
Briefing - Council NOTES

Date: Tuesday 10 October 2023
Time: 9.30 am
Venue: Council Chambers and Mayor's Lounge, Civic Offices,
53 Hereford Street, Christchurch

2. LTP 2024-34, Joint development briefing

Council Briefing, Seminar or Workshop Recommendation

Cllr Sara Templeton, Cllr Pauline Cotter, Cllr Aaron Keown, Cllr Yani Johanson, Cllr Kelly Barber, Cllr Victoria Henstock, Cllr Tyrone Fields, Cllr Mark Peters, Cllr Tim Scandrett (9.14), Cllr Jake McClellan; Cllr Tyla Harrison-Hunt (9.20)

Online: Cllr Andrei Moore (9-9.46), Cllr James Gough, Cllr Tyla Harrison-Hunt (9-9.20); Cllr Sam MacDonald

Chair: Mayor Phil Mager

Principal Advisor: CE Dawn Baxendale

Emergency Management and Community Resilience

Presenter: John Filsell, Head of Community Support & Partnerships; Brenden Winder, Manager Civil Defence and Emergency Management

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This activity Emergency Management and Community Resilience. I guess we're probably emphasising this time around the latter, community resilience. But following 12 years of planning, responding and recovering from almost every conceivable emergency, this plan summarises the mechanism and the resources to boost Council and Community resilience to meet the challenges ahead primarily as a result of climate change. We've done earthquakes, we've done terror, we're doing floods, we've done a bit of fire.

Community resilience, readiness, response, recovery. These levels of service, a number of them should be very, very familiar to the community and to Councillors. Coordinating civil defence, Emergency Management, readiness and response, the training of EOC Personnel, Community

volunteers, Christchurch does this better than anyone. I'm sitting next to the person who's responsible for that at the moment.

What are probably less familiar and the areas that this plan is now emphasising going forward over 10 years: Working collaborative with councils, community development activity to increase community resilience by supporting communities to plan, respond and recover from emergencies and adverse events at all levels, supporting communities to plan.

Increasing the capacity and resilience of the Council and the readiness response and recovery from adverse events and emergencies. After 12 years, one event after the other, we're a bit tired, we're a bit jaded. We've recently been refreshed and we're going to get more fresh over time.

There are some changes to previous activity plans, so in this plan you'll see an inclusive joined up approach right across council and across the Community. Resilience readiness response recovery. We aim to reduce duplication. So for example, when we go out and talk with community groups we will be talking on a range of subjects. The planning, the response plans, future planning, coastal adaptation, resilience to climate change. We're doing a lot more collaborative planning with communities. We are increasing the capacity within Council to plan and respond. If you go to an Emergency Management scenario and drill if you like over at the justice precinct or in the function room below, you will see a lot of familiar faces are from the Council, from our leadership and our volunteers. They're enthused. They're coming over. They're helping. We're building our capacity. We're moving out into the community. As well doing that, this is what this plan is. About more implementation. We've done our planning. We're implementing.

Why this change? Well, this is absolutely the community, the Council and the Community Board priorities. We've been given a really, really clear signal. NZ approached Emergency Management and climate change, please join it up. We've done the planning, we've done the strategy, now we're doing the doing.

Greater collaboration. Probably what's driving this at this point more than anything, and this is dealing with the sharp end of climate change, sea level coming up a bit. Lots more rain. El Nino. Fuel growing on the Port hills. It's gonna get hot and windy. What do we do?

Are there any increases or decreases in service and the impact? No. There's no change to the quantum or the cost in the current LPT. We are recommending that you prioritise services rather than go for an increase. What does this mean? Look, there will be some robust prioritisation. There are some previous activities we won't be doing. Say for example we were inviting Banks Peninsula to organise event for the Diamond Harbour Wharf opening. We haven't been able to do that because we're supporting communities with our coastal inundation. That's where our community development workers are. That's the priority. There will be more of that we can't continue to do everything we've done and these new priorities.

How else are we going to do that? There's a bit of a civil defence and community resilience in every single employee position description. Everyone in Brendan and I's unit will play an active role so we're spreading the goodness out amongst the whole Council organisation. And there's going to be some changed ways of doing things. Brendan and his team are going to come to Councillors and talk about the issue of things like tsunami warning sirens that could well produce in different ways of doing things. Some people will feel uncomfortable with that. Rest assured, Elected Members will be making those decisions. There's no proposed increase to budgets and maybe even a slight decrease in our capital budget.

Risks and challenges going forward. There are increasing frequency and severity of adverse events. We've seen it. We see it again and again and again. There's an increased perception of vulnerability within communities. There's a greater responsibility passed on to TLA's. All this stuff is really familiar I know. There's greater pressure on volunteers. Probably the last thing, particularly in this area, there's more aggressive, aggressive behaviour and abuse, particularly to the elected members, some staff and volunteers. Asked the ex deputy Mayor Andrew Turner, and some of the comments he got after the Eastern Bays flooding of 2021, he'll confirm that.

That's a broad introduction. Shifting times. Brendan or myself are here to answer any questions.

Open for questions

Cllr Sara Templeton: The thing that worries me, that you are looking at groups of prioritisation within, instead of upping our education and representation within the community.... not just the climate change, but you know all of those things. We will have more and bigger emergencies in the future and the community expectation of planning is quite high. My understanding is that we don't have any communications budget within this space but then we are proactively working with our communities to plan for events. So I know for example that some communities have done work with the team on planning their emergency but they haven't been able to disseminate that within their communities because the expectation would be that the comms would be that, but there was a conflict of budget. So for example Sumner....

Response: So good question. There's a number of factors I think... One of the most powerful tools communities have in presenting and getting right into community planning is to draw the community together. And we're seeing after the earthquakes and a number of other events in Christchurch, there are mechanisms for disseminating community plans that don't need a big budget to do so. I think there are opportunities there to do that, that will take some support, staff time, effort, true, but not a huge budget so we can continue support.

I'm familiar with the Sumner plan, it's very good one. So the Town Hall tsunami scenario and what the way that we can do that, so I think there's - while John will talk to the budget - I think there are opportunities to support some of those moves and developments.

Cllr Sara Templeton: Yeah, so the thing is, it's the support for each, there needs be budget or staff time and resources to help. Actually, so Sumner... which lets people remember what to do if there's a Tsunami scenario, you know for example....

Response: We're very welcome to have those conversations. Budget exists. It will be reprioritised from existing community development. The existing staff. So, for example, my example earlier on there are some activities and community development activities we will not be doing. For example you could see less 'breakfast with your neighbours', maybe some community events. We have the ability through board plans and Council priorities to prioritise. We've got a community development resource. This is community development priority number one for the coming 10 years that's where we will be prioritising our resource. I would be very, very surprised if there's not complete buy-in for that we're seeing it from board planning, community priorities and we will prioritise. We can't do everything - if we don't prioritise we'll have to come back and ask for more, which we don't want to do.

Cllr Sara Templeton: Can I just say this worries me immensely. That we will be cutting back on the community development that we do when we know that it's the key development space that builds the resilience in making it to the communities to say... to prioritise something that which is not

explicitly in the community development terms of reference to do civil defence. It worries enormously...

We've heard this from presentation after presentation saying that despite everything, costs and inflation, wage growth, all that kind of stuff, that we're not coming to you asking for more budget, that we're gonna reprioritize and things are going to drop off. But what we're not seeing is Councillors making those calls as to whether we want them to drop off or not. So what I would rather see, for example is, this is what it would take for us to do things we want to do in civil defence, this is where we could take money from if you wanted to, or you could, add budget.

So we're having those decisions made ahead of them coming to us rather than us having those options.

CE Dawn Baxendale: So they're not decisions,

Cllr Sara Templeton: But we're not seeing the options.

CE Dawn Baxendale: So they're not decisions to be clear, these are the proposals. When we get into November, when we do the full Opex and full capital look, absolutely this is an opportunity in here as you're working through each of the activity plans to have said this is more important from a member perspective than what necessarily the officers are describing. This is the toing and froing in a nice way I mean, in the sense of being able to give feedback on what is more important or not.

Cllr Sara Templeton: But what we are not seeing is a, this is what it would be cost, if we wanted to do the Civil Defence stuff as we normally would do, but we could take this down by taking some money from some resource from the community development space. What we've been told us that, we don't need the money because we're going to take it from somewhere else. Because there's a difference in how that works.

CE Dawn Baxendale: We can reflect on that Sara. I think from, and I would like John to comment when he came to the ELT, he was really clear in the sense that we have a set of people who have very good skills, who actually by working across Council with a series of teams can actually get our climate resilience work boosted up and it isn't just in one part of the organisation and that the community development team by actually taking on that mantle as well would actually be able to do deeper and better. Is that not the case John?

Response: You summarised that very well.

CE Dawn Baxendale: So actually we're spreading the word rather than just being seen in small parts of the Council. That's the underpinning, is it not, of what we are trying to achieve here. And the reflected point from Cllr Templeton is those things that are of a softer piece, development piece, are potentially being lost in that shift to concentrate,

Cllr Sara Templeton: But we've already written our Community Board plans and Civil Defence didn't – our board is doing emergency response stuff to fire, that kinda stuff – but we didn't put in our Community Board plans, you know, lets budget, start planning things for resources and we know that our development teams across the city were already down a couple of FTEs because we've taken those out, that they are not funded, and our staff are really stretched to the things we're already asking them to do.

Response: Last comment on that. Our Community Development staff are already very familiar with the communities that will be worked with to boost resilience. They know the groups, they know the people, they know the hopes and fears; they work in that area every single day so respect of what prioritisation, they are the very best people to go there and facilitate, to work with, because they already do it. They are already familiar; they're an existing resource; they're connected right across the Council. Civil Defence and Emergency Management and building community resilience is in everyone's position description over the organisation. This plan proposed to really grab the advantages of that. One last thing, this is not a sales pitch, is that the Christchurch City Council staff as a whole are very keen to participate. They like it, they want to help.

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Cllr Sara Templeton: Sorry, so we didn't get the answer on the communications budget, which is what I asked of the Communications team last time as well, yeah, so.

Response: Noted

Cllr Sara Templeton: The governance team would also need budget....

Answer: I'll happily work with the budget Councillor for that feedback...

Action 2.1

Cllr Yani Johanson: I'm just wondering why are we going from a 342 staff to 155 staff to train? I am also wondering how many community response plans we currently have, in which communities and do we have a target on how many we want to achieve?

Response: So that's 342 and the 150s. The old 342 number would have been before the staff moved into the current Justice facility. There's 35 seats in there so we would have had 10 shifts of people that's just... so 150 has been determined to be a number that we would want to have trained for that space. And noting it's a shared space also too, so some of those things will be taken up by other agencies.... So in reality, we can expect them somewhere between 20-35 staff in there.

Cllr Yani Johanson: I am just trying to understand, what's the rationale in having 342 prepared staff to 150. Like surely it is not just the save some space in the building?

Response: I can't speak to the old programme, I wasn't involved in that, but 150 has been estimated to be a good start point for now in about 150 will be largely determined by the nature of the event and the magnitude. The example I use here is that the Auckland Council has about 6000 staff and struggled to put 150 people in the EOC for their campaign event earlier this year. So 150 is a best educated guess.

Response: These are 150 well trained, regularly drilled staff; they are a leadership level. That does not include the hundreds of other staff that from time to time are brought in, led by the 150 that come and support welfare centres. And look at the COVID response and we've had hundreds of staff working under the 150 if that helps Councillors?

Cllr Yani Johanson: And about the Community response plans. How many do we currently have?

Response: I don't have the number off the top of my head. It will be in the order of 40 or 50. But those community response plans very much sit with community people, individuals so.

Cllr Yani Johanson: Could we get a list of like who's got them, who hasn't got them.. that would be really helpful?

Question

Cllr Yani Johanson: What's happened to the Greater Christchurch Resilient Strategy that is supposed prepare us... I can't see any reference to that in this entire document and given how many millions we spent, I mean how much time we spent on developing that I am quite surprised.

Response: We'll get back to you on that.

Action 2.2

Cllr Yani Johanson: And just, I guess the final one. I don't know if you have had the chance to read the report and to reply... But you know what's become clear with our premise where occupation in that and report is that there's some really good principles in Civil Defence that should be initiated in the times of emergency, what we could call a state of emergency. Things that you would do because it would make ... it makes sense to deal with adverse events that happen. And I'm just wondering, you know we've had a number adverse events... to reflect on the stresses that people are under. And you know, there's some very good examples in the East, and the report we're getting today highlights their

concern. So, what can we do in that space? How much capacity do you have in that space to set up into teams and if something goes wrong and you know, there's, a classic examples of toxic chemicals goes into rivers etc., we're seeing the joined up coordination that you would expect. So I'm just wondering how can we build capacity in the LTP so that you can actually proactively manage risks and respond to adverse events?

Response: Can I ask the Councillor to just hold out to this afternoon, you're getting a briefing on that. And the report does include recent times where the Council have stood-up very effective incident management teams and responded. This plan here, the boosting capacity, training staff, boosting the capacity within Council response to an emergency for five days covers the ongoing capacity of the Council to be able to respond. The details will be all through the plan that will come this afternoon. So by the training for community resilience, proactive work, the upskilling of Council staff, the resourcing, this plan aims to provide the resources, and training to be able to implement those. As we have done frequently over the last year or so, three times we stood up last year for wet weather.

Cllr Yani Johanson: It's not just wet weather. It's kind of the resources to communicate in time of emergency. Those who have got things happening in our communities where again, read the report, but the stress that we are putting communities under, without a joined-up approach, and I'm dealing with you know, stormwater discharge into the Heathcote, but brown s*t is coming from the logging, so I guess the kind of concern is that we don't currently have sufficient resource, how can we get additional resources to deal with this proactively?

Question

Cllr Tim Scandrett: Following on from Councillor Templeton, could we in the Long Term Plan, could we have Civil Defence as a separate budget item, because at the moment we're talking about looking at trying to find to balance. So the thing that you mentioned which was a very simple, seemed to be a very small thing, breakfast with your neighbour, barbeque with your neighbour. They are really, two things where communities are placed together if you like, but it's a very good way to communicate community knowledge and if you look at the big picture it's almost irrelevant, but it's actually the core of why we're here. So what I would like to see, because if we are going to go out to our communities and let's face it, with the rising costs, there is no real way, there's no way that we can keep our levels of service as they are now with the rising costs. So something has to go. But I do believe that if we put the cost of Civil Defence - and this is emergency, it's not brown s*t down the river, this is true emergency stuff – separate and kept it on top of the rates, I think that that would be acceptable as a knowledge for our public to know what Civil Defence truly cost us, emergency for all of our community, whether it is flooding or fire, both events whatever. So I that's what I think would be a good way to go.

Action 2.3

Cllr Pauline Cotter: Following on from that as well. The comments about not being able to do an event for the Diamond Harbour Jetty. Now I attended the Governors Bay ... most vulnerable community for tsunami events. There was 400 people there and I would say And to me, that's exactly where you should be. So is there a possibility to maybe partner with community groups and join up and have these events. We have to go to where the people are. We can't create events and ask them to come.

Response: The answer is yes, and I used a flippant example. So I really want to have an honest discussion. We will not be able to do absolutely everything in the community development space that we have done if we are to play to our strengths across the organisation and boost our capacity here. However, we will always work together. We will always use our community connections. We will always do our very best from time to time. As you know, we can't do everything, so I apologise for

using that example but I did feel it was necessary for everyone to know that there are some consequences.

Cllr Pauline Cotter: I know what you are saying but you need to take this opportunity and take advantage of the situations that are getting the good crowds in the areas that could be vulnerable and have some distribution and stuff. You know something that convinces people that this is worth happening. I just think it's really worth considering maybe partnering with community boards and setting up some programme.

Action 2.4.

Response: Point taken Councillors.

Response: I must say that Brendan, this team have superb presence of the Innovation Expo over there. They grabbed that opportunity and shook it.

Cllr Tyla Harrison-Hunt: This might be doing a little more, it's around the general long term planning process. I'm going to pull the new Councillor card here. And I'm not sure where we are at the moment. I'm just trying to get some understanding of. We're seeing activity plans here. They're giving us their activity plan and telling us what they're doing with their planning. At what point do we provide feedback and how long do we provide feedback for?

CE Dawn Baxendale: So the whole point of these sessions is for you to be able to give feedback as we go along and we've been getting something back, but not a huge amount. Ultimately when we get into November, we will be having the big conversations, both in terms of the critical areas that Members wish to concentrate on and that will also deal with opex as well as capex and we'll be doing a lot of capex to be fair. You'll get right into the minutia. So the reflective point that Councillor Templeton is saying, there are some big things that Members wish for. There is clear on her views and spend in terms of why the communications for critical matters for example, you'll be feeding those things back in as the main themes that we will need to see in there, that officers will need to build into their plans as we go through; we've got until June.

Cllr Tyla Harrison-Hunt: So we got from November to June.

CE Dawn Baxendale: Well, we've got. We've got it until Christmas. We've got a lot of time in in November and in October actually, as we work through. And then we also have January, but we prefer not to do January if we can help it.

Cllr Tyla Harrison-Hunt: Is that the point where it point where it becomes a joint development? Because at the moment it sort of feels...

CE Dawn Baxendale: Well, you're in receiving mode but you are supposed to be giving us feedback as well.

Cllr Sara Templeton: Can I check, I checked two sessions ago with the LTP project manager and the feedback was different that we were just asking questions at this point. We have not been asked for guidance or feedback.

CE Dawn Baxendale: Yeah, but you are giving us guidance as we're going along as well. We are getting things from in terms of... from some individuals, not collectively.... That collective guidance we will expect to see on.

Cllr Tyla Harrison-Hunt: Yes, I'm going to ask a question. When does the draft budget come out? Or is it always being adjusted, is it a live document?

CE Dawn Baxendale: Oh, it's a live document. We will get to a consultation document in February.

Cllr Tyla Harrison-Hunt: Cause I know, I know. We're human, we miss things. And the only thing that I'm worried about is actually missing things that might matter, particularly with lines that I don't know have been changed from day dot. So if it's a live document, we're not seeing updates on those

changes. How do we know what we want to hold on to and what we don't want to. That's a question I got. And something I've got for the process. They might be under Peter, might be under you Dawn.
CE Dawn Baxendale: Yeah, we'll take that back for you.

Cllr Tyla Harrison-Hunt: Yeah. I'm just, I'm just extremely nervous about seeing something that I don't know if it's been changed or not and I want to hold on to it.

Sustainable Economic Development

Presenter: Ali Adams, CE, Christchurch NZ

Front page:

Kia hora te marino
Kia whakapapa pounamu te moana
Hui ē, Tāiki ē!

Kia ora koutou,

The karakia I just opened with is a simple one and it means May peace be widespread/May the sea be like greenstone/Bind us all together.

Thanks for having us here today and I think the fact that we're all here with a really common purpose means we will hopefully be bound together as per the karakia and our hui will (hopefully!) be a calm one.

We are really keen to work with you through the joint development phase of the LTP to find the right financial balance. We are of course aware of that there is a constrained budget for council but at the same time we know that this is the time to invest in our city.

You have asked us to leverage the significant investment that has been made in our city over the past decade and now that we have the required infrastructure, planning, and the momentum of the newest, most attractive city in the nation, this is the time to activate that investment so its a conundrum.

I'll speak to our moment later but as you asked last week when we presented the Economic Ambition, I'd thought we'd start with a quick overview of our economy as that is the relevant context for today's discussion.

Makers, Carers and Growers

To provide a high-level overview, this graph shows the contribution of different sectors to regional GDP and it also compares Canterbury with the rest of New Zealand to show where we have relative strengths and weaknesses.

We've deliberately shown regional data, since our city is the hub of a regional economy and it's a really symbiotic relationship, but if you want to think about just the city's GDP, it is roughly about two-

thirds to three-quarters of each of these sectors, with the obvious exception of primary industries in comparison to the wider region.

You can see that our economy is diverse, we got some key strengths. The four sectors on the left are all areas of strength, where we produce more value than most other areas of the country. These are primary industries, construction and manufacturing, and healthcare, which is why we describe the strengths of the region's economy as Makers, Carers and Growers.

In the case of primary and manufacturing, they are also our main export industries. Given the relative importance of these industries, they are a really important focus for support services, and for enabling a just transition as these industries decarbonise.

And on the far right you can see that more than a quarter of regional GDP comes from service industries, - so those are your lawyers, your consultants, your accountants – which tend to be more concentrated in Christchurch and particularly in the central city. However, we are still below average. It's a large sector that includes many types of jobs but in general, these jobs tend to have the highest GDP per capita, which translates into a higher income. So attracting and growing high-productivity service businesses is a key opportunity for attraction and business growth efforts.

Community Impact 22/23

Let's turn to our role in the economy. On behalf of the Council, ChristchurchNZ delivers economic development services that support and enable sustainable economic growth for our city.

And those services play a crucial role in delivering on Council's community outcomes for a thriving prosperous economy and a green liveable city.

And this is reflected in ChristchurchNZ's strategic outcomes of increasing productivity, liveability and attractiveness.

We are an intervention agency, which means that we step in when there is a market failure or an opportunity the market is not responding to. And we use evidence to identify our sectors of focus, which leverage the city's strengths in mostly future-facing, high-growth, high-value job and export sectors.

And those sectors are: Aerospace and future transport; Healthtech; Food, fibre and agritech; increasingly clean tech (including green hydrogen); and the Antarctic. We also focus on screen and visitor attraction. So it is a broad remit.

And I just wanted to share this slide to show you that we do have a proven track record of delivering on the expectations of the Council and we do deliver a good return on your investment in us.

So we are six years old and we deliver significant community impact.

In 2022/23 we supported an audited return of \$5.50 in GDP for the city for every dollar Council invested. And we attracted \$135m of investment into Christchurch from the private sector and central government.

I should point out that these are just 1 year snapshots, but we get similar results most years.

Our urban development work, and previous Council investment in Development Christchurch Ltd has led to New Brighton's retail spend rising by more than 11% this year, making it the fastest growing suburban centre in the city.

We supported the creation of over 1300 years of paid employment, or put another way the equivalent of 1,300 one year full-time contracts.

We attracted 240 days of filming to Christchurch on 4 feature films and 2 TV series. This is an industry where council investment is growing a whole new sector, and could support exponential growth over coming years.

We are making Christchurch the centre of New Zealand's fast-growing aerospace sector, which is already worth more than the country's wine industry. Last week's announcement of a \$5.4 million central government investment in a new runway at Kaitorete was a really exciting result of foundational work that both CDC back in the day and ChristchurchNZ have undertaken in partnership with central government and local iwi some years ago. And it's a great example of how our economic development work can have enormous long-run benefits, but that it can take time.

We have attracted 42 business events to Christchurch with an estimated 17,000 participants who will spend just under \$27million in the city, and that's often in shoulder season and midweek and they fill obviously a range of council venues and the new convention centre.

These are just selected highlights but it is really important that you understand what that our remit is broader, and we mentioned it last week. Tourism is part of what we do but we have a broad remit.

We have to be, as a small agency: targeted, prudent and realistic about what we can achieve. But the old cliché holds true: A rising tide lifts all boats and when we grow GDP by just under \$89 million on the back of the \$16 million you invest in us, that does translates into more jobs and more spending throughout the city.

As we mature and understand more about our impact and what the city needs as it develops, through our activity plan we have focussed on becoming even more targeted and focused with our delivery and our performance measures.

In a nutshell:

- We deliver on what we're asked to do,
- We provide good return on investment,
- And we are fiscally responsible, proactive and trying to be as agile as we can.

So just before I get into the activity plan.

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CNZ Financial Situation

So, to our investment proposal. To continue to deliver this level of impact and meet this – what I think we all can agree is a unique moment of opportunity for the city, we are proposing that our Council investment in this activity rise from \$15.9 million to \$21 million. Deep breath, I know.

We've told you how we've used our revenue, the impact we've had and the significant return on investment the city has seen. Now we just need to understand the consequences of the investments we have been making on our financial situation over the past few years.

When the decision was made to form ChristchurchNZ you instructed us to use the equity that had built up in the CCO's that preceded us. Using those reserves has equated to an average of \$1.5m per annum of service delivery that has been reflected in our Levels of Service over the last six years that has not been funded through new LTP revenues. You can see on this slide the blue line of our reserves has declined over time and that they are now at what our board has said is the minimum level, we can't go any lower.

Also, in response to COVID, ChristchurchNZ received revenue to deliver recovery services on behalf of central government. In terms of LTP funded services, this has significantly bolstered our budgets particularly related to events and visitor attraction to help get these heavily impacted industries through the disruptions intact.

This additional revenue has in effect shielded our organisation from inflationary pressures, albeit temporarily, enabling the continuation of services and delivery of levels of service at an artificially high level. This additional revenue ends this year and there is no expectation that central government support for these activities will continue into the next LTP period. That doesn't mean we will stop lobbying central government for investment opportunities – we absolutely will. But we are coming to the end of a period of exceptional, pandemic related revenue from central government, and we need to acknowledge that.

We do have a Level of Service target for securing external revenue in our proposed Activity Plan, that is \$1.75m/year and we will aim to grow over time as the industries we work with continue to recover and grow. We also pursue opportunities for a range of external investment from government and private sources whom we can partner with – dependent on government policy settings and the performance of the economy.

I also just want to highlight that as an organisation our remit has grown over time. We were formed on 1st July 2017 to bring together Economic Development, Tourism, Events and International Education activities. A year later the Canterbury Screen Office and Antarctic Office were added to our remit, and in 2021 at the start of the current LTP period the urban development function was transferred to us from DCL, and we started delivering a half million dollar a year screen grant to attract productions to the city. So that accounts for that increase.

In the last activity plan, you added a one-year events investment fund, to initiate the event attraction required to deliver a return on key event infrastructure investment in the city.

It should also be noted that currently our capital land holding costs are being funded by DCL holdings, which is not included in this opex graph.

Finally, I know this is a challenging financial proposal for Council. We understand the fiscal challenges the city is facing. But we also believe our time is now for investment in the city's future.

Christchurch is ready to take off

As you know all too well, you have made unprecedented investments in the city over the past decade. So has central government and the private sector.

The results of that investment are on display all around us, in what is now New Zealand's most modern, future-proofed and attractive city.

In your letter of expectation for the long-term plan you asked that we leverage our status as the nation's second largest city and the gateway to the South Island and put Christchurch on the map as the best place to live, work, invest and play in New Zealand.

We have also, as an agency, laid the strategic building blocks to be ready for this moment of opportunity. We introduced the new City Identity earlier this year, and are about to release the City Economic Ambition that we talked to you about last year and our Destination Management Plans will be released in November. And all three of these big pieces of strategic work for the city, will inform, has informed the Strategic Plan as an agency and the long term planning.

Our perceptions research shows that our potential future workers, residents and visitors all see the opportunity here too. We don't have rose tinted glasses on, people really see it.

42% of New Zealanders are open to moving to Christchurch and 28% of Australians are open to visiting Christchurch within the next five years.

The top consideration for migration from both Australia and from within NZ is job opportunities and 33% of Kiwis would move to Christchurch for better job opportunities.

That's the positive news. The negative comes through in a brand comparison of Christchurch against other New Zealand and Australian cities, which shows that the rest of New Zealand thinks our biggest gaps are world-class events and job opportunities.

Residents are more than ready to embrace the new city infrastructure that is on the way: Our research shows that the top two factors residents dislike about Christchurch, much like those I've just walked about, are the lack of major sporting events at 36% and the lack of music events at 35%. That's why Te Kaha is so important for us. It really matters to the city.

Our work on SailGP has also showed residents and the global events ecosystem, it showed them that this city can successfully host brilliant mega events. 95% of attendees said that "hosting events like SailGP makes Christchurch a more enjoyable place to live and increases their pride in Christchurch."

And our Christchurch and Canterbury Destination Management Plan tells us that the city has the capacity and the desire for growth in visitation, which will continue to deliver a significant return to our economy, and via dividends from the city assets that rely on visitors such as Christchurch International Airport and the Lyttleton port cruise berth.

Finally, as you know from our discussion of the Economic Ambition last week, there is also potential to reap economic growth from industries and businesses' innovation around sustainable practices and transition: Auckland's economic development agency recently released a report that I shared with you last week, that compared the cost of climate inaction to decisive action. It estimated that decisive action could deliver \$22 billion and 19,000 jobs to its region's economy by 2050 versus a cost of inaction of \$0.8 billion.

All this tells us that there is a real and significant opportunity for us to grow the rating base, attract and grow businesses, attract visitors, and make this a better place to live.

What this activity delivers

This Activity Plan has been prepared in line with the instructions you set out in the Letter of Expectation for 2023/24. In that letter you made it clear to the Board that “The Council expects CNZHL’s LTP activity plan will reflect implementation of the Economic Development Strategy (that is the Christchurch Economic Ambition that we briefed you on last week), Destination Management Plans and Place Brand.”

We have prepared this draft activity plan on this basis as well as in response to your letter of expectation to all activity managers on the LTP process, and your Strategic Priorities and Community Outcomes.

So how does all that impact on our services? I would like to take some time to highlight what we believe is needed to implement these strategies, and I’m going to particularly on what we are proposing to do differently.

The services included in this plan will ensure impetus to continue across all the services we currently deliver and it will enable us to:

1. Support industry decarbonisation;
2. Accelerate the shift to sustainable, circular and regenerative business practices and higher productivity/wages;
3. Increase the scale and speed of delivery of urban development projects that support sustainable economic development and community wellbeing (and provide a faster return on investment for you down the track);
4. Increase and sharpen our support for business, innovators and entrepreneurs with a focus on solving local industry issues in a sustainable, circular or regenerative way
5. Maintain an appropriate level of visitor, major event and business event attraction in line with what has been possible for the city in the current LTP period through additional central government support.

I’d also like to re-emphasise our intervention agency approach. This means we will only deliver services that provide targeted – and this next one is really important - timebound interventions that capture clearly defined economic opportunities or address problems that will not be tackled by the market.

So we target resources towards interventions that directly align with and contribute to our strategic outcomes and goals; and are focused on key industries or geographic locations to ensure we are most effectively delivering an ROI for the community.

The activity plan has been prepared on these principles to enable us to deliver a balanced portfolio of interventions. And there are three main services outlined in this plan, 1) “targeted innovation and business support”, 2) “activating assets, the central city and strategic locations”, and 3) “city positioning”.

One of the key things we are looking to do differently is to combine event incentives into a best-for-city collaborative approach partnering with Council and Venues Ōtautahi. There will be a single event incentive proposal from what we are calling the City Partners Group that was established last year in response to a request to work more cohesively as we look to get towards Te Kaha, and that will come to you in a separate session on October 24. This is a great example of working smartly and collaboratively across the Council Eco System and to optimise the impact of your investments.

So that will cover investment for attraction for major events. And I’ll talk about what it does and doesn’t cover in a little bit.

So moving on to what we are actually going to do. Much of this describes the services we currently deliver but there are a few things we would like to change in order to be most effective in delivering to the strategic goals for the city. I'll just highlight the ones we'd like to do differently.

1. We would like to provide greater support our larger export sectors (including tourism) to decarbonise. This would directly support implementation of one of your 6 strategic priorities.
2. It would also support a just transition for our industries and workforce, implementing two of the four 10-year objectives in the Economic Ambition: Hua, shared value; and Ako, learning.
3. We would like to adjust our approach to innovation challenges. This would involve increasing the impact by scaling them up and focusing, not just on sector growth in line with our clusters of focus, but finding the intersection between these sectors and problems or opportunities faced by our larger existing export industries. That would be a real win-win approach that sees new businesses emerge in our growth sectors, with products that improve the economic, environmental and social performance of our economy more broadly.
4. We also see opportunities to leverage having an urban development team alongside our industry growth teams by working across functions to support the development of physical innovation and collaboration hubs for our innovative growth sectors. And we believe that is an area where we can leverage central government as well.
5. A key barrier to economic performance in Christchurch is access to capital for our new and growing businesses. We have developed an investment attraction strategy that aims to target our investment attraction services to overcome this barrier and we have included activities to deliver this targeted intervention that is a key to delivering the Economic Ambition.
6. Our urban development team has been developing priorities and a project pipeline in collaboration with Bruce and Council's City Growth and Property team. Additional projects have also been added to the pipeline by Council as part of this work. There are opportunities to deliver new and better outcomes in strategic locations and unlock economic potential that contributes to a sustainable 'best for city' approach. This would provide community benefits for the city faster and financial returns to Council at an accelerated rate. It would also deliver to the Tūāpapa: which is one of the foundations goal in the Economic Ambition. And to facilitate this expanded work, an increase to the operating budgets for our urban development team would be necessary.
7. As I mentioned before, this activity plan includes operational costs of prospecting, contracting, marketing and leveraging major events – so making events happen part - and a minimum baseline for annual major events such as World Buskers. However, incentive investment required to attract one-off major (or business) events will be included in a separate activity plan supporting the collaborative approach to events attract across ChristchurchNZ, VO and Council.
8. Finally, as requested in your letter of expectation, the activity plan also includes the resources needed to implement and maximise the return on investment from developing our new city brand. We have done this work in developing the brand, we have to now go the extra mile to implement it. And it would also enable us to champion and lead delivery of the Christchurch Economic Ambition; and oversee and coordinate the delivery of the Destination Management Plans.

I acknowledge that a higher level of Council investment is needed to enable the continuation of sustainable economic development services in a way that prudently implements our strategic direction and continues to provide a high return on investment to the city.

We are also aware that there are other Council activities, some of which are much larger than this activity and capital intensive, that are under pressure for investment.

But we remain convinced that the city we all love and want to see thriving is at a unique inflection point and that if we want to capitalise on this moment of unprecedented opportunity, now is the time to invest to make sure we make the most of the incredible city that's coming to life around us.

We look forward to working with you to build an optimum investment for the city across the LTP to support realisation of the community outcomes

Ngā mihi nui,

Open for questions

Cllr Tyla Harrison-Hunt: I have a few questions actually, for public knowledge. I've just wanted to point out a few words that you used. The first one is, you used the term "support and engage" ... Can you talk to us through the process and how you support engage businesses and just give us a walk through?

Response: Yeah, of course. So I would say we're not always a doing agency. Our biggest, our secret sauce if you like, is connecting and bringing people together, and then facilitating, helping them to access funding. So good examples would be we deal directly one-on-one with businesses through the delivery of the regional business partners programme, which is a central government fund that enables businesses to be able to access small funding to help them make step changes and de-risk their early stage of growth.

We also connect if we have an investor that's looking at investing in Christchurch or we have an investment opportunity in Christchurch, we can connect investors with opportunities. And then through our Urban Development team we can actually also then work to help identify places that they may be able to put a business. So for example, let's say we were attracting healthcare business to Christchurch so we could work with a variety of different land owners to look at where that might best be put up. We can then work with investors and connect businesses together so that the opportunity finds the investment so that's the kind of thing we do.

The Tāwhaki Kaitorete is a great example we've been working on that for many, many years ago, Nick Bryan was involved at CDC in the initiation - that's probably what six years ago, seven or eight years ago - so these things can take a really long time. That was the initiation of that idea and then over time things kind of will often get handed over to the people who are actually going to implement it and our touch becomes lighter once they actually start getting to the detail of the delivery.

Cllr Tyla Harrison-Hunt: So talk to us about the Tāwhaki, around working with that programme nearly a decade ago. At what point were these other terms

....

Response: So I mean that's a really good example. So before they came to us, they were looking at across the whole of the country for the best sites for the spacewalk just before there was a space agency, but they were already doing the groundwork because they knew it was an opportunity. They'd already done the desktop study, which showed this is the best place in the country. They came down to us for help and we connected to that point with John here, and the consents team, ECan, DOC, etc.... I said is there something real here; is it doable? They said yes. They then went on a mission to America and I supported them and provided some information to tell a story, to see if it's actually a market opportunity. They came back yes. We then worked MB and under MIU to build that the investment case, I suppose, and we brought talent and as a local agency into that partnership.

And then after six months later, so we were very much foundational in that. So we're very scoping and building that relationship which became the joint venture which is now developing. So I'd like to describe our role in that is a midwife you know, our role is to make sure the baby is born and then we step away and let the parents do their thing. That's where that's where the economic magic happens and we just see that.

Cllr Tyla Harrison-Hunt. [You were] talking about activating assets. I wasn't quite clear on how you were going to do that in regards to....

Response: Some of the assets we have in the city, Adventure Park, Te Pae, Te Kaha, Town Hall, all those wonderful assets, the hotel infrastructure that we now have post-earthquake, the fantastic tourism offerings that we're starting to get. How can we actually activate the silvers? It's all very well to build them, but actually that you then have to follow through with the investment to actually make sure that they are being utilised and that's what I mean by activating. It's actually just bringing those amazing assets that you have given us and truly it's an incredible time to be doing the job that we're doing in the city. But we have to actually now go the extra mile to actually make sure that we give you the return you deserve on it.

Cllr Tyla Harrison-Hunt: Well, the last thing, it's pretty important one, it's around the city's development. And what we see quite often is [plans are tabled] and they're backed by developers and it's excellent of course, and it's great to see it. I mean it's a bit of a push there in regards to changing or pedestrianising areas. Riverside was a very big success but we were against that, I'm wondering what CNZ, [?] could play with within the relationship? I know it's always going to be something. But in terms of activating assets, I'm seeing the Stadium, the amazing spaces that are around it. But we are sort of at a crossroads, I guess.

Response: We are and it's a balance. It's really interesting. We had a conversation with Rod Carr yesterday and I think might be coming in to see you today. And he was talking about the challenges of population growth and actually making sure that you don't mine the things that make you special. So Christchurch is special because we don't get stuck in traffic for three hours because our housing is relatively cheap. Because we have all these great balanced things that make us special. And as we look to grow, we have to do that in a really careful and thoughtful way because the last thing we want to do is to mine all that good stuff and actually take those advantages away. I thought it was very thought provoking. I think it's thought provoking to you as councillors, we think that that this is long term plan. But yeah, we are through the urban development team and working really closely with Bruce's team, which I think really helps. That gives us that, we're leveraging all our different levers to make sure that we're all pulling in the same direction and things aren't being done in isolation that we're actually thinking about the whole. So for example, the Stadium, how can we connect the stadium with the Central city in a way that takes people past the best parts of town that will enable us to get the best return for our hospitality and retail precincts, for example.

Cllr Sam MacDonald.

[Sound recording issues, - Cllr Sam McDonald's questions have been emailed through:

- 1) How are we progressing with external funding?
- 2) If the budget gets no increase what is removed from the work they do?]

Questions

Cllr Sara Templeton: I was just wondering around... And specific reporting on the impact of climate change economically of Christchurch.

Response: So the short answer is we don't have it, but I did have a conversation with Lynn at the end of last week, who was very interested in doing a similar one, so we may well have. In the short term we have quite a lot of information that at national level we can actually translate down and I think the next stage for the economic development. We talked about, for example, looking at the return on. Investment in terms of GDP....

Question/Action

[Technology problems]

Cllr Sara Templeton: And so the other question is actually on - I really appreciate you coming to us with the actually this is what you've asked us to do. This is how much it would cost to do it all well and we do want you to - anything that you are doing is worth doing well. If through this process we got to the point where actually it's not all affordable. What is the one thing rather than cutting everything a little bit, what would you suggest would be the thing that would be the lowest - not hanging fruit cause it's the wrong kind of term for it - but what things brings the least being for the buck if you like, when it comes to economic development for the city. So if you had to choose, if you chose than we chose?

Response: So we do have a view on it. It's not something I would share in a public forum..... So it's something I'm really happy to have conversations with. I think it's one of those things that I'd like to talk to our Board about first before I come back here. But yes, we have absolutely acknowledged that that money is tight and we've started to say, well, OK, are there things we can delay? Are the things that we could fund in another way? What are the options here? And what are the things that if we had to take them out would have the least impact. So we've started that process really happy to have those conversations and we will over the coming months.

Cllr Sara Templeton: But I do appreciate you coming in with the whole picture. This is what you know you've asked us to do.

Response: [issues with sound in the chamber]

Cllr Tim Scandrett: Just recent it's been really interesting with the universities around New Zealand. You see Otago University, it's student numbers there boost the city by 10% and yet they're having redundancies and struggling. Victoria are now in the same boat. We see Massey in debt and wondering how they're gonna get. But in Christchurch our student numbers have skyrocketed and the issue now is trying to find accommodation. So can, is that kind of related? It does seem that it is related to suddenly Christchurch is seen as the place to be. Can you comment on that?

Response: I think you're absolutely right... We've had ten really difficult years in this city and this is our time. So we are in a better position to face what the future throws at us than probably any city in New Zealand and more broadly than that. So you talked to Rod Carr, he would say this is the place where he wants to be and that's quite inspirational. We have this incredible infrastructure. We definitely have a growing vibrancy, we are a great place to live. We do have this fantastic balance that we've identified through our brand. And it's attracting people here. The Great Southern migration is a real thing. And how we plan for that and how we manage it without mining what makes us great is a really interesting challenge over the coming years.

Cllr Tim Scandrett: It would be good to know because it does seem that the others have been caught asleep at the wheel, especially Victoria and Otago, they just took it for granted, so it would be really nice to know what the student is valued because everyone complains about students, but I think they're wonderful. Keeps you kind of young, even though I'm getting really old, but we won't go there. But it would be really good to know what their value is to the city, not to the university, but to us and.

Also the second one is. And it's really - whether it's Council or you guys or just a general question - it's really good for me to understand how the relationship between the partners and the joint phase of the VO, you guys, council etc., is really working; that vision for the future because we've got some things coming up to us and they kind of seem to cannibalise each other and I don't think there's a really, for me, I don't see there's an understanding. It's like different boards and different companies looking at themselves individually, but not as the whole as the city..

Response: So for the first question we have that information, and we absolutely can get that to you so we will. That's straightforward.

Question

Response: ... I would say, although it's in its early days, we have been really surprised by how well the CPG is working. So that's the City Partners Group and the members of the CPG include, Nigel from CCC, VO, Mana Whenua, the Airport and it's chaired by Steve Armitage who is from Business Events New Zealand. And what we had at our first meeting, I think we had 11 proposals came and the group assessed them based on our major events strategy and we were surprised how consistent the feedback was. And I think one of the reasons that this is working really well as we have made that CPG a decision making body. So they actually get to decide what they recommend and whilst our board still is officially the ones who sign off any major investment, they have to be - the buck stops somewhere - we are really listening to what CPG is saying. And I think that's starting to build trust, and it's starting to make people realise that this really is for the good of the city. So I've been surprised by how well it's working. It doesn't mean there won't continue to be teething problems. I think there will as we start to flesh it out, this is the first LTP will go through together. We've got the complication of Te Kaha, which makes life really interesting, but we are, I would say making more progress than I expected and heading on the right track.

Cllr Tim Scandrett: And the final question, but you don't need to answer it now. I'm looking around globally and Florence is the latest city to do this. In the centre of Florence they have banned Airbnb because it is cutting out, its making the workers who run the city in those areas, it's unaffordable. I believe we're facing the same thing. It's New York, London, all of these places, right across the board that they're banning short term stay, et cetera, so. I'd really be interested in your looking into it, your thoughts on?

Response: So when we come and talk to you about the destination management plan, that's something that I think we should talk about because I think it's really interesting, particularly for some of our regions in the wider Canterbury region, they just really struggling.

Cllr Tim Scandrett: Yeah, cause it's not just cities, there are communities that have banned them as well.

Question/Action

Cllr Tyrone Fields: I'll try not to make this a tourism, but it's probably going to end up sounding like one, but so I'm very proud to be the Councillor for a ward that's got both the French festival and a spaceport in it, which is quite extraordinary, and it's got a cruise ship terminal and a port and all sorts of things. But look... I think that we've seen the economic potential for Banks Peninsula and obviously we've got a destination management plan that's almost across the line. So do you think that you are resourced to be able to leverage that economic potential of Banks Peninsula as it currently stands?

....

Response: One of the challenges with the destination management plan is, as you know, we have been resourced to build them, but there's no central government currently or limited central government funding to implement them. So we, I think, have to look at things that we would have already done and see how we can build them within there. So the short answer is we don't have extra

money to do extra, but I think what it is, is a strategic guiding document that will enable us to make better decisions for the long term. So I know that's a bit of a woolly answer. But I think that's why these strategic documents are so important because - and that's why they're long term because they give us that future framework to say you - you kind of instinctively know we've gotta think about things. I mean, Cruise is a great example. We have got to think in the context of the regenerative economy that's part of the economic ambition. We've got to think about what the future is for cruise, and we've got to think about what the future is for population growth and all those good things that come with it. So I think it's a framework, but we don't have money to do implementation.

Cllr Kelly Barber: Thanks for that presentation. Really awesome to hear places like New Brighton you know where retail spend is increasing increased by 11% and yeah, I mean that's outrageous considering the investment that's been put in over the last few years. My question is kind of similar to Tyrone's actually. You know if we actually increased your budget substantially, you know how much more do you think you could achieve and is this a good time to do that? Despite the financial situation.

Response: It's a really difficult conundrum you find yourself because there's an opportunity cost here. So we're an investment, you're investing in the future. So adn if you don't invest in us, you might not notice for a little bit, but you will notice quite quickly that it's not being invested in. So absolutely can we deliver a return? Of course we can. So I look at some of, I mean, last week was a remarkable week and it showed you some of the things that were really starting to happen. We've got real traction. So I had a visit around the new i-site, which was really interesting to have a look. So which is exciting it's cause the central city starting to be. You've granted 250 seats out there that are going to be in Cathedral Square. That's going to be amazing. So we had the Tāwhaki announcement, which was incredible and something that is so important for keeping our aerospace industries grounded here in Christchurch. I had another meeting on Friday which I can't talk to you about yet, but I will come and talk to you about soon, which is about the most exciting thing we've been working on for months and it's really starting to become a reality. And we had another meeting about a really great major event that wants to come here to Christchurch that we will come and talk to you about very soon. It goes to our board for an approval on Friday and it started to feel like, hey, look, we're global, you put on top of that. We've been nominated as a finalist in the Global Price Fund of the Year. So we are starting to actually get some global recognition. I met with the UK with Victoria, I met with the UK Deputy High Commissioner, and there is an opportunity for us to access EU funding by working with the UK, Spain and potentially Poland and other European countries. We're starting to get opportunities at scale, but they take time and they take resource. And so yeah, I know that you're in a really difficult position. I understand that. I really we will work with you to cut our cloth to whatever you have available, but this is the time.

Cllr Yani Johanson: You show some nice pretty numbers and stuff. I was just wondering, can you tell me what the economic impact has been post-quake and with the pandemic on equity in our city?

Response: I don't have that number off the top of my head, no, so I don't think we have that.

Cllr Yani Johanson: So how do we measure like the impact on the people that can least afford it. But that's what I don't get from the presentation. Like I don't get what we're doing to ensure that people, everyone is prosperous. I guess what I see is people at the top doing really well, but people in places that I represent, struggling. Cost of living, housing lot, lots of things.

Response: So there's two parts to how I'm gonna answer that. So the first is that as when we came to present the economic ambition to you last week, equity is it is really important to us and to our economic growth as a city. So we do not want to grow this city inequitably, in an uneven way. So it is a crucial part of what we're trying to achieve, which is why some of the work that Cath [Carter] and her

team are doing, looking at social housing and blind tenure and pepper potting and some of the work there and affordable housing is such an important part of what we're doing. When we talk to Mana Whenua about what economic development success looks like for them, they talk about living, they talk about housing, they talk about health, and those things are really important. So we wouldn't be succeeding as an economic development agency if we didn't have that as a focus. The second part I'm going to say is that come back to that point about a rising tide does float all boats. This is not about people at the top getting richer. This is about us bringing jobs to the city to give more choice and more opportunity to everyone in the city. And the jobs are not all at the higher end. Of course, we want to bring higher end jobs in as well, but there are always service jobs that go alongside that. So this is not about....

Cllr Yani Johanson: I guess, sorry, just because I know it is short for time, but I guess similar to the kind of report that Sarah has asked for, I do think it would be really good to start having, some reporting on how what's happening with the investment in terms of prosperity for everyone to really understand what the high level of investment that we're giving, what difference it's making or are we exacerbating a problem or are we making it better?

Question/Action

The thing that stands up for me in your budget and again, I know we're we short of time, but to get some information back - is the lack of third party funding. So just interested over time, I think one of the graphs showed that the alternative funding from CCC was spiked and then came down. And I just kind of was really keen - and under the previous models, the people that benefit from your activities are actually contributing quite a lot. But that seems to have declined over time, so I'm really interested in how are you leveraging sort of external funding from people that benefit from your activities? Obviously we don't have time to get into all of that today.

Question

Cllr Yani Johanson: I did have a question about the Mana Whenua target that you're putting in place. Yes, it's part of Mana Whenua to support self-determination and growth in Māori prosperity. I guess the observation that I would make is I would be really keen to understand what we're doing for non-Manu Whenua given that most of the social things that as I understand it is Māori, but it's not Mana Whenua who are the ones that are struggling the most in terms of equity or inequity so I guess I'm just a little bit concerned that we're missing something there. Also, you know Pacific communities as well is another one where you know I think if you look at home ownership, they've got the lowest rates of home ownership. So really keen to know what we're doing in that space.

Question

Cllr Yani Johanson: I'd like to see something around creative sector which might be a surprise. I'll just give that feedback. Especially around things like local music, local creativity.

Cllr Yani Johanson: And just the final kind of question from me really is, I guess the thing that I'm struggling with is, it used to be Canterbury tourism and marketing; it used to be Canterbury Development Corporation. It feels like Christchurch is paying for the benefit for the wider region and I don't get any clear sense of direction around how the other communities around Christchurch that benefit from the huge investment we make are actually contributing to that investment. I know there's a South Island destination management strategy, there's a mayoral forum. There's so many different layers of kind of complexity over who's involved in the economic space, it all seems to overlap. So I don't get a clear sense of, you know, I guess future thinking over the 10 years, how do we challenge, how do we, how do we ensure that we're getting an equitable share across the region from the investments that we're making that actually benefit the region?

Response: So I think that you raise a lot of really interesting points. I'll talk to Nick and the team about what we can do in terms of measurement and getting you some more data on the equity. I think that's a fair question. I don't know what we can do, but let me, let me take that offline and get back to you.

Response: With regards to the third party investment and I'm going to include the neighbouring Councils in this because actually we're in conversations with them. One of the things we have done is we have pulled our focus, we got rid of a lot of the noise and what I call the blurry edges when I first started here because we were getting distracted doing a lot of things that were outside our remit, but we were paying for. And that was because we were chasing third party funding because we've set ourselves a target. So that third party funding usually come with quite tight remit. So you've got to make sure that it's in line with the strategy that you're trying to achieve, so you don't get distracted. We have been in a period of unprecedented investment from central government and that's why you see 22/23 being really big and this year being small, that's that central government funding coming off. It is a very difficult time for us to get money from private sector. The private sector, as you know, are struggling to keep the lights on and so getting them to be able to invest over and above to economic development is challenging. That doesn't mean it's impossible, and we have a very clear revenue generating strategy that identifies the strategic ways that we can identify it. Some of them I have already talked to you about. Central government will definitely be one of them. Even this EU funding is another area that we're going to go and look at quite seriously. Private sector would be another. And local neighbouring councils would be. So we do have a very clear plan; how quickly we can deliver against it, I honestly don't know, but it is something that we acknowledge is an important role. We're not just relying on Council funding, we should be amplifying what you give us to have more impact.

Briefing concludes.