



# Creating ChristchurchNZ™

2016 / 2017  
Annual Review





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# About ChristchurchNZ

ChristchurchNZ was established on 1 July 2017 by the merger of Christchurch & Canterbury Tourism (CCT), Canterbury Development Corporation (CDC), International Education, the Convention Bureau and the Christchurch City Council's Major Events team.

Our organisation works to optimise the economic and social opportunities that tourism, major events, city promotion and economic development can bring to Christchurch and Canterbury.

We champion the city and regional economies. We support prosperity, opportunity and a great quality of life in Christchurch and Canterbury by providing leadership and integration to:

- Develop a strong city profile and promote the city to residents, national and international audiences.

- Attract visitors, migrants, students, new business and investment through integrated marketing, major events and conferences.
- Ensure the business environment supports successful and sustainable enterprise and encourages creativity and innovation.

ChristchurchNZ is fully owned by the Christchurch City Council, and is a Council Controlled Organisation. The Council and ChristchurchNZ share a common vision;

'Christchurch is a city of opportunity, a place that is open to new ideas, new people and ways of doing things – a place where anything is possible.'

This publication looks back at our year as we transitioned into ChristchurchNZ and also highlights our delivery plans for the next 12 months.



# 16/17

## Highlights Summary

- The Business Growth Regional Business Partners programme achieved a delivery net promoter score of +71 (on a scale from -100 to +100) – its best result since the programme started in Canterbury in 2010. The programme was also awarded “Best Performing Region 2016/17”.
- Joint venture partnership campaigns with Tourism New Zealand and Christchurch Airport were launched in the Australian market, focused on Christchurch, touring and seasonality.
- Support was provided to the business recovery programme in the Kaikoura and Hurunui districts following the Kaikoura earthquake, utilising the knowledge and experience gained through the Recover Canterbury programme.
- The visitor website christchurchnz.com was refreshed with a new visual identity, featuring new designs for key pages and powerful imagery.
- U19 Cricket World Cup 2018 was secured – six games will be played at Hagley Oval, 17 in Lincoln and three in Rangiora.
- A review and relaunch of the Christchurch Economic Development Strategy (CEDS) and Background Paper was completed. The 2017 CEDS has a strong focus on the city profile and being attractive to residents, migrants, visitors and business investment.
- Influencing global travel sellers through 62 familiarisation tours (353 individuals from 219 companies) and attendance at 20 international trade events.
- The Job Ready Programme which matches businesses with international students wanting to find employment after graduation, assisted 86 students, with 27 placed in permanent employment and 30 in internships.
- Two public economic update events were held, with the audience growing to an average of 300 attendees per event. Two editions of The Canterbury Report were published in hard copy and online, aligned with the economic updates.
- The Christchurch and Canterbury Convention Bureau completed 24 international and city bids and achieved a conversion rate of 38 percent, up from 27 percent in the previous year.
- The i-SITE Visitor Centre moved to a permanent location in the Arts Centre and continued to receive high customer satisfaction ratings.
- A domestic campaign focusing on Christchurch’s “Pockets of Awesome” was undertaken, attracting over 10,000 unique visitors to the website.
- Considerable work was carried out to prepare for the establishment of ChristchurchNZ on 1 July 2017, including the formation of a new board and developing a strategy and business plan.

# Chair's Report



**My first year as Chair has been one of building foundations – it's been quite a journey to get to this point.**

**I was appointed in September 2016 by Christchurch City Holdings Ltd (CCHL) to Chair the merger of the city's tourism, economic development, international education, conference and major event functions.**

This was a role I really wanted. The combined entity just made sense to me.

I like the idea of a co-ordinated, linked up approach. Integrating the city's attraction of visitors, students, business and investment simply must lead to better outcomes for the residents of Christchurch and Canterbury.

By March 2017 we had converged the Canterbury Development Corporation (CDC) and Christchurch & Canterbury Tourism (CCT) Boards into a single company structure

and Board. We had to quickly form common principles to provide focus for the Board and Management Team to govern a rapid moving transition process and simultaneously create a platform for future strategic directions – all while delivering on 'business as usual' contracts.

Leadership and integration were common themes around the Board table and formed the basis of the vision and shared direction set out in the ChristchurchNZ Statement of Intent.

By the end of the financial year we had delivered our key priorities as set by shareholder Christchurch City Council. Key highlights for the Board included the organisation's purpose and priorities, name and logo, the co-location of staff, a Statement of Intent and a strategy and business plan for the entity. We have got off to a good start.

The Board is pleased to have welcomed Joanna Norris as ChristchurchNZ's new Chief Executive in October 2017. We are delighted to have someone of Joanna's calibre to lead the organisation. Passionate about Christchurch, Joanna brings exceptional leadership skills, vision and strategic thinking to the role, as well as a determination to enhance the prosperity and lives of Christchurch and Canterbury people.

I would like to extend my sincere thanks to my Board colleagues, former CDC and CCT Directors and members of the Transitional Project Committee for their contribution and

support. It is their dedication and enthusiasm, alongside staff, which has led to a successful transition process.

Thanks also to the combined staff group for their hard work in delivering on the vision and integration plans for the new organisation. In particular Tom Hooper, as Chief Executive of Canterbury Development Corporation and Chief Executive of Transition Holdings Ltd, and Vic Allen, Interim Chief Executive of Christchurch & Canterbury Tourism.

Finally, I must acknowledge the long history of CDC and CCT and their respective contributions to the economy. They leave behind a long legacy of achievements and have provided a strong platform to launch ChristchurchNZ.

My job as Chair has just begun. Making a difference in people's lives is about leadership and action. We are all ChristchurchNZ and success will only be achieved in partnership with our stakeholders. Working collectively, we can deliver the very best for Christchurch and Canterbury.

Ngā mihi,

A handwritten signature in black ink, appearing to read 'Therese', written over a light blue horizontal line.

**Dr Therese Arseneau**  
Chair  
ChristchurchNZ Board



South Island Lantern Business Forum, held at the Christchurch Transitional Cathedral



## A word from ChristchurchNZ's new Chief Executive, Joanna Norris

As the building blocks of our region are being re-laid, we are growing a strong city that will serve future generations well. I am delighted to join ChristchurchNZ and eager to help grow our city's profile locally, nationally and internationally.

We know we live in a stunning part of the world, but beautiful mountains and lovely beaches are not our full story. Our story is one of a progressive and diverse city in which we have fulfilling and innovative careers, cultural, demographic and ideological diversity, a strong economy, and rewarding lifestyles.

The newly formed ChristchurchNZ team already has a strong programme of work underway and I look forward to delivering on the established business plan with such a talented and committed group of people.

A handwritten signature in black ink, appearing to read 'Joanna'.

**Joanna Norris**  
Chief Executive  
ChristchurchNZ



# Chief Executive's Report



**It's been a year of very positive change, with Christchurch's central city coming alive again and the creation of ChristchurchNZ to support the city to succeed.**

**It has been my pleasure to have had the dual role of Chief Executive of Canterbury Development Corporation (CDC) and Chief Executive of the holdings company managing the merger of CDC, Christchurch and Canterbury Tourism (CCT), the Conference Bureau, Christchurch City Council's Major Events team and International Education into a single entity.**

The city's new promotions and development agency was aptly named ChristchurchNZ by staff and the Board. It works to optimise the economic and social opportunities that tourism, major events, city promotion and economic development can bring to

Christchurch and Canterbury.

The merger and co-location into a single office environment went very well and I want to acknowledge the commitment and enthusiasm from staff, and the work of the separate entities to meet existing levels of service while coping with additional merger work activities. I would like to thank Vic Allen who, in his role as interim chief executive of the tourism entity, worked closely with me during the merger.

The second big change over the last year has been experiencing the city rise from the rebuild and having our focus shift upwards and outwards; talking about how we can use the \$40 billion rebuild as a platform to rebrand ourselves as a globally competitive city for visiting, migration and investment.

Christchurch will benefit from a joined-up entity that uses major events and promotions in new ways to re-set the city's profile and business services, supporting all parts of the economy under the one umbrella.

Over the last year staff worked together on three new strategic work programmes to support this change of focus, providing a strong foundation for the launch of ChristchurchNZ. They are: the City Narrative - developing a common language and story for Christchurch; the Major Events Strategy - a co-ordination of major events procurement and investment to optimise outcomes over the whole

year; and the Christchurch Economic Development Strategy, which identifies our priorities for growth as a city and how work programmes contribute to them.

The final change this year has been for me. Having been at CDC for six years, the merger seemed a good time to move on to my next challenge. We need a Chief Executive to take ChristchurchNZ forward and commit to the job for several years.

In my role, I have had the opportunity to work with many fantastic, committed and clever people. In particular, I would like to acknowledge Dr Garth Carnaby for his wisdom and stewardship as Chair of CDC during my tenure, Dr Therese Arseneau for her support and outstanding leadership throughout the merger process, and Mayor Lianne Dalziel for always championing the economy of Christchurch.

I am looking forward to watching ChristchurchNZ evolve over the coming years. Moving on from the rebuild, we have a unique opportunity to realise Christchurch's full potential.

**Tom Hooper**  
Interim Chief Executive  
ChristchurchNZ

# Board of Directors



## **Dr Therese Arseneau (Chair)**

*1 October 2016 - current*

*(Appointed Chair 23 November 2017)*

Therese has wide-ranging governance experience in New Zealand and Canada. She is Chair of Ara Institute of Canterbury, a director of J Ballantyne & Company Limited, and Chair of the Christchurch Symphony Orchestra. She is a past Director and Chair of Enterprise North Canterbury.

Therese is a political scientist with extensive experience as a political and election night analyst in New Zealand and Canada. In 2011 she received the University of Canterbury (UC) Teaching Award for excellence in teaching and is a Senior Research Fellow in Political Science at UC.

She holds a Doctorate and Masters Degree in Politics at Oxford University, England, which she attended as a Commonwealth Scholar.



## **Deputy Mayor Andrew Turner**

*8 December 2016 - current*

Born in the United Kingdom, Andrew is a long-time resident of Lyttelton and the Deputy Mayor of Christchurch and Councillor for Banks Peninsula. Before his involvement in local government in 2010, Andrew established and successfully ran small businesses, having previously worked in business development roles in emerging overseas markets.

Andrew is a former Chair of the Lyttelton Harbour Business Association and a trustee of the Ōtautahi Community Housing Trust, the Lyttelton Harbour Information Centre Trust, the Rod Donald Banks Peninsula Trust and the Okains Bay Māori and Colonial Museum. He is a Director of Christchurch City Holdings Ltd.



## **Dave Hawkey**

*28 October 2016 - current*

Dave was appointed as Chair of Christchurch & Canterbury Tourism in November 2012. His professional career has largely been in tourism, hospitality and education in both the public and private sectors. Dave established the International Antarctic Centre in the early 90s before becoming Marketing Director – Americas for Tourism New Zealand.

More recently Dave has been the Chief Executive of Real Journeys Ltd and director of numerous subsidiary companies, and Chair of two Regional Tourism Organisations. He is the Chief Executive of the University of Canterbury Students' Association as well as a Director of Ngāi Tahu Tourism Ltd and UBS Canterbury.



**Dr Grant Ryan**

*21 May 2009 – current*

Grant has founded a number of technology companies including GlobalBrain.net (sold to NBCi), RealContacts (sold to Intel), SLI Systems (NZX listed), Eurekster, YikeBike, PurePods and HunchCruncher. He is currently working on The Cacophony Project, which is an open source non-profit project aimed at using new IT technologies to make NZ predator free.

He has served on the boards of the Government's Venture Investment Fund, the Foundation for Research Science and Technology, Powerhouse Ventures Ltd and on the Ministry of Science and Innovation's advisory board.

Grant has a degree in Mechanical Engineering and a PhD in Ecological Economics from the University of Canterbury.



**Kaila Colbin**

*1 December 2016 – current*

Kaila Colbin is the New Zealand Ambassador for Singularity University. She is a co-founder and Chair of the non-profit Ministry of Awesome, the starting point to make things happen in Christchurch; the Curator and Licensee for TEDxChristchurch in New Zealand and TEDxScottBase in Antarctica; Chair of the Board of the New York-based Natural Gourmet Institute for Health and Culinary Arts; Deputy Chair of CORE Education Ltd; and a Climate Project Ambassador who trained with Al Gore.

A native New Yorker, Kaila holds a degree in Hotel and Restaurant Administration from Cornell University and has been a serial entrepreneur since the age of 22. Her purpose in life is to be an uplifting presence.



**Louise Edwards**

*19 December 2012 – current*

Louise is a Chartered Accountant and Chief Executive of the Rātā Foundation. She has over 20 years senior executive experience across industries in New Zealand and overseas, in particular the financial services sector. Her previous roles have included Chief Executive of Perpetual Trust and Chief Operating Officer for Assure NZ (an AXA subsidiary).

Louise also maintains strong community links through her work with the Canterbury Business Recovery Trust, University of Canterbury Foundation, the Christchurch Earthquake Children's Trust and the New Zealand Council of Victim Support. She holds several company board appointments.

# Board of Directors



**Councillor Tim Scandrett**

*8 December 2016 - current*

Tim Scandrett is a second term Christchurch City Councillor representing the Cashmere Ward. He has a background in event and festival management and consultancy and became involved with local body politics as he likes to work with people to make things happen.

He enjoys putting his event management background to good use in helping secure great opportunities for our city. He is involved in several groups which are working to make our new city even better than before, for example the Cathedral Square and Surrounds Regeneration Strategy Steering Group. Tim is also Chair of the Board at Vbase, the council company which runs Council venues and attracts events to the city.



**Laura Meriluoto (Board Intern)**

*27 July 2016 - current*

Laura Meriluoto is a Senior Lecturer of Economics at the University of Canterbury and programme director of the Business Economic major. She created and ran MGMT 228 – Chinese business practices and culture – for five years.

Laura is the Director of Competition Law and Policy Institute of New Zealand and chairs the Advisory Board of the Institute. She is the outgoing chair of Global China Connection Canterbury Advisory Board and has previously been a member of the AIESEC Canterbury Advisory Board and University of Canterbury Academic Board.



### **Councillor Raf Manji**

*8 December 2016 – 8 June 2017  
(Retired)*

Raf is a two term Christchurch City Councillor and Chair of the Finance committee, focused on the Council's financial position and its post-earthquake strategic direction and risk management.

He spent 11 years trading global markets for investment banks in London. Since moving to New Zealand in 2001 he has been actively involved in community and business governance.

With degrees in Economics and Political Science and a Masters in International Law and Politics, Raf has spent many years examining the friction between the public and private space, and is especially interested in the reform of monetary, welfare and tax systems and our political and constitutional arrangements.



### **Mayor Lianne Dalziel**

*8 December 2016 – 8 June 2017  
(Retired)*

Hon Lianne Dalziel was first elected as the Mayor of Christchurch in October 2013, after serving 23 years in the New Zealand Parliament. She was a Cabinet Minister in the 5th Labour Government under the leadership of Prime Minister Rt Hon Helen Clark (1999 – 2008). She was re-elected as Mayor in 2016.

Lianne served on the Transition Holdings board during the establishment phase of ChristchurchNZ (to 30 June 2017) and is a director of Christchurch City Holdings Ltd.

She has a law degree from the University of Canterbury and was admitted to the bar as a barrister and solicitor of the High Court of New Zealand in 1984.



### **Raewyn Idoine**

*1 October 2016 – 8 August 2017  
(Retired)*

Raewyn is a Director of the New Zealand Tourism Board and Chair of the Ministry of Health Research Ethics Committee. She has significant senior level experience in the education, tourism and health sectors, having chaired the Local Government Industry Training Organisation, been a director of the New Zealand Blood Service and a board member of Learning State (the state sector industry training organisation).

Involved in a number of successful business start-ups, Raewyn established the Sir George Seymour National College of Tourism and Travel. It now has six campuses, over 1,000 students per year and an impressive 94 percent student employment rate. Raewyn has won both the New Zealand Tourism Award and the New Zealand Marketing Award.





# 16/17 Highlights

The 2016/17 financial year was a busy one for the organisations that merged to form ChristchurchNZ. Each continued to deliver against their existing business plans while working towards becoming one entity. Highlights of the work from these organisations are outlined on the following pages.

## Creating ChristchurchNZ

The move to become ChristchurchNZ saw Canterbury Development Corporation's (CDC) holding company renamed Transition Holdings Ltd and a single board structure put in place in preparation for merging

CDC and International Education with Christchurch & Canterbury Tourism (CCT) and the Christchurch Convention Bureau and Christchurch City Council's Major Events functions.

Significant preparation work included: supporting the formation of a new Board; developing a strategy and business plan; identifying and developing integration opportunities; identifying and preparing new premises; amalgamating finance and client management support systems and aligning employment contracts.

The Christchurch Economic Development Strategy (CEDS)

continues to guide the organisation and city's long-term growth goals and priorities to 2031. The CEDS vision is:

***Christchurch: a place where people and enterprise choose to be.***

CEDS is collectively owned and delivered by ChristchurchNZ and 20 implementation partners across the private and government sectors. With over 70 projects underway or planned the strategy aims to prepare and position Christchurch for rapid technology change, climate change and greater competition for visitation and talent that New Zealand and the world is set to experience over the next 15 years.



The vibrant BNZ Centre

# 16/17 Highlights

## Economic Development and Business Support

Many projects were undertaken by Canterbury Development Corporation (CDC) in the 2016/17 year to drive economic outcomes for Christchurch.

### Strategic work

- Delivered a strategic report on how the city can realise the economic potential of Canterbury's regional innovation system. This guides priorities for enhancing the region's innovation system and will help to inform joint initiatives and priorities with our innovation partners.
- Led the establishment of the City Narrative Group to drive a consistent and co-ordinated approach to promoting the Christchurch story.
- Worked with Development Christchurch Limited and other partners on an integrated service delivery model for business and investment attraction.

### Business support for Kaikoura and Hurunui districts

Support was provided to the business recovery programme in the Kaikoura and Hurunui districts following the Kaikoura earthquake, using the knowledge and experience gained

through the Recover Canterbury programme. Staff received recognition from the office of the Minister of Economic Development for their invaluable support, expertise and knowledge sharing.

### Business Growth Regional Business Partner Programme

Partnered with the Canterbury Employers' Chambers of Commerce, the Business Growth Regional Business Partner Programme contract with New Zealand Trade and Enterprise and Callaghan Innovation has been delivered with a very high net promoter score of +71 (on scale from -100 to +100). CDC worked with 332 businesses issuing 192 vouchers worth \$407,500. CDC also matched 360 businesses with mentors, exceeding the annual target of 319. The programme was also awarded "Best Performing Region 2016/17".

### Events

- Innovation hub GreenHouse has been home to start-up businesses and has hosted well over 1,000 people from many innovation and technology focused organisations at events and meetings.
- Two public economic update events were held, with the audience growing to over 300 attendees per event. Two editions of The Canterbury Report were published in hard copy and online, aligned with the economic updates.

- Supported development and delivery of major business events, including Singularity University, Techweek'17, the Canterbury Tech Summit and the Social Enterprise World Forum, significantly raising the profile of Christchurch and our high value, high tech and socially conscious businesses and sectors.

### Economic research

- Economic research expanded the knowledge base of the city and informed organisational and wider communications, including:
  - > A reassessment of the underlying economy model for the Christchurch Economic Development Strategy Background Paper and an analysis of the impact of baby boomers on housing markets.
  - > Research into a Chinese visitor prediction model; developing targeted marketing personas for Christchurch and Canterbury using the International Visitor Survey; a review of how other destinations have mitigated seasonality issues and understanding constraints to visitor growth to inform policy and investment.
- A public value assessment on a cruise berth in Lyttelton was completed, which led to Christchurch City Council committing \$56 million to rebuild cruise facilities at Lyttelton Harbour.



*Former Prime Minister Bill English experiences virtual reality in Christchurch during Tech Week 2017*

## **Christchurch Economic Development Strategy**

As a city we are moving from focusing inwards on the rebuild, to being aspirational and outward focused. This has been reflected in the release of an updated version of the CEDS:

- CEDS and its Background Paper were reviewed during the year, and included considerable stakeholder engagement. The process highlighted progress made and a change in the focus

of stakeholders – from rebuild to relaunching Christchurch as a city of opportunity. This shift in focus has been included in the 2017 release with a strong emphasis on city profile, being attractive to residents, migrants, visitors and business investment.

- The internal project management office oversaw 26 projects delivering on the CEDS, including the Hi-Growth Launch Programme and the Innovation Precinct branding and website.

## **FoodSouth**

New Zealand Food Innovation Network (South Island) Ltd, known as FoodSouth, is funded through CRIS Ltd and Callaghan Innovation and provides business development support to help food and beverage businesses grow. During the year it has continued to support businesses looking at new product development, commercial production process optimisation, exporting opportunities, regulatory compliance and market analysis.

## **Powerhouse Ventures Limited**

Powerhouse Ventures Limited (PVL), the university-generated intellectual property commercialisation firm which CDC established and has been a cornerstone investor in over the last decade, successfully listed on ASX in October 2016. It had a market capitalisation of approximately A\$30 million at the time of listing. CDC had been a passive investor for the last three years.

# 16/17 Highlights

## Visitor Marketing

Christchurch and Canterbury Tourism (CCT) continued to grow the visitor economy for the city and region over the 2016/17 period.

### Consumer campaign activity

A number of projects were undertaken to underpin all marketing activity, including a refresh of the Official Visitor Guide, photo shoots, and research to gain a better understanding of the visitor experience in the city and the domestic perceptions of Christchurch.

Specific consumer campaign activity was carried out for three target markets:

#### Local

We aimed to educate and inspire locals to be ambassadors and encourage domestic visitation.

- pocketsofawesome.co.nz was launched in February 2017 as a central point where locals could find information on things to do and places to go. Content has grown considerably and 10,000 unique visitors have been attracted per month.
- The Pockets of Awesome e-newsletter has 15,000 subscribers.



Akaroa Black Cat Cruises

#### Domestic

We continued to build on two core propositions to promote Christchurch and Canterbury in the domestic market:

- Pockets of Awesome – CCT partnered with New Zealand Media Entertainment to build awareness of the concept of Pockets of Awesome in the local and domestic market. Five videos were created, posted on the new website and promoted through a Facebook campaign, 'Share Your Awesome'.
- Walk Canterbury – CCT partnered with the Canterbury District Tourism Organisations to promote walking as a special interest. Across the campaign the website received 87,330 site visits.

#### Australia

Joint campaigns targeted at the Australian market included:

- South Island Journeys – Tourism New Zealand and Christchurch International Airport Ltd partnered with 14 South Island Regional Tourism Operators, with a focus on driving regional travel to the five promoted key journeys. Results included 271,378 website visits (194 percent of target) and 22,933 referrals (200 percent of target).
- Christchurch in next to no time – A joint venture with Christchurch International Airport Ltd and Tourism New Zealand targeted a subset of Sydney and Melbourne visitors already travelling to the South Island. Results included 87,235 website visits and 5,313 referrals.

## **International trade activity**

International trade activity aimed to influence global travel sellers to promote and grow Christchurch and Canterbury within trade itineraries. In 2016/17 CCT attended 23 events in priority markets, including China, South-East Asia, Australia, United States and Singapore. Over 4,000 individual travel trade sellers were trained.

## ***Familiarisation programme***

There were 62 famils hosted, made up of 353 individuals from 219 companies, during the year.

## ***Work with Inbound Tour Operators***

Projects to influence Inbound Tour Operators (ITOs) included the Regional Tourism Organisations NZ Trade event, Tourism Council Export NZ Board meeting in Christchurch, Japanese ITO famil and a series of Global ITO famils. The Top of the South Campaign is a partnership with Christchurch International Airport Ltd and six Regional Tourism Operators.

## ***Trade communication resources***

We developed a series of webinars with Tourism New Zealand and a strategy around Kaikoura events. Resources like Hotels Map, Farmstay directory and Top of the South booklet provided selling tools for the trade.

# 16/17 Highlights

## China market activity

CCT prioritised China, the second largest international visitor market for New Zealand. Activity included:

- Consumer marketing strategy centred around social media. As a result, Weibo active users and engagement grew by 69 percent in the last year through content marketing and campaigns.
- 'Upskill for China', a new project for CCT in the 2016/17 year designed to increase industry preparedness for operators.

## Media activity

In the last year CCT hosted 167 domestic and international media on famils.

### Highlights:

- **Chinese U-Tour – Social Influencers**  
CCT helped Christchurch Airport host two key Chinese social influencers in August 2016. Their posts were pushed to their social communities of 1.3 and 1.5 million followers and into a mini-documentary.
- **Sidarth Malhotra – Tourism New Zealand Indian Brand Ambassador**  
His coverage of Canterbury was viewed by over 3 million Instagram and 3.5 million Twitter followers.



Christchurch Lantern Festival

## Digital activity

A number of key digital projects were carried out in the 2016/17 year.

- Creating original content for christchurchnz.com has been a focus for the team, driving social traffic for the organisation. ChristchurchNZ Facebook has grown from 29,000 to 38,000 followers, Instagram from 13,000 to 26,000 followers, while the new Pockets of Awesome Facebook page grew to 8,500 following in just seven months. Growth on social media is also attributed to the ongoing work being carried out with domestic and social influencers.
- Training sessions were held with tourism operators to help increase their digital capability.

## Christchurch Lantern Festival

The festival celebrates the end of the Chinese New Year period, started in the city 11 years ago and has grown to become one of our largest and most popular festivals. Held on the 18 and 19 February 2017, it attracted more than 60,000 visitors with an 85 percent visitor satisfaction rate. There are plans to grow the event to become a South Island Lantern Festival.

## Major Events

**The 2016/17 year saw an increased focus on the importance of major events in attracting visitors to Christchurch and the Canterbury region, as well as helping build Christchurch and Canterbury's profile nationally and internationally.**

- A new team was established and the transition of the major events portfolio from Christchurch City Council to ChristchurchNZ has cemented a strong collaborative partnership as the two organisations work together on their respective event programmes.
- A working group was established to develop a city-wide Major Events Strategy.
- A major win was securing the 2018 Under-19 Cricket World Cup games, including New Zealand v Kenya on 17 January 2018. Six games will be played at Hagley Oval, three in Rangiora and 17 in Lincoln.
- A strategy was developed and rolled out to support the growth of Lantern Christchurch, which includes the very successful business forum and lantern festival. The key focus is on the event's investment framework, integration into the central city and potential as an attractor for business, culture, arts, education and tourism.

## City Promotions

**Promoting Christchurch to residents and visitors is an important way to build the city's profile.**

- Over 700,000 items of printed city promotional material were distributed, including publications such as the city mini-map and Avon River Guide to branded material such as bags.
- There are over 300 banner sites citywide, which were used for general regalia decoration as well as to promote events such as NZ Cup and Show Week, the World Bowls Championships, The Pioneer, DHL Lions Tour, Canterbury Crusaders Rugby and Le Race.
- The Findchch website, which was developed post-earthquake to ensure residents and visitors are aware of all that Christchurch has to offer, has had increased traffic in the last year with 199,104 sessions recorded.
- Christmas 2016 saw the regular central city Christmas decoration sites set up, as well as decorations being designed and installed in the Botanic Gardens for the first time.

# 16/17 Highlights

## International Education

**International Education continues to play an important part in the city's economy, with student numbers continuing to increase.**

Work in this area is guided by the Canterbury International Education Destination 2025: Strategy Leadership Accord, made up of Canterbury education providers. The vision is for Canterbury to be a globally connected region for international education, providing enhanced student opportunities and outcomes with enduring benefits for the community.

### Student numbers

The international education sector has been experiencing strong growth in the last two years, with a 7.8 percent increase in student numbers from 2015 to 2016 to reach 11,428.

Canterbury International Education Leadership Accord, in partnership with Christchurch Educated, Canterbury Development Corporation and Education New Zealand, met its strategic target for 2016 of \$310 million economic value add for the region.

While these figures are positive, there is still work to be done as Christchurch is only at eight percent of the country's market share compared to 15 percent pre-quake.

## Student experience programme

Christchurch has the most extensive student experience programme in the country, with 10 City Ambassadors, five City Social Media Ambassadors and five City Content Marketers. The City Ambassadors welcome the students at the airport and plan cultural and volunteering opportunities throughout the year to encourage students to engage with the local community. The media interns continually update agent contacts and offshore partners by spreading the word of our students' experiences internationally.

### International student app

To help students feel welcome a Students' Guide to Christchurch App has been developed that includes arrival information, events, discounts and connection to City Ambassadors. Prospective students can see all that Christchurch has to offer and chat with a local before arrival in the city. The app was launched in 2016 and has been downloaded 1,830 times since its release.

### Job Ready Programme

The Job Ready Programme matches businesses wanting to make use of local talent with international students in Canterbury.

Launched in 2016, out of the 86 job seekers trained by the Job Ready Programme, 30 are now in internships and a further 27 have found permanent employment.

### China marketing activity

A marketing mission to China in October 2016 raised awareness of Christchurch as an education destination, built agent relationships, supported preferred agents and developed provincial government partnerships.

Six schools, six private tertiaries, Canterbury's three public tertiaries and two representatives from the Christchurch Educated membership body travelled to China as part of the mission. The region had a booth at Education New Zealand Agent Seminars in Chengdu, Beijing and Guangzhou to promote Canterbury.

Canterbury Agent Awards were instigated to recognise top performing agents and their support of the region, update them on opportunities in Christchurch and provide a forum for networking. The success of the awards means they will become an annual event.

In addition to the mission, there were six famils hosted and support given to agent events in Auckland, India and Thailand.



Visitors from China enjoying Hagley Park

# 16/17 Highlights





## Industry partnerships

**During the 2016/17 year Christchurch & Canterbury Tourism continued to work with Convention Bureau business partners, general partners and businesses critical to the success of marketing the region locally, nationally and internationally.**

Activity included:

- Hosting national tourism stakeholders to showcase the city, including the Tourism Export Council Board, Tourism New Zealand Board and Senior Management, Cruise NZ Chief Executive Officer and Chair and representatives from Tourism Industry Aotearoa.
  - Engaging regularly with regional councils to align activities.
  - Representing the city at national tourism forums, including: Regional Tourism Organisations, Tourism Industry Aotearoa, Cruise Association NZ, NZ Conventions Bureau and Conventions and Incentives NZ.
  - Organising and hosting eight update and networking functions for tourism and convention bureau industry representatives.
- Advocating for the re-establishment of cruise ships into Lyttelton and helping to maintain cruise activity in Akaroa through industry partnerships with cruise operators, Tourism New Zealand and Lyttelton Port Company.

## Christchurch and Canterbury Convention Bureau

**Throughout 2016/17 the Christchurch and Canterbury Convention Bureau has continued to promote the city and region as a premier destination for conferencing. Activities have included:**

- Completing 24 international and city bids.
- Increasing Convention Bureau partnership numbers to pre-earthquake levels – 77 partners, up from 69 the previous year.
- Achieving a bid conversion rate of 38 percent for the year end 2016/17 – up from the 27 percent in the previous year. This is a clear indicator of confidence returning to the business events sector.

## Christchurch i-SITE Visitor Centre

**The Christchurch i-SITE Visitor Centre is part of New Zealand's official Visitor Information Network and provides an impartial information and booking service for Christchurch, Canterbury and the rest of New Zealand.**

Highlights for 2016/17 included:

- Moving the Christchurch i-SITE from a temporary location at the Christchurch Botanic Gardens to the Arts Centre on Worcester Boulevard.
- Maintaining high customer satisfaction ratings across all services.
- Updating all i-SITE collateral including maps, wayfinding, digital media and print media to reflect the new location.
- Installing a digital screen at the i-SITE to promote business partnership and marketing campaign messages, creating additional revenue and more space for brochures.
- Increasing the offer of products in the i-SITE from our Business Partners.





# The Year Ahead

The benefits of bringing together the city's tourism, events, economic development and city promotion functions have just started to be realised with the different organisations beginning to work closer together in the past year, in anticipation of the establishment of ChristchurchNZ on 1 July 2017.

As a combined entity, we have more scale and a better ability to rally resources and respond to opportunities, helping us support prosperity, opportunity and a great quality of life in Christchurch and Canterbury.

Our goals, and those of the city, are guided by the Christchurch Economic Development Strategy (CEDS), which brings together multiple agencies to achieve a vision, that by 2031, Christchurch is a place where people and enterprise choose to be.

Over the coming year our focus will be realising more of the benefits of working together, consolidating our activities and putting in place the systems and processes to ensure ChristchurchNZ is able to deliver the best possible outcomes for the city and region.

We will be delivering against our business plan priorities, organised into three areas: profile and promotion; attraction; and business support and economic development.

Here's how we will work towards our goals over the coming year.

## Profile and promotion

**Developing a strong, positive city profile and promoting it to residents, national and international audiences is a priority for ChristchurchNZ.**

### A city narrative

Christchurch has a new story to tell, the city is no longer a quake city but New Zealand's oldest and newest city; a city of opportunity offering residents, visitors, students and businesses the chance to grow, connect and find balance.

An important objective of ChristchurchNZ, its partners and other key stakeholders over the coming year is to refine and promote the city narrative. We will:

- Lead the Christchurch Narrative Steering Group to refine and promote the narrative as a tool to promote the city and attract visitors, students, businesses and investment.
- Develop and promote a toolkit of images, video, text and other resources.
- Deliver coordinated marketing and communication campaigns for residents, and domestic and international visitors, aligned to the narrative and in support of Christchurch International Airport.

## Christchurch: A city of opportunity

We're telling Christchurch's new story; about a city that is proud of its past and equipped for the future. A city that provides residents and visitors with the opportunity to:

### Grow

- You can have the freedom to create new things, have meaningful work and bring ideas to life – a city of learning and development.

### Connect

- Christchurch is well connected within the city, to the rest of the country and the rest of the world – we have a community spirit and a collaborative approach.

### Find balance

- Christchurch provides healthy living and easy interaction with nature. We are a modern city built for modern living – New Zealand's most pedestrian and cycle friendly central city, surrounded by stunning natural features.

# The Year Ahead

## A great visitor and residents' experience

Enhancing the visitor experience and creating a sense of local pride in the city is one of the most powerful ways to lift Christchurch's profile nationally and internationally.

To do this, ChristchurchNZ will:

- Continue to provide high quality customer services through our i-SITE locations and encourage visitors to stay longer and spend more within Christchurch and Canterbury.
- Deliver a city promotions work programme to residents and visitors that showcases the vibrancy of the city, including our annual programme of events and festivals.

## Influencing international trade and media

Promotion of the city is ongoing through the social influencers programme, offshore trade events alongside key partners such as Tourism New Zealand and Christchurch International Airport Ltd and high-quality media content. Heightened work is underway in China to tap into the growing market, all while remaining a key player in the national tourism ecosystem.

## Attraction

**Today Christchurch has a busy economy, with positive population growth and investment.**

We know the economy will continue to transition, from accelerated growth driven by rebuild investment to one driven by an underlying economy. The economy will also be impacted by global trends such as an aging population, accelerating technological disruption, climate change and intensified competition for visitors and workers.

To maintain Christchurch's economic growth, it is essential for the city and region to continue to attract visitors, migrants, students, new business and investment. We will do this through integrated marketing, major events and conferences.

Attraction will be a priority for ChristchurchNZ throughout 2017/18 and beyond.

## Attract major events and conferences

Events of scale deliver economic prosperity and raise the profile of the city, attract visitors to the region and leave a positive legacy for residents. Over the coming year ChristchurchNZ will:

- Deliver a scheduled programme of major events (see text box to the right).

- Leverage the opportunities of working alongside domestic and international tourism marketing experts.
- Develop the city's major events strategy.
- Maintain our national share of the conference market by preparing 30 international city business event bids, hosting conference and incentive buyer groups and providing familiarisation sessions for conference buyers.

## ChristchurchNZ's events programme for 2017/18

- New Zealand Cup and Show Week
- Rugby League World Cup 2017
- International Cricket season
- Street Prints Ōtautahi
- ICC Under 19 Cricket World Cup
- World Buskers Festival 2018
- Kathmandu Coast to Coast
- Christchurch Lantern Festival and Business Forum
- Christchurch Casino Golden Oldies Sport Celebration 2018
- ASB Christchurch Marathon



World class Rugby League teams come to Christchurch for the Rugby League World Cup 2017

# The Year Ahead

## Christchurch's visitor strategy has four aims:

- Developing a visitor aspiration for Christchurch and Banks Peninsula, and identifying the strategic direction required to achieve it.
- Securing the autonomy, authority and funding required to deliver the visitor aspiration.
- Promoting joined up thinking and action across activities with an attraction/promotion focus.
- Rebuilding Christchurch's brand internally and externally.

The strategy is available at [christchurchnz.org.nz](http://christchurchnz.org.nz)

## Attract visitors

Attracting more visitors who spend more and stay longer provides economic benefits and reduces pressure on the peak-season. Over the coming year we will:

- Implement the Christchurch Visitor Strategy (see side box for summary).
- Deliver a tourism marketing programme that drives domestic visitation through a strong local engagement programme.
- Strengthen our relationship and engagement within the tourism industry, including upskilling frontline staff and building on strategic partnerships with Christchurch International Airport Ltd and Tourism New Zealand.
- Increase international awareness and preference for Christchurch and Canterbury as a destination through international media engagement, famil and hosting opportunities, digital campaigns, website development and targeted international travel trade marketing.
- Research and develop a plan to reduce visitor seasonality.
- Provide residents and visitors with information about visiting, living, working and doing business in Christchurch.

## Attract international students

International students are attracted to Christchurch by the established quality and reputation of our education providers, the vibrancy and energy of the city and our open, friendly and welcoming reputation.

In turn, international students bring an injection of talent, diversity, economic growth and energy to the city.

Throughout 2017/18, ChristchurchNZ will support the growth of international student volume and value in Canterbury. We will:

- Provide strategic leadership and advocacy for the sector through the Canterbury International Education Strategy Leadership Accord and Christchurch Educated.
- Build strong national and regional relationships between the international education sector, government agencies, other industry sectors and iwi.
- Provide clear pathways for international students through school to higher education to employment in areas of regional strength.
- Build the value proposition for target markets and strengthen international partnerships.
- Lead the sector to increase investment and engagement in collaborative activities and deliver excellent student experiences.



## Attract investment

Making investment into Christchurch easy for businesses, entrepreneurs and investors will enable economic growth. Over the next year we will work with partners, including Development Christchurch Limited, to:

- Expand the business and investment enquiry and response framework.
- Identify Christchurch's areas of competitive advantage with the potential to grow, scale and add value.
- Identify opportunities and investors to develop new city assets to enhance future international relevance to migrants, visitors, international students, business and investment.
- Develop evidence-based business cases and investment proposals to attract or encourage investment.



*Renowned international guest speaker Andy Cunningham at the Canterbury Tech Summit*

# The Year Ahead

## Business support and economic development

More than 80 percent of businesses in our region are small-to-medium enterprises, employing fewer than 50 people. Part of our role is to support these businesses to succeed, grow and innovate to deliver greater economic growth and employment back to the city. We do this through targeted support, providing evidence-based knowledge and creating a shared economic vision for Christchurch.

### Support businesses

ChristchurchNZ provides businesses with a range of services addressing specific needs including building capability, research and development, support and networking, and professional development services. Over the coming year we will:

- Provide business support services to 600 local businesses, including through the Business Growth Regional Business Partner Programme.
- Provide business mentoring services to 300 businesses.
- Provide knowledge and support for businesses to enhance productivity, reduce waste, improve profitability and embed change management practices.
- Support organisations aimed at increasing industry leadership, collaboration and growth, such as FoodSouth who provide product testing and education services to food producers to help move the economy into value-add export markets.
- Monitor the needs of tourism, events and international sectors to determine whether new programmes should be developed.
- Use Workforce Business Champions to help businesses engage with education providers and continue to chair the Workforce Advisory Group.

### Provide evidence-based economic knowledge

Over the coming year we will provide the business community and government sector with region-specific knowledge of economic conditions and trends, drivers of growth and key opportunities. We will:

- Provide economic insights and knowledge through regular events, publications and reports.
- Deliver a trusted and in-depth economic research programme on regional issues and opportunities and expand our knowledge-base to include the visitor economy.
- Conduct a review of information, products and channels to ensure people are getting the right information in the right way.

### Create a shared vision for our economic future

Our goals and those of the city, are guided by the Christchurch Economic Development Strategy (CEDS), which brings together over 20 agencies to deliver more than 80 projects to drive prosperity for the city. The collaboration across multiple agencies is a key strength of the strategy and unlike any of its kind in New Zealand.

ChristchurchNZ will continue to lead, monitor and deliver the strategy throughout the coming year and will:



- Develop a plan for the implementation of the Christchurch Visitor Strategy.
- Review and update the CEDS.
- Establish a CEDS Leadership Group to improve coordination of information and drive project delivery at a city level.
- Promote Christchurch's high-value and high-tech offering to grow the scale and increase the flow of business, investment and talent into Christchurch. This will include promoting the Tech Story resources, developing the Canterbury Tech Summit and TechWeek, and leveraging the New Zealand Hi-Tech Awards as a major event.

### **Raising the profile of Christchurch's innovation ecosystem**

Canterbury has a thriving innovation system, with skilled, creative and entrepreneurial people and strong research and tertiary institutions. The region produces high numbers of patents and a high proportion of employment is in knowledge and technology intensive industries. Our aim is to improve the connectedness and profile of Christchurch's innovation and entrepreneurial system. In the coming year we will:

- Develop GreenHouse, the Innovation Precinct and the Health Precinct as city assets to help bring the innovation system to life.
- Create an entrepreneurial 'landing pad' to enable business, talent and investment to easily flow into the city.
- Create opportunities for young people, business, researchers, educators, government and communities to interact and engage in innovative thinking.

# The Year Ahead

## Embedding ChristchurchNZ

Over the coming year we will continue to establish the organisation through our medium-term strategy and develop systems and processes to allow the new organisation to best deliver its work programme.

### Develop a medium-term strategy

Throughout 2017/18 we will complete a series of planning milestones to enable efficient delivery of our business goals. This will include:

- Developing our medium-term strategy.
- Developing our communications and engagement strategy, including reviewing information products and channels to ensure audiences receive information they value through the most effective channels.
- Rolling out a strong ChristchurchNZ brand.
- Developing an organisational culture that supports productivity and delivery of our strategic objectives.

## Organisational systems and processes

To deliver our work programme we will introduce fit-for-purpose systems and processes. We will:

- Identify and implement finance, HR and IT systems that meet the needs of the new organisation.
- Develop internal communication tools to support a positive, delivery-focused organisational culture.
- Implement an integrated project and contract management system.





*The Terrace development is starting to take shape in the CBD*



**GET IN TOUCH**

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