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Welcome to the 2019 Annual Review, highlighting some of our favourite stories from the year and our goals for 2020



When I wake up each morning in Ōtautahi Christchurch, I see a city that is courageous about the contribution it makes to the world. It is proud of what it is, what it has been and what it will be. It is proud of the contribution it makes to New Zealand and the globe. It is proud of its location, its people. It is proud of the businesses and entrepreneurs who are unafraid to explore and innovate, sustaining our rich and diverse economy. And this pride comes from a deep sense of commitment to challenging the status quo that is rooted in our history.

The role of ChristchurchNZ is to stimulate sustainable economic growth for a more prosperous Christchurch and Canterbury. We believe in taking action now for intergenerational benefit and draw inspiration from the words of mana whenua: Mō tātou, ā, mō kā uri ā muri ake nei - For us and our children after us. We have set ambitious 10-year goals that go beyond the blunt measure of gross domestic product and capture a broader definition of prosperity, with measurable commitments to environmental improvement, inclusion and improved confidence and perception alongside measures of sustainable per capita economic growth. We have called this set of goals (that you can see on page 14) the Christchurch Prosperity Framework. The framework and goals are deliberately aligned to the UN Sustainable Development Goals because we know that, wherever you are in the world, you are connected to a global ecosystem.

We work actively internationally and nationally to invite others to join us to explore the opportunity of this place. As a major New Zealand metropolitan city with significant economic assets, brand-new infrastructure, international connectivity, sophisticated high-quality education, a high standard of living and a wide range of interesting jobs, we are well placed to absorb growth that is causing congestion and pressure in other parts of the country. And then there is the beauty of this place, reclining between mountains, rivers and the sea.

ChristchurchNZ's role is to tell the story of our city and region and to stimulate activity that continues to transform our economy to focus on the future. We aim to deliver global best practice in sustainable economic development and city-making and confront head on the global challenges of climate change and the future of work. This requires us to take intelligent risks, work in partnership and encourage others to share our sense of pride and purpose, support our own people and others to do great things and stay fiercely committed to serving the people of this city and region. We are proud to every day ignite bold ambition for our people, our place: Ōtautahi Christchurch.

Ngā mihi nui,
Joanna Norris, *Chief Executive*

This year has been an important turning point for both our city and ChristchurchNZ. For several years, Ōtautahi Christchurch has been a place of transition – transitional architecture, activities and use of space. Our people showed great creativity and resilience, many seeing the massive changes we went through as a chance for new urban life.

The city is coming out of the transitional phase with a rebuilt infrastructure the envy of many. To explore Christchurch now is to experience contrast. Bold glass, concrete and even cardboard structures stand proud amid heritage architecture. Turanga, the new and modern take on a public library, while just down the road the Town Hall, a much-loved old friend, reopened and welcomed residents back into ‘the city’s living room’. While beautifully restored trams still trundle the inner-city streets, it is also a place where you can dance in public to music powered by an old coin-operated washing machine. The city’s hospitality is also springing back to life.

The excitement is palpable as more and more people explore the central city. Events like Bread & Circus fuel this vibrancy and add to the economy. As the city’s economic development and profile agency, ChristchurchNZ has a key role to play in continuing to build on this momentum.

This past year has also been a turning point for ChristchurchNZ. With the new board, CEO, Senior Leadership team and structure in place, ChristchurchNZ moved past its transition and building phase to come of age. The board and management set ambitious, measurable goals for Christchurch, and an equally ambitious strategy for ChristchurchNZ to drive the plan for greater prosperity for the people of our city.

We work in partnership with business, community, iwi and government (local and central) to ensure we realise these goals. These partnerships were critical to our success this year. We signed an important memorandum of understanding with Air New Zealand, which will increase promotion of our region. The Ōtautahi Visitation Partnership harnessed the shared goals of the accommodation sector to increase the profile of the city for domestic tourists. The SALT District Trust is a New Zealand-first approach to public-private partnership that may become a blueprint for other districts in the city.

We delivered direct economic benefit through our activity, including strategic and detailed economic advice and insights and carrying out a broad range of economic development and city promotion activity. Transformation and diversification of the Christchurch economy has been a major area of focus for ChristchurchNZ this year, including the need to amplify its efforts to attract and retain people and business, and to diversify the economy into areas where there is the potential for greater sustainable wealth and higher incomes.

Over the past six months, ChristchurchNZ has led a co-created piece of work with industry, iwi, local and central government and tertiaries to define focus areas to support the transformation of our economy. We sought areas within the economy where Canterbury has industry and education strengths, aligned with global growth opportunities. These centres of excellence, which we call our ‘Supernodes’, help the city combine forces with industry and education to identify future growth industries where Ōtautahi Christchurch can thrive.

In closing, I wish to acknowledge the ongoing support of our shareholder. I also thank my fellow Directors for their significant contributions this year. In turn, we wish to acknowledge the outstanding work done by the ChristchurchNZ staff and SLT – passionate city-makers all – and, in particular, our CEO Joanna Norris who personifies daily our mission to ignite bold ambition for Ōtautahi Christchurch.

Ngā mihi,
Dr Therese Arseneau, *Chair*



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We are ChristchurchNZ

ChristchurchNZ is the city's economic development and city profile agency. We drive sustainable long-term economic development to the benefit of our people and place.

Mission

Whakangiha te mura-hiango mō Ōtautahi. The Mission of ChristchurchNZ and its subsidiaries is to ignite bold ambition for Ōtautahi Christchurch.

Purpose

The purpose of ChristchurchNZ is to stimulate sustainable economic growth for a more prosperous Ōtautahi Christchurch.

‘We actively invite others to explore the opportunity of this place.’

Joanna Norris,
ChristchurchNZ Chief Executive

Christchurch Prosperity Framework: 10-year goals

Grow Value and Scale

1. Christchurch real GDP = 9% of national GDP (grow 0.6% point faster p.a. than national)
2. Greater Christchurch population = 615,800 (104,500 more people)
3. Christchurch real GDP per capita = \$62,500 (\$9,100 more GDP per capita)

Improve Perception and Confidence

1. Christchurch residents' quality of life 5% points above national average
2. Visitor spend is 12.6% of national (grow 2.1% points faster p.a. than national)

Inclusive and Sustainable

1. A higher % of Christchurch residents have enough money to meet daily needs than national average
2. Unemployment rate below national average
3. Support Christchurch's aspiration – carbon net neutral by 2045

2019

10 years

Developed 10 Year Prosperity Framework outlining the guiding goals for the future of the Christchurch economy.

\$5.5million

\$5.5M of external co-investment (non-Council funding) through the creation of 44 strategic partnerships in 2019.

9 major events

9 citywide major events supported.

15,878,989

15,878,989 impressions from Air New Zealand's Christchurch campaign.

139 famils

139 International Media and Trade famils.

35% YoY increase

35% YoY increase in Christchurchnz.com pageviews - 2,395,434 (2019).

1 season opening

Launched the Antarctic Gateway Strategy and brought Antarctic Season Opening celebrations into the centre city.

4 campaigns

Created and delivered 4 major marketing campaigns targeting domestic and international visitation, business attraction, as well as reengaging residents with the new CBD.

\$15million

Events bought to the city with help from ChristchurchNZ generated an estimated \$15million into the local economy between August 2018 and June 2019.

75,000 nights

Events generated an estimated 75,000 visitor nights at local accommodation providers between August 2019 and June 2019.

518 businesses

Number of businesses supported 518 (with an NPS of +67).

107 businesses

107 businesses supported through mentoring programme.

12 successful bids

We prepared 34 city bids for major business events, with a 35% success rate.

151,452 people

Welcomed 151,452 people into our central city iSite, located at the Arts Centre.

8 reports

Released 8 citywide economic reports outlining the health of the Christchurch economy.

10 businesses

Incubated 10 high-potential businesses through High Growth Programme.

Exploring
a bold and
ambitious
vision for
our new city



Commercial

What do we want to be known for? How will we define prosperity? How can we best support business and leverage our status as an Antarctic gateway city? Let's explore some of the ways we have worked to grow the city's economy this year.



Think Big

A bold framework for the future

The future is up to us. The Prosperity Framework sets 10-year goals for sustainable, inclusive economic growth.

Now is the time to set a bold ambition for Ōtautahi Christchurch, says Anna Elphick, ChristchurchNZ General Manager, Strategy, Insight and Policy. “Christchurch is in a special position in terms of opportunity and challenge. I think people are a bit worn down and a lot of people are still finding it hard, but we’ve had most of the insurance payouts across the city and we’ve got an opportunity for growth that other centres don’t have. The future is up to us. We need to be the ones who visualise and create that future.” Anna says the ambition is to make Ōtautahi Christchurch a place where people have meaningful and productive lives. “We’re not going to do that by being pedestrian or with mundane economic development strategies,” she says.

Instead, Anna’s team has worked to develop what they are describing as a Prosperity Framework for the city. The framework sets 10-year goals of adding 104,500 more people and \$9,100 more GDP per capita to the city as well as capturing 12.6% of the national visitor spend. “We want to make Christchurch a vibrant and exciting place to live, and we think we need more people and more economic activity to do that.” But Anna says it’s important that we do not go looking for growth for growth’s sake. “Growth needs to be of benefit. It needs to be inclusive, to create a great quality of life and to be sustainable,” she says.



The strategy also aims to have residents rate the quality of life here 5% higher than the national average, while keeping unemployment lower than the national average. It aims for a higher-than-national average of residents who have money to meet their daily needs, and it supports Christchurch's ambition to be carbon neutral by 2050. The Prosperity Framework has quantified the goals required for a vibrant, sustainable and inclusive city. "ChristchurchNZ has the role of setting the economic development strategy for the city. We also have a mission to ignite bold ambition for the city. This drove us to think on a bigger level," says Anna.

Although ChristchurchNZ has taken the leadership of this framework, it won't be done alone. The framework sits within the Greater Christchurch Partnership, which includes local councils, ECan, Ngāi Tahu, CDHB and NZTA. The framework helps all of these entities collaborate and make better decisions for the city. "The framework is a reference point for decision making," says Anna. "It forces us to think outside of our own delivery and think about how we are influencing those bigger levers."

ChristchurchNZ has already changed the way it measures its own value according to the Prosperity Framework. "In our planning work this year, we'll measure ourselves according to the value we are creating. For every \$1 invested by Council, we'll aim to deliver \$6 in economic value for the city."



The four Supernodes have been developed to transition the economy to industries with potential for big future growth.

Supernodes define where we'll play

What might the Ōtautahi Christchurch of the future be famous for? How can we leverage our traditional industries and our strong education sector to make a mark on the world? These are some questions ChristchurchNZ set out to answer this year for the city. Like most cities, Ōtautahi Christchurch has an aging population. To compete for global talent, we need opportunities for young people. Our traditional manufacturing and construction industries are also vulnerable to disruption – this is not where the city will find big growth opportunities in the future. So ChristchurchNZ embarked on a project to identify the most promising industries of the future for Ōtautahi Christchurch.

The project began with some research into the biggest global growth industries. Our Strategy and Insights team identified 10 industries that fit our current capabilities and local advantages and that promise strong growth in the future. Then we took these 10 potential growth areas to local industry groups and to the local education sector to workshop. We agreed that sustainability and tikanga Māori would frame the discussion as the overarching values. Together, we refined the 10 opportunities into four Supernodes for Ōtautahi Christchurch – four key growth industries where the city can focus and lead and grow.

We've defined a Supernode as a highly connected and active zone within a global network. By activating networks around these four Supernodes, we can concentrate growth and build a bridge between industry and education. Each Supernode matches local capability with local advantages and global opportunity. Industry workshops have helped to unpack the opportunities and challenges for each of the four Supernodes. This helped us understand exactly what needs to be done to build the skills, capability, pathways and attraction channels required to achieve this growth. Next, we'll run an education workshop to look into how education providers can engage with the Supernode initiative. Decision groups will be developed for each of the Supernodes to drive activity and support the growth of each ecosystem.

The four Supernodes

Aerospace and future transport

Clear skies, open airspace and high-value engineering services put Ōtautahi Christchurch in a good place to participate in the \$360 billion global space industry. We can become a global prototyping and test ground as well as a launch facility.

Food, fibre and agritech

Building on our strong agricultural backbone and our global reputation for agritech, there are opportunities to solve global problems around sustainable agriculture.

Health tech and resilient communities

Taking our learnings from our community resilience, our connected health precinct and our manufacturing abilities, we can become a proving ground for new solutions for new health solutions in a world affected by climate change.

High-tech services

Leveraging Ōtautahi Christchurch's large and connected tech sector allows us to put a high-tech lens across the other three Supernodes. High-tech services enable the other Supernodes' success.

Charlie Davey, Principal Adviser Secondary Transitions for the Ministry of Education, says she's excited to see how the Supernodes initiative will impact schools and create clearer pathways for students. "Research shows that a lot of young people do what they know about," Charlie says. "They choose careers based on what their parents do or what their teacher can talk about, so unless we can broaden those ideas, we won't get anything different." Charlie says connecting secondary schools to local business and industry is a challenge. "We do that with the Gateway Programme, but I think Supernodes will be a vehicle to be able to do even better."



Space



Base

Aerospace Supernode takes off



After many decades working in the aerospace industry in Silicon Valley, Emeline Paat-Dahstrom and Eric Dahlstrom have moved to Christchurch to help catalyse the city's growing aerospace industry. The couple came to New Zealand as part of the Edmund Hillary Fellowship, which provides global change makers with a three-year visa and a pathway to residency. They founded SpaceBase, which has a mission to democratise space – and to spread the wealth generation to developing nations. “Aerospace is the future,” says Emeline. “It’s one of those industries that will become a trillion dollar market. I lived the first part of my life in the Philippines and I would like to develop a template for developing nations to access the aerospace industry so that those countries can share the rewards more evenly.”

The potential for “off-planet” manufacturing, habitation and mining feels like science fiction, but is surprisingly close. The couple talks about asteroids that are easier to reach than the Moon—each one containing more metals and carbon than humans have pulled out of the Earth since the beginning of our existence. We don’t even need to bring them home to make the most of these resources. “One of our former students has built a zero-gravity 3D printer that can theoretically travel into space and use robots to build a manufacturing facility on the asteroid.” A test of this printer will launch into space from New Zealand in a couple of years. Eric says New Zealand is ideal for testing and prototyping. “It’s New Zealand’s small, tightly knit communities that make innovation happen really fast here.”

SpaceBase partnered with ChristchurchNZ last year to launch the New Zealand Space Challenge. It’s one of several initiatives designed to bring together the city’s existing engineering, data science and manufacturing capabilities to kick-start an aerospace industry here. Emeline says ChristchurchNZ was a big factor in their decision to move from Wellington to Christchurch. “By defining aerospace as one of the city’s Supernodes, Christchurch is the New Zealand city most focused on taking advantage of aerospace as an industry that will become a trillion dollar market in the future. We have a phrase in Silicon Valley—‘skate to the puck’—and Christchurch is doing that.”

Now in its second year, the Aerospace Challenge has brought in MBIE and Airbus as partners. The Aerospace Challenge drew applicants from all around the country to solve problems using satellite data. In its second year, The challenge sought solutions to soil and water health and pollution using satellite data and unmanned aerial vehicles, or drones. Gill Dal Din, ChristchurchNZ Business Attraction Specialist, says the aim was to stimulate new startups and commercialise intellectual property to bring income to the region. “It puts Christchurch on the map for the capability we have in the region for aerospace.” The partnerships behind the challenge are also important – MBIE, the University of Canterbury, Airways and Blinc Innovation working together with Airbus to create new economic activity for this sector. “We are strategically aligning ourselves as a city through this challenge, and by tackling a global issue like soil and water pollution, we are taking a bold stand to activate a number of stakeholders who all care about the same thing.”

Beyond the Aerospace Challenge, this Supernode is getting off the ground with a connected, industry-led ecosystem that includes regular meetups run by the Christchurch Aerospace Centre, which was founded by Mark Rocket of Kea Aerospace. Eric says he has seen a wave of activity in the last 18 months. “We’re here to try and support this all the way from the students and enthusiasts through to helping companies start up and become space entrepreneurs.”



Going Up

Maui Studios co-founder Vincent Egan and Madison Ryan have big ambitions for their content studio.

Growing a creative business

Supporting the best and brightest of our local business community to scale up brings benefit to the whole city. Thriving businesses provide jobs, attract new talent and give the city a profile as an innovative centre. Since 2014, local businesses have been selected for the High Growth Launch Programme, where they are paired with experts and mentors and taken through a programme to develop their business management skills.

Design, video and animation studio Maui Studios was one of 10 businesses selected for the High Growth Launch Programme in 2018. Vincent Egan co-founded Maui Studios with Madison Ryan and Patrick Hussey in 2014. "After study, we had internships, but the projects weren't things we were passionate about, and we had to freelance on the side to pay the bills. After a few weeks, we realised we were making more money freelancing and so we went out on our own with a few trash ticket laptops, taking jobs from all around the world via online marketplaces."

Maui Studios quickly found a niche offering graphic design, websites and videography for Māori social enterprise groups through Whānau Ora. The company went from a handful of these clients to more than 60. They branched out into animation, illustration, 3D modelling and augmented reality. "We went from just the two of us to now nine going on 10 full-time staff, and we want to continue to grow our capability. We want to get into more passion projects like hands-free AR and even feature films. In the future, we want to be a global company with a base in every country in the world." Vincent even imagines a future beyond Earth. "I know it sounds crazy, but we even imagine a studio in orbit, where we can leverage artificially conscious nano robotics."





The ChristchurchNZ High Growth Launch Programme has helped feed these big ambitions with the support they needed to develop their professional practice. “We got a little more serious when we did the programme, and we managed to double our revenue while we were there. We still work with many of the people we were connected to through the programme,” Vincent says.

Business mentor Nigel Burson says the Maui Studios co-founders are “remarkable men who have an absolute passion for what they do”. Nigel has carried on working with Maui beyond the programme. His focus is on building each of their individual capabilities. “I think the course has helped them grow while staying true to what they want to do. It’s helped them develop the cash flow and business model without compromising on creativity. They are carving out a unique path, and it’s really exciting. They are great men to work with.”

The High Growth Launch Programme was redeveloped this year to help more-established businesses move through the growth phase. The new programme requires businesses to co-invest. Gill Dal Din, ChristchurchNZ Business Attraction Specialist, says the new programme is designed for established and ambitious business owners wanting growth. “If you look at some of the big businesses that exist today, many of them have gone through the programme. There are some great success stories.” Past success stories include Ethique, which sells ethical skincare around the world, Orbica, which now has offices in Christchurch and Germany, and Flatpack Global, which partnered with IKEA and Emendo, who recently sold to global giant McKesson.



Growing business

ChristchurchNZ’s involvement in NZTE’s Regional Business Partners programme supports small and medium-sized businesses with mentoring, capability building and business connections. This year, in partnership with the Canterbury Employers’ Chamber of Commerce and partners across the region, they worked with more than 1,000 businesses across a range of industries around the city and region. The aim is to develop capability for our businesses to grow and succeed, because this is the best way to fuel the economy and create jobs.



Ōtautahi Christchurch is one of only five Antarctic gateway cities. The Antarctic Office is charged with leveraging this status for the benefit of the city.

An Antarctic city

Ōtautahi Christchurch is one of only five Antarctic gateway cities in the world. The Antarctic has been part of our city's heritage since Ernest Shackleton's *Nimrod* sailed out of Lyttelton in 1908. Today, five international Antarctic programmes use Ōtautahi Christchurch as their jumping-off point for research. So how can we make the most of this close connection to support scientific work, to provide opportunities for local businesses and to integrate the gateway status into our city of exploration?

This is the mission of the Antarctic Office, which became part of ChristchurchNZ this year. The Antarctic Gateway Strategy has four pillars. The first is to be a welcoming host and excellent provider of logistic and business support to Antarctic agencies. The second pillar is about celebrating and engaging people around the Antarctic connection. Number three is to support the advancement of knowledge, and four is to champion sustainability for the benefit of the Antarctic region, our city and the world.

David Kennedy was appointed head of the Antarctic Office last October and has been working to develop an Antarctic business network to maximise the opportunity for local businesses to support Antarctic research communities.

Insights, data and original research

To help the city and local businesses make better decisions, ChristchurchNZ has a team dedicated to delivering economic insights, providing data and creating original research. In the last year, this team has collated monthly, quarterly and biannual reports on economic growth, employment, migration and spending. These tools help businesses track trends and plan for the future.

The team also responds to information requests from people considering opening a small business and wanting to know more about foot traffic and from large organisations interested in whether or not the region has the talent available for a major expansion. The team also takes on projects like a feasibility study on the cruise ship berth for Lyttelton Port or pulling together information for the city to tender for a major sporting event like the FIFA Women's World Cup. On top of these day-to-day roles, the Strategy and Insights team looks for areas where research can make a difference to the region.

Last year, in collaboration with the University of Canterbury, a report was produced to look deeper into the impacts of Airbnb on the region. ChristchurchNZ Chief Economist Peter Fieger says this research was a response to regular headlines on the impact of Airbnbs not paying rates and taking business away from hotels. You hear interviews and news stories, but nobody had looked closely to see what's actually happening."

The research was based on data and interviews and painted a clearer picture about the impacts and the way regulators could respond. Another recent research project used data from a Chinese search engine to see if Chinese visitor numbers could be predicted three or four months in advance. It turns out this is possible and can help local businesses prepare for seasonal fluctuations. In-house economists and researchers at ChristchurchNZ help local businesses understand the marketplace, and they help make sure all the city's decision makers can base those decisions on evidence.



ChristchurchNZ's Strategy and Insights team helps businesses and decision makers with the data they need to take an evidence-based approach.



Many partners. One target.

Hotelier Bradley Conder knows that his business benefits when more people visit Ōtautahi Christchurch. Bradley's Novotel and Ibis joined 11 other private sector businesses and ChristchurchNZ to create the Ōtautahi Visitation Partnership, a three-year partnership that brings together private and public funding under the shared mission of increasing domestic visitors to the city in the shoulder and off seasons. "We wanted to be part of the solution," Bradley says. "Some other regions have done this and have had phenomenal results. The Regional Hoteliers Association approached ChristchurchNZ because we had a shared vision that we were trying to tackle individually. ChristchurchNZ was really good at listening. They grabbed our idea and ran with it."

The result was the Ōtautahi Visitation Partnership, which includes several hoteliers and Kiwirail's Great Journeys attraction. A co-funding model matches investment from these groups with other sources. The first co-investment was Explore Something New, a winter marketing campaign with Air New Zealand. Research by ChristchurchNZ and Air New Zealand showed Christchurch had dropped off the consideration list as a potential destination for domestic tourists from Auckland and Wellington. The campaign received impressive engagement numbers and lifted seat bookings to Christchurch by 15% over the same period in the previous year.

ChristchurchNZ General Manager Commercial Boyd Warren says the real credit goes to the private sector partners who put their own resources behind the partnership. "It's quite visionary and shows real leadership by the private sector partners to come together with the public sector on the basis of trust, ambition and a shared problem statement. When we join our resources together and point them at the same target, it's a lot more powerful," Boyd says.

Bradley moved to Christchurch 16 months ago after a brief stint in the Coromandel and more than a decade in Australia. From his perspective, things are positive. "I've seen a lot of work in the last 12 months, and I think the city is moving ahead at great speed now. When I look not too far in the future, I can see the city in a really strong position, and when I look out 10 years, I can see it head and shoulders above other cities and I'm quite excited," Bradley says.

Putting Ōtautahi back on the map

Private businesses combined forces with ChristchurchNZ to increase visitor growth.

Christchurch is no longer New Zealand's best-kept secret. A partnership with Air New Zealand kicked off this winter with a campaign to show off the city and encourage people in Auckland and Wellington to visit. Billboards, videos, print articles and an online game reached millions of New Zealanders and drove spring travel bookings to Christchurch up by 15%.

Joanna Norris, ChristchurchNZ Chief Executive, says, "This campaign is the result of a partnership we signed with Air New Zealand in September, and the result is cool work that's good for Christchurch and great for New Zealand. Our city has changed dramatically in the past few years, and it has been brilliant working with Air New Zealand to get Kiwis here to explore all the wonderful new bits we have been busy building."

The memorandum of understanding with Air New Zealand was ratified by ChristchurchNZ on behalf of Christchurch City Council, Te Rūnanga o Ngāi Tahu, Christchurch International Airport and the Canterbury Employers' Chamber of Commerce. It's a commitment to putting Christchurch back on the map as a tourism destination. In the future, the commitment will include additional marketing campaigns and co-funding for major events in the city.

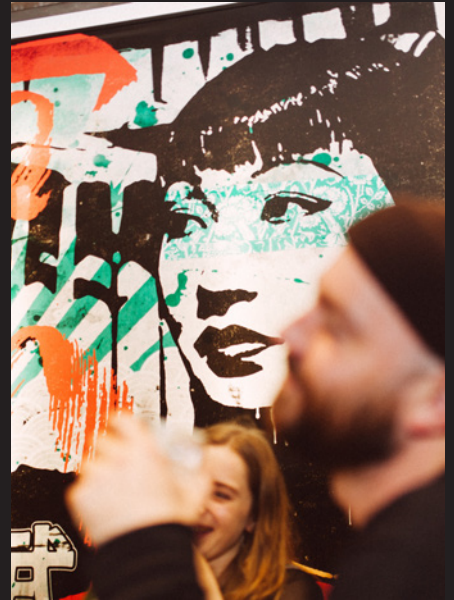


Culture

A gritty new district comes to life, an iconic festival transforms and more than a million people watch a New Zealand-first charity sporting match. The city has been rich with events and action this year.

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Spicy new southern district

An exciting new district has been co-created in the city by private businesses and city agencies. The city blueprint calls it the “innovation district”, but that’s only half the story for the southern city blocks from Lichfield Street to St Asaph Street. Like a rubber band that snaps back into place, this part of the city has begun refilling with the same breed of independent, owner-operated businesses that filled High Street and Lichfield Street before the earthquakes.

Investor Mike Percasky of Little High Lanes says, “We’ve always defined this area as a gritty, interesting part of town that reflects the more artistic character of the city. We felt it needed a name that reflected its alternative nature.” Placemaker Laura Taylor at Ōtākaro Limited had been supporting locals to collaborate, build on existing assets and focus on shared values. Investors, retailers and hospitality business owners approached her with the idea to craft a new identity for the region that reflected its unique character and values.

Designer Josh Thompson proposed an identity which amalgamated the first letters of St Asaph-Lichfield-Tuam to define the area as the SALT District. The name has a second meaning “Southern Alternative”. The name has a second meaning - Southern Alternative. Laura called in Tim Loftus of ChristchurchNZ and a plan to support the place brand began to take shape with ChristchurchNZ as the attraction and amplification partner. A report commissioned by ChristchurchNZ looked at how SALT District might fit in with KPMG research on magnet cities, which asserts that to be competitive cities need to be able to attract and retain young wealth creators. The report agreed that SALT had potential to become for Christchurch what the Cuba Street precinct is for Wellington - a thriving cultural hub.

ChristchurchNZ Programme Manager Bree Loverich developed a vision to bring the precinct alive with an animated piece of street art and a street party. She also co-ordinated the team to make it happen, bringing the Oi YOU! street art team back to the city to create a world-class mural for the newly renamed SALT Square. Development Christchurch Limited made this possible by supplying the projector, which is available for other organisers to use to activate the city.

A music and street art event in October launched a projected animation of the artwork - the first of its kind in New Zealand. Local businesses reported high levels of trading. The animation will play each evening until mid-January, bringing more people to the district over summer. This event has paved the way for more music and street art events to take place in the SALT District. There is talk of bringing back the Oi YOU! street art festival and incorporating other city events like Bread & Circus.

Ōtākaro is also leading a New Zealand-first partnership in the form of a district trust that will include businesses and residents who will work together to deliver on shared values for SALT. Mike says, “People talk a lot about public-private partnership, but I’ve never really seen it happen in reality. This time, it did happen.” All of this work will help city agencies create a repeatable framework so that other parts of the city can unite to develop their own distinctive identities. Mike has approached Christchurch City Council to suggest this model be replicated for other parts of the city.

“If the Council leverage off the people in the community who want to add value, a lot can be achieved with quite a small amount of money.” Bree says the amazing thing about the development of the SALT project has been the collaboration. “Placemaking is bottom up. The community, multiple city agencies, local businesses, developers and the Council have been coming together to collaborate under a shared purpose and shared values.”



Bread & Circus





More than 188,000 people attended the 609 performances at the all-new Bread & Circus event in January.

Buskers. Reimagined.

The iconic World Buskers Festival was reimagined this year with a vision to tell the story of Ōtautahi Christchurch as a city that is edgy and cool and different. Along with street busking pitches, the city came to life with the award-winning headline act LIMBO, which was billed as “a show so hot, Madonna came twice”. The homegrown Revolver Club was a head-spinning cabaret of circus, comedy, music and cocktails. The Feast of Fools was a masked dinner of unexpected food and theatrical adventures. ChristchurchNZ General Manager of Destination and Attraction Loren Heaphy says the new Bread & Circus event’s high attendance numbers shows that Cantabrians loved the new direction. “The content challenges perceptions of the city – for Cantabrians and for visitors.”

The 2019 festival dates were shifted to align with Auckland Anniversary weekend, and the visitor numbers speak for themselves. The festival included 609 performances by 105 artists from 43 countries, and 26 shows were world premieres. More than 188,000 people turned up over the 25 festival days. There were 3,772 visitor nights recorded as a result of the festival and more than half a million dollars brought into the city. Surveys on the ground were overwhelmingly positive. “People liked the new content and the balance of ticketed and unticketed events,” Loren says. Of those surveyed, 94% said events like Bread & Circus made Christchurch a more enjoyable place to live, and 91% said it increased their pride in the city.

Last year, a review of the iconic World Buskers Festival was commissioned to understand whether or not it could be reinvented or if it had reached the natural end in a time when most city festivals had evolved to include an element of circus and performance. The review included more than 50 interviews with stakeholders around the country and came to the conclusion that the festival had potential to come back with a brand and format that would attract national and international attention.

The key to this transformation was finding a world-class delivery partner to rebrand and refresh the festival. Adelaide company Strut & Fret runs events around the world, including the hugely successful Garden of Earthly Delights in Adelaide, which had all the elements the modernised festival needed. Strut & Fret was appointed as the event partner and took on the full risk of ticket sales.



Phil Collins delivers \$5.3m

Rock star Phil Collins packed AMI Stadium in February, bringing with him the city's single-biggest cash injection this year. Vbase secured the event for Ōtautahi Christchurch and was supported by ChristchurchNZ to target ticket allocation around the country, ensuring the event would bring in visitors from outside the city. "We made a strategic investment decision to spend \$100,000 in order to inject \$5.3 million of new money into the economy," says ChristchurchNZ General Manager of Destination and Attraction Loren Heaphy.

The event provided a much-needed stimulus for the city's accommodation, retail and hospitality businesses. Vbase Board Chair Tim Scandrett says, "Watch this space - Christchurch is set to become the concert capital of the South Island as our entertainment venues come online and fill up with many more world-class national and international headline acts."

Strategic ticket allocation helped bring in visitors - and spending - from outside the city.





Black Clash cricket first

A new Christchurch sporting event became New Zealand's most-watched cricket match in the last decade. The country's biggest cricket stars met our biggest rugby stars in a charity cricket match for the first-ever Christchurch Black Clash T20 cricket event, which was broadcast live on TVNZ from a sold-out Hagley Oval in January. The event was the brainchild of former Black Caps captain Stephen Fleming and Duco Events founder David Higgins. The concept was loosely based on South Africa's Nelson Mandela Legacy Cup – a biennial charity cricket match in which the Springboks take on the Proteas.

ChristchurchNZ worked with Christchurch International Airport to bring the event to life, developing the event partnerships and negotiating the live broadcast with TVNZ and the Alternative Cricket Commentary. The broadcast opportunities allowed ChristchurchNZ to seed additional content that showcased the city. The broadcast reached more than 1 million viewers in New Zealand and 100,000 in Australia. More than 35% of event attendees came from outside of the city, generating \$963,000 in spending and more than 4,500 visitor nights.

The event hosted the largest gathering of current and former New Zealand sporting heroes ever assembled. Team Cricket, coached by Stephen Fleming, and Team Rugby, coached by Sir Graham Henry, played for pride and bragging rights. Team Rugby rose to the challenge and delivered a five-wicket win for the upset. The event raised \$12,000 for people living with cystic fibrosis.

Lights Camera Action



Feeding our creative industries

Ōtautahi Christchurch sits at the heart of one of the most diverse regions in the country – Waitaha Canterbury. Home to rugged mountains and wide-open plains, endless coastlines and a pool of talented film makers, it is also serviced by an international airport and the South Island’s largest sea port. Film and television production is worth \$3.5 billion to the New Zealand economy each year, making it one of the country’s largest export industries. Canterbury has been the backdrop to numerous blockbuster films and television shows, but less than 1% of market share in film and television currently comes to Christchurch and Canterbury.

ChristchurchNZ is committed to securing a larger share of this industry and set up Screen CanterburyNZ in July to attract more production. Growing our screen businesses, as well as showcasing our region, represent important KPIs for ChristchurchNZ. New Zealand is globally recognised as an extraordinary filming location, and Canterbury is the most diverse and accessible region in the country, all within an hour of an international airport and New Zealand’s newest and second-largest commercial centre. Disney’s *Mulan*, directed by Niki Caro, was partly filmed in Canterbury in 2019 and will be released in 2020. The \$300 million film brought an estimated \$13 million to Canterbury. With stronger services and infrastructure, Christchurch and Canterbury could have benefited from a larger percentage of this \$300 million production.



Screen CanterburyNZ aims to bring a larger market share of the global film industry to Canterbury.



Amazon plans to film the largest TV series in history on our shores, and there has never been more attention on the country as a location. This multi-year production will support the growth of the industry nationally, putting Christchurch and Canterbury in the perfect position to provide capacity for the national industry to grow and meet this unprecedented global content demand.

Bree Loverich, Screen CanterburyNZ Manager, said there was huge filming potential in Canterbury. “Riding on the coat tails of the interest being generated by Amazon’s *Lord of the Rings* production, we profiled Christchurch and Canterbury as a screen destination in the *Hollywood Reporter*, drawing international attention to Screen CanterburyNZ’s new digital assets,” Bree says. As well as generating profile, Screen CanterburyNZ is working with content creators, service providers, infrastructure investors and the education sector to plan for growth. Screen CanterburyNZ collaborates widely to fill gaps, develop capabilities and attract new business to the city. This includes consultation with a wide array of local film makers. Screen CanterburyNZ is also working with district councils to support efforts to ensure that the city and region are screen friendly.

“There is a huge opportunity for Christchurch to increase its market share in film and television, but our focus is much wider than that,” Bree says. “Screen includes high-value jobs in AR, VR, VFX, animation and gaming.” Opportunities exist not just for film makers but for the city’s strong tech and gaming sector, as well as traditional industries like manufacturing, engineering and construction. These industries can fill the gaps and provide the technicians and experts needed behind the scenes.

A thriving screen sector is the backbone of a strong creative economy. A city that prioritises its creative economy is more vibrant and attracts a younger generation into jobs future-proofed against automation. “One of the things I’m really proud of is how collaborative our local screen sector has been in supporting the establishment of the screen office. There has been an enormous amount of support from local industry to help create the building blocks to grow our screen sector – it’s very exciting.”

Major events investment gets more strategic

Major events play a huge role in defining Christchurch as a destination and in showcasing the city's unique identity to the world. They add vibrancy to the city and stimulate economic activity. Events brought to the city with help from ChristchurchNZ generated an estimated \$15 million into the local economy between August 2018 and June 2019. Event visitors generated an estimated 75,000 visitor nights at local accommodation providers during the same year.

Last year, we announced the Major Events Fund, which provides a framework for event investment decisions. Funding decisions are made with the help of a strategic advisory group, which includes leaders from the sporting and arts communities.

The objective of the fund is to support event organisers to deliver world-class events. Established event organisers can apply for partnership investment through the Major Events Fund's annual funding round. Investment is targeted to events that promote domestic and international tourism – increasing visitor nights, targeting high-value visitors, promoting longer stays and increased tourism spend and generating visitation in the shoulder and low seasons. Events should also generate positive media exposure and express the city's narrative.

The inaugural funding round drew 23 applications. The first of the successfully funded events was the Constellation Cup on 13 October 2019. The opening match between the Silver Ferns and the Australian Diamonds was held in front of a sold-out crowd at Horncastle Arena. The Constellation Cup event aligned with key criteria for the fund because it brought opportunities to profile the city both nationally and internationally, with a strong trans-Tasman focus. Being in the low season, it also helped to achieve a spread of events throughout the year and combat seasonality. As the only match of the series to be played in the South Island, it drew domestic visitation from the South Island.



Christchurch Arts Festival 2019,
Meremere, image by Fraser
Chatham.

Looking to

Bread & Circus

Bread & Circus: World Buskers Festival, with more rowdy fun for our city streets, podiums and stages. Shows from 23 January to 16 February.

BLACKCAPS

The BLACKCAPS at Hagley Oval. Our lads are taking on India in a test match in late February and a T20 against Australia in March, at the country's most beautiful ground.

Te Pae

Te Pae, The Christchurch Convention Centre, opens in October in the heart of the city centre. Expect added vibrancy within the four avenues when this massive facility opens its doors.

He Puna Taimoana

New Brighton's He Puna Taimoana hot pools are expected to open late 2020 bringing a valuable visitor attraction to the beach suburb.

TRENZ

TRENZ, the country's largest tourism industry business event, returns to Christchurch for the first time since 2006. 18-21 May at Horncastle Arena.

Moon Festival

The inaugural South Island Moon Festival, an October celebration of culture, food, music, and celebrating our relationship with China and East Asia.

CHC → LAX

Direct flights between Christchurch and Los Angeles kick off in October, marking an exciting step forward in our city's global connectivity.

Waka tours

Waka tours on the Ōtakaro Avon River. Ko Tāne launch their immersive cultural experience on Colombo St in 2020, adding an invaluable attraction to our city centre.

2020

\$1 = \$6

Deliver \$6 of economic value for every \$1 of ratepayer funding we receive.

25% of budget

Generate 25% of our operating budget from non-Council sources.

80 new jobs

Create 80 new, high value jobs for the city.

3% improvement

Improve perception of Christchurch among potential visitors, migrants and residents by 3% from this year's baseline research.

\$50million

Grow Ōtautahi Christchurch's contribution to gross domestic product by \$50m.

\$38million

Increase visitor spend in our city to \$38 million.

Ōtautahi.
Our city.

ChristchurchNZ