

A City of Opportunity

Realising our potential



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FOREWORD



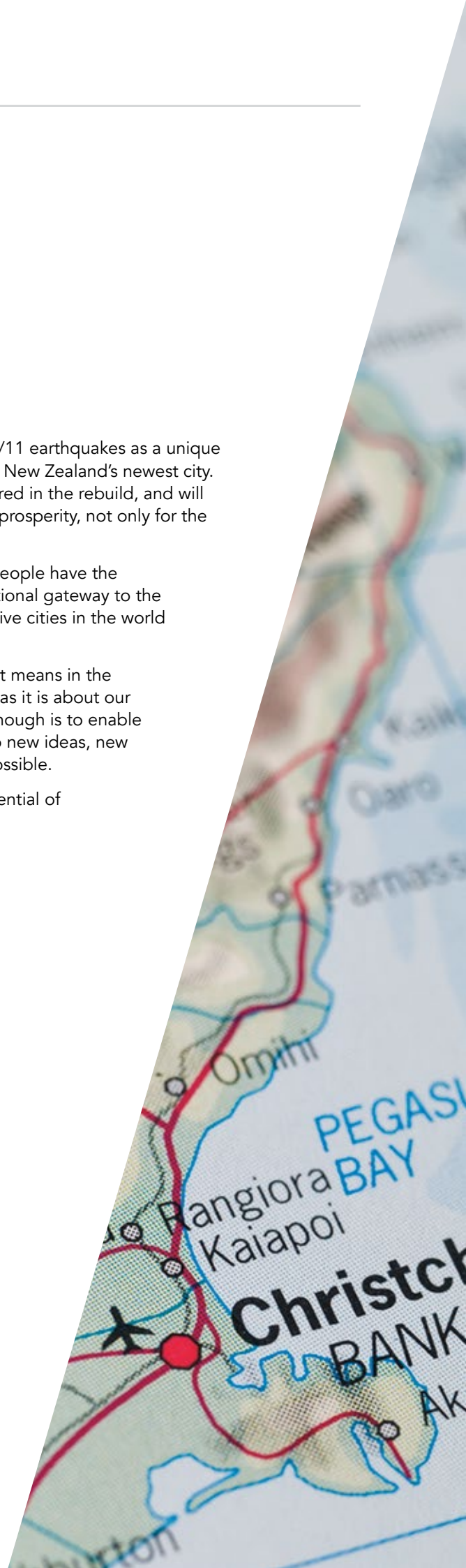
Mayor of Christchurch

Christchurch is embracing the opportunity to emerge from the 2010/11 earthquakes as a unique city. After all we are New Zealand's oldest city and we are becoming New Zealand's newest city. The incredible sense of opportunity this has created has been captured in the rebuild, and will be embedded for the future. The rebuild has created a platform for prosperity, not only for the city, but also for the region as a whole.

Christchurch is a place where people choose to be. A place where people have the opportunity to grow, connect and find balance. And it is the international gateway to the region and the South Island of New Zealand, as well as one of only five cities in the world that is an international gateway to Antarctica.

Christchurch will always be New Zealand's Garden City, but what that means in the 21st Century is just as much about sustainability and food resilience as it is about our glorious parks and environment. What the earthquakes have done though is to enable us to see ourselves as a City of Opportunity – a place that is open to new ideas, new people and new ways of doing things – a place where anything is possible.

This strategy grabs this sense of possibility and ensures that the potential of Christchurch and its place in the region is fully realised.



EXECUTIVE SUMMARY

Rapid technology change, climate change and greater competition for talent as baby boomers retire are key factors that will impact global economies over the next 15 years. Cities must respond to these changes to remain competitive, or risk being forgotten.

Competitive global cities have a positive reputation that attracts and retains business, investment, people and visitors; an innovation system and business environment that delivers commercial outcomes, employment and enables scale; and superior amenities and quality of life.

Christchurch City has a unique opportunity following the 2010/2011 earthquakes to be one of these cities. As the \$40 billion rebuild stimulus diminishes over the next few years, the spotlight will be on how we use the rebuild as a platform to support long-term economic growth.

The Christchurch Economic Development Strategy (CEDS) brings together the views of business, government and other stakeholders. It outlines strategic priorities and the projects of over 20 agencies contributing to economic growth for the city.

A lot has changed over the past few years. As a city we are moving from focusing inwards on the rebuild, to being aspirational and outward focussed. The strategy identifies strategic priorities for growth and prosperity and considers how we use the rebuild as an attraction and retention platform.

This strategy is about recognising that Christchurch is a city of opportunity – a place where people and enterprise choose to be.

BUSINESSES ARE TELLING US:

- ▶ To be globally competitive Christchurch will need to maintain a strong reputation to attract and retain workers, investment, business and visitors
- ▶ It is critical we complete key rebuild programmes and 'build back better'
- ▶ We need to understand and prepare for rapid technological, workplace and demographic change expected over the next 15 years
- ▶ We need to better leverage international connections to support the flow of products, services, ideas, information, people and investment.



CHRISTCHURCH'S APPROACH TO ECONOMIC DEVELOPMENT

The city's economic strategy is owned by Christchurch City Council.

The Christchurch City Council Long Term Plan is based on the delivery of community outcomes within five themes: to provide a liveable city, with strong communities, in a healthy environment, with a prosperous economy, and good governance.

The Christchurch Economic Development Strategy (CEDS) is the key strategy for realising the Council's outcome for a 'prosperous economy'.

A prosperous economy improves the economic wellbeing of residents through jobs and business opportunities and contributes to the development of the social and public amenities that make Christchurch an attractive place to live.

A CITY-WIDE APPROACH

CEDS identifies long-term goals and priorities to 2031. It brings together the views of business, government and other stakeholders in the Christchurch economy, supported by in-depth analysis of the economic drivers of the Christchurch economy (available in the CEDS Background Paper).

It captures the economic development projects and initiatives underway, or in planning, of over 20 agencies. It shows how they are aligned and contributing to the city's overall economic development objectives and the collaboration between government and business.

"By setting a common course and investing in shared goals, better economic outcomes will be achieved."

IMPLEMENTATION

The implementation of CEDS is supported by a Programme Management Office. Its key roles are to:

- ▶ facilitate city leadership dialogue on economic development opportunities, challenges and trends and how the city can respond,
- ▶ monitor and report to Council and the general public on the delivery of the whole economic development programme which contains over 80 projects delivered by over 20 agencies.

COMMUNITY OUTCOMES

- ▶ Liveable City
- ▶ Strong Communities
- ▶ Healthy Environment
- ▶ Prosperous Economy

CEDS should be read in conjunction with the Background Paper

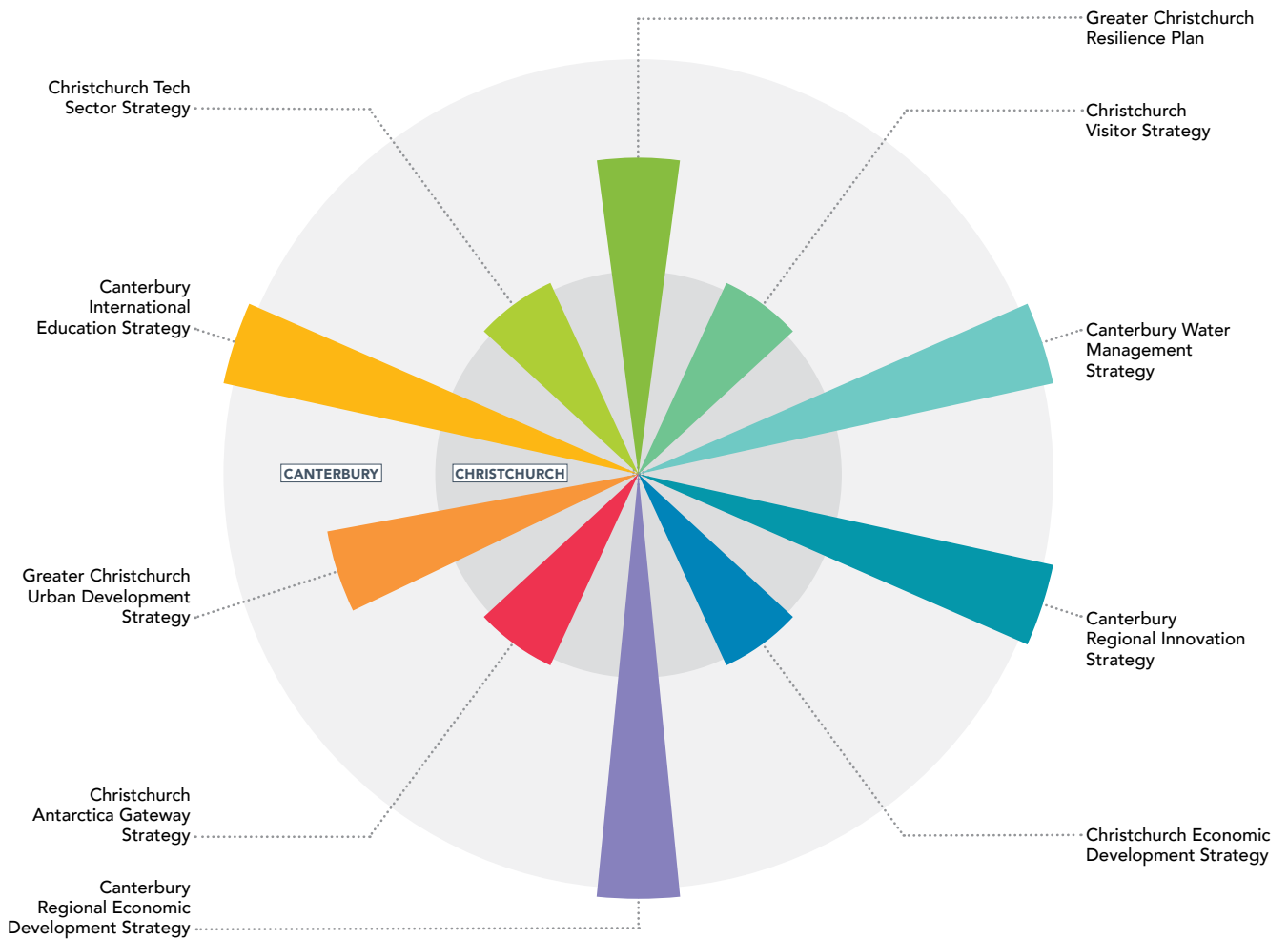
The Background Paper collates and synthesises macro-economic data, statistics, trends, forecasts and research relevant to the city and regional economy. The Background Paper includes sections on GDP, the labour market, innovation, visitation and city amenity. It uses an Australasian Benchmarking Framework and forecasts possible economic futures. It provides the background detail to assumptions and decisions made in CEDS.

The city and region working together

The city economy cannot be considered without understanding its relationship within the wider region.

This regional view highlights the importance of agencies working across boundaries to ensure that strategies integrate, information sharing occurs and we achieve scale when collaborating on regional and national economic development projects.

CHRISTCHURCH AND CANTERBURY INTERLINKING STRATEGIES



Christchurch today

THE CITY HAS MADE SIGNIFICANT PROGRESS:

- ▶ Demolished over 1,300 buildings in the Central Business District (CBD)
- ▶ Achieved the lowest unemployment rate in New Zealand for four consecutive years.
- ▶ Christchurch population returned to pre-earthquake levels and grown substantially more in greater Christchurch.
- ▶ Accommodated rapid increase in construction workforce without creating labour shortage for other industries through flexible migration policy and local labour market projects.
- ▶ Developed New Zealand's first true innovation and health precincts.
- ▶ Completed \$20 billion of infrastructure works, ahead of schedule.
- ▶ Implemented new technology and resilience into infrastructure rebuild.

The CEDS stakeholder workshops and research highlighted the importance of reflecting on the recovery process and what has been achieved. Through the commitment of businesses, government and people working in partnership Christchurch has made huge progress.

Christchurch's labour market and businesses have proven resilient post-earthquake.

Today the economy is busy and strong, there is strong population growth and investment, particularly by the private sector, which shows the commitment and confidence to the city's future.

But the work isn't over.

The global economic environment is going through rapid change. Government, business and individuals need to respond to remain competitive, or risk being forgotten.

As rebuild activity gradually levels off, the spotlight will be on how the city will achieve long-term growth during a period when global trends such as aging population, accelerating technological disruption and climate change will impact most cities.

Today we know we have a unique rebuild platform which can be used for attraction and retention, and to make Christchurch a place where people and enterprise choose to be.

- ▶ New Zealand's newest city
- ▶ With opportunities to grow, connect and find balance
- ▶ The hub for the country's newest education and health facilities
- ▶ Fresh amenity, social spaces, ambience and urban design
- ▶ A city that embraces and values creativity, innovation, social creativity and sustainable living
- ▶ Home to some of New Zealand's safest and most resilient infrastructure and buildings
- ▶ A city that takes risks.



Factors influencing the strategy



Key factors influencing the city's growth and prosperity over the medium to long term include:

1. COMPETITION FOR SKILLED PEOPLE

The aging population will create 73,500 job vacancies by 2031 which cannot be filled by natural population growth. Many of these vacancies will be in skilled roles. To meet this gap Christchurch will need to attract and retain skilled working age people through consistent migration at post-earthquake levels¹ to avoid constraining city prosperity. Ensuring the city continues to offer quality economic opportunities alongside strong social and natural amenities will be critical in making it a place where people choose to be.

2. GLOBAL TRENDS

Globally rapid technology change, climate change and greater competition for talent will affect how we maintain our competitiveness and relevance.

Over the next 15 years, rapid disruptive change in technology is predicted to accelerate at a pace we cannot plan for, but we can respond to.

¹ More than 80% higher than historical migration levels.

Climate change is now accepted as a global economic and social threat. It is becoming an expectation that attractive cities of the future have businesses and communities that are low carbon, green and healthy.

Aging population is a trend which will lead to a worldwide competition for labour. Cities will compete for labour on amenity and quality of life, alongside businesses competing on wages and working conditions.

3. LACK OF COMPELLING CITY PROFILE

Business have told us that a strong city profile is important in attracting talent and investment, growing confidence with export relationships and attracting visitors, including international students.

We know that city competitiveness for labour and visitors will become intense over the next 15 years and that building an attractive city profile alongside a strong economy and amenity offering is critically important.

4. INTERDEPENDENT ECONOMIES

The Canterbury and Christchurch economies are strongly integrated. The success of the region depends on the success of the city and vice versa.



Christchurch is a significant supplier of goods, services, research and education and is a logistics hub for the region's highly productive primary sector.

Given that the city and region work so closely together and share a visitor economy, infrastructure and natural resources, it is important that a coordinated approach is taken.

5. CONVERTING INNOVATION INTO COMMERCIAL VALUE

Christchurch has a strong base of innovation assets including tertiaries, research institutions, innovative businesses and wider ecosystem support. The city produces high levels of innovation outputs – patents, new start-up businesses and employees in high-value sectors.

However, we need to improve how we translate this innovation into economic prosperity (wages and productivity) when benchmarked with similar sized cities. Issues include a lack of business and industries of scale; the distance from large markets and scale investment; a lack of international market development connections and expertise, particularly in small businesses; and, limited local risk-taking capital.

WHAT WILL THE WORLD LOOK LIKE IN 2031?

- ▶ World population is forecast to reach 8.6 billion
- ▶ World sales of electric vehicles are predicted to reach 13.8 million
- ▶ The number of internet users worldwide is likely to reach 4.3 billion
- ▶ Over two billion job types globally are expected to become outdated and replaced with different jobs from new industries
- ▶ Increased use of driverless cars and planes
- ▶ Most doctor visits are likely to have been replaced by automated exams
- ▶ Most restaurants will use some form of a 3D food printer in their meal preparations
- ▶ More and more construction will be "printed" buildings
- ▶ Basic computer programming will be a core skill requirement in a large proportion of jobs.

How must Christchurch be positioned to respond?

ECONOMIC SCENARIOS

Optimising our future

We know there are several possible economic futures for Christchurch City which will be determined by the decisions and investment choices made today. CEDS is a guide to optimising our economic future. These scenarios are presented in the diagram below, with the following explanation:

- ▶ **The purple line** – GDP can be 48 percent higher in 2031 than in 2016 if success is achieved across all projects in the Big 5 Game Changers and Keeping the City Competitive priorities. The accumulated value to Christchurch's economy of the area between the green and purple line is an additional \$37 billion.
- ▶ **The green (solid) line** – reflects success across the projects that keep us competitive with other cities. Christchurch's baseline GDP is projected to grow by 30 percent in total over 2017–2031. Over the next few years, the rebuild economy will plateau and fall away, which will flatten economic growth even as the underlying economy continues to grow.

CEDS is a guide to optimising our economic future and consists of over 80 projects grouped into priorities under the sections of **Game Changers** and **Keeping Competitive** on pages 18 to 26.

- ▶ **The green (dotted line)** – reflects how the underlying economy (excluding the rebuild) is expected to grow if the city keeps competitive with other cities.
- ▶ **The red (solid) line** – shows constrained economic growth if Christchurch is unable to retain and attract the working age population to replace baby boomers leaving the workforce.
- ▶ **The red (dotted) line** – depicts a modelled scenario of a declining economy as a result of not responding to an immediate loss of industry and population following the earthquakes. However, as the city responded appropriately, this scenario is no longer a threat.

Christchurch's Real GDP (\$2010 prices)



Christchurch: A city of opportunity



POPULATION

Christchurch is the second most populated city in New Zealand with a population of 375,000 in 2016.



MEDIAN AGE

37 years



A STRONG ECONOMY

With a low unemployment rate, high levels of economic activity and solid employment opportunities, the Christchurch economy is strong.



MEDIAN WEEKLY EARNINGS

\$921 in Canterbury, \$983 Auckland, \$1,007 Wellington, \$924 New Zealand.



COST OF LIVING

25% cheaper than Sydney, 12% cheaper than Auckland, 1.7% cheaper than Wellington¹.



HOUSE PRICES

The median Christchurch house price is \$440,000, nationally it is \$500,000 (June 2016)².



EDUCATION

Two universities and one institute of technology. Plus the \$1 billion investment in local schools is well underway.



REBUILD AND RECOVERY INVESTMENT

\$40 billion



CONNECTED

Christchurch has New Zealand's second largest international airport and a state-of-the-art seaport in Lyttelton Harbour.



FAST INTERNET

Gigabit speed fibre broadband available to over 90% of businesses³.



NEW ZEALAND

Ranked #1 globally for starting a business, getting credit and registering property⁴.

1 Numbeo
2 Real Estate Institute of NZ
3 Enable
4 World Bank – Ease of doing business 2016

Christchurch: where people and enterprise choose to be.

GOALS

To achieve the vision by 2031, the goals of CEDS are:

1. PROSPERITY

- ▶ Total GDP has grown by 33 percent to \$26 billion
- ▶ Wage parity with other New Zealand cities
- ▶ Christchurch has the best economic ranking against Tier Three cities in Australasia. Quality of living matches Tier Two cities in Australasia.

2. ATTRACTION

- ▶ Christchurch has regained its pre-earthquake share of the national visitor economy by 2025 – growing domestic market share from 6.5 percent to 7 percent and growing international market share from 8.4 percent to 12.1 percent
- ▶ 25,500 international students are studying in Canterbury by 2025
- ▶ Migration of 6,200 people per year.

3. INTERNATIONAL ENGAGEMENT

- ▶ Exports increase from 30 percent to 40 percent of GDP.

4. HIGH-GROWTH SECTOR EMPLOYMENT

- ▶ In 2031, 20 percent of the working age population is employed in high-growth sectors: high value-added manufacturing; technology; professional services; agritech and health research and development.

5. SKILLED WORKFORCE

- ▶ The proportion of the working age population with a post-high school qualification has increased from 40 percent to 45 percent. The proportion of the working age population with a bachelor qualification or higher has increased from 20 percent to 26 percent.



PRIORITIES

The Big 5 Game Changers

What we really need to focus on

Maximising these opportunities will drive economic growth and improve the city's ability to attract and retain residents, migrants and businesses.



CREATE AN ATTRACTIVE CITY FOR RESIDENTS, BUSINESS, INVESTMENT AND VISITORS

Christchurch attracts and retains residents, business, investment and visitors, and has the amenity and profile that residents are proud of.



REALISE THE POTENTIAL OF CANTERBURY'S RURAL ECONOMY

The region and city work together to realise Canterbury's economic opportunities while maintaining the natural environment for current and future generations.



MAXIMISE THE COMMERCIAL VALUE OF INNOVATION

Greater economic benefits will be generated from ideas and research by improving the rate of commercialisation and ability for businesses to scale up.



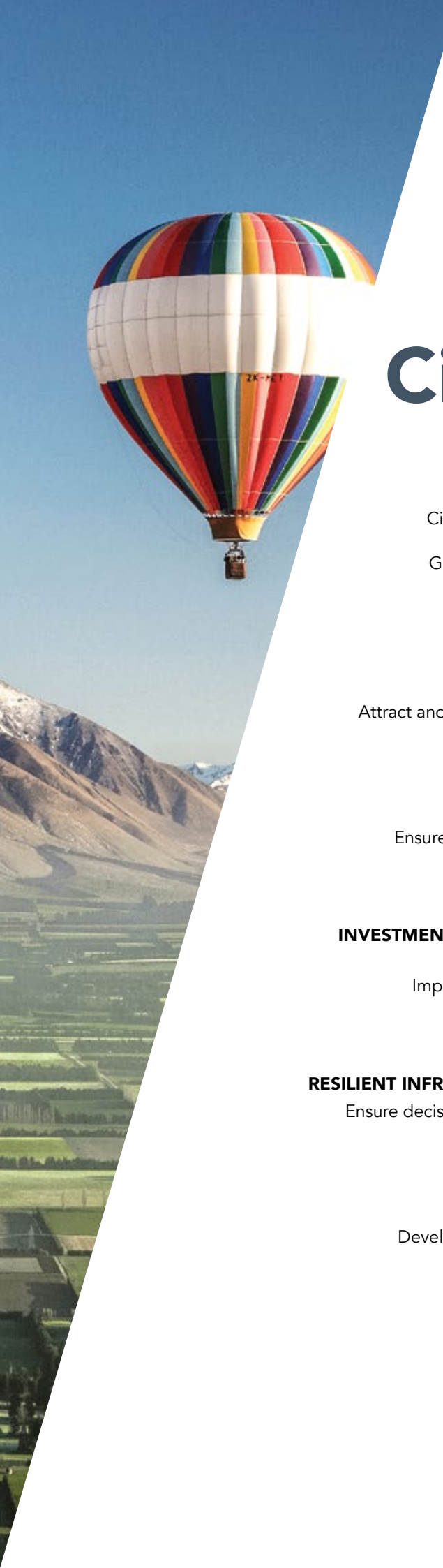
A CONNECTED, ENGAGING AND THRIVING CENTRAL CITY

CBDs are a window into cities. Christchurch must complete the regeneration of its CBD so that it plays an integral part in attracting people, visitors and new businesses to the city.



CONNECT INTERNATIONALLY FOR COMMERCIALISATION AND GROWTH

Improve exports, commercialisation and the flow of people, ideas, investment and intellect into Christchurch. Be the gateway for Canterbury and the South Island.



Keeping the City Competitive

As benchmarked with other equivalent cities

Cities, like organisations, need to find ways to continuously improve their operating environment to remain competitive. Large step-changes in GDP are unlikely to result from these initiatives, but they are important in retaining a competitive proposition for business and the workforce.

A SKILLED AND ADAPTIVE WORKFORCE

Attract and retain a skilled and adaptive working age population, that is prepared for technology change.



MAKING IT EASIER TO DO BUSINESS

Ensure the regulatory and commercial environment supports business start-up, attraction and growth.



INVESTMENT VEHICLES THAT ENABLE COMMERCIALISATION AND GROWTH

Improve access to investment that realises the commercial potential of the local economy.



RESILIENT INFRASTRUCTURE AND SUSTAINABLE RESOURCE USE

Ensure decisions on infrastructure and resource use are sustainable and support economic growth



HIGH VALUE INDUSTRIES AND VALUE CHAINS

Develop growth and high value sectors of our economy and build wider economic resilience.



CAPABLE AND PRODUCTIVE BUSINESSES

Develop the capability of local businesses to improve productivity and business performance.





CEDS ACTION PLAN

Implementing the plan

CEDS has over 20 delivery agencies contributing to growth and prosperity through economic development projects. The projects listed in CEDS will change over time as projects are completed and new ideas and interventions are developed.

CEDS is supported by a Programme Management Office (PMO) that will support implementation through two key roles.

Firstly, to monitor and report to Council and other stakeholders on delivery progress of the whole economic development programme which contains over 80 projects. PMO progress reports provide a view of all economic development projects, their status and interdependencies and progress against strategic priorities.

Second, to facilitate dialogue and action with city leaders where opportunities, challenges and trends require action.

The PMO is guided by four principles:

- ▶ **Principle 1:** Leadership roles and responsibilities between parties are clear and understood.
- ▶ **Principle 2:** What gets measured gets managed.
- ▶ **Principle 3:** Where there isn't a logical lead, projects will need support to get started.
- ▶ **Principle 4:** Be a credible role model for other agencies.

CEDS STRATEGY

Vision, goals



PROJECT MANAGEMENT OFFICE

Facilitation, monitoring, reporting



LEAD AGENCIES

Delivery, implementation

THE BIG 5 GAME CHANGER PROJECTS



CREATE AN ATTRACTIVE CITY FOR PEOPLE, BUSINESS, INVESTMENT AND VISITORS

Christchurch attracts and retains residents, business, investment and visitors, and has the amenity and profile that residents are proud of.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
Enhance city amenities	Rebuild and develop the education and hospital campuses of greater Christchurch to provide world-class education, health and research facilities including: <ul style="list-style-type: none"> ▶ University of Canterbury ▶ Lincoln University ▶ Ara Institute of Canterbury ▶ State schools network ▶ Hospital redevelopment. 	CDHB, UC, LinU, Ara, MoE	Existing
	Implement Christchurch Major Cycle Routes network to connect the central city and suburbs and make Christchurch a bike-friendly city.	CCC	Existing
	Support the development of world class visitor attractions and leisure facilities, including, for example the repair of the Christchurch Adventure Park	DCL, ChristchurchNZ	Existing
	Implement Regenerate Christchurch's work programme, with a focus on realising the economic, social and environmental potential of the eastern suburbs, the residential red zone and the central city.	Regenerate Christchurch	New
Thriving through place making	Develop mechanisms to support and encourage temporary activities and events in the central city and suburbs that contribute social, cultural and economic amenity.	CCC	Existing
	Coordinated monitoring and communication of regeneration progress across agencies to tell the story of city development and the regeneration progress.	Greater Christchurch Partnership, Regenerate Christchurch, Ōtakaro, ChristchurchNZ, CCC	New
	Develop and implement an integrated performance management framework for monitoring and reporting across the key city strategies – UDS, Resilience Plan, Christchurch Long Term Plan, community outcomes, CEDS.	CCC, UDS, ChristchurchNZ	New
Attract people, business, investment and visitors	Develop an inspiring and cohesive city story which resonates with residents and attracts talented people, businesses and investors.	ChristchurchNZ, DCL, CIAL, CECC, CCC	New

Attract people, business, investment and visitors	Implement the Christchurch visitor strategy to regain Christchurch's pre-earthquake share of the national visitor economy by 2025 and to use visitation to drive investment in social and cultural amenity. Develop and implement a major events strategy which supports the city's attraction strategy and enhances the experience of living in Christchurch for residents.	ChristchurchNZ, CCC	New
	Develop a "landing pad" to welcome and introduce potential entrepreneurs, commercial partners and investors into Christchurch.	ChristchurchNZ / DCL	New
	Leverage the national Global Impact Visa initiative to attract and integrate global entrepreneurs into Christchurch. Develop a regional partnership with Immigration NZ to attract, integrate and retain migrants in Christchurch.	ChristchurchNZ / Immigration NZ	New



REALISE THE POTENTIAL OF CANTERBURY'S RURAL ECONOMY

The region and city work together to realise Canterbury's economic opportunities while maintaining the natural environment for current and future generations.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
Realise the region's economic potential	Implement the Canterbury Regional Economic Development Strategy.	Canterbury Mayoral Forum	Existing
Maximising the value of land-based production	Implement the Canterbury Water Management Strategy to effectively manage the region's water resource for economic, social and environmental benefit. Improve the efficiency of existing irrigation schemes to effectively and sustainably use the region's water resource .	ECan	Existing
	Assist the rural economy to respond to the opportunities and challenges of a changing environment including: <ul style="list-style-type: none"> ▶ The negative economic impact of transitioning to new environmental limits through the application of new farm practices, technology and land use diversification ▶ The implications of global environmental and technological change which challenges what the primary sector produces and how 	Unassigned	New



MAXIMISE THE COMMERCIAL VALUE OF INNOVATION

Greater economic benefits will be generated from ideas and research by improving the rate of commercialisation and ability for businesses to scale up.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
Optimise the city's ecosystem (assets) which supports idea generation and commercialisation	Develop Christchurch's Innovation Precinct into a focal point for innovation and collaboration in the city.	ChristchurchNZ	Existing
	Develop Christchurch's Health Precinct into a world-class hub for health education, research and innovation.	CDHB, UC, UoO, Ara	Existing
	Develop the UC Centre for Entrepreneurship as a dedicated, student-focused space where ideas and innovation can flourish.	UC	Existing
	Implement Puna Pakihi – business start-up programme to support Ngāi Tahu entrepreneurs.	Ngāi Tahu	Existing
	Develop Vodafone's Xone as a successful startup accelerator and innovation lab for globally focused Kiwi tech entrepreneurs.	Vodafone	Existing
	Develop Lincoln Hub as a collaboration between research, education and industry that will transform the productivity and performance of New Zealand and the world's primary sector.	Lincoln Hub	Existing
	Investigate international commercialisation models and investment vehicles to realise commercial returns from private and public sector research.	ChristchurchNZ	New
	Investigate potential for Christchurch to be an Innovation Friendly City, including the role of government procurement and how tendering could drive innovative behaviours and support new product development.	ChristchurchNZ	New
Build the city's social capital	Develop a city social innovation work programme to realise the full potential of Christchurch's social entrepreneurial legacy and momentum post-earthquakes and empower people to help themselves.	Unassigned	New
Develop the capability to leverage and adapt to global change	Implement LINZ Smart Cities – Smart Nation initiative in Christchurch to trial new technology to make data available as an innovation resource.	CCC	Existing
	Establish a future-focused think tank to facilitate the analysis, dialogue and response to rapid technological and environmental change.	CCC, ChristchurchNZ, CECC, UC	New

Develop the capability to leverage and adapt to global change	Accelerate uptake of battery electric vehicles and charging infrastructure.	CCC	New
	Identify opportunities and pathways for Christchurch to have a low carbon economy.	CCC	New

 **A CONNECTED, ENGAGING AND THRIVING CENTRAL CITY**

Christchurch must complete the regeneration of its CBD so that it plays an integral part in attracting people, visitors and new businesses to the city.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
Realise the central city's potential as a thriving, vibrant heart of the city	Implement the Christchurch anchor projects which will provide Christchurch with world-class facilities. <ul style="list-style-type: none"> ▶ Performing Arts Precinct / Town Hall ▶ Convention Centre ▶ Metro Sports Stadium ▶ Central City Library ▶ Retail Precinct ▶ East Frame Urban Village 	Ōtākaro / CCC	Existing
	Implement the Cathedral Square Regeneration Plan to create a vibrant space in the centre of the city.	Regenerate Christchurch / CCC	Existing
	Implement the Central City Revitalisation Plan to optimise and accelerate the revitalisation of the central city.	CCC	Existing
	Implement the 'An Accessible City' plan for the central city to provide a compact, people-friendly core and support the economic, social and environmental recovery of the central city.	CCC	Existing
	Implement the central city parking plan to ensure the central city has a range of attractive transport options.	CCC	Existing
Engage Christchurch residents with the central city	Implement a communication campaign to encourage residents to re-engage with the developing central city as a place to work, live and play.	CCC	New



CONNECT INTERNATIONALLY FOR COMMERCIALISATION AND GROWTH

Improve exports, commercialisation and the flow of people, ideas, investment and intellect into Christchurch. Be a gateway for Canterbury and the South Island.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
<i>Develop future-proof physical infrastructure which enables connectedness</i>	Implement Lyttelton Port's reclamation project and redevelopment plan to rebuild and enhance the port to cater for Canterbury's freight demands.	LPC	Existing
	Establish the cruise ship berth at Lyttelton Port.	LPC, CCC	Existing
<i>Connect Christchurch with the world</i>	Develop a coordinated framework for Christchurch's international engagement – identifying areas of focus and how to build relationships to achieve greater impact from combined investment.	CCC / CECC / ChristchurchNZ	New
<i>Develop Christchurch as the gateway for Canterbury and the South Island</i>	Implement Christchurch International Airport's strategy to be a champion airport, recognised as an engine room for Christchurch, The South Island and New Zealand.	CIAL	Existing
	Implement Christchurch's Antarctic Gateway Strategy to realise and develop the economic, social and environmental value of Christchurch's status as a gateway city.	CCC	Existing

KEEPING THE CITY COMPETITIVE PROJECTS

A SKILLED AND ADAPTIVE WORKFORCE

Attract and retain a strong working age population, that is prepared for technology change.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
<i>Understand the labour market</i>	Develop Canterbury workforce knowledge base – particular focus on future jobs and skills during rebuild transition and into the future.	ChristchurchNZ	Existing
<i>Grow local talent</i>	Support schools and educate students in the use of new technology.	GCSN	Existing
	Establish the South Island ICT Graduate School to deliver industry-focused education and research that builds connections between tertiary education providers and high-tech firms in Christchurch.	Signal	Existing
	Implement a range of initiatives to help build the innovation and STEAM understanding and capability of Christchurch students e.g. school innovation hubs.	STEAM Collective	Existing
	He Toki Ki Te Rika – trade training programme promoting Maori participation in the trades sector.	Ngai Tahu	Existing
	Coding scholarships through the Enspiral Development Academy to promote Maori participation in the tech sector.	Ngai Tahu	Existing
	Establish an international student work placement programme across all three greater Christchurch tertiaries to support Canterbury’s international students to become NZ work ready.	ChristchurchNZ	Existing
	Support talent development by: Improving coordination of the Council internship programme and student summer work positions to demonstrate the opportunities being provided for work / research experience. Investigate formalising the internship programme with Canterbury University and Ara Institute of Canterbury.	CCC	New
Implement a range of initiatives to improve business / education collaboration and understanding	Careers NZ / ChristchurchNZ	New	
Identity, develop and support initiatives that encourage and enable all young people in Christchurch to access the economic opportunities available in the city	Unassigned	New	
<i>Develop workplaces for the future</i>	Help Christchurch businesses to anticipate and respond to the changing workforce, including greater employee diversity and new ways of working	ChristchurchNZ / CECC	New



A PLACE WHERE IT'S EASY TO DO BUSINESS AND BE INNOVATIVE

Ensure the regulatory and commercial environment supports business start-up, attraction and growth.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
<i>Development opportunities can be realised efficiently and effectively</i>	Continue to improve consenting processes and business engagement (Business Friendly Council).	CCC	Existing
	Implement the "My Council" project to enable online service delivery of Council services.	CCC	New
	Develop a collaborative model for decision-makers to respond effectively to significant city-level opportunities or barriers.	CCC / ChristchurchNZ / ECan	New



INVESTMENT VEHICLES THAT ENABLE COMMERCIALISATION AND GROWTH

Improve access to investment that realises the commercial potential of the local economy.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
<i>Increase the availability of funding</i>	Support the development of investment networks in Christchurch to expand the range of capital available to local businesses.	ChristchurchNZ	Existing
<i>Promote Christchurch's investment proposition</i>	Implement Development Christchurch Limited investment attraction projects to catalyse new investment and development in Christchurch.	DCL	New
	<i>Investigate the potential to develop portfolio of "investment ready" Christchurch businesses to attract investment.</i>	Not assigned	New
	Work with national partners to raise the profile of the Christchurch investment proposition nationally and internationally.	ChristchurchNZ / DCL	New



RESILIENT INFRASTRUCTURE AND SUSTAINABLE RESOURCE USE

Ensure infrastructure and resource use decisions are sustainable and support economic growth.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
<i>Roll out broadband infrastructure</i>	Urban Christchurch schools, hospitals, businesses and homes can be connected to ultrafast broadband by 2019.	Enable	Existing
<i>Improve the transport network</i>	Implement Christchurch Motorway Projects and State Highway improvements which will provide critical routes to central Christchurch, Port of Lyttelton and Christchurch International Airport.	NZTA	Existing

Improve the transport network	Re-establish the Sumner / Lyttelton Road as an alternative access route to Lyttelton Port to improve transport resilience.	CCC	Existing
	Implement greater Christchurch Transport Statement.	Greater Christchurch Partnership	New
	Develop and implement the greater Christchurch Transport Demand Management Strategy.	Greater Christchurch Partnership	New
Ensure effective and sustainable resource use	Complete the proposed replacement Christchurch District Plan.	CCC	Existing
	Implement Christchurch's land drainage recovery programme to reduce the risk of surface flooding.	CCC	Existing
	Understand current and future land use and residential and commercial property needs.	Greater Christchurch Partnership / ChristchurchNZ	New
	Sign the Global Covenant of Mayors for Climate and Energy and lead transition to a low carbon economy.	CCC	New
Ensure economic growth occurs within the carrying capacity of the natural environment	Deliver the Christchurch Energy Action Plan.	CCC	Existing
	Deliver Target Sustainability advisory services for businesses.		
	Deliver the Build Back Smarter housing programme.		
	Deliver education programme for valuing water resource.	ECan / CCC	Existing
	Undertake New Zealand's first trial of autonomous vehicle.	CIAL	Existing
	Increase the understanding of, and improve planning for natural hazard risks.	ECan / CCC	New



HIGH VALUE INDUSTRIES AND VALUE CHAINS

Develop growth and high value sectors of our economy and build wider economic resilience.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
Develop growth sectors	Support the implementation of Canterbury's international education strategy to grow the social, cultural and economic value of international education in the region.	ChristchurchNZ	Existing

Develop growth sectors	Implement Christchurch's tech sector strategy to grow the contribution of the tech sector to Christchurch's economic prosperity.	ChristchurchNZ	Existing
	Develop a plan for encouraging greater innovation in the service sectors (tourism, education) to realise value-add opportunities in these sectors.	ChristchurchNZ	New
Improve industry-level knowledge	Build on knowledge of the contribution of the visitor economy to Christchurch's economic growth.	ChristchurchNZ	New
Develop export oriented value chains and clusters	Investigate the potential to develop specific clusters, value chains or market opportunities where Christchurch has commercial / research / education capability depth to drive greater investment, talent attraction and economic growth.	ChristchurchNZ	New



CAPABLE AND PRODUCTIVE BUSINESSES

Develop the capability of local businesses to improve productivity and business performance.

PRIORITY	PROJECT	LEAD AGENCY	PROJECT STATUS
Improve businesses' ability to adapt, succeed in a global environment	Help Christchurch businesses to understand and respond to global trends, changing customer expectations and new business models.	ChristchurchNZ / CECC	New
Help businesses realise greater value through innovation and utilising new technology	Help Christchurch businesses to utilise new technology, particularly digital technology.	ChristchurchNZ / CECC	New
	Work with relevant partners to develop capacity in Christchurch to access and experiment with new technology e.g. FabLab, VR Room.	ChristchurchNZ / Callaghan Innovation	New

“What the earthquakes have done is enable us to see ourselves as a City of Opportunity – a place that is open to new ideas, new people and new ways of doing things – a place where anything is possible.”

*Lianne Dalziel
Mayor of Christchurch*

GLOSSARY

ARA	Ara Institute of Canterbury	LINZ	Land Information New Zealand
CBD	Central Business District	LPC	Lyttelton Port of Christchurch
CCC	Christchurch City Council	MoE	Ministry of Education
CDHB	Canterbury District Health Board	NZTA	New Zealand Transport Agency
CECC	Canterbury Employers' Chamber of Commerce	PMO	Project Management Office
CEDS	Christchurch Economic Development Strategy	STEAM	Science, Technology, Engineering & Math
CIAL	Christchurch International Airport Limited	STEAM Collective	Science Alive, Imagination Station, Fab Lab Christchurch and Code Club Aotearoa
DCL	Development Christchurch Limited	UC	University of Canterbury
ECan	Environment Canterbury	UDS	Greater Christchurch Urban Development Strategy
GCSN	Greater Christchurch Schools Network	UoO	University of Otago
GDP	Gross Domestic Product		
ICT	Information and Communications Technology		
LinU	Lincoln University		



DUX
CENTRAL

A man sitting on a ledge, looking at his phone.

A blurred figure of a person walking away.

A blurred figure of a person walking away, carrying a bag.

A blurred figure of a person walking away.



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