

22. 7. 98

**SUPPLEMENTARY REPORT BY THE  
CHAIRMAN OF THE COMMUNITY SERVICES COMMITTEE**

**1. REPORT TO THE CTC STRATEGIC PLAN WORKING PARTY** RR 8145

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| Corporate Plan Output: Economic Development |  |

The purpose of this report is to update Councillors on the discussions that have taken place with the visitor industry and other interested parties on the future direction and the operations of the proposed organisation to be put in place, to succeed from the current CTC organisation.

**BACKGROUND**

The CTC Board prepared and presented a Strategic Plan in recognition that their organisation required a more business-like approach to its operations, so that an appropriate structure was in place to meet the challenge facing the tourism and visitor industry well into the future.

The CCC accepted the direction of the Strategic Plan proposal but requested that the opportunity be taken to provide the best possible model for Christchurch and therefore requested the CTC withhold the appointment of a new CEO in the interim until the activities and functions of the CTC, CCC and CDC that relate to the visitor industry be reviewed by the CCC with the view to ensuring that the return on the Council investment be maximised.

**FINDINGS**

To achieve this request, an independent businessman was engaged to undertake the consultative process and make recommendations to the Council. Discussion took place with the visitor industry sector, involving inbound tourist organisations, travel and transport operators, convention marketing organisations, the major accommodation providers, the major attractions companies, some education sector representatives, CCC employees and City Councillors, and CDC representatives. Many organisations were surveyed requesting their point of view to specific questions.

In general the findings were in accordance with the CTC Strategic Plan with recommendations that the restructured organisation be more powerful, providing leadership for the branding and marketing of Christchurch. It would be a more commercially focused board with a strong CEO, with more funding being expended in a more co-ordinated manner.

Some of the responses suggested that the functions relating to tourism, leisure and events presentation that exist within the CTC, CCC and to a lesser extent the CDC, be amalgamated.

#### OUTCOMES

After further consultation with representatives from the CTC, CDC and CCC, an interim structure was developed to enable better co-ordination for all participants while the review was completed on the integration of some aspects currently undertaken by each organisation.

It is recommended that a trust:

- Appoint a nine-person board of directors, comprising of representatives from:

3 x CCC nominees

3 x visitor industry nominees

3 x respected business people (one of whom would chair the board).

- This new board would immediately conduct an executive search for a top flight CEO and make that appointment.
- In the meantime only if required the CCC would provide a caretaker CEO who would assist in the day-to-day affairs of the CTC and help with the transition from one organisation to that proposed.
- It is understood that the existing CTC Board wishes to remain in place in an advisory capacity until such time as the new CEO is in place.

Subsequent discussions with the existing CTC Board and the Chair of the CDC Board concur with these recommendations.

A copy of the original CTC Strategic Plan of April 1998 has been separately circulated.

- Recommendation:**
1. That the CTC Board Strategic Plan be approved subject to the amendments as detailed in this report.
  2. That a new trust be formed with responsibility for appointing the board of the new organisation and the CTC Strategic Plan Working Party have power to appoint the trustees who should appoint a new board within one month.
  3. The new Board be requested to appoint a new CEO of the highest calibre as a matter of urgency.

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4. That the existing Canterbury Tourism Board be requested to remain as a transitional board until the board of the new organisation is in existence.
5. That the Council indicate to the CTC Board its willingness to provide an acting CEO if appropriate until the new CEO is appointed.
6. That as envisaged in the CTC Strategic Plan, the events marketing and bidding be integrated with the new organisation, as soon as is practicable.
7. That by 1 July 1999 an investigation be completed (and as appropriate be implemented) into the incorporating of the city promotion activities currently undertaken by the CCC.
8. Request that the CDC work with CCC to consider the integration of those aspects of education marketing and other economic development functions as is deemed appropriate, be integrated with the new organisation to ensure more effective co-ordination. This is also to be achieved by 1 July 2000 at the latest.

**CONSIDERED THIS 22ND DAY OF JULY 1998**

**MAYOR**