



ChristchurchNZ Holdings Limited

Quarter One Report 2025-2026

ChristchurchNZ

Powered by
Christchurch City Council

1. Executive summary

Ōtautahi Christchurch: A Strong Start to the Year: Ōtautahi Christchurch has entered the year with real momentum. ChristchurchNZ has delivered a suite of high-impact initiatives that are driving productivity, enhancing the city's appeal, and strengthening liveability.

Visitor Economy: Record-Breaking Winter Performance: The city recorded its strongest winter since the 2010/11 earthquakes, with international tourism rebounding sharply. In the three months to August 2025, international arrivals at Christchurch Airport reached 90% of pre-COVID levels — up 17% year-on-year, equating to nearly 11,500 additional visitors. This far outpaces the national growth rate of just 5%. Spending is following suit. Marketview data shows international in-store card spend in Christchurch City rose 26% compared to the same period last year — a rise of \$13.1 million.

Strategic Market Engagement & Partnerships: We've deepened our presence in key markets through targeted showcases and campaigns. The Adelaide Showcase, co-hosted with Air New Zealand, introduced Christchurch to 52 travel trade professionals ahead of the new direct service launch. In Auckland, the Central South Island Product Showcase connected 140 inbound tour operators with 51 regional businesses, demonstrating the power of regional collaboration. Our Air NZ Spring campaign contributed to strong domestic results, with bookings on Tauranga and Hamilton routes up by more than 140%.

Major Events Driving Visitation: Events continue to be a powerful lever for visitation, particularly off-season. The Festival of Brass drew 3,800 attendees and generated \$1.9 million in visitor spend, with over half of attendees from outside Christchurch.

Progress on Strategic Priorities: We're advancing long-term priorities with purpose. The Food and Drink Strategy, a key recommendation of the Waitaha Destination Management Plan, has been finalised. We also convened the first of three Economic Ambition workshops to align stakeholders on future priorities in the Food & Fibre sector.

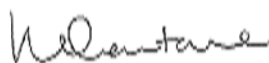
Business Growth & Innovation: ChristchurchNZ is supporting innovation and resilience in key growth sectors. We launched the Canterbury Aerospace strategy with associated digital infrastructure support. We also provided energy advisory services to a local manufacturer, identifying \$244,000 in annual savings and a reduction of 430 tonnes of CO₂ emissions.

Financial Sustainability & Strategic Investment: Financial sustainability remains central to our strategy. With CCHL and BDO, we've progressed strategic planning through governance workshops and Investment Logic Mapping.

Performance & Delivery: All LOS and organisational KPIs are currently on track or exceeding targets for 2024/25.



Ali Adams
Chief Executive



Lauren Quaintance
Chair of the Board

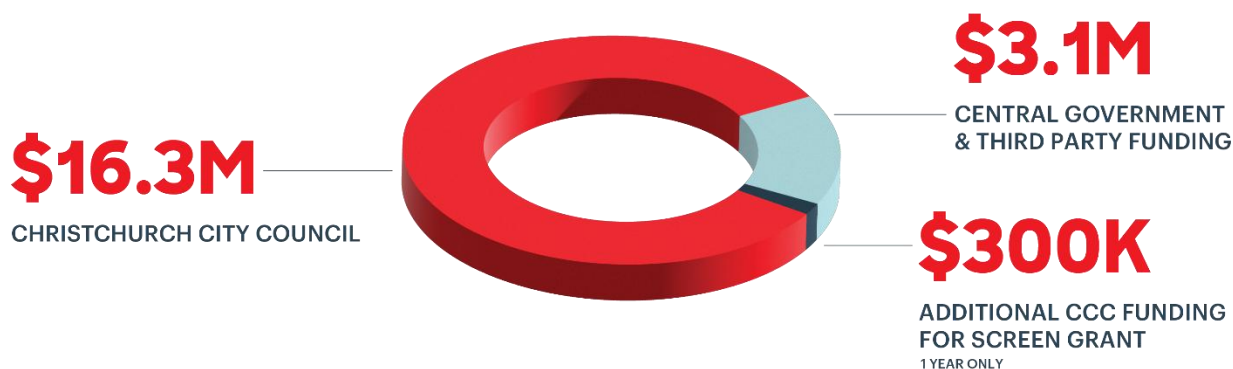
2. About ChristchurchNZ

Structure and funding

ChristchurchNZ (CNZ) is a Council-controlled organisation and a public benefit entity, wholly owned by CNZ Holdings Ltd with a shared board. CNZ delivers economic development services as outlined in the Christchurch City Council's Long-Term Plan (LTP) and is governed by an independent board that includes two Council-appointed directors. The organisation operates with approximately 75.8 FTE equivalent positions.

CNZ is primarily funded by Christchurch City Council, receiving \$16.349m in LTP funding for the 2025/26 year. An additional \$3.1m is sourced from the Crown and third-party partners. The Board approved a total budget of \$20.15m resulting in a planned deficit of \$386,000 funded from reserves.

Additional funding includes \$300,000 screen grant funding approved by Council. Further event funding will be allocated throughout the year via the Event Ecosystem Funding managed by the City Partners Group.



Strategic direction and delivering on outcomes

CNZ's purpose is: *Together we're shaping an economy where people and places thrive.*

Each year CNZ receives a [Letter of Expectations](#) from Christchurch City Council. In response, the Board develops a [Statement of Intent](#) outlining objectives, scope of activities and performance measures.

- The CNZ strategic framework guides delivery across three core areas:
 - Encouraging regenerative economic growth, as set out in the City Economic Ambition,
 - Strengthening the City Identity locally, nationally and internationally,
 - Partnering with stakeholders and communities to deliver Destination Management Plans for Ōtautahi Christchurch and Te Pātaka o Rākaihautū Banks Peninsula.

This framework drives progress towards **measurable outcomes to increase Christchurch's productivity, liveability and attractiveness.**

3. Economic updateⁱ

CHRISTCHURCH	CANTERBURY	NEW ZEALAND	
↓	↑	↓	Economic Overview In the year to June 2025, Christchurch's economy shrank slightly by 0.1%, while Canterbury saw a small increase of 0.1%. Both areas performed better than the national economy, which declined by 0.8%.
↓	↓	↑	Labour Market Unemployment in Christchurch rose to 5.8% in the June quarter - the highest since 2012. This was higher than Canterbury (5.0%) and the national rate (5.1%), but lower than Auckland (6.1%).
↓	↓	↓	Christchurch's participation rate (share of working-age population either working or looking for work) was 72.6%. This was lower than the previous quarter but slightly above its 10-year average and higher than both Canterbury (71.9%) and the national average (70.2%).
DATA NOT AVAILABLE	↑	↑	Business Activity Canterbury led the country in business growth in the year to August with a 2.4% increase in the number of business locations - nearly 1,900 more than the previous year. This was more than double the national growth rate of 1.1%.
DATA NOT AVAILABLE	↑	↓	Employment Trends Filled jobs in Canterbury rose by 0.6% in August compared to the same time last year, while nationally, filled job numbers fell by 0.7%.
	↑	↑	Online job listings in Canterbury were up 14% year-on-year in September - the fourth consecutive month of growth. This kind of momentum hasn't been seen in Canterbury since 2022. In comparison, job listings across New Zealand were up 7%.
↑	↑	↑	Trade and Exports The value of cargo exported through Christchurch's ports was 25.0% higher in the three months to September than it was last year, supported by strong commodity prices. Even with rising imports, the city maintained a positive trade balance over the quarter. The value of cargo exported through the wider Canterbury ports increased 31.6% over the same period while total cargo exported from New Zealand increased 18.3%.
DATA NOT AVAILABLE	↑	↑	Industry Performance Overall, Canterbury's manufacturing sector continued to grow during the September quarter in line with the national average.
	↑	↓	Canterbury was the only region where the service sector was in expansion during the September quarter.
↑	↑	↓	Housing Market Christchurch's median house price was 2.9% higher in September than it was last year. This compares to a 1.5% decline nationwide. Christchurch's median house price in September was \$700,000 - significantly lower than Auckland (by 28%) and Wellington (by 8%). These more affordable prices have helped keep the local market more stable compared to other major cities.
↑	↑	↑	Retail Spending Retail spending in Christchurch rose by 0.9% in the three months to September 2025, outperforming the national trend, which saw a rise of 0.5%.
↑	↑	↑	Tourism International tourism in Christchurch is rebounding strongly. International Visitor Arrivals at Christchurch Airport in the three months to August were at 90% of pre-COVID levels and 17% higher than the same time last year - an increase of nearly 11,500 visitors. Nationally, international arrivals grew by 5%.
↑	↑	↑	Card spending by international visitors in Christchurch stores rose by 22% in the three months to September, adding \$12.5 million compared to the same period last year. Across New Zealand as a whole, card spending by international visitors rose by 17%.

4. Quarter One selected highlights in detail

4.1 Waitaha Canterbury Aerospace Strategy launch

ChristchurchNZ led the development of New Zealand's first regional aerospace strategy to unlock Canterbury's potential as a global aerospace hub. Recognising the sector's rapid growth and strategic importance, ChristchurchNZ convened the Canterbury Aerospace Leadership Group (CALG) to co-create a values-led blueprint aligned with national policy.

Key Activities:

- Undertook an 18-month collaboration process including sector mapping, stakeholder engagement and international benchmarking (over 30 stakeholders involved in strategy development).
- Launched the strategy with a high-profile event and national media campaign including Ministry of Space (Hon Judith Collins, Minister).
- Established governance and monitoring frameworks to support implementation.

Outcomes and Economic Impact:

- Positioned Canterbury as New Zealand's aerospace capital and serious global contender.
- Secured cross-sector commitment from iwi, academia, industry, and local government.
- Initiated key projects including workforce mapping, an innovative hub, and international partnerships.
- Strategy endorsed by the Canterbury Mayoral Forum.
- 18 media stories, 10.43M audience reach, \$96,481 AVE from launch.
- Strong alignment with national strategies (e.g. Space & Advanced Aviation Strategy 2024–2030).

[View the strategy here](#)

4.2 Winter Different – Regional Tourism Campaign

ChristchurchNZ successfully secured \$600,000 from MBIE's Regional Tourism Boost Fund, partnering with five other regional tourism organisations (Destination Kaikoura, Visit Hurunui, Venture Timaru, Mackenzie Tourism, Development West Coast) to deliver a collaborative winter campaign targeting East Coast Australia. The campaign aimed to increase off-season international visitation and promote regional dispersal, leveraging new Trans-Tasman flight routes to drive economic growth across Canterbury and neighbouring regions. The campaign ran from 8 May to the 16 July to encourage travel in June, July and August.

Key Activities:

- Developed a funding application with our objectives and strategic approach to drive winter visitation and dispersal.
- Developed a data-driven campaign with regional partners and creative agency.
- Launched a microsite and digital advertising showcasing regional experiences.
- Secured discounted rates from over 160 tourism operators.
- Partnered with Webjet, Snap Rentals, Great Journeys and Tourism New Zealand's media partner based in Australia (Mindshare).
- Negotiated flight deals including \$150-off fares to Christchurch.

Outcomes and Economic Impact:

- 16.2 Meta impressions, 134K clicks, 288K video plays.
- 89K microsite sessions, over 2,000 actions.
- \$150-off flight deal resulted in 1,158 bookings, generating an estimated \$2.6m in economic impact that can be directly attributed due to our conversion partnership.

- Webjet bookings to Christchurch up 43% year on year (partial attribution) during the campaign period of May to July.
- **Total additional passengers arriving from Australia in winter months was 7,539** (26% above target of 6,000). **This is a 19% increase compared to winter 2024.**
- Estimated additional economic uplift is based on average spend per person per day. ⁱⁱ

Month	2024	2025	Additional passengers	Length of stay	EI per day	EI Total
June	\$270	\$290	831	9.5	\$240,990	\$2,289,405
July	\$320	\$344	4,782	9.5	\$1,645,008	\$15,627,576
August	\$365	\$392	1,926	9.5	\$754,992	\$7,172,424
		TOTAL	7,539	9.5	\$2,640,990	\$25,089,405

- Positive impact across the tourism ecosystem including accommodation, hospitality, retailers, transport, and Christchurch International Airport.
- Demonstrated the power of regional collaboration and targeted digital marketing to drive measurable tourism outcomes.

4.3 CNZ Website Redevelopment

In response to evolving digital needs and strategic priorities, ChristchurchNZ launched a new website in partnership with local agency Plato Creative, following a national RFP process. The new platform replaces the 2020 version and consolidates CNZ's digital presence into a single, immersive experience that reflects the city brand and supports future scalability.

Key Activities:

- Selected Plato Creative through a national RFP process.
- Developed a user-first, brand-aligned website with scalable, future-ready technology.
- Designed custom templates and integrated AI-powered search and CRM systems.
- Ensured full accessibility compliance and mobile-first responsiveness (72% of users access via mobile).
- Embedded APIs and improved social media integration for a more interactive experience.

Outcomes & Economic Impact:

- Created a true digital face of Christchurch, while also amplifying city ambition, economic insights, and CNZ services.
- Delivered a mobile-first, fully responsive platform optimised for accessibility and SEO.
- Improved stakeholder engagement through CRM integration and personalised user experiences.
- Future-proofed the site to adapt to changing intervention focuses and compliance standards.
- Strengthened brand alignment and emotional connection with users through immersive design and storytelling.

[View the website here](#)

4.4 Energy Advisor Engagement – Supporting Business Sustainability

ChristchurchNZ identified an opportunity to support a local manufacturing business with energy advisory services during a business growth session. The engagement aimed to help the business reduce energy usage and costs as part of its operational expansion and sustainability goals.

Key Activities:

- Conducted analysis of current energy usage and identified trends to support forecasting and budgeting.
- Completed a site visit to assess heat energy use and identify opportunities for reduction or recovery.

- Identified three key opportunities for energy and cost savings and conducted initial and refined analysis in collaboration with operational staff.
- Presented findings and recommendations to senior leadership and operational teams.

Outcomes & Economic Impact:

- Three energy-saving opportunities identified:
 - Heat recovery from process water
 - Exhaust heat recovery from dryers
 - Surface heat loss reduction in chemical processing
- Estimated annual savings:
 - 163,000 litres of diesel
 - 1.72 million kWh of energy
 - \$244,000 in cost savings
 - 430 tonnes of CO₂e emissions reduction
- Additional potential savings of \$90,000/year through reduced fixed energy charges.

5. Quarter One activity overview

ChristchurchNZ delivered a wide range of initiatives and engagements across Business Growth & Investment Attraction (including Urban Development) and Visitor Economy & City Promotion. These activities supported strategic goals, strengthened partnerships, and enhanced Christchurch's visibility and competitiveness across key markets.

5.1 Business Growth & Investment Attraction

- The **Business Growth** team, which works 1:1 with companies to build capability, has had a strong start to the financial year - generating a quarter of the annual Callaghan lead target in the first month and finalising all Regional Business Partners (RBP) related subcontractor agreements.
- We have launched our pilot business **scale up intervention**, designed to support potential high growth companies to bridge a key hurdle to growth. Our business growth advisors work with businesses 1:1 to identify and address a specific business challenge which is preventing scale. Five companies are involved in the pilot, working on individual business blockers around operations, leadership and marketing.
- Christchurch is being actively considered by a **Taiwanese company** as the base for scaling its alternative protein production using microalgae and microbial fermentation. During their recent visit, we hosted representatives, showcased several potential sites and presented the local ecosystem report to highlight Christchurch's strategic advantages.
- On 16–17 July, Christchurch hosted the national **Cleantech Trek** led by Ara Ake, bringing together 30 cleantech innovators, investors, companies, and support agencies. ChristchurchNZ partnered with Ara Ake to select Ōtautahi Christchurch as the destination, helped shape the itinerary and hosted a welcome function to kick off the event.
- The recent signing of a Memorandum of Understanding between **BioOra** and a Christchurch-based health institution marks a significant milestone in launching New Zealand's first private CAR-T therapy programme. CNZ played a central role in enabling the collaboration — leveraging its health sector network to connect BioOra with potential partners, facilitating a rigorous evaluation process, and guiding both parties through the complexities of partnership design, governance, and delivery planning.
- The **DataScouts** digital infrastructure initiative is progressing well, with the regional trial launched in collaboration with the Health tech community. The Aerospace pilot launched in early August, allowing real-time reporting and insights. Additionally, the platform has helped validate our cleantech sector

opportunity, with two promising focus areas emerging: sustainable fuels and industrial process improvement.

- ChristchurchNZ hosted the first of three **Economic Ambition Workshops** to align stakeholders on future priorities and opportunities in the Food & Fibre sector.
- The Christchurch Antarctic Office (CAO) led a coordinated city effort through the **Gateway Leadership Group**, aligning Gateway Antarctica, ChristchurchNZ, the City Council, Antarctica New Zealand, and MFAT to ensure strong New Zealand representation at the COMNAP AGM in Poland, where members endorsed University of Canterbury to progress negotiations. Letters of support from ChristchurchNZ, Gateway Antarctica, and the Christchurch City Council reinforced Christchurch's commitment as a leading Antarctic Gateway. Retaining the Secretariat will further strengthen the city's global Antarctic identity, an ecosystem contributing more than NZ \$330 million annually to the local economy.
- Screen Canterbury completed a round of the **Production Incentive Grant**, receiving seven applications and awarding four grants totaling \$232,000 in funding. This investment is projected to generate a total Canterbury spend of \$2.95m.
- ChristchurchNZ has entered a partnership with **Whitiora** to support the development of a Kaupapa Māori progressive procurement initiative within the takiwā of Te Ngāi Tūāhuriri Rūnanga. This initiative aims to create meaningful economic opportunities for Māori businesses by fostering stronger buyer-seller connections, building capability, and addressing systemic barriers. ChristchurchNZ is providing seed funding and strategic support to enable Whitiora to lead this work, with the shared goal of delivering long-term value for mana whenua and the wider regional economy.
- ChristchurchNZ and the **University of Canterbury** have developed a refreshed five-year Memorandum of Understanding (MoU), scheduled for signing in October. While building on an existing foundation of collaboration, this refreshed agreement is intentionally designed to move beyond business-as-usual.
- Christchurch has been working closely with Council to ensure the city is now confirmed as a lead in the **European Union Horizon's RISE-IN** project, backed by \$2.9M in funding. This project, involving partners from 13 countries, aims to enrich soils for carbon capture and explore renewable harvesting of native species to create commercial models in the biomaterials sector. As a demonstrator city in the project Christchurch plays a key role in pioneering innovative green financing, including developing a Bankability Readiness Level framework. The outcomes promise local and international benefits in climate resilience and sustainable investment.
- We delivered in-person workshops and training in Auckland and Christchurch for over 50 key **Education Agents**, participated in the Mayoral Welcome Events to welcome almost 400 international students to the city, delivered the **International Student Awards 2025** and launched the **Christchurch Educated International Education Strategic Plan 2025 – 2030**.
- Fletcher Living has lodged resource consent applications for **Sydenham Yard** and is in discussion with the Council planning team on designs for the development. Their intention is to start site remediation in early 2026 with civil ground works underway by mid-year.
- Further progress can be seen on the regeneration of **New Brighton**, with the opening of the Southpaw Brewery in June — the first key tenant of the new Martini Investments development at the eastern end of the Mall. ChristchurchNZ is working with the developer to support the renovation of existing spaces in preparation for new retail, hospitality and service tenants in coming months.

5.2 Visitor Economy & City Promotion

- The **New Zealand Fashion Week** event in Christchurch has now been confirmed. The event not only increases portfolio diversification but will be leveraged to support Christchurch's strength in the food & fibre sector through partnerships with local businesses. The first Christchurch event will take place in November 2025 with two larger scale annual events in 2026 & 2027.

- Partnership letters with key partners for **ON SHOW** have been signed, including with Canterbury Jockey Club and the A&P Show. Advertising is now in market.
- Announcement made regarding the **Super Rugby Round** with One NZ Stadium at Te Kaha to host three days of Super Rugby Pacific over Anzac weekend.
- **Supercars Championship** dates officially announced for 17 – 19 April 2026, one week after Taupō and the last weekend of the school holidays. ChristchurchNZ is currently establishing governance and reporting structures alongside Supercars, MBIE, CCC and the Canterbury Car Club, following the SailGP model.
- **Festival of Brass** was held over five days in early July attracting 3,800 attendees, including 2,150 visitors to Christchurch, generating 9,800 visitor nights and delivering an estimated \$1.9M in visitor spending.
- This year **Doc Edge** celebrated 20 years of documentary excellence. As an Oscar®-qualifying Festival, Doc Edge is a global platform for bold and impactful storytelling. It had 78 films and 12 immersive projects. ChristchurchNZ supported digital promotion of the festival and curated the opening event.
- Christchurch has been awarded a series of **international cricket** matches to be hosted at Hagley Oval. This includes Blackcaps games against England, West Indies and South Africa, and White Ferns games against South Africa.
- We have partnered with Te Pae to host the **Banksy Street Art exhibition** in December. The investment focuses on research to understand people's appetite and perceptions towards street art exhibitions/museums. We are also collaborating with local street art groups Action Reaction Christchurch City (ARCC) and Watch this Space to deliver complementary activities in the Central City in the lead up to and during the exhibition.
- Christchurch was well represented at the **NZ Events Association Awards**. The Isaac Theatre Royal won the venue of the Year for the 2025 NZ Squash Open, Loren Aberhart was awarded with an industry contribution award for outstanding contribution to the industry and the World Buskers Festival was a finalist in the Marketing or Creative of the year category.
- The City Brand Research Report was received. **Brand Health** score is up 6.6% from FY24, and up 11% on FY23 scores.
- A research project has been completed which outlines the full scope of the **accommodation sector** in the city ahead of the opening of OneNZ Stadium at Te Kaha. The research has shown the city has the capacity to cope with significant major events.
- As a partnership with TourismNZ, Australian News show **Sunrise** broadcast live from Mt Hutt in June and for three days consecutively in Christchurch in early July. Since the broadcast we have heard from partners who featured in crosses — both noted more than more than 250% increase in web traffic immediately following the interviews.
- Christchurch hosted the RTNZ annual conference in August 2025 and ChristchurchNZ facilitated a discussion with **Minister for Tourism and Hospitality** Louise Upston on future funding models for RTOs.
- ChristchurchNZ participated at **Kia Ora South** in Hong Kong and China alongside CIAL, and **Kiwilink India** and Southeast Asia, and Kia Ora South in Melbourne.
- ChristchurchNZ hosted 25 **famils**, including travel trade engagements, media famils, hosting international investors and trade showcases for International Education agents.
- Q1 saw **earned media coverage** of 976 stories with a potential reach of 726 million and Advertising Value Equivalency of \$6,718,685.
- Our **Air New Zealand Partnership** activity ran to increase demand into Christchurch for Spring (in market 29 Jul – 11 Aug, retail campaign 12-14 August). 6.77M impressions, 47K clicks, and strong booking growth across key domestic routes (e.g. Tauranga +151%, Hamilton +149%).
- We co-hosted an **Adelaide Showcase**, a travel trade event with Air New Zealand in anticipation of the new direct Adelaide–Christchurch service. This initiative engaged 52 travel trade professionals and secured a famil for further destination promotion.

- ChristchurchNZ connected 140 inbound tour operators with 51 regional tourism businesses through an **Auckland ITO Event – Central South Island Product Showcase**, strengthening regional collaboration and trade relationships.
- The city welcomed a new direct jet service from Hamilton with ChristchurchNZ initiating a **destination takeover of Hamilton Airport's** departure lounge wall to promote Christchurch.
- We participated in a **cultural engagement visit to Ōnuku Marae and Takapūneke** to deepen understanding of the Rūnanga's aspirations and explore how CNZ can support tourism development initiatives that align.
- ChristchurchNZ partnered with Tourism Industry Aotearoa to undertake a **tourism sustainability scan**, assessing sustainability practices across local tourism operators to inform future training modules.
- We relaunched our **Destination Partner Programme** with \$150,000 of revenue secured in August alone.
- We submitted **19 Business Event bids** to attract conferences to Christchurch.
- Work to identify and progress **Visitor Experience & Activation** projects is moving forward, with an investment case for the Ōtautahi Christchurch Creative Illumination Framework underway, coordination and activation support planning around major events and facility openings in 2026, ongoing support for the city's street art programme, and support for Council's work in Cathedral Square.

6. Looking ahead

- Our spring campaign runs from 1 September to mid-November, promoting Christchurch as a must-visit destination during the shoulder season. By showcasing a vibrant calendar of events and integrating the City Identity through the **ON SHOW** platform, we aim to drive increased visitation and stimulate consumer spending across retail and hospitality sectors whilst also fostering community pride.
- ChristchurchNZ is the destination partner for the **New Zealand Aerospace Summit**, taking place 7–8 October. The event is expected to attract over 750 delegates, including a strong international presence following the International Astronautical Congress in Sydney. ChristchurchNZ is contributing to workshops and panel discussions. Alongside the summit, ChristchurchNZ is hosting Space Cities Network delegates and coordinating business tours for international and VIP guests, further positioning Christchurch as a key player in the global aerospace sector.
- Christchurch will host the **Adaptation Futures Conference** in October, co-led by the University of Canterbury and the World Adaptation Science Programme (UN). The event will bring 1,800 in-person delegates to the city, with thousands more joining online. Attendees include global scholars, policymakers, Indigenous leaders, and innovators focused on climate adaptation. ChristchurchNZ, in partnership with Tourism New Zealand and the University of Canterbury, played a key role in securing the winning bid to host the conference. Throughout the week, ChristchurchNZ and Christchurch City Council will showcase local efforts to build a regenerative, resilient economy, highlighting innovators such as Aspiring Materials, Seismic Shift and KiwiFibre.
- In early December, Christchurch will host the **Professional Conference Organisers Association (PCOA)** Conference, welcoming approximately 300 delegates from across Australia and New Zealand. This high-profile event presents a significant opportunity to showcase Christchurch's world-class venues, experiences, and operators to a highly influential audience. ChristchurchNZ is playing a key role in the delivery of the conference, recognising its potential as a legacy event that will generate long-term business opportunities and reinforce the city's position as a premier destination for business events.

- This year's **Antarctic Season Opening** (October 7 - 12) propels Ōtautahi Christchurch onto the world stage where nations meet at the edge of the world to advance Antarctic, Southern Ocean and atmospheric research. Over six days, leading scientists, national Antarctic programs, diplomats and innovators will converge to showcase world-leading collaboration and climate research. From the HALO South mission with the German Embassy to Explorers' Day, inspiring the next generation of Antarctic and aerospace talent, the programme demonstrates how our city turns connection into discovery.
- Work continues toward establishing a **National Hydrogen Hub** in Christchurch, representing a significant opportunity to attract international aerospace companies seeking to test with liquid hydrogen, while simultaneously supporting decarbonisation of New Zealand's heavy transport sector and growing critical infrastructure. A recent workshop involving the NZ Hydrogen Council, Christchurch Airport, CCC, Fabrum and Selwyn District Council helped align priorities and strengthen collaboration.
- ChristchurchNZ continues to work with the **Christchurch Engine Centre** to support their plans to hire 200 additional engineers and tradespeople to support the recent investment. We have created a talent video aligned to our manufacturing strategy for the company that we will promote through our channels.
- ChristchurchNZ is building a relationship with the **Tait Foundation**, a philanthropic organisation that helps fund initiatives to develop New Zealand's next generation of STEM talent. There is the potential for the foundation to financially support some of our key STEM talent initiatives.
- The **cruise season** commences on 25 October (and concludes 10 April). There are 65 ships visiting Lyttelton Port with an estimated 125,000 passengers. There are four ships going into Akaroa (with a total of 1,200 passengers across the four ships).
- ChristchurchNZ will lead the application for a second round of funding via the **Regional Tourism Boost Fund**. We are applying for funding to drive more visitation out of Australia in partnership with the Central South Island collective of Kaikoura, Hurunui, West Coast, Mackenzie and Timaru.
- ChristchurchNZ has attracted the filming and coordinated programme and logistics for a **large-scale TV production** in the city in October. The details of this still cannot be released while we are under NDA however it has the potential to drive interest to visit particularly out of the US market.
- CNZ submitted two applications to the **MBIE Events Boost Fund**, a contestable funding initiative designed to support the delivery of impactful events in New Zealand during the 2026 calendar year. CNZ applied for funding for the ON SHOW Spring Destination campaign and for the Autumn Super Season Destination Campaign. An additional 25 support letters were provided to event organisers on behalf of the city reflecting host city support to allow events to apply directly.
- Between October 2025 - April 2026, the **Major Events** Team is set to partner with 16 major events across Christchurch, contributing significantly to the city's visitor economy. These events are projected to **generate approximately \$36 million in additional visitor spending** within the current financial year. CNZ is actively collaborating with event promoters/organisers to ensure alignment with city marketing narratives, maximise broadcast and promotional opportunities and embed leverage and legacy initiatives where applicable. This strategic approach aims to amplify the impact of each event, enhance Christchurch's national and international profile, and deliver long-term benefits. Details overleaf.

Event Date	Name of Event	Visitor Nights Estimate	Visitor Spend Estimate
18/10/2025 and 20/10/2025	BLACKCAPS v England T20 x 2	3,700	\$ 668,838
29/10/2025	Constellation Cup: Silver Ferns v Australia	1,500	\$ 300,000
16/11/2025	BLACKCAPS v West Indies ODI	1,900	\$ 320,000
11/11/2025	Addington Cup Day	8,800	\$ 2,000,000
15/11/2025	Riccarton Race Day	14,200	\$ 3,100,000
7-9 November	Christchurch Spring Fashion Festival presented by NZFW	200	\$ 44,000
2-6 December 2025	BLACKCAPS v West Indies Test	2,850	\$ 408,900
18 Dec 2025- 18 Jan 2026	Art of Banksy Exhibition	800	\$ 160,000
23/01/2026	World Buskers Festival	1,775	\$ 300,000
19 - 22 Feb 26	Crankworx Summer Series	2,300	\$ 337,109
27 & 28 Feb 2025	Electric Avenue	62,900	\$ 10,000,000
3-8/03/2026	PSA NZ Open (Squash)	2,100	\$ 350,000
25/03/2026	Double Header: BLACKCAPS v South Africa T20 & WHITEFERNs v South Africa T20	1,800	\$ 334,400
29/03/2026	WHITEFERNs vs South Africa ODI	440	\$ 100,000
24-26 April	Super Rugby Pacific: Super Round 2026	34,125	\$ 6,142,500
17-19 April	Supercars Championship	38,000	\$ 10,000,000

7. Operations and performance results

7.1 KPIs and Levels of service

CNZ's key performance indicators (KPIs) are measured six-monthly and are scheduled to be measured in Quarter 3. Refer to Appendix One for a list of CNZ's KPIs and Targets. At the end of Quarter 1, all nine Levels of Service agreed with Council are progressing well and are expected to be achieved by year-end. For a detailed overview, refer to Appendix Two.

7.2 Financial Sustainability

CNZ initiated a strategic review to improve the long-term financial sustainability of its economic development services in response to fiscal pressures and reduced reserve funding. Key activities included leadership workshops with CNZ and CCHL, external advisory support, and an Investment Logic Mapping session to explore new revenue streams. Early wins include securing \$600K for the Winter Different campaign, and submitting bids for \$10M in central Government event funding. These efforts aim to reduce reliance on rates and align funding with measurable outcomes.

8. Financial summary to 30 September 2025

ChristchurchNZ Holdings Financial Summary \$'000's	Actual to Sept 2025	Budget to Sept 2025 <small>Unaudited, per Management Accounts</small>	Variance	Prior Period Sep 2024	Variance Prior Year to Sep Actual
<i>CCC Core Funding</i>	4,087	4,087	0	3,975	112
<i>Other Operating Revenue (including interest)</i>	637	558	85	662	(19)
<i>Operating Expenditure</i>	(3,803)	(4,068)	265	(3,902)	99
Total Surplus before tax	921	577		736	191
<i>Total Assets</i>	8,920			8,427	
Revenue % non-shareholder	8%				

The net position for the first three months of the financial year shows a year-to-date (YTD) surplus of \$921k. The surplus is higher than budget mainly due to higher-than-expected income from interest and destination partner fees, and lower spending across the organisation. The underspend is largely timing-related, with expenditure expected in Q2, which will bring the results closer to budget.

Shareholder equity has also increased year on year, mainly due to funding being held to finalise future event contracts.

9. Risk management

CNZ regularly assesses and reports organisational risks to the Board and the Health, Safety, Audit and Risk Committee. High-level organizational risks reported during the quarter:

Risk	Description	Mitigations
1 Climate Change (10 years plus)	Work programme/projects/social license are impacted by climate change.	Embedding Economic Ambition, increasing support for business sustainability programmes, working with the Council on coastal adaptation plans and destination management plans, CNZ internal emissions targets.
2 Economic Volatility/ Recession	Economic volatility/recession impacts economic development outcomes.	Strong city strategies, clear purpose and outcomes in CNZ Strategy and Statement of Intent, purposeful investment through proactive and reactive prioritisation of work programmes, development of long-term financial sustainability strategy.
3. Major Events	Mandate, funding and change in personnel	Recruitment underway to increase capacity in the team. City Partners Group engagement and support. Close working relationship with Venues Ōtautahi and central Government.
4. Urban Development	Section 17 A recommendations not yet considered. Mandate for urban development functions is unclear.	Service level agreement with DCL, governance process for approvals in place, ongoing regular engagement with CCHL and CCC. Targeted stakeholder engagement to reduce risk, ongoing communications plan.
5. Key Personnel	Talent retention and culture	Strong people and culture strategy, CNZ brand work – exemplar employer, strong and visible values. Recognition of risks and symptoms of burn out
6.	CNZ continues to implement and manage mitigations for the following risks: Disaster/Business Disruption Cyber Attack Constrained Funding Environment Health and Safety.	










Appendix 1: ChristchurchNZ KPIs and Targets half year results (July - September 2025)

Note KPIs measured in December and June

KPI MEASURE	TARGET 2024-25	STRETCH TARGET	HALF-YEAR RESULTS
Long-lasting job creation supported by ChristchurchNZ	500 FTE jobs	650 FTE jobs	Measured in December
Short-term job creation supported by ChristchurchNZ through events, urban development, and screen activity	500 FTE jobs	600 FTE jobs	Measured in December
Estimated value of GDP contribution attributable to ChristchurchNZ activity	\$80 Million	\$90 Million	Measured in December
Contribution to visitor spend supported by ChristchurchNZ*	\$40 Million	\$50 Million	Measured in December
Value of investment into Christchurch supported by ChristchurchNZ (excluding local government)	\$120 Million	\$130 Million	Measured in December

Attribution of economic outcomes to CNZs work has been requested by the Shareholder. The challenge of measuring outcomes from the work of Economic Development Agencies and Regional Tourism Organisations is a national and international issue. Work is underway to consider a national approach to KPIs which may impact future KPIs, subject to Shareholder approval. The methodologies for monitoring these outcome measures utilise a mix of data, customer survey responses and modelled estimates (which necessitates the application of some assumptions and judgements).

Appendix 2: Levels of Service Quarter Three results (July - September 2025)

LEVELS OF SERVICE MEASURE	TARGET 2025-26		Q1 RESULTS
Targeted Innovation Investment and Business Support			
Partner with Mana Whenua to support growth in Māori prosperity and self-determination	2 initiatives		2 initiatives
Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability.	800 engagements		173 engagements
Attraction of external investment for sustainable economic development service	\$1,500,000 external investment		On Track
Activating Assets, the Central City and Strategic Locations			
Prepare City bids to attract business events to Christchurch	30 City bids		19 City bids
The city is successful in its bids to attract business events to Christchurch	At least 35% success rate		On Track
Area of improvement to public and private space	6,000 square metres		On Track
City Positioning			
High level of engagement on CNZ owned digital channels and platforms	4 million engagements		On Track
Meeting benchmark brand tracking targets with key audiences	Christchurch ranks higher than comparison cities for resident pride and domestic traveller consideration		On Track
Number of familiarisation, trade or policy engagements with trade agents, investors, government, or media supporting: business, investment, visitor, talent, convention, major events, screen, Antarctic programmes or international education attraction and retention	60 engagements		25 engagements completed

ⁱ Economic Update Table - Sources and Guidance

Table arrows denote whether a measure has improved or deteriorated over a period.

Figures in this report are based on the latest available at the time of writing, with comparison periods and sources detailed below:

Economic overview

- Figures relate to annual average percentage change in GDP for the year to June 2025 compared to the year to June 2024. Provisional figures have been used. GDP has been measured in 2024 prices. Source: Infometrics.

Labour Market

- Unemployment rates are based on unadjusted figures for the June 2025 quarter.
- Participation rates are based on the labour force participation rates (the proportion of the population aged 15-64 who are either employed or unemployed) for the June 2025 quarter.
- Source: Stats NZ Household Labour Force Survey data. This work includes customised Stats NZ's data which are licensed by Stats NZ for re-use under the Creative Commons Attribution 4.0 International licence.

Business Activity

- Business growth figures are based on the change in the number of business geographic units in August 2025 compared to August 2024. Source: Stats NZ.

Employment Trends

- Filled jobs as measured by the monthly employment indicators (MEI) are an average count of paid roles across the month collected through payroll reporting. Growth in filled jobs is based on the change in filled jobs in August 2025 compared to August 2024. Source: Stats NZ.
- Jobs Online measures changes in online job advertisements and is indexed to May 2007. Jobs Online growth compares the indexed Jobs Online figure for the September 2025 month to the September 2024 month. Source: MBIE.

Trade and Exports

- Export figures are based on Stats NZ's Overseas Export Cargo Statistics. These are valued at Free on Board, which includes the value of the goods plus all costs up to the point they are loaded on the export vessel.
- Christchurch export value captures the value of cargo exported from Lyttelton seaport and Christchurch airport during the period.
- Canterbury export value captures the value of cargo exported from Lyttelton seaport, Christchurch airport, and Timaru seaport during the period.
- New Zealand export value captures the value of cargo exported from all sea and air ports in New Zealand during the period.
- The growth rate is based on the change in the value of cargo exported in the three months to September 2025 compared to the three months to September 2024. Source: Stats NZ.

Industry Performance

- The Performance of Manufacturing Index (PMI) is a monthly survey of the manufacturing sector providing an early indicator of activity levels. A PMI reading above 50 points indicates manufacturing activity is expanding; below 50 indicates it is contracting. In the three months to September 2025, Canterbury's average unadjusted PMI score was 50.5 and New Zealand's average unadjusted PMI score was 50.6. Source: BNZ – BusinessNZ.
- The Performance of Services Index (PSI) is a monthly survey of the service sector providing an early indicator of activity levels. A PSI reading above 50 points indicates manufacturing activity is expanding; below 50 indicates it is contracting. In the three months to September 2025, Canterbury's average unadjusted PSI score was 51.1 and New Zealand's average unadjusted PMI score was 47.7. Source: BNZ – BusinessNZ.

Housing Market

- Growth in house prices are based on the median house price for the month of September 2025 compared to September 2024. Source: REINZ.

Retail Spending

- Growth in retail spending measures the change in the value of retail spending via in-store electronic card transactions during the three months to September 2025 compared to the three months to September 2024. Source: Marketview.

Tourism

- Growth in International visitor arrivals is based on the total number of international visitors arriving in the three months to August 2025 compared to the three months to August 2024. Pre-COVID comparisons are based on the number of international visitors arriving in the three months to August 2019. Source: StatsNZ.
- Growth in card spending by international visitors measures the change in the value of in-store electronic card transactions by people who reside outside of New Zealand in the three months to September 2025 compared to the three months to September 2024. Source: Marketview.

Detailed economic reports and a live economic dashboard can be found on the [ChristchurchNZ website](#).

ⁱⁱ International Visitor Arrivals Data commissioned by TourismNZ and collected by StatsNZ. The International Visitor Survey measures spend and behaviours of international visitors to NZ. The information is produced by MBIE: <https://www.tourismnewzealand.com/insights/tourism-data/>