

Christchurch's Antarctic Gateway Strategy

2021





Image: Christchurch Antarctic Office

The purpose of Christchurch's Antarctic Gateway Strategy is to set goals and actions that will maximise the value of being one of only five Antarctic Gateway cities in the world.

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Image: Fiona Shanhun

Mayoral foreword

Exploration of the deep South is embedded in the DNA of New Zealand. In 650AD famed Polynesian navigator Ui Te Rangiora voyaged deep into the Southern Ocean until he reached the “rocks that grow out of the sea” – a reference to the first sighting of Antarctic ice.

Christchurch’s connections with Antarctica stretch back over a century to the days of steam and sail. In the early 1900s fame and glory beckoned for those who could cross the unexplored and treacherous ice sheet and be the first to reach the South Pole. Captain Robert Falcon Scott and Ernest Shackleton chose Lyttelton as the basecamp for their expeditions, and Christchurch’s future as one of only five official Antarctic Gateway cities in the world was assured.

Scott and Shackleton both knew the importance of scientific discovery in Antarctica but would not have foreseen that the icy continent would become the canary in the coalmine of global climate change.

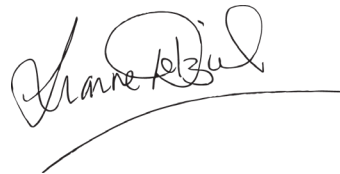
The research and scientific endeavour of our modern-day explorers will unlock the history of our planet from within, above and beneath the ice, enabling us to prepare for the challenges presented by climate change.

In 2018 the Christchurch City Council finalised our Antarctic Gateway Strategy, to celebrate and realise the

value of being an Antarctic Gateway City. Value is often a reference to financial return, but for Cantabrians, value is mostly about what we cherish and hold close to our hearts, and this explains our city’s relationship with Antarctica – it is deeply woven into the fabric of our culture, our history, and now our future.

Our city ambition as an Antarctic Gateway is driven by the Strategy’s values of Kaitiakitanga – care and respect for the environment, and Manaakitanga – being a welcoming host city for national and international agencies, partners, and visitors. These values capture the relationship between everything and everybody in the natural world – there is no distinction between people and their environment.

The Antarctic Gateway stories of Christchurch’s future are yet to be written, but they will always be anchored by the city’s unbreakable connections to the explorers of the past, whose exploits continue to inspire the adventurers and scientists of today.



Hon. Lianne Dalziel
Mayor of Christchurch



Our city ambition as an Antarctic Gateway is driven by the Strategy’s values of Kaitiakitanga – care and respect for the environment, and Manaakitanga – being a welcoming host city for national and international agencies, partners, and visitors.

Our vision is for Christchurch to be an Antarctic city where we celebrate and realise the value of our gateway status for the benefit of the city and the nation, for current and future generations.

Executive summary

The purpose of Christchurch's Antarctic Gateway Strategy (the Strategy) is to set goals and actions that will maximise the value of being one of only five Antarctic Gateway cities in the world, specifically:

- Opportunities for the city to realise greater economic, community, cultural, scientific and environmental value
- The city's custodial responsibilities as a supporter of New Zealand's national Antarctic priorities; and a host and logistics hub for New Zealand's national Antarctic programme, Antarctica New Zealand
- The city's additional custodial responsibilities particularly to the American, Italian and South Korean national Antarctic programmes and to the programmes from China, Germany and France who use Christchurch as a gateway for Antarctic activities
- The city's privileged position as the host of the International Council of Managers of National Antarctic Programs (COMNAP)
- Connecting activity from the range of Antarctic related entities and organisations in Christchurch and New Zealand
- Our city's vision, narrative and priorities

The Strategy sits squarely within the context of New Zealand's Antarctic scientific, conservation and diplomatic priorities. An effective gateway city is an important asset in support of New Zealand's objectives, and realising the economic, environmental and community opportunities associated with the Antarctic region at a city level can deliver wider benefits for the country.

Christchurch's strong manufacturing and technology industry base and rich tertiary offering means it is well placed to realise the education, research and business opportunities associated with the Antarctic region.

Our deep and authentic Antarctic heritage connection and current Antarctic relationships provide potential for far greater engagement by residents and visitors in Christchurch's Antarctic connection – from the history of exploration, through to current interests in science, ecology and climate change.

The Strategy recognises the global importance and opportunity of the Antarctic region to advance understanding of climate change and the potential of disruptive technology to create new opportunities for science and environmental conservation.

Three values are the foundation for our city's activities associated with the Antarctic region:



Kaitiakitanga – our involvement in the Antarctic region will always be underpinned by care and respect for the environment.



Manaakitanga – we are a welcoming host city for national and international agencies, partners and visitors.



Exploration – exploration is synonymous with the Antarctic region and Christchurch; from a history of exploring new lands through to the modern exploration of science, knowledge and experiences.

Three priorities are the foundation for a strong future focus:



Welcome and Deliver Excellence – Christchurch is recognised for being a welcoming host and excellent provider of logistic and business support to Antarctic programmes and agencies. We are a valued contributor and asset supporting New Zealand's interests in the Antarctic region.



Connect and Excite – Christchurch celebrates and engages all people in its Antarctic connection in an exciting, informative, interactive and meaningful way.



Advance knowledge and champion climate change action – Christchurch supports the development of Antarctic knowledge, scientific endeavour and solving Antarctic challenges through technology and innovation. We champion climate change action and carbon neutrality through the scientific learning the Antarctic region offers.

The Strategy was originally adopted in 2018. It was reviewed and the Action Plan was revised in early 2021. This made sure we remain responsive to the ever-changing environment and look closely at how we continue to best serve our New Zealand and national programmes' interests. Coordination of the Action Plan 2021-24 will be led by the Christchurch Antarctic Office in partnership with ChristchurchNZ, the Christchurch City Council and Antarctica New Zealand, working closely with local and national partners.

Why a strategy for Christchurch?

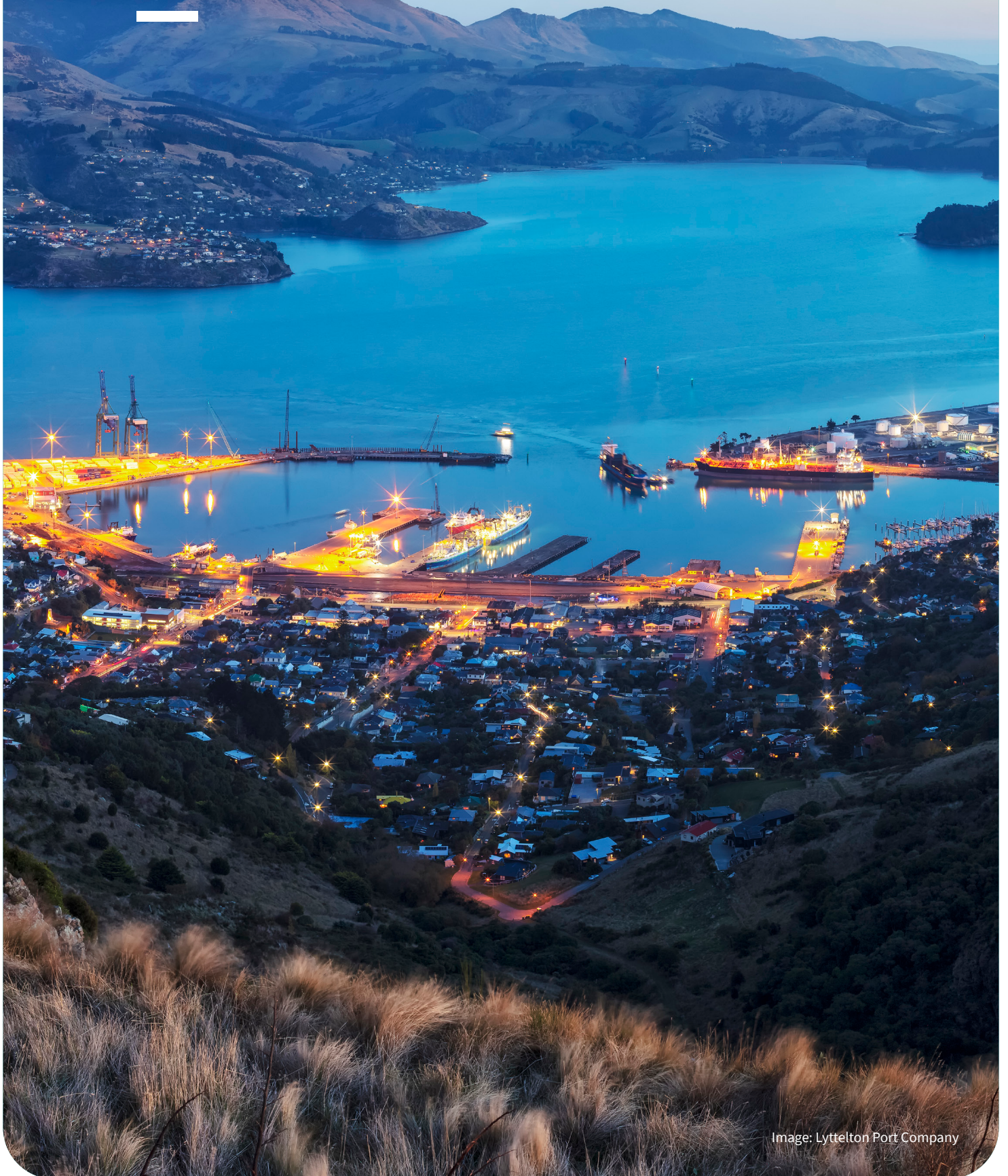


Image: Lyttelton Port Company

The strategic context for the city's Antarctic Gateway

Christchurch is one of five 'Antarctic gateway cities' globally and one of two which provide access to the Ross Sea area.

The five Antarctic gateway cities are:

- Christchurch, New Zealand
- Hobart, Australia
- Ushuaia, Argentina
- Punta Arenas, Chile
- Cape Town, South Africa

Our city has been operating as a gateway to the Antarctic region since the early 20th century.

The city has a role in supporting international and New Zealand Antarctic priorities as articulated through the Antarctic Treaty System and New Zealand's responsibilities regarding the Ross Dependency.

Christchurch is home to New Zealand's national Antarctic programme, Antarctica New Zealand, other national and international Antarctic agencies and COMNAP. It has a wealth of Antarctic history, significant Antarctic expertise in its people, and provides hosting and logistic support to a range of international Antarctic programmes including the United States, Italy, South Korea, France, Germany, China and Russia.

Christchurch's involvement with Antarctica and the Southern Ocean is an important source of revenue for the local economy² – supporting logistic suppliers, the visitor economy, education and research activity. Our Council-owned air and sea ports are important logistics hubs for the Antarctic region.

This strategy will support Christchurch to:

- Deliver on its responsibilities as a Gateway City in the context of New Zealand's Antarctic priorities and international relations
- Leverage the Gateway City opportunity to enhance Christchurch's identity, support its strategic priorities, create economic and learning opportunities and enable community engagement and pride

² The contribution of Antarctic-related activities to the Canterbury economy was estimated in the NZ Economy Report (AERU) to be \$235 million and 3,675 jobs in 2016, over half of the national economic impact at \$432m and 6,838 jobs.

The opportunity of the Antarctic region

A place of story and narrative

Antarctica and the Southern Ocean has a unique place in the world. It includes the coldest, driest, highest, windiest and most remote continent on Earth surrounded by the Southern Ocean, described as ‘the lungs’ of the deep sea.

The importance of the Southern Ocean to Ngāi Tahu is told through their narrative as a maritime people, affirming them as mana whenua and mana moana – the closest iwi to Antarctica. From ancient myth – where the Southern Ocean was known as Te Moana Tāpokopoko a Tāwhaki, the engulfing ocean – to early Oceanic and Subantarctic Islands’ exploration and trading endeavours from the 1800s onwards; to a modern-day interest in the scientific importance of the area, and its significance for generations to come.³

Following earlier explorations, sealing and whaling in the Southern Ocean, people first set foot on Antarctica just over 100 years ago to explore its vast, challenging and dramatic landscape.

The Antarctic region is now valued for its wilderness and its intrinsic scientific and environmental qualities which are in the care of those countries which have agreed to the principles enshrined in the Antarctic Treaty and the Environmental Protocol.

A global laboratory

The Antarctic region is critical to understanding the world’s climate and ocean systems and contains important records of Earth’s climate. The ability to research the interaction of oceans, ice and natural ecosystems provides valuable insights into the world’s climate, while informing predictions of how it may change.

In support of research, 30 National Antarctic Programmes maintain and operate about 70 research stations across the continent. They operate dozens of research vessels in the Southern Ocean and maintain monitoring systems which provide critical data into climate models. Satellite data supports the study of climatic and other changes to the environment on earth.

Antarctica also offers an environment for space research. Many of the conditions and challenges facing people and technology operating in Antarctica can be applied to the challenges of exploration to and on other planets – remoteness, isolation and a cold and dry climate.

An exemplar of international peace and co-operation

The Antarctic Treaty is a true example of how diverse nations can cooperate to share and protect the environment for generations. The Antarctic Treaty, signed in 1959 by an initial twelve nations, states that the purpose of human presence in Antarctica is for ‘peaceful purposes only’ and ‘freedom of scientific investigation’. This Treaty is supported by a comprehensive international Antarctic management and collaboration system called the Antarctic Treaty System within which 53 nations participate.

A natural opportunity for New Zealand

New Zealand’s role in the Antarctic region is disproportionately significant relative to our scale and influence in an international context. When considering New Zealand’s geographical sphere of influence, the land mass of New Zealand represents only two percent of the area for which the country has responsibilities. The remaining 98 percent includes New Zealand’s exclusive economic zone, territorial waters as well as the Ross Dependency.

New Zealand has been an active participant in scientific and exploration expeditions to the Antarctic region since the mid-nineteenth century. William Timaru Joss⁴ (from Rakiura and with a Ngāi Tahu mother) is believed to be the first New Zealander to set foot on Antarctica, travelling on a Norwegian whaler and successfully landing on the continent on January 24, 1895.

New Zealand has been at the forefront of international involvement and collaboration around the Antarctic region. From recognising the Ross Dependency in 1923, to being one of the original 12 signatories to the Antarctic Treaty in 1959, New Zealand has taken an active role in the management and preservation of the Antarctic region. Most recently, New Zealand was instrumental in the establishment of a Marine Protected Area in the Ross Sea region in 2017.

³ *Matapopore and the Antarctic Centre. Cultural narrative, gifted October 2017.*

⁴ www.canterbury.ac.nz/news/2016/ngi-tahu-scholarship-takes-uc-student-to-the-ice

New Zealand began its own scientific research activity in 1957 with the establishment of Scott Base. New Zealand directly invests more than \$13 million annually into Antarctic scientific research, including \$7m per annum targeted explicitly through the Antarctic Science platform. Antarctica New Zealand's annual budget to support science and operate Scott Base is approximately \$26 million⁵. Science directions and priorities in Antarctica and the Southern Ocean for this decade (2020-30) are unified by a focus on global change, and reinforcing New Zealand's commitment to the role Antarctica plays in increasing understanding of the effects of climate change.

New Zealand's Commitment to Antarctica and the Southern Ocean, 2018, affirms our country's interest in the area for its "intrinsic value as a natural reserve". It commits to:

- Prioritising environmental protection and the biodiversity of Antarctica and the Southern Ocean
- Promoting and collaborating on scientific research
- Upholding New Zealand's role in Antarctic exploration, scientific discovery and collaboration, as a gateway to the Ross Sea region
- Strengthening Christchurch's position as the international gateway to the Ross Sea region, ensuring the city provides high-quality services to, and collaboration with, other nations
- Supporting the Antarctic treaty principles and striving to maintain a peaceful, nuclear free and protected Antarctica⁶

The New Zealand Policy Statement on Tourism and Other Non-Governmental Activities in Antarctica states that New Zealand will work within the Antarctic Treaty System to limit tourism and other non-governmental activities in Antarctica and to ensure that, where they do occur, they are conducted in a safe and environmentally responsible manner.

Christchurch - a deep connection built on rich heritage from long ago...

Sir Edmund Hillary noted that "much of the history of Antarctic exploration has flowed through Christchurch", starting in 1901 with the arrival of Scott's ship Discovery in Lyttelton Harbour to begin its National Antarctic Expedition.

Christchurch has a long history of involvement with the Antarctic region, from the early days of Southern Ocean exploration, as a vital port during the heroic era expeditions of discovery, through the last 60 years of New Zealand's Antarctic research activity, to today as a hub of Antarctic research and logistics.

Christchurch has hosted some of the most influential figures in Southern Ocean and Antarctic history, including Scott, Shackleton and Hillary. Our connection with the Antarctic region is embedded in the fabric of our city, our landscape and our stories.

To prosperous recent times...

An economic impact study undertaken in March 2016 by Lincoln University estimated that Antarctic related activities made an annual contribution of \$235 million to the Canterbury economy and \$423 million to the New Zealand economy. In the 2020/21 summer season, the COVID-19 pandemic and associated border closures reduced the scale of Antarctic activities, which has had a negative impact on some local business.

New Zealand is well placed to undertake and support Antarctica and Southern Ocean science. Many countries are placing increased importance on a better understanding of climate change and its key influences through significant investments in science.

Christchurch is in a good position – through its experience hosting existing National Antarctic Programmes, its geographical position relative to the Ross area and Ross Sea Marine Protected Area, and its quality air and sea port infrastructure – to be an excellent logistics hub for a larger number of National Antarctic Science Programmes.

Christchurch has been home to the COMNAP Secretariat (the Council of Managers of National Antarctic Programs) since 2009 and there has been a recent decision to retain the Secretariat in Christchurch until 2027.

As an international association formed in 1988, there are now 30 COMNAP member nations and six observer nations from National Antarctic Programmes that together strive to "develop and promote best practice in managing the support of scientific research in Antarctica". Being home to the COMNAP Secretariat is of great value to our Gateway City role, bringing us international visibility and a role as a connector at the centre of the Antarctic programmes.

⁵Antarctica New Zealand Annual Report 2019-20

⁶New Zealand Ministry for Foreign Affairs and Trade. New Zealand's commitment to Antarctica and the Southern Ocean. 2019. <https://www.mfat.govt.nz/assets/Environment/Antarctica-and-the-Southern-Ocean/Statement-of-Commitment-to-Antarctica-and-the-Southern-Ocean-2019.pdf>

The opportunity for Christchurch

Being an exemplary Gateway City

All gateway cities host National Antarctic Programmes with research stations and other facilities in the region of Antarctica that the gateway can easily service.

Christchurch supports the US Antarctic Program, which operates the largest research station in Antarctica, McMurdo Station in the Ross Sea area.

The city has also hosted programmes or provided support services for nations such as Italy, Korea, China and France, and other programmes, who use Christchurch's valuable deep-water facilities at Lyttelton Port, and international airport.

Opportunities from our Gateway City role depend significantly on our logistical advantages for participating programmes, our Antarctic legacy and history and our strongly embedded local culture as programme hosts. Equally, our local engineering and innovation expertise and experienced high-value service provision play a key role. Central Government's support for the city's gateway role and delivery of the Strategy is also crucial. Government's policies on international border controls, which enable programmes to use our city as a base or layover point, are also important. It is from these that we can optimise vital commercial and relationship opportunities.

The Government's control of international borders, in response to the COVID-19 pandemic that emerged in early 2020, impacted on the scale, logistics and visitor numbers from countries that regularly use our Gateway City. The full effects of the pandemic, including border controls, are likely to be felt in ensuing seasons. Enforced changes to National Programmes have meant some have altered the way they deliver their research programmes (e.g. a greater focus on doing this remotely where possible) and tested other routes and, in some cases, gateway options for en-route stopovers and servicing.

The closure of the borders has severely affected the international tourism and hospitality markets – significantly impacting on some Antarctic-related activities that have relied on international visitors. They have adjusted commendably to a much-constrained environment but will look forward to the potential future re-opening of borders.

Undoubtedly, continuing to be an exemplary Gateway City means Christchurch will need to be agile, flexible and innovative in the ways it responds to the changing needs of Programmes.

For example, the growing interest in the unique environment of the Ross Sea Marine Protected Area creates opportunities for a greater number of National Programmes' and their research vessels travelling through Lyttelton to undertake marine research.

Being a Gateway City carries both opportunities and responsibilities. Christchurch has an important custodial responsibility to the Antarctic region, to uphold the values of the Antarctic Treaty to retain the prerogatives of peace and science.

Christchurch's Gateway strengths

As part of developing this Strategy, a 2016 independent review⁷ identified the attributes necessary to be a leading or exemplary Antarctic Gateway City. This research concluded that Christchurch has existing strong foundations of an exemplar Gateway City:

- Location – we are one of two Gateways providing access into the Ross Sea region (the other being Hobart)
- International airport and deep-water sea port – Christchurch has high-quality air and sea port infrastructure, with facilities to support Antarctic programmes
- Strong industry base, with expertise and experience supporting Antarctic Programmes – Christchurch's strong manufacturing, air services and wider logistic support capabilities provide significant support for existing national Antarctic Programmes and is recognised as a competitive strength of Christchurch's gateway offering
- Many relevant agencies and a strong Antarctic community – Christchurch is home to New Zealand's Antarctic programme (Antarctica New Zealand), several National Antarctic Programmes, and is host to one of four Antarctic-related Secretariats – COMNAP. Christchurch is also home to the world's first full-time postgraduate Antarctic qualification (PCAS) through the University of Canterbury's Gateway Antarctica programme
- A rich and authentic Antarctic heritage connection – Christchurch has a rich connection with the Antarctic region – it has a large concentration of 'Antarcticists'⁸ who possess a depth and breadth of knowledge of the Antarctic region. Its Antarctic heritage connection is represented through the International Antarctic Centre, Canterbury Museum, and the Antarctic Heritage Trust, as well as other exhibitions, museums and public installations

Christchurch's strong and innovative manufacturing and technology industry base and rich tertiary offering makes it well-placed to realise research and business opportunities associated with the Antarctic region.

There is potential for far greater engagement by residents and visitors in Christchurch's Antarctic connection – from the history of exploration, through to current interests in science, ecology and climate change. This exists also for the business community and educators to actively engage with the opportunities provided by Christchurch's Antarctic region connection, from logistics support to the development of new technology to support science on the ice.

The importance of the Antarctic region in exploring global issues provides a rich context for education, whether that be the development of globally-aware citizens or science and technology graduates.

Christchurch's role as an Antarctic Gateway is also embedded in our city's narrative. The story of exploration, adventure and seeking new knowledge in the Antarctic region reflects many of the values which underpin Christchurch's identity.

⁷ Roldan, Gabriela. *A door to the ice: the significance of the Antarctic Gateway Cities today*. 2015. https://www.researchgate.net/publication/307862534_A_door_to_the_ice_the_significance_of_the_Antarctic_Gateway_Cities_today

⁸ People who have visited or worked in Antarctica.

How it all fits together



Our strategic framework

A city strategy in a national context

Christchurch's Antarctic Gateway strategy sits squarely within the context of New Zealand's Antarctic priorities. Antarctica New Zealand's 2019-23 Statement of Intent recognises the value of the Gateway, setting an objective to "leverage our relationships to promote and identify opportunities for Christchurch city as a gateway to the Ross Sea region". It commits support for the delivery of the city's Strategy through the work of the Christchurch Antarctic Office, acknowledging this brings benefits for the city and nation.⁹

An effective Gateway City is an important asset in support of New Zealand's Antarctic objectives.

Realising the economic, environmental, scientific, cultural and community opportunities associated with the Antarctic region at a city level will deliver wider benefits for the country.

The New Zealand Government's ongoing support of Antarctic scientific endeavour and its active contribution into the international Antarctic community mean it is important to frame this strategy in the New Zealand context. Through this strategic framework, the city will work in close collaboration with its New Zealand Government partners to maximise the value of Christchurch's Antarctic Gateway status for the city, region and nation.

Three core values

Christchurch's involvement in the Antarctic region is underpinned by three core values. These are the foundation through which Christchurch views all its priorities and activities in association with the Antarctic region.



Kaitiakitanga (guardianship and protection of the environment) – our involvement in the Antarctic region will always be underpinned by care and respect for the environment. This reflects our important custodial responsibilities upholding the values of the Antarctic Treaty to maintain the Antarctic region for 'peace and science'



Manaakitanga (the showing of respect, generosity and care for others) – we are a host city for both national and international agencies and partners. We will be an excellent and welcoming host and will take seriously our contribution to New Zealand's Antarctic strategy, international relationships and diplomacy. We desire to be an exemplary gateway for National Antarctic Programmes



Exploration – our city has a strong history of exploration from early Māori and more recent waves of migration, through to our current profile as a city that is open to and keen to explore new ideas, ways of doing things and experiences

Exploration is synonymous with the Antarctic region – whether the physical exploration of a hostile and remote environment or exploring ideas and seeking new knowledge through science and innovation.

⁹Antarctica New Zealand Statement of Intent 2019-2023. <https://www.antarcticnz.govt.nz/uploads/images/Antarctica-New-Zealand-SOI-2019-2023.pdf>

A strong focus on the future

Christchurch's Antarctic Gateway Strategy is strongly influenced by global trends, opportunities and challenges impacting both Christchurch and the Antarctic region. This Strategy recognises the importance of:

- the urgency of climate change action and the need to reduce our carbon footprint, to which Antarctic research contributes knowledge and understanding
- disruptive technologies and advances, which create new opportunities for Antarctic science and environmental conservation
- engaging current and future generations with the opportunities and responsibilities of Christchurch's connection with the Antarctic region, which can excite through education and learning, events, and sharing experiences and science.

Our vision

Our vision is for Christchurch to be a city where we celebrate and realise the value of our Antarctic Gateway status for the benefit of the city and the nation, for current and future generations.

Strategic priorities

Christchurch's Antarctic Gateway strategy is structured around three priorities which have a strong focus on the future:

Welcome and Deliver Excellence – Christchurch is recognised for being a welcoming host and for service excellence as a Gateway City.

- Christchurch will have clear, accountable and visible Antarctic Gateway leadership to ensure the city is making the most of the associated economic, community, cultural, scientific and environmental opportunities, and is a valued contributor and asset supporting New Zealand's interests in the Antarctic region
- We will be a welcoming host to national and international partners
- We will make the most of the business opportunities of being a Gateway City and provide excellent service through the provision of our air and sea port facilities and our wider business support and services

Connect and Excite – Christchurch celebrates and engages all people in its Antarctic connection.

- Christchurch and mana whenua will celebrate their connections with the Antarctic region as part of their story and narrative
- We will engage people – residents and visitors – in an exciting, informative, interactive and meaningful way by integrating and showcasing the Antarctic region through our arts, culture, events and visitor experiences
- We will enable people of all ages to engage with the Antarctic region through education

Advance Knowledge and Champion Climate Change Action – Christchurch supports the development of Antarctic knowledge and the region's role in furthering climate change research.

- Christchurch will support New Zealand's Antarctic research endeavour and create opportunities for greater international research collaboration
- We will support our business and entrepreneurial communities to solve Antarctic challenges and support Antarctic research
- We will champion our city's strategic priorities of accelerating climate change action and the target of achieving net zero greenhouse gas emissions – excluding methane – by 2045, through our actions as a Gateway City and support for scientific programmes.

The city's Action Plan 2021-24



Image: New Zealand Defence Force

The city's Action Plan 2021-24

The Christchurch Antarctic Office embarked on leading an ambitious programme of actions when the Strategy was first adopted in mid-2018¹⁰. Three years on, we have reviewed our progress with our key stakeholders¹¹.

They told us where we could make changes, adapt to different circumstances and flex to build on new opportunities.

We heard that our key priorities should essentially remain the same as they effectively advance our Gateway City role.

The revised Action Plan 2021-24 sets out another busy three years' activities, led by the Christchurch Antarctic Office (CAO) in collaboration with key stakeholders. The CAO will continue to report annually to the Christchurch City Council on progress towards achieving the three priorities, and against Levels of Service set out in the Council's Long Term Plan (LTP)¹².

Priority 1 – Welcome and Deliver Excellence

Actions for 2021 – 2024	Short to medium-term outcomes (years 1-3)	Longer-term direction and outcomes (year 4 and beyond)
Gateway leadership and partnership 1.1 Establish a gateway Leadership Group of iwi, national and local partners that, through regular meetings and engagement, can make the most of the economic, community, cultural, scientific and environmental opportunities of the city's gateway status and supports New Zealand's interests in the Antarctic region. (Led by The Christchurch Antarctic Office, in partnership with iwi and other leaders) 1.2 Maintain a strong, supportive relationship with key national and international agencies with an Antarctic interest and other gateway cities, working collaboratively on areas of shared interest. (Led by The Christchurch Antarctic Office, supported by the Leadership Group)	- Local leadership links coordination and focus amongst the wider Antarctic-related sector in the city, and sustains a positive, effective relationship with Antarctica New Zealand. - Our role as a Gateway City is valued locally, nationally and internationally for its contribution to the success of our own and other nations' Antarctic programmes, and New Zealand's commitments to the Antarctic region. - The COMNAP Secretariat is located in Christchurch and helps facilitate positive relationships between the city and COMNAP members. - Christchurch is recognised as a proactive Gateway City that looks outwards to build opportunities for collaboration that can increase knowledge on matters of global interest.	➔ The gateway Leadership Group provides clear, local leadership and oversight of the implementation of Christchurch's Antarctic Gateway Strategy and is a coordination point for optimising local connections with stakeholders. ➔ Christchurch has an effective and trusted partnership with Central Government, to help progress New Zealand's interests in the Antarctic region.

¹⁰ The Christchurch Antarctic Office reports regularly to the Council on progress with the Strategy's implementation.

¹¹ Our key stakeholders include: National programmes and agencies who use Christchurch as a gateway for their activities in various ways (United States, Italy, South Korea, China, Germany and France), Antarctica New Zealand, Ministry of Foreign Affairs (MFAT), Antarctic Heritage Trust, New Zealand Antarctic Society (Canterbury Branch), International Antarctic Centre, COMNAP Secretariat, University of Canterbury, Canterbury Museum, ChristchurchNZ, Christchurch International Airport Ltd, Lyttelton Port Company Ltd, Te Rūnanga o Ngāi Tahu, related hospitality, tourism, business and retail sectors.

¹² Level of Service: Realise greater value from Christchurch's Antarctic Gateway – measured by delivery of actions set out in the Antarctic Gateway Strategy implementation plan, and by building the number of members of the Business network (Long Term Plan 2021-31, Service Plan Economic Activity, Level of Service 5.0.16.6 and 5.0.16.7).

Actions for 2021 – 2024	Short to medium-term outcomes (years 1-3)	Longer-term direction and outcomes (year 4 and beyond)
Welcoming host 1.3 Work to retain and grow National Antarctic Programmes using and visiting Christchurch as a Gateway City. 1.4 Continue to deliver an engaging and popular annual Season Opening for National Antarctic Programmes, local and national stakeholders, and the community to enjoy. (Led by The Christchurch Antarctic Office, working with key stakeholders) 1.5 Identify ways for the local Antarctic community to provide additional opportunities to welcome and connect Antarctic visitors with each other and the community. (Led by The Christchurch Antarctic Office and the Leadership Group) 1.6 Provide a world-class welcome with the support of MFAT, Antarctica New Zealand and other partners, with a view to deepening international Antarctic relations, including a focus on the retention and potential expansion of National Antarctic Programmes basing themselves in or accessing services and supplies through Christchurch. (Led by The Christchurch Antarctic Office and the Leadership Group in collaboration with Antarctica New Zealand)	• Antarctic visitors are welcomed warmly to our city and the summer season is celebrated each year. • The local Christchurch community understands the city's unique Antarctic legacy and current role and enjoys participating in Season Opening and other related events throughout the year. • National Antarctic Programmes can connect with the Christchurch Antarctic community (including other national programmes) and there are opportunities to engage with the wider local community.	➔ Current National Antarctic Programmes who visit our city remain committed to Christchurch and are satisfied with the welcome and associated support they receive. ➔ Other national programmes look favourably at the value the Christchurch Gateway City can offer them in terms of hospitality and services and include Christchurch in their logistics operations. The annual Season Opening attracts national and international media interest – showcasing New Zealand and its international host programmes.

Actions for 2021 – 2024	Short to medium-term outcomes (years 1-3)	Longer-term direction and outcomes (year 4 and beyond)
Business excellence and opportunities 1.7 Review Christchurch’s current breadth of business support to Antarctic programmes, to identify and nourish strengths, as well as finding and filling gaps or new opportunities to supply goods and services and enhance / expand the local offering e.g. demand created by the Scott Base and McMurdo redevelopments, along with renewal projects by other National Programmes. (Led by the Christchurch Antarctic Office, working with the Leadership Group and the Business Network) 1.8 Grow the local Antarctic Business Network, to foster and facilitate engagement between Christchurch businesses with Antarctic experience or relevant expertise and National Antarctic Programmes, to realise opportunities for local provision of services or goods. (Led by the Christchurch Antarctic Office, with the Leadership Group) 1.9 Continue to recognise the importance of supporting Antarctic programmes through the Council’s expectations of the Council-owned airport and seaport. (Led by the Christchurch City Council)	• National programmes can readily connect with businesses/ innovators for supply of expertise, services or products. • The Business Network meets regularly, provides networking opportunities and showcases local expertise and innovation of interest to national programmes. • Christchurch International Airport and Lyttelton Port Company recognise in their Statements of Intent the key role they play in supporting the Christchurch Antarctic Gateway Strategy.	➔ Christchurch is an exemplar gateway and logistics hub with world class facilities, local supply chain and support network. ➔ Christchurch businesses and facilities are recognised as excellent contributors to meeting national programmes’ needs for technology, science capability, expertise, goods and services, and can realise the economic benefits from being part of the gateway.

Priority 2 – Connect and Excite

Actions for 2021 – 2024	Short to medium-term outcomes (years 1-3)	Longer-term direction and outcomes (year 4 and beyond)
Celebrate Christchurch's connection with the Antarctic region and encourage people to engage with it in interesting and interactive ways 2.1 Promote Christchurch's involvement with Antarctica through the Christchurch narrative. (Led by ChristchurchNZ with the Christchurch Antarctic Office) 2.2 Broaden and promote opportunities for our residents and visitors to learn about and engage with the Antarctic region (e.g. ship visits, art and cultural events, heritage tours, profiling current science and scientists). (Led by the Christchurch Antarctic Office, working with ChristchurchNZ and key stakeholders) 2.3 Co-ordinate the annual 'Days of Ice' celebration of Christchurch's gateway status. (Led by the Christchurch Antarctic Office, working with ChristchurchNZ and key stakeholders) 2.4 Continue to work with Ngāi Tahu and arts and culture partners to identify a thematic approach to incorporating aspects of the Antarctic region into art/culture activities and installations.	• The Christchurch narrative includes the city's connection with Antarctica and the Southern Ocean. • New and enhanced attractions are developed which utilise technology to tell a rich story of the Antarctic's history, present and future. • 'Days of Ice' attracts people to take part and enjoy Antarctic-related events and activities. • Residents and visitors readily know about the ongoing and one-off activities, sights and events about the Antarctic region that they can visit or engage with. • Current and new activities and events are promoted so people can engage and find out about Antarctica. (e.g. the anticipated re-vamp and enlargement of Antarctic exhibitions at Canterbury Museum, and the restoration of the Magnetic Observatory in the Botanic Gardens to attract an increased number and breadth of visitors.) • Antarctic-related cultural features and activities in the city reflect Ngāi Tahu and a range of partners' art and stories.	➔ Antarctica and Southern Ocean exploration is embedded in Christchurch's story and identity. ➔ Antarctic-related attractions are 'must-do' on visitor / residents list – they are central to the Christchurch experience. ➔ Christchurch's Antarctic connection is visible on arrival in the city and residents know what is on offer. ➔ Christchurch's Antarctic connections can be explored in diverse ways through the cityscape, including through the art and narratives of Ngāi Tahu.

Priority 3 – Share Knowledge and Champion Climate Change Action

Actions for 2021 – 2024	Short to medium-term outcomes (years 1-3)	Longer-term direction and outcomes (year 4 and beyond)
Support New Zealand’s Antarctic scientific endeavour, collaboration and conversations through Christchurch 3.1 Identify and evaluate opportunities for building on Christchurch’s existing research capability to support New Zealand’s Antarctic research activities and international collaboration. (Led by the Christchurch Antarctic Office with the University of Canterbury, Antarctica New Zealand and other research bodies) 3.2 Provide opportunities, through Christchurch events and activities, for the science community to develop and leverage national and international research partnerships and increase our scientific profile. (Led by University of Canterbury and Antarctica New Zealand) 3.3. Attract international conferences to the city that are Antarctic-related, such as climate change, extreme environments and ecology. (Led by ChristchurchNZ in collaboration with University of Canterbury and Antarctica New Zealand)	• An evaluation of Christchurch’s current research capacity and capability informs a targeted action plan for increasing opportunities to promote what the city can deliver. • The city hosts international conferences or forums that reinforce our role as a gateway and host for Antarctic knowledge and expertise.	➔ Christchurch-based organisations are known for scientific excellence in a range of Antarctic research activities. This attracts conferences, research partnerships and funding to the region.

Actions for 2021 – 2024	Short to medium-term outcomes (years 1-3)	Longer-term direction and outcomes (year 4 and beyond)
Enable people of all ages to engage with the Antarctic region through education and learning opportunities 3.4 Provide and promote public, school and tertiary educational programmes to engage the curious, and stimulate interest and participation in formal Antarctic study and research. (Led by the University of Canterbury, International Antarctic Centre, Antarctic Heritage Trust, Antarctica New Zealand and the New Zealand Antarctic Society) 3.5 Explore opportunities to better coordinate and promote Antarctic education resources offered by local and national educational institutions, e.g via a ‘Gateway City’ portal. (Led by the Christchurch Antarctic Office and the Leadership Group)	• There is sustained interest in Antarctic-related learning, and a range of opportunities to meet different interests, age groups and levels of scholarship. • There is effective coordination across education programmes to inform people about the range of learning opportunities available, to expand their Antarctic knowledge.	➔ Christchurch residents and New Zealanders have greater knowledge and understanding about Antarctica, and Christchurch’s Antarctic Gateway significance. ➔ Explore opportunities to better coordinate the range of learning.
Champion the city’s strategic priorities of accelerating climate change action and the target of net zero greenhouse gas emissions by 2045 3.6 Engage the Christchurch community – and beyond – in finding out about Antarctic science programmes related to climate change, environmental sustainability and carbon reduction. (Led by the Christchurch Antarctic Office, in collaboration with Antarctica New Zealand, University of Canterbury, New Zealand Antarctic Society, Antarctic Heritage Trust)	• There is increased understanding of the role Antarctic science programmes play in researching the impacts of climate change and the importance of emissions reduction.	➔ Our actions as a Gateway City contribute to global understanding and actions related to climate change and emissions.

Christchurch's Antarctic Gateway

Strategy

2021