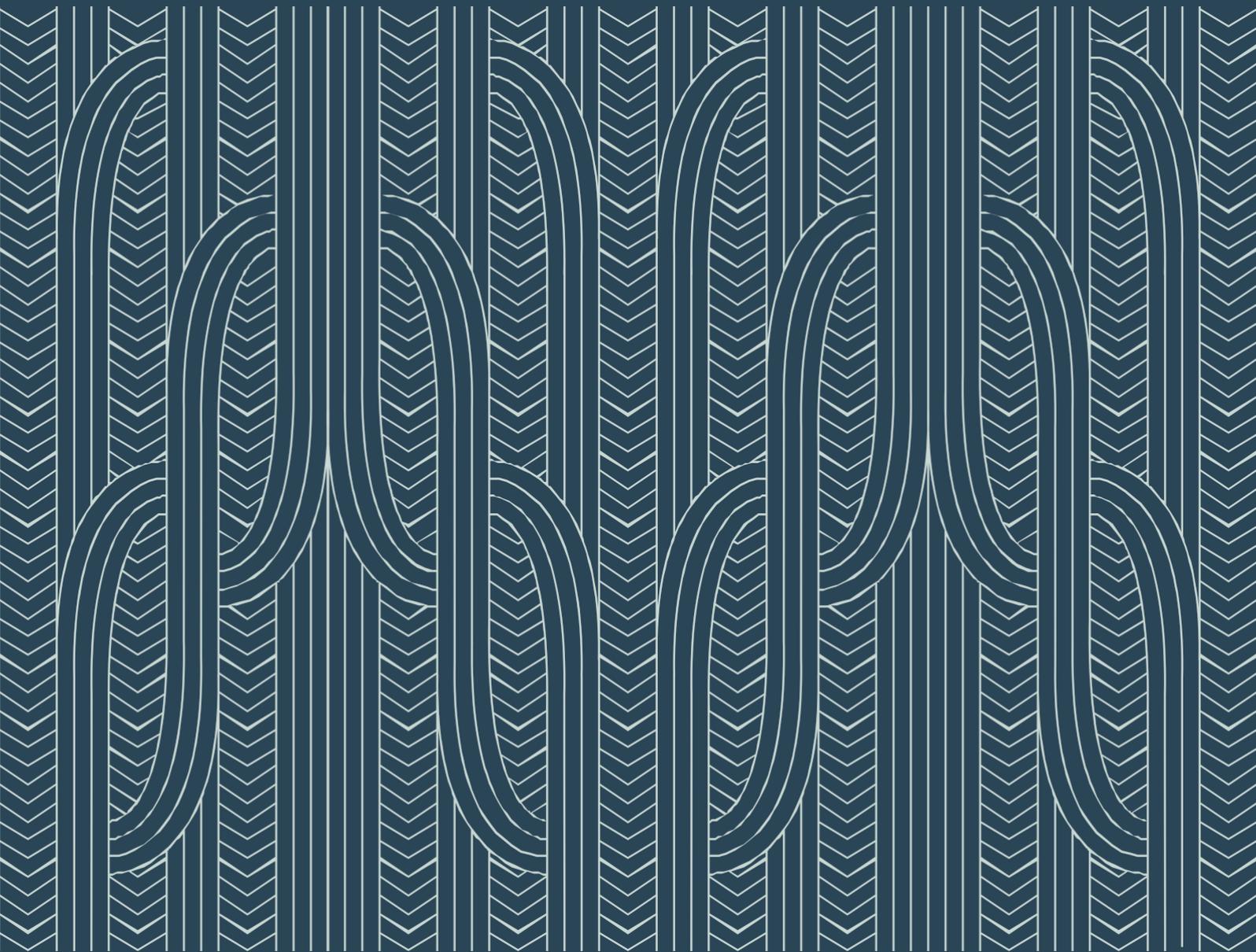


ChristchurchNZ Holdings Ltd

QUARTER THREE REPORT

31 March 2023



ChristchurchNZ

Introduction

ChristchurchNZ (CNZ) is a council-controlled organisation (CCO) and a public benefit entity. ChristchurchNZ has an independent board with 7 directors (currently 8) including 2 Councillor directors. The company has ~75 permanent staff (78.5 FTE including fixed term contracts).

The Council's Long-Term Plan commits to providing fixed funding of \$15.9m per annum (2021 to 2031). For the 2022/23 year this is supplemented by \$12.2m from the Crown and third parties.

The CNZ Board has approved a budget of \$31m resulting in a planned \$2.9m loss for the year, funded from reserves.

A [letter of expectation](#) is provided annually by Council and the Board develops an annual [Statement of Intent](#) outlining objectives, nature and scope of activity, and performance measures based on the Council's expectations. CNZ reports on progress quarterly to the shareholder including a financial and activity update, information on health and safety practices and current risks that may impact the performance of the organisation.

Christchurch NZ's agreed **purpose** is: *To stimulate sustainable economic growth for a prosperous Ōtautahi Christchurch on behalf of Christchurch City Council.*

Measurable **outcomes** include an increase in Christchurch's:

- Productivity and GDP output
- Liveability
- Workforce (including business resilience and high value decent work)
- Attractiveness

Work is informed by a range of **City Strategies** including:

- Christchurch Economic Development Strategy (owned by CNZ) – to be replaced by City Economic Ambition in 2023
- Greater Christchurch 2050 (in development by Greater Christchurch Partnership)
- Christchurch Visitor Strategy (owned by CCC) – to be replaced by Destination Management Plans in 2023
- Antarctic Gateway Strategy (owned by CCC)
- Events Policy Framework (owned by CCC) and Major Events Strategy (owned by CNZ)
- Business Events Strategy (owned by CNZ)

To deliver against outcomes ChristchurchNZ **uses a range of tools** including:

- Facilitating central government and local partner investment into Christchurch
- Building on our industry strengths through clustering and encouraging innovation
- Targeted investment in growing and sustaining small and medium sized businesses
- Urban development through place led investment and partnerships
- Attracting major and business events, businesses, talent, international students and visitors
- Building the brand of Christchurch
- Providing the city with economic insights and leadership to enable evidence led decision making

ChristchurchNZ Funding 2022/23



Economic Update

Note: Data has been used for the March 2023 quarter where available. For indicators that are yet to release their results for the March quarter, data from the December 2022 quarter has been provided.

For more detailed economic reports and a live economic dashboard on the [ChristchurchNZ website](https://www.christchurchnz.govt.nz/economic-reports)

Unemployment

Christchurch's unemployment rate increased slightly during the December 2022 quarter, from 3.4% in the previous quarter to 3.6%. This was driven by an increase in the size of the labour force, rather than a decline in the number of people that were employed. Movement into the labour force is typical during the December quarter, for example as students move into labour force for the summer holidays. Labour force participation (the share of the working age population that is employed or seeking employment) increased over the same period, rising from 73.2% in the September quarter to 73.6% in the December quarter. This is the highest labour force participation rate recorded in Christchurch in almost five years.

Net Exports

The value of exports from Christchurch ports during the December quarter increased 11.1% compared to the September quarter. Export values remain strong due to historically high world prices for agricultural products. Despite an increase in imports over the same period, Christchurch's trade balance remained net positive.

Manufacturing & Services

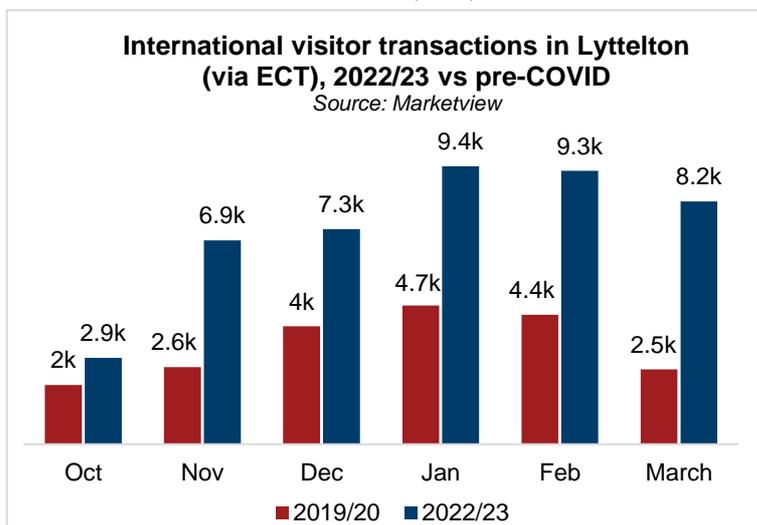
Canterbury's manufacturing sector was expansive during the March 2023 quarter. This reflected a stronger performance than that of New Zealand as a whole, which was in contraction over the same period. Despite ongoing challenges in sourcing staff, Canterbury's services sector was also in expansion on average over the March quarter.

Housing market

The median house price in Christchurch during the March 2023 quarter was \$660k. Activity in the housing market remains considerably down from the peaks observed during 2021. Christchurch's house prices peaked later and at lower levels than other major cities in New Zealand, and as a result, have been falling at a slower rate. As at March 2023, the median house price in Christchurch had fallen -7.0% from its February 2022 peak. In comparison, the Auckland Region had recorded a -23% decline in March from its November 2021 peak. Similarly in the Wellington Region, the median house price had fallen -25% from its peak in October 2021.

Tourism

International tourism continued to benefit Christchurch's economy during the March 2023 quarter, supported by the popularity of visitation during the summer season, the return of cruise, and a busy calendar of events including SailGP. International visitors spent \$102m via electronic card transactions* (ECT) in Christchurch during the March quarter, with an additional \$160m spent by domestic visitors. The value of ECT international visitor spending in Christchurch was 8.3% higher than the same quarter pre-COVID, while the number of transactions carried out by international visitors increased 20.3% over the same period. Cruise visitation has supported international visitor activity in recent quarters, as demonstrated by the uplift in international visitor transactions via ECT in Lyttelton since the beginning of the 2022/23 cruise season (see graph). **Note- visitor spending figures refer to spending via in-store electronic card transactions only and excludes cash and online purchases. It is therefore not an indicator of overall tourism revenue.*



KPIs and Levels of Service

ChristchurchNZ key performance indicators are measured six monthly. As reported in the half-year report all KPIs are on track.

In addition, ChristchurchNZ has 30 Council Levels of Service with 27 measures on track to be achieved by year-end. Three levels of service are not expected to be achieved; we have previously reported the two measures below:

- 6.5, Number of destination product offerings, experiences, or itineraries developed and supported which embed the city narrative.
- 6.8, Value of investment secured into destination promotion and product development.

These levels of service are impacted by the work underway to develop the new city place brand (identity) and the Destination Management Plans (DMP) for Christchurch and Banks Peninsula. The identity and destination management plans will determine the types of investment that will best support the development of Christchurch as a destination and will be completed by 30 June. Committing resources to develop and invest in products prior to this work being completed risks misalignment with the city's future needs.

The third measure we are now indicating is off track is

- 5.1, The number of businesses in a business network which secures higher revenues from the National Antarctic Programmes.

Currently, the network has 73 members and is unlikely to reach 100. With limited resources, the office is focussing on stakeholder management for Christchurch-based Antarctic programmes and creating commercial and scientific opportunities for the existing Antarctic network.

Health and Safety Practices

ChristchurchNZ has robust health and safety practices in place and reports regularly to the Health Safety, Audit, and Risk Committee of the Board on incidents and near misses. The Committee is continuing to actively manage a risk arising from sharing a building with the Accident Compensation Corporation and the impact of having to close down public access for periods of time when a threat is made to ACC staff.

Risk reports have been conducted by both the Landlord and ACC, ChristchurchNZ has had an independent assessment of our health and safety policies and processes. Implementation actions are underway by all parties.

Organisational Risks

	Risk	Description	Mitigation
1.	Economic Volatility/ Recession	Economic Volatility/Recession impacting financial, business interruption, reputation, and corporate objectives	Economic Development Strategy, clear vision, and outcomes agreed for CNZ (Statement of Intent) purposeful investment and prioritisation, place brand development, government contracts in place to support recovery and repositioning activity, appropriate use of CNZ reserves.
2.	Political/Social licence	Stakeholder disengagement impacting on financials, opportunity cost, external relationships, reputation, and corporate objectives	Clear vision and outcomes agreed (Statement of Intent), clear roles/responsibilities (social licence to operate), performance story (reporting, website, media) including return on investment, strong relationships with mana whenua.
3.	Climate Change	Work programme/project impacted by climate change; planning required for climate change	Regenerative Economic Development Ambition, increase support for business sustainability, programme, and project prioritisation.
4.	Disaster/ Business disruption	Business / Work Programme disrupted by a disaster impact on financial, Health, safety and well-being, business interruption, reputation, and corporate objectives	Business continuity plans in place, strong remote working capability, Cloud backup in place, strong and regularly updated/communicated emergency response plan, and insurance.

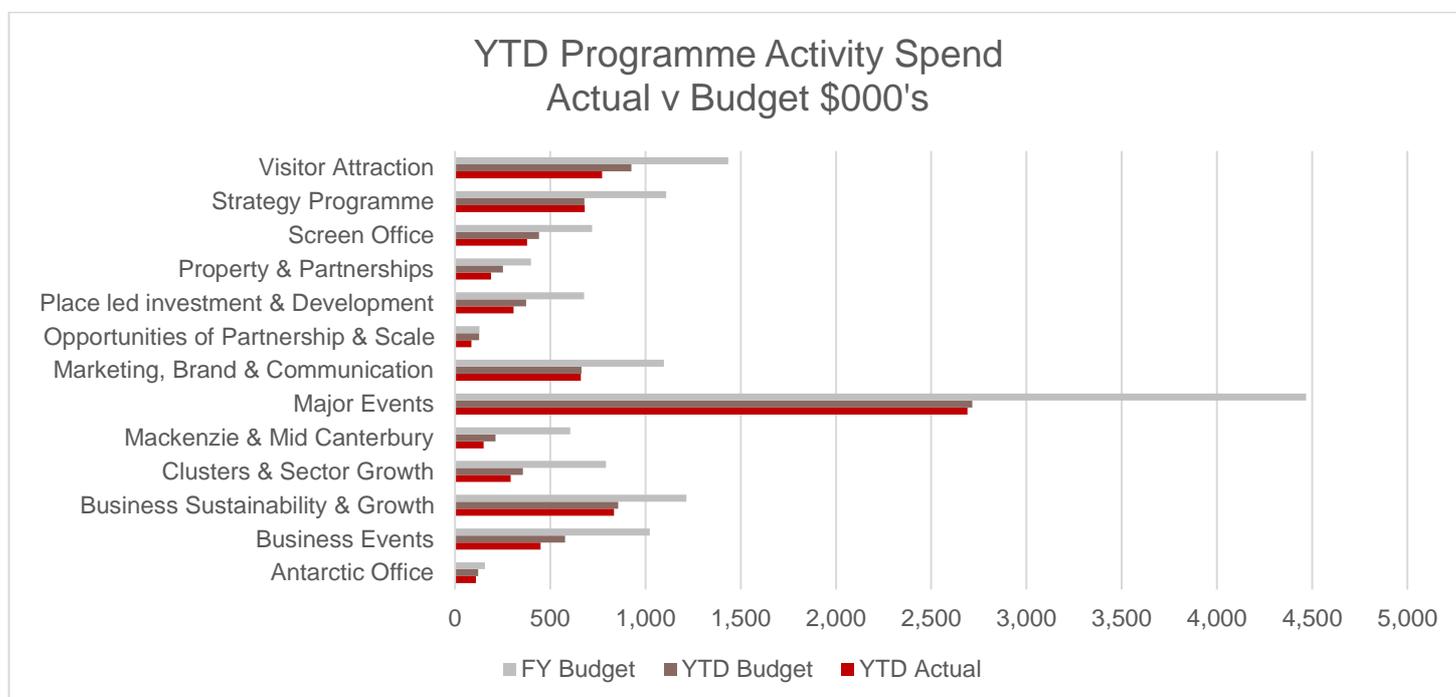
Financial Update to 31 March 2023

CNZH Financial Summary \$000's	Actual to March 2023	Budget to March 2023	Budget Variance	Var %	Twelve Months to June 2022
	<i>Unaudited, per Management Accounts</i>				<i>Audited</i>
CCC Core Funding	11,926	11,906	20	0%	15,901
Other Operating Revenue (including interest)	6,777	6,634	143	2%	7,473
Operating Expenditure	(18,060)	(19,126)	1,066	6%	(22,651)
Other Gain/(Loss)	12	-	-		62
Total Surplus/(Deficit) before tax	656	(585)	1,241	-212%	785
Total Assets	10,396	9,588	808	8%	16,526
Shareholder Equity	6,587	5,321	1,266	24%	5,894
Shareholder funds/total assets	63%	55%	8%	14%	36%

ChristchurchNZ Holdings is tracking ahead of budget for the quarter (+\$1,241k) due to some planned activity occurring later than anticipated. These activities are expected to occur in Q4 and so budget vs actuals will be more closely aligned by the end of the year.

Notes:

- i) Current year budget/activity is supported by external funding for Covid recovery and prior year reserves. This level of activity will not be sustainable on current Core funding.
- ii) The Urban Development Function (which includes Place Led Investment and Property & Partnerships) continues to operate under a contract for services with DCL and is not a fully capitalised function.



* Excludes employee costs and Kickstarter Grants

ChristchurchNZ Operating Model



ChristchurchNZ Highlights for Quarter 3 (January – March 2023)

Sail GP

- Christchurch successfully hosted the inaugural SailGP event on 18/19 March.
- Te Hapū o Ngāti Wheke Rāpaki guidance throughout our journey was crucial. Respecting Te Tiriti and mana whenua, we partnered with the hapū in a way that upheld mana and created a blueprint for true partnership in future events.
- SailGP champions a world powered by nature, with the goal to combat climate change and accelerate the transition to clean energy. Its Inspire programme included STEM and climate-change educational programmes delivered to:
 - 188 students in nine local primary schools
 - 262 students through the adopt-a-school initiative
 - 20 local youths through career internships
 - High school athletes through a high-performance sport event at Lincoln University
 - 92 youth sailors (50:50 male:female) through the Inspire Racing initiative
- Over the event week there was a range of smaller activities with a clear focus on inclusion and climate change, from female athletes speaking about breaking boundaries in sailing at an event in Lyttelton to the Champions for Change event, which showcased SailGP's focus on innovation alongside Christchurch companies working on sustainable solutions.
- Other key highlights included two Purpose Projects:
 - The Ōmaru Stream Restoration Project. Led by Te Hapū o Ngāti Wheke Rāpaki and supported by SailGP and CNZ, the project aims to restore the forests surrounding Whakaraupō by restoring vegetation, reducing pests, and enabling biodiversity to flourish and reducing sediment running into the harbour.

- SailGP funded an expansion of a network of artificial intelligence-powered acoustic listening devices, which boost the risk-mitigation measures of the Marine Mammal Management Plan. This was a landmark achievement for ocean-based sports and other uses to protect marine mammals.
- Final economic impact and event debrief reports are still being completed and expect this to be completed end of June or July.

Marketing SailGP

The SailGP Marketing Plan was centred around our key outcomes promoting attractions and destination, leverage and legacy opportunities, cultural inclusion and community engagement.

- Digital
 - We developed 24 pieces of unique content on our website, the CNZ website became a hub for people to find out information about the event but also all the other great stories we wanted to leverage. Importantly given the expected global reach of 50million we also leveraged our contracted broadcast opportunities which included Tikanga Ngāti Wheke/Cultural Opportunities
 - ChristchurchNZ organic social promotion for SailGP reached 990,382 users and led to 72,513 engagements across 100 posts. This far exceeded other event reach and engagement on a per-post basis.
 - For the live site's own promotion, organically we reached 109,512 users and 7,426 engagements, and with the paid ads the total was 2.5million impressions and 6,000 clicks via social media and display. These display ads include Stuff with 773,000 impressions and Google's display ads with 1,570,000 impressions. Google's display target was 1,500,000 and we got 1,570,000 impressions.
 - We ran a social competition for tickets culminating in 687 entries, one of the highest numbers of entries we have had while running ticket competitions on our channels.
 - We also leveraged our key city partnerships including council, what's on channels and the airport.
 - Finally, we developed a separate marketing plan to encourage residents to attend the live site with a comprehensive digital and print campaign culminating in 4500 attendees.
- Print
 - Full Page Wrap in the Christchurch Star promoting the Live Site, Leverage and Legacy, and the Traffic Management Plan (TMP).
 - Starnews.co.nz Mobile pop up 24 hours – Monday 13th March
 - Site take over Starnews 24 hours – Monday 13th March
 - Story on Rise up Christchurch Starnews FB 110,000 followers – Monday 13th March
 - Various content inclusions in Metropol, Press, and Avenues
- City Dressing
 - A heavy city dressing plan was included which used a number of tactics to bring the city to life thus creating a buzz around the city including City Flags, Bunting with local Lyttelton businesses, The Terrace, Wayfinding signage, and a SailGP Installation set up for city dressing
- Broadcast
 - In conjunction with Te Hapū o Ngāti Wheke a 45sec cultural narrative video was developed for broadcast inclusion during SailGP. One of the key aims was to make sure that global viewers understand the importance of Māori culture and what makes Te Hapū o Ngāti Wheke Rapaki and Te Whakaraupō so unique.
- Public Relations

Over the SailGP event week and the following week, our media monitoring service tracked 90 different stories generated by the Lyttelton event that were either seeded by ChristchurchNZ or that mentioned ChristchurchNZ. This coverage was potentially seen by up to 370 million people and resulted in an Advertising Value Equivalence of \$3.4 million. This included stories about the event itself and some of the city destination coverage that was generated by Australian lifestyle journalists who were hosted on a city

famil around the SailGP event. As a comparison, our previous biggest day of PR was October 27, the opening day of the cruise season, when we had 55 stories with a reach of 34 million people, with an Advertising Value Equivalency of approximately \$312,010. The SailGP stories had a longer tail, with a full week of events leading up to two race days, and a much higher reach and AVE because of the international markets reached by SailGP coverage.

Among the highlights were:

- ['Move over, Auckland' - Christchurch up there as 'the capital of cool' | Stuff.co.nz](#)
- [Charting a Course to Christchurch: SailGP Proves City is a Must-Visit | Man of Many](#)
- [John MacDonald: SailGP got me - hook, line and sinker \(newstalkzb.co.nz\)](#)

City Narrative

- Core city identity
 - Following the work in Q1 and Q2 to define our city identity, this quarter we worked with a local creative consortium to develop the city logo and creative platform to bring the identity to life. This involved extensive stakeholder engagement and focus group testing before landing on the city logo which is now public.
 - The city logo and creative platform will be implemented in quarter 4 through new resources, updating of ChristchurchNZ channels a launch marketing campaign (see below) and a community event giving residents a chance to learn more about the work.
- Launch campaign

May 15 will see the start of the new city brand campaign based on the refreshed city positioning; showing on TVNZ On Demand and in paid social media, plus soon on billboards in Auckland, Wellington, and Christchurch. The launch event will be held on the same day to be attended by key stakeholders, media, councillors, the Mayor, and our advisory group including Reriti Tau who has been an important mana whenua voice throughout. The new brand toolkit will be released to city stakeholders to use, to help bring to life the positioning: Christchurch is a city that makes time and space for play, because play, all kinds of play, takes us to the path leading everywhere we want to go to innovation and recreation, to serendipity and wonder, to the future the world wants, needs, craves. To wellbeing. To harmony. To a balanced life.

Aerospace Sector Growth

This quarter we focussed significant energy on supporting the burgeoning Christchurch Aerospace sector, including:

- The first meeting of the Canterbury Aerospace Leadership Group
Consisting of representatives from Christchurch City Council Executive, Councillors, Aerospace Christchurch, Tāwhaki, the University of Canterbury, the Airforce Museum, Christchurch Airport & CNZ. The leadership group has agreed to develop a city strategy & plan for the Aerospace sector, led by CNZ.
- Tours of Tāwhaki & Kea Aerospace
Hosted the Mayor, the CE of CCC, and Councillor Kelly Barber at Kaitorete Spit, to learn more about the dual Kaupapa of Tāwhaki and the opportunity that the location offers for the Aerospace sector and the city. Following this, hosted a tour of KEA Aerospace, to learn about their solar-powered stratospheric aircraft, and the Airforce Museum, to learn about a potential opportunity there.
- CNZ Delegation to Australia
A small team of CNZ staff, along with representatives from Aerospace Christchurch & the Airforce Museum, travelled to Australia in March to attend the Australian Aerospace Congress and the Avalon Tradeshow. We also visited Lot 14 in Adelaide to learn about how that facility has supported the Aerospace sector growth in Australia.
- NASA Visit

Worked with Aerospace Christchurch to arrange a visit by the Administrator & Deputy Administrator of NASA. Sponsored a careers pathways event at UC where attendees heard from NASA, the Mayor & CE CNZ, before hearing from a panel about opportunities to work in the space sector.

- Partnership with Aerospace New Zealand
CNZ continues to work closely with Aerospace New Zealand, who co-locates in CNZ offices. Sitting as an advisor on their committee, CNZ has been supporting the planning of the upcoming Aerospace Summit, scheduled for 11-12 September 2023 in Te Pae.
- Aerospace New Zealand Mentorship Programme
Supported Aerospace New Zealand's first mentorship programme designed to kick-start great ideas by matching them with expert mentorship & expertise.
- Marketing Aerospace to Christchurch Locals
Profiled the Aerospace Sector in Avenues Magazine, the Press & the Star to highlight the sector.

Christchurch Antarctic Office

- Successful Antarctic Season which finished in March, resulting in a heavy period of stakeholder relationship building with the Antarctic programmes hosted in Christchurch. Two highlights:
 - Hosted civic events on board two Antarctic research vessels in Lyttleton, The Aaron (Korea) & the Laura Bassi (Italy).
 - Organised a city induction session for Dr. Yong Chol Park, the new local KOPRI (Korean Antarctic office) representative.
- Christchurch Antarctic business network (CAN) event with notable explorer Tim Jarvis
 - Tim recently recreated Shackleton's famous voyage from Elephant Island to South Georgia Island in era-appropriate conditions. This event was a subset of the wider network and focused on scientists and local innovation business leaders.
- COMNAP conference
Planning is underway to attend the COMNAP (The International Antarctic Association) conference as part of our strategy to ensure COMNAP remains headquartered in Christchurch.
Hobart is hosting the annual COMNAP Antarctic conference and investing significant resources in relationship building and they have also recently extended their runway which increases the risk that the Italian and Korean programmes could move their programmes. Hosting the Antarctic programmes in Christchurch generates circa \$250 million dollars of revenue for the city each year. The logistics of the individual programmes are intertwined, and the loss of one could lead to the loss of other programmes.

Cruise

- The cruise season has now finished. 17 cruises carrying around 28,412 guests arrived at Christchurch in Feb. ChristchurchNZ is undertaking a season review including economic impact and recommended improvements for the 23/24 season. Overall, the cruise season attracted 133,000 visitors into Christchurch.
- One of the major successes of the season has been the "City Champions" programme, with volunteers welcoming cruise ship passengers to Christchurch. A farewell for the volunteers was hosted following the final cruise ship visit, with the Mayor in attendance to show his support.

Food Fibre & Agritech Challenge launched

- There is a range of participants covering a wide range of technologies and products across the primary production, food, ingredient, and nutraceuticals.
- The finale, including a presentation by finalist, and notification of winners, will be at the E-Tipu BOMA / IFAMA conference in June.

Milton Street Mixed-Use Development (Urban Development)

- This quarter saw a significant milestone achieved for the Milton Street development project with the settlement of a large portion of the site for a research and office facility for a Crown Research Institute.

New Brighton (Urban Development)

- Exciting progress was made this quarter in New Brighton. The first new residents have moved into Phase 1 of the Seaview Development and consent was granted for 63 new affordable and social homes at the Beresford Street development sites.
- A founding member of the Town Team Movement, Dean Cracknell, visited from Australia to help support the establishment of a local group in New Brighton. The Town Team movement supports communities to take ownership of their space and enable positive activations. Engagement with Dean's visit was positive, and a core group is forming.
- During this period two further 'Good Guides' with Neat Places were also released promoting great things to do in the area.

Roy Stokes Hall Creative Community Hub (Urban Development)

- An expression of Interest process has been undertaken to seek not-for-profit community-focused organisation/s to take over the stewardship of the Roy Stokes Hall. Several proposals have been received and are being assessed by an evaluation panel.

Shared Services and Economic Insights

- Draft Christchurch Economic Ambition was finalised and released for consultation.
- Work started on ChristchurchNZ Strategy (4-10 years) and Economic Development Activity plan (10 years).
- CNZ Staff Culture Survey completed with a record 92% response rate. Organisational engagement index (standardised mix of key engagement questions) reached a record high of 4.09 (scale of 1-5), leadership rating also a record high of 4.21.

ChristchurchNZ Expected Highlights for Quarter Four (April – June 2023)

- City Brand campaign (Let's Grow) launch
 - Roll out of new city branding across public-facing channels
 - Development of city identity website hub
- Development of City Brand implementation framework
- Innovation and Business Growth Familiarisation - with increasingly fewer business and finance reporters in the city (and South Island), ChristchurchNZ has identified the opportunity to invite national business-focused journalists, writers, editors, and videographers into the city to rediscover the opportunities for rich, deeper storytelling in economic circles. Reporters will be introduced to our high-tech business leaders at a breakfast forum, join a sustainability consortium held by CIAL, take a ride on Hamilton Jet's diesel hybrid ARIA, and finish their two-day itinerary with aerospace visits and CNZ briefings.
- The two Destination Management Plans (DMP) – one for Banks Peninsula and one for Ōtautahi Christchurch and surrounds - are in draft form, with the Banks Peninsula DMP out for community consultation 1-19 May. Both plans are anticipated to be completed with industry and stakeholder consultation finished by late June.

- The city will host TRENZ at Te Pae – New Zealand’s largest international travel showcase (May 7th – 10th). 333 international buyers have confirmed attendance (exceeding the target of 250) with the business generated by the travel buyers attending valued at over \$1 billion per year (international visitor spend) to Christchurch city pre-COVID.
- The Business Events team will be represented at several international domestic tradeshows including IMEX in Frankfurt and MEETINGS in Wellington. We will also launch the Tuwhana Business Events Advocate programme, which has a focus on delivering social and environmental legacy impacts to our region.
- An International Education representative will travel to Vietnam and Thailand in late May alongside 24 Christchurch education providers to promote studying in Christchurch.
- Completion of Economic Development Ambition after consultation.
- Finalise CNZ Strategy and Economic Development Activity Plan.
- Not-for-profit community-focused organisation takes over stewardship of the Roy Stokes Hall.
- New residents move into stage 2 of the Seaview Development and an artwork is installed by a local artist working closely with SCAPE on the new reserve. The reserve is a key connection providing public access through the development and better connecting the Roy Stokes Hall with the surrounding area.
- Partnering with the University of Canterbury to run a 5-day think tank to engage young people on projects for the central city.
- Food Fibre & Agritech Challenge winner announced at the E-Tipu BOMA / IFAMA conference
- ScreenCanterbury NZ to distribute screen grants for Film and Television productions and prepare for the next round of screen grants opening in July.
- Digital boost scheme will be completed in June

APPENDIX 1: CHRISTCHURCHNZ PERFORMANCE MEASURES 2022 – 23 LEVELS OF SERVICE
JULY 2022 – MARCH 2022 (Quarter Three Report)

LEVEL OF SERVICE MEASURE		TARGET 2022-23	STATUS	YTD ACTUAL	COMMENTARY
<i>Build innovation & entrepreneurial strength</i>					
1.0	Number of Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives	On Track		
1.1	Number of start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	40 companies	On Track	35	
1.2	Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	60 employers	Achieved	60	
1.3	Value of central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000	On Track		
<i>Build a productive knowledge city to grow decent work</i>					
2.0	Number of initiatives that deliver better education outcomes and skills development to meet industry need and lead to high-value decent work	4 Initiatives	On Track		
<i>Partner with mana whenua to support growth in Māori prosperity and self determination</i>					
3.0	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	Achieved	2 initiatives	
<i>Ensure Christchurch businesses have access to comprehensive advice & support to grow competitiveness, resilience & sustainability</i>					
4.0	Number of initiatives delivered with local and central government agencies to drive and advocate for competitiveness, resilience, and sustainability (including carbon footprint reduction) of	4 initiatives	On Track		

LEVEL OF SERVICE MEASURE		TARGET 2022-23	STATUS	YTD ACTUAL	COMMENTARY
	Christchurch and Canterbury organisations				
4.1	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	Achieved		
4.2	Satisfaction of businesses accessing support or advice services	Net promotor score for business support services is +50 or greater	On Track		
4.3	Value of Central government investment secured into regional business support	\$450,000	Achieved		Regional Business Partner Network Digital Facilitation Scheme Business Mentors NZ
Realise greater value from Christchurch's Antarctic Gateway					
5.0	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	On Track		
5.1	Number of businesses in a business network which secures higher revenues from the National Antarctic Programmes	100 businesses in the network	Not on Track		The network has 73 members and is unlikely to reach 100. With limited resources, the office is focussing on stakeholder management for Christchurch-based Antarctic programmes and creating commercial and scientific opportunities for the existing Antarctic network.
Develop Christchurch as an attractive destination					
6.0	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	On Track		
6.1	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	30 bids	Achieved	62 bids	
6.2	Success rate of bids for business events	At least 35% success rate	On Track		
6.3	Assess portfolio of events supported against the Major Events Strategy	Annual report on performance of the major event portfolio against the Major Events Strategy	On Track		

LEVEL OF SERVICE MEASURE		TARGET 2022-23	STATUS	YTD ACTUAL	COMMENTARY
6.4	Major events seeding round delivered using criteria that support strategic goals of the Major Events Strategy	One Major Events Seed Funding round	On Track		Major Event's annual funding round will open in April 2023. This funding round will see the establishment of a new decision-making City Partners Group (CNZ, VO, CCC).
6.5	Number of destination product offerings, experiences, or itineraries developed and supported which embed the city narrative	5 destination products	Not Achieved, measure on hold		As noted previously, work is well advanced on the new place brand (narrative) for the city and Destination Management Plans (DMP) for Christchurch and Banks Peninsula. This work will determine the types of investment that will best support the coordination and targeted development of Christchurch as a destination. Committing resources to develop products ahead of this work being completed runs the risk of investing in products that do not align with the needs identified in the DMPs. This target will likely not be achieved in the current financial year.
6.6	Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP.	100 screen enquiries	Achieved	120 screen enquires	
6.7	Number of screen productions attracted to CHC through a grant fund	At least 1 production	Achieved		Two feature films and one television series
6.8	Value of investment secured into destination promotion and product development	\$500,000	Not on Track		As noted previously, work is well advanced on the new place brand (narrative) for the city and Destination Management Plans (DMP) for Christchurch and Banks Peninsula. This work will determine the types of investment that will best support the coordination and targeted development of Christchurch as a destination. Committing resources to develop products ahead of this work being completed runs the risk of investing in products that do not align with the needs identified in the DMPs. This target will likely not be achieved in the current financial year.
Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants					
7.0	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	Currently On Track, but likely to not be achieved		Work is well advanced on a new place brand (narrative) for the city. The new place brand work has been communicated with stakeholders and as a result use of existing narrative assets is expected to reduce in the coming months in anticipation of new assets becoming available in May/June 2023. It would be counterproductive to push month-on-month increases in the use of assets that are soon to be replaced. Therefore, this

LEVEL OF SERVICE MEASURE		TARGET 2022-23	STATUS	YTD ACTUAL	COMMENTARY
					target may not be achieved in the current financial year. When the new assets are released there will be a significant activity to promote their use.
7.1	Number of engagements on ChristchurchNZ owned digital channels and platforms	3 million	On Track		
7.2	Number of engagements with trade agents and investors in priority markets and sectors.	60 engagements with trade agents or investors	Achieved	74	74 engagements completed
Provide leadership in inclusive and sustainable economic development for Christchurch					
8.0	City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	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.	On Track		The Economic Strategy programme is on track for delivery by the end of the financial year.
8.1	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	On Track		Business recovery support contracts with central government are completed. These programmes are in the final stages and will be ending this financial year.
8.2	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	Achieved	14 Reports completed	
8.3	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	Achieved	1861 people	Online report downloads- <ul style="list-style-type: none"> Quarterly Economic Report Quarterly Economic Dashboard Monthly Insights Brief Economic Research Christchurch Tourism Research Retail Spend Delivered the Overview of economic performance - future of work presentation &. Canterbury Insights forum.
8.4	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	On Track		

LEVEL OF SERVICE MEASURE		TARGET 2022-23	STATUS	YTD ACTUAL	COMMENTARY
8.5	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	On Track		