

Long Term Plan 2018-28

Service Plan for Economic Development

As at February 2018




Approvals		
Role	Name	Signature and date of sign-off
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What does the overall Group of Activities do and why do we do it?

Economic Development

A vibrant and prosperous economy is an important enabler of social and environmental wellbeing. This requires a local economy that is competitive, innovative and sustainable. Building a successful local economy means residents have more choices and opportunities in their career options which helps retain local residents and businesses and attracts new residents with the skills we need to further develop our local economy as well as business and investment that generates new opportunities. Having a successful economy means more than this though – it also means all citizens have the opportunity to benefit and can prosper and fulfil their aspirations and potential.

The Council has taken an active role in promoting business and economic development for many years and sees its unique ability to act on behalf of the wider economy as an important part of promoting a prosperous local economy.

The Council funds, and partners with, Christchurch NZ, a council controlled organisation, to deliver economic development, attraction and city profile services. The Council also operates an Antarctic Office dedicated to promoting Christchurch as an excellent Antarctic Gateway to retain the programmes we currently host and seek to add new programmes to the Christchurch gateway. Many aspects of the Council's business contribute to providing an enabling environment for business to prosper, including provision of reliable and cost-effective infrastructure, effective forward planning and promoting Christchurch as a city of opportunity, offering the freedom to grow, connect and find balance.

1. What does this activity deliver?

- **Economic development and business support**
- **Attraction**
- **City profile**
- **Antarctic gateway**

2. Why do we deliver this activity?

Community outcomes the Economic Development activity makes a significant contribution to achieving:

Outcome/ Priority	Success Indicator(s)	What we do and how it contributes
Great place for people, business and investment	<ul style="list-style-type: none"> Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs 	<ul style="list-style-type: none"> ChristchurchNZ provides a range of business services designed to support high growth potential businesses, build capability and encourage investment in research and development activity. ChristchurchNZ provides a range of support services to start-up businesses looking to commercialise innovative products and services. Having a reputation as a city that values and fosters innovation and creativity gives confidence to existing enterprises and attracts innovators and entrepreneurs.
A productive, adaptive and resilient economic base	<ul style="list-style-type: none"> Christchurch has globally competitive businesses driving exports and generating wealth 	<ul style="list-style-type: none"> ChristchurchNZ provides a range of business services and networks to assist growth-oriented businesses access appropriate support to promote export growth.
	<ul style="list-style-type: none"> Christchurch is recognised as the global gateway to the South Island and Antarctica 	<ul style="list-style-type: none"> ChristchurchNZ markets Christchurch as a great place to visit and to host conferences and events. This helps to increase the number of visitors to Christchurch and the South Island. The Antarctic office promotes Christchurch as a great gateway city to the Antarctic that provides the expertise and welcome Antarctic programmes value. This helps ensure we can retain and grow our role as an Antarctic gateway city.

Community outcomes the Economic Development activity makes a secondary contribution to achieving:

Outcome/ Priority	Success Indicator(s)	Contribution
Strong sense of community	<ul style="list-style-type: none"> Citizens have a strong sense of belonging and are actively involved in the life of their city 	<ul style="list-style-type: none"> How we market ourselves to the world reflects and reinforces how we see ourselves, building a stronger sense of being a unique and interesting community. Major events are an opportunity for us to get together and welcome visitors
Celebration of our identity through arts,	<ul style="list-style-type: none"> Arts and culture thrive in the city 	<ul style="list-style-type: none"> Major events are an opportunity to celebrate our identity and be inspired by cultural experiences together and welcome visitors

Outcome/ Priority	Success Indicator(s)	Contribution
culture, heritage and sport		
Vibrant central city	<ul style="list-style-type: none"> The central city is an appealing place to be 	<ul style="list-style-type: none"> Major events in or close to the central city attract locals and visitors to the central city Business events attract visitors to the central city Showcasing and marketing the attractions of Christchurch and the central city attracts locals and visitors Clear and consistent marketing of the city brand ensures we maximise our reach in regional, national and international visitor markets
	<ul style="list-style-type: none"> The central city is a diverse and prosperous business centre 	<ul style="list-style-type: none"> Building business capability and developing our economic base contributes to the central city being a prosperous business environment
Thriving suburban and rural centres	<ul style="list-style-type: none"> Suburban centres provide appropriate local services, employment and social interaction 	<ul style="list-style-type: none"> Promoting the attractions of Christchurch and Banks Peninsula brings visitors to various parts of the district Building business capability and developing our economic base contributes to our suburban and rural centres being a prosperous business environment Major events at venues around the city often provide an economic spill over to local areas
Great place for people, business and investment	<ul style="list-style-type: none"> Christchurch residents enjoy a high quality of life 	<ul style="list-style-type: none"> A thriving local economy helps make the city a more interesting and attractive place to live
	<ul style="list-style-type: none"> We have a highly skilled and educated workforce 	<ul style="list-style-type: none"> Clear and consistent marketing of the city ensures we maximise our reach in regional, national and international markets when seeking skills and investment

Strategic priorities the Economic Development activity makes a significant contribution to achieving:

Outcome/ Priority	Success Indicator(s)	Contribution
Maximising opportunities to develop a vibrant, prosperous and sustainable 21 st century city	<ul style="list-style-type: none"> Central city is an attractive destination and people enjoy their time there. Christchurch is a network of thriving distinctive centres 	<ul style="list-style-type: none"> Building business capability and developing our economic base contributes to having a vibrant and prosperous city Major events contribute to having a vibrant and prosperous city and help make this an interesting place to live and visit

	<p>that support local communities.</p> <ul style="list-style-type: none"> • A strong economic base – a great place for business, attracting skilled workers and social entrepreneurs. • Christchurch is known as a city of opportunity, innovation and creativity. 	<ul style="list-style-type: none"> • Visitors to Christchurch contribute to us being a vibrant, prosperous and sustainable 21st century city
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Key strategic plans the Economic Development activity makes a significant contribution to achieving:

Strategic Plan	Contribution
Christchurch Economic Development Strategy (CEDS)	<p>ChristchurchNZ:</p> <ul style="list-style-type: none"> • Develop and undertake reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council to ensure alignment and collaboration
Christchurch Visitor Strategy	<p>ChristchurchNZ:</p> <ul style="list-style-type: none"> • Develop and undertake subsequent reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council to ensure alignment and collaboration
Christchurch Major Events Strategy	<p>ChristchurchNZ:</p> <ul style="list-style-type: none"> • Develop and undertake subsequent reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council to ensure alignment and collaboration
Antarctic Gateway Strategy	<p>Antarctic Office:</p> <ul style="list-style-type: none"> • Develop and undertake subsequent reviews of the strategy and implementation plan • Oversee and coordinate the progressing of strategy actions • Undertake monitoring and reporting of progress to complete strategy actions • Work with the Council and ChristchurchNZ to ensure alignment and collaboration

Key strategic plans the Economic Development activity makes a secondary contribution to achieving:

Strategic Plan	Contribution
Canterbury Regional Economic development Strategy (CREDS)	<p>ChristchurchNZ and the Antarctic office:</p> <ul style="list-style-type: none"> • Provide information and data relevant to strategy development or review • Lead or participate in actions as appropriate where additional funding is provided • Liaise with Canterbury EDAs
Greater Christchurch Urban Development Strategy	<p>ChristchurchNZ and the Antarctic office:</p> <ul style="list-style-type: none"> • Provide information and data relevant to strategy development or review • Participate in actions as appropriate

	<ul style="list-style-type: none"> • Liaise with Greater Christchurch EDAs to ensure collaboration opportunities are identified and when appropriate are followed through
Resilient Greater Christchurch Plan	<p><i>ChristchurchNZ and the Antarctic office:</i></p> <ul style="list-style-type: none"> • Provide information and data relevant to strategy development or review • Participate in actions as appropriate • Liaise with Greater Christchurch EDAs to ensure collaboration opportunities are identified and when appropriate are followed through

3. Specify Levels of Service

Indicative community outcome indicators – measure the impact the delivery of levels of service delivery has:

- Gross Domestic Product (GDP) or suitable alternatives as they are developed (such as a GPI measure)
- Average wage – compared to national average
- Net migration – compared to national average
- Workforce skills - proportion of working age population with a post high school qualification, bachelor qualification or higher
- NZ market share of domestic and international visitors (guest nights)
- Average length of stay - international and domestic visitors
- Visitor spend for Christchurch and Canterbury; seasonal variation in spend
- Domestic and international airline passengers entering Christchurch airport
- NZ market share of domestic delegate days for business events
- Primary and secondary (international) and tertiary (international and domestic) students enrolled
- NZ market share of film industry revenue – *subject to Council decision on funding*

***Indicators will be monitored and reported through the Council's community outcomes online report.
To be finalised with Monitoring and Research Team.***

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
Economic development and business support									
5.1.2	<p>ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch</p> <p>Christchurch has globally competitive businesses driving exports and generating wealth</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p> <p>Christchurch residents enjoy a high quality of life</p>	<p>Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs</p> <p>Christchurch has globally competitive businesses driving exports and generating wealth</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p> <p>Christchurch residents enjoy a high quality of life</p>	<p>Christchurch Economic Development Strategy (CEDS) provides a shared vision for promoting economic prosperity and has an agreed implementation plan.</p> <p>Economic research into city specific issues is delivered</p> <p>Information on the city and regional economy is delivered and communicated to relevant audiences</p> <p>Participation in third party working groups</p>	<p>CEDS document approved by the Council in July 2017.</p> <p>The Christchurch Quarterly Economic Report is produced and is available on the ChristchurchNZ website.</p> <p>6 economic research reports completed</p> <p>2 economic update events delivered</p>		<p>ChristchurchNZ monitors and reports on CEDS programme twice yearly</p> <p>Quarterly Economic Report is produced and available on the ChristchurchNZ website</p> <p>At least 6 Christchurch or Canterbury economic research reports completed</p> <p>2 economic update events are delivered</p> <p>ChristchurchNZ provides input to at least 4 stakeholder working groups</p>	<p>ChristchurchNZ monitors and reports on CEDS programme twice yearly</p> <p>Quarterly Economic Report is produced and available on the ChristchurchNZ website</p> <p>At least 6 Christchurch or Canterbury economic research reports completed</p> <p>2 economic update events are delivered</p> <p>ChristchurchNZ provides input to at least 4 stakeholder working groups</p>	<p>ChristchurchNZ monitors and reports on CEDS programme twice yearly</p> <p>Christchurch Quarterly Economic Report is produced and available on the ChristchurchCNZ website</p> <p>At least 6 Christchurch or Canterbury economic research reports completed</p> <p>2 economic update events are delivered</p> <p>ChristchurchNZ provides input to at least 4 stakeholder working groups</p>	<p>ChristchurchNZ monitors and reports on CEDS programme twice yearly</p> <p>The Christchurch Quarterly Economic Report is produced and available on the ChristchurchNZ website</p> <p>At least 6 Christchurch or Canterbury economic research reports completed</p> <p>2 economic update events are delivered</p> <p>ChristchurchNZ provides input to at least 4 stakeholder working groups</p>

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
5.1.4	ChristchurchNZ facilitates the development of businesses with high growth potential	<p>Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs</p> <p>Christchurch has globally competitive businesses driving exports and generating wealth</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p>	<p>Businesses access support or advice services provided by ChristchurchNZ and are satisfied with the service.</p> <p>Key sector support programmes are delivered</p>	At least 500 businesses access business support or advice.		<p>At least 500 businesses access business support or advice.</p> <p>Net promotor score for business support services is +50 or greater</p> <p>At least 3 initiatives to support targeted business challenges</p>	<p>At least 500 businesses access business support or advice.</p> <p>Net promotor score for business support services is +50 or greater</p> <p>At least 3 initiatives to support targeted business challenges</p>	<p>At least 500 businesses access business support or advice.</p> <p>Net promotor score for business support services is +50 or greater</p> <p>At least 3 initiatives to support targeted business challenges</p>
	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment	Christchurch has globally competitive businesses driving exports and generating wealth	Facilitate collaborative processes to enhance economic outcomes and future relevance through new city assets or investment in the city by innovative businesses			ChristchurchNZ facilitates at least 2 opportunities to secure innovative businesses or investment into the city	ChristchurchNZ facilitates at least 2 opportunities to secure innovative businesses or investment into the city	ChristchurchNZ facilitates at least 2 opportunities to secure innovative businesses or investment into the city

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
	Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	Delivery of an innovation hub in partnership with MBIE Innovation precinct coordination			Support at least 10 start-up companies and 40 innovation, entrepreneurship and investment related events ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	Support at least 10 start-up companies and 40 innovation, entrepreneurship and investment related events	Support at least 10 start-up companies and 40 innovation, entrepreneurship and investment related events	Support at least 10 start-up companies and 40 innovation, entrepreneurship and investment related events

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
Attraction									
5.1.7	ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors	<p>Christchurch is recognised as the global gateway to the South Island and Antarctica</p> <p>Christchurch has globally competitive businesses driving exports and generating wealth</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p>	<p>Christchurch Visitor Strategy provides a shared vision for promoting our visitor industry and has an agreed implementation plan.</p> <p>Christchurch Visitor Industry situation report produced annually and available on CNZ website</p> <p>ChristchurchNZ supports the visitor economy across leisure, business and international education sectors</p> <p>Marketing Christchurch and Canterbury to tourism trade and media</p> <p>Engagement with online promotional platforms targeting visitors</p>	<p>The Christchurch Visitor Strategy was approved in August 2016.</p> <p>Visitor Strategy action plan is being developed in 17/18.</p>	<p>Visitor strategies are a common means of planning to promote economic growth.</p>	<p>Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website</p> <p>Christchurch Visitor Strategy reviewed by June 2019</p> <p>At least 50 famils hosted and 20 trade events led or attended</p>	<p>Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website</p> <p>At least 50 famils hosted and 20 trade events led or attended</p>	<p>Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website</p> <p>At least 50 famils hosted and 20 trade events led or attended</p>	<p>Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website</p> <p>Christchurch Visitor Strategy reviewed by June 2022 & 2025</p> <p>At least 50 famils hosted and 20 trade events led or attended</p>

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
5.1.8	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences Christchurch has globally competitive businesses driving exports and generating wealth Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	Christchurch is recognised as the global gateway to the South Island and Antarctica Christchurch has globally competitive businesses driving exports and generating wealth Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	Number of bids for business events and success rate Engagement with online convention bureau information Delivery of major business events (subject to additional funding request for TRENZ)			Prepare at least 30 city bids to attract business events to Christchurch At least 25% success rate for business event bids Total visits to online convention bureau information is at least 15,000 1 major business event in place (new activity, TRENZ, subject to additional funding)	Prepare at least 30 city bids to attract business events to Christchurch At least 25% success rate for business event bid Total visits to online convention bureau information is at least 15,000 1 major business event in place (new activity, TRENZ, subject to additional funding)	Prepare at least 30 city bids to attract business events to Christchurch At least 25% success rate for business event bid Total visits to online convention bureau information is at least 15,000 1 major business event in place (new activity, TRENZ, subject to additional funding)	Prepare at least 30 city bids to attract business events to Christchurch At least 25% success rate for business event bid Total visits to online convention bureau information is at least 15,000 1 major business event in place (new activity, TRENZ, subject to additional funding)

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
ChristchurchNZ attracts, manages and sponsors the delivery of major events.	<p>Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs</p> <p>Christchurch residents enjoy a high quality of life</p> <p>Arts and culture thrive in the city</p> <p>Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city</p>	<p>Christchurch Major Events Strategy is developed and is then reviewed at least every 3 years.</p> <p>Number of major events delivered</p> <p>Hosting large-scale events and festivals helps make Christchurch an attractive place to live, visit and invest.</p> <p>Events and festivals attract visitors to the city, grow visitor sector revenue in the shoulder and off season, provide national and international profile and enable residents to connect with the world</p>			<p>At least 2 events delivered at major event level as defined by the Major Events strategy</p> <p>Establish and have at least 2 meetings of the Major Event Strategy Advisory Group</p>	<p>At least 3 events delivered at major event level as defined by the Major Events strategy</p> <p>At least 2 meetings of the Major Event Strategy Advisory Group</p>	<p>The Christchurch Major Events Strategy is reviewed and updated</p> <p>At least 3 events in place at major event level as defined by the Major Events strategy</p> <p>At least 2 meetings of the Major Event Strategy Advisory Group</p>	<p>The Christchurch Major Events Strategy is reviewed and updated in 2025/26</p> <p>At least 4 events in place at major event level as defined by the Major Events strategy</p> <p>At least 2 meetings of the Major Event Strategy Advisory Group</p>

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
City Profile									
	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch	Arts and culture thrive in the city Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs Christchurch residents enjoy a high quality of life	Engagement with online promotional platforms about living, working or visiting Christchurch			Total sessions on online promotional and digital platforms about visiting, working and living in Christchurch is at least 600,000	Total sessions on online promotional and digital platforms about visiting, working and living in Christchurch is at least 600,000	Total sessions on online promotional and digital platforms about visiting, working and living in Christchurch is at least 600,000	Total sessions on online promotional and digital platforms about visiting, working and living in Christchurch is at least 600,000

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28
					Year 1	Year 2	Year 3	
					2018/19	2019/20	2020/21	
ChristchurchNZ leads collaborative development and implementation of a city narrative.	Christchurch has a reputation for innovation and creativity, and is an attractive place for entrepreneurs Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	Utilisation of the online toolkit of materials for city narrative Promotion of consistent and widespread use of the city narrative Coordination of the City Narrative Steering Group to continually improve and keep narrative relevant			Online toolkit of materials for city narrative is maintained & utilisation is monitored At least 4 meetings of the City Narrative Steering Group	Online toolkit of materials for city narrative is maintained & utilisation is monitored At least 4 meetings of the City Narrative Steering Group	Online toolkit of materials for city narrative is maintained & utilisation is monitored At least 4 meetings of the City Narrative Steering Group	Online toolkit of materials for city narrative is maintained & utilisation is monitored At least 4 meetings of the City Narrative Steering Group
Christchurch Visitor Information Centre provides services that visitors use	Christchurch is recognised as the global gateway to the South Island and Antarctica The central city is a diverse and prosperous business centre Maximising opportunities to develop a vibrant, prosperous and	Christchurch i-SITE visitor number and e-mail response trends towards 2010/11 level and reaches that level by 2025 i-SITE customer satisfaction survey	Christchurch I-SITE visitor numbers and e-mail responses:2016/17: 2011/12: 117,230 2010/11: 484,993 i-SITE customer satisfaction 2016/17 2015/16 2014/15		Christchurch i-SITE visitor number is at least: Establish baseline Christchurch i-SITE visitor e-mail response number is at least: Establish baseline i-SITE customer satisfaction level is at least 8.5 out of 10	Christchurch i-SITE visitor number is at least: Set target using baseline Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline i-SITE customer satisfaction level is at least 8.5 out of 10	Christchurch i-SITE visitor number is at least: Set target using baseline Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline i-SITE customer satisfaction level is at least 8.5 out of 10	Christchurch i-SITE visitor number is at least: Set target using baseline Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline i-SITE customer satisfaction level is at least 8.5 out of 10

Performance Standards/ Levels of Service (we provide)	Results Community outcomes and strategic priorities supported	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) 2021/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
	sustainable 21st century city								
Antarctic gateway									
5.0.2	Christchurch is recognised by Antarctic programme partners as being a quality Gateway city	Christchurch is recognised as the global gateway to the South Island and Antarctica Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	Antarctic Gateway Strategy is reviewed at least every 3 years. Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website			Antarctic Gateway Strategy is approved Antarctic Gateway Strategy progress report is produced	Antarctic Gateway Strategy progress report is produced	Antarctic Gateway Strategy progress report is produced	Antarctic Gateway Strategy progress report is produced Antarctic Gateway Strategy is reviewed and approved.

4. What levels of service do we propose to change from the current LTP and why?

The following is a summary of level of service changes.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
5.1.4 Non-LTP	CDC monitors and implements priority economic development projects identified through the Christchurch Economic Development Strategy	<p>CDC monitors and reports quarterly on the whole CEDS programme</p> <p>Annually: 80% of projects in CEDS are on track for completion</p> <p>CEDS projects and opportunities list is reviewed and updated annually by a stakeholder group</p> <p>CDC leads or participates in over 15 projects annually which are prioritised</p>	N/A	N/A	N/A	
5.1.12 Non-LTP	CCT works in collaboration with the visitor industry to develop new and emerging market segments	CCT runs a minimum of three workshops/seminars per year with visitor industry participants on the development of new markets and travel segments	N/A	N/A	N/A	
5.1.14 Non-LTP	CCT maintains www.christchurchnz.com as a primary communication tool to both international and domestic travellers.	<p>Achieve a minimum of 430,000 user visits</p> <p>Maintain average time on site of 2m30s</p> <p>Number of operator listings viewed minimum of 25,000 pa</p>	N/A	N/A	N/A	

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
5.1.15 non-LTP	CCT actively promotes the city in Australian markets with direct air services to Christchurch	CCT will be a supporting partner to TNZ funded campaigns by delivering image and video content, product deals from Canterbury tourism operators and providing creative input on Christchurch and Canterbury content of major South Island campaigns	N/A	N/A	N/A	
5.1.19 LTP/Non-LTP	CCT facilitate cruise arrival arrangements at Akaroa and work with cruise lines to grow the cruise sector for Christchurch/Lyttelton & Akaroa	<p>LTP - Services provided to support cruise ship visits to Akaroa:</p> <p>LTP - Wharf side Visitor Information mobile facility</p> <p>LTP - Printed collateral for arriving cruise passengers on regional activities & information</p> <p>Non-LTP - Cruise passenger satisfaction levels in Akaroa will be maintained at or above 8.5/10.</p>	N/A	N/A	N/A	
5.1.22 non-LTP	CCT continues an active communication programme with media and trade	<p>Sustain presence at offshore trade training functions and sustained levels of media and trade familiarisations at 2013/14 level:</p> <p>Trade training delivered to at least 4 events per annum</p> <p>Familiarisations carried out with 30 trade organisations</p>	N/A	N/A	N/A	

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
		<p>consisting of a total of 250 individual people, per annum.</p> <p>Familiarisations carried out with 150 media individuals, per annum</p>				
5.1.23 Non-LTP	CDC facilitates the development of selected key sectors that align with the national growth agenda and CEDS	<p>Support 4 collaborative organisations in key sectors aimed at increasing sector growth and productivity to operate without relying on CDC by 30 June 2018.</p> <p>Deliver 2 projects or initiatives that align with the sector growth strategy for each sector and contribute to realising growth in key sectors.</p>	N/A	N/A	N/A	
5.1.24 Non-LTP	CDC works with partner agencies to support the development of suburban centres in Christchurch	CDC participates in the development and delivery of at least one suburban precinct initiative	N/A	N/A	N/A	
5.1.25 Non-LTP	CDC builds strong connections between education and business	Deliver 2 programmes that enhance the connection between a key ChCh sector and at least one education group. This may be programmes that result in greater internship linkages, apprenticeship programmes, work place skills development programmes or other work placement activity	N/A	N/A	N/A	

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
5.1.26 Non-LTP	Supporting the development and implementation of the Recovery Transition Plan	All economic recovery activities have been transitioned to CDC by 30 June 2018	N/A	N/A	N/A	
2.8.1 LTP/Non-LTP	Attract, manage and sponsor the delivery of major events.	<p>LTP - Attract a range of regional, national and international events through TEED</p> <p>LTP - Two events in place at Major Event level through TEED (subject to revision once updated Events Strategy adopted)</p> <p>Non-LTP - Assess opportunities and present to Council potential major events, on a case by case basis</p>	N/A	N/A	N/A	
5.1.3 LTP/Non-LTP	CDC maintains Centres of Expertise in Economic Research, Workforce, and Infrastructure	<p>LTP - Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year</p> <p>LTP - Produce 3 economic reports using the CDC knowledge base per year.</p> <p>LTP - Maintain and publish the Canterbury economic infrastructure situation report quarterly</p> <p>Non-LTP - Economic futures model is used in the review of</p>	N/A	N/A	N/A	

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
		GDP and population forecasts. Reviewed annually by 30 June. Non-LTP - Prioritisation model for large infrastructure projects is reviewed annually				
5.1.5 LTP	CDC Leads the Canterbury Regional Innovation System (CRIS)	CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in.	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ.
5.1.10 LTP/Non-LTP	CCT provides support to and works collaboratively with tourism business partners & suppliers	LTP - Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy. LTP - Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant Non-LTP - Annual Operator fees of \$225,000 per annum	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ.
5.3.3 Non-LTP	Website management, development and maintenance of digital platforms to ensure	Provide: christchurch.org. nz/ and Find Chch.com	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
	delivery of levels of service	Online traffic minimum 140k visits per annum. Search performance ranking no later than page 2 on search engines				
5.3.8 Non-LTP	Support key partner organisations and stakeholders in provision of City promotional material	95% satisfaction of materials produced for City Agencies	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ.
5.3.2 LTP	Manage the annual programme of street banners and seasonal decoration	Minimum of 80% will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ.
5.1.21 non-LTP	CCT work collaboratively with CIAL to deliver promotional activities in markets that have direct air routes or have high potential to be developed as a direct air routes.	CCT will support CIAL by participating in at least one Routes trade show per year and the annual CAPA Summit. CCT will support CIAL with the destination elements of at least one airline/ trade event per year in China and the USA per year. CCT will contribute content and media investment to the South Island Road Trip campaign project which will be led by CIAL over the 2015-17 period	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
2.8.2	Lead the promotion and marketing of Christchurch events and the city as an events destination	At least 90% residents satisfaction with range of events and festivals delivered	N/A	N/A	N/A	Can't measure effectively. Now part of the ChristchurchNZ overall marketing work
2.8.10 Non-LTP	Economic impact assessment commissioned	Review successful CISF ventures and identify key growth points for discussion with funder partners and investors	N/A	N/A	N/A	Can't measure effectively. Now part of the ChristchurchNZ overall marketing work
2.8.3 Non-LTP	Deliver, partner and produce events, programmes and festivals for the city	Present programme of events and festivals to Council for approval, annually by March.	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ
2.8.4 LTP	Manage and develop central city event spaces and advise on future venues and facilities for events	Average of 2 event days per week in central city spaces	N/A	N/A	N/A	Can be monitored and reported as an organisational level of service by ChristchurchNZ
5.0.15 Non-LTP	Undertake Civic engagement and work with central government to develop relationships with international partners to use Christchurch as a base for Antarctic programmes.	Undertake civic engagement and work with Central Government develop relationships with international partners operating, or seeking to commence operations in the Ross Sea to demonstrate Christchurch's suitability to logistic support.	N/A	N/A	N/A	Can't measure effectively.
5.0.16 LTP/Non-LTP	Christchurch is recognised by Antarctic programmes as an excellent/	LTP - Implement a city/region Antarctic Strategy	N/A	N/A	N/A	Look at possible measures

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
	globally competitive Antarctic gateway city.	<p>LTP - Implement the coordinated marketing programme</p> <p>Non-LTP - Take a leadership and coordination role on behalf of the city/all Antarctic stakeholders</p> <p>Non-LTP - Ensure that good quality information on Christchurch's business and infrastructure is promptly provided to international Antarctic programmes using the city.</p> <p>Non-LTP - Facilitate access for local businesses to opportunities to supply Antarctic programmes.</p> <p>Non-LTP - Facilitate strong communication and coordination within the Antarctic sector in Christchurch</p>				
5.1.2 LTP/Non-LTP	CDC provides economic development leadership for Christchurch	<p>LTP - Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2018</p> <p>LTP - Economic knowledge and insights are regularly delivered to stakeholders via website, publications and</p>	5.1.2 LTP	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch	<p>ChristchurchNZ monitors and reports on CEDS programme twice yearly</p> <p>Quarterly Economic Report is produced and available on the ChristchurchNZ website</p>	Change of name

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
		<p>update events by minimum quarterly</p> <p>Non-LTP - Economic knowledge and business insights is contributed to external forums and workshops (non CDC) that support the city's economic development objectives a minimum of quarterly</p>			<p>At least 6 Christchurch or Canterbury economic research reports completed</p> <p>2 economic update events are delivered</p> <p>ChristchurchNZ provides input to at least 4 stakeholder working groups</p>	
5.1.6 LTP/Non-LTP	CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS.	<p>Non-LTP - A capability building programme is delivered to businesses.</p> <p>LTP - Business mentoring services are provided to 600 businesses per year.</p> <p>LTP - 40 clients per annum will be intensively case managed</p> <p>Non-LTP- At least 100 clients will be engaged in a broader industry sector program.</p> <p>LTP - CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities</p>	5.1.4 LTP	ChristchurchNZ facilitates the development of businesses with high growth potential	<p>At least 500 businesses access business support or advice.</p> <p>Net promotor score for business support services is +50 or greater</p> <p>At least 3 initiatives to support targeted business challenges</p>	Change of name, simplify wording

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
		<p>Non-LTP - Business improvement services are provided to 10 medium to large Christchurch businesses per annum.</p> <p>LTP - CDC supports local companies to supply goods and services as part of the domestic supply chain with a minimum of 10 connections or initiatives per year.</p>				
5.1.7 LTP	CCT provides leadership to the tourism sector in Christchurch.	Five year CCT strategic plan to be updated by 30 June 2018	5.1.7 LTP	ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors	<p>Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website</p> <p>Christchurch Visitor Strategy reviewed by June 2019</p> <p>At least 50 famils hosted and 20 trade events led or attended</p>	Change of name, simplify wording
5.1.8 LTP/Non-LTP	CCCB (operated by CCT) promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions	<p>LTP - Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range</p> <p>Non-LTP - To host a minimum of 4 Conference and Incentives (C&I) buyer groups per annum (ongoing)</p> <p>Non-LTP - To prepare 40-44 city bids to attract business events to Christchurch</p>	5.1.8 LTP	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences	<p>Prepare at least 30 city bids to attract business events to Christchurch</p> <p>At least 25% success rate for business event bids</p> <p>Total visits to online convention bureau information is at least 15,000</p> <p>1 major business event in place (new activity, TRENZ, subject to additional funding)</p>	Change of name, simplify wording

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
5.1.20 LTP/Non-LTP	Visitors utilise the services of the Christchurch Visitor Information Centre	<p>Non-LTP - Christchurch Visitor Centre increase visitor utilization by 1-2% per annum</p> <p>LTP - Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600</p> <p>Non-LTP - Visitor/customer satisfaction 70% or better</p> <p>LTP - Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)</p>	TBC - LTP	Christchurch Visitor Information Centre provides services that visitors use	<p>Christchurch i-SITE visitor number is at least: Establish baseline</p> <p>Christchurch i-SITE visitor e-mail response number is at least: Establish baseline</p> <p>i-SITE customer satisfaction level is at least 8.5 out of 10</p>	<p>Significant cost of service.</p> <p>Important to building word of mouth recommendations for Christchurch</p>
5.3.1 LTP	Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch	85% Annual Residents survey	TBC - LTP	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch	Total visits to ChristchurchNZ's digital platforms about living, working and visiting Christchurch is at least 135,000	Change to a level of service rather than a measure
5.3.5 Non-LTP	Co-ordinate an integrated marketing position across organisations promoting Christchurch	CCC works with CCT, CDC and other agencies to agree on common principles for promotion of the City which is reviewed annually	TBC - LTP	ChristchurchNZ leads collaborative development and implementation of a city narrative.	<p>Online toolkit of materials for city narrative is maintained & utilisation is monitored</p> <p>At least 4 meetings of the City Narrative Steering Group</p>	Change of name. Change to a more structured requirement through the LoS
5.0.2 LTP	Maintain and develop relationships with partners currently using Christchurch as	Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy	5.0.2 LTP	Christchurch is recognised by Antarctic programme	Antarctic Gateway Strategy is approved	Rationale for replacing existing targets: Can't measure effectively.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
	a base for Antarctic programmes	Korea and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP). All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.		partners as being a quality Gateway city	Antarctic Gateway Strategy progress report is produced	
N/A	N/A	N/A	TBC - LTP	ChristchurchNZ attracts, manages and sponsors the delivery of major events.	At least 2 events delivered at major event level as defined by the Major Events strategy Establish and have at least 2 meetings of the Major Event Strategy Steering Group	
N/A	N/A	N/A	TBC - LTP	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment	ChristchurchNZ facilitates at least 2 opportunities to secure innovative businesses or investment into the city Support at least 10 start-up companies and 40 innovation, entrepreneurship and investment related events ChristchurchNZ chairs at least 4 meetings of the innovation precinct tenant group and produces 4 newsletters for the groups	

The levels of service for the Attraction and Economic Development activity have changed significantly from those used in the Activity Management Plans for the Long Term Plan 2015-25. Most changes are the result of the formation of ChristchurchNZ which brings together the functions of:

- Canterbury Development Corporation
- Christchurch and Canterbury Tourism
- CCC City Promotions
- CCC Major Events
- International Education

The following table shows the proposed changes and the rationale for change for each level of service in place in 2016/17.

Current LoS	Proposed LoS	Rationale
Christchurch Economic Development Coordination and Leadership		

CDC provides economic development leadership for Christchurch	ChristchurchNZ provides economic development leadership for Christchurch	Change of name
CDC maintains Centres of Expertise in Economic Research, Workforce, and Infrastructure	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
CDC maintains Centres of Expertise in Economic Research, Workforce, and Infrastructure	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
CDC Leads the Canterbury Regional Innovation System (CRIS)	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS	ChristchurchNZ facilitates the development of selected high growth potential businesses	Change of name Simplify wording
CCT provides leadership to the tourism sector in Christchurch	ChristchurchNZ provides leadership to the Christchurch tourism sector	Change of name Simplify wording
CCCB (operated by CCT) promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and trade exhibitions	Change of name Simplify wording
CCT provides support to and works collaboratively with tourism business partners & suppliers	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
CCT work collaboratively with CIAL to deliver promotional activities in markets that have direct air routes or have high potential to be developed as a direct air routes.	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ Difficult to measure effectively
Visitors utilise the services of the Christchurch Visitor Information Centre (Non-LTP)	Christchurch Visitor Information Centre provides services that visitors use	Significant cost of service Important to building word of mouth recommendations for Christchurch
City Promotions		
5.3.1 Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch	ChristchurchNZ provides quality online channel development and management to promote Christchurch	Change to a level of service rather than a measure
5.3.2 Manage the annual programme of street banners and seasonal decoration	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
5.3.3 Website management, development and maintenance of digital platforms to ensure delivery of levels of service	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
5.3.4 The Council produces and distributes city promotional material, for residents and visitors	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ Difficult to measure effectively

5.3.5 Co-ordinate an integrated marketing position across organisations promoting Christchurch	ChristchurchNZ leads the development and implementation of a consistent collaborative Christchurch marketing plan.	Change of name Change to a more structured requirement through the LoS
5.3.6 Provide effective marketing advice and develop and implement marketing strategies and plans as a shared service for the organisation	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ Difficult to measure effectively
5.3.7 Management of photographic and video library for Council and partner organisations to utilise in the promotion of the city	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ Difficult to measure effectively
5.3.8 Support key partner organisations and stakeholders in provision of City promotional material	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ Difficult to measure effectively
Major Events (was part of Events and Festivals)		
2.8.2 Lead the promotion and marketing of Christchurch events and the city as an events destination	Delete	Can't measure effectively Now part of the ChristchurchNZ overall marketing work
2.8.10 Economic impact assessment commissioned	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
7.2.4 Assess opportunities for events that can contribute significant economic benefit to the City	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
7.2.12 Manage and develop Major events	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
7.2.1 Manage and develop icon events	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
7.2.11 Provide strategic direction and coordination for the development of the Christchurch Event calendar	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
Deliver, partner and produce events, programmes and festivals for the city	Delete	Can be monitored and reported as an organisational level of service by ChristchurchNZ
Manage and develop central city event spaces and advise on future venues and facilities for events	Delete	Unclear where responsibility sits Can be monitored and reported as an organisational level of service by ChristchurchNZ
Antarctic Gateway (was part of Civic and International Relations)		
New Christchurch has an Antarctic Gateway Strategy with an agreed action plan.		
New		

Antarctic office provides accurate and timely Antarctic Gateway data and insight.		
5.0.2 Maintain and develop relationships with international partners currently using Christchurch as a base for Antarctic programmes	Delete	Difficult to measure effectively
5.0.15 Undertake civic engagement and work with central government to develop relationships with international partners to use Christchurch as a base for Antarctic Programmes	Delete	Difficult to measure effectively
5.0.16 Christchurch is recognised by Antarctic programmes as an excellent / globally competitive Antarctic gateway city	On hold	Look at possible measures

5. How will the assets be managed to deliver the services?

There are no Council assets required to deliver these services.

Banners and Christmas decorations are to be transferred to ChristchurchNZ ownership

6. What financial resources are needed?

STRATEGIC PLANNING & POLICY- ECONOMIC DEVELOPMENT	2017/18	2018/19	2019/20	2020/21
	Annual Plan			
	000's			
Civic & International Relations	341	341	348	355
ChCh Economic Development Leadership	13,021	14,713	14,747	14,771
City Promotions	122	30	31	31
Activity Costs before Overheads	13,485	15,084	15,126	15,157
Corporate Overhead	609	690	713	655
Depreciation	15	68	69	71
Interest	-	-	-	-
Total Activity Cost	14,109	15,842	15,908	15,883
Funded By:				
Fees and Charges	100	100	102	104
Grants and Subsidies	38	35	36	37
Total Operational Revenue	138	135	138	141
Net Cost of Service	13,971	15,707	15,770	15,743
Funding Percentages:				
Rates	99.0%	99.1%	99.1%	99.1%
Fees and Charges	0.7%	0.6%	0.6%	0.7%
Grants and Subsidies	0.3%	0.2%	0.2%	0.2%

7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

There is no capital expenditure planned for this activity.

8. Are there any significant negative effects that this activity will create?

Effect	Mitigation
Demand on services and assets provided by the Council may be increased by visitors to the city. This could reduce levels of service and/ or amenity experienced by local residents.	<ul style="list-style-type: none"> • <i>Forecast demand on infrastructure from visitors included in asset planning and delivery</i>
Major events can negatively impact on traffic movement	<ul style="list-style-type: none"> • <i>Publicising travel options and likely delays can reduce congestion and driver impatience</i>