

ChristchurchNZ Holdings Ltd
Quarterly Report
31 December 2021



ChristchurchNZ

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1. EXECUTIVE SUMMARY

Canterbury's weighted economic activity in December 2021 was up 0.5 percent compared to December 2020, national economic activity was down -0.1 percent compared to the same period. Canterbury outperformed New Zealand throughout the quarter continuing the trend from the previous quarter. Performance during the quarter reflected ongoing disruption from public health measures put in place (particularly in Auckland) to address the Covid Delta outbreak.



The cancellation of most major events during the period partnered with the Auckland lockdown, resulted in a significant reduction in visitor spend into the city compared to forecast. This is likely to impact CNZ's capacity to attain year-end KPI targets for visitor spend and employment associated with event attraction.

At the half year levels of service are largely on track with one achieved (central government investment into regional business support), 26 on track and one-off track (value of investment secured into destination promotion and product development)

ChristchurchNZ's new Chief Executive – Ali Adams was appointed during the quarter and started on 8 February 2022. Originally from the UK, Ali started her business career as a brand manager for Unilever after graduating from the University of Cambridge with a first-class honours degree in natural science. She then spent 15 years in Christchurch, including four years working for New Zealand Cricket, before she began significant roles with New Zealand Trade and Enterprise (NZTE), recently returning from Europe as the New Zealand Trade and Enterprise regional director.

2. NOTABLE ACTIVITY IN THE QUARTER

Economy Overview

Christchurch's unadjusted unemployment rate continued to fall, from 4.3 percent in Q3 2021 to 3.4 percent in Q4 2021. This reflected the largest annual change since 2006 (i.e. compared to Q4 2020) in the number of people employed in Christchurch.

Christchurch's net exports in December were at the highest level recorded in the last decade, and the third highest on record. This was driven by strong growth in export values, which hit a record high in December (world prices for dairy products during the Q4 2021 were the highest since 2014 and the world prices for 'meat, skins and wool' were the highest in more than 30 years) and registered a 49.9 percent increase in Q4 2021 from the same quarter in 2020. Exports from Christchurch made up 17.8 percent of the country's total export value in December, the highest share since 2013.

Despite the strong export and industry performance, confidence measures took a hit in Canterbury during the quarter, with both regional economic confidence and consumer confidence falling from Q3 2021. This growth in pessimism is likely to stem from uncertainty around emerging COVID variants, as well as expectations that rising costs of living and debt-servicing will continue to eat into disposable incomes.

This is understandable with Consumer Price Index (CPI) inflation rate hitting a thirty-year high of 5.9 percent in the December 2021 quarter. Rising costs are eroding purchasing power across the country.

House prices continued their upward climb, with the median house price in Christchurch up 28.1 percent or \$152k in Q4 2021 from the same period in 2020. Uncertainty about whether and when a market correction may occur dominated discussions on housing during the December quarter, as rising interest rates, tighter lending restrictions and new supply seek to cool the market (consents for new buildings in Christchurch increased by 29.8 percent in Q4 2021 from the same quarter in 2020, although actual supply may be limited by labour and supply chain constraints).

Increases in living costs, alongside low unemployment and growing shortages in skilled workers, has equipped employees with greater bargaining power. Wages are starting to rise at a higher rate as employers compete to entice workers into the labour force or from other firms.

International visitor activity remained well below pre-COVID levels but showed small shoots of recovery as spending increased by 28 percent or \$5.9 million compared with Q4 2020. Domestic visitor spending continued to offset some of the international visitor losses with spending in Q4 2021 up 14% (\$22.28m) on Q4 2019 (pre pandemic). This was despite the Auckland market being unable to travel for most of the quarter.

Innovation and Business Growth

Innovation and entrepreneurship

Innovation challenges raise the profile of Christchurch (and ChristchurchNZ) among audiences of interest and provide commercialisation support for local researchers and knowledge-intensive entrepreneurs. In quarter two we launched the following Supernode aligned challenges for delivery in quarters three and four: Health Tech Challenge (Feb-May), Food Fibre Agritech Challenge (Feb-Jun). The two challenges will culminate in 28 finalists receiving intensive commercialisation support during an eight-week accelerator. Meanwhile, in Aerospace and Future Transport, the Space for Planet Earth (Feb) and Aerial Imagery (Jan) challenges are already in full swing with 4 teams selected for commercialisation support via a multi-week incubation program. The challenges deliver against our level of service to build innovation and entrepreneurial strength.

Continued positive results from our partnerships with business incubators Te Ōhaka and ThinLab with 52 new jobs created and \$7.2m of new capital raised in the period July-Dec. 39 knowledge-intensive businesses were receiving support at year-end. Callaghan Innovation have called for expressions of interest for their founder incubator funding and ChristchurchNZ will support coordinated bids from Te

Ōhaka and ThincLab early in 2022.

63 budding entrepreneurs recently completed the two-week ChristchurchNZ funded Rebel Business School. The capability-building programme delivered to this mixed cohort of career-changers, job-seekers and those re-entering the workforce has resulted in 35 websites created or improved and 28 new businesses launched to date.

Additionally, Start Me Up, the unemployment to self-employment accelerator delivered in partnership with MSD was launched in December 2021 with over 400 registrations of interest. Ultimately, this program will grow entrepreneurial capability in approx. 50 potential business owners who are currently receiving a jobseeker benefit.

Skills

Recent government announcements regarding border settings provide a flicker of light at the end of the tunnel for the many businesses grappling with a shortage of skilled labour. This is evident in the record numbers of jobs advertised online and in the many case studies from local business of opportunity-cost and opportunity-lost.

Meanwhile our region still has 32% more jobseekers than it did pre-COVID. Addressing this mis-match of skills-available vs skills-required is the focus of our skills program.

The purpose of our Town Hall labour market hui on 9 December 2021 was to validate our skills work program and solicit further case studies from the private sector. With 150 approx. attendees, it gave rise to useful media coverage on TVNZ, Stuff and others.

A new joint initiative between CECC and CNZ arising from the hui is the development and distribution of a report which re-states the constraints, opportunity-costs and needs along with the required solutions – in a nutshell our economy needs a short-term boost of skilled migrants in selected industries to bridge the gap while skills providers slowly adapt the capability of graduates to suit industry need.

ChristchurchNZ continues to support several significant skills pathways programs. While Whitiōra has not fully operationalised, the potential is clear with 46 whānau assisted into decent jobs (43) or training (3).

Negotiations continue for an expanded Hōpara program (pupil pathways to STEM study and careers) following the successful pilot with 63 mentees from low-decile high schools.

Business sustainability and growth

Fatigue and increasing reluctance to co-fund capability-building is evident among local SME's. However, delivery of the existing Regional Business Partners (RBP) contract is on track with capability funding, business mentor matches and NPS all above target. ChristchurchNZ growth advisors have made 83 mentor matches and 177 capability engagements in the period July-December.

The deadline for submission of responses to MBIE's RFP for delivery of the Regional Business Partners(RBP) program has been extended to February 2022.

ChristchurchNZ's priority is to stay involved in RBP and we will be bidding alongside The Chamber under the Canterbury Regional Business Partners (CRBPL) banner. The Chamber are also bidding as part of a national conglomerate with BusinessNZ and have undertaken to subcontract ChristchurchNZ should that bid be successful. Aligned with the extended RFP deadline, MBIE have signalled that existing delivery contracts including CNZ/CRBPL will be extended to at least 30 June 2022.

Uptake of the Tourism Communities Support Recovery and Re-Set package, delivered by ChristchurchNZ in MacKenzie and Kaikoura on behalf of central Government, is slower than expected. This is mostly due to the uncertainty around the future of national/international visitor flows and MBIE's delaying of the third and most significant of the three initiatives, kickstart grants.

Business and investment attraction

The number of businesses seeking to expand into Christchurch continues to grow. This is reflected in a pipeline of 57 opportunities with potential GDP impact of \$81m. Two-thirds of these are at qualifying stage but the remainder are seriously considering expansion into Ōtautahi. Additionally, our investment attraction pipeline is 26 opportunities totalling \$51m. Again, two-thirds of these are at qualifying stage and the remainder are in negotiation.

Screen CanterburyNZ

Momentum continues to grow for ScreenCanterburyNZ with 41 production enquiries serviced in the quarter and 19 enquiries received for the regional production incentive. The assessment panel awarded grants to six productions, two of which will film before end of financial year. The six productions will employ dozens of local crew, provide training opportunities and spend significantly on local services.

The region's long-awaited showreel was launched at the well-attended ScreenCanterburyNZ 2nd birthday event and this key promotional video asset has been widely lauded. University of Canterbury's council approved nearly \$100m in funding for a digital screen campus which will include a commercial stage on their 14ha Dovedale Ave site. ChristchurchNZ funded the proof of concept short-films for this game-changing project.

Antarctic Office

The Days of Ice season opening Festival, was rescheduled from October to February due to Covid requirements for events and gatherings.

There has also been a flurry of diplomatic activity with departures and arrivals of key USAF and Italian Air Force commanders and organizing the distinguished visitor program for Days of Ice. While MIQ for Antarctic program personnel is taken care of for this 21/22 season, MFAT and MBIE have explicitly stated that it does not guarantee a repeat process for 2022/23. Advocacy for 2022/23 season will begin sooner rather than later.

Urban Development

The Council voted on 15th December 2021 in favour of establishing an Expanded Economic Development Agency and work is underway on the development of the pipeline, a value sharing proposal and a detailed implementation plan. There are currently nine projects in the indicative pipeline under investigation.

New Brighton Regeneration Project

Momentum continues in the residential development phase of the regeneration project. The marketing of the Seaview Development at the former school site has seen phases one and two sell out and further stages are being bought forward. Work is also underway on selecting a developer for the three vacant development sites. Once completed the Seaview Development and Beresford Street development sites will add at least 200 new residents to the area.

During the summer months support has been provided to placemaking activities in the area including working with Watch This Space, New Brighton Outdoor Arts Foundation and Ngai Tahu to develop unique experiences that encourage locals and visitors to explore New Brighton and the regeneration projects done to date. Further community groups (4) and local businesses (3) have been offered advice and

support with options considered for the next quarter.

The suburb continues to see positive growth with retail spend steadily increasing across hospitality and restaurant categories (up 23% for the last year, despite Covid). He Puna Taimoana saw over 10,000 visitors during the Christmas-New Year period and vacancies in the commercial core reduced.

Destination and Attraction

Destination Management Plan

The Destination Management Plan (DMP) is a required deliverable of the Tourism Support, Recovery and Re-Set (TSRR – previously STAPP) contract with MBIE and will be a progression on the Christchurch Visitor Strategy. Core stakeholders are being provided an early brief of what a DMP consists of, and a governance structure is being drafted involving mana whenua and local government. Central government has requested that the Destination Management Plan will cover the boundaries of Christchurch City Council (including a specific plan for Banks Peninsula), Selwyn District Council, Waimakariri District Council and Ashburton District Council.

Major Events:

The Major Events portfolio was heavily impacted in the period by alert level changes meaning events could not proceed. Event funding from cancelled events was redirected into a BLOOM destination marketing campaign to stimulate local tourism spend (details on campaign below).

Event	Status	Notes
South Island Moon Festival	Cancelled	Reviewing plans for 2022 event
Riccarton Races	Delivered with limited spectators in pods of 100 – primary broadcast focus	
Addington Races	Delivered with limited spectators in pods of 100 – primary broadcast focus	Hospitality activation supported in the central city saw race goers attend small events at bars and restaurants.
NZ A&P Show	Cancelled Online show created, showcased online and TV1	PR reach of 1 million 62,500 households watched the first screening on TV1 CNZ has commissioned a formal operational review of The Show (supported by CCC and CAPA)
Synthony	Postponed (subsequently cancelled)	Moved to Electric Avenue 2022 (subsequently cancelled)
Silver Ferns v England Roses Test Series (3 Tests)	Delivered with 100 spectators per game - primary broadcast focus	Total TVNZ viewership over the three Tests – 1.5M
Super Smash	Event proceeded as planned	2,000 attendance Kings (broadcast on Duke) - 150,200. Magicians (broadcast on TV1) - 191,300

ICC Woman's Cricket World Cup - 100 days to go

The '100 days to go' destination video that was filmed in the Port Hills and Hagley Oval reflecting the city's cultural and showcasing the unique destination was posted in November the video performed well on CNZ channels including 2.3k views. The ChristchurchNZ video was also featured prominently on ICC and World Cup channels achieving 5.2K engagements, 64 comments, 101 shares and 162k views.

Business Events:

Te Pae Christchurch Convention Centre

December 17 2021 was a significant day for Business Events with the much-anticipated opening of Te Pae Christchurch Convention Centre, New Zealand's first new generation Convention Centre.

This addition to existing business events infrastructure is enormously significant in re-establishing Christchurch as the leading Business Events destination in NZ. Te Pae is anticipated to drive \$600 million into the local economy over the next 10 years.

Bid and Pipeline Activity

A total of 27 bids have been undertaken July – December 2021.

14 of these were international bids submitted, the remainder domestic bids.

Continued border closures have resulted in the following cancellations:

- An Australian corporate incentive group (100pax – EVS \$300,00 lost) cancelled their March 2022 trip to New Zealand due to NZ border restrictions.
- A domestic corporate incentive group (100pax – EVS \$150,000 lost) cancelled their April 2022 trip to Christchurch due to the availability of hotel infrastructure with rooms taken by MIQ.

Marketing Brand and Communications

Digital LOS Performance

The LOS target is 5.2 million engagements across all digital channels. We have achieved milestone eight on time, earning 4 million engagements across our channels before the end of December. We are on track to achieve this LoS.

Campaign highlights

BLOOM 2021

In 2021 Bloom was in the third year of delivery, BLOOM brings together fashion, racing, festivals, gigs and the beauty of spring under one campaign and brand that celebrates Christchurch and its unique vibrancy during the spring season.

Working alongside event deliverers, BLOOM aims to give residents and visitors the chance to engage with iconic events including the Riccarton and Addington Races and The NZ Agricultural Show, alongside a wide range of sporting, music and cultural events showcasing the best of the city.

Final media results 2021:

- 6.67 million impressions (25.35% increase YOY)
- 200k reach
- 68.5k link clicks
- 71,282 CNZ pageviews (178.7% increase YOY)

- The average time on page 1:50 (27% increase YOY)
- 40% organic traffic (25% increase in Organic YOY)

Merry Christchurch

Local attraction campaign showcasing central city to enjoy Christmas activities, festivities, hospitality, and retail. By creating engaging content as part of a digital advertising campaign the aim was to encourage our target local audiences to explore Ōtautahi Christchurch's central city, ideally increasing event attendance, retail and hospitality spend. We commissioned local content producer Jess Brien to create short video clips to create excitement and hype, promoting all the positive things in the central city. This was in support of, and in conjunction with, CCC and CCBA.

- 1.6m impressions
- 579k reach
- 293k engagements
- 61k video views
- 13.7k pages views

Summer visitation campaign

"Do more summer in Christchurch" (Live Dec, 21 – Feb, 22) is a social led campaign, with a local social influencer, showcasing Christchurch as a vibrant and fun summer destination with lots to see and do. The campaign targeted visitation from key fly and drive domestic markets. This campaign includes an Air New Zealand mini-campaign, amplifying Christchurch's trip-starter tool on airnewzealand.co.nz. The campaign continues until the end of Feb, results will be shared in the next report.

3. COMING UP

Key deliverables in the next quarter:

Innovation Business and Growth

- Finalise and submit Regional Business Partners RFP.
- Continue delivery of regional business partners and business mentors programs.
- Launch sustainability and impact project.
- Deliver innovation challenges in Aerospace, Agritech, and HealthTech.
- Launch “gateway to growth” business and investment attraction collateral and follow with targeted business development activity.
- Deliver Start Me Up accelerator.
- Support Kaitōrete Ltd on activation of project Tāwhaki.
- Finalise and distribute skills and immigration advocacy report.
- Round three of screen incentive applications.

Marketing Brand and Communications:

- Launch commercial attraction white paper ‘Your Gateway to Growth’ to showcase Christchurch as an attractive city to do business in.
- Deliver skilled worker attraction campaign alongside a Women in the workforce campaign.

Destination and Attraction

- Complete the ‘Do more Summer’ destination campaign.
- Start Business Events Incubator support tourism attractions in developing their product for conferences and incentives, to leverage off the opening of Te Pae Christchurch Convention Centre.
- Women’s Cricket World Cup 2021

4. HEALTH AND SAFETY PRACTICES

ChristchurchNZ has undertaken a risk assessment of all roles in individual consultation with employees to determine if the work undertaken can be safely performed by employees not vaccinated against COVID19. Based on this risk assessment process it has been determined that all work undertaken by ChristchurchNZ employees must be undertaken by a vaccinated employee to protect the health and safety of all employees. This has now been written into our COVID19 Vaccination Policy which the Board has approved.

5. ORGANISATIONAL RISK FOCUS

	Risk	Impact	Mitigation
1.	Global Pandemic and economic impact.	Work programme significantly disrupted by global pandemic. Resulting in economic volatility, financial losses, possible event partner liquidation, health and wellbeing impacts, reputational damage.	Christchurch Economic Recovery Plan to reshape activity required and target outcomes. Govt contracts in place to support recovery and repositioning activity. Continual monitoring of Programme and Project progress.
2.	Cyber Security/ICT Failure	Reduced use of ICT systems and/or website, reputational impact, financial impact, loss of data. Cyber Security/Ransomware exposure resulting in system penetration	Technology prevention measures in place, ICT security reviews regularly undertaken. Security policies and processes in place, regularly communicated and compliance monitored.
3.	Governance Clarity Urban Development functions	Lack of clear mandate for the Urban Development function and/or a lack of sufficient funding or other resource.	Funding and service level agreements in place. Council endorsement of capitalisation confirmed in December 2022. Expanded Economic Development Agency Implementation plan underway.
4.	Confidential information breach	Inappropriate access of confidential information, breach of the privacy act	Secure ICT systems and policies in place and regularly reviewed/audited. IEA's and Code of Conduct clear on responsibilities for accessing and use of company information. Ongoing training
5.	Event Fee Increases	Funding, reputational, resourcing	Discuss with city partners and shareholder value of targeted events and funding options. Partnerships and revenue strategy in place.

FINANCIAL REPORT

For the six months to December CNZH has reported a surplus of \$1.5m, \$2.8m ahead of the budgeted loss for the period (-\$1.3m). The result reflects timing differences between budget and delivery, with some activity delayed due to COVID, coupled with the receipt of unbudgeted external funding (Government funding in response to the impact of COVID on local economies).

All external funding received is tagged to specific activity. Delays or deferment of this activity does not result in surplus funding, but rather a liability to repay funds and/or deferment of activity to future periods.

CNZH Financial Summary \$000's	Actual Six Months to December 2021	Budget Six Months to December 2021	Actual Six Months to December 2020	Budget Twelve Months to June 2022
	<i>Unaudited, per Management Accounts</i>		<i>Unaudited, per Management Accounts</i>	<i>Board approved budget</i>
CCC Core Funding	7,951	7,951	5,943	15,901
Other Operating Revenue (including interest and other gains/losses)	3,221	3,715	2,616	7,282
Operating Expenditure	(9,672)	(13,017)	(8,440)	(25,290)
Gain/(Loss) on Investments	54	-		-
Total Surplus/(Deficit) before tax	1,554	(1,351)	119	(2,107)
Total Assets	18,214	9,491	11,784	6,311
Shareholder Equity	6,657	4,481	7,445	3,075

		Actual	Budget	% Spend	
Project & Service Delivery YTD *	Project & Service Delivery YTD	\$000's		Actual	Budget
Project + Personnel	Urban Development	554	1,014	6.6%	8.9%
	Destination & Attraction	3,296	5,461	39.5%	47.8%
	Marketing & Promotion	1,051	1,351	12.6%	11.8%
	Business Innovation & Growth	1,883	1,977	22.6%	17.3%
	Strategic Planning & Policy Research	280	383	3.4%	3.3%
	Shared Services	1,275	1,248	15.3%	10.9%
	Total Project & Service Delivery	8,339	11,434	100.0%	100.0%

* Overhead costs eg. occupancy, depreciation, are excluded from this breakdown

Against Target: The positive YTD budget variance reflects underspend across the organisation. The underspend in activity costs is most notable in Destination and Attraction, due to the postponement or cancellation of Major and Business Events eg. SailGP, which have 'rolled' to future periods. Business support activity (as a proportion of total spend) has increased, in line with MBIE funding to get grants and support out to local businesses. Variance in Urban Development relates to an underspend in personnel as the full team was not in place until the end of Q1 and scoping of the pipeline has been delayed by decisions on the EEDA.

The significant increase in assets reflects the receipt of central government funding, which is largely offset by a revenue in advance liability.

Against Prior Year: Core CCC funding in the current year reflects the agreed LTP funding, including funding for the for delivery of the urban development function.

APPENDIX 1: CHRISTCHURCHNZ PERFORMANCE MEASURES TO 31 DECEMBER 2021

KEY PERFORMANCE INDICATORS – STATEMENT OF INTENT

Key Performance Indicator	Annual Target	Half year results	Progress status
Job creation supported by ChristchurchNZ through Innovation and Business Growth and Urban Development and Tourism Services	250	264	Achieved
Job creation supported by ChristchurchNZ through Events	275	122	Off track
Number of enterprises and businesses benefiting directly from a ChristchurchNZ programme or intervention	1100	969	On track
Number of rangatahi, hapu or Māori businesses benefiting from a ChristchurchNZ programme or partnership in line with mana whenua aspiration	120	14	On track
Value of investment into economic development (including tourism and events) and urban development supported by ChristchurchNZ from Central Government and the private sector	\$40m	\$90.2M	Achieved
Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$45m	\$35.4M	On track
Contribution to visitor spend from major and business events attracted or supported by ChristchurchNZ	\$25m	\$11.2m	Off track
Urban development project pipeline established in partnership with the Christchurch City Council and private sector and/or iwi and public sector partners	Eight projects in pipeline	Thirteen projects	Achieved
Number of people or businesses who benefit from a ChristchurchNZ skills and employment programme or partnership	300	231	On track
Indicator measure: perception shift 1. Grow the proportion of the non- Canterbury New Zealand population who intend to visit Christchurch in the next 12 months	26%	21%	Off track
Indicator measure: perception shift 2. Grow the proportion of the New Zealand target population open to consider relocating to Christchurch	23%	22%	Off track
Indicator measure: perception shift 3. Improvement in NPS by Christchurch residents aged below 40 years of Christchurch as a place to visit	10	3	Off track

Exemplar Workplace Measures			
Assess and report organisational performance against the relevant UN Sustainable Development Goals	Improve performance	Measured at year end	Measured at year end
Maintain high employee engagement (rating out of five in staff engagement survey)	3.75 or above	3.86	On track
Our people feel safe (rating out of five in staff engagement survey)	4.5 or above	Measured at year end	Measured at year end
Zero serious harm	Zero	Zero	On track
Reduce our carbon footprint (Benchmark in 2018/19 was 120 tonnes)	Reduce	Measured at year end	Measured at year end

LEVELS OF SERVICE

	Level of Service	Level of Service Measure	Target 2021 – 2022	Status	YTD Actuals	Commentary
1.0	Build innovation & entrepreneurial strength	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		
1.2		Number of employers that have been actively worked with to attract them to the city to support economic recovery and repositioning	50 employers	On Track		
1.3		Value of central government investment secured into innovation and entrepreneurship; labour market transition and job creation	\$550,000	On Track		
2.0	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	On Track		
3.0	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 Maori economy and deliver intergenerational prosperity and create decent work	1 initiative	On Track	1	
4.0	Ensure Christchurch businesses have access to comprehensive advice & support to grow competitiveness, resilience & 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	On Track		

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	On Track	313	CNZ business assessments and business mentor matches.
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		
5.0	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	On Track	Activities planned and delivered against the 4 priority areas of the Antarctic Gateway Strategy. Welcome and Deliver Excellence, Connect & Excite, Advance Knowledge & Champion Sustainability Days of Ice postponed to February 2022 due to the change of Alert levels.	
5.1		Number of businesses in a business network which secures higher revenues from the National Antarctic Programmes	75 businesses in the network	On Track		
6.0	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	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	On Track	28	
6.2		Success rate of bids for business events	At least 35% success rate	On Track	35% success	Currently on track but may be Covid impacted
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		Events Hosted between July 2021 - Dec 2021; Festival of Brass 14 - 18 July, Silver Ferns Vs English Roses Test 20, 22, 24 Sept. Addington Cup Week Races (COVID Impacted, restricted numbers and broadcast focus), Riccarton Races (COVID Impacted, restricted numbers and broadcast focus) and Boxing Day Super Smash
6.4		Major events seeding round delivered using criteria that support strategic goals of the Major Events Strategy	One Major Events Seed Funding round	Not on Track		Likely to be impacted by Covid

6.5		Number of destination product offerings, experiences or itineraries developed and supported which embed the city narrative	5 destination products	On Track		With International borders still closed and Auckland in lockdown for most of this quarter, the itinerary and programme activity has been hindered however the remainder of this FY we will upweight this work with domestic borders being open
6.6		Number of screen enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP.	100 screen enquiries	On Track	76	
6.7		Number of screen productions attracted to Christchurch through a grant fund	At least 1 production	On Track		
6.8		Value of investment secured into destination promotion and product development	\$500,000	Not on Track		Covid-19 continues to challenge tourism with international border closures and NZ in lock down (Aug 2021) and Auckland and Waikato impacted by ongoing lockdowns. The uncertainty of market conditions, and loss of all international markets and Christchurch's largest domestic market, has negatively impacted business confidence for partners to invest in destination promotion and product development.
7.0	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	On Track		Website https://toolkit.christchurchnz.com/pages/the-christchurch-story
7.1		Number of engagements on ChristchurchNZ owned digital channels and platforms	5.2 million	On Track		
7.2		Number of engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic, and media	50 engagements with trade agents or investors	On Track		
8.0	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.	Major Events Strategy Due 2023/24			No LoS measure this financial year
8.1		City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	Antarctic Gateway Strategy Due 2023/24			No LoS measure this financial year
8.2		City economic strategies are reviewed and approved in context of Greater Christchurch 2050 Strategic Framework and Goals.	Visitor Strategy Due 2022/23			No LoS measure this financial year

8.3	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	ChristchurchNZ continues to deliver to all workstreams identified in the recovery plan, which recognises that delivery requires continual adaption to the changing situation. Response to the community outbreak of Covid and rise in alert levels in Quarter 1 meant that greater effort in business support marketing activities has been deployed to business survival and job retention activities (a respond horizon workstream). Activities in the city vibrancy and visitor economy workstream in the recover horizon have had to adapt due to the limitations of higher alert levels, notably the spring season of major events in 2021 was negatively affected as many were not able to proceed and visitor marketing activities have had to adapt. The productive infrastructure, labour market transition and confident city workstreams have been relatively unaffected and are continuing as planned.	
8.4	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 produced	
8.5	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	On Track	3631 people	Face to face 321 Online information 3310
8.6	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		
8.7	Deliver existing urban development programme (New Brighton) and develop pipeline of urban development projects utilising Council family-owned property or other acquired property	Prepare a property development strategy and framework	On Track		

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