

Christchurch *& Canterbury Tourism*

and



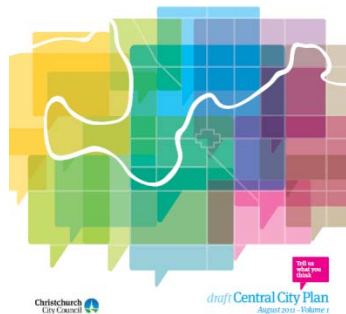
Joint submission

to the

Christchurch City Council

on the

Draft Central City Plan for Christchurch released August 2011.



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The contacts for any further discussion input or enquiry related to this submission are:

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Who are we?

Christchurch and Canterbury Tourism (CCT)

CCT is the Regional Tourism Organisation (RTO) for Christchurch and the Canterbury region of New Zealand which it promotes to target international and domestic visitor markets to consumer, the media and the global travel trade. Funding for the organisation is by way of grants from the Christchurch City Council; business partner contributions (membership fees) and revenues through the commercial activities of its i-SITE operations (Visitor Information Centres).

Ordinarily (pre-earthquake events) CCT's direct membership base comprised of close to 900 businesses engaged either directly or indirectly in the visitor industry. Following the earthquakes CCT has benefitted from emergency funding support from the Christchurch City Council, Christchurch International Airport Limited, and the Ministry of Economic Development.

Traditionally a marketing communications business, CCT has, in part, had to re-task its focus to earthquake recovery and rebuild leadership for the visitor industry and to manage significant international media attention to ensure accurate and well-balanced reporting of the aftermath and recovery. CCT is also driving proactive strategies to protect as much visitor industry business as it can for both Christchurch and Canterbury, notwithstanding the current loss of access to Christchurch's CBD; the Convention Centre facilities and a large proportion of its commercial accommodation inventory within the four avenues of Christchurch City.

Tourism Industry Association (TIA)

TIA is the lead association representing the interests of more than 1700 visitor-related businesses across New Zealand. These businesses cover a range of activities – hospitality, transport, accommodation, adventure and activities, attractions and retail – as well as related tourism services. Close to one third of TIA's membership base is located or has bases located within Christchurch and Canterbury. A further third of its membership conducts business to and within Christchurch and Canterbury.

The primary role of TIA is to be the voice of the visitor industry. This includes working for members on advocacy, policy, communications, events and membership, and business services. The TIA team is based in Wellington and works closely with central government in a number of areas.

The loss of business emanating from the damage to the Christchurch CBD has resonated nationwide. As such TIA redirected considerable resources to assist both its members and CCT in order to support a speedy recovery for the industry and to ensure an optimum legacy to be achieved out of the much longer-term rebuild of Christchurch and its visitor industry.

Visitor Industry Value to New Zealand

(refer attachment "The Value of New Zealand's Visitor Economy")

\$22.4 billion total tourism expenditure for the year ended March 2010

No.1 export earner for the New Zealand economy.

18.2% of New Zealand's foreign exchange earnings provided by international visitors.

Nearly 1 in 10 New Zealanders are directly or indirectly employed in the industry.

Visitor Industry Value to Canterbury

(based on Canterbury producing 15% of international visitor guest nights and 12% of domestic guest nights)

\$2.7billion total tourism expenditure for the year ended Dec 2010

22,600 jobs in Canterbury prior to Feb 2011 earthquake

4.016 million guest nights in Canterbury in the year ending Dec 2010

35% (\$500 million) loss of international tourism receipts is the estimated loss to Canterbury in year to Feb 2012

Introduction

1. We welcome the opportunity to comment on the draft Central City Plan (CCP) prepared by the Christchurch City Council. Our submission is the result of significant consultation across businesses and organisations engaged in a local visitor industry that is heavily centred on Christchurch and its central city. We acknowledge and thank Council's for its engagement of our industry within its consultation process ahead of the draft plan being prepared.
2. This submission includes the document **"Christchurch and Canterbury visitor industry recovery and input. Position Statement: July 2011"**. This document summarises the visitor industry engagement and responsibility in the earthquakes recovery planning and execution, including a request by the Earthquake Recovery Minister to deliver to him a "Five Year Rebuild and Recovery Plan for the Visitor Industry". The document also outlines our view on the state of the industry now and views on a new central city area prior to the draft CCP being released. A second attachment **"Visitor Industry – Feedback Workshop Summary"** summarises discussion with a cross section of visitor industry representatives that met to discuss the initial response to the draft Central City Plan shortly after its release.
3. In its Christchurch Visitor Strategy 2007-17 Council stated the following strategic goals;
 - ***Develop Christchurch into a priority destination for all VISITORS.***
 - ***Build a prosperous and enduring VISITOR INDUSTRY.***
 - ***Ensure visitors continue to benefit our COMMUNITIES.***
 - ***Protect and enhance our NATURAL and BUILT ENVIRONMENT.***
 - ***Lead the development of tourism in the SOUTH ISLAND.***

Post-earthquake these strategic goals equally apply and indeed the central city rebuild presents a significant opportunity for Council to dramatically strengthen its pursuit of those goals and objectives. Given the circumstance the work plans driven by the **2007-17 Christchurch Visitor Strategy** do not require additional resources from Council to activate; it simply requires mandatory inclusion within the rebuild plans.

Speed and clarity needed

4. Speed and clarity is of utmost importance to the Christchurch visitor industry given its significant physical and perceptual challenges.
 - ***2/3rds of our hotels are damaged or in the red zone; re-instatement targets keep getting delayed.***

- ***Most inner city backpackers are destroyed or out of action and Christchurch lacks the quantum of backpacker accommodation needed to stay included on the backpacker bus transport circuit.***
- ***Many overseas travel sellers are issuing instructions to keep Christchurch out of future itineraries due to the chronic shortage of accommodation and concerns about a lack of visitor services.***
- ***Trans-Tasman airline capacity into Christchurch is down by 10% and will further deteriorate over the coming summer, based on the fact the inbound market is weak.***
- ***More than 95% of major conference and convention business to the city has been lost due to the loss of the Convention Centre and Town Hall and conference planners that work several years in advance are avoiding Christchurch due to a lack of certainty over re-opening dates for major convention facilities and hotels.***
- ***Christchurch currently lacks a central city tourism hub. There needs to be more focused attention on creating this or more leisure visitors will turn away and recommend others do the same.***

Why we care

5. There are three fundamental drivers to our very strong interest and stake in a new heart to Christchurch City.
 - ***If a new Christchurch becomes a fantastic story - a great place to live, work, learn and play - visitors will come.***
 - ***The remedies to the longer-term downside for the visitor industry, locally and nationally, will be primarily driven by the fast-track restoration of hotel and accommodation facilities and the re-instatement of a vibrant central city hub.***
 - ***The visitor industry is a major catalyst and driver of economic growth; it generates new cash from outside of the local economy (not recycled cash); being labour intensive it generates jobs; and its infrastructural needs strengthen the viability of the same needs of the local community.***

6. We see the launch of this draft plan and the early adoption of a final plan as being a major milestone in Christchurch's recovery. We urge that it is used not only as a physical urban planner's tool, but as a vehicle to launch the economic recovery of Christchurch from its heart. This plan needs to clearly outline Council's hard action intentions with more assertive and speedy timelines, signalling that Christchurch is open for business even while much longer term rebuild programmes are in progress. Aspects of "kick-start" economic recovery initiatives should equally be considered within the "Transition City" plans. The plan must be major tool with which to create the ideal environment to foster investment, stimulate commerce, and create new employment, alongside rebuilding community services and facilities. Accordingly it would require a more robust, definitive and time-bound execution schedule than exists within the draft CCP as it stands. This must reflect both short/immediate term priorities (Transitional City) and those actions requiring a longer term view.

Summary of key recommendations

7. The key points below summarise the specific recommendations we offer to the Christchurch City Council in response to their draft Central City Plan. The Tourism Industry Association, Christchurch and Canterbury Tourism and their business partners would welcome the opportunity to work more directly with Council to further define and refine our proposals, and to activate them.

8.

Economic Recovery

- a. The draft Central City plan should **incorporate clear economic recovery goals**. If the city is not quickly made appealing to the 900,000 international visitors that pass through Canterbury each year, the recovery of private sector investment in the rebuild; retail and hospitality sector revenues, and the central city will be substantially compromised.

Convention Centre

- b. The stated objectives and plans for a **Convention Centre** rebuild are applauded, however, Council must consider **expediting the timeframe with which rebuilding can commence**, so that a Convention Centre opening date can be firmly established. A firm commissioning date must be set as it would act as a catalyst to investment and rebuilding by the accommodation industry and related hospitality and retail businesses.

Commercial Accommodation

- c. Christchurch urgently needs to reinstate its accommodation stock. The plan should include **specific strategies, policy guidelines and a Council undertaking to give urgent consideration to rebuild and new build proposals for commercial accommodation in the CBD**.

New Commercial Accommodation Build

- d. To enable hotels to be economically sustainable the plan should specifically **state the circumstances under which the Council would consider dispensations for commercial accommodation from the criteria stated in the draft plan, or alternatively the Council should modify the draft height and parking parameters stated for the central city area**.

Transitional City

- e. Council should beef up its **“Transitional City” plans to consider a designated “Visitor Zone” and zones of normality** that expand in a staged and orderly manner as inner city access increases to incorporate hotels re-opening in the short term. This would effectively lead to the creation of a transitional “heart of the city” area and help alleviate the current visitor loss to Christchurch.

Earthquake Visitor Centre

- f. The urgent creation of an **interim Earthquake Centre** for both the community, school groups and visitors alike that will offer a central place to learn and understand the EQ events, remember those lost and affected, and inspire with information, developing ideas and details about the rebuild programme.

Stand-out Iconic Building or Structure

- g. The creation, of a major physical structure or building that can become a unique and standout visual trigger synonymous with a new Christchurch.

General feedback

Overall a job very well done.

9. Irrespective of more detailed feedback, in our view Council is to be commended for its extensive planning work in developing this plan under extraordinary circumstances. Green and distinctive city concepts are totally endorsed by the visitor industry. The general direction being set, whilst not needing to be “visitor industry” specific, is conducive to the longer term strengthening of Christchurch’s attractiveness and competitiveness as a place to visit. We also acknowledge that in preparing this plan Council is challenged by a number of still unanswered questions within the recovery process.

A really good plan but focussed on physical build; not economic recovery and priority timelines.

10. The visitor industry will be a major economic driver and catalyst to CBD recovery, both during the transition phase and beyond. Whilst we appreciate that the visitor industry has been mentioned throughout the draft the plan, it requires a much stronger focus on economic rebuild, not just physical rebuild. The overriding plan, under current circumstances, should have featured key drivers of economic recovery and highlighted the shorter term initiatives with which to generate the economic recovery needed to both re-populate the inner city and support the return of investor confidence. The Plan also requires more specific definition of “transition city” concepts and delivery stages. The visitor industry not only serves the local community, but importantly generates new cash into the local economy and generates jobs. Given the right “transition city” conditions, the return of visitors can be achieved quickly and will be the catalyst for new commercial (particularly hospitality, accommodation and retail) activity that will bring the central city back to life.

Concerns over the relationship of the new plan alongside those buildings that will remain.

11. The plan is very clear in its aspirations of new spaces, skyline profiles and zones. However, it does not appear to acknowledge that many of the existing buildings will remain; what that means for the achievement of a new vision for the cityscape; or how that may impact negatively upon an adjacent new build footprint that seeks to be compliant.

Commercial Accommodation (Hotels, Backpacker Accommodation etc.)

12. The plan does not appear to recognise commercial accommodation as either a cornerstone or major category of commercial building use in the central core. As such new build parameters appear to be generic and not to take into account the means by which the viability for new commercial accommodation builds can be considered. For example, 200+ room 3 and 4 star hotels must be inclusive of conference rooms, meeting rooms, restaurants, bars, public spaces and onsite car parking, in addition to guest rooms. Provision for off-street setbacks to enable people standing areas, tour coach, taxi transfers and self-drive pickup/drop-off zone would also be necessary. To constrain this in the new Central City Plan by imposing height and other restrictions will be a major disabler of effective tourism recovery.
13. If Christchurch is to engender a greater sense of welcome for commercial accommodation developers and investors it needs to signal within the new central city plan its specific policies and approaches to commercial accommodation. As it currently appears within the draft plan, “core zone” height restrictions and parking maximums are perceived to be a major constraint to development (and potentially reinstatement of existing hotels). We would, therefore, recommend that the plan clearly stipulate the circumstances under which the Council would consider specific dispensations for commercial accommodation from the criteria, as currently stated, or alternatively modification of the existing scale. This might include factors such as being adjacent to an existing building well above the final height levels proposed in the plan; exceeds certain Green Star standards; the proposed building is conceptually and architecturally compatible with new surrounding buildings (which are height restricted) and so forth.
14. The shortage of commercial accommodation in Christchurch is having a dire impact that cannot be understated. The need to expedite the reinstatement of hotels and hostels that can be reopened is extremely urgent in order to lessen the economic losses from an industry that brings \$2.2 billion into Canterbury each year. This is the highest priority work-stream for the tourism sector. It warrants specific attention by the Council and requires a closer working partnership between Christchurch City Council and the owners/operators of hotels and backpackers, which are the two accommodation sectors that

face the most critical supply shortage. As a part of this Council should, within the CCP, create a commercial accommodation location and category plan for the central city.

15. We realise that there are still a number of very big questions that need answers before any hard decisions can be taken, however, the plan would be a great vehicle within which to signal ‘kick-start’ priority initiatives to get the city’s demand economy up and running where possible. This would provide investors, industry at large, and, most importantly, our wider visitor markets confidence and certainty that Christchurch is gearing up to get back into business. The permanent loss of the Crowne Plaza, Copthorne Durham and Grand Chancellor Hotel alone reflect close to 800 lost rooms or 12% of past inventory.

Convention Centre

16. We are very encouraged by the stated intention in the plan to establish a new Convention Centre within the central city. This will be a major catalyst to stimulate hotel repairs and re-development, as well as promoting investment in other businesses that benefit from the presence of conference and convention visitors. Prior to the February earthquake the Christchurch Convention Centre handled an average of 50 conventions/conferences per year, hosting more than 30,000 conference attendees who contributed more than \$43million per year in expenditure in the local economy. Taking into account other venues in the city, the total Meetings, Incentive and Conference industry generated \$90-100 million per annum of expenditure within Christchurch.
17. The rebuild opportunity is here for Christchurch to become the business tourism capital of New Zealand, leading the sector in international markets by presenting an iconic-world-class Convention Centre and precinct. The region can then compete more effectively for larger international conferences coming to Australasia and enable multiple conferences and events to be run simultaneously in the one venue. Prior to the earthquakes Christchurch enjoyed a 25% share of the New Zealand conference market and a 45% share of all inbound conferences from Australia to New Zealand. A larger Convention Centre will further improve Christchurch’s competitiveness in this growth business tourism sector.
18. As most large multi-day conferences are booked three years in advance of delivery, and some up to six years out, it is essential that the final CCP signals a firm commissioning date for a new Convention Centre so that the sales process for future events can be restored as soon as possible. Confirmed conference business will be a significant confidence indicator for hotel investors and the return of other hospitality related businesses into the CBD and a cluster of 3, 4 and even 5 star hotel developments to be co-located in close proximity to the new Convention Centre.
19. We also caution that while the proposed interim convention facility (at Wigram), if it proceeds, will be helpful in the short term, it will have limitations in its locational appeal and the extent of services and capacity it will provide. To drive the true potential of business tourism into Christchurch and support the case for hotel reinvestment the permanent convention centre rebuild needs priority attention and early signalling of the rebuild plan.

Transitional City

20. This must be seen as a major element to the overall plan for Christchurch’s central city. The transitional direction and management of how the central city area functions and serves and attracts people during a longer rebuild process will be a vital part of the mix for its economic rebirth and ability to attract people. Our strong recommendation is that the Council (and the plan) pay much more attention to the opportunities that can be found as it stages its reopening in and around the heart of the city; especially for its guests.
21. Throughout this submission we will refer to the notion of creating areas or corridors of normality that will link services, areas of attraction, places to stay and places to enjoy that should be established immediately.

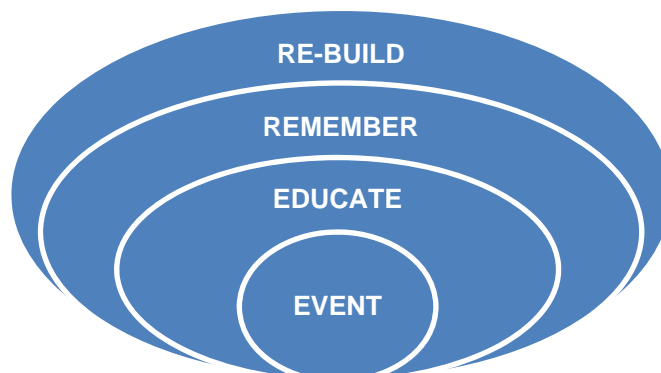
Observations and recommendations

P7: What will change:

22. **Green City – Like.** Avon River Park/Papawai Otakaro proposition, more green space, smaller gathering zones and a green Cathedral Square are exciting new options that are all conducive to an easy and welcoming city and add weight additional weight to Christchurch's proposition as "the Garden City".
23. **Strong built identity – Like.** We would hope that as new build execution proceeds that both developers and Council will also have a common aspiration to deliver creative, stand-out architectural design elements. Within its new plan, however, Council needs to offer more definitive guidance as to how it will approach the development of commercial accommodation within its central city area in order to both promote the development of commercial accommodation as an essential business activity and accept certain elements of buildings and areas in order to make those developments commercially viable.
24. **Compact CBD – Like.** Prior to the EQ the visitor industry, in part by design and by natural clustering, had already developed a much tighter sense of what the CBD was.
25. **Live, work, play and learn – Like.** Once again with a view to the economic rebuild of the central city, wider city, and region, we would stress that the "learning and knowledge" proposition for the city presents a stand-out opportunity for the visitor industry via Christchurch's educational public and private institutions. It adds strength to the other directions signalled in the draft plan, including the health business precinct, metro sports zone, EPI-Centre and library development.
26. **Accessible city – Like.** This fits well with a vision of Christchurch being seen both as an easy city that enhances its status as the South Island gateway to all visitors and the South Island business and logistics hub. Whilst we support the plan as it relates to diverting urban (cross city transport) to the fringes of the central core, better positioning of car parks and slow core, we would stress the need of some flexibility as it relates to both on-site parking and easy access to commercial accommodation within the central core.

P 24: Earthquake Memorial and EPI-Centre

27. We strongly support both initiatives as stated in the plan and understand the timeframes suggestion for their ultimate opening. However, we would strongly recommend that Council consider both of these initiatives; at a more modest scale within their Transitional City plans. Both a transitional EQ memorial and an EQ-Centre could be established on a single site and act as a major new "attractor" to that part of the city centre that will be open to both residents and visitors alike.
28. The earthquakes of 2010 and 2011 are now a part of Christchurch's history and its legacy to the future. It is our view that such a facility would, in itself, become a major point of difference and attraction for visitors to the city; a link to self-directed interpretation and provide visitors with another reason to stay a night (rather than pass through on the same day). Put simply, a transitional EQ centre would incorporate the following elements within a temporary highly visible structure.



P: 51 Our history, our heritage

29. We are in full support of the concepts stated in the plan. International travel sellers see our “old world” English architecture as unique within New Zealand and distinctive to Christchurch and see restoration of the likes of the Arts Centre and Cathedral as key drivers in attracting visitors back to Christchurch and the CBD. From a visitor industry perspective the following buildings (in no particular order) have been iconic images and places to visit previously and for which we would endorse all efforts to have reinstated.

Anglican and Catholic Cathedrals
The Christ College Buildings
The Canterbury Museum

Old University and Arts Centre
The Provincial Chambers
Municipal Chambers

P: 55 Height and Human Scale

30. The industry understands the direction proposed. However, we have grave concerns over its practical application. How will this work in consideration of remaining buildings in the city centre and relate to new adjacent building being developed? And, secondly, how will this impact upon the opportunity for investors and developers to build viable commercial office and hotel space?
31. Our strong recommendation is that Council, within the context of its new plan, should provide more definitive provision to enable taller buildings for the purposes of commercial accommodation to be incorporated within the central city area; and within the plan offer a much more prescriptive policy environment that states under what mix of circumstances - physical, economic and social well-being - much taller buildings could be approved for new developments. **In our view this is a major issue that needs to be urgently discussed more fully; ideally not under the constraints and time limitations of a formal and somewhat limited “hearings” process.**

P 63: Precincts and neighbourhoods

32. We support the precinct and neighbourhood concepts proposed; especially within a compact CBD. We would reinforce to Council within this concept that joint services such as commercial accommodation, hospitality, and entertainment zones should be positioned to serve multiple precincts or cluster activity where it can in order to even out utilisation throughout a 24 hour day, seven day week and 365 day year. This applies especially to the likes of public car parks and commercial accommodation. We would also draw attention to the fact that the visitor industry usage crosses most of the precincts identified; particularly Cultural, Civic, Central Core; Retail; Lichfield Lanes and Metro-Sports (depending on the final scale of the facilities).

P: 67 Metro Sports Facility.

33. Sport events and sports tourism is an increasingly important and growing segment of the visitor market and is a heavy user of commercial accommodation, hospitality and generator of visitors to both the city and of residents into the city centre. We strongly support the metro-sports concept, however, we would urge Council to ultimately consider a much more ambitious development as close to the central city core as possible. Whilst there remains some unanswered questions as to the future of AMI Stadium, ultimate consideration should be given to a combined multi-sports complex that would include Christchurch's (and the South Islands) premier sports stadium.

P 83: Transport Choice

34. We support the proposals within this section and especially endorse concepts of slow core, strategically positioned car parks, pedestrian ways and so on. We would, however, urge that consideration also be given to tour coach activity where the central city is the primary destination for tourist services for the likes of coach tours (inc. overnight parking needs), sightseeing buses and shuttles.
35. Visitor coach services, city- to-city, full and half-day sightseeing tour and attractions shuttle buses would benefit from having a single location; preferably in very close proximity to the central core and main visitor areas. Where possible this should be considered in conjunction with the ultimate relocation of a permanent iSite and within easy walk to an urban transport “Street Station”. This would require provision for directional signage to those visitor services areas and pedestrian standing space for service pick-up and drop-off.

36. Within its transport management plan consideration for parking within the central city fringe and adjacent to inner city transport services should be made for the increasing number of motorhome users visiting the city centre. Motorhome users should be encouraged to come into the city centre, but utilising designated parking spaces on the fringe of the central city.
37. The Worcester Street section (Boulevard) between Rolleston Ave and Cathedral Square has been designated as main street and whilst P93/4 indicates that as a main street within the “slow core” with mixed use we would question if that stretch of Worcester St would be suitable for motorcar traffic. That section of the street between the Museum/Arts Centre/Botanical Gardens and the Cathedral Square is a major visitor zone, particularly for pedestrian traffic. As such we would suggest that this leg of Worcester Street not be designated as a main street within the plan and suggest that either Gloucester or Hereford Streets between Rolleston Ave and Colombo Street would be better designated as main streets.

P109” Retail Strategy

38. Our understanding from the draft CCP is to encourage smaller niche retail outlets within the city-core. This would severely limit in scale the number of larger stores, particularly duty free, souvenir and New Zealand apparel stores within the city. We would recommend that this aspect of the plan be reconsidered as it applies to the type of retail store that would require a much bigger floor space than 226sqm per level.

P113: Attracting Visitors

39. As already indicated throughout this submission we are strongly advocating the plan take a much more progressive position as a plan that equally identifies the key drivers to economic rehabilitation of the central city and by virtue of that to the city and province as a whole. The totality of the plan provides great vision and some new concepts that can finally be enabled that will make Christchurch a much more compelling place to visit and within which to stay.
40. As stated earlier the Convention Centre is a primary enabler to visitor growth and significant downstream spend into the broader Christchurch economy. We applaud the intention stated within the plan to rebuild an enlarged convention centre. We would, however, like to see a much more ambitious and definitive timetable set within the final plan for the rebuild. We would also stress that in our view that the facilities provided by the Christchurch Town Hall (also currently under question) should be within close proximity to the convention centre. In an ideal world we would see the convention centre rebuilt on the existing site, with a fully reconstituted town hall, adjacent to it.
41. In earlier parts of this submission we have referred to the importance of commercial accommodation to the visitor industry. Having sufficient commercial accommodation resources to meet existing and future visitor demand needs is the cornerstone to any successful destination and equally so for a gateway destination such as Christchurch. The earthquakes within the Christchurch city centre have had a devastating and particularly high-profile effect upon the commercial accommodation sector with a significant number (45% plus) of rooms and establishments being either destroyed (or soon to be), requiring significant repair and/ or being located within hazard zones of other building deemed to be unsafe.
42. The development and build of commercial accommodation is not the role of Council. However, it is the role of Council, particularly under such extreme circumstances, to ensure that the policy, planning and regulatory environment is a prompt facilitator of replacement and remedial build of commercial accommodation. Therefore, we strongly advocate to Council the need within this section of the plan (and as a result others where applicable) that a clear strategy and process is stated that will enable hotel redevelopment to proceed under some urgency as a part of the longer-term recovery, but also as an integral part of the plan for the “Transitional City”.
43. The draft CCP lacks a “wow” factor for a new Christchurch. Cities and major visitor destinations around the world tend to be recognised through a significant “iconic” feature; albeit a natural phenomenon or man-made. A number of instances exist where smaller cities and town have been transformed as a place (their recognition and recall) as a result of the development of some sort of icon. The aftermath of

the earthquakes and major rebuild of its heart presents Christchurch with a significant opportunity to create its own stand-out visual showpiece. Therefore, we strongly advocate that Council, within its CCP and rebuild strategies, do its utmost to encourage the development of a significant icon for Christchurch.

This could take form within rebuild and new build activity by non-Council entities, with direction and encouraging support, perhaps even facilitation by Council. Or it could happen within the Council's rebuild programme for those facilities it is responsible for. Examples being the new Convention Centre, a revitalised Town Hall complex, or even an all-new multi sports stadium.

P115: Transitional City

- 44. Consistent with other themes throughout this submission we see a major opportunity during its rebuild for Christchurch to begin a concerted effort to re-assert itself as a destination by putting into effect a clearly defined visitor zone within the CBD. Christchurch's challenge across the visitor market is to begin to fix its "product" offer and through that begin to break-down, where it can, the destructive perceptions that prevail. Christchurch must do all it can to not allow current perceptions of a totally broken city with no-where to stay to become embedded for the next 5, 10 or 15 years and beyond. Many of Christchurch's central city attractors have been lost; but equally a great deal remains. There is more that can be rectified quickly and there can equally be any new number of elements that will become a major draw card to Christchurch's inner city landscape.
- 45. As stated within the draft plan a number of initiatives are in place such as a temporary iSite (visitor information centre) mid-way between the Re-Start retail initiative and the Events Village. In that same area we have the Botanical Gardens; Museum, Art Gallery and a range of smaller shops and cafes in operation. At the same time there is a degree of confidence that some hotel properties will be re-opened during 2012.
- 46. We would propose that as a part of its transitional city programme Council look to develop a plan that specifically targets certain areas within the opened CBD that should be designated as a **Visitor Zone**; commencing during the 2011/12 summer. The visitor zone where the new iSite will be co-located would incorporate the following;



- 47. However, what is missing in this mix and what currently appears unachievable within the next six months, is the reinstatement of those commercial accommodation establishments which find themselves outside of the red zone perimeter yet are adjacent to an ever expanding visitor zone which will ultimately be an area of normality with which visitors and residents alike can enjoy in the heart of Christchurch.

48. We would propose that Council adopts a clear goal to open what could be described as an “area of normality within Christchurch’s heart”. That would encompass Re-Start, the Visitor Zone, Events Village and those CBD hotels that will be re-opened quickly and their neighbouring access corridors. In our view retail, hospitality and entertainment businesses will quickly follow. The challenge that comes with this opportunity will be to encourage and ease the way for areas of normality (Transitional City) to evolve, but also ensure that developments are well-conceived, add value, and do not detract from the vision to make Christchurch’s transitional city heart a highly attractive and desirable place whilst the much longer term rebuild of other central city areas takes place.

END

VISITOR INDUSTRY – FEEDBACK WORKSHOP SUMMARY

26 August 11



THE VISITOR INDUSTRY

- **A primary driver of economic recovery into the heart of Christchurch.**
- **Capable of fast action but staged catalyst for recovery.**
- **Generate new cash to the local economy and a major employer.**

TOPLINE FEEDBACK

- **Overall a job very well done.**
- **A really good plan but focussed on physical build; not economic rebuild and recovery.**
- **Concerns over how new build standards can be applied with viable returns.**
- **Concerns over the relationship of the new plan alongside those buildings that will remain.**
- **Lacking a sense of urgency.**
- **Challenged by a number of still unanswered questions within the recovery process.**

Economic Recovery, Priority Setting and Timelines:

“Put simply we are confident that the visitor industry will be a major economic driver and catalyst to CBD recovery; especially during transition. Whilst we appreciate that the visitor industry has been mentioned throughout the draft plan on a number of occasions feel that the plan needs a much stronger focus on economic rebuild; not just physical rebuild; and that a number of priorities and timeframes as it relates to our industry and near term economic recovery opportunities would have featured within the plan including a major part to play in transition city concepts and delivery. The visitor industry not only serves the local community but importantly generates new cash into the local economy; generates jobs and will be the catalysts for associated commercial (particularly retail) activity to come back to life. Equally tourism is a major driver of broader commercial activity a significant level of sales across the hospitality and retail sectors. We would also highlight the strength of the education/learning industry as another example of a major economic driver for Christchurch”.

Commercial Accommodation (Hotels, Backpacker Accommodation etc.):

“The shortage of commercial accommodation in Christchurch is dire, and the need to escalate the reinstatement of hotels and hostels that can be reopened cannot be understated. This is a specific work-stream that warrants specific attention and strategy’s in partnership between Council and owners/operators of hotels. We realise that there are still a number of very big questions needing answers before any hard decisions can be taken however the plan would be a great vehicle within which to signal ‘kick-start’ priority initiatives identified for action as a part of a proactive and aggressive reinstatement set of plans to get the city up and running where it can. This would provide investors; industry at large and most importantly our wider visitor markets confidence and certainty that Christchurch is gearing itself up to get back into business. The loss of the Crowne Plaza and Grand Chancellor alone reflect close to 800 lost rooms or 12% of past inventory.”

“On the matter of the “core zone” height restrictions and parking maximums that are being proposed there is clearly a major concern as it relates to hotel use and more discussion on that needs to be had; preferably ahead of and independent to the formal submission process in my view. In suggesting this we need to avoid unnecessary or ill-informed debate.”

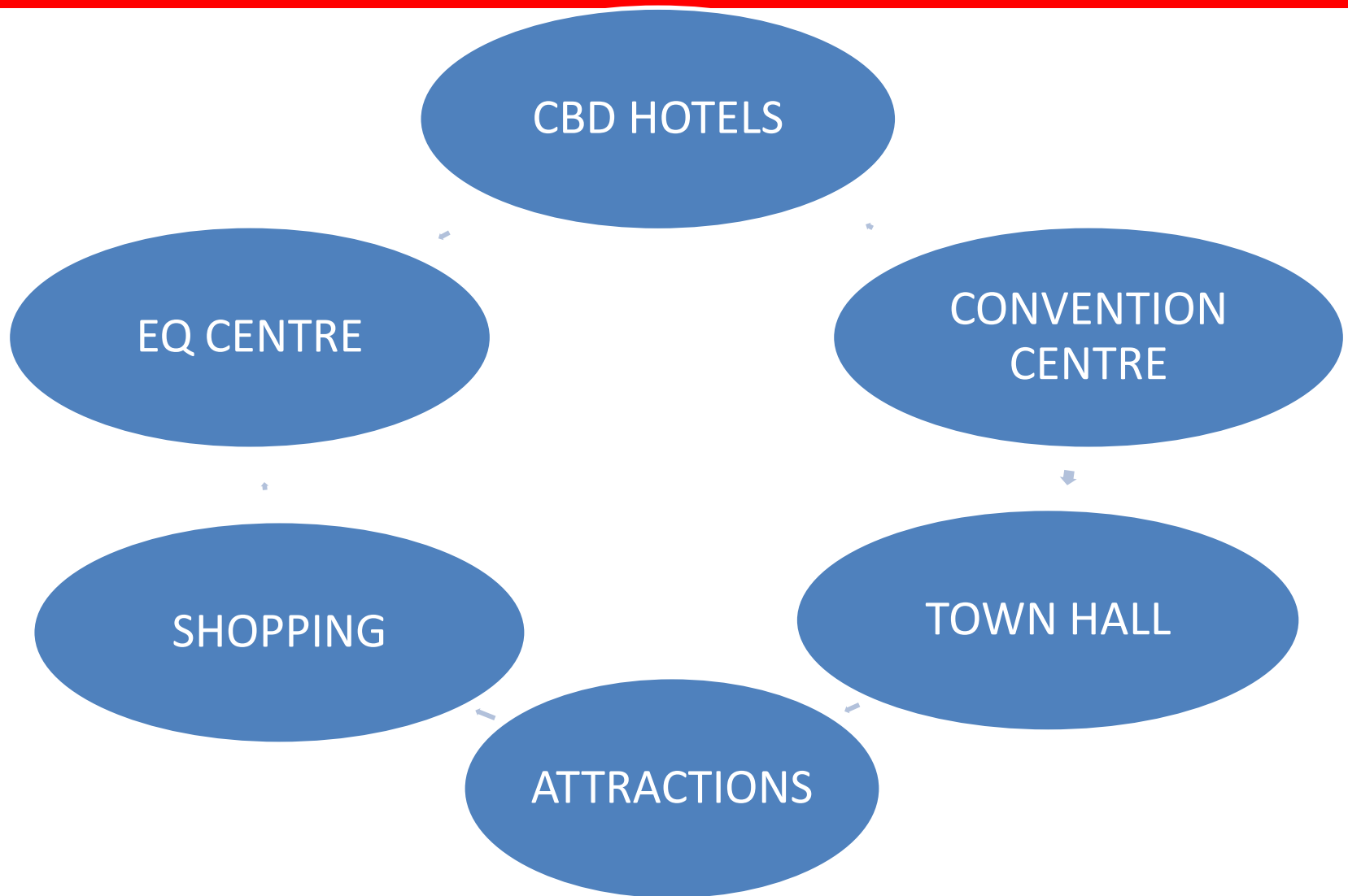
Convention Centre:

“We are very encouraged by the plans stated support of a new convention centre as a significant project. This will be a major catalyst to a range of other investments and businesses that relate to that business. However once again, whilst fully aware of unanswered questions surrounding the Town Hall complex we are very concerned to see the rebuild programme to be much quicker than what has been indicated in the draft plan in order to reassure the market that we will be back in business and most importantly when new business can be written. We also caution that the proposed interim convention facility, if it proceeds, will be very limited in the extent of services it will provide; have some severe location limitations and will only be short term. To drive the true potential of business tourism into Christchurch; support the case for hotel reinvestment the convention centre rebuild will require a much shorter and more prescriptive timeframe. ”

KEY TOURISM MESSAGES



URGENT – PRIORITY – RAPID ACTION



VIABLE COMMERCIAL INVESTMENTS AND OPERATIONS

- Re-build for generations to come.
- 100% sustainable
- New eye-catching opportunities - NEW City
- A place that people talk about.
- Public cornerstones:

CONVENTIONS - EVENTS - SPORTS STADIUM – ATTRACTORS – THE ARTS

TRANSITIONAL CITY WORKING: A STATE OF NORMALITY

SUCCESS 12-18 MONTHS OUT

- Well defined visitor zones
- People know that we are open.
- Five 3 and 4 star hotels open in the CBD...1,000 rooms
- Three backpacker establishments re-opened.
- Great / clever “transitional” visitor precinct.
- Hospitality / Retail in CBD thriving.
- A clear rebuild master plan.

SUCCESS 2- 3 YEARS OUT

- Enlarged convention centre open.
- Civic Auditorium/ Theatres under construction.
- Sports multi-use stadium under construction.
- Pre- EQ hotel inventory re-instated.
- New and more international air services operating into Christchurch.
- Profitable visitor industry.
- Compelling case to invest.

SUCCESS TEN YEARS OUT NEW CHRISTCHURCH

- ❑ The best little city!
- ❑ People “wowed” with our story and what we have become.
- ❑ Viable businesses in the central city area.
- ❑ Strong land values.
- ❑ The EQ’s were “then”. A part of Christchurch’s history.

FUNDAMENTAL ACTION MISSING FROM THE PLAN

- Quick win fast track enablers for economic recovery.
- Hotel re-instatement enablers and recognition of dominate commercial category of building type within the CBD and unique build and services characteristics.
- Getting people back into town with transitional “visitor” zones that work.

“CORRIDORS OF NORMALITY”

- Details on specific intentions re “HERITAGE” re-instatement projects.
- Anchor stories... Convention Centre build too slow.

“GET THE ABOVE RE-ENSTEMENT SIGNALS OUT THEN HOSPITALITY, ENTERTAINMENT, RETAIL AND SERVICE COMMERCE WILL FLOW”

WHAT'S THE NEXT STEP FOR VISITOR INDUSTRY INPUT to draft Central City Plan

- Formal submission in response to plan.
- Communicate our response far and wide within the broader industry and other key organisations engaged; individuals of influence.
- Offer to Council and CERA our own suggested “transitional city” plan in order to ensure economic “kick start” initiatives can proceed that equally supports retail, hospitality and downstream supplier industries.



Christchurch and Canterbury visitor industry recovery and input.

Position Statement: July 2011

The Earthquake Recovery Minister (Brownlee) has asked Christchurch and Canterbury Tourism (CCT) to prepare and deliver to him a “Five Year Rebuild and Recovery Plan for the Christchurch and Canterbury Visitor Industry”. TIA is assisting CCT with this. This document, its insights and recommendations will set the scene for industry recovery that will be heavily reliant on the rebuild strategies and choices central and local government take when reshaping a new Christchurch and city centre in terms of its policies, spatial plan and capital investments. It will also establish some clear guidelines and a vision for the local visitor industry to aspire to as it rebuilds and sets the scene for its new proposition to the market and clearly identify the demand trends that it chooses to serve, or not.

The purpose of this position paper is to provide an understanding of primary considerations and themes that are emerging as a part of our work in the preparation of this plan specific to Christchurch and its city centre. It takes the opportunity to raise a number of serious and more immediate concerns over the recovery plan that affect not just the visitor industry but the wider economic health and well-being of Christchurch and Canterbury.

This work has been conducted under a partnership approach from both a local and national industry perspective between CCT and the Tourism Industry Association (TIA) and has included extensive one on one discussion, workshops and presentations with a very wide cross section of the visitor industry businesses and related organisations.

Following the earthquakes of Sept. 10 and Feb 11 the city of Christchurch was left with extensive damage that impacted badly on the city’s visitor industry accommodation, services, facilities, attractions and retail areas most notably in the central city area. Whilst Christchurch and Canterbury retain a vast range of tourism facilities and services to attract its visitors some high performing market segments have been badly affected by the closure in the central city area. Building broader confidence in demand and supply is a major hurdle to overcome in the regeneration of business in the short and medium term and during the disruption that will occur as Christchurch rebuilds.

In 2009 the visitor industry to Canterbury generated approximately \$1.9 billion in revenue to the local economy, roughly half of that from international travellers and the balance from New Zealanders visiting the region (source COVEC/MED). It is a major economic pillar to the city and has the ability to rebound quickly and defend business where the fundamental product offer is able to adapt to the circumstances and the city activates certain interim or transitional measures to enable that to become a reality.

1. State of the Christchurch and Canterbury visitor industry

Following the February earthquake we estimate that revenue to have fallen by 30% in total, although within that the international visitor nights in the province have dropped by more than 40%. The pain being experienced by the industry, particularly in Christchurch City, is significant.

Expectations are that the current decline will prevail in the coming summer trading months and at that point businesses will suffer declines of revenue and utilisation in the peak season months which are generally more than twice the visitor volume and up to three times the revenue generation of the winter season months. The two key reasons that an early recovery is not possible relate to firstly the severe shortage of hotel and backpacker accommodation in the City and secondly the nearly total collapse of the Conference and Convention business into the city due to lack of large meeting facilities and shortage of hotel standard accommodation. Damage to large sporting event facilities is also curbing domestic visitation.

If the current trend continues, which is most likely, the Canterbury visitor industry could lose well in excess of \$600 million in revenue over the full year, with the remaining potentially at risk. We would note that in the case of the visitor industry we are talking about income that comes into the locally economy (not recycled) from elsewhere around New Zealand or off-shore into an industry which is a significant employer.

At present Christchurch remains firmly grounded as the primary gateway to Canterbury and the South Island. However in the immediate and short-term it is essential that Christchurch remains a “sticky” gateway and travellers are motivated to stay at least one night and take the opportunity to do more than collect a rental vehicle and stock up on provisions. That said anecdotal feedback from rental vehicle and ground transport (coach and rail) operators are that Christchurch is more often than not being bypassed.

Christchurch needs to re-instate essential visitor services as quickly as possible within a new central city area (albeit temporary) and provide information and interpretation of the earthquake story that will be of great interest to both visitors and locals alike. It needs to firmly establish that Christchurch is a safe, welcoming and unique destination.

2. Five Year Recovery and Rebuild plan for the Visitor Industry

A draft of this plan will be released in September for feedback from industry and other interested parties before the final plan is presented to the Earthquake Recovery Minister. This will not be a marketing or promotional plan. This plan will focus on Christchurch and Canterbury’s broader business development and rebuild strategies as it relates to the visitor industry and seek to maximisation of the opportunities presented by the re-generation of a new Christchurch. The objectives of the plan;

- ✓ ***Offer clear advice and direction on economic/mandatory anchors for a successful and viable visitor industry destination.***
- ✓ ***Identify direction and action that will make Christchurch and Canterbury both highly compelling and competitive across the visitor market.***
- ✓ ***Be aspirational and opportunistic.***
- ✓ ***Create a five-year plan that will deliver a 20-50 year imprint.***
- ✓ ***Give Council and Government confidence in the choices they have to make.***

3. Central City Plan

CCT/TIA has participated in the Market and Business Work-stream consultation workshops. This has been a valuable exercise in terms of both being able to offer a visitor industry perspective into the discussion mix, but also to learn and understand the broader issues and inter-connectedness across various businesses and Council interests. However we would stress that other work streams within the Central City Plan development process where we were not included such as Transport and Infrastructure and Land Use, Heritage and Culture, Built Form and Public space are equally vital to the mix or fabric of any visitor destination. From our work we have concluded the following fundamental holistic concepts within a broader plan that deliver the cornerstones essential to a successful visitor industry.

- ✓ *If a new Christchurch becomes a fantastic story...a great place to live, work and play...visitors will come.*
- ✓ *A city for people...easy, vibrant, social, interesting, attractive.*
- ✓ *A city that has a reputation of being safe in every respect*
- ✓ *A city with a heart...a clear sense of place, who and what we are.*
- ✓ *An exceptional mix of services and facilities for a small city.*
- ✓ *A sticky gateway that evolves into a compelling destination.*
- ✓ *Christchurch has a new beginning; and a very compelling story to tell.*
- ✓ *Christchurch both attracts and drives people to and around Canterbury.*

3.1 *Economic Messages from the Visitor Industry;*

- *Christchurch must re-instate lost commercial activity quickly following the earthquakes.*
- *The visitor industry needs are mostly aligned to community needs.*
- *Investors in visitor industry infrastructure need confidence in the vision, energy and economic development strategies of Christchurch before they will commit to (re)invest.*
- *Council and Govt. will need to send the right signals for private sector confidence and passion to be reignited.*
- *Some big picture, long-term decisions need to be made and signalled now...i.e. Convention Centre and hotel re-builds.*
- *The visitor industry generates new (not re-cycled) incoming cash into the local economy.*
- *The visitor industry is labour intensive and generates jobs.*
- *There is an expectation that Christchurch will re-emerge as a world-leading city for environment best practice and use of state of the art technology...the best little city!*
- *Other cities in New Zealand will challenge Christchurch for its gateway status if we do not step up quickly*

3.2 The Business and Market Mix

The visitor industry comprises of a varied mix of markets in terms of geographic origin, age, market segments and the drivers behind a decision to visit or pass through a place like Christchurch. Within the mix Christchurch must identify its proposition as a place to visit. Whilst it has a number of natural physical and historical attributes much of what it has to offer is created by design. We would suggest the following considerations in any future plan as it relates to the visitor and business mix and basket of reasons someone would consider a visit and spend more time in Christchurch.

Gateway vs. Destination - Christchurch's predominant strength is in its status as the gateway to the South Island. The minority of international travellers that come here do so for the sole purpose of just visiting Christchurch. When considering new business development and growth however a primary goal is to extend the length of stay or amount of discretionary spend of those people passing through (stay a/another night) and at the same time strengthen Christchurch's proposition as a primary destination in its own right (during recovery Christchurch's gateway status will be vital).

Age of visitors – as with the global trend the primary visitor markets are aging; however they are fitter and active, more youthful in attitude and want to be mentally stimulated. They want to feel that they can assimilate with the locals.

Young travellers – Christchurch has been a major hub for the “backpacker” traveller segment; mostly for gateway logistics and socialising, but has been weak in “to do and see” attractors for this market. This is a market segment that will continue to grow and the Christchurch visitor industry will be looking to add further reasons for this market to come and stay longer (see Easy City).

Asian markets growth – international visitor arrivals and the overall lift in Asian populations resident in New Zealand will continue to grow dramatically and at a greater pace than our traditional long haul markets of the UK, Europe and USA. Whilst the motivation to travel and experience in an English language environment is more common the availability of good Asian dining places will become a mandatory requirement within a new central city area.

Education / Learning Business – this is a major business segment in its own right for Christchurch via a range of its educational institutions which in turn generates significant downstream visitation by family and friends of students. The confidence of this market in Christchurch has been severely eroded due to safety concerns however in the medium to long term recovery should consider the social and cultural needs of a student population.

Business travellers / Conference and Conventions – this has been a major market segment / backbone to the Christchurch visitor industry which has previously enjoyed significant market share. CCT and TIA see this as a significant and priority component of any new plan for the city, see 3.6. The average revenue yield of a conference delegate to Christchurch is four times that of traditional leisure holiday visitor and drives a premium revenue base for facilities equally used by the community.

New Zealand's Shopping Destination – this supports the notion that the central city area needs to capitalise on the opportunity to re-establish and reassert its downtown retail precinct and if the right stores and products can be attracted use it as a major draw card to entice visitors to the city itself. International visitors tend to leave New Zealand dissatisfied with their shopping experience; there needs to be a definitive goal to establish shopping as a competitive strength that Christchurch should pursue as it redefines itself? This will be particularly important to leverage our strategy to improve the satisfaction of Asian visitors who will be our fastest growing visitor market in the next 10 years.

Mixed Use - the downside to the visitor industry's viability is its volatile seasonality; busy summers, slow winters; busy weekdays, quiet weekends. As such, those businesses vital to serve the visitor industry and local community alike need the opportunity to spread their revenue base where at all possible. With this in mind there is strong support for mixed use precinct and facilities concepts within a new Christchurch central city area in order to make public and private sector capital works more viable. This should include the likes of major inner city facilities for major sporting and cultural events. For example a new major sporting complex should be driven by community need and demand, however if it is built to the right size and standard such a facility(s) would be a major capability draw card for Christchurch to host a range of international sporting and entertainment events. A more centralised location would support a higher degree of mixed use and utilisations of core services such as car parking spaces, restaurants, retail zones and commercial accommodation.

3.3 Spatial Plan

The manner in which Christchurch chooses to rebuild its central city area in terms of functional layout, use of spaces, activity and facilities zones, and aesthetic design and so forth will set the cornerstones for Christchurch... its personality, physical characteristics, reputation and degree of attractiveness. The significant heritage components of the city in terms of its existing spatial features (squares and river) and the historic buildings and facades that remain or will be restored is a vital part of the fabric and story of Christchurch. However Christchurch now also has a new story, a new proposition as a place and an opportunity to define itself through its new spatial plan.

A smaller central city area – from a visitor perspective this has been the case previously and have viewed Christchurch as a compact pedestrian destination bordered by gardens and parks. The major detractor to this however has been the intensity of through roads in the central city area.

Green spaces – the existing central city layout with the river and squares are seen as a particularly attractive feature of the city. However under a new plan they should be enhanced with less through traffic i.e. Cambridge Terrace, Cranmer Square, Cathedral Square more sunlight, more grass (soft edges) outdoor seating etc. These spaces could become more integrated with casual cafes, walk and cycle ways, and used for smaller open air public events and entertainment i.e. Buskers festivals, arts and craft markets. We also make particular mention of the Avon River and the desirability of making this outstanding natural asset more of a feature of the downtown area.

Central City Precincts – there has been much discussion on the notion of central city precincts being identified. We support the precinct concept however we also note the importance of those areas or zones that link the precincts, the overlaps that will occur and how they can shape the mixed use model. Connecting zones that can serve at least two or more of the defined precinct areas would be desirable. For example a hotel serving the convention market to its left could equally serve a major sports fixture to its right. The types of precinct connecting zone definitions from a visitor industry perspective (excluding business and residential areas) would include;

PRECINCTS: *Retail | Entertainment | Performing Arts | Culture | Convention | Sports | Events*

CONNECTIONS: *Accommodation | Niche Retail | Restaurants/Socialising | Green spaces*

Design and Style - there has been much talk about design as a part of the rebuild; iconic architecture, environmentally sustainable, low rise and safer building and so on. We have no specific comment on this other than to state the obvious in that the visible features of a new city will become its new look and drive how people perceive and define the city's personality and brand. For example if Christchurch chooses to continue to bill itself as "The Garden City" then its new cityscape must reflect that (much stronger than it has been).

Heritage Buildings and Zones – our heritage buildings have always been and will continue to be a major attractor to the city in their own right. The participants in the visitor industry have a very strong view on this as does the community. We expect that the primary central city tourism zones that existed in the past will remain roughly the same in the future with the major historic buildings that have been a feature of a visitor’s experience of Christchurch being primary candidates for reinstatement to some degree of another. These most notably include;

- ❖ Anglican and Catholic Cathedrals
- ❖ The Christ College Buildings
- ❖ The Canterbury Museum
- ❖ Old University and Arts Centre
- ❖ The Provincial Chambers

Easy City – this concept has been repeatedly raised as an opportunity for a new Christchurch.

EASY TO GET AROUND | EASY TO UNDERSTAND | EASY CONNECTIONS | EASY TO ENJOY | EASY TO COMMUNICATE

3.4 Transportation

This is a major area for consideration within a new central city plan and is of paramount importance to the visitor industry in terms of its upside and downside. Key concepts we would endorse in brief are as follows;

- **De-direct cross city traffic away from the central city area.**
- **Reduce the number of suburban buses from the inner parts of the central city (particularly through the Cathedral Square).**
- **Locate public car parks to suit multiple 24 x 7 uses.**
- **Establish a hop on hop off inner city people moving service for residents and visitors alike.**
- **Well placed pickup/drop off zone for long distance passenger tour and sightseeing coaches.**
- **The central city i-SITE operation to be located in or near the transport hub**
- **Using the tramway as a cheap and frequent service to move both locals and visitors around the city**

3.5 The “New Christchurch Story”

Christchurch has a strong heritage and legacy that remains strength in its attraction as a place to visit. However following the earthquakes and as it emerges in its rebuild Christchurch has a very new history and legacy story for many years to come. As such it needs to be celebrated not just from an event or remembrance point of view but as a celebration of its new rejuvenation and the telling of the story behind it. In our view the story of a new Christchurch will in itself be a significant attraction for potential visitors to the city, even during the short and medium term rebuild phases.

We strongly advocate for the creation of an earthquake centre to be built in the central city area that can tell the story of the event; remember the personal tragedy; educate, inform and inspire people of the story of Christchurch’s rejuvenation.

This is needed from a community and local perspective but can equally become a compelling attraction for visitors to the city to see and experience. This facility could also become a city icon in its own right.

3.6 Christchurch's Visitor Industry's Economic Anchors

- *International Airport.*
- *Commercial Accommodation – hotels / tourist Apartments / backpacker accommodation.*
- *Business and Commerce.*
- *Major Conference and Convention Centre – business tourism.*
- *Town Hall – entertainment and the arts (linked to the Conference and Convention Centre).*
- *Sports and Events – multi-use covered facilities.*
- *Heritage – buildings and stories.*
- *Centres of learning and education.*
- *South Island hub and gateway.*

4. Short-medium term remedial imperatives

Temporary Visitor Hub – work for the new interim downtown visitor hub is progressing under urgency and will comprise of a range of features. This hub will provide a focal point for visitors to the city; many of whom will want to see and understand more about Christchurch's earthquake story. At the same time we need to fix the serious shortfall that has occurred since February with fragmented transport services dotted around differing locations across the city; the unsatisfactory location and visibility of the i-Site and a range of other basic services to make a visitors stay in the city simply easier.

Without this initiative and adjacent attractions re-opened to the public (Art Gallery, Museum etc.) the perception by many that Christchurch is wholly closed will remain.

The 9 things we need for an interim visitor hub



* The services that have been established already are marked in red

Temporary earthquake centre for community and visitors – as Council is no doubt already aware there is an increasing amount of interest in both the earthquake events themselves, the damage; the educational aspects and just as importantly the story of a new Christchurch...as it evolves, history in the making. Earlier in this letter we proposed a long term Earthquake Centre however an interim centrepiece is equally important to serve both the community and visitors alike. Either way the general interest is going to grow. It is important that the information and the story are delivered by a credible organisation that can achieve these both effectively and sensitively. We have a number of more detailed thoughts on this and would welcome the opportunity to discuss this and the need for fast action further.

Re-instatement of downtown commercial accommodation – this is clearly a very difficult and complex challenge to address. Whilst there is an imperative where properties can be reinstated to do so quickly this is very much dependent upon a range of other factors including, access corridors, guest safety and comfort and so on. However we are concerned that the owners and developers of commercial accommodation may lack the confidence to proceed at this juncture, especially in the absence of other details that will give them the confidence to re-invest and remain committed to Christchurch. We are aware of a number of examples where owners have delayed their decision indefinitely until such a time as they know that other action is underway. It's all about the signals.

In particular we emphasise the acute shortage Christchurch is currently suffering with a severe lack of backpacker accommodation, and fully serviced hotels. By fully serviced hotels we are referring to hotels that have the capacity to cater to large and multiple groups and facilities including restaurants, bars and meeting facilities.

A strong sense of Councils re-investment intentions - The first release of a draft central city plan at its consultation phase will be a major milestone for the city. Given the long time frames we it is vitally important that Council clearly signals its intentions on certain cornerstone rejuvenation projects. Of particular interest to the visitor industry are announcements from Council on its plans to commit to;

- **Fast track where permissible of downtown commercial accommodation (major hotel properties and backpacker standard accommodation).**
- **Fast track a recovery and rebuild zone (ideally) a priority area encompassing Rolleston Ave, thru Victoria Square, around Cambridge Terrace and the Cashel St shopping precinct.**
- **A rebuild commitment and timeframe for the Christchurch Town Hall and Convention centre complexes.**
- **A rebuild commitment for the AMI Stadium or alternative multi-use facility.**

END: