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A CITY ATTRACTIVE TO PEOPLE AND BUSINESS WORKSHOP BRIEF

CHRISTCHURCH ECONOMIC DEVELOPMENT STRATEGY (CEDS)

WORKSHOP: 10 May 2016

PURPOSE

The purpose of the CEDS Attractive City workshop is to consider what we need to do to ensure Christchurch is a great place to live, work and visit into the future.

This briefing paper provides background information to stimulate thinking prior to the workshop. The paper is not designed to provide answers – that's for the workshop.

Refer to Appendix 1 for an overview of CEDS 2013 and Appendix 2 for a list of CEDS 2013 projects pertaining to this theme.

ATTRACTIVE CITY KEY INSIGHTS – SUMMARY

- The key factors that attract people to a place are career / business opportunity and education. Pay and amenity / lifestyle are important factors for retaining and attracting people.
- New Zealand is seen as an attractive place for global talent, because we provide opportunity (work culture, ease of doing business) and quality of life, but we perform poorly in terms of incomes.
- Christchurch's quality of life is high, consistent with other cities in New Zealand.
- Christchurch's incomes are lower and the earthquakes still impact on many aspects of quality of life.
- Christchurch is facing a future working age population gap, which means retaining and attracting working age population is critical to future economic growth.
- The diversity of the Christchurch population is increasing.
- A strong visitor economy will support talent and business attraction.
- The earthquake recovery creates an opportunity and challenge for short and long-term city promotion.

SOME QUESTIONS IN PREPARATION FOR THE WORKSHOP

1. What do you like about Christchurch now?
2. What strengths can we build on / celebrate?
3. What are the most important / urgent issues address to improve the perception and / or the reality of Christchurch as an attractive city?
4. What are the key opportunities for building an attractive through regeneration?
5. What can we do to ensure a good city experience during regeneration?

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WHY IS AN ATTRACTIVE CITY IMPORTANT TO ECONOMIC DEVELOPMENT?

In a globalised world economy, cities compete to attract and retain the foundations of a successful economy – highly mobile talented people, capital and high-value businesses.

Advances in technology have meant skills, people and jobs are more mobile and less defined by geography than ever before. Having a critical mass of highly skilled, adaptable people rather than geographic location close to natural resources or trade routes is what underpins the current and future economic success of cities. On the positive side, this means a small, relatively geographically isolated city, such as Christchurch, can compete with cities across the globe. On the negative side, the level of competition for skilled labour is greater than it has ever been before.

CEDS recognises the importance of being an attractive city through its vision that in 2031 – "Christchurch is recognised as the best place for business, work, study, and living in Australasia".

A draft CEDS background paper (link here) contains further information and statistics about the Christchurch economy, and is provided for further reading if desired.

KEY FINDINGS

The key factors attracting people to a place are career / business opportunity and education. Pay and lifestyle are important factors for retaining and attracting people.

Research by the INSEAD Business School[1] has identified that people are attracted to destinations (cities, regions and countries) which provide:

- **Opportunity** – defined by the ease of doing business and the presence of clusters.
- **Management practices** – places where people feel they are able and supported to develop their careers and skills and where professionalism (rather than personal connections) is important for advancement.
- **Pay and lifestyle** – while important, are relatively more important for retention than attraction.
- **Quality of educational opportunities** – especially higher education can be an important entry point for young, talented people.

The future of cities depends on the ability of particular urban areas to provide and promote attractive places for skilled workers, who are no longer bound by geographical location. As firms become more mobile, the success of cities hinges more and more on cities becoming a centre of expenditure and utilisation of services (consumption). While amenity is secondary to careers/business related opportunity, research from the Harvard Institute of Economic Research identified that *"high amenity cities have grown faster than low amenity cities"*[2] suggesting the relationship is quite close.

Amenity is defined as:

- Rich variety of services and consumer goods (restaurants, leisure, etc)
- Aesthetics and physical setting

[1] The Global Talent Competitiveness Index – Talent Attraction and International Mobility 2015-16, edited by Bruno Lanvin & Paul Evans, INSEAD, Adecco Group, Human Capital Leadership Institute

[2] "Consumer City", Edward L. Glaeser et al., discussion paper 1901, June 2000,

- Good public services (education, safety, etc.)
- Ease of movement and communication (low transport/commuting/communication time)

Different groups of people value different types and mixes of amenity. University graduates are more numerous where there are fewer natural but more constructed amenities e.g. bars, cafes and restaurants, cultural and arts facilities, and organised events. Retired people are the opposite – they increase more with natural amenities e.g. climate, humidity, temperature, water access, overall natural attractiveness, but less with constructed amenities. Interestingly, residents filing high tech patents live in locations with more of both natural and constructed amenities.[3]

Research from the United States[4] suggests that the type of constructed amenity is also relevant - live performance venues and restaurants both significantly predict growth at US county level while no connection was found between art museums and county growth. Interestingly, amenities appealing to unskilled and lower skilled workers – bowling alleys and movie theatres – are both negatively associated with county growth.

Within cities, people make decisions about where they live based on consumption (i.e. amenities within the local community or suburb) rather than on their work location. In all cities in the US[3], population is generally moving away from the city CBD as people prefer to live close to amenities and commute to work. This is driving demand for leisure services and facilities in suburbs close to where people live and is further evidence of the need to provide a wide and varied array of amenities throughout the city.

New Zealand is seen as an attractive place for global talent, because we provide opportunity (work culture, ease of doing business) and quality of life, but we perform poorly in terms of incomes.

INSEAD's 2015-16 Global Talent Competitiveness Index[5] ranked New Zealand 11 out of 109 countries. New Zealand performed particularly well in terms of its talent attraction which includes: the regulatory environment and ease of doing business (number 6 out of 109 countries); its openness and ease of mobility (number 4); its education system and networks (number 13); and its quality of life factors (number 22). In terms of global talent outputs (i.e. how New Zealand uses talent), New Zealand performed well in terms of higher level skills and competencies and innovative outputs (number 4) and relatively poorly (number 50) in terms of its labour productivity and mid-levels skills.

HSBC 2015 expat survey[6] ranked New Zealand as second after Singapore out of 39 countries as a place for expats to live. Within this overall ranking, New Zealand ranked first for experience, second for family, but sixteenth for economic criteria, the latter being low due to our levels of disposable income, wage growth and savings. 77% of expats living in New Zealand felt their overall quality of life was better than in their home country and 78% felt they had integrated well into New Zealand's culture. 57% felt the work culture was better than in their home country, but only 25% believed their earnings prospects were higher.

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[3] Terry Clark (2003), Urban Amenities: Lakes, Opera and Juice Bars: Do They Drive Development? In *The City as an Entertainment Machine (Research in Urban Policy, Volume 9)* Emerald Group Publishing pp. 103-140

[4] "Consumer City", Edward E. Glaeser, Jed Kolko and Albert Sainz, Discussion paper number 1901 (June 2000). Harvard Institute of Economic Research

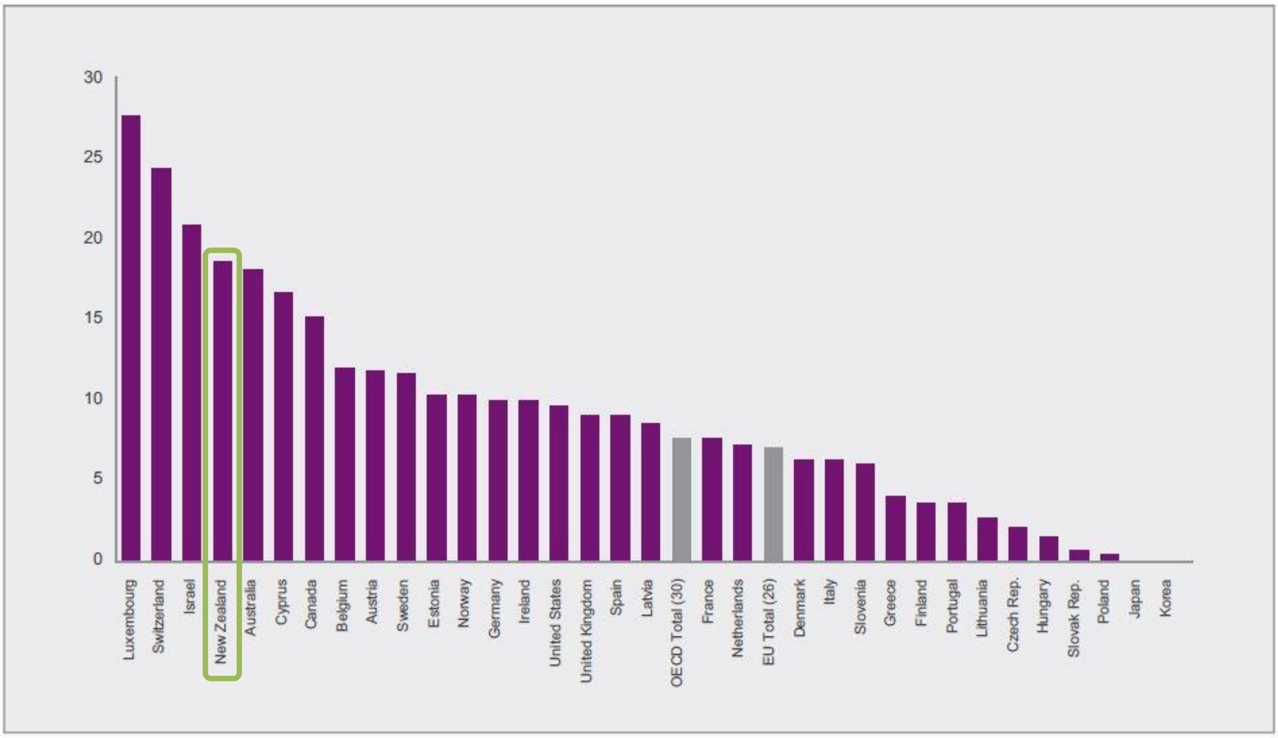
[5] "The Global Talent Competitiveness Index – Talent Attraction and International Mobility 2015-16", edited by Bruno Lanvin & Paul Evans, INSEAD, Adecco Group, Human Capital Leadership Institute

[6] https://expatexplorer.hsbc.com/survey/, in 2015 21,950 expats from across the world participated in the survey.

Parents also scored New Zealand highly in terms of the benefits to their children due to good quality education, more active lifestyles and a culture which developed more well-rounded and confident children.

Not surprisingly then, that New Zealand's adult foreign-born population is a larger proportion of its total population relative to most other countries in the OECD as shown in this chart below from the INSEAD paper.

Countries with larger foreign born populations: foreign-born that arrived as adults, percentage of total population (2013 or latest year)



Source: OECD (2015)

Christchurch's quality of life is high, consistent with other cities in New Zealand, but our incomes are lower and the earthquakes still impact on many aspects of quality of life.

Canterbury's quality of life (including income) ranks amongst the top 20% of regions worldwide[7] mainly due to strong public services and natural amenities. This high quality of life is consistent across all Australian and New Zealand regions, which have the highest quality of life scores among OECD countries.

Auckland, Wellington and Waikato (and all Australian regions except Tasmania and Northern Territory) enjoy better quality of life scores than Canterbury. This is mainly due to lower household disposable income per capita in Canterbury. When income is removed, Canterbury ranks in the top 10% of regions worldwide for quality of life.

In the 2014 New Zealand Big Cities Survey, 80% of Christchurch residents rated their quality of life as good or extremely good. This is up from 77% in 2012. In 2014 Christchurch's quality of life was similar to Auckland, but below Wellington and Dunedin. Prior to the earthquakes, 95% of Christchurch residents perceived their quality of life to be good or extremely good.

[7] OECD's "Better Life Index" for 372 regions around the world.

A comparison between quality of life scores in 2010 and 2014 for Christchurch residents and residents across all six New Zealand city Council areas (including Christchurch) are presented below.

It is interesting to note the fall in satisfaction across a number of measures between 2010 and 2014. The fall is slightly larger for Christchurch residents than for residents of New Zealand cities overall, with the exception of "pride in build and natural environment," which fell by 32% in Christchurch between 2010 and 2014, but only fell by 6% for residents across all New Zealand cities. Satisfaction in work/life balance fell by a slightly smaller amount for Christchurch residents than for residents across all New Zealand cities.

% of people rating this aspect of their city as good or extremely good:	Christchurch			New Zealand urban areas		
	2010	2014	Difference	2010	2014	Difference
Overall quality of life	95%	80%	-15%	92%	82%	-10%
Health	91%	79%	-12%	89%	82%	-7%
Sense of community	57%	52%	-8%	60%	53%	-7%
A great place to live	n/a	68%	n/a	n/a	79%	n/a
Pride in build and natural environment	68%	36%	-32%	66%	60%	-6%
Work/life balance	77%	61%	-16%	79%	60%	-19%
Sufficient money to cover every day needs	88%	78%	-10%	86%	76%	-10%

The cost of housing in Christchurch, both to buy and to rent, is similar to other comparable areas in New Zealand, such as Wellington and Hamilton. House prices and rents rose sharply following the earthquakes in response to a loss of housing stock and heightened demand. However, significant progress in repair and rebuild of damaged housing has seen prices and rents settle. It is estimated that the cost to service a mortgage or pay rent in New Zealand represents around 25% of median gross household income.

Christchurch is facing an aging population challenge, which means retaining and attracting working age population is critical to future economic growth

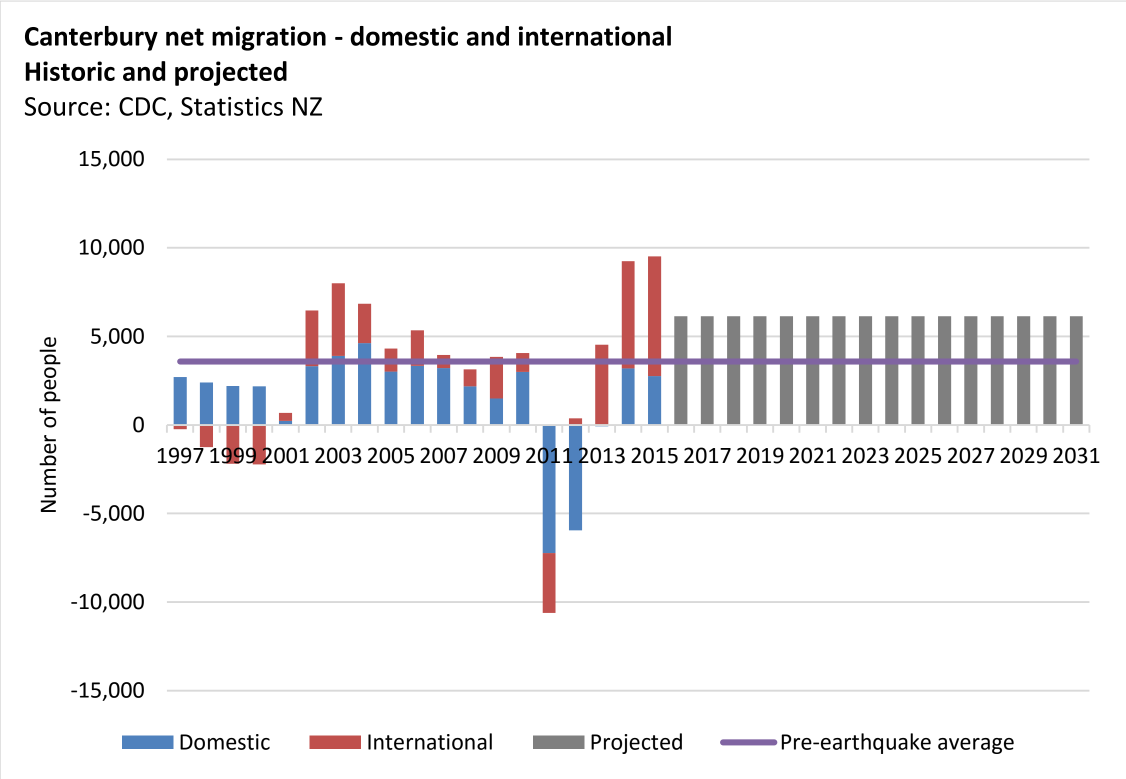
CDC projects that if Canterbury's GDP and productivity growth follow historic trends[8], that by 2031, the demand for workers will exceed local supply by 73,500 workers. This figure is made up of:

- 72,500 current workers retiring
- 94,500 additional vacancies generated from baseline economic growth, and
- 93,500 school leavers entering the workforce (assuming all stay in Canterbury).

[8] GDP growth of 2.5% per annum and labour productivity gains of 1% p.a.

Enabling older workers to defer their retirement, improving labour productivity above 1% p.a. and retaining young people within the region is important to mitigate the impact of this "workforce gap", but it is unlikely to solve this challenge in its entirety.

This 73,500 additional workers translates into an additional 106,000 people into the region when workers' families are taken into consideration. This is equivalent to attracting 6,600 migrants into the region each year compared with historical migration rates (prior to the post-earthquake boom) of 3,600 per annum as shown in the chart below.



Most of New Zealand and the developed world are facing the same ageing workforce challenge. Globally, competition for labour is tight, meaning significant migration from the rest of New Zealand or other developed countries is unlikely to completely meet our demand for people.

The diversity of the Christchurch population is increasing

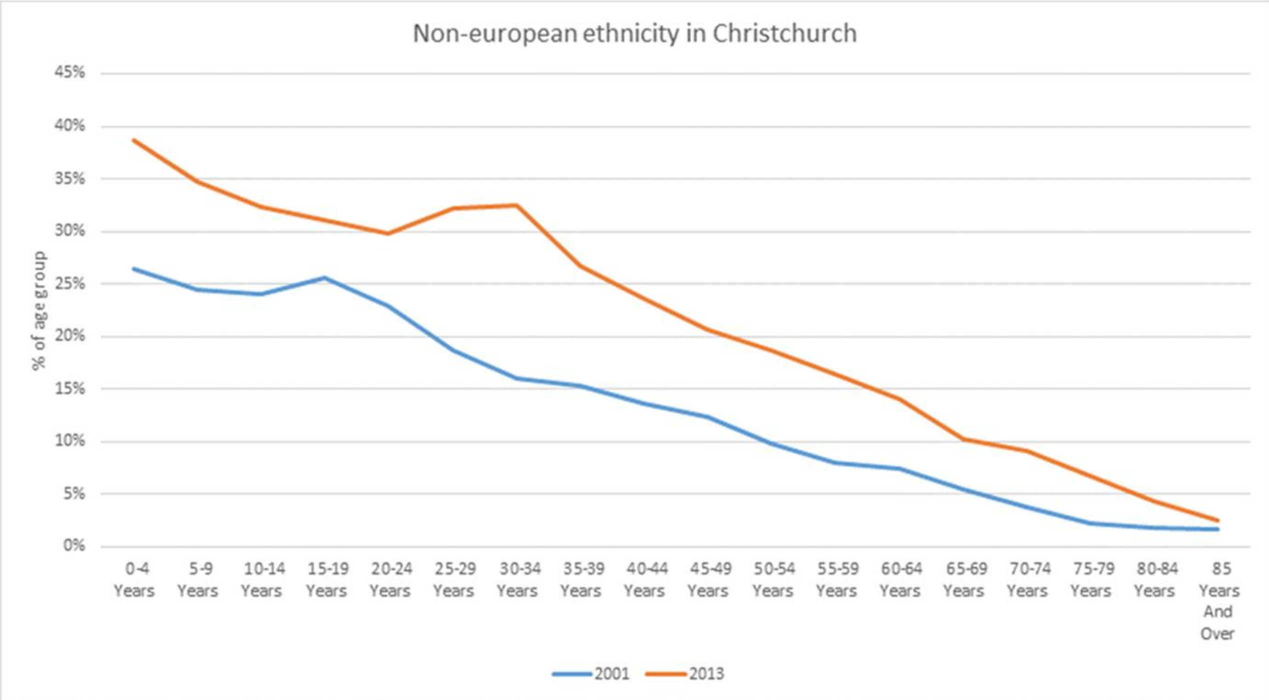
The diagram[9] below shows that the proportion of Christchurch's population that identifies as non-European increased across all age-groups between 2001 and 2013. The non-European population is concentrated amongst younger people, with almost 40% of 0-4 year olds in Christchurch in 2013 having non-European ethnicity compared with just over 25% twelve years before. This reflects a combination of migration of working age people and their families to Christchurch and children born to the non-European population already residing in Christchurch.

Between 2013 and 2033, the proportion of the population who identify as non-European is expected to increase from 22% to 34% while the proportion who identify as European is expected to fall from 85% to 78%[10] of the population. Migration will likely increase the proportion of the population who identify as non-

[9] Statistics New Zealand, subnational population projections: 2013 (base) – 2038

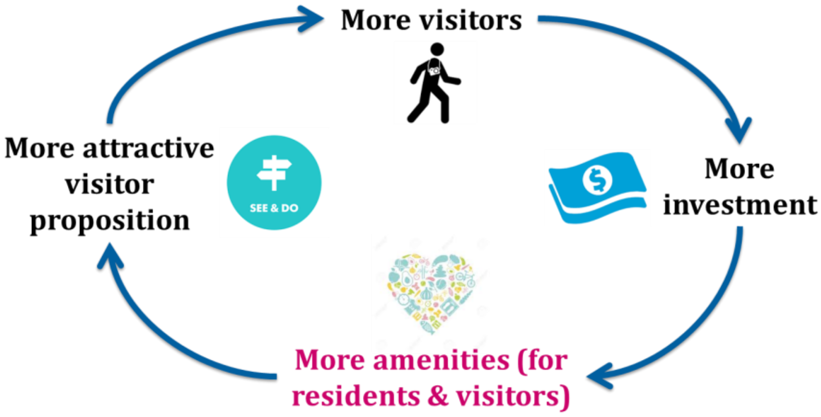
[10] These proportions add up to greater than 100% because a proportion of the population identify with multiple ethnicities.

European. It is therefore important to consider what Christchurch needs to do to be an attractive city for an increasing ethnically diverse population into the future.



A strong visitor economy supports the retention and attraction of people and business

The diagram below shows the integrated relationship between the visitors and the economic, social and cultural benefits for the city.



A strong visitor economy provides the following opportunities and benefits for creating an attractive city:

- In 2014, the Christchurch visitor economy (including leisure, business visitors and international students) contributed $1.57b to city GDP, supporting employment across a diverse range of businesses including transport, accommodation, education, hospitality and entertainment. This is very similar to the contribution of the visitor economy pre-earthquake ($1.46b in 2009), but the mix of visitors is likely different – with a proportion of post-earthquake visitors being people coming to Christchurch for work related to the rebuild.
- Visitors bring additional amenities and choice for residents and businesses too, such as cultural attractions, more hospitality and business function facilities and create socio-economic benefits such as excitement, confidence and pride to the city.

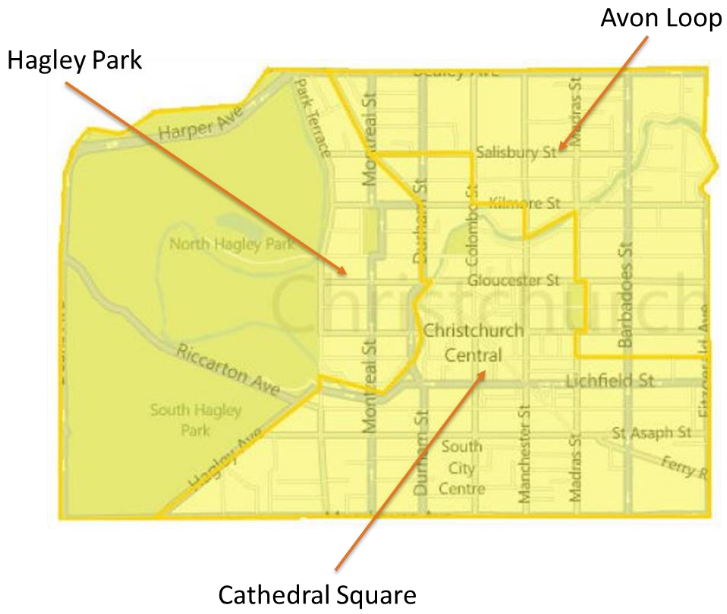
- Business visitors, including trade delegations, provide opportunities to make deals, exchange knowledge, expand networks and promote Christchurch as a place to do business from and with.
- Traditionally Canterbury was a popular destination for international students in New Zealand. This sector was severely affected by the earthquake, but has begun to recover. Alongside the direct economic contribution of international students, they are an important pool of internationally connected, talented people for the Christchurch economy.

Christchurch and Canterbury Tourism's Visitor Experience Research, 2016 shows that visitors were overall satisfied with their experience (scoring 8.1 out of 10) and were highly likely to recommend Christchurch as a holiday destination to others (4.2 out of 5). Visitors particularly enjoyed the friendly people and the natural beauty of the city (particularly Hagley Park and the Botanic Gardens), but were less happy with the limited range of attractions and the amount of construction. In terms of improvements, visitors wanted a better selection of restaurants, bars and nightlife.

Christchurch's central city will take time to recover from the earthquakes

Central cities play an important role in cities – they provide close proximity and density of knowledge-intensive firms, talented people and social amenity which encourages the interaction and exchange of ideas, knowledge and skills. A successful inner city has significant business and retail activity by day and a vibrant community of services and amenities in the evening and weekends.

The Christchurch central city area has traditionally been described as the area between the four avenues: Rolleston, Bealey, Moorhouse and Fitzgerald as shown in the diagram below.



The table below shows the industries which were most concentrated in the central city before the earthquakes, and who have not returned post-earthquake in significant numbers.

The largest contributors to the fall in employee numbers between 2010 and 2015 were the professional, scientific and technical services sector (3,050 workers), accommodation and food services sector (2,890 workers), financial and insurances services sector (2,060 workers), and information, media and telecommunications sector (1,882 workers).

Table: Employees Christchurch (Statistics New Zealand)

	% of pre-earthquake central city workforce	Number of employees in the central city		% change
		2010	2015	2010-15
Total Industry		51,210	31,830	-38%
Q Health Care and Social Assistance	16.9%	8,660	7,990	-8%
M Professional, Scientific and Technical Services	13.7%	7,030	3,980	-43%
O Public Administration and Safety	9.4%	4,830	3,150	-35%
H Accommodation and Food Services	9.4%	4,810	1,920	-60%
N Administrative and Support Services	9.1%	4,670	2,990	-36%
G Retail Trade	8.4%	4,290	2,710	-37%
P Education and Training	6.2%	3,160	2,530	-20%
J Information Media and Telecommunications	5.4%	2,760	878	-68%
K Financial and Insurance Services	4.9%	2,500	440	-82%
S Other Services	4.1%	2,100	900	-57%
R Arts and Recreation Services	2.6%	1,330	840	-37%
L Rental, Hiring and Real Estate Services	1.4%	730	385	-47%

The 2006 Census identified 13,827 people living in the central city area, comparable to other Christchurch suburbs. Some key characteristics of the pre-quake central city population include:

- Distinctive bi-modal age distribution of residents: 27% are 20-29 year olds and 20% are over 60. Children and the middle-aged were less likely to live in the central city.
- Residents of the central city were more qualified (50.7% have a post-school qualification, compared to 40.5% across Christchurch) and have a marginally higher median income.

Following the earthquakes there has been a loss in population in all three area units which make up Christchurch's central city. Between 2006 and 2013 the population of Hagley Park fell by 46%, of Cathedral Square by 54% and of Avon Loop by 28% (compared to just a 2% fall across the entire city).

Although Christchurch's central city is expected to recover over time, there is a risk that businesses and people adapt to life without a central city and that Christchurch misses out on the density and close proximity benefits of a fully functioning central city.

The earthquake recovery creates an opportunity and challenge for short and long-term city promotion

Much of the damage caused to the city during the earthquakes will not be repaired for some time, presenting a significant amount of space, particularly in the central city and red zone which may remain vacant into the medium-term.

The earthquake recovery is both an opportunity, with the ability to create a "new" city which attracts and retains people and business, and a challenge, particularly in the short-term, and particularly with regard to rebuilding social amenity and addressing the decline in perception that is Christchurch as a "great place to live". Efforts to assist in speeding up the regeneration, and provide amenities and quality experiences during the regeneration, such as using vacant space in a creative way, can assist in minimising the disruption and help to redress negative perception of the city.

As the city emerges from the rebuild, it requires a clear profile to help promote it to current and potential residents, businesses and investment, as well as to attract visitors and international students. The earthquakes have presented Christchurch with a unique opportunity – we are potentially as well-known as we have ever been. However, with Christchurch's regeneration expected to take a number of years, it is important that we address the perception and reality of Christchurch as a "great place to live" as the city rebuilds.

"Magnet Cities" – a framework for people attraction

KPMG[11] identified cities around the world that have successfully transformed from declining population and poor economic growth to cities which attract people and achieve higher growth rates. Their research found these cities adopted a very similar set of guiding principles that underpinned their city reinvention. These 7 principles were:

<table>
<tr><td colspan="2">Attract young wealth creators

These are people that create the jobs of tomorrow, which drives the city's future wealth. They include entrepreneurs, researchers, designers, engineers, physicists, bloggers, artists, animators, app and game designers, clean-tech advocates and people that build on existing businesses or identify and grow new industrial niches. It is important to target groups that have a logical link to the city. The city's point of attraction must be genuine – based on the city's heritage.</td></tr>
<tr><td>Constant physical renewal

Ongoing physical renewal keeps cities interesting and new. This included both the central city and the wider suburbs where people live, work and play.</td><td>Connected

Magnet cities have good transport links and flows of people. Visitors help build magnetism and are potentially tomorrow's residents.</td></tr>
<tr><td>Definable city identity

Cities that attract young wealth creators have a strong and clear city identity that residents connect with. Without a clear city identity it is difficult for</td><td>New ideas

Magnet cities nurture new ideas. Academic institutions can be important drivers of changes to the city. Magnet cities are specific about the</td></tr>
</table>

[11] http://www.kpmg.com/nz/en/issuesandinsights/articlespublications/pages/magnet-cities.aspx

people to understand what a city stands for and its attraction.	industry clusters they want to support, then focus and support this development.
Fundraisers Magnet cities attract private investments, research grants and public funds for the city. Some magnet cities offered their own risk capital to attract investment and funds. Significant improvement of a city requires public and private money working together.	***Strong leaders*** Reinventing a city requires strong civic leaders. However, in some cases the drive came initially from others in the city such as business leaders. Magnet city leaders all worked more collaboratively with residents, investors, developers, businesses and universities than is the norm.

The framework provides a useful perspective on how we might achieve the CEDS vision that in 2031 – "Christchurch is recognised as the best place for business, work, study, and living in Australasia".

What this tells us about Christchurch

The analysis above suggests the following:

1. High quality of life makes Canterbury an attractive place to live but there are several regions around the world with similar characteristics. However, the earthquakes seem to have impacted on Christchurch residents' quality of life across a range factors. It will be important to consider how we can improve the perception and reality of Christchurch as a great place to live, particularly as the regeneration of Christchurch will take a number of years.
2. The visitor economy and the central city are important factors which can enhance or detract from the overall attractiveness of the city as a place to live.
3. Given that Canterbury's quality of life factors are at the highest standards globally while income levels lag behind, the focus should be on better understanding the productivity factors underpinning income levels in the region.

	What Christchurch has	What Christchurch doesn't have
Economic Opportunity	A diversified economy with strong high-tech, knowledge-intensive sectors 2nd largest city in New Zealand, largest city in the South Island, natural gateway Supportive macro policy environment – easy to start a business Good international connections (physical and personal)	Although good for the size of the city, the breadth of career opportunities is limited relative to other larger cities, particularly at the high end Wage rates are lower, on average, than Auckland and Wellington and New Zealand wage rates are lower than other countries such as Australia
Lifestyle	Good quality education – school and tertiary Natural assets (rivers, hill, mountains, sea, etc.) Good weather Good public assets and services (health, safety) New (developing) amenities – infrastructure, business (Innovation Precinct, Health Precinct, commercial property), "new city", social amenity (stadium?, convention centre, anchor projects)	Limited range of high-end consumer amenities (restaurants, sport grounds, entertainment venues, etc.) Lack of consumer density – smaller numbers of people can limit networking and the transfer of ideas and the provision of goods and services Quick / cheap access to other urban centres
City Profile	International profile – around earthquakes and recovery	A clear long-term city story strongly marketed Earthquakes' effects still lingering, affecting the "premium" of the city Christchurch's visitor offering can be hard to navigate and limited clustering affects the overall atmosphere and Christchurch "feel"

OPPORTUNITIES AND CHALLENGES FOR CITY ATTRACTIVENESS

The overarching attraction goal is to **make Christchurch a great place for business, work, study, and living**.

The following themes, challenges and opportunities will be discussed during the workshop.

Themes	Challenges	Opportunities
1. Improve the city experience during the regeneration process	Christchurch's social and entertainment offerings are fragmented, difficult to navigate	Christchurch has developed some innovative solutions e.g. gap filler Leverage natural and underutilised public assets, and vacant land
2. Realising a long-term vision of Christchurch	There is no shared vision for Christchurch Many different stakeholders / agencies with different but overlapping roles contribute to realising a vision	Timing – as we move from recovery → regeneration Stronger city ownership with new agencies Continued central government support
3. Attract skilled people and businesses	No agency has overall responsibility for promoting Christchurch and helping businesses / migrants to relocate We don't really understand what Christchurch has to offer (what is our unique or compelling proposition) post rebuild and where we could improve	Christchurch has a high international profile following the earthquakes – something to leverage Christchurch has lots of space for more people and more business Long tail of rebuild means higher than historic economic activity for a number of years

APPENDIX 1 – CHRISTCHURCH ECONOMIC DEVELOPMENT STRATEGY

CDC prepares and reviews the city's economic development strategy on behalf of the Christchurch City Council. The Christchurch Economic Development Strategy (CEDS) was released in April 2013. It was updated in April 2014 to reflect project progress. Here is a link to the strategy.

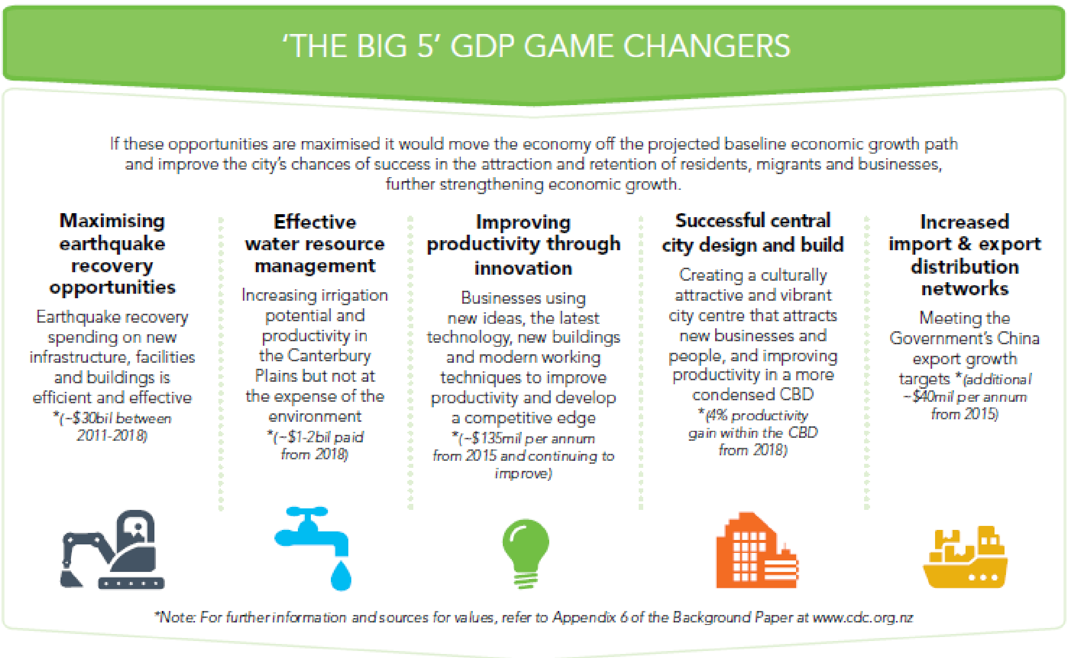
VISION AND GOALS

The CEDS vision for the economy of Christchurch is that in 2031 Christchurch is recognised as the best place for business, work, study and living in Australasia.

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

- Christchurch has the best economic ranking against Tier Three cities in Australasia. Quality of living matches a Tier Two city in Australasia.
- Total GDP has grown by 54% to $15.4bil (GDP per capita by 27%).
- Exports to China have increased by 140%, reaching $719mil by 2031.
- In 2031, 20% of the working age population is employed in current high-growth sectors: High Value-Added Manufacturing; Technology; Professional Services; AgriTech and Health Research and Development.
- The proportion of the working age population with a post-high school qualification has increased from 40% to 45%. The proportion of the working age population with a Bachelor qualification or higher has increased from 20% to 26%.

The CEDS development process in 2012-13 identified five large-scale opportunities which have the potential to step-change the economy – 'The Big 5'.



In addition, there is a longer list of development initiatives which are required to 'Keep the City Competitive' with other cities and regions.

INITIATIVES THAT KEEP THE CITY COMPETITIVE WITH OTHER CITIES

Cities, much like organisations, need to find ways to continuously improve their operating environment to remain competitive and create periods of competitive advantage over other cities. Large step-changes in GDP are unlikely to result from these initiatives, but they are important in terms of retaining a competitive proposition for businesses and the labour force.

Workforce

Addressing the ageing population, developing solutions for local labour and skills shortages and increasing workforce productivity

Supporting Innovation

Supporting innovation and commercialisation and enhancing the linkages between the research community and business community

Making it easier to do business

Ensuring regular dialogue between the private and public sector to ensure the regulatory environment and process is as easy as possible to engage with

Investment Vehicles

Improving access to capital for local businesses

Infrastructure

Ensuring infrastructure and land use decisions support economic growth

Connections and Business Networks

Improving Christchurch's connectedness at a local, national and international level, enhancing the ability to do business and share ideas

Sector Development

Developing growth sectors within the economy (Technology, Health, High Value-Added Manufacturing, International Education, Professional Services and AgriTech) and managing sector level market failures in the economy

Business Development

Creation, growth, capability, retention and attraction of business to the region

APPENDIX 2 – EXISTING PROJECTS /PROGRAMMES

CEDS 2013 PROJECT LIST

The following table lists the projects that CDC is currently monitoring for the delivery of CEDS that impact on the city attractiveness.

Here is a link to a progress review which provides more detail on progress against CEDS 2013.

Project List	Lead Agencies	Status
Secure public sector funding for the rebuild of Christchurch (infrastructure, facilities, buildings)	CERA	Complete
Accelerate the recovery effort by enabling improved sharing and use of location-based information; Canterbury Spatial Data Infrastructure programme	LINZ	Complete
Develop and implement an international education marketing strategy and support marketing and regional brand development	Christchurch Educated / Education NZ	Complete
Attend the Aussie job fairs in March and April 2015 to promote Christchurch/Canterbury to potential migrants	CDC	Complete
Develop a medium-term growth strategy for the international education sector	CDC	Complete
Complete a draft Visitor Strategy for Christchurch, to be delivered to Council	CDC	Complete
Develop and promote an investment proposition and proposals to showcase opportunities in greater Christchurch	CCDU	In progress
Ensure issues over availability of insurance and resolution of claims do not hinder investment or slow the rebuild, and on-going insurance cover is provided under the new risk profile	CERA	In progress
Ensure issues over availability of insurance and resolution of claims do not hinder investment or slow the rebuild, and on-going insurance cover is provided under the new risk profile	CERA	In progress
Provide an easier path through the building consent system	MBIE	In progress
Encourage the use of sustainable technologies during the rebuild	CCC	In progress
Redevelop suburban centres and towns in greater Christchurch	CCC	In progress
Work to increase productivity in the construction sector to support the recovery	MBIE	In progress
Rebuild the University of Canterbury; $1.1 billion, 10 year capital works programme	UC	In progress

Rebuild the city's earthquake damaged roads, fresh water, wastewater and storm water networks (horizontal infrastructure)	SCIRT, CERA, CCC & NZTA	In progress
Take a strategic approach to rebuild procurement considering demands on the construction sector, housing, workforce, and supply chains; and cost escalation	CERA / MBIE / Treasury	In progress
NEW – Deliver the Canterbury District Health Board's Facilities Redevelopment project; more than $650 million in facilities redevelopment including: the Christchurch Hospital Acute Services Building and the Burwood Health Campus	CDHB	In progress
Develop and promote an investment proposition and proposals to showcase opportunities in greater Christchurch	CCDU	In progress
Implement the central city blueprint, starting with land acquisitions for the anchor projects	CERA	In progress
Deliver Anchor Projects as per the cost share agreement between the Crown and the CCC: The Frame, Convention Centre Precinct, Stadium, Metro Sport Facility, Bus Exchange, Avon River Precinct, Earthquake Memorial, Health Precinct, Retail Precinct, Justice and Emergency Service Precinct, Innovation Precinct, Residential Demonstration, Te Puna Ahurea Cultural Centre, The Square (joint with CCC)	CCDU	In progress
Deliver Anchor Projects as per the cost share agreement between the Crown and the CCC: Performing Arts Precinct, Central Library, Cricket Oval, The Square (joint with CCDU)	CCC	In progress
Implement the greater Christchurch Visitor Sector Recovery Plan	Christchurch and Canterbury Tourism	In progress
Convene a City Image group to produce a cohesive city image for use in the attraction and retention of people, visitors, businesses and investment	Not determined	Changed, delayed, removed