



Leading the way in Economic Development and City Promotion

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ChristchurchNZ



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Our purpose	<p align="center">“Together we’re shaping an economy where people and places thrive” Mā te mahi tahi, ka hanga he taiōhanga kia ora ai ngā tāngata me ngā wāhi hoki</p>				
Our Outcomes for the City	<p align="center">Improved productivity, liveability and attractiveness for Christchurch</p>				
Our goals	<p align="center">1</p>  <p align="center">Accelerate and amplify productivity, growth and regenerative transition of businesses</p>	<p align="center">2</p>  <p align="center">Unlock the full potential of new and renewed city infrastructure and assets</p>	<p align="center">3</p>  <p align="center">Elevate Ōtautahi Christchurch’s profile and reputation in national and global markets</p>		
What we do to get there	<p>Shape: Shape transformational high value, mission-led industries.</p> <p>Attract: Attract and grow organisations and talent that enhance the city’s reputation, drive growth in target sectors, and create positive change.</p> <p>Support: Deliver and coordinate seamless and effective business support, innovation and investment services to help entrepreneurs and businesses start, scale, decarbonise, adopt technology, and secure investment.</p>		<p>Enable: Optimise the use of our land and capital by removing investment barriers and creating pathways for ‘best for city’ development.</p> <p>Deliver: Deliver urban development projects that create vibrant, prosperous destinations, boost economic prosperity and showcase the city’s identity.</p> <p>Leverage: Utilise the city’s events and tourism infrastructure and assets by attracting major events and business events that align with the city’s strategic direction.</p> <p>Promote: Attract visitors by working with targeted tourism trade partners, highlighting our city’s unique identity and local destination management plans.</p>		<p>Position: Promote Ōtautahi Christchurch and ensure all city advocacy and promotional activity is consistent and collaborative in messaging.</p> <p>Lead: Demonstrate leadership and champion the city’s transition to a regenerative economy by building our knowledge and leading by example.</p> <p>Partner: Increase CNZ’s effectiveness and impact by honouring Te Tiriti O Waitangi and building strong, strategic partnerships.</p>
Our enablers	<p align="center">People Partnerships</p>		<p align="center">Assets Networks Knowledge</p>		
How we’re going	<p align="center">Our KPIs relate to attributable contribution to long-lasting and short-term job creation, GDP, visitor spend and investment into the city. Our KPIs will be reviewed to ensure they measure delivery of our strategic outcomes for the city as work programmes evolve.</p>				

ChristchurchNZ Overview

ChristchurchNZ: Who we are

ChristchurchNZ (CNZ) is the economic development, regional tourism, and promotion agency for Ōtautahi Christchurch. We are the catalyst for Ōtautahi Christchurch's economic transformation, driving growth and prosperity for our people and our place. We are the champions of our city, showcasing its vibrancy, innovation and potential to the world.

We are part of a collaborative network of local and national partners who share our vision of a thriving economy. Our role is to identify and deliver game-changing initiatives that will boost the performance of the local economy, fill the gaps that are not addressed by the market, and complement the efforts of other public and private sector actors.



This strategic plan is our roadmap to success

Our strategic plan articulates our purpose, values, goals and objectives. It defines our strategic direction, and the interventions that will help us achieve our goals. It outlines how we will operate and measure our impact, and who our key stakeholders and beneficiaries are.

We adopt a 'best for city' approach for economic development in Ōtautahi Christchurch, by prioritising interventions that have a strong evidence base, a clear value proposition, and a high return on investment. This enables us to leverage the city's existing strengths, while preparing the city and economy for future challenges and opportunities.

Our city's challenges and opportunities

Ōtautahi Christchurch faces many economic challenges, from low productivity to climate change. These require us to rethink and reshape our economic systems, tools and processes. But we also have many opportunities, such as technology and innovation, that enable us to create new value and solutions. The economic potential of our city is immense: Christchurch is a dynamic and diverse city with a high quality of life. A hub of creativity and entrepreneurship. A home to trailblazers and visionaries who are pushing the boundaries of what is possible, and who are committed to a more sustainable and resilient future. It is also a city that has overcome adversity and rebuilt stronger, that is not afraid to take on a challenge, and that has the knowledge, world-class infrastructure, and connections to shape a better future.



Our Why: What Drives our Strategic Plan?

We are the custodian and champion of three key citywide strategies and assets that shape the future of our city.

Whilst ChristchurchNZ cannot deliver these on our own, they drive this strategic plan.



The Christchurch Economic Ambition articulates the city's long-term vision to transition towards a regenerative economy. A regenerative economy is one that restores and enhances our natural and social capital, while generating sustainable prosperity for all. To realise this vision, the Ambition identifies 10-year objectives. ChristchurchNZ will focus our efforts and resources on the six priorities where we can influence and deliver the most impact.

These six priorities are detailed in Appendix 1

Ōtautahi Christchurch Identity and Place Brand is our way of expressing the unique character and spirit of our city to the world as a place to grow and play. It is our story of who we are, what we stand for, and what we offer as a destination. Our identity and brand assets help us to communicate our story effectively and consistently across different channels and platforms.

A summary of the city identity is provided in Appendix 2

Destination Management Plans (DMPs) for Ōtautahi Christchurch & surrounding areas, and Banks Peninsula provide strategies for enhancing the experience of visitors and residents in our destination, ensuring effective and fair management of our destination for the long term.

The two Destination Management Plans are outlined in Appendix 3

Our What: Implementation Plan



GOAL 1 Accelerate and amplify productivity, growth and regenerative transition of businesses

Objective	Interventions
<p>Shape</p> <p>Shape transformational high value, mission-led industries which are grounded in areas where Christchurch has identifiable global positions of strength.</p>	<p>1 Identify and develop mission led clusters, focussing on sectors where Christchurch has:</p> <ul style="list-style-type: none"> • A unique selling point (USP). • Opportunities of scale. • Potential to become circular or regenerative. • A clear unmet need for government investment/intervention. <p>2 Strengthen local industry clusters by enabling the development of physical hubs of innovation and excellence (i.e. shared facilities that foster industry connections and best practice.)</p> <p>3 Facilitate innovation challenges of scale focused on solving real problems faced by industries in Christchurch and Canterbury, with an emphasis on solutions for climate mitigation, circular and regenerative adaptation.</p>
<p>Attract</p> <p>Attract and grow organisations and talent that enhance the city's reputation, drive growth in target sectors, and create positive change.</p>	<p>4 Attract organisations that align with the city's unique selling points, target sectors and clusters and have potential for transformational economic impact. This will be achieved by:</p> <ul style="list-style-type: none"> • Identifying strategic opportunities for industry attraction, funding and partnerships • Developing communications and attraction toolkits • Building a network of local attraction champions within target sectors • Providing a concierge service • Connecting business and investment enquiries and opportunities to appropriate partners and third-parties <p>Facilitate cross-sector collaboration among education, government, and industry to develop talent pathways into our cluster industries, ensuring alignment with industry needs and fostering a skilled and diverse future workforce.</p> <p>5 Attract and support development of creative industries, with a focus on the screen industry through a screen grant (3-4 years), concierge activity, and investigating commercial opportunities associated with growth, investment, and convergence of digital, gaming and film production industries.</p> <p>6 Co-ordinate attraction of international students by working with Christchurch Educated to develop a self-sustaining, collaborative, city-wide approach to the attraction of international students.</p>

Our What: Implementation Plan



GOAL 1 (continued)

Accelerate and amplify productivity, growth and regenerative transition of businesses

Objective	Interventions	
<p>Support</p> <p>Deliver and coordinate seamless and effective business support, innovation and investment services to help entrepreneurs and businesses start, scale, decarbonise, adopt technology, and secure investment.</p>	7	Develop, map, and promote an easy to navigate business support ecosystem that connects businesses to capability builders, funding providers and support programs from start-up to scale up.
	8	Help local target industries decarbonise by connecting industry clusters and businesses to knowledge, capability building, funding, and support programmes.
	9	Support businesses, prioritising target industry sectors, to thrive by assessing business needs and building capability, providing access to support and funding, supporting digitisation and adoption of technology to improve performance.
	10	Establish an investment network that provides access to the right type of investment at the right time in the business lifecycle. This includes the establishment of sector focused angel investor groups and a collaborative, contestable regional investment fund and ways that enable the city to pursue transformational attraction or expansion opportunities for private firms, government and non-government organisations.

Our What: Implementation Plan



GOAL 2 Unlock the full potential of new and renewed city infrastructure and assets

Objective	Interventions
<p>Enable</p> <p>Optimise the use of our land and financial capital to deliver 'best for city' development projects.</p>	<p>11 Identify urban development projects that have potential to contribute to net positive outcomes and intervene where there are gaps in the market to enable 'best for city' development. This will be achieved by removing barriers and creating pathways for investment and partnerships (including urban planning, land amalgamation, and neighbourhood regeneration).</p>
<p>Deliver</p> <p>Deliver urban development projects that create vibrant, prosperous destinations, boost economic prosperity, and showcase the city's identity.</p>	<p>12 Create and implement long term growth and urban development plans (with multi sector partners) and intervene to enable development and create attractive, thriving places.</p>
<p>Leverage</p> <p>Utilise the city's events and tourism infrastructure and assets to create experiences and opportunities.</p>	<p>13 Work in partnership with other city agencies to attract and develop major events that deliver the Major Events Strategy, increase city liveability and city centre vibrancy, showcase Christchurch as a destination and positively contribute towards the city's transition towards a regenerative economy.</p>
	<p>14 Attract business events that align with Our Economic Ambition, support target industry sectors, reduce seasonal visitor fluctuations, and increase year-round city centre vibrancy.</p>
<p>Promote</p> <p>Attract visitors from defined target markets.</p>	<p>15 Work with tourism trade partners to promote Ōtautahi Christchurch as a visitor destination in a way that is consistent with our City Identity and local Destination Management Plans. This includes promoting Ōtautahi Christchurch as a destination for target visitor groups including Sophisticated Explorers and Family Oriented Travellers.</p>

Our What: Implementation Plan



GOAL 3 Elevate Ōtautahi Christchurch’s profile and reputation in national and global markets

Objective	Interventions
Position Promote Ōtautahi Christchurch as a place to grow and play, ensuring consistent and collaborative messaging across all city advocacy and promotional activities.	16 Promote Ōtautahi Christchurch to target markets nationally and internationally as a city to live, work, visit and invest. This includes developing, maintaining, and promoting an authentic city identity and toolkit of resources for use by organisations and stakeholders in Christchurch.
	17 Co-ordinate city advocacy activity to maximise national investment in the economic development of Ōtautahi Christchurch.
Lead Demonstrate leadership and champion the city’s transition to a regenerative economy.	18 Increase the capacity of CNZ to lead and support the city’s net zero, circular and regenerative transition by building internal knowledge about circular and regenerative economic systems; updating CNZ procurement processes; and initiating actions to reduce CNZ GHG emissions and deliver positive environmental and social outcomes.
Partner Increase CNZ’s effectiveness and impact by honouring Te Tiriti O Waitangi and building strong, strategic partnerships.	19 Build strong relationships, and raise capacity to deliver effective partnerships to: <ul style="list-style-type: none"> • Raise knowledge and increase capability of CNZ to honour Te Tiriti O Waitangi • Work with Whitiōra, local hapū, and Ngāi Tahu, as leaders, advocates, and delivery partners • Develop and invest in strategic, organisation-wide approaches to customer, stakeholder, and partner relationships • Coordinated implementation and oversight of City Brand and Destination Management Plans for Ōtautahi Christchurch and Banks Peninsula with CNZ focussing resources on visitor attraction (with other agencies and businesses managing visitor experience)
Deliver efficient, quality, services that meet the needs and expectations of our customers and partners.	20 Resource internal marketing and support services to enable efficient and effective delivery of CNZ activities and services.

How we Operate: ChristchurchNZ Values and Principles

How we behave: Our Values

We are committed to delivering ‘best for city’ economic development, and do this by striving to deliver interventions in a way that is consistent with our values:



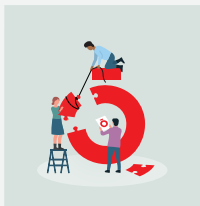
We are Open

We embody Tūturu. We are open to diversity of thought, to innovation and experimentation, and we are not afraid to be vulnerable and to be ourselves. Being open means others are heard and valued.



We are Purposeful

We are driven by a clear purpose | Whāinga. We channel our energy in a meaningful way. We are a catalyst — we harness great ideas.



We are Together

Together we unite as one | Kotahitanga. “The whole is greater than the sum of its parts”. Everyone has a place where they can shine and add value to a team.

How we make decisions: Our Operating Principles

Define the way that our organisation puts our values into practice and maximises resource efficiency and impact. They are applied to make decisions about the interventions that will be resourced by CNZ.

Balanced: Deliver a balanced portfolio of interventions with an aim to achieve a balance of short and long-term outcomes.

Intervention agency: CNZ delivers targeted and timebound interventions to capture clearly defined economic opportunities or address problems that will not be tackled by the market, or by other government agencies.

Facilitator and partner: CNZ interventions are primarily delivered by ‘leading’, ‘connecting’ and ‘attracting’ and through partnerships that honour Te Tiriti o Waitangi.

Strategic and Impactful: Resources are targeted towards interventions that directly align with and contribute to our strategic outcomes and goals and are focused on key industries or geographic locations.

How we are Funded: Our Revenue Sources and Mandate

ChristchurchNZ is a Council Controlled Organisation (CCO) that operates with the support and guidance of our shareholder Christchurch City Council.

Our base revenue, remit and mandate are determined by the Council's strategic priorities and expectations.

As a CCO with an independent Board, CNZ has the flexibility and opportunity to partner with others to enhance the scale and scope of services we deliver, and our impact for the Christchurch community.

To maximise our impact for the community, CNZ will proactively pursue third-party funding or in-kind contributions that align with this strategic plan. The following types of third-party revenue will be explored:

Other Government Revenue

We can secure funding to be a local delivery agent for central, regional, or international government programmes that support our strategic priorities and goals.

Leveraging Capital

We can leverage capital held for urban development purposes to generate revenue streams that can be reinvested in the city. We have a value sharing agreement in place with Council that outlines the approach that will be taken.

Private Sector Partnerships

We can partner with the private sector where there is a shared agenda that benefits the city and the community that the private sector will not deliver without our support.

Monetising Assets

Where appropriate, we can monetise our assets (e.g. advertising on our websites or charging rent for using land holdings) to create additional income sources.



How we Measure Success: What Positive Impact looks like

We measure our performance in delivering to our Strategic Outcomes through Key Performance Indicators (KPIs)

ChristchurchNZ sets KPI targets annually in our Statement of Intent.

Measured impact often depends on completion of multi-year work programmes and is influenced by external economic and market conditions that are beyond our control.

We also set stretch targets that challenge us to deliver a higher return on investment and maximise our impact for the community. The stretch targets reflect

the potential and variability of outcomes that can be achieved from year to year.

Our performance is also measured through delivery against our Levels of Service, which form our contract with the Christchurch City Council.

Our KPIs will be reviewed as work programmes are developed to ensure they are relevant and appropriate for measuring ChristchurchNZ's delivery towards our strategic outcomes.

Our Key Performance Indicators:

Long-lasting job creation supported by ChristchurchNZ

Our people feel safe

Short-term job creation supported by ChristchurchNZ through events, urban development and screen activity

Estimated value of GDP contribution attributable to ChristchurchNZ activity

Maintain high employee engagement

Contribution to visitor spend supported by ChristchurchNZ

Zero serious harm to employees while working

Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)


Reduce our carbon footprint

Who we Serve: CNZ Core Customers, Stakeholders and Partners

ChristchurchNZ interventions are designed to add value to local businesses, infrastructure providers and city residents and ratepayers.

CNZ core customers are the organisations and people we directly support. CNZ partners are organisations we primarily work with, and our stakeholders are the organisations and people who are impacted by or have an interest in our activity. At times, the roles of customer, partner and stakeholder can overlap.

Customers	Partners	Stakeholders
<p>Local and regional business operators (SMEs with growth/export potential)</p> <p>Focus sector and sub-sector clusters</p> <p>Local entrepreneurs</p> <p>Start-up to scale-up businesses</p> <p>Key infrastructure operators (e.g. Te Pae, Te Kaha)</p> <p>Event organisations</p> <p>Organisations seeking relocation to Christchurch</p>	<p>Mana Whenua</p> <p>Christchurch City Council and Council owned organisations</p> <p>Regional government agencies</p> <p>National government agencies</p> <p>Major local and regional institutions (e.g. University of Canterbury, University of Otago, Lincoln University)</p> <p>Industry organisations (e.g. Business Canterbury)</p> <p>Other Economic Development Agencies</p>	<p>Christchurch City Council</p> <p>Christchurch Residents and Ratepayers</p> <p>National government (where CNZ is a delivery agency)</p> <p>Businesses headquartered or operating in Christchurch</p> <p><i>*Stakeholder agencies can be customers and delivery partners</i></p>

An aerial photograph of a city, likely Auckland, New Zealand, showing a dense urban area with various buildings and a prominent river winding through a lush, green parkland. The sky is clear and blue. At the top of the image, there is a decorative blue banner with white geometric patterns.

“Together we’re shaping an economy where people and places thrive”
Mā te mahi tahi, ka hanga he taiōhanga kia ora ai ngā tāngata me ngā wāhi hoki

Appendix 1: Christchurch Economic Ambition – Focus Priorities

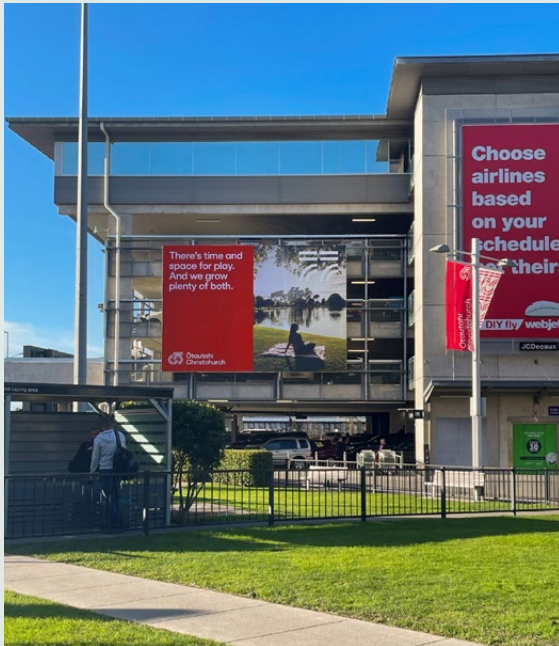
Priority	Contributes to Delivering Objectives			
	Hua: Adding Value	Tūāpapa: Building Foundations	Ako: Learning	Kōkiri: Advancing
<p>Six priorities from the Christchurch Economic Ambition have been identified as areas of focus for ChristchurchNZ over the next five years</p>				
<p>Priority 1: Connect businesses across industries and value chains through ‘clustering’ and invest in innovation, targeting industry and ideas with potential for transformational economic and environmental outcomes.</p>	✓			✓
<p>Priority 2: Develop an enhanced business growth and support system to help businesses scale up, access capability and support providers, attract investment, maximise efficiency, adopt technology and transition to net zero.</p>	✓	✓	✓	✓
<p>Priority 4: Initiate ‘best for city’ urban development projects with a focus on developing the city centre as a sustainable, vibrant destination and attractor of investment, visitors, residents and businesses.</p>	✓	✓	✓	✓
<p>Priority 6: Leverage the city’s new and renewed infrastructure and assets to attract visitors and events and build business networks, knowledge and credentials.</p>	✓	✓	✓	✓
<p>Priority 9: Promote Ōtautahi Christchurch to national and international markets in a way that is consistent and maximises impact.</p>	✓			✓
<p>Priority 10: Build strong local, regional, and national economic development and advocacy partnerships that honour Te Tiriti o Waitangi.</p>	✓	✓	✓	✓

Appendix 2: City Identity and Place Brand

What is a city story?

Humans are narrative-driven creatures and stories are how we make sense of the world around us and our own place in it.

The city identity is an authentic, evidence-based story about what makes Ōtautahi Christchurch special and why it is a great place to live, work and play.



Why do we need a city identity?

- A clear and agreed city identity is recognised as a key driver to grow our economy for all.
- Helps to build resident and community pride, a sense of belonging, and connect across generations.
- If implemented well, a city identity resonates with and brings together our local community, businesses and visitors.
- If we don't intentionally shape our identity, people default to outdated perceptions of our city such as earthquakes, March 15 terror attack, we're only about gardens or just a place to pass through (a gateway only).

What is our role?

Because this is an identity for all people of Ōtautahi, ChristchurchNZ led its development in a collaborative way to build a community of ambassadors.

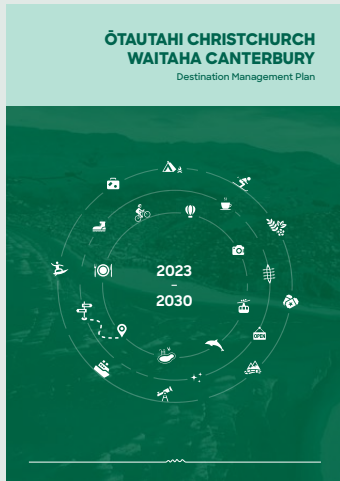
We have embedded it in our channels and communications, and we support it with marketing campaigns and activity that reinforce its key messages.

We are the biggest champions of the city identity, but a big part of our role is spreading it to other champions and supporting its use throughout the community by making identity assets readily available.



Appendix 3: Destination Management Plans

ChristchurchNZ is the Canterbury Regional Tourism Organisation (RTO) and champions the ongoing delivery of the Destination Management Plans. Key workstreams are shared here for both plans, Ōtautahi Christchurch Waitaha Canterbury and Te Pātaka o Rākaihautū Banks Peninsula:



THEMES

- 01** Establish regenerative and resilient tourism practices
- 02** Grow our destination and shift from just a gateway
- 03** Cultivate our destination experience
- 04** Activate our Canterbury RTO region as a whole
- 05** Build tourism leadership and excellence as a path towards resilience



PILLARS

- 01** Coordinate destination and environmental stewardship
- 02** Improve access and supporting infrastructure
- 03** Celebrate the Te Pātaka o Rākaihautū Banks Peninsula narrative
- 04** Preserve and promote "communities of special character"
- 05** Strive for better managed cruise tourism
- 06** Embrace all four seasons and diversify tourism activities
- 07** Work with local hapū to develop tourism and associated opportunities
- 08** Enhance information about tourism facilities
- 09** Provide tourism services and facilities for visitors
- 10** Support the development of workforce support programmes

Appendix 4: ChristchurchNZ Operating Model

ChristchurchNZ delivers this plan through five interrelated groups:



Appendix 5: Levers

CNZ has these key levers at our disposal to deliver our interventions:

	Lever	Description
CONTROL	Deliver programmes	Delivery agency for central and local government programs.
	Funding / incentives	Seed funding to support new and developing programs and projects; investment in events.
	Marketing & storytelling	Promote place, industry and assets to internal and external markets and develop a unified brand, identity, and profile.
	Develop places	Deliver place-based projects that align with our goals and purpose (Includes land amalgamation, development and disposal), placemaking and activation, urban planning and neighbourhood regeneration.
	Capital investment	Utilise our access to land or financial capital to deliver development projects.
INFORM	Research and strategy	Develop an evidence and knowledge base to support good decision making (internal and external); provide strategic direction for the Christchurch economy; and ignite united ambition.
	Advocate and lead	Lead and advocate for action, policy, reform to deliver our ambition and achieve the best outcomes for the Christchurch economy.
	Information provision	Disseminate, information, knowledge, and insights to our customers.
SUPPORT	Partner and connect	Develop collaborative government, industry, investor and NGO partnerships and act as a bridge between key players in the economy.
	Capability building	Support entrepreneurs, new and existing businesses to build capability, navigate govt. policy, agencies and initiatives and access the Christchurch business support ecosystem.
	Facilitate networks	Enable collaboration, learning, and best practice within clusters/value chains/industries.
	Bidding and attraction	Targeted projects and programs that aim to attract businesses, events, visitors, investors, students, and talent.



ChristchurchNZ

