 2017 – 2019	Looking Forward
5 projects in progress.	Develop plans and initiatives to grow globally significant industry clusters.

Progress Update

ChristchurchNZ have completed initial identification of potential industry clusters where Christchurch and Canterbury's strengths deliver into global opportunities. ChristchurchNZ is now working with tertiary, government agencies and the private sector to develop plans to realise these opportunities. Growth in international education and hi-tech services are specific opportunities within these clusters.

ChristchurchNZ delivered the first New Zealand Space Challenge and will launch the New Zealand Aerospace Challenge in 2019.

A tourism Lightning Lab (innovation accelerator) was launched in Christchurch to identify solutions for a smarter, more sustainable tourism industry.

Project	Lead Agencies	Status	
10.01	Support the implementation of Canterbury's international education strategy to grow the social, cultural and economic value of international education in the region.	ChchNZ	Underway
10.02	Implement Christchurch's tech sector strategy to grow the contribution of the tech sector to Christchurch's economic prosperity.	ChchNZ	Underway
10.03	Develop a plan for encouraging greater innovation in the service sectors (tourism, education) to realise value-add opportunities in these sectors.	ChchNZ	Underway
10.04	Build on knowledge of the contribution of the visitor economy to Christchurch's economic growth.	ChchNZ	Underway
10.05	Investigate the potential to develop specific clusters, value chains or market opportunities where Christchurch has commercial / research / education capability depth to drive greater investment, talent attraction and economic growth.	ChchNZ	Underway

Capable and productive businesses

Progress 2017 – 2019	Looking Forward
3 projects in progress; 1 on hold.	Continue to ensure Christchurch businesses have access to the information and resources to respond to and leverage technological change.

Progress Update

These ChristchurchNZ / CECC projects in this priority are ongoing. The Chamber has used its Inspire series and events programme to focus on the impact of technology on business – both as an enabler and disruptor.

Project		Lead Agencies	Status
11.01	Help Christchurch businesses to understand and respond to global trends, changing customer expectations and new business models.	ChchNZ, CECC	Underway
11.02	Help businesses realise greater value through innovation and utilising new technology.	ChchNZ, CECC	Underway
11.03	Help Christchurch businesses to utilise new technology, particularly digital technology.	ChchNZ, CECC	Underway
11.04	Work with relevant partners to develop capacity in Christchurch to access and experiment with new technology e.g. FabLab, VR Room.	ChchNZ, Callaghan Innovation	Not started