



Christchurch City Council Financial Plan & Programme 2003 Edition



CHRISTCHURCH
CITY COUNCIL · YOUR PEOPLE · YOUR CITY

Mission Statement of the Christchurch City Council

Providing leadership to achieve the vision for Christchurch through effective local governance and the delivery of high quality services.

In achieving the mission the Council will:

- be responsive to local needs;
- give strong expression to local identity;
- be democratic, effective and efficient;
- be highly accountable for its actions;
- advocate in the interest of the whole community;
- add value to the city's economy;
- enhance the quality of the city's environment;
- use sustainable management principles;
- be efficient in its delivery of high quality services;
- work constructively towards common goals held with central government and the regional unit of local government;
- be both a good corporate citizen and a good employer.

Mā te hāngai tonu o ngā ture ā-rohe me te tuku i te ratonga hiranga e whakakaha ake i te toiora o ngā tāngata katoa me te taone nui o Ōtautahi.

Te tutukitanga pai o ngā tikanga o te Kaunihera ka:

- tahuri mai ki ngā hiahia o te iwi kāinga
- tautoko kaha i te tuakiri o te iwi kāinga
- whakahaere ngātahi ai te manapori, te whakatutuki, te whakahaere i ngā kaupapa
- whakatau tika i āna mahi katoa
- kaiwawao i ngā kaupapa hei painga mo te iwi kāinga
- whai hua ake ki te ao ohanga o te taone nui
- whakakaha ake i te pai o te taiao o te taone nui
- whakahaere i ngā kaupapa mahi hāpai kia pūmau ai
- whakahaere tika ai i āna ratonga katoa
- mahi ngātahi ai ki te whakatutuki i ngā whāinga e whāia nei e te Kāwanatanga me te Wāhanga ā rohe o te Kaunihera ā rohe
- tū hei rangatira tōpū, hei kaituku mahi



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**Adopted by the Council
on 16 July 2002**

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Executive Summary

Rates

For the year ending 30 June 2003, rates for Christchurch ratepayers will increase overall by 3.70%. For more details on what impact this increase will have on the various sectors and on a selection of individual properties, see page 30.

Operations

The total operating expenditure, the cost necessary to provide the services and facilities operated by the Christchurch Council for the year ending 30 June 2003, is \$270.27M. Christchurch ratepayers are required to contribute a total of \$145.51M towards this cost.

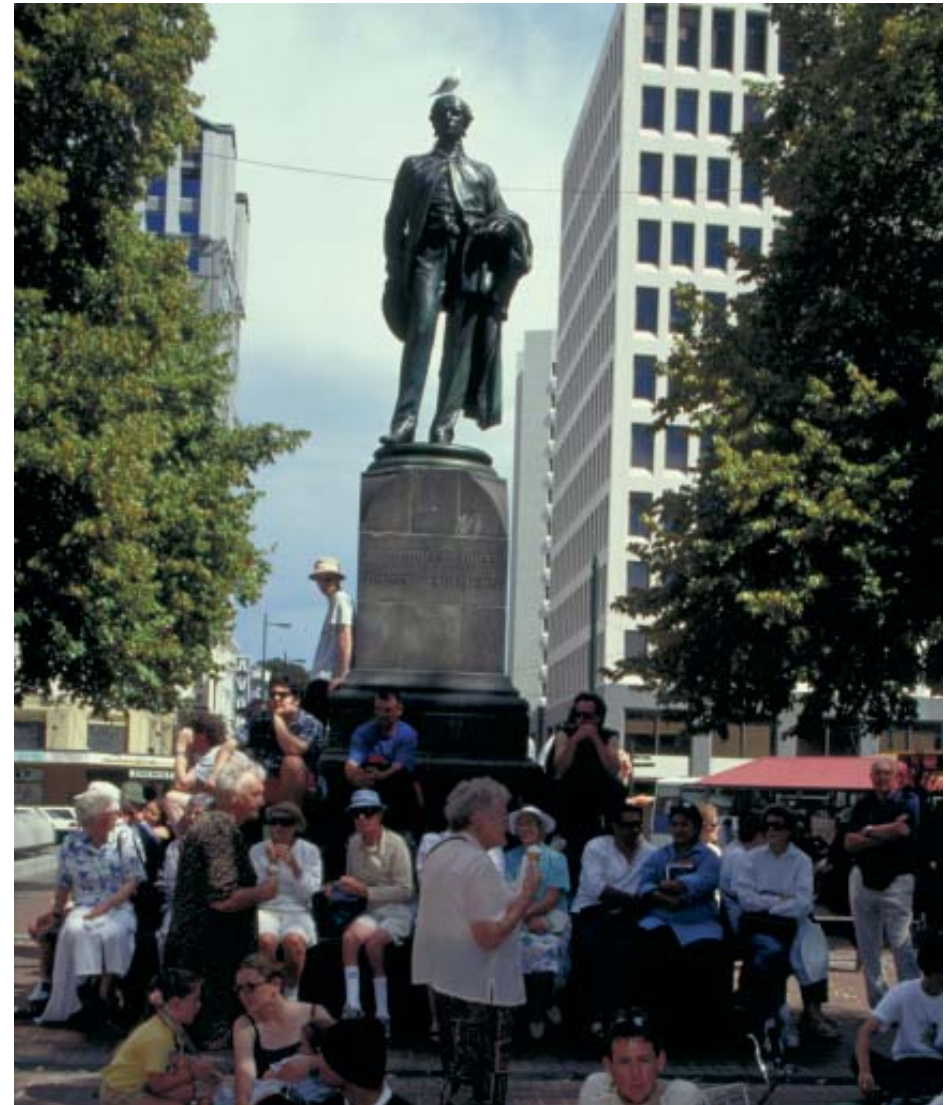
The balance will be paid for by revenues from these activities, interest and dividends earned by the Council through its ownership of enterprises such as the Orion Group, the Lyttelton Port Company and Christchurch International Airport Ltd.

Capital Improvements

The total capital expenditure, the cost necessary to pay for new assets or to renew or upgrade the existing assets provided by the Council for the year ending 30 June 2003, is \$115.26M.

These improvements and developments will be paid for through cash surpluses on operations, utilising Council reserves and from external funding. There is no borrowing for new works planned for in 2002/03. The only borrowing for 2002/03 relates to partial borrowing for a new Central City Park (ex Turners and Growers site) and capital contributions to Christchurch City Facilities Ltd and Transwaste Canterbury Ltd.

A full summary of the capital and operating income and expenditure for 2002/03, along with forecasts for each year through until 2011/12, can be found on page 20.



Visitors resting at the John Robert Godley Statue in Cathedral Square.

Executive Summary

Contents of the Plan

The Council is committed to improving the quality of life in Christchurch by ensuring the services it provides make a positive contribution. In addition to the wide range of services included in previous plans, the Council is proposing the introduction of the following new initiatives in this Financial Plan: (It should be noted that many of these have been funded by way of substitution, matching revenue or efficiency gain.)

- Commercial Strategy Development \$100,000
- Maintenance and Emptying New Rubbish Bins \$100,000 (Operating and Capital)
- New Garden Festival \$250,000 (indicative amount only, actual allocation to be determined by the Festivals and Events Sub-committee)
- First Hour Free Parking (Lichfield, Farmers, Manchester and Crossing Carparks) \$505,000 (see page 5 for details)
- Gold Coin Meter Charges (60 minute areas) \$240,000
- Art in Public Places \$50,000 for 3 years
- Licensing of the Waste Operators in 2003/04
- Installation of Backup Computer Equipment \$100,000
- Norman Kirk Courts - Fire Safety Upgrade \$275,000
- Grant for seismic strengthening of the Cathedral of the Blessed Sacrament (\$140,000 per annum for a 5 year period from 2003/04)
- Multi cultural city activities \$50,000
- Central City Park / Residential Development (ex Turners & Growers site) (additional capital for 2002/03 \$655,000)
- Brougham Village - Fire Safety Upgrade \$275,000
- St Albans Educare Preschool Renewal \$350,000
- Central Library HVAC Central Upgrade \$60,000
- Boating facilities in Lyttelton \$1.5M (\$3M over 2 years - see page 5 for details)
- Heathcote Valley Park (Tamaki Development) \$470,000 Net (operating and capital)
- Avon River and Central City Feature Lighting (\$30,000 per annum)
- Main Road Amenity Planting \$75,000
- School Speed Signs \$80,000
- Upper Riccarton Library Brought forward to 2005/06
- QEII Upgrading - Grounds and Stadium (\$880,000 net - spread over 3 years) (operating and capital)
- A waster pays system for rubbish bags with effect from 2004/05 (see page 39 for details)
- Christchurch International Rowing Centre Charitable Trust Grant (\$600,000 in total) (2002/03 \$100,000; 2005/06 \$100,000; 2006/07 \$200,000; 2007/08 \$200,000) (see page 40 for details)

Meeting the Challenge of Growth

Growth in the city, a determination to continue the proud tradition of quality public facilities and programmes and the need to manage the cost of delivering these are the focus of the Christchurch City Council's Annual Plan.

This plan builds on the undertaking given last year to consolidate the efforts of the past and the plans for the future.

The last decade has been characterized by strong Council investment across the city. The many projects have included three major new pool complexes, new libraries in Linwood, Shirley, Fendalton and Halswell, an increase of 80 per cent in the area of parks throughout the city, the Convention Centre and the WestpacTrust entertainment centre.

The flow of enhancement projects continues in this Annual Plan, and includes:

- The new South of the City Library (\$4.3M from 2002 to 2004)
- The Upper Riccarton Library (\$2.5M from 2005 to 2006)
- The Christchurch Art Gallery (\$42.9M, due to open in April 2003)
- The new landfill and transport (\$12.3M)
- A major upgrade and expansion of the Wastewater Treatment Plant (\$70.6M, due for completion in 2005/06)
- A compost plant (\$5.9M from 2002 to 2006)
- The purchase of strategic, neighbourhood and district sports parks and reserves (\$9M from 2003 to 2007)
- The Blenheim Road deviation (\$6M in 2003/04)
- The Ferry Road/Humphreys Drive/Ferrymead bridge (\$5.16M from 2003 to 2006)
- Additional office accommodation (\$10.7M from 2005 to 2006)

These new assets are critical to the city's wellbeing and future prospects, especially in the context of increasing global competition between cities for private investment.

Inevitably, however, the higher standard of service adds to operational costs and this is having an impact on Council budgets. This is especially true of the new landfill which is

required to be built to much higher standards than the current landfill at Burwood. This and the new City Art Gallery will add \$12 million over three years to Council operational costs.

Our long-term financial forecasts have consistently foreshadowed this cost pressure. Because of this, the Council decided last year that growth in its future spending should be limited and that there should be restraint over the following three years in particular.

The Council has followed last year's resolve to keep spending increases to a minimum and has dealt with most of the changes to this year's plan largely by substitution and reprogramming.

The Council proposed a draft Annual Plan with forecast rate increases generally in line with forecasts in the previous year's plan. However, after consideration of submissions a proposal to introduce charging for domestic rubbish collection has now been incorporated and this has the effect of reducing the forecast rate increase in 2004/05 by 2.94 per cent. New proposals in this plan include:

Public Boating Facilities at Lyttelton

The Council has made a \$3 million provision spread over two years to support the development in Lyttelton of safe public boating facilities to meet the demand by the people of Christchurch. Research by the Council shows that as many as 40,000 Christchurch residents need access to the harbour for their recreational pursuits and the Council considers that it should provide some facilities for this, as it does for most of the other recreational and sporting activities of its citizens. The way the money may be used has yet to be worked out in detail, but it is likely to be for complementary developments alongside a private marina.

First-Hour-Free Parking

After a nine month trial the Council decided to continue and extend its first-hour-free parking scheme for inner-city shoppers. The trial showed the scheme is successful in

Meeting the Challenge of Growth

attracting more shoppers to the central city and is worthwhile for that reason. There is a cost, however, in the lost revenue and some parking charges have been reviewed to compensate for this. These include:

- An increase to \$2 per hour for 60-minute parking meters.
- An increase in the early bird day rate by 50 cents (except for the hospital car park).
- Stopping free Sunday parking at Lichfield Street and the Crossing carparks.
- Adding 20 cents an hour to casual parking charges in car parking buildings.

Research has shown that Council's car parking charges are well below those charged in other metropolitan cities in New Zealand.

Swimming Pool Charges

Swimming charges at the Council's indoor pools have been reviewed by the Council after several years with no change. The increase of 50 cents in the cost of a child's casual swim will take the charge to \$2 at the main pools.

The Council has recently invested large sums in providing sophisticated swimming facilities at its Pioneer, Centennial and QEII pools and this new level of fees is considered modest for what can be a whole day's entertainment in wonderful facilities. No change has been proposed for outdoor pools for those under 15 years.

New Garden Festival

This plan includes provision for a new garden festival. This is the result of significant research for an event which will build on Christchurch's garden image and attract more visitors to the city. In providing for this new festival the Council has resolved to cap its expenditure on festivals at \$2.5 million for the next three years.

Rubbish Bag Collection Costs

This year the Council has incorporated into its forecasts an initiative which will make a significant cut in the rate increase proposed for 2004/05. The major contributing factor

to that increase is the new costs of disposing of solid waste which will occur in that year.

The Council's current landfill at Burwood will by then be at the end of its useful life and the Council is supporting the development of a new environmentally sound landfill in North Canterbury. Its introduction, however, will mean a significant rise in the cost of disposing of rubbish.

The initiative is to charge directly for the black bag household collection service. This will reduce the forecast rate rise for 2004/05 by 2.94 per cent and give residents a real incentive to recycle more and reduce the amount of rubbish they send to the landfill.

As this initiative will not commence until mid 2004, there will be opportunity for public consultation on this proposal in the 2003/04 Annual Plan process.

Growth is another pressure

Growth is another element which, although positive for the city's future, puts pressure on Council costs. Growth creates a need to extend services to maintain standards on a city wide basis. The Council does not shrink from providing what is necessary to maintain the quality of life desired by the people of this city but it does look very carefully at the need before commitments are made.

The Council began this year's budget process knowing it had made savings and efficiency gains worth more than \$2 million. Offsetting these gains, however, was the need to provide funding for increases in the cost of insurance and electricity, which alone would consume at least half of these savings.

All forecast costs have been provided for and will have an impact on expected rate increases over the medium term. The table below compares those increases with the forecasts in last year's plan after including a provision for inflation of 2 per cent a year:

Meeting the Challenge of Growth

Year	Forecast increase in this Plan	Forecast increase 2001/02 Plan
2002/03	3.70%	3.87%
2003/04	3.89%	4.86%
2004/05	3.84%	6.70%
2005/06	4.37%	3.39%
2006/07	4.41%	3.50%

Sewage Disposal Outfall

The Council has provided for a significant upgrade on its sewage disposal facilities which involves discharge of the highly treated effluent to the estuary. However, at the time of finalising this plan a full resource consent has been declined by Environment Canterbury. The Council has appealed this decision as it believes its proposal to be very sound. However, if the appeal is unsuccessful the only realistic alternative is an ocean outfall which will add significant additional capital costs of \$30 to \$50 million which are currently not included in the forecasts.

Low Rating Base

Christchurch has an enviably low level of rates when compared to the other New Zealand cities. This is largely the result of the income it receives from its major trading companies. The following table provides a comparison of the average residential rates in other major cities in New Zealand.

	Average Capital Value	Average Residential Rate for 2002/03 ¹
Wellington City Council	\$284,200	\$1,265 ²
Hamilton City Council	\$164,300	\$1,187
Dunedin City Council	\$107,000	\$1,177
Auckland City Council	\$330,600	\$1,148 ³
Christchurch City Council	\$164,170	\$919

¹ Includes GST but excludes Regional Council rates.
² Based on current estimates only. Final 2002/03 Plan not yet adopted.
³ Excludes water and waste water charges.

The amount of rates paid in Christchurch is clearly lower than these other large cities. Percentage rate increases often attract negative publicity, but this needs to be viewed in context with the actual level of rates.

Another way of viewing this is to compare a household's actual level of rates with its annual electricity or telephone bill. Rates can be seen to be giving value for money because of the wide range of services and facilities they fund.

The proposed average household rate of \$919 a year is \$17.62 a week, and the annual increase of \$38 represents an increase of 73 cents a week.

Expenditure Review and Constraint

The Council understands that comparisons with other cities are no comfort to those on fixed and low incomes in particular. Christchurch has a proportionately high number of residents on low incomes and the Council understands it needs to improve and maintain its financial discipline, identify poor-quality spending and where savings can be made. It must also continue to carefully check new capital and operating initiatives.

In adopting this plan the Council has now resolved to set in place processes to identify opportunities to achieve cost reductions and revenue increases in its operational budget to ensure that by 2005/06 the projected budget is reduced by \$10 million.

Meeting the Challenge of Growth

Last November, the Council set up a Budget Scrutiny and Audit Special Committee. It is chaired by the Mayor, Garry Moore, and includes a strong cross section of elected members, skills and experience.

A programme of reviewing Council operations including solid waste, wastewater, leisure activities, city streets, parks and waterways as well as the cost of public accountability is planned for the committee. This is an ongoing review which is important in identifying further cost savings.

Triple Bottom Line Reporting

This Plan is the first to be published by the Council in a triple bottom line format. This may well be a first for a local authority in New Zealand.

Triple Bottom Line reporting recognises that there is more to measuring the results of effective management of any organisation than dollar costs. It takes account not only of monetary cost but also the social and environmental effect decisions have. The combined impact is intended to positively contribute to a sustainable Christchurch.

Each of the Council's significant activities reported on in this document include performance indicators for environmental, social and economic/financial results. Annual reports in the future will report against these performance indicators. Development of this reporting practice will evolve over time and the Council believes that it has made a good start to a more comprehensive reporting regime.

Financial Prudence

The finances of this Council are being carefully managed and this is evidenced by the detailed effort which goes into forecasting the impact of its plans in the financial summaries for the next 10 years.

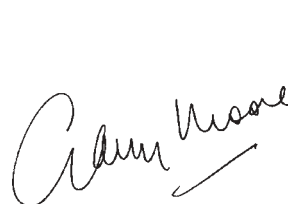
Debt levels are well under control with the key benchmark ratios all forecast to be well below the outer limits self-imposed by the Council on itself eight years ago.

Conclusion

The Council remains committed to providing for the city an efficient provision of a wide range of services with an emphasis on those activities which need to be provided collectively for the enhancement of the community as a whole and which add to the wellbeing of its citizens.

The Financial Plan and Programme 2003 demonstrates a commitment to maintain and renew the city's assets and facilities and to provide a high standard of services. It is recognised, however, that continuing effort needs to be made to review costs in view of forecast increases arising from new levels of service being provided on several fronts.

Christchurch remains one of the better cities in the world in which to live and the partnership between the Council and the community as a whole must remain the basis for retaining this place in the sun.



Garry Moore
Mayor



Alister James
Chairman, Strategy &
Finance Committee



Mike Richardson
City Manager

A Section by Section Guide

Strategic Section and Corporate Measures

This section consists of two parts. Firstly it charts where the Council as a whole would like to head long term (the Strategic Goals and Objectives - pages 11 to 13). The second part (the Triple Bottom Line Reporting - pages 14 to 18) puts in place some corporate indicators to measure progress towards these goals and objectives.

Financial Overview

These pages (pages 19 to 27) explain how the long term financial strategy ensures that large infrastructural costs and the funds borrowed to pay for these costs are manageable in the context of the day to day running of the Council's operations. The Council uses a strict set of well-established financial guidelines to maintain this strategy. These are outlined here, along with a summary of the financial projections for the next 10 years.

Also included within this section on pages 28 to 30 is information on the rating system and the impact the 2002/03 rates will have on a cross section of properties.

The final pages of this section include a summary of the Funding Policy (see pages 31 to 33).

Service Level & Programme Changes

The first part (see pages 34 to 40) of this section details the changes from the draft to the final Financial Plan for 2003. These changes were approved by the Council after considering the submissions on the Draft Financial Plan.

The section also summarises the differences between this Financial Plan and last year's Financial Plan (see pages 41 to 44). The individual items have been listed in bullet point form under the following headings:

- already committed costs
- cost increases due to growth
- new operating initiatives

- new capital initiatives
- efficiency gains

Towards the end of this section are the capital projects which have been deleted from the 5 year programme. These projects were included in last year's Financial Plan and have, for various reasons (which have been noted) been deleted.

Plans for Customer Service Activities, Corporate Service Providers, Other Organisations and Trading Activities

This section (pages 45 to 120) outlines and provides a budget for each of the Council's services. Included are the infrastructural services, such as city streets, parks, wastewater and waterways; cultural, community and recreational services such as the art gallery, museum, libraries and Council housing; and the Council's trading enterprises such as the Orion Group, the Lyttelton Port Company and the Christchurch International Airport Company. For each activity or organisation, all new services are described.

For the Council activities the budgets have been summarised on an output class basis. Output classes are best described as groups of related or similar goods or services. Any revenue relating to an output class is matched against the expenditure.

The performance indicators for the Council activities are in triple bottom line format. Each indicator is related back to a specific objective and there is a target or benchmark for comparing actual performance. For Objective 1 Performance Indicators 1.1, 1.2 etc. are relevant, Objective 2 Performance Indicators 2.1, 2.2 and so forth.

The capital expenditure which relates to each activity is summarised separately below the Cost of Service Statement.

The categories used to classify capital expenditure are:

- Renewals and Replacements - Maintaining existing assets. Necessary to sustain agreed levels of service.

A Section by Section Guide

- Asset Improvements - Capital expenditure that improves or adds to the level of service of existing assets.
- New Assets - Works or purchases creating wholly new assets.
- Capital Funding - Reflects a capital contribution - e.g. For the new Art Gallery.

Forward Capital Programme

This section (pages 121 to 142) itemises what capital improvements are scheduled throughout the city for the next five years, and how much is budgeted for each. It includes infrastructural renewals and replacements such as to streets, parks and water services; as well as developments to improve sports, leisure, recreation, community, economic and environmental services.

Community Board Funded Projects

This section (pages 143 to 148) itemises Community Board funded projects. These projects, which relate to each Community Board area, include new operating initiatives as well as capital expenditure on neighbourhood parks and suburban streets.

Supporting Information

This section (pages 149 to 186) contains details of the Capital Endowment Fund allocation, the budgeted financial statements, a summary of the Borrowing Management Policy, a summary of the Investment Policy, a list of proposed fee changes for various Council services, the Equal Employment Opportunity Programme for 2002/03, a list of elected members and senior staff, and a glossary of terms. A directory of Council Service Centres and contact addresses can be found on the inside back cover.



Punters enjoying the Inner City sights.

Strategic Goals and Objectives

Strategic Goals

The following goals have been identified as being vital to the community and the Council:

Outcomes

A Community Cohesion and Well-being

Provide or facilitate the delivery of services and opportunities in order to enhance the safety, health and well-being of Christchurch people.

B Economic Development

Foster opportunities for sustainable economic development in order to generate employment and income and enhance the quality of life of all residents.

C Environmental Sustainability

Conserve and where practicable restore the natural environment and develop the built environment to enhance the distinct character of Christchurch and maximise the quality of life for current and future generations.

Processes

which we will or have put in place to help deliver the outcomes

D Democratic Governance

Provide high quality consultative leadership and advocacy to ensure that Christchurch residents achieve their desired outcomes.

E Essential Infrastructure

Maintain and improve the physical and service infrastructure of the city in order to generate wealth, promote health and safety, reduce hazards and facilitate social opportunities.

F Financial Stewardship

Maintain an asset and investment base and ensure that appropriate levels of income match commitments to expenditure in order to support long term goals.

G Treaty of Waitangi and Cultural Diversity

Respect the unique position of tangata whenua and value the contribution of all peoples in Christchurch.

Strategic Objectives for each of these goals follow.

A Community Cohesion and Well-being

The City Council will enhance community cohesion and well-being through:

- A1 Maximising opportunities for residents to participate in learning and leisure activities by
 - providing access to books and other information through the city's public libraries
 - supporting and providing visual and performing arts
 - facilitating education and learning opportunities especially pre-schools and pre-employment activities
 - advocating for quality provision of education and training at all levels.
- A2 Strengthening communities by
 - funding and supporting community initiatives, festivals and community organisations
 - initiating and supporting community development projects
 - facilitating collaboration between public, private and community agencies
 - advocating for an equitable share of national resources
 - advocating for provision of social and income support that is adequate to meet residents needs and allow them to participate in the life of the community
 - working with community groups, government agencies and other funding bodies to address key areas of social need.

Strategic Goals and Objectives

- A3 Contributing to safe and healthy lifestyles by
- promoting and protecting health standards
 - providing parks, festivals and recreation and leisure services
 - supporting self help initiatives
 - advocating for quality health and disability services
 - supporting crime reduction and public safety initiatives
 - providing affordable housing for those on low incomes.
- A4 Celebrating, protecting and increasing understanding of cultural diversity by
- supporting a range of arts, festivals and events
 - facilitating the cultural expression of ethnic and cultural groups
 - recognising the unique role of tangata whenua.
- A5 Ensuring that the needs and aspirations of children, youth, elderly and people with disabilities are taken into account in all Council activities.

B Economic Development

The City Council, recognising that economic growth is not an end in itself but a means to achieve social goals, will:

- B1 Foster broad-based sustainable economic development that generates real employment, income and social opportunities for all residents
- B2 Create an environment that encourages enterprise, innovation and development of new ideas and technologies and minimises barriers to economic development
- B3 Create an environment in which businesses flourish
- B4 Support the contribution the public, private and voluntary sectors make to the local economy and promote cooperation within and between these sectors.

C Environmental Sustainability

The City Council will contribute to Christchurch's environmental sustainability through:

- C1 Managing our impact on the environment in order to
- enhance air quality in the city
 - protect artesian water resources
 - maintain water quality in streams and rivers
 - maintain production potential of fertile soils
 - minimise erosion.
- C2 Ensuring that the development and redevelopment of the built environment
- enhances the unique qualities of the city particularly the physical characteristics such as the parks, gardens, riverbank and buildings
 - provides for accessible working and leisure activities and facilities
 - offers a range of desirable residential choices
 - stimulates economic activity
 - increases the central city's role as the heart of the city
 - enhances health and safety.
- C3 Protecting significant natural features of the physical environment (such as the Port Hills and the estuary), open spaces and landscape elements, native habitat and ecosystems, significant buildings and sites and other taonga.
- C4 Promoting efficient use of physical resources, an increase in recycling and material recovery, and a reduction of waste.
- C5 Minimising the risks from earthquake, flood, fire and other natural hazards.

D Democratic Governance

The City Council will facilitate democratic governance for the residents of Christchurch by:

- D1 Creating and maintaining mechanisms for citizens' participation in decision-making and policy development.
- D2 Protecting the rights of all citizens.
- D3 Developing cross-sector networks at local, regional, national and international

Strategic Goals and Objectives

level which will deliver positive outcomes for the people of Christchurch.

- D4 Providing leadership and advocacy in partnership with public, private and voluntary agencies which ensure the city's interests are reflected in regional and national decisions.
- D5 Developing a fair, cost-effective regulatory framework which protects health and safety, maintains environmental standards, and promotes business and social opportunities.

E Essential Infrastructure

The Council will improve and sustain essential infrastructure services which will:

- E1 Ensure high quality utilities (water supply, sewerage, and waste and stormwater management) meet the reasonable service demands of residents at efficient prices.
- E2 Develop a network of roads, cycleways, footways and passenger transport to provide both for personal mobility and the needs of commerce and industry.
- E3 Design projects to enhance environmental and social sustainability and otherwise avoid or mitigate, where possible, adverse effects of both natural and technological hazards on people, property and the environment.
- E4 Where possible recognise and report on social, environmental and economic impacts and benefits.

F Financial Stewardship

The Council will practise good financial stewardship by:

- F1 Applying financial policies which maintain or enhance the value of the Council's asset base.
- F2 Ensuring that financial assets, liabilities and cash flows are sustainable in the long term.

- F3 Operating under accounting procedures which
 - are consistent with generally accepted accounting practice
 - comply in all respects with external financial reporting requirements
 - enable the true costs of goods and services produced to be determined.
- F4 Maintaining a controlling interest in those trading activities where it is critical that they are managed in a way that has regard, not only to commercial requirements, but also to wider social and economic objectives.
- F5 Operating a funding and charging system which ensures that Council services are accessible to all residents.
- F6 Assess whether programmes and activities are achieving the desired outcomes in the most effective, efficient and financially prudent manner.
- F7 Continuing to improve efficiency in the delivery of Council activities and programmes and measuring the value created through efficiency gains.

G Treaty of Waitangi and Cultural Diversity

The Council will recognise the Treaty of Waitangi and value cultural diversity through

- G1 Protecting the rights of tangata whenua under the Treaty of Waitangi.
- G2 Maintaining mutually acceptable consultation procedures with the tangata whenua.
- G3 Considering and protecting the aspirations of all people in all the planning and delivery of all Council activity.

For an action diagram of the strategic goals and objectives, see page 15.

Triple Bottom Line Reporting

Background

At its meeting on 24 August 2000 the Council resolved:

“Thatthe 2002/03 Annual Report be on a ‘triple bottom line’ basis.”

The Annual Report compares actual performance against what was planned for in the Financial Plan. To make a change to the Annual Report format, it is necessary to start by changing the Financial Plan and in this way changes can flow through to the Annual Report.

What is Triple Bottom Line Reporting?

Triple Bottom Line (TBL) reporting was developed by John Elkington (from the UK).

TBL concerns all aspects of an organisation’s performance, not merely the meeting of financial targets.

At the heart of the TBL philosophy is an acknowledgement that an organisation has impacts on society and the environment as well as financially on its stakeholders. Such impacts may be positive or negative. They may be exerted directly by the organisation itself, or by way of the organisation’s influence upon others.

By adopting the TBL philosophy an organisation takes a position on the three core areas: economic prosperity, environmental quality, and social justice. It adopts value statements or principles which then serve as a compass in steering its strategy, policies, targets, and activities.

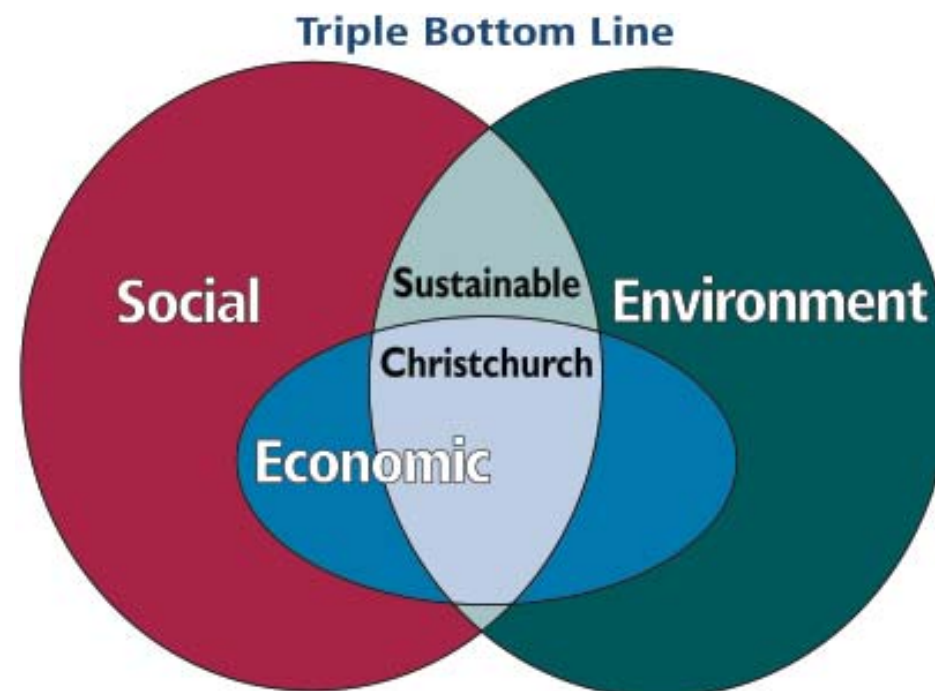
TBL reporting is the mechanism by which an organisation conveys its values or principles and its performance in matching them.

For each of our 14 significant activities, objectives, environmental, social and economic measures have been prepared (see the performance indicator matrices on pages 46 to 92). They also include targets and it is against these targets that our actual performance will be compared in the 2003 Annual Report. In addition to the 14 significant activity measures, there are some ‘corporate wide measures’ which cross significant activity boundaries and which are reported on pages 16 to 18.

The ‘link to the Strategic Objective’ refers to the Council’s Strategic Objectives which are printed in the previous section (see pages 11 to 13).

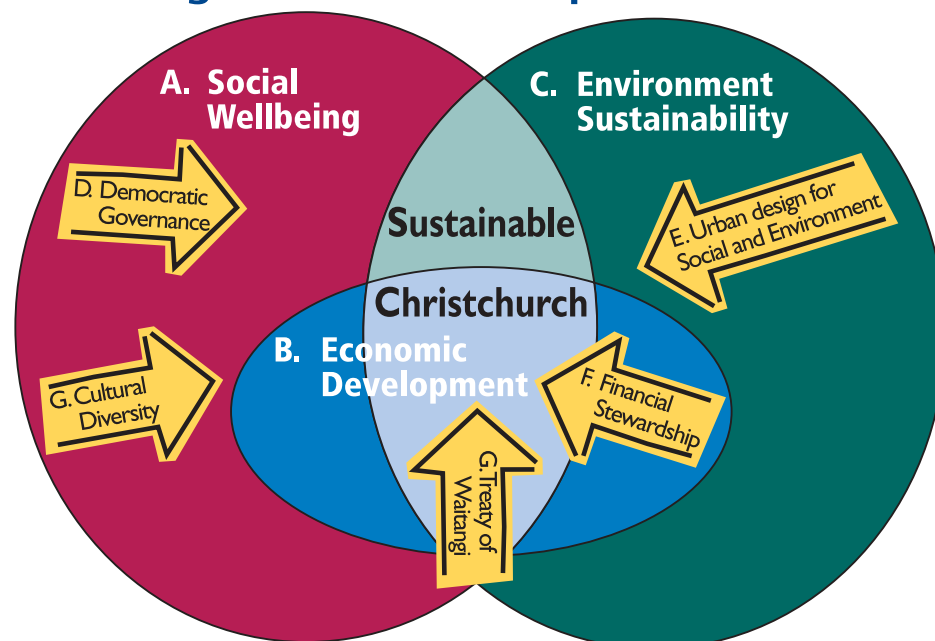
Triple Bottom Line and Sustainability

When making decisions and planning the Christchurch City Council will take into consideration the social impact, the environmental impact and the economic benefits. This process (the triple bottom line process) will assist us in creating a sustainable city for the future. The aim is to have as many activities as practical providing social, environmental and economic benefits all at the same time.



Triple Bottom Line Reporting

Strategic Goals in the Triple Bottom Line



This is an action diagram.

The three circles, A. SOCIAL, B. ENVIRONMENTAL, and C. ECONOMIC are like telescope sights showing three areas on which to focus. To make our city more sustainable is important. The closer the circles, the closer we are to our vision of a Sustainable Christchurch.

The arrows show actions the Council is taking to move the circles closer.

D. DEMOCRATIC GOVERNANCE, E. URBAN DESIGN (eg essential infrastructure) FOR SOCIAL AND ENVIRONMENTAL benefits, F. FINANCIAL STEWARDSHIP, G. TREATY OF WAITANGI and CULTURAL DIVERSITY actions.

Reporting Principles

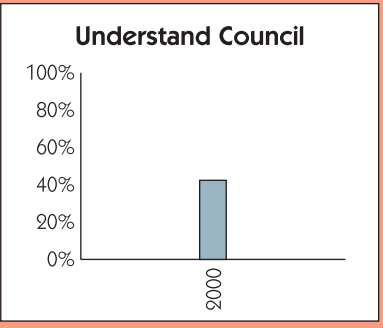
TBL reporting is a relatively new phenomenon and there is no established best way of doing it – we will learn more from every report published. Achieving a balance between detail and making the report interesting and readable is difficult. The aspirations behind our TBL measures can be summarised in the following principles:

- **Balanced** – we are prepared to report both positive and negative results on aspects of our performance.
- **A living report** – we are committed to a living report - it will develop and evolve over time.
- **Use of externally derived measures and benchmarks** – we have where appropriate used these and are prepared to be judged by our performance against these measures.
- **Holistic** – we endeavour to show the full picture of the relevant issues.
- **Accessible** – both web and print versions of this document will be available.
- **Interactive** – the reader can engage the CCC via a number of channels:
 - contacting us by telephone (941-8999) or email - info@ccc.govt.nz)
- **Synergistic** – TBL reporting is a mechanism by which we can convey the organisation’s values/principles and its performance in matching them.
- **Verifiable** – an independent third party will as part of the annual audit process verify that actual performance is supported by appropriate evidence.

Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives																
<p>Sustainability Council continues to help improve the sustainability of the city</p> <p>Central City Revitalisation of central city</p>	<ul style="list-style-type: none"> Reduction in CO2 emission for Council operations (<i>Target: 5% less than previous year</i>) Special character area precinct upgrade project completed by 30 June 2003 	<ul style="list-style-type: none"> Number of Council initiatives which have been assessed as providing social sustainable benefits (<i>Target: 20 initiatives</i>) Citizen perception of personal safety in central city (<i>Target: 35% at night</i>) <div data-bbox="1061 724 1438 1034"> <p>City Centre - Safe Night</p> <table border="1"> <caption>City Centre - Safe Night Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>18%</td> </tr> <tr> <td>2000</td> <td>30%</td> </tr> <tr> <td>2001</td> <td>28%</td> </tr> </tbody> </table> </div> <p>(<i>Target: 90% during day</i>)</p> <div data-bbox="1061 1139 1438 1449"> <p>City Centre - Safe Day</p> <table border="1"> <caption>City Centre - Safe Day Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>85%</td> </tr> <tr> <td>2000</td> <td>85%</td> </tr> <tr> <td>2001</td> <td>90%</td> </tr> </tbody> </table> </div>	Year	Percentage	1998	18%	2000	30%	2001	28%	Year	Percentage	1998	85%	2000	85%	2001	90%	<ul style="list-style-type: none"> Number of Council initiatives which have been assessed as providing economically sustainable benefits (<i>Target: 20 initiatives</i>) Increase in number of businesses in central city (<i>Target: 2% over previous year</i>) 	<p>A1, A2, A3, A4, B1, B2, B3, B4, C1</p> <p>C2, B2, B4</p>
Year	Percentage																			
1998	18%																			
2000	30%																			
2001	28%																			
Year	Percentage																			
1998	85%																			
2000	85%																			
2001	90%																			

Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Central City (Cont'd)</p> <p>Financial Sustainability Maintain a satisfactory credit rating</p> <p>Maintain the Council's finances in a prudent manner</p> <p>Community Planning Collaborate with other agencies to coordinate activities and promote the wellbeing of Christchurch residents</p> <p>Community Engagement Community are informed and participate in determining and implementing Council policies</p>	<ul style="list-style-type: none"> Number of collaborative partnerships seeking environmental sustainability outcomes (<i>Target: 10 partnerships</i>) 	<ul style="list-style-type: none"> Increase in building consents for new dwellings or units (<i>Target: 2% over previous year</i>) Percentage of citizens who understand Council decision making processes (<i>Target: 37%</i>) 	<ul style="list-style-type: none"> Credit rating at least AA Council financial ratios are maintained within prescribed limits Investments and borrowings comply with published policy Number of collaborative partnerships seeking economic sustainability outcomes (<i>Target: 10 partnerships</i>) 	<p>F1, F2</p> <p>D3, D4</p> <p>D1, D2</p>
		<p>Understand Council</p>  <p>A bar chart titled 'Understand Council' with a vertical axis from 0% to 100% in 20% increments. The horizontal axis is labeled '2002'. A single blue bar represents the year 2002, reaching the 40% mark on the vertical axis.</p>		

Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Treaty of Waitangi Council further develops Treaty relationship with manawhenua and Maori</p>		<ul style="list-style-type: none"> • Increase in the proportion of consultation processes which involve manawhenua and other Maori (<i>Target: 2% increase</i>) 		G1, G2, G3
<p>Civil Defence The Council maintains a satisfactory level of preparedness</p>	<ul style="list-style-type: none"> • Service level agreement with Environment Canterbury (Canterbury Regional Council) reviewed and ratified by March 2003 	<ul style="list-style-type: none"> • Three Council Civil Defence Rescue Teams fully trained 	<ul style="list-style-type: none"> • City-wide Disaster Recovery Plan ratified by March 2003 	C5



A truck load of recyclables on its way to the Recovered Materials Foundation.



Composting green waste at the Garden City Composting Plant.

Financial Overview

Introduction

This section gives a brief overview of the financial implications of the Plan.

- The Plan has been developed within the parameters as set out in the Council's Financial Management Principles and Policy (see page 23). The main objective of the policy is to ensure that major projects, resulting operating costs and debt are maintained at manageable levels.
- At the heart of this policy are four ratios. These ratios set maximum limits in relation to the key financial drivers.
- The four key ratio and the maximum limits are:

	Policy Limit
Term Debt as a percentage of Total Assets	Maximum 12%
Term Debt as a percentage of Realisable Assets	Maximum 33%
Net Interest as a percentage of Operating Revenue	Maximum 8%
Net Debt in relation to funds flow	Maximum 5 times
- The 10 year projections are within the ratio limits (see ratio graphs on pages 26 and 27).
- An important principle of the Financial Management Policy is to generate surpluses thereby enabling the Council to reduce its dependence on borrowing to fund capital works.
- The projections (operating and capital) include an inflation provision of 2% per annum.
- The Council maintains a 20 year financial model which takes account of all of its plans and financial arrangements and enables the impact of these to be monitored to ensure they are sustainable in the long term.
- The financial summary on page 20 illustrates the impact that expenditures and revenues have on borrowings, debt and rate levels.
- Confirming the strength of the Council's overall financial position is the current AA+ international credit rating by the international credit rating agency Standard & Poor's.



The New Christchurch Art Gallery currently under construction.

Financial Overview

	2001/02 Approved Budget	2002/03 Approved Budget	2003/04 Forecast	2004/05 Forecast	2005/06 Forecast	2006/07 Forecast	2007/08 Forecast	2008/09 Forecast	2009/10 Forecast	2010/11 Forecast	2011/12 Forecast
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
OPERATING SUMMARY											
Operating Expenditure	200.66	207.86	211.81	228.19	232.12	236.43	241.28	244.10	247.87	252.86	257.15
Depreciation	52.15	54.62	63.14	64.52	65.77	66.92	67.96	69.01	70.01	71.08	72.25
Provision to Fund Landfill Aftercare	0.75	0.72	0.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest Expense	7.68	7.07	6.55	7.45	9.91	12.04	13.27	14.14	14.98	16.03	17.59
Total Operating Expenditure	261.23	270.27	282.21	300.17	307.81	315.38	322.51	327.25	332.85	339.96	346.98
Ordinary Revenues	(86.75)	(92.93)	(95.18)	(98.37)	(97.52)	(97.26)	(96.97)	(96.33)	(95.79)	(95.63)	(95.37)
Interest and Dividends from CCHL	(158.60)	(32.32)	(28.90)	(29.80)	(30.20)	(31.00)	(32.00)	(32.70)	(33.50)	(34.50)	(35.20)
Interest Received	(14.46)	(15.21)	(13.27)	(12.56)	(12.74)	(12.94)	(13.40)	(13.98)	(14.54)	(15.15)	(15.80)
Rates	(137.58)	(145.51)	(153.25)	(161.21)	(170.34)	(179.95)	(192.03)	(198.24)	(205.16)	(213.36)	(221.09)
Operating Surplus/Contribution to Capital Projects	(136.16)	(15.71)	(8.38)	(1.78)	(3.00)	(5.77)	(11.89)	(14.00)	(16.14)	(18.68)	(20.47)
Percentage Rate Increase	2.28%	3.70%	3.89%	3.84%	4.37%	4.41%	5.54%	2.17%	2.46%	2.99%	2.66%
CAPITAL FUNDING SUMMARY											
Capital Expenditure	117.07	115.26	97.89	101.71	104.39	88.90	87.86	88.22	92.32	100.54	108.63
Provision for Debt Repayment	2.13	5.42	5.12	5.15	6.24	7.49	8.23	8.71	9.14	9.63	10.29
Loan to Jade Stadium *	22.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Capital Cost	141.61	120.68	103.01	106.86	110.63	96.39	96.08	96.93	101.46	110.17	118.92
Funded by:											
Depreciation and Surplus (Deficit) on Operations	(180.47)	(62.42)	(63.16)	(57.57)	(59.62)	(63.12)	(69.71)	(72.26)	(74.77)	(77.72)	(79.96)
Provision to Fund Landfill Aftercare	(0.75)	(0.72)	(0.72)	(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Repayment/Sale of Assets in Total	(47.00)	(0.00)	(1.50)	(1.50)	(1.59)	(1.71)	(6.84)	(6.99)	(7.14)	(7.30)	(2.47)
Funded from Debt Repayment Reserve	43.71	(47.54)	(29.36)	3.51	(0.00)	0.00	0.00	0.00	0.00	0.00	0.00
Reserves	68.77	(6.12)	(6.90)	(7.23)	(7.09)	(7.04)	(3.32)	(3.29)	(3.25)	(3.22)	(3.18)
External Funding for Capital Projects	(1.99)	(2.38)	(0.52)	(0.59)	(0.57)	(0.02)	(0.02)	0.00	0.00	0.00	0.00
Borrowing Required for the Annual Programme	23.88	1.51	0.85	36.44	41.76	24.50	16.19	14.39	16.30	21.93	33.30
KEY ASSETS/LIABILITIES OF CCC											
Gross Debt	101.54	93.58	94.29	130.43	172.08	196.49	212.62	226.98	243.21	265.12	298.41
Less Sinking Funds & Debt Repayment Reserves	(93.37)	(51.78)	(28.37)	(31.22)	(39.08)	(48.53)	(59.22)	(70.95)	(83.73)	(97.67)	(113.01)
Term Debt	8.16	41.80	65.92	99.21	133.00	147.96	153.40	156.02	159.48	167.45	185.41
Less Reserve Funds	(101.10)	(124.26)	(122.94)	(122.52)	(122.12)	(121.85)	(124.56)	(126.20)	(122.87)	(129.57)	(131.30)
Net Debt *	(92.94)	(82.46)	(57.02)	(23.31)	10.88	26.11	28.84	29.83	31.61	37.88	54.11
TOTAL ASSETS (CCC & CCHL)	3,826.81	3,875.52	3,907.27	3,949.46	3,983.08	4,005.07	4,019.97	4,034.17	4,051.48	4,075.94	4,112.32
REALISABLE ASSETS (CCC & CCHL)	1,991.98	1,858.17	1,863.72	1,869.08	1,875.12	1,878.86	1,877.40	1,875.74	1,873.88	1,871.81	1,874.50
Net Debt (CCC & CCHL)	16.21	22.29	47.78	81.54	115.78	131.06	133.80	134.78	136.56	142.84	159.06

* Gross debt has increased by \$43M reflecting Council borrowing to on lend to Jade Stadium Ltd (JSL). Repayments from JSL have been factored in from 2001/2002. The interest costs on the borrowings are fully serviced by JSL.

Financial Overview

The table on the previous page summarises the Council's long term financial strategy. For more details about the factors influencing the strategy and the key long term issues for the Council, readers are referred to the Strategic Statement booklet. (This is available from the Civic Offices or at www.ccc.govt.nz.)

Capital Expenditure

New Items

The long term capital projections which were approved as part of finalising the 2002 Annual Plan allowed for a total capital spend of \$112.46M. The 2002/03 figures show \$115.26M for capital. The \$2.8M difference relates to reprogramming from 2001/02 to 2002/03. These are capital projects which were budgeted for in 2001/02 and for a variety of reasons will not now be commenced until 2002/03. Funding for these reprogrammed items is sourced directly from the unexpended funds in the Debt Repayment Reserve.

While there have been other changes to the capital programme these have been accommodated within the overall projection for 2002/03.

Operating Expenditure

(a) Operating Surpluses

The Long Term Financial Strategy which was adopted in July 1998 and confirmed in July 2001 made provision for operating surpluses. These surpluses were increased to fund additional capital expenditure and to repay debt. A formula was established which ensures that the funds generated from a combination of depreciation (less funds appropriated back to reserves and separate accounts) plus the balance of the operating surplus (in excess of the debt repayment provision) is sufficient to fund 56% of the average annual forecast capital expenditure over the next 20 year period. This funding percentage increases from 56% in 2002/03 to 66% by 2010/11.

(b) Depreciation

Depreciation is provided on both operational and infrastructural assets. Operational assets which include plant, fixtures, computers, library books and office furniture, are depreciated on a straight line value basis.

Infrastructural assets (roads, sewers, traffic signals, bridges, water pipes and water meters) are depreciated using LRARA (long range average renewals approach). LRARA allows for depreciation to be calculated on the basis of the average requirement for renewals as defined by the Asset Management Plans.

The Institute of Chartered Accountants of New Zealand has recently advised that due to a change in accounting standards the LRARA approach can only now apply for 2002/03. Rooding infrastructural assets (roads, street lighting, traffic signals, bridges and bus shelters) will however change earlier. They will be depreciated on a straight line basis from 1 July 2002. The impact of this change has been to increase the overall depreciation provision by \$51,350.

The total depreciation provision for 2002/03 is \$54.62M and this is projected to steadily increase to \$72.25M by 2011/12.

(c) Ordinary Operating Expenditure

While this year's efficiency gains (total \$2.12M) are significant, their impact on the overall expenditure budget has been offset by some very significant cost increases. These cost increases were not known about when the long term projections were adopted.

The most significant of these increases are:

- Electricity \$621,500

While line prices are projected to remain very close to their current levels, the energy component is set to rise. In dollar terms it has been estimated that such an increase will add an extra \$621,000 to the Council's total electricity costs.

Financial Overview

- Insurance \$657,180
Following the September 11 terrorist attacks in America there has been a world-wide increase in insurance premiums. The impact on the Council's insurance premiums is approximately 50% or in dollar terms \$657,180.
- Environmental Services Net Cost \$145,281
This relates mainly to an adjustment to the revenue targets.
- Art Gallery Net Cost \$178,423
The new Art Gallery operating costs have been calculated more precisely to reflect detailed knowledge of the building.

Projected Rate Increases

This year's Financial Plan is forecasting increases of 3.89% and 3.84% in years 2003/04 and 2004/05 respectively. These increases reflect the impact of the new Art Gallery, Waste Treatment Plant Upgrade and the new landfill coming on stream from late 2003.

At the meeting to adopt this Plan, the Council resolved to switch to a waster pays system for its rubbish collection and disposal. This 'off rates' scheme has almost halved the projected rate increase in 2004/05 from 6.7% to 3.84%.

Dividends

The dividend projection for 2002/03 is \$32.32M which includes a special dividend of \$3.4M from Christchurch City Holdings Ltd. The Council will receive an \$18M special dividend in 2001/02 from Christchurch City Holdings Ltd and as a result ordinary dividends which the Council had projected to receive over the next seven years will be lower. This special dividend has been placed in a Reserve Fund and will be drawn down progressively over the next five years to smooth future rate increases.

Borrowing and Consolidated Debt

In accordance with existing policy, the Debt Repayment Reserve will be used in lieu of borrowing and to repay loans as they fall due. The \$1.51M to be borrowed in 2002/03 relates to borrowing for equity investments (\$0.85M), and for additional capital requirements in developing a Central City Park (\$0.65M). The total borrowing figure can be broken down as follows:

- Transwaste Canterbury Ltd (Equity Investment)	\$400,000
- Christchurch City Facilities Ltd (Equity Investment)	\$450,000
- Central City Park (additional capital requirements)	\$655,000

Interest Rates and Inflation Provisions

In establishing the projections, interest rates of 5.25% for interest earnings and 6.5% for debt servicing have been factored into year 1 and subsequent years.

Included within both the operating and capital projections is a cumulative inflation provision of 2% from year 2 onwards. This has been included to ensure that the long term projections are realistic.

Growth in the Rating Base

The 2002/03 budget allows for \$2.75M in additional rates revenue from capital value growth. Capital value growth includes new subdivisions, additions to existing buildings and developments within the existing urban area.

Credit Rating

In 1993 the Council received an AA international credit rating from Standard & Poor's. This was upgraded in 2001 to AA+.

This high rating reflects the low level of debt in the Council group including its trading

Financial Overview

subsidiaries. This credit rating could change in subsequent reviews if the expenditure forecasts of the group are significantly increased.

Financial Management

In 1994 the Council adopted a Financial Management Policy which provided a framework for ensuring that the Council's long term programme was financially sustainable. Elements of this policy are now required by the Local Government Act. A summary of the current Financial Management Policy is noted below:

Financial Management Principles and Policy

The following principles underlie the policy on financial and debt management:

- Debt repayment programme over 20 years to ensure inter-generational equity.
- 56% of average annual capital expenditure for year 1 (rising in steady progression over the next 10 years to 66%) to be funded from depreciation and operating surpluses.
- New asset net additions funded both from loans and internal financing.
- Operating expenditure will be funded from operating revenue.

1. Operating Surpluses

The operating surpluses are calculated using the formula detailed on page 21. The surpluses for the first four years of the Plan will be:

Year	2003 Plan
2002/03	\$15.71M
2003/04	\$8.38M
2004/05	\$1.78M
2005/06	\$3.00M

2. Reserves and Sinking Funds

A provision by way of reserve/sinking fund contributions will be made each year for the repayment of all new loans raised by the Council, plus the existing debt of Christchurch City Holdings Ltd. The provision is based on no less than 3% of the amount borrowed and a repayment time frame of 20 years for each loan.

3. Financial Ratios

- Net interest paid on term debt by the Council and Christchurch City Holdings Ltd (parent company) combined will not exceed 8% of the consolidated gross revenue, provided interest rates do not increase above 8.5%. This parameter is subject to review in the event of interest rates rising above this level.
- Term Debt as a percentage of total assets of the Council and Christchurch City Holdings Ltd (parent company) shall be no more than 12%.
- Term Debt as a percentage of realisable assets (includes net trading enterprise investments but excludes Infrastructural and Restricted Assets) shall be no more than 33%.
- Net debt to funds flow from operations shall not exceed five times, ie an ability to repay debt over five years (medium term) before net capital additions.
(Note: Funds flow from operations is the net cash surplus of gross revenue over operating cash expenses (excludes depreciation).
- The liquidity ratio (current assets: current liabilities) shall be not less than 1:1 at each year end. (Note: Current assets excludes for this purpose cash investments relating to specified reserve funds and current liabilities excludes the current portion of term debt.)

4. Operating Expenditure

The operating expenditure of the Council shall be met from operating revenues.

Financial Overview

5. Infrastructural Asset Expenditure

Sufficient expenditure will be applied to maintain the existing infrastructural asset base at least to current standards or to standards adopted through an asset management programme.

6. Depreciation

Cash generated from revenue derived to meet depreciation charges will be applied for funding renewal works in the first instance followed by capital works and debt reduction.

7. Application of Cash Surpluses

Cash surpluses in excess of budget from any year will be applied to reduce the borrowing requirement of the subsequent year.

Targets and Objectives for 2002/03

Local authorities are required to prepare and adopt a long term financial strategy, funding policy, investment policy and borrowing management policy. The long term financial strategy and policies are printed in full in the Strategic Statement (available at the Civic Offices or at www.ccc.govt.nz). A summary however is included in this Financial Plan (see pages 19 to 24 for the Long Term Financial Strategy, pages 165 and 166 for the Investment Policy and pages 167 and 168 for the Borrowing Management Policy). Every local authority must provide in its Annual Report, sufficient information about each of those policies to enable an informed assessment to be made of the extent to which the objectives and provisions of the strategy and policies have been met during that year. The information must include an explanation of any significant variation between the objectives and policies of the Long Term Financial Strategy, Funding Policy, Investment Policy, and Borrowing Policy, set out in the Strategic Statement, and the actual achievement of those objectives and policies.

Specific Targets and Objectives for 2002/03 are noted opposite and on the next page:

Long Term Financial Strategy

Objective	2002/03 Target
Maintain four key ratios in the long term:	
Term Debt as a percentage of Total Assets below 12% ⁽¹⁾	3.78%
Term Debt as a percentage of Realisable Assets below 33% ⁽²⁾	7.89%
Net Interest as a percentage of Operating Revenue below 8% ⁽³⁾	- 0.52%
Net Debt in relation to Funds Flow below 5 times ⁽⁴⁾	0.30%
Operating Surplus	\$15.71M

⁽¹⁾ See page 26 for more details.

⁽²⁾ See page 26 for more details.

⁽³⁾ See page 27 for more details.

⁽⁴⁾ See page 27 for more details.

Funding Policy

Objective	2002/03 Target
Proportion of revenue by source:	
User Charges	33.50%
Grants and Subsidies	4.11%
Corporate Revenue	17.32%
Capital Value Rating	41.24%
Uniform Annual Charge	3.83%
Rates by Sector	
Residential	71.48%
Commercial/Industrial	26.11%
Rural	1.52%
Institutions	0.89%

Financial Overview

Investment Policy

Objective	2002/03 Target
Compliance with the Policy parameters	No breaches of the various investment policy parameters
Regular reporting of Council investments	Reporting as per Section 5 of the Investment Policy
Compliance with the policy requirements as they relate to the Capital Endowment	No breaches of the Capital Endowment Fund requirements
Regular reporting as it relates to the Capital Endowment Investments	Reporting on the Capital Endowment Fund investments as per the Investment Policy

Borrowing Policy

Objective	2002/03 Target
Maintain adequate liquidity	No more than 35% of total debt greater than \$30,000,000 maturing in any one year
	Liquidity ratio at not less than 1:1 (100%) excluding special purpose investments and the current portion of term debt
Provision for debt to be repaid by contribution to a debt repayment reserve	Not less than 3% per annum
Maintain debt ratios within specified limits	Refer to Long Term Financial Strategy targets on previous page



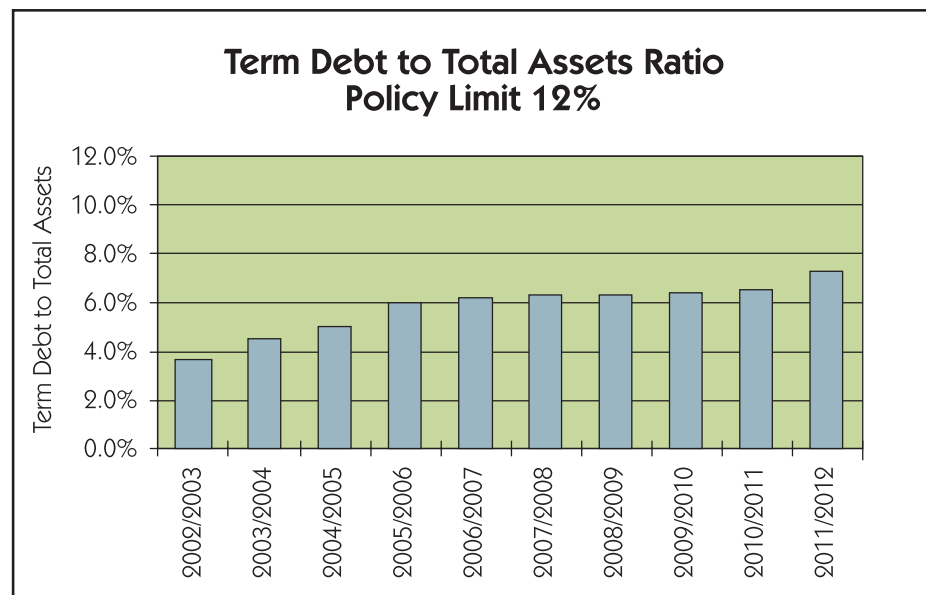
Cathedral Square



Home Demonstration Garden at the Curator's House, Botanical Gardens.

Financial Overview

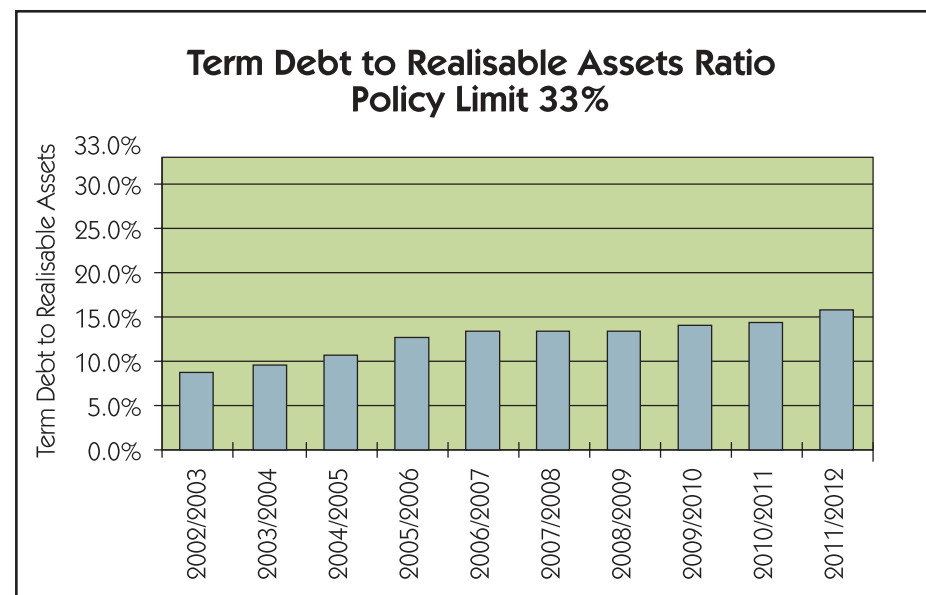
The four financial ratios referred to on pages 19 and 23 are described and graphed below:



Term Debt to Total Assets Ratio - Policy Limit 12%

This graph compares the term debt (ie gross debt, less the dedicated debt repayment reserves) with the total assets of the Council and sets a maximum of 12 per cent.

This is like saying how large your mortgage is compared to the value of all your assets. The ratio is currently 3.78 per cent and reaches a peak of 7.06 per cent in 2011/12. Over a 20 year period it reaches a peak of 7.50 per cent in 2016/17.

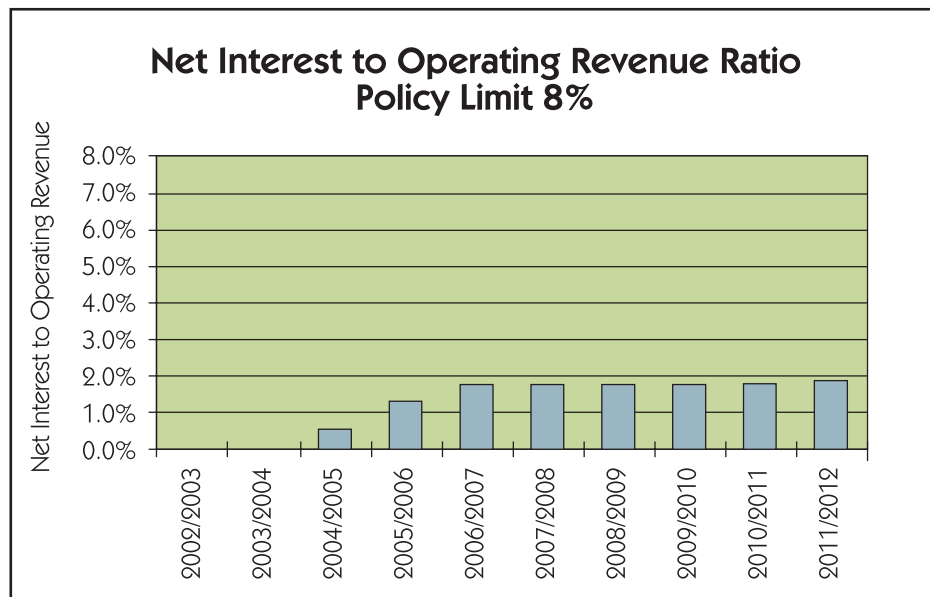


Term Debt to Realisable Assets Ratio - Policy Limit 33%

This graph compares total debt with a significantly reduced category of assets which are more normal business type assets.

The assets used as the measurement base exclude those which are basic to the needs of the city, such as roads, sewers, parks and water supply but includes property, vehicles and trading investments. The ratio has a maximum of 33 per cent. It is currently 7.89 per cent and reaches a peak of 15.49 per cent in 2011/12. Over a 20 year period it reaches a peak of 17.19 per cent in 2020/21.

Financial Overview

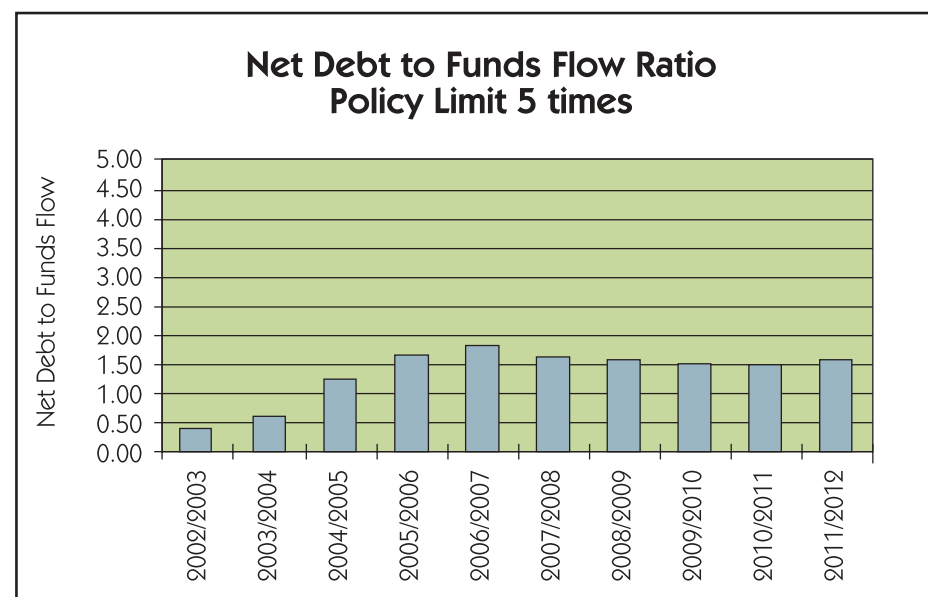


Net Interest to Operating Revenue Ratio - Policy Limit 8%

This graph measures how much of the Council’s income is spent on interest.

It is like comparing how much of your income goes towards servicing your mortgage.

The ratio maximum is 8 per cent. The ratio is currently 0.52 per cent and reaches a peak of 1.82 per cent in 2011/12. Over a 20 year period it reaches a peak of 2.20 per cent in 2017/18.



Net Debt to Funds Flow Ratio - Policy Limit 5 times

Net debt is total debt less all other cash reserve funds which the Council holds. The graph compares this with the annual cash flow of the Council.

It is like checking how many years’ cashflow would be necessary to repay net debt or comparing how many years’ total income it would take to repay your mortgage.

The maximum of 5 indicates that net debt could be repaid with five times the annual cashflow. Currently the ratio is 0.30 times and reaches a peak at 1.78 times in 2006/07. Over a 20 year period it reaches a peak of 1.78 times in 2006/07 and declines thereafter.

Rating Information

Rating Policy is based on the Funding Policy

The application of the Funding Policy determines the allocation of rates to sectors and therefore the rates on each property. For information on the Funding Policy please refer to the summary on pages 31, 32 and 33. For more details on the Funding Policy refer to the relevant section in the Strategic Statement. (Available at the Civic Offices or at www.ccc.govt.nz)

Rating Overview

The rating system provides the net funding requirement for the Council's programme as set out in this Financial Plan.

Rates are levied as a tax on property in compliance with the statutory provisions of the Rating Powers Act (1988).

Property values were revised in September 2001.

Rates of \$145.51M (exclusive of GST) will be levied for 2002/03. This is an overall increase in the rate requirement of 3.70% over 2001/2 after taking into account the growth in the rating base.

Rate Types

It is planned to levy the following rates. (The figures noted below are inclusive of GST):

- General rates \$108,493,891
- A Uniform Annual General Charge \$13,902,420 (\$105 per property)
- Separate rates for:
 - Water \$12,063,214
 - Sewerage \$17,952,139
 - Land and Stormwater Drainage \$11,290,989

Rate Type Descriptions

General Rates

General Rates are levied on capital values according to the Funding Policy. General rates (including the Uniform Annual General Charge) provide for approximately 74.77% of the total rate requirement of the Council, being the net rate requirement after separate rates are determined.

Uniform Annual General Charge

A portion of general rates is levied as a uniform annual general charge of \$105 per rateable assessment, payable irrespective of property values.

The uniform charge is levied to recover costs which have been determined in the funding policy to:

- provide benefits which are people related;
- have a reasonable correlation between the number of properties and the spread of benefits in the community; and
- to be uniformly consumed by the inhabitants of the community.

Separate Rates

Separate Water Rate. This rate is levied on properties in the serviced area to recover the costs of water supply. Connected properties pay full water rates, non connected pay half rates.

User Charges based on metered consumption are also made for water consumed by properties, other than private residential properties. An allowance is made for the amount of water rates charged.

Separate Sewerage Rate. This rate is levied to recover the costs of sewerage on all properties within the serviced area.

Separate Land Drainage Rate. This rate is levied to recover the costs of land drainage from ratepayers within the land drainage district.

Rating Information

Differential Rating

Differential rating is applied to both General Rates and Separate Rates levied on Capital Values. The quantum of rates required from each sector (Residential, Commercial/Industrial, Rural, and Non Rateable) is based on the Funding Policy allocation which is derived from an analysis of each Council output. The sector requirement for each rate type is then applied to properties within each sector, based on the relative capital values.

The differential sectors are:

Sector A - Commercial and Industrial Properties

Any separately rateable property which is:

- (a) used for a commercial or industrial purpose (including travellers and special purpose accommodation, offices and administrative and associated functions, and commercially owned and operated utility networks); or
- (b) vacant land zoned commercial, industrial or rural industrial under the transitional district plan administered by the Council.

Sector B - Residential and Other Properties

Includes any separately rateable property which is:

- (a) used for residential purposes (including home ownership flats); or
- (b) vacant land zoned residential or rural residential under the transitional district plan administered by the Council; or
- (c) Council operated utility networks; or
- (d) land not otherwise classified under sectors A, C or D.

Sector C - Rural Properties

Includes any separately rateable property which is:

- (a) used solely or principally for:
 - (i) agricultural or horticultural or pastoral purposes; or
 - (ii) for the keeping of bees or poultry; or
- (b) zoned rural under the transitional district plan administered by the Council, but does not include any separately rateable property which is:

- (i) zoned rural industrial or rural residential under the transitional district plan administered by the Council; or
- (ii) zoned rural and used principally for residential purposes (including home ownership flats).

Sector D - Institutions (Non-Rateable)

These are properties which are deemed not to be rateable properties pursuant to Sections 4, 5 and 6 of the Rating Powers Act 1988.

Although this sector is exempt from paying general rates, it is still liable for separate rates for water and sewerage.

Rates for 2002/03 will be shared among the ratepaying sectors as follows:

Sector A - Residential	71.48%
Sector B - Commercial/Industrial	26.11%
Sector C - Rural	1.52%
Sector D - Institutions	0.89%

The different rating sector increases over the 2001/02 rates are noted under the Funding Policy on page 32.

Rating by Instalments

The Council provides for rates to be paid in four instalments, with instalment one generally equal to the previous year's instalment four. A ratepayer may elect to pay the whole of the year's rates in one sum before instalment two due date without additional charges.

Additional Charges

An additional charge of 10% will be added to each instalment which remains unpaid after its due date. Previous years' rates which are unpaid will have 10% added firstly in October 2002 and, if still unpaid, again in April 2003.

Additional Charges may be remitted in accordance with the following criteria:

- (a) All applications must be in writing.
- (b) All rates must be paid in full, as a general rule, before remission is considered.

Rating Information

- (c) Remission will generally be given where late payment has arisen due to sickness, death, age or other acceptable genuine reasons.
- (d) No additional charge will be added where payment is received over the counter on the day following due date or through the mail on the second day following the due date.
- (e) Remission of second and subsequent additional charges where satisfactory arrangements are in place for regular payment of arrears.
- (f) Remission on payments made within five working days of due date, where there is no substantiated reason for remission, up to a maximum of one such remission every two years.
- (g) Remission in respect of commercial, professional or industrial properties will generally not be granted other than once every five years.
- (h) The remission of penalty on current year's rates may be granted where an agreed arrangement for payment is in place which is in excess of the current year's rates.

Postponement of Rates

Statutory provision exists for the Council to remit or postpone rates in cases of extreme financial hardship. The Council has a policy of considering the postponement of rates where hardship exists. Postponed rates are a charge against the property and must be paid either at the end of the postponement term or when the property is sold.

Generally applicants will be over age 65 but consideration will be given in other special circumstances of need.

Interest will be charged on postponed rates for new applicants at the Council's cost of capital rate, currently 7.2%, without incurring additional charges.

Environment Canterbury

The Council acts as agent for the collection of rates for the Environment Canterbury (Canterbury Regional Council) which determines its own rate levels. This policy does not refer to those rates.

Rates Payable - 2001/02 Actual and 2003 Financial Plan Compared

Capital Value Adjusted for Revaluation ⁽⁴⁾ \$	2001/2 Actual ⁽³⁾ \$	2003 Plan ⁽³⁾ \$	Difference \$
Residential ⁽¹⁾			
120,000 → 118,500	666	692	26
160,000 → 158,000	853	888	35
200,000 → 198,000	1,040	1,086	46
260,000 → 257,000	1,321	1,379	58
300,000 → 297,000	1,508	1,577	69
400,000 → 396,000	1,975	2,068	93
Commercial ⁽¹⁾			
100,000 → 100,500	834	848	14
160,000 → 161,000	1,272	1,295	23
200,000 → 201,000	1,563	1,591	28
300,000 → 301,500	2,293	2,333	40
500,000 → 502,000	3,751	3,815	64
Rural ⁽²⁾			
200,000 → 207,000	567	623	56
300,000 → 310,000	798	881	83
400,000 → 413,000	1,030	1,139	109
500,000 → 516,000	1,261	1,397	136

Notes

- ⁽¹⁾ Fully serviced properties, and includes a Uniform Annual General Charge of \$105 per property.
- ⁽²⁾ Not paying Water, Sewerage or Land Drainage rate. Includes a Uniform Annual General Charge of \$105 per property.
- ⁽³⁾ Includes GST but does not include the Canterbury Regional Council Rates.
- ⁽⁴⁾ Valuation adjustment based on the average revaluation rate impact for each sector:
Residential - 0.60%; Commercial +1.38%; Rural +4.42%.

Summary of the Funding Policy

Introduction

Under Section 122N of the Local Government Act, the Council is required every three years to prepare and adopt a funding policy. The Funding Policy was adopted in July 2001 and was published as part of the 2002 Financial Plan. (Copies can be obtained from the Civic Offices or at www.ccc.govt.nz.) A summary of the Policy is noted below. Also noted below are the adjustments which have been made as part of finalising this Plan.

Funding Policy Process

The Local Government Act describes in detail the process to determine the funding for all activities or function of the Council.

The Act identifies three types of expenditure and how each type of expenditure should be funded:

- (1) Expenditure which gives rise to general benefits may be funded from rates. General benefits do not accrue to identifiable persons or groups of persons but benefit the community generally.
- (2) Expenditure which gives rise to direct benefits should be funded by contributions from the persons or categories of persons who benefit from that expenditure.
- (3) Expenditure necessary to control negative effects should be funded by those whose action or inaction caused the negative effects to occur.

The Act also identifies considerations which may, if the local authority so chooses, allow the local authority to modify the allocation of costs arrived at above.

- The obligation of the local authority to act in the interests of its residents and ratepayers.
- The fairness and equity arising from any allocation of costs.
- Any lawful policy of the local authority, to the extent that allocating costs may effectively promote that policy.

- Provide for transition from an existing funding regime to a new funding regime.

Finally, the Act allows the local authority to consider issues of practicability and efficiency when choosing funding mechanisms.

Details of the Funding Policy

The Council plans to fund its services for the 2002/03 financial year as follows (2000/01 and 2000/02 are included for comparison purposes):

	2000/01	2001/02	2002/03
User Charges	35.22%	33.39%	33.50%
Grants and Subsidies	3.72%	4.20%	4.11%
Net Corporate Revenues	16.72%	17.56%	17.32%
Capital Value Rating	40.13%	40.88%	41.24%
Uniform Annual Charge	4.21%	3.97%	3.83%

In adopting the 2002 Funding Policy, the Council resolved to avoid significant difficulties for the residential and rural sectors by making the following modifications:

- transferring \$1.89M of costs to the commercial sector
- transferring (\$1.15M) of costs from the residential sector
- transferring (\$640,000) of costs from the rural sector
- transferring (\$100,000) of costs from institutions

The above modifications were to be phased out over three years subject to the impact of the next rating revaluation.

The impact of the revaluation (which will apply from 1 July 2002) would have resulted in a very significant rate increase (21.58%) for the Rural Sector. In order to mitigate this impact, the Council resolved to slightly increase the rural modifier over the previous year. The other modifiers, however, have been reduced and in the case of the institutions phased out altogether.

Summary of the Funding Policy

The impact of the modifier changes are summarised below:

Rating Sectors	Rates Increase Without Modifier	Original Modifier	Rates Increase	Amended Modifier	Rates Increase
Commercial/Industrial	-0.09%	\$1,890,000	4.42%	\$841,667	1.92%
Residential	4.38%	(\$1,150,000)	3.35%	(\$196,667)	4.20%
Rural	40.77%	(\$640,000)	11.98%	(\$645,000)	11.76%
Institutions	3.43%	(\$100,000)	-3.63%	0	3.43%

The different sectors will experience changes to their rates over the 2001/02 rates as follows:

- Residential +4.20%
- Commercial/Industrial +1.92%
- Rural +11.76%
- Institutions +3.43%

The summary table on the next page shows how the costs and benefits and modifications to the cost of benefits have been calculated. Also included is the funding to be received from user charges, grants and subsidies, net corporate revenues, capital value rating and the uniform annual general charge.

The Council as part of finalising this Plan resolved to review the differentials relating to utilities. This review will be part of the Funding Policy review which take place in 2003/04 and will apply from 2004/05.



Skate facility at Linwood Park.



Natural play area, Heathcote Domain.

Summary of the Funding Policy

The budgeted costs of the benefits the Council proposes to provide in 2002/03, and their proposed funding, are shown in the following table:

	Users \$	Residential \$	Commercial \$	Rural \$	Institutions \$	Totals \$
Costs and Modifications						
Costs						
48.99% General Benefits	0	115,443,443	31,292,766	4,003,854	7,443,555	158,183,618
50.55% Direct Benefits	130,340,052	11,828,210	20,727,549	258,056	50,555	163,204,421
0.46% Negative Effects	1,496,124	0	0	0	0	1,496,124
	131,836,176	127,271,653	52,020,314	4,261,909	7,494,110	332,884,163
Modifications						
Transfer User Costs to Rating	(23,685,000)	19,921,969	3,265,258	29,255	468,519	0
Non-Rateable	0	5,045,691	1,375,892	185,080	(6,606,663)	0
Avoiding Sudden Changes (Modifier)	0	(174,815)	748,148	(573,333)	0	0
	(23,685,000)	24,792,845	5,389,298	(358,999)	(6,138,144)	0
Total Costs and Modifications	108,151,176	152,064,498	57,409,612	3,902,911	1,355,965	322,884,163
Funded By						
33.50% User Charges	108,151,176	0	0	0	0	108,151,176
4.11% Grants and Subsidies	0	5,376,596	7,777,577	127,462	0	13,281,634
17.32% Net Corporate Revenues	0	42,721,308	11,649,522	1,567,052	0	55,937,882
41.24% Capital Value Rating	0	92,551,928	37,198,047	2,049,823	1,355,965	133,155,763
3.83% Uniform Annual General Charge	0	11,414,667	784,467	158,573	0	12,357,707
Total Funding	108,151,176	152,064,498	57,409,612	3,902,911	1,355,965	322,884,163

Changes from Draft to Final Plan

Listed below are the changes from the draft to the final Plan. These changes, which were made after the submissions on the draft Plan had been heard, were adopted by the Council on Tuesday 16 July 2002.

Financial Changes

	2002/03	2003/04	2004/05	2005/06	2006/07
	\$	\$	\$	\$	\$
Operating Adjustments - Expenditure					
Art Gallery					
'Our City' Operating Costs	42,000	42,000	42,000	42,000	42,000
Central City Park / Residential Development (Net)	(187,775)	152,148	152,148	2,148	(7,852)
(Ex Turners and Growers Site)					
City Streets					
Cycle Safe Training	30,000	30,000	30,000	30,000	30,000
Community Relations					
Multi-cultural City Activities (Operating Costs)	50,000	50,000	50,000	50,000	50,000
Corporate Office - Information Directorate					
Grant - Seismic Strengthening of the Cathedral of the Blessed Sacrament (Also includes \$140,000 in 2007/08)		140,000	140,000	140,000	140,000
Financial Services					
Valuation Service Provider Savings	(50,000)	(400,000)	(400,000)	(200,000)	(200,000)
Grants					
Provision to Subsidise Mayor's Welfare Fund	25,000	25,000	25,000	25,000	25,000
Property					
Tamaki Tours (Foundation Cost)	161,000				
Public Accountability					
Public Consultation Programme for STV	30,000				

Changes from Draft to Final Plan

	2002/03	2003/04	2004/05	2005/06	2006/07
	\$	\$	\$	\$	\$
Operating Adjustments - Expenditure (Cont'd)					
Sport, Leisure and Events					
QEII Upgrade - Grounds and Stadium		(405,000)			
Christchurch International Rowing Centre Charitable Trust Grant (*) (Also includes \$200,000 in 2007/08) (*) Subject to positive outcome of Airport study on bird strikes	100,000		100,000	200,000	
Total Operating Adjustments - Expenditure	200,225	(365,852)	39,148	189,148	279,148
Operating Adjustments - Revenue					
Car Parking					
Off Street Parking Charges (additional revenue)	(66,000)	(66,000)	(66,000)	(66,000)	(66,000)
City Streets					
Bus Exchange (Transit Contribution)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
State Highways - Cleaning and Lighting (Transit Contribution)	(105,450)	(105,450)	(105,450)	(105,450)	(105,450)
City Water and Waste					
Black Bags					
Cessation of Black rubbish bag delivery (52 bags)			(4,836,000)	(4,836,000)	(4,836,000)
Extra payment to ONYX (for increased recycling)			270,000	270,000	270,000
Black Bag Cessation - Public Consultation costs (Revised up to \$200,000)		100,000			
Total Operating Adjustments - Revenue	(471,450)	(371,450)	(5,037,450)	(5,037,450)	(5,037,450)
Capital Adjustments					
Central City Park / Residential Development					
(Ex Turners and Growers Site) (Adjustments)	1,335,000	(350,000)	(350,000)		

Changes from Draft to Final Plan

	2002/03	2003/04	2004/05	2005/06	2006/07
	\$	\$	\$	\$	\$
Capital Adjustments (Cont'd)					
City Streets					
School Speed Zone Signs - Breezes Road	20,000				
Kerb and Channel Renewal				2,000,000	2,000,000
Forbes St (Angus - Devon) (Adjustments)	10,000	151,950	(10,000)	(151,950)	
Street Light Upgrading					
Waimairi Road (Riccarton - Peer)	29,000	(29,000)			
Blighs Rd (Idris - Papanui)	(28,091)				28,091
Neighbourhood Improvement Works					
Hampshire Street (Adjustments)		100,000	(70,000)		
Cycleways					
Aranui High 'Bubble' (Brought Forward)		70,000	(70,000)		
Corporate Expenses					
Lyttelton Boating Facilities - Access/Breakwater provision (Adjustments)	500,000	500,000	(1,000,000)		
Parks and Waterways					
Neighbourhood Reserve Purchase - Morrison Avenue	250,000				
Neighbourhood Reserve Purchases - Unspecified	(250,000)				
Trees for Canterbury - Landfilling at Charlesworth St	100,000				
Avon River and Central City Feature Lighting		30,000	30,000	30,000	30,000
Botanic Gardens Nursery (Production Facilities)	4,000		(4,000)		
Botanic Gardens Nursery (Building Equipment Upgrades)	25,000		(25,000)		
Sport Leisure and Events					
QEII Upgrade - Grounds and Stadium (Capital Component) (Adjustments)	(125,000)	(1,050,000)	325,000		
Total Capital Adjustments	1,899,909	(577,050)	(1,184,000)	(1,878,050)	(2,058,091)

Changes from Draft to Final Plan

Other Changes

In addition to the financial changes listed on pages 34 to 36, the Council also considered a number of other matters. The more significant of these are noted below.

Council Policy on Funding of New Initiatives

In March 2001 the Council put in place measures to constrain significant new expenditure in an effort to contain the rates rises in 2003/04 and 2004/05 when the costs of three major projects - the new art gallery, the upgrade of the waste treatment plant and the new landfill - start to impact on the Council's budget.

The resolution passed by the Council to give effect to these measures is quoted below:

1. That in the coming three years all capital and operating budgets be contained within the projections in the Financial Plan, adjusted for inflation.
2. That the provision for unspecified capital projects be deleted and the funding be held in a capital contingency fund to meet unforeseen costs.
3. That the unspecified operating sums in years 2, 3 and 4 be deleted."

A large number of submissions were received seeking funding support for a wide range of projects and activities. Given the constraints of the above policy and the level of the 2002/03 rates increase, the Council has been able to accommodate only a small number of these requests.

The following table confirms that the Financial Plan conforms with the above policy.

Year	2002 Plan	2003 Plan
2002/03	3.87%	3.70%
2003/04	4.86%	3.87%
2004/05	6.70%	3.85%

Reducing the Costs of Council Operations

At its budget meeting on 8 March 2002, the Council resolved:

"That the Budget Scrutiny and Audit Special Committee work with each of the Standing

Committees and Community Boards to identify cost reductions and the priority setting of expenditure, with the Budget Scrutiny and Audit Special Committee to submit a series of reports on this topic to the Council over the next 10 months."

The series of significant activity reviews being undertaken by the Budget Scrutiny and Audit Special Committee will form the basis of the reports to the Council.

The Council was concerned that there is no target or agreement as to the level of savings necessary to achieve an "acceptable level of rate increases".

The Council therefore resolved that it:

"Set in place processes to identify opportunities to achieve cost reductions and revenue increases in its operational budget to ensure that by 2005/06 the projected budget is reduced by \$10M."

QEII Capital Spending Review

The Council resolved:

- That it give priority to the implementation of an Asset Management Plan for QEII Park.
- That the capital programme be revised and that \$1,255,000 be returned to the budget for facility development.
- That the Community and Leisure Committee review the funding bid for discretionary capital items for QEII Park in conjunction with its report on general facility spending needs.
- That the Civil Defence building be relocated to the proposed site adjacent to the Village Green for use as offices and for changing room facilities for cricket and other sports.
- That the provision of a separate toilet block for the Village Green be confirmed.
- That funding of the Village Green development be subject to Canterbury Cricket entering into a lease, to be approved by the Community and Leisure Committee.

Changes from Draft to Final Plan

Tamaki Tours Ltd

In September 2001 the Council gave approval for Tamaki Tours to establish a tourism venture at Ferrymead on a block of Council-owned land known as 'Woodhill'. The property is an old landfill and as such presents all the challenges inherent in such sites ie resource consent issues, contamination and construction difficulties.

The Council resolved:

- That the Council continue to support the lease of the land at Ferrymead to Tamaki Tours Ltd.
- That the funding be provided to Tamaki Tours Ltd up to a maximum of \$346,000 plus GST to cover the abnormal incremental cost of erecting foundations on a landfill; the funding not to cover re-contouring and to be the final contribution by the Council to the site development works.
- That such payment be made in one lump sum upon completion of the foundation work and certification of at least that amount of expenditure.
- That the balance of the unbudgeted revenue of \$185,000 from the Canterbury Technology Park joint venture in 2001/02 be carried forward and assigned to this project.

Cathedral of the Blessed Sacrament - Seismic Strengthening

Seismic securing costs for the Church are a significant burden that are required to be met both for public safety and for the retention of the heritage fabric of the building. The Cathedral of the Blessed Sacrament and the Christchurch Cathedral are the two most significant ecclesiastic heritage buildings in Christchurch. In the case of the Christchurch Cathedral, the Council has provided a sum of \$1,000,000 for seismic strengthening over a period of five years.

The Council resolved:

- That the sum of \$140,000 per annum be provided for a five year period from

2003/04 to continue the Cathedral seismic strengthening programme.

- That it support and assist the Cathedral of the Blessed Sacrament with an application for a grant to the New Zealand Lotteries Board and other appropriate funding sources.
- That any heritage grants received be a deduction from the Council grant.

City Streets - Kerb and Channel Renewals

In the last two years there has been a marked increase in the number of submissions raising concerns about the state of kerb and channels throughout the city. The current asset management plan provides for 20 km of the old 'dish' style channels to be replaced annually. To accelerate this rate of replacement the Subcommittee suggests that an additional \$2M per annum be provided for this work for 10 years from year four. The rates 'spike' in years two and three is the reason for delaying the introduction of new funding.

The Council resolved:

- That the budget provision for kerb and channel renewal programme be increased by \$2M per annum from 2005/06 for 10 years.
- That, following consultation with the Community Boards, the Sustainable Transport and Utilities Committee develop a policy framework for prioritising kerb and channel renewals for the Council's approval.
- That Community Boards be provided with the kerb and channel renewal programme to enable them to prioritise this work.
- That the City Streets Manager be authorised to fund a component of the Living Streets programme from the City Street kerb and channel renewal output.
- That, in future, the cost of roading projects be included in the 'start work' notices to residents.

Changes from Draft to Final Plan

Waster Pays (Black Rubbish Bags)

This Plan proposes switching to a 'Waster Pays' system for its rubbish collection and disposal.

At present the cost of picking up and disposing of the city's domestic rubbish is met by a rates charge, with the Council's coupon scheme being used to distribute a set number of rubbish bags to each property.

This 'off rates' scheme would start in 2004/05 (so the last issue of rates funded bags would be April 2003) and will almost halve the projected rates increase in that year from 6.78% to 3.84%.

This scheme aligns with the Council's Solid and Hazardous Waste Management Plan principles and the Ministry of the Environment waste guidelines. The scheme's introduction is timed to coincide with the opening of the new Regional Landfill and will assist in offsetting its cost raising effect (which is caused by a requirement for enhanced environmental standards for all modern landfills).

The Council is committed to a zero waste goal with a target of a 65% reduction by 2020. This initiative is a further waste minimisation initiative which will contribute towards the achievement of this target.

Such a scheme is a direct encouragement to keep down the amount of rubbish households generate and is already operating successfully at North Shore, Waitakere, Wellington and Hutt City Councils.

By buying only as many bags as they need, residents can see directly how much it costs to collect and dispose of every bag they put out. They will be able to minimise these costs by recycling as much as possible into their green bin.

Christchurch City Holdings Ltd (CCHL)

The Council resolved:

- That provision be made for receipt of a special dividend from CCHL of \$3.4M to be allocated 50/50 between the Capital Endowment Fund and the Debt Repayment Reserve.

New Brighton Commercial Ratepayers and Retailers Association New Brighton Taskforce

Revitalisation of New Brighton

The Council resolved:

- That a New Brighton Taskforce be requested to work with:
 - The Council in developing a 10 year master plan for New Brighton
 - The Pegasus Bay Artificial Reef Trust in developing the artificial reef proposal, on the basis that the funding for the reef is included in the funding allocated for the revitalisation of New Brighton.
- That the budget provision of \$1.39M be carried forward to 2002/03 and that the specific expenditure of the budget item(s) be further considered at a joint meeting of the relevant committees when the master plan has been developed.
- That the Council note that a special New Brighton commercial rate may be levied by agreement with the New Brighton Commercial Ratepayers and Retailers Association and if levied shall be additional to the \$1.39M and in terms of any master plan outcomes as agreed with that association.

Changes from Draft to Final Plan

Transpower New Zealand Limited Telco Asset Management Ltd

Utility Rating

The Council resolved:

- That a review of differentials be undertaken as part of the funding policy review following the enactment of the Local Government Bill and for the 2004/05 year.

Christchurch International Rowing Centre Charitable Trust

Funding for International Rowing Centre

The Council resolved:

- It express support for an international rowing centre in Christchurch
- That, subject to a positive outcome of the Christchurch International Airport Board's study on bird strikes, the following provision be made for the project:

2002/03	\$100,000
2005/06	\$100,000
2006/07	\$200,000
2007/08	\$200,000

Tui Street Residents Group

Undergrounding of Overhead Reticulation - Cost Increases

The Council resolved:

- That the above work be retendered or alternatively negotiated with the successful tenderer for the Fendalton Road reconstruction in an effort to achieve economics.
- That the Council accept the residents' contribution of \$41,000 towards the cost of the undergrounding.

Wai-iti Terrace (West) Residents Group

Undergrounding of Overhead Reticulation - Cost Increases

The Council resolved:

- That the work be re-tendered or re-negotiated.
- That the Council accept the residents' contribution of \$40,000 towards the cost of the undergrounding.



A group of visitors enjoying Travis Wetland Natural Heritage Park.

Service Level and Programme Changes

Change Schedules

This part of the Plan highlights the service level and programme changes for the coming year.

In the period since the last year's Financial Plan was adopted, there have been commitments as a result of capital expenditure or Government regulation or health and safety requirements or significant price increases which were not projected in the Long Term Financial Model. This type of commitment has been scheduled below under the heading "Committed - Operating". These commitments total \$1.94M.

In addition there are commitments made as a result of Council decisions subsequent to the adoption of last year's Financial Plan. This type of commitment has been listed below under the headings:

- 'Committed Costs Approved by Council'. (These costs total \$81,800)

Also listed below are:

- 'Cost increases due to growth' (These costs total \$1.77M)
- 'New operating Initiatives' not funded by substitution (These costs total \$0.72M)
- 'New capital initiatives' not funded by substitution (These costs total \$2.38M)

Offsetting all of the above are the efficiency gains of \$2.06M.

Already Committed (Operating)

Art Gallery	\$
• New Operating Costs	178,423
Car Parking	
• New Art Gallery Car Park	67,700
City Streets	
• Cathedral Junction Maintenance	75,000
Corporate Commitments	
• Grant and operations funding for 'Our City'	70,000
• Insurance	657,180
• Electricity	621,500

Environmental Services

- Operating Costs 276,313

Total for Committed Operating Costs 1,946,116

Committed Costs Approved by Council During the Year

Car Parking

- Lease costs for carparks in the integrated Ballantynes/Yee Development 94,000
- Revenue from carparks in the Ballantynes/Yee Development (55,200)

Community Relations

- Christchurch City Awards in Recognition of David Close 36,000

Property - Housing

- Fire Sprinkler System Servicing 7,000

Total Committed Costs Approved by Council 81,800

Cost Increases due to Growth (Operating)

Car Parking

- Additional resourcing to extend the patrolled area 35,000

City Solutions

- Increased resources to meet the increased volume of capital work planned by the Infrastructural Asset Units 615,000

City Streets

- Street Light Maintenance 6,840
- Traffic Signal Maintenance 7,404
- Landscape Maintenance 24,000
- Roading System Maintenance 45,600
- Road Marking Maintenance 57,000
- Signs Maintenance 28,500

City Water and Waste

- Kerbside Recycling and Refuse Collection 83,500

Community Relations

- Additional resources to meet the increased workload 28,000
- 198 Youth Health Care (one year only) 45,000

Service Level and Programme Changes

Financial Services

- Additional resources to meet the increased workload 77,000

Leisure

- Facility cleaning at Pioneer & Centennial Pools due to increased utilisation 44,000
- Cathedral Square Toilets Redecoration 15,000

Management Information Services

- New network links 33,000

Parks and Waterways

- Growth of Land Asset 217,956
- Additional maintenance from growth in the number of parks 114,654
- Waterways Utility Installations 25,000

Property - Asset Management

- Security and Cleaning Costs 200,000

Property - Housing

- Fire Protection Cover 14,000
- Ground Maintenance. New contract with more defined maintenance regime 58,500

Total Cost Increase due to Growth

1,774,954

New Operating Initiatives

Car Parking

- First hr Free Parking (Lichfield, Farmers, Crossing and Manchester St) 505,000
- Gold Coin Meter Charges (60 minute area) (240,000)
- Early Bird Parking Increases (41,000)
- Terminate Free Sundays (Lichfield and Crossing) (40,000)
- Increase Off Street Charges 20c per hour (250,000)

City Streets

- Maintenance and emptying of new rubbish bins 50,000

Community Relations

- Multi-culturalism 50,000

Corporate Office - Information

- Commercial Strategy Central City 100,000

Environmental Services

- Dog Control Rate Subsidy 47,994

Festivals

- New Garden Festival (indicative amount only, actual allocation to be determined by the Festivals and Events Sub-committee) 250,000

Leisure

- Christchurch International Rowing Centre Charitable Trust Grant (*) 100,000

Property

- Tamaki Tours (Foundation cost) 161,000

Public Accountability

- Public Consultation Programme for STV 30,000

Total New Operating Initiatives

722,994

(*) Subject to positive outcome of Airport study on bird strikes

New Capital Initiatives

City Streets

- School Speed Zone Signs - Breezes Road 20,000
- Main Road Amenity Planting 75,000

Corporate Expenses

- Boating Facilities in Lyttelton (\$3M over two years) 1,500,000

Leisure

- Art in Public Places (\$150,000 over three years) 50,000
- QEII Upgrading - Grounds and Stadium 100,000

MIS

- Installation of Backup Equipment 100,000
- SAP Business Warehouse and Workplace Portal 100,000

Parks and Waterways

- Heathcote Valley Park (Tamaki Development) (Net) 309,000
- Avon River Central City Feature Lighting 30,000
- Trees for Canterbury - Landfilling at Charlesworth Street 100,000

Total New Capital Initiatives

2,384,000

Service Level and Programme Changes

Efficiency Gains and Savings (Operating budgets)

Throughout the year steps are taken to identify more efficient and more effective processes. The resulting cost savings are not easily recorded, but those specifically recorded in this Financial Plan total \$2.06M.

Car Parking

- Increased Court recoveries (250,000)

City Water and Waste

- Reduction in RMF Operating costs as per forward operating projections (300,000)

Corporate Office - Information

- Maintenance Costs for the People and Property Database (143,000)

Environmental Services

- Resource savings (195,848)

Financial Services

- Payroll Resourcing (14,740)
- Contract Programming (27,000)
- Bureau Costs for Payroll (Overlap Costs) (49,885)
- Stationery (5,500)
- Valuation Service Provider Savings (50,000)

Library and Information Services

- Target Zero savings (10,000)
- Miscellaneous Library Efficiency gains (50,000)

Management Information Services

- Telecommunications Contract savings (413,000)
- Software licensing fees (180,000)

Parks and Waterways

- Parks maintenance contracts (108,718)

Property - Asset Management

- Lifts / Fire protection Contract Savings (80,000)

Property

- New contractual maintenance arrangements (240,000)

Total Efficiency Gains and Savings (2,117,691)



New playground equipment at St Albans Park.



Breens Intermediate School children undertake a stream planting and restoration project.

Service Level and Programme Changes

The following items appeared in the forward capital programme of the 2002 Plan and have since been deleted. The reason for the deletion is noted against the project description.

	2002/03	2003/04	2004/05	2005/06
	\$	\$	\$	\$
Capital Deletions				
City Streets				
Major Amenity Improvements				
Cambridge/Cashel/Rolleston		(89,132)		
Cambridge Tce (Barbadoes - Salisbury) (Completed 2001/02)		(22,440)		
Safety Works				
Berwick/Forfar/Warrington (No longer necessary due to change in collision patterns)		(75,418)		
Neighbourhood Improvements				
(All deferred beyond the fifth year and displaced by higher priority projects)				
Grange St	(13,000)			
Hastings St East	(10,000)			
Waimea Tce/Birdwood	(9,000)			
Wychbury St	(10,000)			
Barrington/Wychbury		(9,000)		
Cashmere View		(15,000)		
Fisher Ave		(5,000)		
Wilsons Rd (Waltham to Brougham)		(8,000)		
Total for City Streets	(42,000)	(223,990)	0	0
Parks and Waterways				
Papanui Domain - Irrigation (Project deferred to 2007/08 to tie in with other work)	(30,000)			
Wolsey Reserve - Playground Renewals (Upgrade already carried out)			(20,000)	
Kaiwara Reserve - Playground Renewals (Upgrade already carried out)				(20,000)
Kaianga Park - Car Park (No longer considered a priority)	(25,000)			
Bexley BMX - Toilet (Project completed 2001/02)			(30,000)	
Total for Parks and Waterways	(55,000)	0	(50,000)	(20,000)
Leisure				
New Leisure Centre (This provision will now be used to fund upgrading and maintenance of existing pools and leisure centres)			(8,160,000)	
Total for Leisure	0	0	(8,160,000)	0
Total Capital Deletions	(97,000)	(223,990)	(8,210,000)	(20,000)

Art Gallery

Cost of Proposed Services

Budget 2001/02

Net Cost \$	Operational Outputs
1,282,545	Art Collection
1,107,988	Exhibitions
742,992	Information and Advice
243,015	New Christchurch Art Gallery
<u>3,375,840</u>	Net Cost of Service

Budget 2002/03

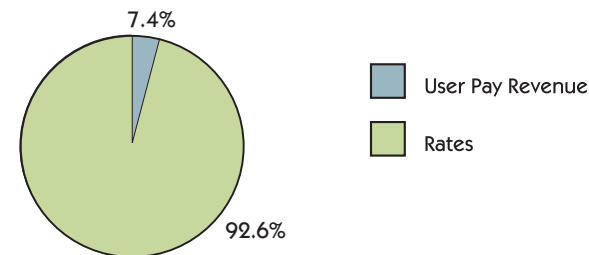
Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
1,359,182	(300)	1,358,882
2,025,556	(352,631)	1,672,925
887,039	(5,200)	881,839
1,076,233	(45,400)	1,030,833
<u>5,348,010</u>	<u>(403,531)</u>	<u>4,944,479</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$101,796 and in 2002/03 of \$582,200.

Projected Cost of Service 2003/04	6,077,227
Projected Cost of Service 2004/05	6,329,331

2001/02 Capital Outputs \$	2002/03 \$
21,500 Renewals and Replacements	10,000
50,000 Asset Improvements	71,000
19,292,500 New Assets	15,884,720
<u>19,364,000</u>	<u>15,965,720</u>

Sources of Funding



Nature and Scope

The Robert McDougall Art Gallery is now closed to the public for preparation of moving to and the opening of the new Christchurch Art Gallery. The art museum's main services are:

- Maintaining, developing and researching an important collection of artworks.
- Programming installations from both the permanent collection and touring exhibitions, of historical and contemporary artworks.
- Providing information and advice on the visual arts for the community through a broad range of exhibition-related public programmes.

The Gallery includes exhibition and storage space, air conditioned and secured to international standards. It houses a permanent collection numbering 5,200 items including historical and contemporary paintings, sculptures, works on paper (drawings, watercolours, prints and photography), and decorative arts which include glass, ceramics and textiles.

Art Gallery

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Customer Service Exhibitions Programme To prepare a programme of exhibitions and cultural activities focused on the visual arts in the new Christchurch Art Gallery.</p>		<ul style="list-style-type: none"> Achieving a satisfaction rating of 84% or more for visitors to new Gallery measured by user survey. 9 exhibitions to be prepared for the opening of the new Gallery. Continue to produce the Canterbury Art On Tour series of 4 mobile exhibitions to tour Christchurch schools. 	<ul style="list-style-type: none"> Achieving 50,000 visitors to the new Gallery from public opening 26 April 2003 to 30 June 2003. Providing advice on valuations and conservation available on demand by Christchurch Public (<i>Target: At least 100 customers</i>). 	<p>A1, A2, A3, A4, A5</p>
<p>New Christchurch Art Gallery Te Puna O Waiwhetu To prepare for the opening of the new Christchurch Art Gallery in 2003.</p>		<ul style="list-style-type: none"> The new Gallery is prepared for the opening date of 26 April 2003. 	<ul style="list-style-type: none"> New Gallery building project completed within budget. All art works prepared, moved and installed in the new Gallery by 30 June 2003 – without damage, on time and within budget. 	<p>A1, A2, A3, A4, A5, B4, C4, F1</p>
<p>Collection To complete the framing restoration and replication programme in time for the commencement of exhibitions installation in November 2002 and make all necessary preparations for relocation of the collection.</p>	<ul style="list-style-type: none"> To reduce the quantity of hazardous solvents used in the treatment of artworks from 30 litres to 25 litres (<i>Target: 25 litres for 2002/03</i>). 			<p>A1, A2, A3, A4, A5, B4, C1, C4, F2</p>

Car Parking

Cost of Proposed Services

Budget 2001/02

Net Cost \$	Operational Outputs
(659,245)	Enforcement
(2,110,454)	Parking
47,874	Abandoned Vehicles
<u>(2,721,825)</u>	Net Cost of Service

Budget 2002/03

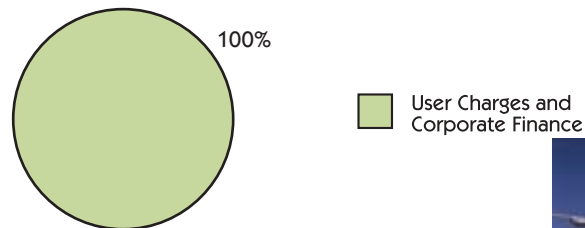
Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
2,948,380	(3,757,000)	(808,620)
5,959,622	(8,001,800)	(2,042,178)
55,372	(8,800)	46,572
<u>8,963,374</u>	<u>(11,767,600)</u>	<u>(2,804,226)</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$379,356 and in 2002/03 of \$339,285.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$869,386) and in 2002/03 of (\$961,874).

Projected Total Surplus 2003/04	(2,823,591)
Projected Total Surplus 2004/05	(2,946,363)

2001/02 Capital Outputs \$	2002/03 \$
76,500 Renewals and Replacements	153,000
111,100 New Assets	234,600
<u>187,600</u>	<u>387,600</u>

Sources of Funding



Nature and Scope

- City-wide enforcement of relevant acts, regulations and bylaws within the area of metropolitan Christchurch.
- Management and operation of 17 off street parking facilities providing approximately 3,600 spaces and operational control of the paid on street parking resource.
- Removal of vehicles abandoned in public places.



The Hospital Carpark building on the corner of Tuam Street and Antigua Street.

Car Parking

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Customer Service To help make the Central City accessible and support its commercial viability.</p>		<ul style="list-style-type: none"> • Allocation of mobility (disability) parking spaces in off-street parking facilities which meet or exceed the Australian Standard (AS2890) at each parking facility (Target: 1 to 2% of total per parking facility). • 80% of survey respondents satisfied with standard of toilet facilities at each parking facility. 	<ul style="list-style-type: none"> • 2.6% increase in vehicle parking. • Vehicle occupancy rates in staffed Off-Street parking facilities: <ul style="list-style-type: none"> - Average overall at least 50% - Peak period at least 82% • Net operating cost per space in Off-Street parking facilities: \$389 • Net operating surplus per metered space: (\$1,084) • - 60% paid compliance in metered areas. - 80% average compliance in time restricted areas. • 80% compliance on loading zones. 	<p>A5, B1, B2, B3, C2, F1, F2, F5, F7</p>
<p>Management of Assets Ensuring that the Council's car parking assets are sustainable in the long term.</p>	<ul style="list-style-type: none"> • Remove all tagging within 2 hours of being observed. 			<p>A5, B3, C2, F2, F5, F7</p>
<p>Road Safety To promote road safety and thereby reduce the number of road accidents.</p> <p>To respond rapidly to requests for assistance in relation to obstructed vehicle entrances.</p>		<ul style="list-style-type: none"> • 5 school crossings monitored daily. • Responding to requests for enforcement assistance, eg in relation to obstructed vehicle entrances. • Average response times: <ul style="list-style-type: none"> - Between 10 and 15 minutes (Central City). - Between 15 and 20 minutes (Suburbs). 		<p>A3, B2, C2, D5, E4</p>

City Streets

Cost of Proposed Services

Budget 2001/02

Net Cost \$	Operational Outputs
3,738,195	Transport Planning/Asset Management
(372,393)	Activities On Street
651,503	Road Safety Programme
(96,625)	Roading Land
1,886,877	Undergrounding Wiring Conversion
0	Commercial Activities/External Services
35,063,134	Roading System Maintenance
(6,762,629)	Transfund Subsidy on Infrastructural Assets
<u>34,108,061</u>	Net Cost of Service

Budget 2002/03

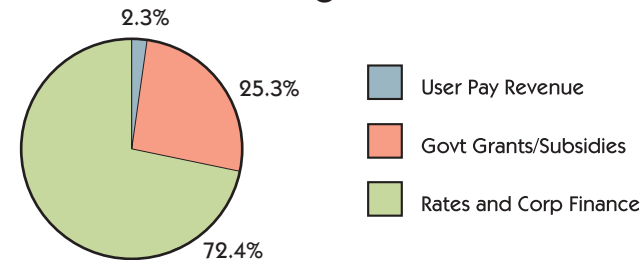
Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
3,243,594	(409,077)	2,834,518
586,747	(910,200)	(323,453)
971,382	(152,000)	819,382
110,832	(185,000)	(74,168)
1,561,294	0	1,561,294
391,470	(391,470)	0
41,645,996	(4,737,468)	36,908,528
0	(6,685,432)	(6,685,432)
<u>48,511,315</u>	<u>(13,470,646)</u>	<u>35,040,669</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$23,583,099 and in 2002/03 of \$23,589,250.

Projected Cost of Service 2003/04	38,490,612
Projected Cost of Service 2004/05	38,878,540

2001/02 Capital Outputs \$	2002/03 \$
16,752,778 Renewals and Replacements	18,398,601
14,416,732 Asset Improvements	15,957,565
5,669,133 New Assets	883,574
<u>36,838,643</u>	<u>35,239,740</u>

Sources of Funding



Nature and Scope

A city which has a sustainable, safe, convenient and effective system of roads, cycleways, footpaths and passenger transport services that will enhance the quality of life.

- **Transport Planning:** Prepare policies and plans for the development of the roading network including traffic management, safety improvements, cycleways, and pedestrian facilities. Ensure sustainability is to the fore in transport policy development.
- **Asset Management:** Maintain a current asset management plan which sets levels of service and provides for minimum life cycle costs of the streets assets.
- **Programme Delivery:** Develop and implement a programme of work for the maintenance, renewal, and improvement of the roading network.
- **Community Involvement:** Consult appropriately with the community on strategies, levels of service and all improvement projects. Provide general and specialist advice on traffic and transportation issues.
- **Regulatory:** Set traffic bylaws and manage the use of Street space. Advise on roading and traffic aspects of the City Plan.
- **Safety:** Develop and implement road safety programmes and undertake all works to best practice safety standards.

Land transport in the city is based on an existing road network comprising 1,560.8 km of carriageway (22.3 km unsealed), 139 bridges, 2,356.7 km of kerbs and channels (1,911.0 km flat channel and 445.7 km dish channel) and 2,232.2 km of sealed footpaths. In addition, the Council operates 227 traffic signal installations using computerised central area signals control and closed circuit TV equipment, and maintains the street lighting, markings and signs. (As at 7 September 2001.)

Transfund Funded Activities

Section 31 of the Transit New Zealand Act requires the Council to separately disclose those in-house professional services, such as City Solutions and Property Unit activities, and those in-house minor and ancillary roading works which receive funding from Transfund New Zealand (Transfund). The purpose of this requirement is to show how much funding the Council is using for internal, non-contested works and the surplus from such work. The Council has several activities or functions which receive funding, either directly or indirectly from this fund.

The activities/functions are disclosed in the statements set out below and on the next page. In addition City Care Ltd also indirectly receives funding and the details of the City Care activity can be referred to on page 114. Functions and objectives of the activities involved are detailed on the individual activity pages (see pages 51 and 52).

City Solutions Activity

2001/02 BUDGET \$		2002/03 BUDGET \$
	Revenue from In-house Professional Services for Transfund	
655,471	Financially Assisted Roothing	760,040
9,254,443	Revenue from Other Activities	8,820,078
<hr/>		<hr/>
9,909,914	Total Works Performed	9,580,118
9,348,976	Total Operating Costs	9,506,318
<hr/>		<hr/>
(560,939)	(Surplus)/Deficit	(73,800)
<hr/>		<hr/>

City Streets

Property Unit Activity

2001/02 BUDGET		2002/03 BUDGET
\$		\$
	Revenue from In-house Professional Services for Transfund	
N/A	Financially Assisted Rooding	70,600
N/A	Revenue from Other Activities	720,351
<hr/>		
N/A	Total Works Performed	790,951
759,902 *	Total Operating Costs	790,951
<hr/>		
N/A	(Surplus)/Deficit	0

City Streets Activity

2001/02 BUDGET		2002/03 BUDGET
\$		\$
	Revenue from In-house Professional Services for Transfund	
	Financially Assisted Rooding	729,893
	Revenue from Other Activities	4,201,543
<hr/>		
	Total Works Performed	4,931,435
	Total Operating Costs	4,931,435
<hr/>		
	(Surplus)/Deficit	0

* Breakdown not provided for 2001/02

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Customer Service Educate and encourage the public to use the network safely.</p> <p>Meet network accepted standards and engineering best practice.</p> <p>Provide viable choice of transport modes.</p> <p>Ensure users are aware of transport choices and the means to effect them.</p>	<ul style="list-style-type: none"> Perceived percentage level of safety by cycle users is greater than 80% 	<ul style="list-style-type: none"> Percentage of crashes involving responsible road factors and the number of crashes per 10,000 people for the current year, show a reduction over the previous year Consistent or increasing use of non-car transport modes (Target: Cycling- 13% commuters cycle in 2001, 20% commuters cycle in 2006; Pedestrian – 8% commuters by 2011; Public Transport – 5% of public trips by 2003, 10%-15% of trips by 2018) 		<p>C2, E2, E3, E4</p> <p>C2, C3, E2, E3, E4</p>

City Streets

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Community Engagement Engage the community in determining, validating and prioritising needs.</p>		<ul style="list-style-type: none"> Percentage of community users satisfied with the need assessment, agreement and delivery of capital work completed in the streets surveyed is greater than 80% 		D1, D5
<p>Set agreed levels of service in conjunction with the community.</p>		<ul style="list-style-type: none"> Satisfaction with need assessment, agreement and delivery of transport network service and choice of transport mode is greater than 80% 		C2, D1, D5
<p>Create road environments that support and encourage a greater range of community and street activity</p>	<ul style="list-style-type: none"> Percentage of community users satisfied with the improvement of the urban environment following street works is greater than 80% 			A2, A3
<p>Planning & Infrastructural Management Cost effectively build, maintain and operate network to user group requirements.</p>	<ul style="list-style-type: none"> The peak time lane kilometres of congested road is within 20% of the Asset Management Plan guidelines 		<ul style="list-style-type: none"> 95% of the service levels agreed in the Asset Management Plan met during the year 	C2, E2, E4
<p>Optimise Asset life cycle costs</p>			<ul style="list-style-type: none"> Transfund requirements for the % of smooth sealed roads is met (<i>Target: 87%</i>) 	C2, E2, E4

Community Development and Customer Services

Cost of Proposed Services

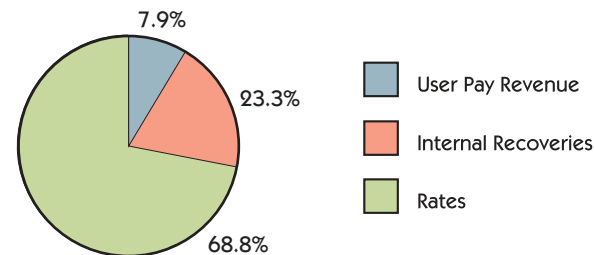
Budget 2001/02		Budget 2002/03		
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue	Net Cost
\$		\$	\$	\$
8,872,443	Community Services, Advocacy and Funding	10,035,837	(1,178,457)	8,857,380
2,159,737	Customer Support Services	2,049,390	(232,854)	1,816,536
1,974,909	Community Grants	2,353,719	(200,000)	2,153,719
13,007,089	Net Cost of Service	14,438,946	(1,611,311)	12,827,635

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$270,542 and in 2002/03 of \$246,019.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$1,130,309) and in 2002/03 of (\$1,248,491).

Projected Cost of Service 2003/04	13,173,948
Projected Cost of Service 2004/05	13,565,742

2001/02	Capital Outputs	2002/03
\$		\$
61,100	Renewals and Replacements	73,200
76,500	Asset Improvements	89,400
82,000	New Assets	33,000
219,600		195,600

Sources of Funding



Nature and Scope

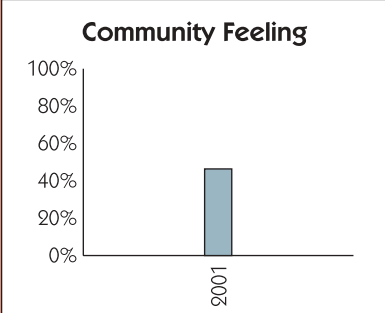
Customer Services

- Provide access to 'Council' information, technical advice and opportunities for the payment of rates and other charges via electronic medium, telephone and the provision of a network of walk-in facilities around Christchurch.

Community Engagement

- Provision of high quality consultative leadership and advocacy for Christchurch residents to assist in the achievement of desired outcomes.
- Provide Christchurch people opportunities in order to enhance their safety, health and well-being by the provision or facilitation of services.
- Provision of advice to funding committees in accordance with the 'Council's' Community and Social Well-being Policies and other relevant guidelines.

Community Development and Customer Services

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives				
<p>Customer Service Provide access to Council information and provide a networked walk in facilities and services for the payment of Council rates and fees.</p> <p>Community Engagement To supplement the capabilities and resources of community groups and agencies to participate in the development of its communities.</p>		<ul style="list-style-type: none"> • Customer services resolve 80% of requests for information or service at first point of contact. <i>(RFS and Phone, Customer Services)</i> • Enquiries are responded to within 1 working day. If further action is required, investigations are commenced within 3 working days. <i>(RFS, response and investigation times)</i> • That 65% of respondents surveyed in the Annual Citizens Survey feel part of their community. 		<p>F3, F5</p> <p>A1, A2, G1, G2</p>				
<div style="text-align: center;"> <p>Community Feeling</p>  <table border="1"> <caption>Community Feeling Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>~45%</td> </tr> </tbody> </table> </div>					Year	Percentage	2001	~45%
Year	Percentage							
2001	~45%							

Community Development and Customer Services

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Community Engagement (Cont'd) Maximise opportunities for residents to participate in learning activities, especially adults with care-giving responsibilities, by the facilitation of accessible and affordable pre-school facilities.</p>	<ul style="list-style-type: none"> • Ensure that the Council operated facilities are maintained in compliance with the "Education (Early Childhood Centres) Regulations" and processes are in place to ensure compliance on an ongoing basis. 	<ul style="list-style-type: none"> • Achieve a satisfaction rate of at least 80% in the annual client surveys at each Council operated childcare centre. 		A1, A2, A5
<p>Manage support and promote community facilities as a means of providing opportunities for residents to participate in community life and have a sense of belonging and identity.</p>	<ul style="list-style-type: none"> • Ensure that the facilities are maintained in compliance with Health and Safety legislation and inspections are made six monthly to ensure compliance. 	<ul style="list-style-type: none"> • 75% of facilities to have a 60% occupancy rate [based on usage between 9 am and 9 pm Monday to Friday] 		A1, A2, A3



Learn Outside the Classroom Programme at Travis Wetland Natural Heritage Park.



Children's Education Programme at the Home Demonstration Garden, Curator's House.

Economic Development and Employment

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
2,563,792	Economic Development
2,349,332	Employment Services
1,461,282	Visitor Promotions
1,081,975	City Promotions
23,475	Turning Point 2000
1,211,769	Tram & Shuttle Operations
1,521,200	Bus Interchange
4,315,703	Convention & Entertainment Facilities
830,500	Economic Development & Employment Grants

15,359,028

Net Cost of Service

Budget 2002/03

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
2,886,827	0	2,886,827
2,386,315	0	2,386,315
1,527,614	0	1,527,614
1,044,091	(26,865)	1,017,226
0	0	0
1,352,489	(148,625)	1,203,864
1,560,684	(300,000)	1,260,684
3,303,854	(100,000)	3,203,854
625,000	0	625,000

14,686,874

(575,490)

14,111,384

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$749,095 and in 2002/03 of \$785,366.

Projected Cost of Service 2003/04	14,393,612
Projected Cost of Service 2004/05	14,598,864

2001/02 Capital Outputs

\$	
400,000	Asset Improvements
(20,000)	New Assets

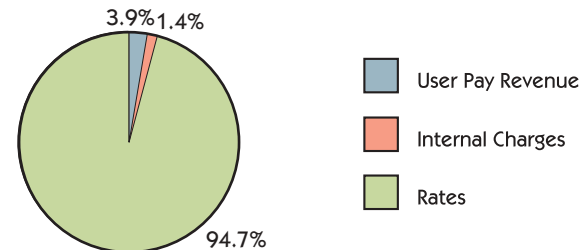
380,000

2002/03

\$	
450,000	
(20,000)	

430,000

Sources of Funding



Economic Development and Employment

Nature and Scope

Economic Development and Employment

- Providing advice to the Council in developing economic development and employment policies and programmes.
- Providing and co-ordinating advisory services in relation to the development of existing and new, small and medium business development, through the Canterbury Development Corporation which operates programmes including Business in the Community, Business Grow and Company Rebuilders and the management of the Government's BIZ training programme.
- Implementing programmes aimed at encouraging new investment, increased purchasing, and business expansion within Christchurch, principally through the Canterbury Development Corporation.
- Administering and promoting the use of Government funded work experience, training and subsidised employment schemes and providing case management and information support to unemployed people.
- Preparing and ensuring the wide dissemination of promotional material on Christchurch City.
- Promote, co-ordinate, and seek additional opportunities, for a wide variety of exchanges with Christchurch's sister cities.
- Promoting in-bound tourism to Canterbury, through national and international marketing and the provision of information services to visitors to Christchurch.

Through funding and control of the Canterbury Development Corporation (CDC) (see page 95) and also contractual arrangements with Christchurch and Canterbury Marketing Ltd, services are provided in relation to business, economic, employment and visitor promotion. City and Central City promotional activities are delivered through the Community Relations Unit.

Convention and Entertainment Facilities

Promotion and operation of the Town Hall, Convention Centre and WestpacTrust Centre Sport and Entertainment Centre.

The Town Hall/Convention Centre complex provides the following services:

- A centre of excellence for the performing arts and cultural activities, available to local and travelling performers.
- A centre for hosting conventions, conferences and similar events to a higher standard and with a greater degree of flexibility than has previously been available.

The WestpacTrust Centre is a multi-functional facility designed to attract major sporting and entertainment events and any other shows or exhibitions requiring extensive indoor space.

NCC New Zealand Ltd has been contracted to manage the facilities on the Council's behalf. The Company is paid a venue management fee and each year the Council and Company meet and agree on a Statement of Corporate Intent. The Statement of Corporate Intent sets out the overall intentions and objectives for the forthcoming year.

City Centre

Maintaining the City Centre as the focal point of the city by marketing the City Centre as a place to shop, visit and do business.

Visitor Promotions

The Council has contractual arrangements with Christchurch and Canterbury Marketing Ltd to promote in-bound tourism to Canterbury, through national and international marketing and the provision of information services to visitors to Christchurch.

Economic Development and Employment

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Sustainable Economic Development To develop sustainable business opportunities that will grow the regional economy</p>	<ul style="list-style-type: none"> • Growing number of small medium enterprises involved in waste minimisation programmes (<i>Target: 10 companies</i>) 	<ul style="list-style-type: none"> • Growth in number of jobs in small medium enterprises working with CDC (<i>Target: 3% above official regional employment growth level</i>) 	<ul style="list-style-type: none"> • Number of CII (Canterbury Innovative Incubator) companies that 'graduate' each year (<i>Target: 2002/03: 2 companies</i>) • CDC actively working with 5 industry cluster groups (<i>Target: 5 clusters</i>) 	<p>A2, B1, B2, B3, B4, C4, D3</p>
<p>Sustainable Employment To facilitate sustainable employment.</p>	<ul style="list-style-type: none"> • Active involvement with 3 environmentally focused community employment groups (<i>Target: 3 groups</i>) 		<ul style="list-style-type: none"> • Community groups funded by CDC have demonstrably sound financial management systems (<i>Target: Nil bankruptcies/ closures among target audience</i>) 	<p>A1, A2, A5, B1, B2, B4, D3</p>
<p>Engaging the Education Sector To work with the education sector and industry to improve the region's level of workforce capability and job skills.</p>		<ul style="list-style-type: none"> • Through Apprentice Training New Zealand (ATNZ) CDC contributes to the creation of 20 new apprentice positions per year (<i>Target: 20 apprenticeships</i>) • A minimum of 12 school industry partnerships are in place (<i>Target: 12 partnerships</i>) • CDC runs a successful Careers Expo each year (<i>Target: Expo event held</i>) 	<ul style="list-style-type: none"> • CDC facilitates the development and ongoing activities of at least 2 specialist vocationally focused education organisations (<i>Target: 2 organisations</i>) • High level of graduate staircasing from specialist education organisations to industry and tertiary education (<i>Target: 90% uptake</i>) 	<p>A1, B1, B2, B3, B4, C4</p>

Environmental Policy and Regulatory Services

Cost of Proposed Services

Budget 2001/02

Net Cost \$	Operational Outputs
2,243,110	Consents and Applications
658,490	Environmental Effects Control
1,190,097	Plans and Policy Statements
2,406,070	Information and Advice
78,523	Animal Control
1,013,999	Policy Advice
175,528	Consents and Applications
2,205,293	City Development Advice
1,514,613	City Planning
597,863	Funds Administration
853,762	Energy Programmes

12,937,349

Net Cost of Service

Budget 2002/03

Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
8,717,142	(6,598,250)	2,118,892
903,663	(208,500)	695,163
1,281,099	(15,000)	1,266,099
3,799,053	(1,358,000)	2,441,053
1,638,843	(1,479,731)	159,112
1,383,837	0	1,383,837
197,269	0	197,269
2,443,511	0	2,443,511
1,778,928	0	1,778,928
609,291	0	609,291
69,581	0	69,581

22,822,218

(9,659,481)

13,162,737

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$74,339 and in 2002/03 of \$97,976.

Projected Cost of Service 2003/04	13,260,751
Projected Cost of Service 2004/05	13,260,766

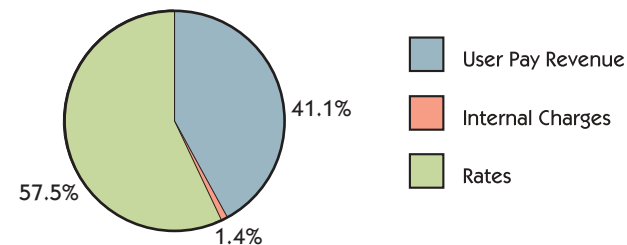
2001/02 Capital Outputs

	2001/02 \$	2002/03 \$
19,500	Renewals and Replacements	14,000
772,786	Asset Improvements	29,000
350,000	New Assets	350,000

1,142,286

393,000

Sources of Funding



Environmental Policy and Regulatory Services

Nature and Scope

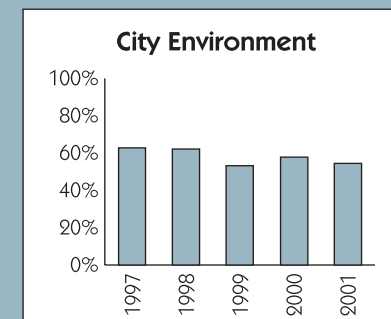
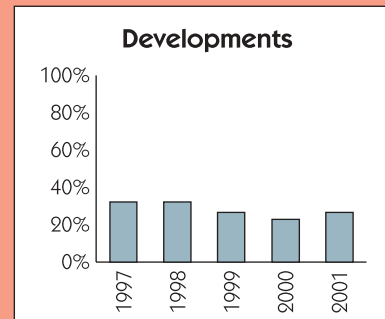
- Prepare, review, monitor and implement the objectives and policies of the City Plan prepared under the Resource Management Act 1991.
- Monitor the preparation and administration of policy statements and plans prepared by Environment Canterbury and adjacent local authorities.
- Prepare concept plans for urban renewal and environmental improvements of the city, including the Central City, which address the effects of urban renewal on people and communities.
- Provide policy advice on planning and development, conservation, design and heritage, transportation and environmental health issues, that affect the city.
- Develop projects and prepare feasibility studies for achieving the objectives and policies of the City Plan, other than by regulation.
- Administer funds set aside for promoting heritage retention and the removal of non-conforming activities.
- Promote an awareness of the environmental issues and values of the city.
- Process land use and subdivision consents.
- Administer the Building Act and Building Code within the city, including the issue of building consents, code compliance certificates, and annual warrants of fitness.
- Administer environmental health statutes, including food licensing, dangerous goods, sale of liquor, offensive trades and hazardous substances.
- Minimise occurrences that are likely to be objectionable or otherwise affect human health or safety arising from the presence or keeping of dogs and other animals.
- Provide information and advice on planning, building and environmental statutes and regulations, including developing and maintaining the necessary information bases.
- Process applications for land information memoranda.
- Monitor and control adverse environmental effects, including primary responsibility for noise, and shared responsibility for hazardous substances.



A new subdivision takes shape on the Rural Urban fringe.

Environmental Policy and Regulatory Services

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Manage & Plan To manage and plan the use, development and protection of the natural and physical resources of the city in a sustainable way.</p>	<ul style="list-style-type: none"> • Successfully defend 90% of City Plan references to Environment Court. 	<ul style="list-style-type: none"> • 88% of residents satisfied with building or land development within their area. 	<ul style="list-style-type: none"> • Provide financial assistance to owners of 10 listed heritage buildings by 30 June 2003. 	C1, C2, C3, C4, C5, G2
<p>Promoting Health & Safety To promote the environmental health of the city and the health, safety and well being of its citizens.</p>	<ul style="list-style-type: none"> • All food premises identified as being high risk in terms of food safety to be inspected at least once during the year. 	<ul style="list-style-type: none"> • Situations likely to affect human health or safety or to cause objectionable statutory nuisance are investigated and actioned (<i>Target: 100%</i>). 	<ul style="list-style-type: none"> • Residents satisfied with the value for money of rates spent on overall city and environmental planning, at least 60%. 	C2, G2



Environmental Policy and Regulatory Services

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives												
<p>Limiting Adverse Effects To limit the adverse effects of activities on the environment including people and communities.</p>	<ul style="list-style-type: none"> Monitoring of resource consents within periods stipulated. 		<ul style="list-style-type: none"> Residents satisfied with the value for money of rates spent on regulating activities and investigating nuisances, at least 57%. <div data-bbox="1518 606 1906 922"> <table border="1"> <caption>Regulatory Activities</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>45%</td> </tr> <tr> <td>1998</td> <td>48%</td> </tr> <tr> <td>1999</td> <td>46%</td> </tr> <tr> <td>2000</td> <td>44%</td> </tr> <tr> <td>2001</td> <td>42%</td> </tr> </tbody> </table> </div>	Year	Percentage	1997	45%	1998	48%	1999	46%	2000	44%	2001	42%	<p>C1, C3, G2</p>
Year	Percentage															
1997	45%															
1998	48%															
1999	46%															
2000	44%															
2001	42%															
<p>Compliance with Legislation To ensure that the statutory purposes and principles of building control, health, hazardous substances, liquor licensing, and animal control are achieved with minimal compliance cost.</p>			<ul style="list-style-type: none"> Process all applications (eg building and land use resource consents) within the time limits prescribed by the relevant legislation. 	<p>C2, C5, D5, F5, F7, G2</p>												

Housing

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
(1,683,802)	Elderly Persons Housing
(42,390)	Trust Housing
6,602	Owner Occupier Housing
(940,018)	Public Rental Housing
(54,012)	General Housing
572,441	Tenancy and Support Services/Policy
<u>(2,141,179)</u>	Net Cost of Service

Budget 2002/03

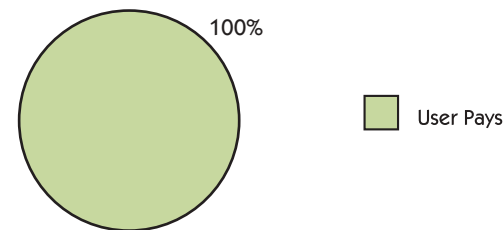
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
4,736,268	(6,430,800)	(1,694,532)
40,727	(82,000)	(41,273)
32,728	(31,200)	1,528
1,911,258	(2,908,800)	(997,542)
62,739	(34,800)	27,939
685,495	(4,000)	681,495
<u>7,469,215</u>	<u>(9,491,600)</u>	<u>(2,022,385)</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$854,046 and in 2002/03 of \$866,292.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$26,331) and in 2002/03 of (\$29,197).

Projected Cost of Service 2003/04	(2,147,493)
Projected Cost of Service 2004/05	(2,154,743)

2001/02 Capital Outputs	2002/03
\$	\$
204,000 Renewals and Replacements	136,200
1,060,100 Asset Improvements	883,300
460,000 New Assets	1,033,000
<u>1,724,100</u>	<u>2,052,500</u>

Sources of Funding



Nature and Scope

- 110 complexes around Christchurch.
- 2,621 rental units.
- The majority of Council housing is either bedsit or single bedroom with a limited number of two, three and four bedroom units.
- Some of the larger complexes have community lounges.

- The Council also shares housing “partnerships” with the YWCA, Home and Family Society, Beckenham Community Housing Trust, Richmond Fellowship, Stepping Stones Trust and Nga Wahine Trust through the provision of affordable accommodation managed by these agencies.
- The Council as a “social landlord” has a tenant support policy which includes the provision of a social/recreational programme.

Housing

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Customer Service To provide a social housing service which is affordable, accessible, appropriate and efficient.</p> <p>Tenants are provided with a high level of support in accordance with the Council's Tenant Support Policy.</p> <p>To promote a harmonious living environment at Council housing complexes.</p>	<ul style="list-style-type: none"> • Open space management provides a high level of tenant amenity as measured through an annual tenant satisfaction survey (<i>Target: 50% of respondents indicate satisfactory or better</i>). 	<ul style="list-style-type: none"> • 80% overall tenant satisfaction as measured through an annual tenant satisfaction survey. • Tenants are visited at least annually (in accordance with Council policy) by a Housing Officer to ensure that they can: <ul style="list-style-type: none"> (a) continue to live independently (b) that the asset has been maintained at an appropriate level. • Inter tenant written complaints minimised with less than 10% of tenants complaining about their neighbours on an annual basis. 	<ul style="list-style-type: none"> • 98% occupancy is achieved across the portfolio and the service is provided at no cost to ratepayers. • Cost per tenant for tenancy administration and support being no more than \$606 pa per tenant. 	<p>A3, F1, F2, F3, F5, F6, F7</p> <p>A3, F1, F2, F3, F5, F6, F7</p>
<p>Community Engagement All housing "partnerships" flourishing.</p>			<ul style="list-style-type: none"> • "Partnership" arrangements return minimum 1.5% average return on capital across the board. 	<p>A2, A3, A5</p>
<p>Compliance with Legislation Council complies with all legal requirements relating to the provision of social housing.</p>		<ul style="list-style-type: none"> • Tenants are treated fairly in terms of the Residential Tenancies Act with less than 1% of tenants lodging claims against the Council through the Tenancy Tribunal during the year. 	<ul style="list-style-type: none"> • Target of nil penalties or fines against the Council. 	<p>A3</p>

Library and Information Services

Cost of Proposed Services

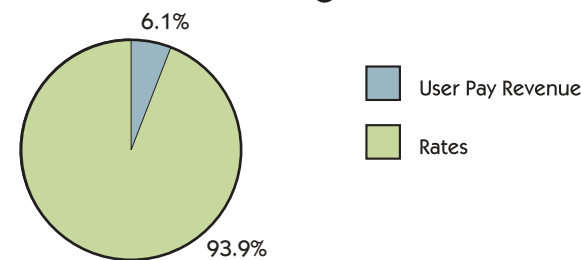
Budget 2001/02		Budget 2002/03		
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue	Net Cost
\$		\$	\$	\$
7,963,270	Collections	8,234,745	(117,000)	8,117,745
4,827,311	Resource Delivery (Lending)	6,178,326	(1,049,200)	5,129,126
151,648	Library Website	167,436	0	167,436
159,007	Voluntary Libraries	156,093	0	156,093
3,155,414	Enquiries	3,563,693	(320,500)	3,243,193
477,022	Creating Content	476,452	(3,500)	472,952
1,002,742	Events and Programmes	1,039,732	0	1,039,732
620,193	New Zealand Heritage	601,919	(3,500)	598,419
460,761	Advice	244,675	0	244,675
384,758	City Monitoring and Research	414,113	0	414,113
522,593	Information Development	1,142,007	0	1,142,007
19,724,720	Net Cost of Service	22,219,191	(1,493,700)	20,725,491

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$3,759,966 and in 2002/03 of \$3,956,435.
 The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$1,606,699) and in 2002/03 of (\$1,776,954).

Projected Cost of Service 2003/04 21,459,771
 Projected Cost of Service 2004/05 22,118,466

2001/02 Capital Outputs	2002/03
\$	\$
3,712,000 Renewals and Replacements	4,141,484
2,680,000 Asset Improvements	4,280,000
80,655 New Assets	532,516
6,472,655	8,954,000

Sources of Funding



Library and Information Services

Nature and Scope

Lending and information services are provided from the Central Library, 11 community libraries, one children's library and one mobile library across the city. Information services are also provided to customers who phone, fax or email through our virtual branch, the FingerTip Library. 12 neighbourhood libraries, operated by autonomous committees of volunteers are given limited support. The main services provided are:

- Access to a wide range of information sources, both paper and electronic, including the Internet and the Web. Access from home and office is available via the library's web site at <http://library.christchurch.org.nz>.

- Library and information professionals to assist customers with enquiries.
- Loan of materials from a collection of more than one million items to over 200,000 members.
- Programmes for children from pre-school to young adult.
- Maintaining and developing information about the city's environment and people, and developing the Council's ability to offer services electronically via the Internet.

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Customer Service - Collections Provide collections, both physical and electronic, to meet the information, learning and recreational needs of the community</p>		<ul style="list-style-type: none"> • Collections support recreational, learning, and information needs - Holdings per capita: no less than 3.3 items per capita • Satisfaction with range of books: no less than 85% 	<ul style="list-style-type: none"> • Supply of collections - Cost per capita \$28.42 	A1

Library and Information Services

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives												
<p>Customer Service (Cont'd)</p> <ul style="list-style-type: none"> - Resource Delivery Provide systems and facilities which enable people to access the collections, both by taking items away on loan and by using them within library buildings [Library collections (books, magazines, cds etc) total in excess of 1 million items]. - Library Web Provide systems, technology and content (via the Internet) which enable people to access information and services at home, work or school. 	<ul style="list-style-type: none"> • Collections provided for shared use <ul style="list-style-type: none"> - Turnover of the collection of 1:5.08 (that is each item is borrowed 5.08 times per annum on average). • Computers provided for accessing information – able to be used by all citizens <ul style="list-style-type: none"> - Public access machines per capita of 1 per 1,625 population 	<ul style="list-style-type: none"> • Citizens have easy access to resources and information <ul style="list-style-type: none"> - 77% of population as members - Issues per capita of 16.76 • Citizens use their libraries <ul style="list-style-type: none"> - Visits per capita of 10.50 • Satisfaction with helpfulness and friendliness of staff: 95% <div data-bbox="1061 788 1435 1107" data-label="Figure"> <table border="1"> <caption>Helpfulness & Friendliness of Staff</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>95%</td> </tr> <tr> <td>1998</td> <td>95%</td> </tr> <tr> <td>1999</td> <td>95%</td> </tr> <tr> <td>2000</td> <td>95%</td> </tr> <tr> <td>2001</td> <td>95%</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> • Citizens have easy access to resources and information; participation through the internet <ul style="list-style-type: none"> - No of page views per annum 5,000,000 	Year	Percentage	1997	95%	1998	95%	1999	95%	2000	95%	2001	95%	<ul style="list-style-type: none"> • Lending and in house use of items <ul style="list-style-type: none"> - Cost per issue \$1.00 • Sharing of resources <ul style="list-style-type: none"> - Total cost of output - Cost per page view \$0.03c 	<p>A1</p> <p>A1, A5, D1</p>
Year	Percentage															
1997	95%															
1998	95%															
1999	95%															
2000	95%															
2001	95%															

Parks and Waterways

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
551,775	Plans & Policy Statements
766,073	Information and Advice
145,119	Consents & Applications
4,671,402	Utilities Maintenance
3,064,855	Waterways and Wetlands Maintenance
1,042,293	Customer Services
14,895,448	Environmental
815,211	Support
86,000	Environment & Parks Grants
26,038,176	Net Cost of Service

Budget 2002/03

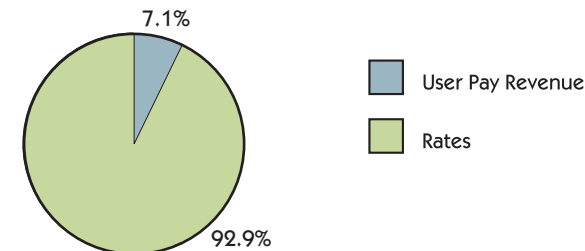
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
498,355	0	498,355
728,801	(1,000)	727,801
101,591	0	101,591
6,220,358	(141,000)	6,079,358
3,135,552	(16,000)	3,119,552
1,558,498	(361,889)	1,196,609
17,820,335	(1,790,860)	16,029,475
802,306		802,306
98,000		98,000
30,963,795	(2,310,749)	28,653,046

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$2,823,109 and in 2002/03 of \$3,722,004.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$275,319) and in 2002/03 of (\$132,423).

Projected Cost of Service 2003/04	29,264,017
Projected Cost of Service 2004/05	30,325,377

2001/02 Capital Expenditure	2002/03
\$	\$
2,470,021 Renewals and Replacements	2,692,838
6,243,129 Asset Improvements	6,608,818
6,887,553 New Assets	6,535,984
15,600,704	15,837,639

Sources of Funding



Parks and Waterways

Nature and Scope

Customer Services

- Provide specialist and general advice on parks, waterways, wetlands and drainage activities.
- Manage the use of parks and waterways to promote community enjoyment, safety and accessibility.
- Advise on consents related to the city's parks, protected trees, waterways, wetlands and drainage systems.
- Research and plan for the sustainable management of the city's parks, waterways and wetlands with community and stakeholder participation and in a way that is integrated with other planning initiatives and external influences.
- Build community partnerships by enabling volunteer participation and sponsorship of projects, and encouraging community guardianship of parks and waterways.
- Provide opportunities to raise awareness and enhance learning of environmental issues through a variety of communication and project initiatives.
- Provide a ready response to all rural fires in the defined rural area of the City and ensure citizens are aware of fire safety requirements relating to fire bans.

Environmental

- Provision of Botanic Gardens and other garden and heritage parks to enhance the unique garden city identity and provide landscaped plant collections including rare and endangered plants for education and conservation.
- Provide sports parks with recreation facilities to cater for children, youth, competitive sports and family recreation as well as contributing to the city's landscape character.
- Ensure provision and maintenance of large metropolitan parks and beaches for informal recreation in the natural environment and conservation of natural resources and scenic values.
- Maintain a network of smaller local parks throughout the urban area, providing

amenity values and informal recreation especially for children and families within easy walking distance.

- Protect and enhance riverbanks and conservation areas to ensure scenic and ecological values and natural habitats are maintained.
- Provide well maintained cemeteries that satisfy the cultural needs of the community.
- Manage the nursery to supply plants.
- Renew, improve and provide new park facilities to meet technical standards, growth demands and changing uses.
- Manage and maintain the city's waterways, wetlands and drainage system and provide effective flood mitigation measures and facilities.
- Restore and enhance waterways and wetlands environments to promote ecological, recreation, cultural, heritage, landscape and drainage values.
- Purchase and protect additional areas of open space to preserve natural systems, provide for sustainable land drainage options, preserve heritage values, address identified open space deficiencies and to meet the city's future recreational and amenity needs.

The city's parks resource comprises 712 parks including 58 regional parks, 103 sports parks, 408 local parks, 91 riverbank and wetland parks, 40 garden parks and 12 cemeteries. This covers an area of 5,952ha.

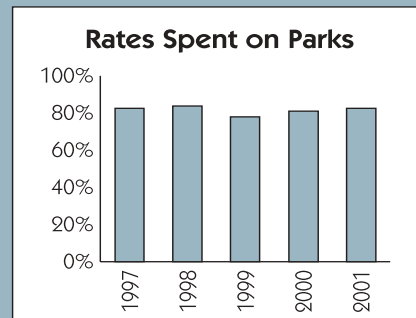
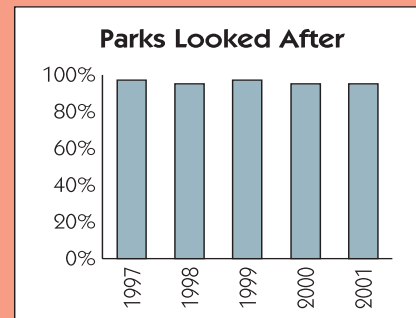
The Christchurch's waterways and wetlands system is based on the land surface of the city and 295 km of waterways, 23 pumping stations, 130 km of utility waterways, 504 km of stormwater pipes and 12 retention basins.

Parks and Waterways

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives				
<p>Customer Service The city's waterways wetlands and drainage system is maintained in a way that is sensitive to natural values and flood hazards.</p>	<ul style="list-style-type: none"> Maintain Surface water ecosystem health as indicated by sample chemical analysis and surveys of physical properties and fish species diversity (Baseline survey). Nil flooding damage arising from system blockages or pump failure. 	<ul style="list-style-type: none"> Complaints related to waterways received and timeframe for action (<i>Target: 100% within 2 working days</i>). 	<ul style="list-style-type: none"> Residents are satisfied with the value for money of rates spent on waterways and wetlands (<i>Target 80%</i>). <div data-bbox="1503 571 1883 890"> <table border="1"> <caption>Waterways</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>~68%</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Quality standards attained for waterway utilities (85% of specification) within budget targets. 	Year	Percentage	2001	~68%	<p>A1, A2, A3, A5, B4, C1, C2, C3, C4, C5, E1</p>
Year	Percentage							
2001	~68%							

Parks and Waterways

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Customer Service (Cont'd)</p>	<ul style="list-style-type: none"> Reduce herbicide application on utility waterway margins to a maximum of 360,000m² (5% reduction). 	<ul style="list-style-type: none"> Customer satisfaction with parks maintenance standards (<i>Target: 90% satisfied</i>). 	<ul style="list-style-type: none"> Residents are satisfied with the value for money of rates spent on parks (<i>Target: 80% satisfied</i>). 	
<p>The city's greenspace areas are maintained in a healthy and safe condition.</p>	<ul style="list-style-type: none"> Reduce the annual tonnage of green waste material dumped through on site processing and recycling (<i>Target: 5% reduction</i>). 	<ul style="list-style-type: none"> Recreational User Groups satisfaction with services (<i>Target: 90% satisfied</i>). 	<ul style="list-style-type: none"> Quality standards attained for parks maintenance (90% of specification) within budget targets. 	
<p>Community Engagement The community are informed and participate in the governance and management of parks and waterways.</p>	<ul style="list-style-type: none"> Community participation in environmental guardianship and monitoring (<i>Target: At least 15 active groups</i>). Participation in planting projects by volunteer and community groups (<i>Target: 5,000 plants per year</i>). 	<ul style="list-style-type: none"> Support at least 170 volunteer wardens on parks and waterways. Children participation in the Learning Through Action Programme (<i>Target 8,000 children per year</i>). 	<ul style="list-style-type: none"> Community volunteer hours spent on regional parks projects (<i>Target: 8,000 hours</i>). Sponsorship revenue received (<i>Target: \$100,000</i>). 	<p>A1, A2, A3, B4, C1, C2, C3, C5, D1, G3</p>



Parks and Waterways

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
Community Engagement (Cont'd)		<ul style="list-style-type: none"> • Support one annual community employment contract with at least 100 unemployed people participating in the programme. 		
<p>Planning & Infrastructure Management Christchurch's green space, waterways and wetlands are renewed, enhanced and protected for the present and future people and environment.</p>	<ul style="list-style-type: none"> • Preservation and enhancement of the city's bio-diversity as determined by number of native plant species, native bird population statistics and fish species diversity compared with existing data. 	<ul style="list-style-type: none"> • The level of satisfaction with the diversity and accessibility of recreational activities provided on parks and waterways to meet identified community needs (<i>Target: 80% satisfied</i>). 		A3, A5, C1, C2, C3, C5, D1 E1, E3
<p>The overall form and character of the city is enhanced by green space and waterways planning.</p>	<ul style="list-style-type: none"> • Four ecologically significant sites identified and protected. 	<ul style="list-style-type: none"> • Level of satisfaction with community engagement and participation in planning processes (<i>Target: 75% satisfied</i>). • Maintain the present ratio of 18.5 hectares of public open space per 1,000 population concurrent with population growth through planning, purchase and acquisition of land. 	<ul style="list-style-type: none"> • Percentage of visitors to Christchurch who indicate parks, waterways and the natural environment as a primary reason for their visit (<i>Target: 5%</i>). 	

Public Accountability

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
3,863,930	Elected Member Representation
4,471,558	Decision Making
817,062	Project and Discretionary Expenditure
1,058,901	Corporate Communications
10,216,452	Net Cost of Service

Budget 2002/03

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
3,439,432	0	3,439,432
3,929,664	0	3,929,664
662,842	0	662,842
478,457	0	478,457
8,510,395	0	8,510,395

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$9,219 and in 2002/03 of \$6,719.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$196,717) and in 2002/03 of (\$218,132).

Projected Cost of Service 2003/04	8,741,803
Projected Cost of Service 2004/05	9,472,539

2001/02 Capital Outputs

\$	
1,000	Renewals and Replacements
2,000	Asset Improvements

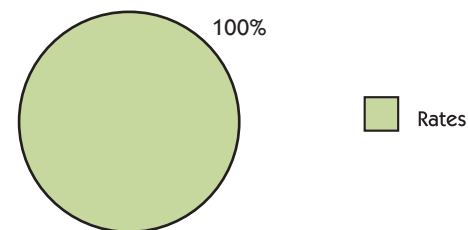
3,000

2002/03

\$	
12,500	
2,000	

14,500

Sources of Funding



Nature and Scope

- Provision of high quality consultative leadership and advocacy for Christchurch residents to assist in the achievement of desired outcomes.
- Maintain and improve the physical and service infrastructure of the city in order to generate wealth, promote health and safety, reduce hazards and facilitate social opportunities for current and future generations.
- Maintain an asset and investment base and ensure that appropriate levels of income match commitments to expenditure in order to support long term goals.
- Representation and support of Mayor, Councillor and Community Board members as they exercise the functions, duties and powers of the Council.
- Provide discretionary funds for the Mayor and Community Boards for allocation to Mayoral and local projects.
- Communicate with the people of Christchurch by the preparation and production of a Financial Plan and Programme, Annual Report and monthly additions of the City Scene along with other information releases.

Sport, Leisure and Events

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
2,285,627	Events and Festivals (*)
2,454,112	Recreation and Arts
198,536	Leisure Planning
426,807	Sports
787,101	Stadia
1,004,184	Pools
1,505,973	Leisure Centres
(11,583)	Golf Courses / Range
74,238	Camping Grounds
4,468,874	QE II
344,550	Recreation and Sports Grants
13,538,419	Net Cost of Service

Budget 2002/03

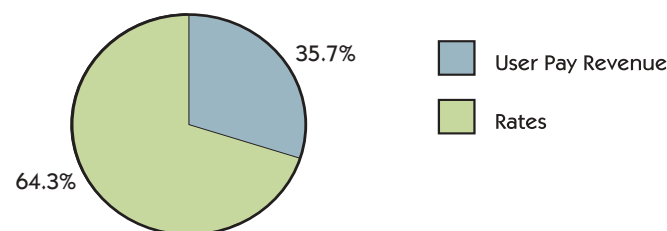
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
2,602,063	(199,300)	2,402,763
2,694,931	(167,286)	2,527,645
210,698	0	210,698
323,772	0	323,772
1,039,959	(245,431)	794,528
1,263,761	(206,413)	1,057,348
4,511,194	(3,136,971)	1,374,223
367,222	(411,750)	(44,528)
127,658	(42,500)	85,158
6,672,774	(2,780,634)	3,892,140
680,125	(350,000)	330,125
20,494,156	(7,540,285)	12,953,871

Note: (*) Amounts set aside for Events and Festivals are indicative only. Actual amounts allocated in each case will be decided by the Events and Festivals Sub-committee.
 The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$2,177,570 and in 2002/03 of \$2,584,020.
 The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$220,722) and in 2002/03 of (\$224,360).

Projected Cost of Service 2003/04	13,867,939
Projected Cost of Service 2004/05	14,047,989

2001/02 Capital Outputs	2002/03
\$	\$
3,122,780 Renewals and Replacements	427,700
474,300 Asset Improvements	569,800
4,583,418 New Assets	318,000
8,180,498	1,315,500

Sources of Funding



Sport, Leisure and Events

Nature and Scope

- Providing information and advice on issues relating to sport, recreation, community arts and events to the Council, community groups and the public.
- Managing, operating and promoting a variety of sport and recreational facilities including Queen Elizabeth Park, Pioneer Leisure Centre, Centennial Leisure Centre, Cowles Stadium, three pools and one golf course.
- Distributing grants on behalf of the Hillary Commission, Creative NZ and the Council.
- Encouraging, bidding for and staging major national/international sporting events in Christchurch.
- Planning for the future recreation and leisure needs of the city.
- Providing and facilitating a range of community recreation and arts programmes and events.
- Administering management contracts/leases for five stadia, two swimming pools, one golf course and two camping grounds.
- Planning, co-ordinating and delivering a quality summer festival programme.
- Co-ordinating and organising an annual programme of festivals and special events.
- Advising the Council of events seeding grants in consultation with relevant units.

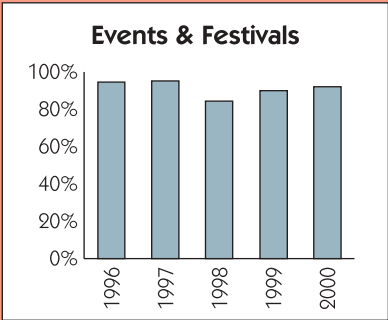
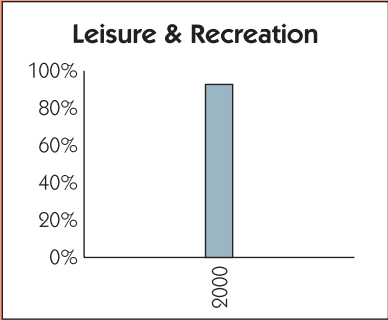
Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives																						
<p>Customer Service To efficiently provide healthy, accessible and enjoyable facilities and programmes for participation in leisure.</p>		<p>• Level of participation in Council recreation programmes (<i>Target: 200,000</i>).</p> <p>• No's visiting Council facilities (<i>Target: 2.4M</i>).</p> <p>• Proportion of residents visiting Council pools and stadia once or more pa (<i>Target: 50%</i>)</p> <div data-bbox="1059 1121 1444 1441"> <table border="1"> <caption>Pools Visits</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1995</td> <td>42%</td> </tr> <tr> <td>1997</td> <td>45%</td> </tr> <tr> <td>1999</td> <td>43%</td> </tr> <tr> <td>2001</td> <td>50%</td> </tr> </tbody> </table> </div>	Year	Percentage	1995	42%	1997	45%	1999	43%	2001	50%	<p>• Cost per user at facilities (<i>Target: \$3.00</i>).</p> <p>• Residents satisfied with value for money through rates on swimming pools and stadia (<i>Target: 75%</i>).</p> <div data-bbox="1503 1121 1888 1441"> <table border="1"> <caption>Pools & Stadia</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>75%</td> </tr> <tr> <td>1998</td> <td>78%</td> </tr> <tr> <td>1999</td> <td>70%</td> </tr> <tr> <td>2000</td> <td>75%</td> </tr> <tr> <td>2001</td> <td>75%</td> </tr> </tbody> </table> </div>	Year	Percentage	1997	75%	1998	78%	1999	70%	2000	75%	2001	75%	<p>A1, A3, A5, B3, F7</p>
Year	Percentage																									
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Sport, Leisure and Events

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives												
<p>Customer Service (Cont'd)</p> <p>Community Partnership To work with the community to provide healthy, accessible and enjoyable leisure opportunities and encourage greater levels of participation in leisure.</p>		<ul style="list-style-type: none"> • Injury/accident levels reported (<i>Target: No more than 320</i>) • 1 facility audited for disability access (<i>Target: All building issues with a cost of < \$5,000 rectified in 2002/03</i>). • Level of participation in physical activity (<i>Target: 92%</i>). 	<ul style="list-style-type: none"> • Users rating of value for money with leisure facilities <i>measured using a 6 point scale (Target: Mean Customer Service Quality Gap: 0.5)</i>. • Residents satisfied with value for money through rates on supporting sport and recreation (<i>Target: 70%</i>). <div data-bbox="1518 782 1908 1101"> <p>Promoting Sports/Recreation</p> <table border="1"> <caption>Promoting Sports/Recreation Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>68%</td> </tr> <tr> <td>1998</td> <td>72%</td> </tr> <tr> <td>1999</td> <td>62%</td> </tr> <tr> <td>2000</td> <td>68%</td> </tr> <tr> <td>2001</td> <td>68%</td> </tr> </tbody> </table> </div>	Year	Percentage	1997	68%	1998	72%	1999	62%	2000	68%	2001	68%	<p>A1, A2, A3, A4, A5, B3, F7</p>
Year	Percentage															
1997	68%															
1998	72%															
1999	62%															
2000	68%															
2001	68%															

Sport, Leisure and Events

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Community Partnership (Cont'd)</p>		<ul style="list-style-type: none">Measure of residents level of satisfaction with access to leisure opportunities (<i>Annual Residents Survey</i>) (<i>Target: 93%</i>).		
<p>Festivals & Events To generate economic and social benefits to the city through the provision of events.</p>	<ul style="list-style-type: none">No. of CCC Leisure events at which there are significant regulatory non-compliance issues (<i>Target: 0</i>).	<ul style="list-style-type: none">Residents satisfaction with festivals and events (<i>Target: 90%</i>).	<ul style="list-style-type: none">To secure future international sporting events that meet the economic benefit criteria (<i>Target: 3</i>).	A1, A2, A3, A4, A5, B3, B4, F7



Sport, Leisure and Events

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives												
Festivals & Events (Cont'd)			<ul style="list-style-type: none"> Residents satisfied with value for money through rates on events and festivals (Target: 80%). <div data-bbox="1509 571 1895 890"> <p>Putting on Events</p> <table border="1"> <caption>Putting on Events Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>82%</td> </tr> <tr> <td>1998</td> <td>85%</td> </tr> <tr> <td>1999</td> <td>78%</td> </tr> <tr> <td>2000</td> <td>82%</td> </tr> <tr> <td>2001</td> <td>82%</td> </tr> </tbody> </table> </div>	Year	Percentage	1997	82%	1998	85%	1999	78%	2000	82%	2001	82%	
Year	Percentage															
1997	82%															
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2001	82%															



Jellie Park Skateboard Facility.



Joggers enjoying the city's parks.

Waste Minimisation and Disposal

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
41,903	Information and Advice
366,289	Plans and Policy Statements
555,144	Reduction
168,899	Resource Reuse Centres
3,775,303	Recycling
558,869	Resource Recovery
4,474,017	Residual Disposal
(7,293,600)	Waste Minimisation Revenue
<u>2,646,825</u>	Net Cost of Service

Budget 2002/03

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
290,385	0	290,385
285,971	0	285,971
511,087	(100)	510,987
159,139	0	159,139
4,093,621	(411,500)	3,682,121
1,913,784	(1,639,753)	274,031
11,329,709	(6,349,636)	4,980,073
(1,452,500)	(7,980,701)	(9,433,201)
<u>17,131,197</u>	<u>(16,381,690)</u>	<u>749,507</u>

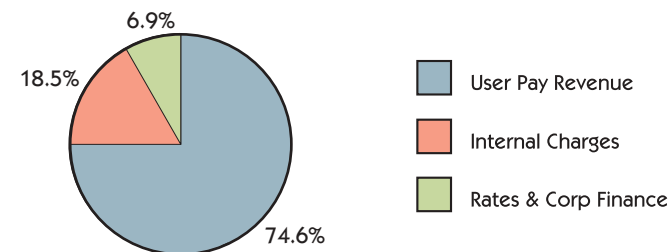
Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$1,498,429 and in 2002/03 of \$1,485,645.

The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$734,367) and in 2002/03 of (\$751,991) and also includes a provision for the Aftercare Liability of closed landfills for 2001/02 of \$745,500 and in 2002/03 of \$721,500.

Projected Cost of Service 2003/04*	(1,323,894)
Projected Cost of Service 2004/05*	10,222,806

2001/02	Capital Outputs	2002/03
\$		\$
258,000	Renewals and Replacements	108,000
50,600	Asset Improvements	182,600
1,882,446	New Assets	845,104
<u>2,191,046</u>		<u>1,135,703</u>

Sources of Funding



*These Cost of Service projections include the increased refuse tipping fees which are being stepped up annually until 2004/05 when the new landfill opens. The increased revenue will primarily be used to fund waste minimisation and landfill development capital projects until this time. After 2004/05 the increased revenue will be used to fund the increased new Regional landfill charges.

Waste Minimisation and Disposal

Nature and Scope

Specific activities are carried out under a Solid and Hazardous Waste Management Plan which includes the following services:

- Reduction including commercial and in-house waste minimisation initiatives.
- Reuse including co-operation with the Recovered Materials Foundation (RMF) in the operation of recycling drop off centres at Parkhouse, Metro and Styx Refuse Stations, and sale of goods at the "Supershed".
- Recycling including domestic kerbside recycling collection, partnering with RMF for reuse of collected materials, provision of information and publicity, and research. Facilitation of commercial inner city recycling services.
- Resource Recovery including compost production at the Metro Place Garden City Compost Facility. Acceptance of garden waste for composting at Parkhouse, Metro and Styx Mill Refuse Stations. Promotion of home composting.
- Residue disposal including residential kerbside and inner-city refuse collection, operation of three transfer stations and one landfill.

- Co-ordination of hazardous waste treatment and disposal.
- Aftercare of various closed landfills.
- \$6.5M has been added to the capital budget over 4 years (2002/03 to 2005/06) for the provision of an undercover compost plant. This will reduce dust and odour problems and allow for food wastes and bio-solids to be composted together with green waste thus reducing further the refuse stream going to the landfill.
- Staff are currently studying the possibility of licensing all waste cartage companies to better gather information on waste quantities / sources and to apply a waste minimisation levy on all waste.

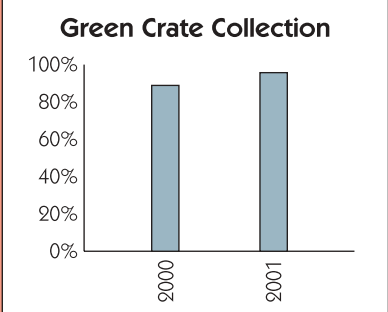
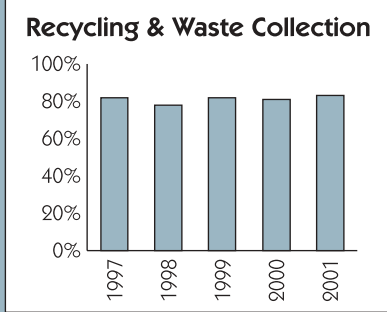
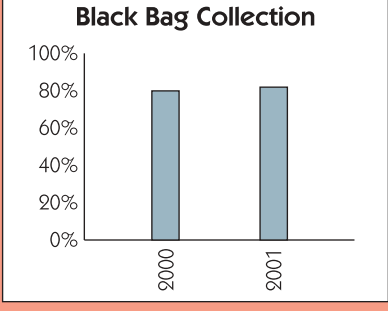
The size of the operation is indicated by the input of approximately 230,000 tonnes per year of refuse to the landfill.



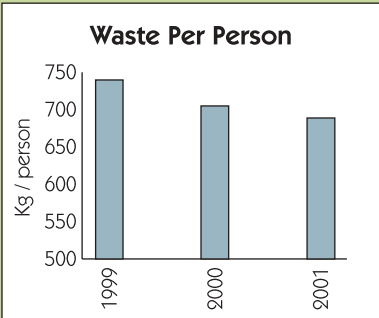
Recycling scenes in Christchurch.



Waste Minimisation and Disposal

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives																		
<p>Customer Service To provide the community with safe, convenient and efficient solid waste services.</p>	<ul style="list-style-type: none"> Incidence of reported illegal dumping (<i>Target: Less than one occasion reported per week, 52 per year</i>) 	<ul style="list-style-type: none"> 90% of customers are satisfied with the green crate recycling service provided 	<ul style="list-style-type: none"> Recycling and waste collection service delivers value for money (<i>Target: 80% satisfaction</i>) 	<p>C4, E1, F5, F6, F7</p>																		
		<p>Green Crate Collection</p>  <table border="1"> <caption>Green Crate Collection Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>90%</td> </tr> <tr> <td>2001</td> <td>95%</td> </tr> </tbody> </table>	Year	Percentage	2000	90%	2001	95%	<p>Recycling & Waste Collection</p>  <table border="1"> <caption>Recycling & Waste Collection Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>80%</td> </tr> <tr> <td>1998</td> <td>75%</td> </tr> <tr> <td>1999</td> <td>80%</td> </tr> <tr> <td>2000</td> <td>80%</td> </tr> <tr> <td>2001</td> <td>80%</td> </tr> </tbody> </table>	Year	Percentage	1997	80%	1998	75%	1999	80%	2000	80%	2001	80%	
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		<ul style="list-style-type: none"> 80% of customers are satisfied with the black bag service provided 	<ul style="list-style-type: none"> Cost of Waste Management per household (<i>Target: \$126 per household</i>) 																			
		<p>Black Bag Collection</p>  <table border="1"> <caption>Black Bag Collection Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>80%</td> </tr> <tr> <td>2001</td> <td>80%</td> </tr> </tbody> </table>	Year	Percentage	2000	80%	2001	80%														
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Waste Minimisation and Disposal

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives								
<p>Community Engagement To work with the community to reduce the waste generated in Christchurch through reduction at source, reuse, recycling and composting.</p>	<ul style="list-style-type: none"> Amount of waste sent to landfill per person (<i>Target: 650 kilograms per person per year</i>)  <table border="1"> <caption>Waste Per Person</caption> <thead> <tr> <th>Year</th> <th>Waste (kg/person)</th> </tr> </thead> <tbody> <tr> <td>1999</td> <td>730</td> </tr> <tr> <td>2000</td> <td>700</td> </tr> <tr> <td>2001</td> <td>680</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Amount kerbside recycled per household (<i>Target: 2.4 kilograms per house per week</i>) 	Year	Waste (kg/person)	1999	730	2000	700	2001	680	<ul style="list-style-type: none"> Public commitment to waste minimisation (<i>Target: 80% of people take action to reduce the amount of waste they produce at home</i>) Business commitment to waste minimisation. (<i>Target: 160 businesses actively engaged in Target Zero programme</i>) 	<ul style="list-style-type: none"> Amount spent on waste minimisation activities per person (<i>Target: \$15 per person</i>) 	<p>B1, C4, E3</p>
Year	Waste (kg/person)											
1999	730											
2000	700											
2001	680											

Waste Minimisation and Disposal

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives																											
Community Engagement (Cont'd)	<ul style="list-style-type: none"> Progress toward waste minimisation targets (<i>Target for 2003: Total refuse landfilled (excluding hardfill) 210,000 tonnes; greenwaste composted 35,500; kerbside recycled 17,000 tonnes</i>) 																														
<div data-bbox="607 655 987 975"> <p>Recycling and Composting</p> <table border="1"> <caption>Recycling and Composting Data (Tonnes in 1000s)</caption> <thead> <tr> <th>Year</th> <th>Composting</th> <th>Recycling</th> </tr> </thead> <tbody> <tr><td>1994</td><td>0</td><td>0</td></tr> <tr><td>1995</td><td>10</td><td>0</td></tr> <tr><td>1996</td><td>18</td><td>0</td></tr> <tr><td>1997</td><td>18</td><td>0</td></tr> <tr><td>1998</td><td>25</td><td>12</td></tr> <tr><td>1999</td><td>32</td><td>14</td></tr> <tr><td>2000</td><td>35</td><td>15</td></tr> <tr><td>2001</td><td>32</td><td>15</td></tr> </tbody> </table> </div>					Year	Composting	Recycling	1994	0	0	1995	10	0	1996	18	0	1997	18	0	1998	25	12	1999	32	14	2000	35	15	2001	32	15
Year	Composting	Recycling																													
1994	0	0																													
1995	10	0																													
1996	18	0																													
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2000	35	15																													
2001	32	15																													
<div data-bbox="607 1007 987 1326"> <p>Waste to Landfill</p> <table border="1"> <caption>Waste to Landfill Data (Tonnes in 1000s)</caption> <thead> <tr> <th>Year</th> <th>Waste to Landfill</th> </tr> </thead> <tbody> <tr><td>1994</td><td>240</td></tr> <tr><td>1995</td><td>230</td></tr> <tr><td>1996</td><td>225</td></tr> <tr><td>1997</td><td>225</td></tr> <tr><td>1998</td><td>225</td></tr> <tr><td>1999</td><td>230</td></tr> <tr><td>2000</td><td>225</td></tr> <tr><td>2001</td><td>225</td></tr> </tbody> </table> </div>					Year	Waste to Landfill	1994	240	1995	230	1996	225	1997	225	1998	225	1999	230	2000	225	2001	225									
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1994	240																														
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Waste Minimisation and Disposal

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Planning & Infrastructure Management To plan and provide waste management services in partnership with the community and with other governing bodies to achieve desired outcomes.</p>	<ul style="list-style-type: none"> Compliance with resource consent conditions as recorded by Environment Canterbury (<i>Target: nil non-compliance, report by exception</i>) 	<ul style="list-style-type: none"> Number of opportunities provided for public engagement in the planning process (<i>Target: At least 4 per year</i>) 	<ul style="list-style-type: none"> Penalties or fines incurred (<i>Target nil</i>) 	<p>C4, D1, D3, D4, E3, F2, G1, G2, G3</p> <p>C4, E1, E3</p>



Materials being recycled.

Wastewater

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
142,336	Information and Advice
452,965	Planning
(1,414,701)	Operations Revenue
25,000	Laboratory
8,913,673	Collection
6,614,106	Treatment and Disposal
<u>14,733,379</u>	Net Cost of Service

Budget 2002/03

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
162,754	(20,000)	142,754
969,975	0	969,975
347,567	(2,036,000)	(1,688,433)
66,008	(41,008)	25,000
9,303,055	(17,000)	9,286,055
7,851,420	(887,600)	6,963,820
<u>18,700,778</u>	<u>(3,001,608)</u>	<u>15,699,171</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$5,664,590 and in 2002/03 of \$5,712,890.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$315,494) and in 2002/03 of (\$258,286).

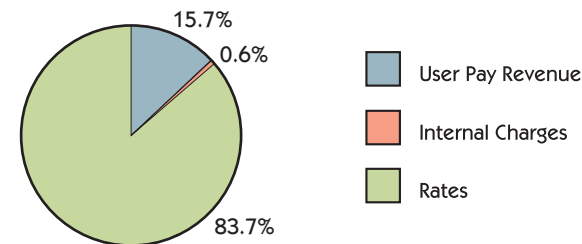
Projected Cost of Service 2003/04	22,156,053
Projected Cost of Service 2004/05	23,435,574

2001/02 Capital Outputs	2002/03
\$	\$
2,870,656 Renewals and Replacements	3,133,427
6,127,662 Asset Improvements	11,395,579
1,281,357 New Assets	1,107,629
<u>10,279,676</u>	<u>15,636,635</u>

Nature and Scope

- Treating and disposing of all liquid wastes in a safe, environmentally sound manner.
- Providing and maintaining the sewerage collection system and ensuring its maintenance and renewal to sustain the quality of the service.
- Researching the need for, and planning the development of, sewerage services.
- Providing information and advice on sewerage systems and services as a basis for public and private decision-making.

Sources of Funding



- Providing a scientific capability to undertake wastewater testing and environmental, ecological and trade waste assessments.

This activity has a significant impact on the maintenance of the health of the citizens of Christchurch and the quality of their environment. The sewerage system serves all of the Christchurch city urban area and comprises 1,562km of sewer mains, approximately 22,105 manholes, 1,180km of sewer laterals (117,036 connections), 1600 flush tanks, 84 pumping stations, and two treatment works. The latter treat 150 million litres per day of sewage to required standards and includes the operation of effluent disposal and sludge reuse systems.

Wastewater

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives												
<p>Customer Service To provide the community with safe, convenient and efficient wastewater services</p>	<ul style="list-style-type: none"> The risk to wildlife from the treatment plant discharge is minimised (<i>Target: pollutants in discharge reduced by 75% BOD and 75% suspended solids</i>) 	<ul style="list-style-type: none"> The treatment plant discharge achieves swimming water quality (<i>Target: Quality achieved</i>) 	<ul style="list-style-type: none"> The wastewater service delivers value for money (<i>Target: 90% satisfaction citizen survey and wastewater cost per household</i>) 	<p>C1, E2, E3, F2</p>												
<p>Community Engagement To develop and enhance partnerships with the community and with governing bodies to achieve desired outcomes</p>	<ul style="list-style-type: none"> Wastewater treated per person per day is progressively reduced (<i>Target: 435 litres per person per day, 5-year rolling average</i>) 		<div data-bbox="1509 606 1892 925"> <table border="1"> <caption>Wastewater Service Satisfaction</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>78</td> </tr> <tr> <td>1998</td> <td>68</td> </tr> <tr> <td>1999</td> <td>82</td> </tr> <tr> <td>2000</td> <td>72</td> </tr> <tr> <td>2001</td> <td>78</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Wastewater cost per household per year (<i>Target: \$126 per household</i>) 	Year	Satisfaction (%)	1997	78	1998	68	1999	82	2000	72	2001	78	<p>C1, D1, D3, D4, E1, E3, F2, G1, G2, G3</p>
Year	Satisfaction (%)															
1997	78															
1998	68															
1999	82															
2000	72															
2001	78															
<p>Planning & Infrastructure Management To sustainably manage the wastewater infrastructure</p>	<ul style="list-style-type: none"> The number of wastewater overflows directly entering waterways (<i>Target: Nil</i>) 			<p>C1, E1, E3, F1, F6</p>												

Wastewater

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Planning & Infrastructure Management (Cont'd)</p> <p>Compliance with Legislation To comply or surpass legislative requirements and standards</p>	<ul style="list-style-type: none"> Methane emissions into the environment are minimised (<i>Target: Zero flaring of methane at the wastewater treatment plant</i>) 	<ul style="list-style-type: none"> Discharge air and water quality meets or surpasses resource consent conditions (<i>Report by exception, water quality measurements</i>) 	<ul style="list-style-type: none"> Penalties or fines incurred (<i>Target: Nil</i>) 	<p>C1, E1, E3</p>



Construction continues at the Christchurch Wastewater Treatment Plant.

Water Supply

Cost of Proposed Services

Budget 2001/02

Net Cost	Operational Outputs
\$	
(597,765)	Operations Revenue
765,313	Information and Advice
1,038,055	Planning
9,647,484	Supply of Water
10,853,086	Net Cost of Service

Budget 2002/03

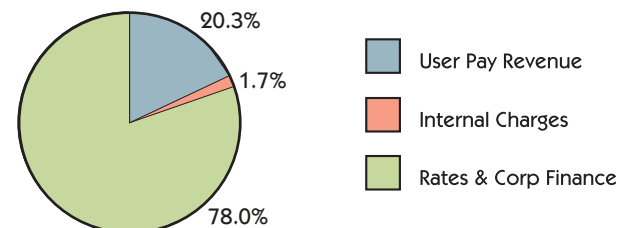
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
609,862	(1,440,000)	(830,138)
573,528	0	573,528
1,212,188	0	1,212,188
10,934,254	(1,351,000)	9,583,254
13,329,832	(2,791,000)	10,538,832

Note: The above Cost of Service Statement includes a depreciation provision for 2001/02 of \$3,845,000 and in 2002/03 of \$4,097,260.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2001/02 of (\$285,857) and in 2002/03 of (\$184,026).

Projected Cost of Service 2003/04	11,691,578
Projected Cost of Service 2004/05	11,988,140

2001/02 Capital Outputs	2002/03
\$	\$
4,194,226 Renewals and Replacements	3,670,756
357,039 Asset Improvements	243,829
2,537,149 New Assets	1,966,880
7,088,414	5,881,466

Sources of Funding



Nature and Scope

- Investigating and planning the sustainable management of the city's water supply.
- Providing specialist and general advice on water supply services and promoting wise use of water resources.
- Advising on the water supply component of resource consents and administering applications for services.
- Operating and maintaining the water supply pumping and storage system and reticulation network, and supplying water of appropriate quality.
- Continue to work co-operatively with Environment Canterbury to prepare an integrated water management policy.
- Implementing a survey of industrial premises to reduce the risk of backflow into the public system.

The water supply system (comprising artesian supply from 86 pumping stations utilising 31 reservoirs and 1,300 km of watermain) supplies approximately 50 million cubic metres of water annually to 112,000 connections.

Water Supply

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives											
<p>Customer Service To provide the community with safe, convenient and efficient water supply services.</p> <p>Community Engagement To develop and enhance partnerships with the community and with governing bodies, to achieve desired outcomes.</p>	<ul style="list-style-type: none"> • 90% of customers are satisfied with the water quality / taste • 95% of reported leaks in the Council's reticulation are repaired as scheduled: <ul style="list-style-type: none"> A (Major / Urgent) Contractor on site within one hour of the leak being reported. B (Medium magnitude leak) Leak repaired within one working day. C (Minor leak) Leak repaired within three working days. (<i>Response and repair time</i>) • The water used per person is progressively reduced (<i>Target: 435 litres per person per day, 5-year rolling average</i>) 	<ul style="list-style-type: none"> • Public commitment to water conservation (<i>Target: 70% of people take action to reduce the amount of water they use at home</i>) • Business commitment to water conservation (<i>Target: 70% of businesses take action to reduce the amount of water they use</i>) 	<ul style="list-style-type: none"> • Water supply service delivers value for money (<i>Target: 90% satisfaction</i>) <div data-bbox="1503 528 1883 850"> <table border="1"> <caption>Water Supply Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>90</td> </tr> <tr> <td>1998</td> <td>90</td> </tr> <tr> <td>1999</td> <td>90</td> </tr> <tr> <td>2000</td> <td>90</td> </tr> <tr> <td>2001</td> <td>90</td> </tr> </tbody> </table> </div>	Year	Satisfaction (%)	1997	90	1998	90	1999	90	2000	90	2001	90
Year	Satisfaction (%)														
1997	90														
1998	90														
1999	90														
2000	90														
2001	90														

Water Supply

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<p>Planning & Infrastructure Management To sustainably manage the water supply infrastructure and resource.</p>	<ul style="list-style-type: none"> • Water supply infrastructure is designed and operated to obtain long-term overall efficiency (<i>Target: 3 kilowatt hours per cubic metre of water</i>) • Unaccounted for water (leaks, fire fighting, flushing, illegal connections etc) is minimised (<i>Target: No more than 175 litres per connection per day</i>). 	<ul style="list-style-type: none"> • Continuity of water supply to customers (<i>Target: less than 12 occasions where unplanned reticulation shutdowns result in the loss of water supply for longer than 4 hours</i>) 	<ul style="list-style-type: none"> • Penalties or fines incurred (<i>Target: Nil</i>) 	<p>B1, C1, E1, E3, F2, F6</p>
<p>Compliance with Legislation To comply or surpass legislative requirements and standards</p>		<ul style="list-style-type: none"> • Water supplied to the community will meet or surpass NZ drinking water standards (<i>Report by exception, water quality measurements</i>) 		<p>E1, E3</p>



City Care staff testing fire hydrant water pressure.



City Care replace a water sub main.

Recovered Materials Foundation

Cost of Service

2001/02 BUDGET		2002/03 BUDGET
\$	Income	\$
1,460,000	Material Sales	1,718,000
13,000	Canterbury Regional Council Waste Exchange Grant	3,000
1,147,000	CCC Contract Payment	847,900
<hr/>		<hr/>
2,620,000	Total Revenue	2,568,900
	Expenses	
113,000	Administration	113,000
1,340,000	Site Operations	1,795,000
1,127,999	RMF Service Functions	660,000
<hr/>		<hr/>
2,580,000	Total Expenses	2,568,000
<hr/>		<hr/>
40,000	*Surplus (Deficit)	900
<hr/>		<hr/>

* Amount transferred to Reserves.

Relationship to the Council

The Recovered Materials Foundation (RMF) is the commercial interface under contract to the CCC in reuse and recycling market development. It is set up as an independent not-for-profit trust to develop sustainable and viable markets for waste materials. The RMF Board of Trustees comprises two CCC Councillors, and representatives from the Canterbury Development Corporation, Canterbury Employers Chamber of Commerce, Canterbury Manufacturers Association, and local recycling businesses. See page 186 for list of Trustees.

The Council's interest in the trust is in accordance with its Strategic Objectives: B1, B2, C4, E3, E4, F5 (see pages 11 to 13).

Nature and Scope

The RMF provides the following services for the Christchurch City Council:

- Receiving, processing and market development of materials recovered through the CCC kerbside recycling collection.
- Administering a recycling business development grant and loan fund to assist in the establishment of local reuse-recycling commercial enterprises.
- Providing a Waste Exchange Service for businesses to find outlets for, or to source potentially reusable/recyclable materials from industrial processes.
- Managing the Recycling Centres at the three refuse transfer stations to increase diversion of materials from the waste stream and to minimise overall operating costs of these centres to the CCC.
- Undertaking research and provides information on reuse/recycling processes and opportunities in Canterbury.
- Contributing to overall waste minimisation promotion and kerbside recycling education.

Overall Service Objective

The RMF provides reuse and recycling development services on behalf of the Waste Management Unit of the Christchurch City Council. It also has a focus on local employment and development through the creation of new recycling enterprises in Christchurch.

Objectives for 2002/03

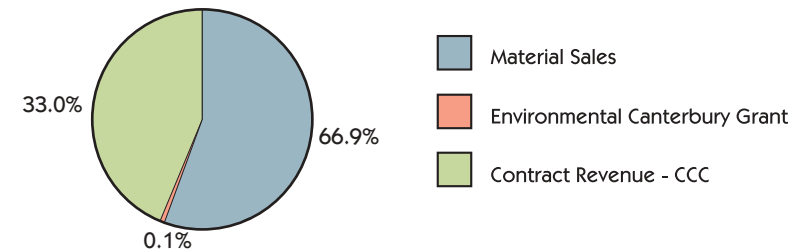
1. To uplift, sort, pack and transport to Supershed for sale, recyclable and reusable materials from domestic vehicles.
2. To accept delivery of, process and market the materials from the Council Kerbside Recycling Scheme.

Recovered Materials Foundation

Performance Indicators

1. (a) Tonnage of material taken to SuperShed. (Target: 1,200 tonnes)
(b) Gross sales levels at SuperShed. (Target: \$950,000)
(c) Tonnage of reject material returned to refuse stations. (Target: No more than 150 tonnes)
2. Total gross sales for the year. (Target: Gross sales \$1,718,000)

Sources of Funding



One of the many displays the Recovered Materials Foundation organises to show the use of "recovered materials".



A truck about to unload at the Recovered Materials Foundation.

Canterbury Development Corporation

Cost of Service

2001/02 BUDGET		2002/03 BUDGET
\$	Income	\$
3,543,686	Operational Grant CCC ⁽¹⁾	3,508,458
1,700,000	Other Income ⁽²⁾	1,700,000
<hr/>		<hr/>
5,243,686	Total Revenue	5,208,458
	Expenses	
62,225	Group Administration	0
2,301,373	Economic Development	2,316,968
2,880,088	Employment Services	2,891,490
<hr/>		<hr/>
<u>5,243,686</u>	Total Expenses	<u>5,208,458</u>

⁽¹⁾ CCC = Christchurch City Council

⁽²⁾ Subject to successful external contract negotiation

Relationship to the Council

The CDC co-ordinates several services in which the CCC has an interest. The CDC is a company with its shares being held by the CDC Trust. The CCC has the right to appoint all Trustees. There is an annually agreed contract for services to be provided on the CCC's behalf. Half of the Directors are City Councillors and the other half are suitably qualified and eminent members of the Canterbury Community. (See page 186 for list of Directors.)

The CCC's interest in the CDC is in accordance with its Strategic Objectives: B1, B2, B3, B4 and E4 (see pages 11 to 13).

The CDC supports the activities of Company Rebuilders Ltd and provides small business mentor support in association with business in the community.

Nature and Scope

The CDC acts as the economic development and employment services arm of the CCC. It provides outputs in the areas of economic development and employment initiatives in accordance with the CCC's Plan. It is a non profit making, commercially neutral enterprise, regional in perspective but taking into account the significant funding it receives from the CCC.

Overall Service Objective

To increase the level of sustainable economic activity and employment in Canterbury through utilising the resources of the CDC as a catalyst for the development and delivery of appropriate interventions, given its close link to the CCC. Initiatives will revolve around the objective of increasing the number of sustainable jobs with particular emphasis on job rich initiatives and employment opportunities in the region.

Objectives for 2002/03

1. Provide a range of support services for the region's small and medium sized enterprises designed to enhance their ability to provide sustainable employment and economic growth.
2. Provide support to the education sector that recognises the need to enhance the core competencies and skills of the 21st Century workforce.
3. Develop project initiatives that have potential to enhance the level of economic activity and employment including equity investment matching, technology commercialisation and attracting new business to the region.
4. Production of current information on the region, its economy, infrastructure and quality of life.
5. Facilitation of initiatives that are environmentally sustainable and socially inclusive.

Canterbury Development Corporation

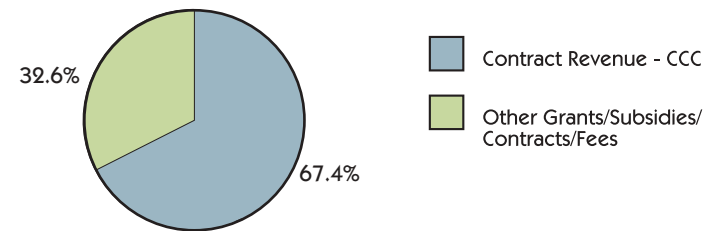
6. Provision of a range of programmes of job assistance and job placements to help youth and other unemployed persons.
7. Support the infrastructure of community groups and agencies working with the unemployed to enhance the outcomes they achieve.

7. Contribute to the wellbeing of community groups with a focus on employment and education. *(Target: 20 groups)*

Performance Indicators

- 1.1 Maintenance of a comprehensive directory of mentors available to assist SMEs. *(Target: 100 mentors)*
- 1.2 Refer SMEs to providers of business support and assistance. *(Target: 1,000 referrals)*
2. Maintain existing and develop new partnerships between industry and education. *(Target: 12 partnerships, 4 Teacher Forums)*
- 3.1 Investors seeking equity are introduced to potential investors. *(Target: 12 investors introduced)*
- 3.2 Industry Cluster groups established to support technology transfer. *(Target: 4 groups)*
- 3.3 Presentations made to potential business relocations and investors. *(Target: 10 presentations)*
4. Appropriate current promotional material available at all times. *(Target: Compliance)*
5. Contribute to initiatives that have a sustainable focus for the region. *(Target: 3 initiatives)*
- 6.1 Contribute to job creation projects for unemployed people. *(Target: 10 projects)*
- 6.2 Individually case manage young unemployed people. *(Target: 2,000 young people)*

Sources of Funding



Canterbury Innovation Incubator (CII) is just one of the many successful initiatives implemented by the Canterbury Development Corporation.

Canterbury Museum Trust Board

Cost of Service

2001/02 BUDGET		2002/03 BUDGET
\$	Income	\$
458,590	Museum Programmes	323,000
226,450	Corporate Services	259,427
<hr/>		<hr/>
685,040	Total Revenue	582,427
	Expenditure	
2,067,196	Museum Programmes	2,021,253
1,607,090	Corporate Services	1,681,242
<hr/>		<hr/>
3,674,286	Expenses before Depreciation	3,702,495
911,500	Depreciation	901,714
<hr/>		<hr/>
4,585,786	Total Expenses	4,604,209
<hr/>		<hr/>
3,900,746	Net Cost before Funding	4,021,782
<hr/>		<hr/>
	Funded by:	
3,444,228	Local Authority Funding	3,801,837
<hr/>		<hr/>
456,518	Reserves	219,945
<hr/>		<hr/>
3,900,746		4,021,782
<hr/>		<hr/>
Note:		
	2001/02 CCC share of levy	2,639,350
	2001/02 CCC ex gratia payment	515,887
	2002/03 CCC share of levy	2,955,834
	2002/03 CCC ex gratia payment	515,887
	Projected Cost of Service 2003/04	4,273,358
	Projected Cost of Service 2004/05	4,975,443

Nature & Scope

- Collecting, conserving and displaying items of natural and cultural heritage;
- Researching, informing and advising on natural and cultural history.

The Board maintains, develops and operates the Canterbury Museum in Rolleston Avenue, the repository for over 2.1 million items.

Relationship to the Council

The Canterbury Museum Trust Board is an ad hoc local authority established under the Canterbury Museum Trust Board Act 1993. Five local authorities are levied contributions to fund the ongoing activities of the Museum Trust Board. The Board composition includes four appointees from the Christchurch City Council, one appointee jointly appointed by the Hurunui and Waimakariri District Councils, one by the Selwyn and Banks Peninsula District Councils, and one each from the University of Canterbury, the Canterbury Branch of the Royal Society of New Zealand, Te Runanga O Ngai Tahu, the Association of Friends of Canterbury Museum, and the Canterbury Pilgrims and Early Settlers Association. (See page 186 for the list of Museum Trustees)

The levy on the five contributing local authorities, including the ex gratia payment, represents 82% of budgeted Museum funding before income from grants not yet confirmed. This is a change from previous years where the budget included anticipated grant income. Additional income from grants will be received during the financial year and will significantly lower the local authorities' contribution as a percentage of total Museum funding.

The Council's interest in the Museum is in accordance with its Strategic Objectives: A1, A3, A4 and A5 (see pages 11 to 13).

Canterbury Museum Trust Board

Overall Service Objective

To welcome the people of Canterbury Waitaha and our visitors to explore the diversity of the natural world and our cultural heritage; to make this a fun experience. To properly care for the more than 2.1 million heritage collection items held in trust for the people of Canterbury.

Objectives for 2002/03

1. Continue development of a total new visitor experience in the Museum.
2. Continue focus on improved customer service.
3. Improve care of, and access to, heritage collections.

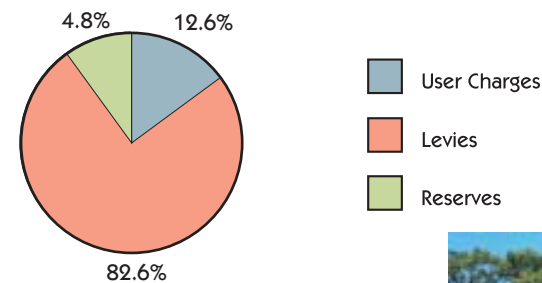
Performance Indicators

A detailed listing of performance indicators and targets is provided in the Canterbury Museum Annual Plan. Listed below are selected key indicators:

- 1.1 Undertake developed design and resource consent application for Stages IV and V of the Museum Revitalisation.
- 1.2 Relocate and enhance existing displays to allow Revitalisation to proceed.
- 2.1 Maintain visitor numbers at at least 500,000.
- 2.2 Maintain visitor approval rating of Canterbury Museum with over 70% rating it an excellent or very good visitor attraction.
- 2.3 Maintain visits from schools in the Canterbury region at at least 30,000 children.
- 3.1 Continue implementation of Collection Database including entering at least 20,000 records.
- 3.2 Complete development of a new Natural History Collections Suite, subject to receiving external funding.

Note: The Canterbury Museum Trust Board is a separate legal entity and is not therefore incorporated into the Financial Statements of the Christchurch City Council. The purpose of this page is to show the level of City Council support and the scope of the Canterbury Museum activities.

Sources of Funding



Riccarton Bush Trust Board

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
138,800	Bush and Grounds	142,200
23,000	Buildings	34,500
90,700	Administration	75,750
252,500	Total Expenditure	252,450
87,500	Less External Income	78,362
165,000	Net Cost	174,088
158,175	Operating Grant & Levy (from the Christchurch City Council)	174,088
50,000	Project Grant (from the Christchurch City Council)	50,000

Notes:

- (1) Depreciation which is reflected in the above costs is \$1,500 for both financial years.
- (2) Funding for operating and capital expenditure will come from the CCC grant, the levy and any retained earnings of the Trust Board.

Capital Expenditure

Projected Capital Expenditure 2002/03	50,000
Projected Capital Expenditure 2003/04	50,000

Nature and Scope

Riccarton Bush Trust manages a 6.35ha native bush remnant gifted to the people of Canterbury in 1914. The Trust also manages Riccarton House and its 5.75ha of grounds including Deans Cottage, the oldest building on the Canterbury Plains. The Trust employs 2.75 full time equivalents and receives administrative support from the Council who is also

contracted to provide the Trust with financial and accounting support.

Operations include:

- conserving the unique native bush remnant;
- ensuring controlled public access to the native bush;
- promoting Riccarton House as a heritage and education attraction; and
- promoting the entire reserve as a living history experience.

Relationship to the Council

Incorporated under a 1914 Act of Parliament, the Riccarton Bush Trust has powers to levy the Christchurch City Council for funding to maintain and improve Riccarton Bush, Riccarton House and its grounds. The 2002/03 levy is \$108,310 and the Christchurch City Council has also provided additional funding by way of an operating grant of \$65,778 and a capital grant of \$50,000. The Christchurch City Council appoints six of the nine members on the Trust Board (see page 186).

The Council's interest in the Trust is in accordance with its Strategic Objectives: A1, A3, A4 and A5 (see pages 11 to 13).

Overall Service Objective

To protect, conserve, enhance and make accessible the property described as 'Riccarton Bush' within the Act.

Objectives for 2002/03

1. Remove exotic plants and invasive weeds from the Bush and re-establish/replant native species.
2. Apply special Riccarton Bush boundary protection zone through the City Plan.
3. Improve bush boundary security fencing.

Riccarton Bush Trust Board

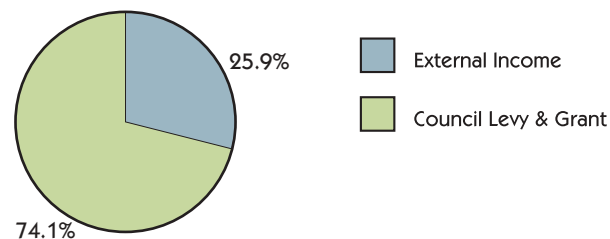
4. Improve house grounds, planting integrity and recreate features and period attractions.
5. Establish Riccarton House as a premier heritage visitor attraction.
6. Develop promotion and marketing strategies.

Performance Indicators

1. Staged programme in place for plant removal and replacement with native species.
2. Submission to CCC July 2002.
3. Design in August 2002 and install in December 2002.
4. Continuous programme to March 2003.
5. Opens July 2002.
6. From July 2002 with emphasis increasing.

Note: The Riccarton Bush Trust is a separate legal entity and is not therefore incorporated into the Financial Statements of the Christchurch City Council. The purpose of this page is to show the level of support by the City Council and the scope of the Trust Board activities.

Sources of Funding



Riccarton House.



The driveway to Riccarton Bush and House.

Grants To Community Organisations

	2001/02 Budget	2002/03 Budget		2001/02 Budget	2002/03 Budget
Output : Community Services			Output : Economic Development & Employment		
Community Development Fund	421,000	432,000	Events Seeding Grants	210,000	160,000
Floyd's Creative Workshop	10,000	10,000	Orana Park	162,000	150,000
Christchurch Safer Community Council	40,000	40,000	Science Alive	242,000	225,000
Odyssey House	14,000	14,000	Christchurch Christmas Parade Trust	26,500	40,000
Council of Social Services	20,000	20,000	NZ Conservation Trust	10,000	20,000
Christchurch Citizens Advice Bureau	30,000	30,000	Conference and Similar Events Bridging (9)	150,000	
Kingdom Resources Trust	30,000	30,000	Birdlands Sanctuary Trust (10)	30,000	30,000
Christchurch City Mission	40,000	40,000			
Christchurch East School	12,000	12,200			
Canterbury Volunteer Centre	15,000	15,000		830,500	625,000
Adult Reading Assistance Scheme	15,000	15,000			
Cardiothoracic Intensive Care Unit	20,000		Output : Arts & Heritage		
Newell House	15,000	15,000	Community Arts Council (Administrative Support)	6,500	6,500
Cholmondeley Children's Home	20,000	20,000	Creative Communities	200,000	200,000
Te Runanga O Nga Maata Waka (1)	45,000	40,000	National Marae (11)	73,000	65,000
Wai Ora Trust (2)	30,000	30,000	Ferrymead Trust	155,000	155,000
The Rannerdale Trust	100,000		Christchurch Symphony Orchestra	270,000	290,000
Rewi Alley Chinese School (3)	14,300	34,100	Canterbury Opera	62,000	62,000
Cotswold Pre School	20,000		Music Centre of Christchurch	45,000	45,000
Beneficiaries Advisory Service	17,000	17,000	Court Theatre	55,000	55,000
Tenants Protection Association	10,000	10,000	Christchurch City Choir	35,000	35,000
Solo Women as Parents	10,000	10,000	Orchestra Users Group	50,000	60,000
Refugee and Migrant Centre	7,500	10,000	High Street Project	15,000	
Assembly of People with Disabilities	5,000	10,000	Tramway Historical Society Inc	10,000	10,000
Aranui Primary School (Hall Project)	30,000		Arts Centre	10,000	10,000
Home Made Partnerships Trust (Supergrans) (4)		25,000	Theatre Royal	40,000	55,000
Hohepa Canterbury (5)		25,000	Christchurch Civic Music Council	5,000	5,000
Women's Centre		10,000	Christchurch Drama Centre	14,000	14,000
The Champion Centre (6)		40,000	Artist in Residence		10,000
Canterbury Neighbourhood Support		20,000			
Asian Youth Trust (7)		25,000			
Restorative Justice Service		15,000		1,045,500	1,077,500
Youthline Centre South Island (8)		25,000			
	990,800	1,039,300			

Grants To Community Organisations

	2001/02 Budget	2002/03 Budget
Output : Recreation & Sport		
Sport and Recreation New Zealand (SPARC) -		
Community Recreation Initiatives	375,000	350,000
Canterbury Surf Life Saving Association	100,900	117,800
Ruapuna Development	40,000	40,000
Canterbury Lawn Tennis Association	75,000	75,000
Parafed Canterbury (12)	20,000	18,000
Victory Park Board	52,000	
Table Tennis Canterbury	40,000	26,500
Sumner Lifeboat Institution (13)	6,650	32,825
Crichton Cobbers (14)	10,000	10,000
Canterbury Gymsports Incorporated		10,000
	<hr/>	<hr/>
	719,550	680,125
Output : Environment & Parks		
Christchurch Beautifying Association	23,000	25,000
Orton Bradley Park	30,000	30,000
Summit Road Society	18,000	20,000
Port Hills Parks Trust Board	15,000	20,000
Canterbury Horticultural Society		3,000
	<hr/>	<hr/>
	86,000	98,000
Output : Corporate Services		
Management Reviews	15,000	15,000
Centre for Advanced Engineering	10,000	
Allocated Costs Leisure Unit	113,609	116,622
Allocated Overhead - Corporate Overhead		105,297
	<hr/>	<hr/>
	138,609	236,919
Total Cost Grants	<hr/>	<hr/>
	3,810,959	3,756,844
Revenue		
Sport and Recreation New Zealand (SPARC) Subsidy	375,000	350,000
Creative Communities Funding	200,000	200,000
	<hr/>	<hr/>
	575,000	550,000
Net Cost Grants	<hr/>	<hr/>
	3,235,959	3,206,844

	2001/02 Budget	2002/03 Budget
Financing Transfers		
Transfer to Special Funds (from Rates)		
Conferences and Similar Events Bridging Loan Fund (9)		150,000
		<hr/>
Total Financing Transfers		150,000
		<hr/>
Total Net Cost including Financing Transfers	3,235,959	3,356,844

Notes:

The following future commitments have been made:

- (1) Te Runanga O Nga Maata Waka - 2002/03, \$40,000, year one of a three year commitment.
- (2) Wai Ora Trust - 2002/03, \$30,000, year one of a three year commitment.
- (3) Rewi Alley Chinese School - 2002/03, \$14,100, year two of a five year commitment to repay loan and interest.
- (4) Home Made Partnerships - 2002/03, \$25,000, year one of a three year commitment.
- (5) Hohepa Canterbury - 2002/03, \$25,000, year one of a two year commitment.
- (6) The Champion Centre - 2002/03, \$40,000, year one of a three year commitment.
- (7) Asian Youth Trust - 2002/03, \$25,000, year one of a three year commitment.
- (8) Youthline Central South Island - 2002/03, \$25,000, year one of a three year commitment.
- (9) Conference and Similar Events Bridging Loan Fund - 2002/03, \$150,000, year three of four to establish this fund.
- (10) Birdlands Sanctuary Trust - 2002/03, \$30,000, year two of a three year commitment.
- (11) National Marae - 2002/03, \$60,000, year two of a three year commitment.
- (12) Parafed Canterbury - 2002/03, \$18,000, year one of a three year commitment.
- (13) Sumner Lifeboat Institution - 2002/03, \$25,000, year one of a two year commitment, plus \$7,825 ongoing inflation adjusted support.
- (14) Crichton Cobbers Youth Club - 2002/03, \$10,000, year two of a three year commitment.

Christchurch City Holdings Limited

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
59,989,000	Revenue*	44,754,000
10,216,000	Financing and Interest Costs	11,202,000
2,894,000	Other Costs**	977,000
13,110,000	Total Expenditure	12,179,000
46,879,000	Net Profit before Taxation	32,575,000

Net Profit Before Taxation

Projected Net Profit Before Taxation 2003/04	29,425,000
Projected Net Profit Before Taxation 2004/05	29,760,000

* 2001/02 includes special dividend from Orion.

** 2001/02 costs include a subvention payment to other group companies.



Scenes at the Red Bus Company.
Christchurch City Holdings Ltd holds the Council's shareholding in this company.

Capital Expenditure

There are no major items of capital works/fixed assets scheduled.

Nature and Scope

This enterprise is a company established to group the Council's interest in its trading activities under one umbrella. The security provided by this ownership enables the Council to efficiently borrow in commercial markets.

The Company employs no staff directly but sub-contracts its total workload out, employing services as required. The Company has an 'AA+' credit rating from the international credit rating agency Standard and Poor's.

The Company's revenue is principally in the form of dividends and interest from its subsidiary companies. Its expenditure is largely debt servicing.

Relationship to the Council

Christchurch City Holdings Limited is a local authority trading enterprise, 100% owned by the Christchurch City Council. The Company was incorporated in May 1993. The Council retains control over the activities of the Company through approval of the Company's Annual Statement of Corporate Intent. The Council's interest in this Company is in accordance with its Strategic Objective F4 (see pages 11 to 13).

This Company holds the Council's shareholding in Orion New Zealand Limited, Christchurch International Airport Limited, Lyttelton Port Company Limited, Red Bus Limited, City Care Limited and Selwyn Plantation Board Limited.

For a list of the Company directors see page 185.

Following the capital repatriation from Orion in March 2002, the Company acquired the Council's shareholdings in Selwyn Plantation Board Ltd and City Care Ltd at a total cost of some \$39 million, representing the combined, independently assessed values of these companies.

Christchurch City Holdings Limited

Overall Service Objective

To enable the efficient management of the trading activity investments and term liabilities of the Council.

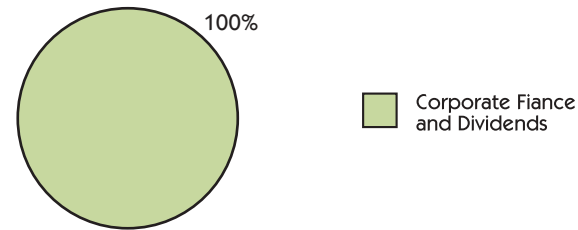
Objectives for 2002/03

1. Achieve projected financial performance.
2. Meet other objectives outlined in Statement of Service Performance.

Performance Indicators

1. Pay ordinary dividends to the Council totalling \$33.5M.
2. As outlined in the Statement of Service Performance for 2002/03.

Sources of Funding



Scenes at the Lyttelton Port Company. Christchurch City Holdings Ltd holds the Council's shareholding in this company.

Christchurch International Airport Limited

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
54,825,000	Revenue	56,040,000
18,065,000	Maintenance and Operating Costs	19,563,000
4,786,000	Financing and Interest Costs	4,811,000
10,448,000	Depreciation	9,750,000
33,299,000	Total Expenditure	34,124,000
21,526,000	Net Surplus Before Taxation	21,916,000

Net Surplus Before Income Tax

Projected Operating Surplus Before Taxation 2003/04	22,788,000
Projected Operating Surplus Before Taxation 2004/05	22,244,000

Capital Expenditure

Projected Capital Expenditure 2002/03	11,265,000
Projected Capital Expenditure 2003/04	9,233,000
Projected Capital Expenditure 2004/05	38,643,000

Nature and Scope

- Operating Christchurch International Airport for commercial and non-commercial aviation users in accordance with its aerodrome licence.
- Providing appropriate Airport facilities including runways, taxiways, turnouts and aprons in co-operation with the Airways Corporation and other airport users and in accordance with actual and forecast market demand.
- Generating non-aeronautical revenue by providing for associated services and facilities meeting the needs of air travellers.

- Promoting Christchurch International Airport as a major destination for international air services, thereby attracting additional in-bound and out-bound flights.

The Company is responsible for 727 hectares of land providing aerodrome facilities for 41,000 scheduled aircraft departures involving approximately 4.2 million passengers and 30,000 tonnes of international freight. It provides a mixture of commercial and industrial buildings to satisfy the accommodation requirements of airport users.

Relationship to the Council

Christchurch International Airport Limited is a private company owned by Christchurch City Holdings Limited (75%) and the Crown (25%). The Christchurch City Council exercises influence on the Company through the negotiation of an annual Statement of Corporate Intent.

For a list of the Company directors see page 185.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (see pages 11 to 13).

Overall Objective

Ensure economic benefits for Christchurch by providing the tourist, business traveller and airfreight gateway to the South Island and Antarctica through operating Christchurch International Airport as a successful business at internationally competitive standards of quality, efficiency and profitability.

Objectives for 2002/03

1. Achieve through service provision and promotion targeted aircraft, passenger and international airfreight movements.
2. Maintain acceptable safety standards.

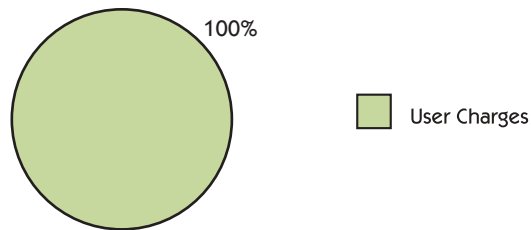
Christchurch International Airport Limited

3. Achieve projected dividend payments.

Performance Indicators

1. Record at least 42,000 aircraft departures and 4.3 million passenger movements.
2. 100% compliance with the standards and conditions laid down in the aerodrome licence issued by the Civil Aviation Authority.
3. Subject to Directors' recommendation, a dividend payment of \$8,531,000 (CCHL's 75% share equals \$6,398,000).

Sources of Funding



Inside the new Terminal Building at Christchurch International Airport.



An aerial view of Christchurch International Airport.

Orion Group Limited

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
142,000,000	Operating Revenues	135,000,000
49,591,000	Operating surplus before taxation	50,527,000
20,934,000	Taxation expense	22,398,000
28,657,000	Operating surplus after taxation	28,129,000
1,661,000	Share of retained surpluses of subsidiary companies	1,000,000
2,260,000	Goodwill write-off	5,809,000
<u>28,058,000</u>	Net Surplus Attributable to parent company shareholders	<u>23,320,000</u>

Net Surplus After Taxation

Projected surplus after taxation for 2003/04	23,863,000
Projected surplus after taxation for 2004/05	24,144,000

Nature and Scope

Orion's core business is the provision of network services to 167,500 connections. It achieves this by providing and maintaining an electricity reticulation system currently comprising approximately 11,500km of lines and cables and 9,300 distribution substations and pole mounted transformers.

Orion is run as a commercial business and undertakes investments which yield a commercial rate of return and increase the commercial value of the Company.

Collectively, these activities contribute towards the achievement of Orion's mission and

thereby maintain and enhance the social and economic well-being of the Canterbury community.

Relationship to the Council

The shareholders of Orion Group Limited are as follows: 87.6% Christchurch City Holdings Ltd; 10.7% Selwyn Council Trading Enterprises Ltd; 1.7% Banks Peninsula District Council.

The shareholders hold the above proportions in the following securities of Orion Group Limited: 266 million \$1.00 ordinary shares issued (\$266 million) and 120 million \$1.00 redeemable preference shares (\$120 million). The optional convertible notes were repaid in full in March 2002.

The shareholders exercise influence on the Company through the negotiation of the annual Statement of Corporate Intent. The Council's interest in this Company is in accordance with Strategic Objective F4 (see pages 11 to 13).

Orion New Zealand Limited (formerly Southpower Limited) was established as an energy company on 30 April 1993, as required by the Energy Companies Act 1992. Orion New Zealand Limited is a 100% subsidiary of Orion Group Limited and is the main operating company.

For a list of directors see page 185.

Overall Service Objective

To deliver high quality network services while operating as an innovative and successful business by:

- earning surpluses which are commercial and sustainable;
- adopting competitive and sustainable pricing policies;
- having due regard to ensuring the efficient use of energy and the network;
- continually improving all aspects of the business for the benefit of customers and shareholders.

Orion Group Limited

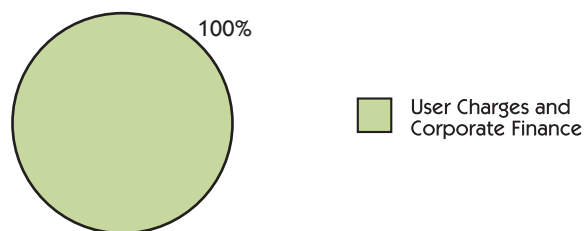
Objectives for 2002/03

1. Achieve projected overall financial performance.

Performance Indicators

- 1.1 Net after tax surplus to average equity of at least 5.4% (based on estimated average ordinary equity of \$429 million) for the year ending 31 March 2003.
- 1.2 Dividend payments on the ordinary shares of \$23.6 million for the year ending 31 March 2003. Christchurch City Holdings Ltd's 87.6% share is \$20.7 million.

Sources of Funding



The Orion Group Ltd building in Manchester Street.



Orion commissioned "Nebula Orion" to enhance the newly developed substation in Armagh Street, Christchurch, and to celebrate the building of its cross city cable interconnection facility, which will secure the electricity supply network for the Christchurch central business district. The animated neon work is 11.5 x 7 metres; one of the largest ever made by Auckland artist, Paul Hartigan. It is constructed of neon and mercury-argon tubing on painted aluminium with a programmed animation sequence.

Lyttelton Port Company Limited

Nature and Scope

Lyttelton Port Company Limited will continue to be involved in providing land, facilities, plant and labour for the receiving, delivery, stockpiling, stacking and shipment of a wide range of products.

The Company owns land and facilities necessary to maintain the Company's commercial assets.

The Company provides facilities associated with the repair and servicing of vessels.

Relationship to the Council

Lyttelton Port Company Limited is a company established under the Port Companies Act 1988. The Christchurch City Council holds 65.46% of shares through Christchurch City Holdings Limited. In July 1996 it was listed on the New Zealand Stock Exchange with 30.6% now held by the public.

The Company operates commercially at arm's length from the Council, and public information about the Company is limited to that information which is available to all shareholders in accordance with the listing rules of the New Zealand Stock Exchange.

The Council exercises influence on the Company by holding the majority of shares, which enables it to control the appointment of directors to the board. Although a Statement of Corporate Intent is no longer required under the Port Companies Act, such a document is prepared annually in accordance with the constitution of the Company, at the request of the Council.

For a list of the Company directors see page 185.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (see pages 11 to 13).

Overall Service Objective

To provide outstanding, innovative and profitable port services, emphasising quality and excellence in everything that is done by:

- Continuously improving the safety of our work environment;
- Contributing to the increase in shareholder wealth;
- Protecting and growing its share of port services in target markets;
- Being responsive to customers' needs and continually adding value to their business;
- Practising a continuous improvement cycle that will ensure cost competitiveness of port services;
- Recognising employees' contribution to the Company's success and to acknowledge them in a fair and equitable way;
- Minimising any adverse effects of port activities and facilities on the environment;
- Being a responsible corporate citizen in the community, while facilitating economic development for the benefit of the region.

Lyttelton Port Company recognises it has an important role to play in promoting the economic performance and development of Canterbury, and the wider target markets it serves. It aims to be the best company at satisfying the requirement of stakeholders for efficient port services.

Objectives for 2002/03

1. Achieve projected financial performance
2. Achieve projected port throughput.

Performance Indicators

1. The dividend policy is to pay a minimum of 50% of tax paid profit (after extraordinary items).

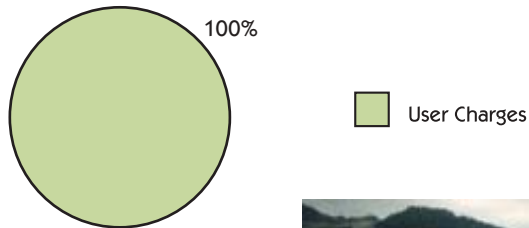
Lyttelton Port Company Limited

2. Port throughput of:

• International Containers	Import }	TEUs	74,200
	Export }	TEUs	69,000
• Fuel	Import	Tonnes	922,000
	Export	Tonnes	1,750,000
• Cars	Import	Units	48,800
• Other Cargo	Import	Tonnes	1,097,600
	Export	Tonnes	551,800

(The above figures are based on 2001/02 forecasts and represent anticipated volumes.)

Sources of Funding



The dry dock at Lyttelton Port Company.



Lyttelton Port Company facilities with Lyttelton in the background.



The Container Terminal at the Lyttelton Port Company.

Red Bus Limited

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
17,708,000	Revenue	18,605,000
16,072,000	Maintenance & Operating Costs	15,929,000
1,172,000	Depreciation	1,132,000
17,244,000	Total Expenditure	17,061,000
464,000	Net Profit before Taxation and Extraordinaries	1,544,000

Net Surplus Before Taxation

Projected Surplus before Taxation 2003/04	1,600,000
Projected Surplus before Taxation 2004/05	1,840,000

Capital Expenditure

Projected Capital Expenditure 2002/03	174,000
Projected Capital Expenditure 2003/04	100,000
Projected Capital Expenditure 2004/05	100,000

Nature and Scope

- Providing scheduled urban public passenger transport (PPT) services. The Company continues to be the principal provider of such services in the Canterbury region.
- Operating ancillary services which profitably complement the above services, including bus charter services which promote regional interests.
- Research of actual and potential customer needs and development of services in Canterbury and other regions where it is perceived that the Company will have a profitable and competitive advantage.

- The Company maintains a fleet of 166 buses, shuttles and coaches.

Relationship to the Council

Red Bus Limited is a Local Authority Trading Enterprise, 100% owned by Christchurch City Holdings Ltd. The Company commenced trading on 1 July 1991. The Council retains control over the activities of the Company through approval of the Company's annual Statement of Corporate Intent.

For a list of the Company directors see page 185.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (see pages 11 to 13).

Overall Service Objective

To operate a profitable, sustainable and innovative business in providing public passenger transport and ancillary services.

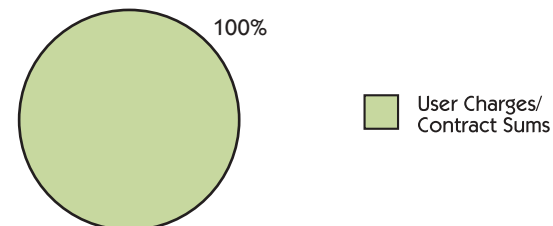
Objectives for 2002/03

1. Achieve targeted return on investment.
2. Achieve projected net after tax profit.

Performance Indicators

1. Carry 9,000,000 passengers per annum.
2. Net after tax profit of \$1,034,000.

Sources of Funding



Selwyn Plantation Board Limited

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
8,822,000	Revenue	10,424,858
6,221,000	Maintenance & Operating Costs	7,277,900
120,000	Depreciation	120,000
6,341,000	Total Expenditure	7,397,900
2,481,000	Net Profit Before Taxation	3,026,958

Net Profit Before Taxation

Projected Net Profit Before Taxation 2002/03	3,026,960
Projected Net Profit Before Taxation 2003/04	3,100,000

Capital Expenditure

Capital expenditure of \$1,570,000 is provided for in the 2002/03 budget.

Nature and Scope

The core business of the Company is forestry. The primary activity is to manage the Company's forests on a commercial basis using the most environmentally and commercially sustainable methods. The Company manages 13,000 hectares of land, of which 10,000 hectares are stocked with exotic production forestry.

Relationship to the Council

Selwyn Plantation Board Ltd is a local authority trading enterprise jointly owned by the Selwyn Council Trading Enterprises Ltd (61%) and Christchurch City Holdings Ltd (39%). The Council exercises influence on the Board through a Statement of Corporate Intent.

The Council's interest in this Company is in accordance with its Strategic Objectives: F1 and F2 (see pages 11 to 13).

For a list of the Company directors see page 185.

The Council transferred its share in Selwyn Plantation Board Ltd to its wholly owned holding company Christchurch City Holdings Ltd on 15 March 2002.

Overall Service Objective

The primary objective of the Company shall be to operate a profitable, sustainable and innovative business consistent with shareholders' expectations, including:

- Increasing the net worth of shareholder value while prudently managing assets.
- Protecting and enhancing the Company's long term marketing competitive position and being responsive to our customers' needs.
- Minimising any adverse effects of our activities and facilities on the environment.
- ensuring business activities comply with all regulatory requirements.
- Being committed to excellence in health and safety management.
- Providing a good faith culture that recognises the importance of our employees' contribution to the success of the Company. To acknowledge and reward them in a fair and equitable way and provide opportunities for personal development.
- Being a good corporate citizen in the community and meeting our social obligations.

Objectives for 2002/03

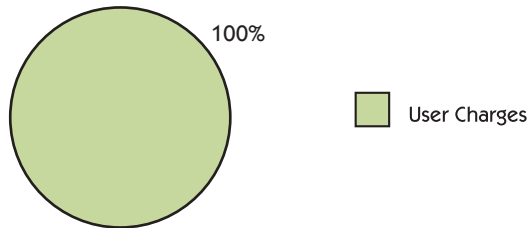
1. Harvesting	170,000 m ³
2. New planting/replanting	500 ha
3. Pruning/thinning	180 ha

Selwyn Plantation Board Limited

Performance Indicators

1. Produce programmed wood volume.
2. Complete programmed new planting/replanting.
3. Complete programmed pruning and thinning.

Sources of Funding



A Bell Loader - logging operations at Lowmount Plantation.



Douglas Fir export logs being loaded at McHughs Plantation, Darfield.

City Care Limited

Cost of Proposed Services

2001/02 BUDGET \$		2002/03 BUDGET \$
43,700,000	Revenue	49,500,000
39,609,000	Operating, Financing and Depreciation Costs	45,530,000
39,609,000	Total Expenditure	45,530,000
4,091,000	Net Profit before Taxation	3,970,000

Net Profit Before Taxation

Projected Net Profit before Taxation 2003/04	4,500,000
Projected Net Profit before Taxation 2004/05	5,040,000

Nature and Scope

The company provides construction, maintenance and mechanical services for Waste and Water, Parks and Waterways, Rooding, Housing and other CCC owned facilities and assets. In addition the Company also provides a full range of construction and maintenance services to external customers.

City Care Ltd has benchmarked and renegotiated a number of former Works Operations contracts.

Relationship to the Council

City Care Limited is a Local Authority Trading Enterprise, 100% owned by Christchurch City Holdings Ltd. The Council retains control over the activities of the Company through approval of the Company's Annual Statement of Corporate Intent.

For a list of the Company directors see page 185.

The Council's interest in this Company is in accordance with its Strategic Objective: F4 (see pages 11 to 13).

Overall Service Objective

To operate a profitable, sustainable and innovative business which maintains a strong market presence in all areas of construction and maintenance of the infrastructural assets owned by the shareholder.

The Company shall ensure that:

- It will continue to compete in Christchurch markets and aggressively target a significant share of work offered for tender by the shareholder where this offers outcomes of value to the shareholder.
- It will maximise the success of its business in terms of sustainable market share, growth into new markets and new market areas (in and beyond the Christchurch region).

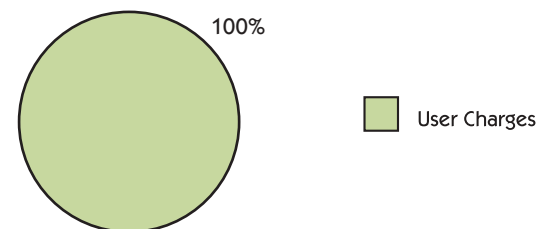
Objectives for 2002/03

1. To yield a projected return by way of dividend.

Performance Indicators

1. Projected dividend to shareholders of \$1,500,000.

Sources of Funding



Christchurch City Facilities Limited

Cost of Service

2001/02 BUDGET \$		2002/03 BUDGET \$
8,530,000	Revenue	8,888,000
8,044,000	Operating Costs	8,565,000
486,000	Surplus before Depreciation	323,000
3,560,000	Depreciation	3,519,000
<u>(3,074,000)</u>	Net Profit/(Deficit) Before Taxation	<u>(3,196,000)</u>

Nature and Scope

Christchurch City Facilities Limited is a property holding and operating company which was set up to maintain the Convention Centre, the WestpacTrust Centre and the Town Hall.

Relationship to the Council

This Company was established as a Local Authority Trading Enterprise which is 100% owned by the Christchurch City Council. The Company was incorporated in June 1997. The Council retains control over the activities of the Company through approval of the Company's annual Statement of Corporate Intent.

For a list of the Company directors see page 185.

The Council's interest in this Company is in accordance with its Strategic Objective: F4 (see pages 11 to 13).

Overall Service Objective

To ensure that the Council's specialist facilities (the Convention Centre, the WestpacTrust Centre and the Town Hall) are maintained and operated to a high standard which meets the expectations of the Council, major sponsors and partners.

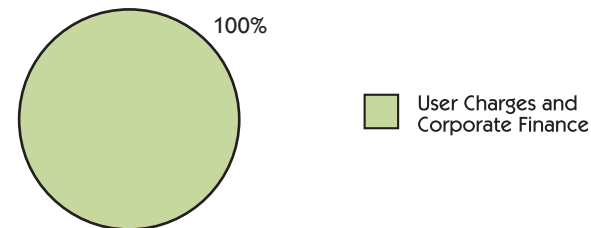
Objectives for 2002/03

1. To manage cash inflows and outflows to best advantage.
2. To ensure financial accountability of the three venues which are under contract management.

Performance Indicators

1. To achieve projected financial performance.
2. The Company to report on its operations by way of an Annual Statement of Corporate Intent, a half yearly report and an Annual Report.

Sources of Funding



The WestpacTrust Sport and Entertainment Centre at Addington.



Transwaste Canterbury Limited

Cost of Proposed Services

The Council has budgeted for \$8.25M as its contribution to Transwaste Canterbury Ltd to enable Transwaste to acquire a landfill site subject to appropriate resource consents.

The 2002/03 capital contribution from the Christchurch City Council is projected to be \$400,000.

The full operational budget of the Company will not be known until a landfill site has been consented.

Nature and Scope

1. Select a site for a new Canterbury Regional non hazardous landfill including site purchase and ownership, obtaining Resource Consents, developing the landfill and site operation.
2. Haulage of waste from refuse/transfer stations throughout the Canterbury region to the landfill in due course.
3. Offer waste management facilities and solutions at all levels in the Canterbury Region and beyond, including investment in alternatives to landfilling should those alternatives be more environmentally sustainable and cost effective methods of disposal (in due course).

Relationship to the Council

Transwaste Canterbury Ltd is a Local Authority Trading Enterprise owned 50/50 by the local authorities detailed in the table which follows and by Canterbury Waste Services Ltd. The Local Authority participation in the process is via the Canterbury Waste Subcommittee.

Canterbury Waste Subcommittee is a subcommittee of the Canterbury Waste Joint Committee comprising the ten Canterbury Territorial Local Authorities (i.e. Christchurch City Council, Waimakariri District Council, Hurunui District Council, Selwyn District Council,

Ashburton District Council, Banks Peninsula District Council, Kaikoura District Council, Timaru City Council, MacKenzie District Council and Waimate District Council). The split of capital funding for the Canterbury Waste Subcommittee is as follows:

Council	Population (1996 census)	%
Christchurch	314,000	75.70
Waimakariri	32,100	7.74
Hurunui	10,000	2.40
Selwyn	25,000	6.03
Ashburton	25,000	6.03
Banks Peninsula	8,700	2.10
Total	414,800	100.00

Canterbury Waste Services Ltd is owned 50/50 by Waste Management New Zealand Ltd and Envirowaste Services Ltd.

For a list of the Company directors see page 186.

The Company was incorporated on 31 March 1999. The Council's control over the activities of the Company is through approval of the Company's Annual Statement of Corporate Intent. The Council's interest in this Company is in accordance with its Strategic Objectives: C1, E1, E3 and F1 (see pages 11 to 13).

Overall Service Objective

To operate as a successful business that owns and operates a Canterbury Regional Landfill which accepts waste from contributing Territorial Local Authorities and makes a fair rate of return on shareholders investment in an efficient and economical manner for the maximum benefit of the shareholders.

Objectives for 2002/03

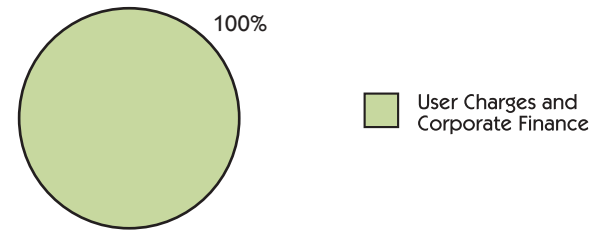
1. To obtain resource consents for the development and operation of a regional landfill at Kate Valley in North Canterbury.

Transwaste Canterbury Limited

Performance Indicators

1. Granting of acceptable resource consents.

Sources of Funding



Potential Regional Landfill site in Upper Kate Valley.

Jade Stadium Limited

Cost of Service

2001/02 BUDGET		2002/03 BUDGET
\$ 5,377,000	Revenue	\$ 8,535,000
7,019,000	Operating, Costs (including Depreciation)	9,324,000
(1,642,000)	Net Profit (Loss) Before Taxation	(789,000)

These forecasts are as stated in the current Statement of Corporate Intent.

The Council is providing loan finance to the project which will reach up to \$43M on completion in the 2001/02 financial year. This loan will be fully serviced from the revenues of the Company.

Nature and Scope

Jade Stadium Ltd has been established to redevelop Jade Stadium. The Company also has an interim management contract to manage the Stadium operations on behalf of the Victory Park Board. This arrangement is until the existing assets are transferred to the company as part of the redevelopment project.

The redevelopment includes the replacement of the existing 18,500 standing capacity with 22,000 seated capacity, which will increase total seating capacity to 36,500.

Relationship to the Council

Jade Stadium Ltd is a Local Authority Trading Enterprise 100% owned by the Christchurch City Council. The Company was formed in June 1998. The Council retains control over the activities of the Company through approval of the Company's Annual Statement of Corporate Intent.

For a list of the Company directors see page 185.

The Council interests in this Company is in accordance with its Strategic Objective: F4 (see pages 11 to 13).

Overall Service Objective

To undertake the development and management of Jade Stadium.

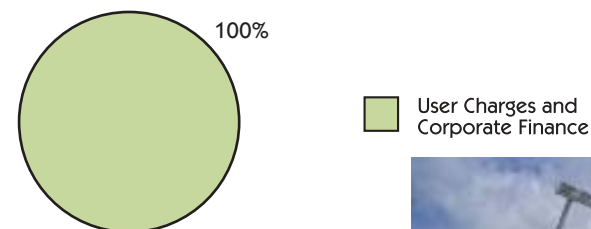
Objectives for 2002/03

1. Manage the redevelopment contract.
2. Manage the stadium business.

Performance Indicators

1. The West Stand is completed within budget estimates.
2. Business operating successfully and within budget.

Sources of Funding



A view of the recently completed West Stand at Jade Stadium.



Canterbury Technology Park Joint Venture

Nature and Scope

Canterbury Technology Park is administered by a Committee whose activities include:

- Owning and progressive sale of land through flexible subdivision and purchasing arrangements to businesses establishing a presence in the Park which complements existing industries;
- Providing and maintaining underground services including fibre optic cable telecommunications;
- Providing grounds maintenance and ensuring a high standard of landscaping;
- Promoting nationally and internationally the benefits of the Park location for technology based industries.

The total area of the Technology Park is 15 hectares and the balance of the land that was available for sale (.8 hectares) has now been sold. There are no permanent employees, as the Park's development is managed by contract.

Relationship to the Council

Canterbury Technology Park is a joint venture undertaken by three equal (33 1/3%) partners; Christchurch City Council, WestpacTrust and Aoraki Corporation Ltd. After land sales are complete, it is anticipated the City Council's involvement will cease.

The Council's interest in this Company is in accordance with its Strategic Objectives: F1 and F2 (see pages 11 to 13).

For a list of directors see page 185.

Overall Service Objective

To facilitate Canterbury's economic growth by providing and promoting a high quality environment for the establishment and development of technology-based industries.

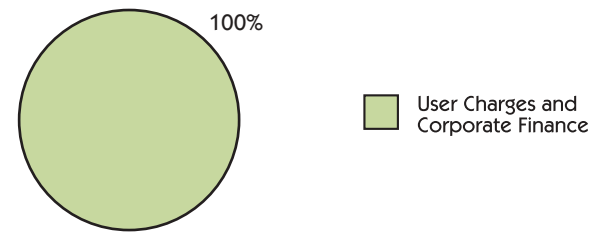
Objectives for 2002/03

1. Wind up the Joint Venture following completion of land sales.

Performance Indicator

1. All issues relating to the Joint Venture dealt with.

Sources of Funding



One of the buildings at the park.

Travis Finance Limited

Cost of Service

2000/01
BUDGET

Nil Estimated Net Profit before tax

2001/02
BUDGET

Nil

Nature and Scope

The Company was established in July 1996 in order to finance the acquisition of land known as Travis Swamp and a forestry block adjacent to Bottle Lake Plantation. This purpose has now been served and the Company sold the land to Christchurch City Council and amalgamated with its subsidiaries on 30 June 2002. The Company will continue to exist as a non-trading entity.

Relationship to the Council

Travis Finance Limited is wholly owned by the Christchurch City Council and has no fixed assets and no debt.

The Council's interest in this Company is in accordance with its Strategic Objectives: C3 and F1 (see pages 11 to 13).

For a list of directors see page 186.

Overall Service Objective

This Company has been established by the Christchurch City Council with the following objectives:

- To hold the name Travis Finance Limited
- To be available should the Christchurch City Council require a company structure for a future purpose

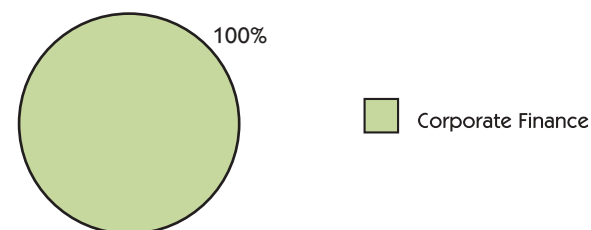
Objectives for 2002/03

1. To provide flexibility for restructuring operations.

Performance Indicators

1. Retain Company until investigations are completed.

Sources of Funding



5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets:					
Renewals & Replacements					
Kerb and Channel Renewals					
Baker St	All	871,627			
Baretta St	Dunn - Somerfield (Bth)	2,550	166,132		
Bellamy Ave	All	12,100	108,391		
Bordesley St	Harrow - Olliviers (Bth)	20,100	211,312		
Burlington St	Huxley st - Hastings st (Bth)	213,273			
Cambridge Tce	Barbadoes - Madras end (Nth)	1,500	126,625		
Centaurus Rd	Austin Kirk - St Martins (Bth)	235,395			
Centaurus Rd	Ramahana - Albert (Bth)	2,000	136,755		
Champion	Bealey - Gresford (Bth)	4,900	404,420		
Charles St	Wilson - Barbour (Bth)	15,100	111,430		
Cleveland St	Edward - Hendon (Bth)	5,000	106,872		
Clyde Rd	University Dr - Creyke (Bth)	30,100	213,743	159,044	
Coronation St	Selwyn - Simeon (Bth)	4,000	334,290		
Creyke Rd (Reprogrammed 02/03)	Ilam - Clyde (Bth)	340,539	397,000		
Dennett St	All	144,698			
Edward Ave	Barbadoes - Hills (Bth)	13,700	410,873		
Forbes St	Angus - Devon (Bth)	10,000	151,950		
Frank St	All	24,900	371,467		
Geraldine St	Canon - Edgeware (Bth)	10,700	217,795		
Geraldine St (Reprogrammed 02/03)	Bealey - Canon/Gresford (Bth)	250,000			
Grants Rd	Papanui - Culvert (Bth)	45,200	376,026		
Greers Rd	Langdons - Harewood (Est)	5,000	151,950		
Harakeke St	Rochdale - End (Bth)	20,100	131,690		
Harvey Tce (Reprogrammed 02/03)	Fitzgerald - Draper (Bth)	212,000			
Hastings St East	Vienna - Wilsons (Bth)	20,100	212,730		
Hawford Rd (Reprogrammed 02/03)	Butler - Opawa (Bth)	672,790			
Hawthorne St	Papanui - Watford (Bth)	2,900	197,231		
Heywood Tce (Reprogrammed 02/03)	Fitzgerald - Harvey (Bth)	194,700			
Hinau St (Reprogrammed 02/03)	Totara - Clyde (Bth)	669,462			
Idris Rd	Blighs - Wairakei (Bth)	5,000	324,464		
Ilam Rd	Hamilton - #272 (Bth)	172,632			
Innes Rd	Cranford - Jamieson (Bth)	20,100	193,382		
Innes Rd	Rutland - Cranford (Bth)	234,801			
Kinsey Tce	All	50,200	541,955		
Lyttelton St	Edinburgh - Cobham (Bth)	794,542			
Mackworth St	Ferry - Bonar (Bth)	70,700	702,702		
Mary St	Grants - Main North (Bth)	50,100	456,327		
Mathias St	Mays - Chapter (Bth)	15,100	106,872		
Medbury Tce	Kotare - Clyde (Bth)	139,649			
Merivale Ln	Rossall - Winchester (Bth)	366,513			

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description		2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)						
Nayland St (Reprogrammed 02/03)	Wakefield - Marriner (Bth)	150,000				
Nelson St (Reprogrammed 02/03)	Picton - Clarence (Bth)	50,000				
New Brighton Rd	Pages - Bower (Nth)	663,328				
Newnham Tce	Riccarton - Hanrahan (Bth)	20,100	218,504			
Office Road	Rossall - Winchester (Sth)	218,618				
Orbell St	Moorhouse - End (Bth)	15,100	106,365			
Picton Ave (Reprogrammed 02/03)	Riccarton - Peverel (Bth)	75,000				
Rossall St	Office - Merivale (Bth)	380,396				
Shirley Rd	Hills - Quinns (Bth)	313,427				
Simeon St	Brougham - Andrews (Bth)	135,883				
St Martins Rd	Centaurus - Gamblins (Bth)	15,100	121,560			
Stewart St	St Asaph - Horatio (Bth)	301,158				
Stirling St	Office - Aikmans (Bth)	97,701				
Stratford	All	12,200	379,485			
Straven	Kilmarnock - Rata (Wst)	15,100	111,430			
Straven Rd (Reprogrammed 02/03)	Kilmarnock - Rochdale/Weka (Bth)	200,000				
Studholme St	Somerfield - Ashgrove (Bth)	5,000	339,355			
Studholme St (Reprogrammed 02/03)	Barrington - Somerfield (Bth)	333,367				
Thorrington Rd	All	424,207				
Totara St	Kahu - Puriri nth (Bth)	20,100	254,003			
Tyrone St	Factory - Third (Bth)	448,888				
Union St	Beresford - Owles (Bth)	15,000	177,883			
Vienna St	All	15,000	146,885			
Wai-iti Tce	Clyde - end (Bth)	167,000				
Weka St	Tui - Straven (Bth)	18,764	238,156			
Wherstead Rd	All	205,639				
Wildberry St	Manning - Hopkins (Bth)	9,305	290,731			
Wilfrid St	All	247,855				
Alexandra St	Fitzgerald - Stanmore (Bth)		35,000	344,220		
Banks Ave	Nth Parade - Sth of Achilles (Nth)		5,000	106,872		
Barbour St	Ferry Rd - End (Bth)		5,000	274,726		
Bridge St	Pine - Sth Brighton (Bth)		5,000	369,745		
Canon St	Colombo - Sherbourne (Bth)		5,000	101,807		
Canon St	Barbadoes - Geraldine (Bth)		5,000	101,807		
Centaurus Rd	Glenelg Spur - Rapaki (Bth)		5,000	276,549		
Cobham St	Domain - Lyttelton (Bth)		15,100	167,955		
Ellery St	All		5,000	101,807		
Fairfield Ave	Antigua st - Selwyn st (Bth)		10,000	424,751		
Garreg Rd	Glandovey - Galway (Bth)		37,600	404,694		
Geraldine St	Edgeware - Warrington (Bth)		9,600	486,747		
Girvan St	All		5,000	121,560		
Glenroy St	Hargood - Portman (Bth)		3,600	239,169		
Halton St	Watford - Papanui Rd (Bth)		5,000	177,782		

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Hastings St East Stage 2	Jordan - Waltham (Bth)	10,000	192,470		
Hendon St	All	5,000	218,808		
Kowhai Tce	Buxton ave - Centaurus rd (Bth)	15,100	106,872		
Lyttelton St	Cobham - Wychbury (Bth)	19,620	411,351		
Manning Pl	Ferry - Wildberry (Bth)	15,100	167,955		
Ngaio St	All	30,100	330,745		
North Parade	Averill - Medway (Bth)	75,000	116,495		
Saltaire St	All	5,000	162,738		
Sinclair St	All	5,000	182,340		
Snowdon Rd	Fendalton - Idris (Bth)	4,800	218,808		
Speight St	All	9,675	178,288		
St Albans St	Rutland - Trafalgar (Bth)	5,000	152,659		
St James St	Windemere - Dalriada (Bth)	20,000	227,925		
Station Rd	Flavell - Martindales (Est)	121,560			
Wainoni Rd	Breezes - Shortland (Bth)	22,000	253,250		
Wainoni Rd	Breezes - Bexley (Bth)	35,000	222,447	772,902	
Wainoni Rd	Shortland - Avonside (Bth)	14,740	136,625		
Wainui St	Riccarton - Peverel (Bth)	5,000	301,368		
Warrington St	Hills - Flockton (Bth)	22,473	253,908		
Wildberry St	Richardson - Hopkins st (Bth)	25,150	335,810		
Winchester St	Merivale - Andover (Bth)	30,000	213,743		
Winchester St Stage 2	Merivale - Andover (Bth)	5,000	102,505		
Angus St	Colombo - Forbes (Bth)		10,000	157,015	
Armagh St	Fitzgerald - Stanmore (Bth)		10,000	455,850	
Boon St	All		10,000	182,340	
Bower Ave	New Brighton - Travis (Bth)		41,000	638,190	
Bower Ave	Travis - Ascot (Bth)		10,000	384,940	
Bretts Rd	Innes - Mays (Bth)		10,000	334,290	
Carrick St	All		10,000	217,795	
Endland St	Tuam - Cashel (Bth)		10,000	202,600	
Grafton St	Ferry - end (Bth)		10,000	496,370	
Halton St	Watford - Hartley (Nth)		10,000	131,690	
Harewood Rd	Wilmot - Harris (Bth)		5,000	203,714	
Harman St	Lincoln - Selwyn (Bth)		10,000	476,110	
Henry St	All		10,000	146,885	
Johnson St	access road - (Nth)		10,000	126,625	
Mayfield Ave	Forfar St - Westminster St (Bth)		6,100	351,106	
Mays Rd	Papanui - Rutland (Bth)		10,000	587,540	
Nova Pl	All		10,000	126,625	
Osborne	Ferry - end (Bth)		476,110		
Paparoa St	Papanui - Claremont (Bth)		187,276		
Poulson St	Spencer - Church Sq (Bth)		10,000	329,225	
Ratray St	Peverel St - Riccarton Rd (Bth)		28,000	284,957	

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Rees St			10,000	136,755	
Royds St			10,000	141,820	
Saxon St			10,000	212,730	
Scotston Ave			10,000	182,340	
Shelley St			10,000	126,625	
Short St			10,000	126,625	
Sinclair St			10,000	238,055	
Sullivan Ave			22,169	283,310	
Tyne/Pope			10,000	182,340	
Wainui St - Stage 2			10,000	455,850	
Webb St			10,000	238,055	
Willow St			10,000	131,690	
Andover St				15,150	334,290
Archer St				12,200	172,210
Avalon St				12,200	177,275
Beverley St				12,200	187,405
Blighs Rd				13,482	898,531
Cambridge Tce				12,200	121,560
Cashmere View St				26,000	268,445
Claremont Ave				12,200	151,950
Cox St				12,200	324,160
Derby St				12,200	359,615
Elm Grove				12,200	121,560
Grassmere Rd				12,200	243,120
Hanmer St				12,200	227,925
Hawthorne St				12,200	329,225
Hazeldean Rd				12,200	197,535
Horner St				22,000	227,925
Ilam Rd				12,200	121,560
Laurence St				12,200	344,420
Loftus St				17,000	172,210
Lytelton St				12,200	481,175
Mansfield Ave				12,200	384,940
McDougall Ave				12,200	157,015
Rutland St				12,200	197,535
Squire St				15,000	157,015
St James St				12,200	450,785
Stoneyhurst St				18,017	187,405
Sullivan Ave				27,000	496,506
Thornycroft St				30,100	304,913
Watford St				12,200	646,127
Woodbridge Rd				12,200	202,600
Wyndham St				12,200	329,225

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Brockworth Pl					40,000
Cheltenham St					10,000
North Avon Rd					13,943
Selwyn St					20,000
Design costs 07/08 projects					547,102
Consultation costs - to be allocated to projects	230,000	230,000	230,000	230,000	230,000
Unspecified				2,000,000	2,000,000
Kerb and Channel Enhancements					
Barbour St	132,600				
Charles St	15,300	107,100			
Suffolk St	248,100				
Flavell/Marsden/Rollin		88,740	101,000		
Kipling St		259,947			
Barrie St			179,787		
Crohane Pl			175,000		
Ruskin St				455,787	
Cambridge Tce					455,787
Structure Renewals					
Bridge Renewals	26,010	26,010	26,010	26,010	26,010
Bridges	126,121	126,121	126,121	126,121	126,121
Retaining Walls Renewals	64,020	64,020	64,020	64,020	64,020
Culvert Renewal		156,060		52,020	52,020
Road Pavement Replacement	510,000				
Carriageway Sealing	2,086,573	2,086,573	2,086,573	2,086,573	2,086,573
Carriageway Surfacing	1,225,374	1,473,331	1,644,789	1,816,246	1,982,710
Carriageway Smoothing	413,496	413,496	413,496	413,496	413,496
Footpath Resurfacing	2,774,000	2,774,000	2,774,000	2,774,000	2,774,000
Total Renewals & Replacements	18,398,601	17,710,356	17,192,793	19,557,386	19,817,944
Asset Improvements					
Road Network Improvements					
Amyes/Goulding/Shands	200,000				
Bealey/Carlton/Harper (Reprogrammed 02/03)	138,720		877,680		
Blenheim Road deviation (Reprogrammed 02/03) (*1)	2,000,000	4,380,300			
Blenheim Road Overbridge (Reprogrammed 02/03)	196,681				
Clarence/Riccarton/Straven Intersection (Reprogrammed 02/03)	180,000				
Dundas St Improvements	50,000				
Fendalton Rd (Reprogrammed 02/03)	1,600,000	906,155			
Fendalton Road	100,000	93,490			
Ferry Rd/Humphreys Drive Intersection change (Reprogrammed 02/03)	336,906	1,123,793			
Ferrymead Bridge	200,000	90,000	2,400,000	1,005,307	
Gloucester/Linwood signalisation	305,200				
Jubilee St Extension	500,000				

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Langdons/Sawyers Arms Link (Reprogrammed 02/03) (*2)	2,072,625				
Langdons/Sawyers Arms Traffic Measures (Reprogrammed 02/03) (*2)	202,795				
Linwood/Dyers Signalisation (Reprogrammed 02/03)	208,000				
Traffic Management Improvements	30,000	30,000	30,000	30,000	
Woolston-Burwood expressway and cycleway - Stage 2 (Reprogrammed 02/03)	2,145,460				
Mandeville/Riccarton + Riccarton Rd misc		289,273			
Opawa/Port Hills Rd		695,100	1,525,450	1,060,000	
Travis Rd traffic mgmt		198,600			
Northern Access			150,000	650,000	
Southern Access			450,000	450,000	
Unspecified			853,350	1,153,724	3,443,724
(*1 Note: The provision made for this provision is subject to review. Also refer Transit NZ contribution below of -\$540,000.					
(*2 Note: Refer External Contribution below of -\$1,175,000 and Property Sales of -\$580,000)					
Additional Works From Alternative Funding					
Road Network Improvements	3,000,000	2,500,000	2,500,000	1,939,000	2,189,000
Road Pavement Reconstruction		500,000	500,000	500,000	250,000
Property Purchase				561,000	561,000
Alternative Funding for the above	-3,000,000	-3,000,000	-3,000,000	-3,000,000	-3,000,000
Carriageway Seal Widening	31,836	31,836	31,836	31,836	31,836
Cycleways					
Annex Road (Reprogrammed 02/03) Birmingham - Blenheim (Bth)	170,000				
Bealey Avenue Park - Fitzgerald (Bth)	5,000	45,000			
Blighs Road signalised crossing At railway	64,500				
Boys High/Girls High "bubble" (Reprogrammed 02/03) Various	35,000				
Burnside High "bubble" (started 01/02)	36,000				
Cashmere High "bubble"	70,000				
Centaurus Rd Colombo - St Martins (Bth)	50,000				
Colombo Street Brougham - Moorhouse	46,300				
Colombo Street Huxley - Tennyson (Bth)	43,000				
Halswell Road Sylvan - Curletts (Bth)	25,000				
Heaton/St Andrews "bubble" (Reprogrammed 02/03)	65,000				
Hillmorton/Manning "bubble" Various	60,000				
Hornby High "bubble" Various	13,000				
New Brighton Road Pages - Ajax (Bth)	115,000	39,800			
Papanui High "bubble" Various	5,000	60,700			
Riccarton Road Rattray - Ilam (Bth)	81,600	40,000			
Strickland Street Milton - Colombo (Bth)	10,600				
Waltham Road Moorhouse - Brougham	15,000				
Aldwins-Buckleys Ensors - Kerrs (Bth)		89,600			
Casebrook "bubble" Various		59,900			
Christchurch South "bubble" Various		59,900			
Fitzgerald Avenue Moorhouse - Bealey (Bth)		45,000	45,400		
Moorhouse Avenue Lincoln - Fitzgerald (Bth)		44,600	45,400		

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Pages Road		49,500	60,000		
Papanui Road		49,500			
Riccarton High "bubble"		59,500			
St Albans		31,400			
Waimairi Road		80,200			
Aranui High "bubble"		70,000			
Avonside Girls High "bubble"			60,000		
Ensors-St Martins			50,000	50,000	
Glandovey-Heaton-Innes			40,000	40,000	
Innes Road			30,000		
Linwood High "bubble"			60,000		
Papanui - Harewood			60,000	60,000	
Railway Cycleway			93,000	200,000	
Riccarton Road			50,000	50,000	
Warrington-Berwick			20,400		
Whiteleigh-Clarence			50,000		
Main North Road				80,000	
New Brighton Access Route				100,000	50,000
School Bubbles - to be specified				160,000	200,000
Projects from network review					360,000
Railway Cycleway southern extension					200,000
Project consultation and design for 03/04 projects	27,500				
Street Lighting Upgrading					
Street Lighting - Safety					
Minor Works	54,122	54,122	54,122	54,122	54,122
Avonhead Road	93,089				
Bexley Rd	76,500				
Bridge St	67,320				
Ilam Road	58,366				
Ilam Road	30,775				
Langdons Rd	44,571				
Merrin St	18,360				
Montreal St	28,653				
Roydvale Ave	44,596				
Roydvale Ave	12,023				
Waimairi Rd	29,000				
Wordsworth	35,700				
Burwood Rd		63,240			
Coronation St		24,970			
Farrington Ave		40,800			
Highstead Rd		27,540			
Lake Tce Rd		122,400			
Middleton Rd		27,591			

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Prestons Rd		33,959			
Prestons Rd		32,473			
Rose St		18,360			
Withells Rd		85,512			
Bower Avenue			79,070		
Bridle Path			44,571		
Clyde Rd			29,714		
Blighs Rd					28,091
Unspecified Projects			366,783	562,836	562,835
Street Lighting - Asset Improvements					
Street light Poles	42,448	42,448	42,448	51,000	
Projects to be specified	244,078	244,078	244,078	353,736	403,675
Street Lighting Conversion					
Unspecified	262,089	262,089	262,089	262,089	262,089
Seal Extension					
Earlham Road	42,840				
Lillian St	35,700				
Murphys Road	5,100	53,897			
Rothesay Rd		73,603	76,500		
Unspecified				76,500	76,500
Major Amenity Improvements					
Art Gallery - Gloucester St Works	108,120				
Art Gallery - Montreal St - Lime Trees	14,892				
Cashel Mall upgrade	40,000	198,600	198,600		
Cathedral Junction - Public Amenity Site Works (Reprogrammed 02/03)	408,000				
Cathedral Sq Childrens Playground (Reprogrammed 02/03)	62,000				
Cathedral Square Stage V (Reprogrammed 02/03)	1,340,000				
Colombo - Hereford to Lichfield (CBD Quadrants - Stage III)	30,000	308,110	360,000		
Latimer Square Stage II Latimer Square (Gloucester - Hereford)	421,100				
Lichfield - Tuam One Way Swap (CBD) Quadrants - Stage VII)	200,000	400,000	600,000		
New Brighton - Beresford St Carparking Development (Reprogrammed 02/03)	200,000				
New Brighton - Sale of Surplus Carparking / or Substitution (Reprogrammed 02/03)	-200,000				
New Brighton Commercial Area Development (Reprogrammed 02/03)	500,000	690,000			
New Rubbish Bins	50,000				
Pedestrian and Cycle Facilities	61,200				
Service Lane walkways	61,200			60,000	60,000
Latimer Square Stage III Through Latimer Square		167,122			
Projects to be identified				254,501	294,501
Total Asset Improvements	15,957,565	11,634,061	9,340,491	6,795,651	6,027,373
New Assets					
New Construction/New Kerb and Channel/Paths					
Main Roads Amenity Planting	75,000	75,000	75,000	75,000	75,000

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Minor Landscape Improvements	20,808	20,662	20,662	20,305	20,305
Murital Tce	52,020				
New Footpaths	50,000	49,650			
New Retaining Structures	51,000	50,643	50,643	51,000	51,000
Subdivisions	270,200	520,200	520,200	520,200	520,200
Taylor's Mistake Rd	280,120		222,432		299,736
Cashmere Rd		Brookville - Happy Home			
Centaurus Rd		Aynsley - Glenelg	48,458		
Unspecified			182,315		
			100,265		
Safety Improvement Works					
Aldwins/Ensors/Ferry (Reprogrammed 02/03)	165,800				
Bealey/Fitzgerald/London/Hills	51,000				
Blackspot Remedial Works	81,600	81,029	81,029	81,029	81,029
Cashmere/Penruddock	82,000				
Innes/Rutland	150,000				
Kerb Cutdown Improvements	10,000	10,000	10,000	10,000	10,000
Marshlands/Lower Styx	24,990				
Minor Safety Projects	62,424	61,987	61,987	61,987	61,987
Pedestrian Safety Initiatives/Crossing Facilities	102,000	101,286	101,286	101,286	101,286
Road Safety at Schools	101,500	100,790	75,965	75,965	75,965
Safe Routes to Schools	70,800	40,514	40,514	40,514	40,514
Springfield Rd Pedestrian Signals at Edgware Rd	149,464				
Bowhill/Rockwood/Keys		34,755			
Cashmere/Hendersons		278,537			
Dyers Pass Rd at Bends		91,356			
Avonside/Fitzgerald			158,880	163,845	
Crash Reduction Studies			297,900	297,900	
Unspecified				91,034	642,079
Neighbourhood Improvement Works					
Amyes/Trevor	30,000				
Ashgrove / Barrington	40,000				
Aynsley Tce Traffic Calming (Reprogrammed 02/03)	140,000				
Birdwood @ Waimea	27,000				
Brynley Street	45,000				
Domain Tce Traffic Calming (Reprogrammed 02/03)	30,000				
Dominion/Milton	40,000				
Fifield @ Ensors (East approach)	40,000				
Fifield Tce (Waltham to Ensors)	80,000				
Foremans Road	45,000				
Garvins Road (Reprogrammed 02/03)	35,000				
Glynn Crescent	45,000				
Goulding Avenue (Reprogrammed 02/03)	20,000				
Holliss Avenue	20,000				

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Horseshoe Lake @ Lake Terrace Intersection Treatment	35,000				
Jones Road	30,000				
Main road shopping area entranceways (H/F)	15,000				
Marriner Street Pedestrian refuge islands (H/F)	20,000				
Mathers Rd Traffic Calming (Reprogrammed 02/03)	90,000	102,000			
Minor Works	65,600				
Nayland Street Pedestrian refuge islands (H/F)	20,000				
Plaques to mark winning streets (H/F)	3,000				
Port Hills Road	20,000				
Public seating/rubbish bins (F/W)	2,500				
Riccarton/Rimu Service Lane (Reprogrammed 02/03)	53,619				
Riverlaw (Burnbrae to Wilsons)	80,000				
Rydal/Sparks	5,000				
Street safety/pedestrian projects (F/W)	45,000				
Travis Road Landscaping (B/P)	1,000				
Witham Street	45,000				
Wycola Avenue	65,000				
Bowenvale Avenue		80,000			
Fifield (Ensors to Beckford) Traffic Calming		80,000			
Fifield/Ford		30,500			
Hampshire St		100,000			
Nortons Road		65,000			
Thorrington Road		10,000			
Tirangi Street		30,000			
Tuckers Rd		152,000			
Aylesford Street			90,000		
Bunyan			155,000	90,000	
Dovedale Ave			60,000		
Flocton Street			40,000		
Jones/Railway			45,000		
Morrison Ave			30,000		
Nyoli St			111,000		
O'Halloran Drive			60,000		
Shortland Street			45,000		
Barrington/Howard			40,600		
Cable Street				49,000	
Croydon/Southampton				30,000	
Francis Ave				49,000	
Lewis/Wyn				45,000	
Palatine Tce Traffic Calming				49,000	
Papanui/McDougall				45,000	
Projects to be prioritised		44,047	92,940	437,186	810,288

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
City Streets (Cont'd)					
Signals					
ANTTS (Automatic Network Travel Time Sys.)	31,836	31,836	31,836	31,836	31,836
CCTV Installation - City	43,510	43,510	43,510	43,510	43,510
Traffic Signal Upgrade	205,000	205,000	205,000	205,000	233,694
Signs And Markings					
Advanced Direction Signage	53,060	53,060	53,060	53,060	44,308
School Crossing Equipment	15,712	15,712	15,712	15,712	15,712
Signs - Parking	27,061	27,061	27,061	27,061	27,061
Signs - Regulatory etc	95,509	95,509	95,509	95,509	95,509
New Markings	50,000	50,000	50,000	50,000	50,000
School Speed Zone Signs	100,000	50,000	50,000	50,000	50,000
Passenger Transport Infrastructure					
Public Transport Initiatives	416,160	416,160	416,160	156,060	156,060
Fixed Assets	25,554	25,554	25,554	25,554	25,554
Property Purchase					
Miscellaneous Hardship Purchases	137,957	137,957	137,957	137,957	137,957
Opawa/Port Hills	494,190				
Unspecified		100,220	237,220		
Total New Assets	<u>4,778,994</u>	<u>3,509,993</u>	<u>4,092,197</u>	<u>3,306,110</u>	<u>3,700,589</u>
Sale of Property	-2,180,420	-5,215,000	-735,000	-300,000	-300,000
External Contributions					
Langdons/Sawyers Link Rd Project (Reprogrammed 02/03)	-1,175,000				
Contribution from Transit NZ for Blenheim Rd Deviation (Reprogrammed 02/03)	-540,000				
Contribution from Transit NZ for Opawa Rd			-300,000		
Total City Streets Expenditure	35,239,740	27,639,410	29,590,480	29,359,146	29,245,906
Parks and Waterways:					
Restricted Assets (PARKS)					
Renewals and Replacements					
Fencing (Replacements)	44,933	47,406	46,574	49,126	52,896
Irrigation Systems (Replacements)	59,401	78,384	82,938	82,484	83,366
Playing Field Reconstruction	116,312	101,951	127,525	128,397	127,340
Walkways Reconstruction	11,488	11,816	23,747	20,961	20,740
Recreational Facilities (Renewals)	10,983	20,078	19,960	20,990	21,158
Major Parks Tree Replacement Projects	145,637	148,576	148,816	153,183	153,342
Pathways Renewals	30,202	31,350	31,201	31,703	31,745
Park Furniture Renewals			15,525		22,272
Total Renewals & Replacements	<u>417,957</u>	<u>439,562</u>	<u>496,286</u>	<u>486,843</u>	<u>512,859</u>
Asset Improvements					
New Reserves Developments					
Project Management	137,193	121,381	137,649	145,615	130,183

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Bexley Wetlands	20,000	15,000	20,000	30,000	20,000
Bexley Wetlands Trust (B/P)	2,000				
Centennial Park (extn with ex yard site)	30,000	30,000			
Donnell Sports Park	25,000	15,000			
Ferrymead Reserve Extension	90,000	30,000	30,000	25,000	35,000
Halswell Domain Extension	40,000				
Merivale Reserve – ongoing development (F/W)	5,000				
Neighbourhood Reserves Development	275,700	143,000	180,000	280,000	280,000
New Conservation Reserves	123,900	72,400	70,000	100,000	100,000
New Port Hills Reserves	45,000	90,000	90,000	90,000	90,000
Newly Vested Reserves	152,000	129,600	111,100	165,000	114,900
Nga Puna Wai Reserve	35,000	100,000	125,000	75,000	80,000
Styx Mill Reserve	40,000	45,000	65,000	50,000	50,000
Travis Wetland Natural Heritage Park	56,100	61,200	110,000	55,000	55,000
Travis Wetland Trust (B/P)	5,000				
Westlake Park	40,000				
Westminster St Reserve (ex yard site)	35,000	10,000	10,000		
Withells Island Reserve	96,600	30,000			
Broadhaven Park		30,000	150,000	30,000	
Estuary Green Edge		40,000	50,000	100,000	91,900
Major Site Rehabilitation Projects					
Project Management	37,912	21,610	20,693	23,463	28,808
Bexley Reserve (ex landfill site)	25,000	23,000	25,000	35,000	40,000
Halswell Quarry	40,800	30,600	40,000	35,000	46,000
Roto Kohatu Reserve (ex landfill site)	27,000	40,000	30,000	35,000	40,800
Trees for Canterbury - Landfilling at Charlesworth St		100,000			
Amenity Landscape/ Planting Projects					
Project Management	49,693	52,365	71,840	61,188	59,611
Botanic Gardens	35,000	25,000	55,000	40,000	40,000
Bottle Lake Forest Park	40,000	76,000	38,000	40,000	40,000
Branston Park	4,500	4,500			
Cypress Street Beautification work (H/F)	8,000				
Garden Enhancements	30,000	40,000	50,000	60,000	60,000
Hagley Park	20,000	20,000	20,000	20,000	20,000
Heathcote Domain	30,000				
Hillsborough Domain	25,500				
Minor Landscape Works	20,800	19,200	30,000	20,000	36,600
New Street Tree Planting	61,200	61,200	61,200	61,200	61,200
New Street Tree Planting (S/H)	7,000				
Park Safety Planting	22,500	22,500	22,500	20,000	20,000
Richmond Village Enhancement and Panel (H/F)	4,840				
Sign of the Kiwi entrance upgrading (S/H)	10,000				
Spencer Park	25,000	12,000	30,000	28,000	30,000

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Sports Park Shelter Planting	10,000	10,000	10,000	10,000	10,000
St. Albans Park	30,000				
The Groynes	20,000	30,000	45,000	35,000	35,000
Barrington Park		10,000			
Nunweek Park		7,500			
Sign of the Kiwi		15,000			
Tulett Park		5,000			
Warren Park		5,000			
Duncan Park			40,000		
Edgar Mc Intosh Park			20,000		
Marshland Domain			20,000		
Mona Vale			50,000		
Somerfield Park			20,000		
Wycola Park			16,000		
Abberley Park				46,000	
Nicholson Park				40,000	
Grampian Reserve					12,000
Macfarlane Park					15,000
Rawhiti Domain					40,000
Revegetation Projects					
Project Management	18,288	20,963	19,538	18,732	18,244
Arbor Day Planting	11,400	11,400	11,400	11,400	12,000
Arbor Day Planting (B/P)	1,500				
Barnett Park	4,000	4,000	4,000	4,000	4,500
Birdseys Reserve	5,000	5,000			
Horseshoe Lake Reserve	20,000	20,000	20,000	20,000	20,000
Port Hills Reserves	41,600	39,400	41,300	30,000	30,800
Seafield Park	5,000	5,000	5,000	5,000	5,000
Yaldhurst Bush	4,500	6,000	8,000	10,000	8,000
Foreshore Development Works					
Project Management	47,587	52,985	49,990	46,597	46,802
Coast Care Development	183,600	183,600	183,600	160,000	164,800
South Brighton Sculpture Garden (B/P)	10,000				
Riverbank Landscape Projects					
Project Management	14,532	17,616	14,158	15,144	14,870
Avonside Riverbank	25,000	10,000	10,000	10,000	30,000
Cashmere River Reserve	5,000				
Inner City Riverbanks Upgrading	25,000	20,000	25,000	25,000	30,000
Lower Heathcote Riverbank	20,000	20,000	10,000	10,000	10,000
Rivers & Waterways Upgrading	72,800	67,600	65,000	40,000	30,900
Riverbank Protection Works		5,000	20,000	15,000	
Waimea/Eastern Terrace Riverbank		30,000			
Avon Riverbank				30,000	30,000

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Avon/Heathcote Estuary Conservation					
Project Management	1,432	1,672	1,638	1,752	1,699
Estuary Margins Planting	8,000	10,000	5,000	5,000	5,200
Estuary Protection Works	10,200	8,100	13,800	13,800	13,500
Cemeteries Landscape Development					
Project Management	22,122	20,120	20,148	11,067	12,962
General Cemetery Improvements	100,000	100,000	100,000	40,000	39,500
Linwood Cemetery Restoration period (H/F)	10,000				
Memorial Park Cemetery	61,200	20,000	20,000	20,000	15,000
Memorial Park Cemetery - Beams	8,000	5,000	10,000		5,000
New Cemetery Site	40,800	40,800	40,000	20,000	40,000
Yaldhurst Cemetery	5,000	5,000	5,000		
Belfast Cemetery - Beams		3,500			
Ruru Cemetery - Beams			10,000	15,000	14,600
Design Plans					
Landscape Design Plans	105,000	105,000	105,000	105,000	105,000
Survey & Set Out Plans	8,000	8,000	8,000	8,000	6,000
Playing Field Construction (New)					
Project Management		8,531	4,160	4,310	4,220
New District Sports Park		73,900	38,200	37,000	37,150
Drainage Work					
Project Management	5,899	2,770	5,228	4,473	4,235
Edmonds Park	35,000				
Fendalton Park	40,000				
Tulett Park		30,000			
Kyle Park			25,000		
Malvern Park			35,000		
Botanic Gardens				18,000	
Hagley Park				30,000	
Middleton Park					46,600
Pathways Formation					
Project Management	8,215	10,014	10,210	11,649	9,985
Botanic Gardens	12,000	20,000	30,000	20,000	10,000
Hillsborough Domain	7,800				
Path Upgrades	63,750	63,750	63,750	60,000	53,000
Sheldon Park		3,000			
Avon River - Avonside				20,000	14,900
Brooklands Domain					10,000
Walkways / Track Development					
Project Management	12,978	16,161	15,247	15,144	14,313
Horseshoe Lake Reserve	5,000	5,000	5,000	5,000	5,000
Jubilee Walkway	5,000	5,000	5,000	6,000	5,000
Mountain Bike Tracks	20,000	20,000	20,000	20,000	20,000

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5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Regional Parks Walkways	30,000	30,000	30,000	30,000	30,000
Seafield Park/Spencer Park	6,000	5,000	5,000	4,000	3,000
Estuary Walkway - Sth Brighton		5,000	5,000		
Nurseries					
Project Management	787	923	871	932	1,672
Irrigation Work	10,000	10,000	10,000	10,000	18,400
Botanic Gardens Production Facilities					
Project Management	315			1,305	909
Botanic Gardens Nursery	4,000			14,000	10,000
Total Asset Improvements	3,099,542	2,647,860	2,997,221	2,758,771	2,694,764
New Assets					
Parks Interpretation Projects					
Project Management	5,892	4,228	2,723	5,461	5,098
Botanic Gardens Interpretation	17,500		10,000	10,000	7,500
Historic Reserves Interpretation	5,000				5,000
Interpretive Panel Peacocks Gallop (H/F)	1,840				
Natural Areas Interpretation	10,000	9,000	5,000		5,000
Park Identification/Control Sign Installatn	13,600	15,300	10,000	10,000	10,900
Port Hills Reserves - Signs		5,000	5,000	10,000	7,500
Mona Vale Signage				7,500	
Irrigation Systems (New)					
Project Management	24,580	26,016	26,819	28,395	27,065
Back Flow Preventer Conversion	20,000				
Centennial Park	63,200				
Hagley Park Events Area	30,000				
Parks Amenity Turf Areas	36,800	35,900	30,000	15,000	15,600
Sheldon Park	50,000				
Burnside Park		18,000			
Ferrier Park		30,000			
Nunweek Park		71,400			
Wycola Park		25,000			
Botanic Gardens			87,000		40,000
Hagley Park Sportsfields Irrigation			80,000	40,000	50,000
Middleton Park				45,000	
Mona Vale				60,000	
Owen Mitchell Park				35,000	
Beckenham Park					45,000
Ray Blank Park					40,000
Recreational Facilities (New)					
Project Management	16,592	10,505	11,000	11,795	9,372
Macfarlane Park - Skateboard Facility (S/P)	20,000				
Teenage Recreational Facilities	115,000	72,800	80,800	81,000	66,000

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Park Artworks (New)					
Project Management		3,174	506	542	540
Park Sculpture		55,000	9,300	9,300	9,500
Lighting					
Project Management	4,908	5,763	6,273	6,710	6,534
Avon River & Central City Feature Lighting	30,000	30,000	30,000	30,000	30,000
Neighbourhood Reserves	32,400	32,400	42,000	42,000	41,900
Fencing (New)					
Project Management	17,226	14,776	17,426	14,911	18,176
Hansen Park	4,500				
Mutual Boundary Fences	65,000	65,000	65,000	65,000	65,000
Port Hills Protective Fencing	10,000	13,000	15,000	15,000	15,000
Rock Protection Fencing	30,000		20,000		20,000
Colman Reserve		2,000			
Parks Furniture					
Project Management	4,719	5,180	4,983	5,300	5,112
Central City - Drinking Fountains	3,000				
Picnic/BBQ Facilities - Regional Parks	10,500	7,000	14,200	14,000	12,000
Public seating/rubbish bins (F/W)	2,500				
Seating Installation - City Wide	22,400	22,400	22,400	22,400	24,000
Avon River Seating		2,500			
South Brighton Domain		4,000			
River/Estuary Access Structures					
Project Management	895	1,050	506	542	548
Boat Ramps and Jetties	18,200	18,200	9,300	9,300	9,650
Reserve Purchases					
Project Management	32,941	19,770	18,271	24,756	26,738
Central City Park Development	1,050,000				
District Sports Park Purchases	260,100	260,100	260,100	260,100	270,000
Morrison Avenue (Papanui) Reserve Purchase	250,000				
Neighbourhood Reserve Purchases	228,000	728,000	630,000	630,000	673,000
Strategic Reserve Purchases	888,200	378,000	450,000	810,000	940,000
Waterways & Wetlands Purchases	4,000	4,000	2,000		
Total New Assets	3,399,492	1,994,462	1,955,607	2,319,011	2,501,732
Total Restricted Assets	6,916,991	5,081,884	5,449,114	5,564,625	5,709,354
Infrastructural Assets (WATERWAYS & WETLANDS)					
Renewals & Replacements	1,325,300	1,368,500	1,189,600	1,210,800	1,174,200
Asset Improvements	3,269,450	3,418,050	3,620,200	3,643,600	3,905,750
New Assets	2,593,750	2,582,250	2,244,000	2,199,000	2,041,750
Total Infrastructural Assets	7,188,500	7,368,800	7,053,800	7,053,400	7,121,700

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Fixed Assets					
Renewals & Replacements					
Buildings/ Equipment Replacement					
Project Management	20,000	7,500	18,000	13,000	12,500
Hillsborough Domain		19,047	28,186	24,463	23,344
Kyle Park - Toilet	54,916				
St Albans Park - Toilets (S/P)	49,424				
Sumner/Scarborough Esplanade - Toilet	20,000				
Wainoni Park - Toilet/Changing Room	109,832				
Heathcote Domain - Toilet	61,616				
Papanui Domain - Toilet		40,000			
Templeton Domain - Toilet		40,000			
Wycola Park - Toilet		45,000			
Beverley Park - Toilet		40,000			
Cypress Gardens/Ruru Cemetery Toilet			45,000		
Hagley Oval Groundskeeping Facilities			42,800		
Scarborough Park - Toilet			36,000		
Upper Riccarton Domain - Toilet			80,000		
Bishopdale Park Toilets			55,000		
Bromley Park Toilets				45,000	
Taylor's Mistake Changing Room				45,000	
Botanic Gardens Toilets				90,000	
Halswell Quarry Office and Workshop					90,000
Malvern Park Toilets					75,000
Playground Renewal					
Project Management					
Carisbrooke Reserve	53,584	46,319	36,893	32,763	36,919
Central New Brighton Playground Upgrading	20,000				
Charleston Reserve	150,000				
Modifications to Meet Standard	25,000				
Moyna Reserve	90,000	40,000	40,000	40,000	40,000
Owen Mitchell Park	25,000				
Playground Undersurfacing	50,000				
Westgrove Reserve	51,000	51,000	51,000	70,000	50,000
Beckenham Park	25,000				
Calbreath Reserve		25,000			
Middleton Park		20,000			
Pagoda Reserve		25,000			
Upper Riccarton Domain		20,000			
Warren Park		80,000			
Auburn Reserve		60,000			
Leslie Park			20,000		
Spencer Park			35,000		
			125,000		

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Addington Park				35,000	
Bradford Park				55,000	
Rydal Reserve				25,000	
Barnett Park					80,000
Burwood Park North					40,000
Murchison Park					50,000
Carpark/Driveway Reconstruction					
Project Management	1,101	1,293	1,220	1,398	1,377
Carpark Reseals	28,000	28,000	28,000	30,000	30,300
Bridges/Structures (Renewals)					
Project Management	8,357	4,617	4,901	5,242	4,544
Parks Bridges/Minor structures Renewal	40,000	40,000	45,000	45,000	40,000
Victoria Street Clock Strengthening	45,000				
Waterways And Wetlands	21,750	21,750	21,750	21,750	21,750
Asset Improvements					
Buildings/ Equipment Upgrades		5,000		3,000	
Project Management		6,638	2,178	4,660	3,703
Botanic Gardens - Nursery	49,424				
Linwood Nursery Production Facilities	10,434	9,500			
Toilet Upgrades	21,966	20,000	20,000	15,000	32,600
Botanic Gardens - Garrick/Alpine House		28,000			
Spencer Park Office				25,000	
Car Park/Driveway Formation					
Project Management	6,701	6,926	9,530	12,232	8,520
Horseshoe Lake	25,000				40,000
Mona Vale	70,500				
Spencer Park	40,800				
Broadhaven Park		40,000			
Memorial Park Cemetery		60,000			
Rat Island Reserve		20,000			
Rawhiti Domain			40,000		
Summit Road Reserves			90,000		
Travis Wetland			45,000		
Avondale Park				20,000	
Brooklands Domain				30,000	
Hagley Park				80,000	
Parklands Reserve				50,000	
South Shore Spit				30,000	
Fendalton Park					30,000
Porritt Park					40,000
Scott Park (Estuary)					40,000
Waterways And Wetlands	15,000	15,000	15,000	15,000	15,000

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
New Assets					
Buildings/ Equipment (New)	17,000	10,500	15,000	12,500	15,000
Project Management		18,050	16,881	15,726	15,035
Bottle Lake Forest Park Rangers House	32,950				
Englefield Reserve -Toilet	43,887				
Horseshoe Lake Reserve Toilet	43,933				
Southshore - Toilet	43,933				
Halswell Domain		40,000			
Port Hills Office		56,360			
Westminister Park - Toilet/Pavilion		60,000			
Donnell Sports Park - Toilet/Pavilion			80,000		
Port Hills Reserves Composting Toilet			30,000		
Tullett Park - Toilet			45,000		
Templetons Rd Sports Park - Toilet/Pavilion				135,000	
Groynes Information Centre					70,000
Scott Park (Estuary)					40,000
Park Shade Structures					22,350
Playgrounds - New Installations					
Project Management	21,965	51,415	25,398	25,628	41,463
Centennial Park	30,000				
Farnborough Reserve	20,000				
Gainsborough Reserve	20,000				
Playground Upgrades	35,700	35,700	38,000	35,000	25,000
Plover Street Playground Upgrade (B/P)	6,000				
Avonhead Park		90,000			
Bayswater Reserve		17,000			
Coronation Hospital Reserve		25,000			
Donnell Sports Park		35,000			
Marblewood Reserve		20,000			
Avebury Park			20,000		
Sharnbrook Park			18,000		
Yellowstone Reserve			10,000		
Cuffs Reserve Playground				25,000	
Halswell Domain					60,000
Linwood Park					25,000
Ray Blank Park					20,000
Yaldhurst Domain					20,000
Newly Vested Reserves			30,600	50,000	32,500
Bridges (New)					
Project Management	708	462	3,049	3,262	2,090
Roto Kohatu Reserve Footbridge	9,000				
Park footbridge		5,000			23,000
Englefield Reserve			35,000		

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Parks and Waterways (Cont'd)					
Horseshoe Lake Reserve Footbridge				35,000	
Waterways And Wetlands	217,667	188,191	163,191	143,191	63,191
Total Fixed Assets	1,732,148	1,518,267	1,465,577	1,373,815	1,320,686
Total Parks and Waterways	15,837,639	13,968,951	13,968,491	13,991,841	14,151,741
City Water and Waste:					
Water Supply	5,881,466	5,186,960	5,055,760	5,184,260	5,507,140
Wastewater	15,636,635	18,590,046	17,690,146	15,934,346	14,608,946
Solid Waste (Including Business Admin)	1,135,703	7,702,600	4,207,300	898,300	468,900
Total City Water and Waste	22,653,804	31,479,605	26,953,206	22,016,906	20,584,986
Library and Information Services:	4,282,484	4,848,000	4,690,000	4,879,000	5,086,000
New Assets					
Parklands Library			310,000		
Parklands Library - Stock			800,000		
Spreydon Library					350,000
Upper Riccarton Library				500,000	
Upper Riccarton Library - Stock			300,000	500,000	
South Library (Reprogrammed 02/03)	449,316				
South Library - Stock	83,200				
Total Library and Information Services	4,815,000	4,848,000	6,100,000	5,879,000	5,436,000
Property:					
Renewals & Replacements	2,781,500	2,807,500	1,860,000	1,851,600	1,850,600
Property Management - Property Realisation	-620,000			-200,000	-200,000
Bottle Lake Land Sale - (*1)			-2,600,000		
Asset Improvements	330,480				
Surplus Property Development Costs	1,334,000	126,000	56,000	56,000	
Libraries:					
Upper Riccarton			500,000	2,594,000	
Upper Riccarton Library - Contributions (Dept of Education)				-550,000	
Parklands Library			494,000		
New South of The City Library (Reprogrammed 02/03)	4,139,000	200,000			
Office Buildings:	420,240	900,000	6,275,000	6,275,000	900,000
Community Facilities (Requested by Community Boards)					
Shirley Community Centre - Structural Strengthening (S/P)	467,000				
Community Facilities (Unspecified)	321,500				
New Assets	-87,500	11,800	12,800	11,800	12,800
Cathedral Junction - Property Purchase (Reprogrammed 02/03)	3,000,000				
Cathedral Junction - Property Sales			-600,000	-600,000	-600,000
Museum Capital Expenditure (Old Art Gallery Site)			2,550,000		

Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Description	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Property (Cont'd)					
Christchurch Art Gallery Building including carpark (Reprogrammed 02/03)	15,811,620	822,129			
Christchurch Art Gallery Contributions	-466,300	-500,000	-273,870		
Redcliffs/Sumner Childcare Facility	204,000				
Total Property	27,635,540	4,367,429	8,273,930	9,438,400	1,963,400

(*1 Note: Subject to compliance with the Resource Management Act, realisation of this may not be a possibility. However, there may be a substitution opportunity utilising land held at Stewarts Gully.)

Art Gallery - Total	620,400	315,520	299,860	304,122	333,504
Carparking - Total	387,600	224,400	183,600	81,600	902,700
City Solutions - Total	102,500	60,000	50,000	60,000	32,500
Community Relations - Total	195,600	164,500	128,400	172,900	246,200
Convention Centre & Entertainment Facilities - Total	430,000	430,000	430,000	430,000	430,000
Corporate Office - Information Section - Total	1,172,957	336,000	428,000	351,700	266,000
Corporate Services - Total	1,170,364	950,536	1,129,636	1,030,901	1,072,652
Environmental Services - Total	38,500	29,100	17,100	38,500	66,500
Housing - Total	2,052,500	1,314,300	1,091,500	825,400	829,600
Management Information Services - Total	900,000	1,080,000	725,000	840,000	725,000
Sport, Leisure and Events - Total	1,315,500	1,702,000	2,748,600	7,948,000	765,700
Corporate Office, Internal Service Providers - Total	72,500	68,500	86,000	81,500	75,500
Corporate Capital - Total	4,245,215	6,245,215	4,745,215	4,745,215	4,745,215

TOTAL CAPITAL EXPENDITURE	118,885,359	95,223,466	96,949,017	97,595,130	81,873,103
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Community Board Projects	0	240,180	240,180	240,180	240,180
Inflationary Provision	0	1,909,273	3,926,444	5,988,304	6,768,775
Unspecified Carryforwards	-6,000,000				

TOTAL CAPITAL EXPENDITURE (NET)	112,885,359	97,372,919	101,115,641	103,823,614	88,882,058
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Capital Contributions/Sponsorship (included in above)	-2,376,300	-520,000	-593,870	-570,000	-20,000
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TOTAL CAPITAL EXPENDITURE (NET Excluding Contributions)	115,261,659	97,892,919	101,709,511	104,393,614	88,902,058
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Notes: (1) In adopting this Plan year 1 projects are committed to. Years 2-5 projects are supported but should not be regarded as committed. (2) For abbreviations see the end of this section (page 142).

5 Year Capital Expenditure Programme

Schedule of Deletions

As part of the preparation of this Plan, some projects have been dropped from the original forward programme. These are listed on page 44 together with the reason for the deletion.

Community Board Funded Projects

These are the projects which Community Boards propose to fund in the 2002/03 year. As well as being included in the capital programme, they are also listed separately on pages 143 to 148.

The Council has allocated \$390,000 to each Community Board. The funding is broken down into the following categories: \$240,000 for project funding, \$40,000 for Strengthening Community Action Plans (SCAP), \$50,000 towards funding of community worker positions, and \$60,000 which represents discretionary funding for allocation throughout the year. The allocation enables Boards to fund projects which may not have been accorded a priority on a city-wide basis. It is made following consultation with each community area.

5 Year Capital Expenditure Programme

Space does not permit details of all projects and readers are welcome to consult the Corporate Plan: 2003 Edition which is available for inspection at all Service Centres and at the Civic Offices from 27 August 2002 onwards. Capital works projects are also map based by Ward in 'City Scene', a Council newsletter delivered to all households.

The 'unspecified projects' relate to the programme as a whole and not to individual units. The provision for years 2, 3, 4 and 5 will allow for yet to be identified projects to be added in the future.

ANTTS	=	Automatic Network Travel Time System
"Bubble"	=	Indicates the general proximity of the job
Bth	=	Both
B/P	=	Burwood/Pegasus Community Board

CAD	=	Computer Assisted Draughting
CBD	=	Central Business District
CCC	=	Christchurch City Council
CCTV	=	Closed Circuit Television
EPH	=	Elderly Persons' Housing
Est	=	East
Ext	=	Extension
F/W	=	Fendalton/Waimairi Community Board
GPS	=	Global Positioning System
H/F	=	Hagley/Ferrymead Community Board
JV	=	Joint Venture
LATM	=	Local Area Traffic Management
Lollipop Lady	=	Person who supervises children while crossing the road
NIP	=	Neighbourhood Improvement Plan
Nth	=	North
OSCAR	=	Out of School Care and Recreation Network
PEEEP	=	Project Employment Environment Enhancement Programme
(R)	=	Reprogrammed
RHS	=	Right hand side
RMF	=	Recovered Materials Foundation
ROOST	=	Richmond Out of School Time
R/W	=	Riccarton/Wigram Community Board
SCATS	=	Sydney Co-ordinated Adoptive Traffic System
S/H	=	Spreydon/Heathcote Community Board
S/P	=	Shirley/Papanui Community Board
Sth	=	South
TNZ	=	Tranzfund New Zealand
Tweenager	=	Young people in the 10-13 years age group
Wst	=	West

Community Board Funded Projects

	2002/03 Budget
	\$
Hagley/Ferrymead Community Board	
Discretionary Funds - Held for allocation during year	40,220
Community Relations (Hagley/Ferrymead Advocacy Team)	
Avebury House	5,000
Bromley: After School Programme	28,200
Community Development Fund	15,500
Family Support Group Worker: Woolston Development Project	15,000
Heritage Awards 2002	2,500
Linwood: After School Programme	32,000
Summer: Out School Care and Recreation Services	10,000
Te Whare Roimata: Community Garden Co-ordinator	25,000
Voluntary libraries	3,300
Youth Initiatives and Linwood Park: Strengthening Communities	40,000
Youth Initiatives: Facilitators	30,000
Leisure	
Leisure Activities for Older Adults: Phillipstown	4,000
Linwood Youth Festival (LYFE)	15,000
Linwood: Holiday Programmes (11 - 15 years)	9,800
Linwood: Holiday Programmes (5 - 12 years)	15,000
Phillipstown: Holiday Programmes	5,000
Richmond: Holiday Programmes	8,800
Parks and Waterways	
Cypress Street: Beautification work	8,000
Linwood Cemetery: Restoration Period	10,000
Peacocks Gallop: Interpretive Panel	1,840
Richmond Village: Enhancement and Panel	4,840
Tree Audit	3,000
City Streets	
Main Road: Shopping Area Entranceways	15,000
Marriner Street: Pedestrian Refuge Islands	20,000
Nayland Street: Pedestrian Refuge Islands	20,000
Plaques to mark winning streets	3,000
Total Allocation Hagley/Ferrymead Community Board	<u>390,000</u>
Riccarton/Wigram Community Board	
Discretionary Funds - Held for allocation during year	39,600
Community Relations (Riccarton/Wigram Advocacy Team)	
Broomfield/Hei Hei CD Project: Funding Top-up	15,000
Broomfield/Hei Hei CD: Programme costs	10,000
Canterbury Fijian Social Service: Rental and Expenses	10,400

Note: For key to abbreviations see page 142.

Community Board Funded Projects

	2002/03 Budget
	\$
Riccarton/Wigram Community Board (Cont'd)	
Community Development Funding Scheme: Top-up	10,000
Community Initiatives: Funding	40,000
Environment Committee Fund	40,000
New funding support: Subsidise places after school programmes	5,000
Out of School Programmes: Sockburn/Hornby/Fijian Social Services/Wharenui	20,000
Riccarton Ward Youth Worker: Salary support	20,000
Transport and Roading Committee: Funding	15,000
Upper Riccarton Winter Bowling Club: Relocation	20,000
Wycola Recreation/Community Project	30,000
Youth Initiatives: Funding	40,000
Leisure	
Community Events	16,000
Elder Recreation Programmes	10,000
Teenage Camps	5,000
Youth Recreation Programmes	5,000
Children/Youth Holiday Programmes	
Community Arts Project	10,000
Holiday Programmes: New funding support:	5,000
Holiday Programme Extension: Sockburn	5,000
Holiday Programmes: Hornby/Hei Hei/Sockburn/Riccarton/Wharenui	19,000
Total Allocation Riccarton/Wigram Community Board	<u>390,000</u>
 Fendalton/Waimairi Community Board	
Discretionary Funds - Held for allocation during year	60,000
City Streets	
Public seating/rubbish bins	2,500
Street safety/pedestrian projects	45,000
Community Relations (Fendalton/Waimairi Advocacy Team)	
Bishopdale Community Trust Initiatives	3,000
Bishopdale Primary School Development Project	9,650
Canterbury Neighbourhood Support	5,000
Christchurch North Citizens Advice Bureau: Shared grant with Shirley/Papanui Community Board	10,000
Coloured plantings: At selected sites and garden city image initiatives	5,000
Community Development Funding Scheme: Top-up	25,000
Community Support Seeding Fund	4,850
Community Workers	40,000
Computer Experience Project	6,000
Initiatives to increase bus patronage	10,000
Orana Park: Grant for new footpaths	10,000
Out of School/After School Programmes	25,000

Note: For key to abbreviations see page 142.

Community Board Funded Projects

	2002/03 Budget
	\$
Fendalton/Waimairi Community Board (Cont'd)	
School support initiatives	5,000
Streetscape project(s)/concepts: Partnerships with local business	5,000
Strengthening Community Action Plan	40,000
Te Ropu Tamariki	7,000
Tree planting: Various	5,000
Leisure	
Annual Community Event - Avice Hill	3,000
Art Beat	6,000
Community Event	7,750
Kids Day Out	3,000
Lets Go	4,000
Live Wires	8,000
Public Art Project	9,000
Teenage Holiday Programme	4,000
Youth Event	4,750
Parks and Waterways	
Facilities for teenagers in parks	10,000
Merivale Reserve: Ongoing development	5,000
Public seating/rubbish bins	2,500
Total Allocation Fendalton/Waimairi Community Board	<u>390,000</u>

* Allocation subject to Board review.

Spreydon/Heathcote Community Board

Discretionary Funds - Held for allocation during year	50,000
Community Relations (Spreydon/Heathcote Advocacy Team)	
Addington: After School Programme - Salaries	5,000
Beckenham: Out of School Programme - Salary	2,500
Centennial Hall: Upgrade Carparking Area	5,800
Community Networks/Consultation: Incl Youth Council/Hoon Hay and Sydenham Networks/Annual Forum	6,000
Community Service and Youth Awards	2,000
Family and Community Development Worker	35,000
Heritage Fund	1,000
Hoon Hay Youth Centre: Grant for Rental, Rates and Insurance.	15,000
Kingdom Resources: First Step Courses	10,000
Neighbourhood Week	5,000
Newsletters and Information sharing	9,000
Programmed Activities After School: Assistant Supervisor Wages \$5,500 Sponsorship programme \$5,000	10,500
Rowley Resource Centre: Grant for Rental, Rates and Insurance.	8,500
Rowley: Out of School Programme - OSCAR Contract	36,000

Note: For key to abbreviations see page 142.

Community Board Funded Projects

	2002/03 Budget
	\$
Spreydon/Heathcote Community Board (Cont'd)	
Speed Trailer: Rental	700
Spreydon: Holiday and Recreation Programmes - Co-ordinators/Recreation Supervisors Salaries	10,000
Strengthening Community Action Plan	40,000
Strickland Street: Community Garden Co-ordinators Salary	15,000
Sydenham: Community Development Worker	10,000
Sydenham: Project	5,000
Waltham: Out of School Holiday Programmes - Sponsorship	11,000
Leisure	
Christchurch Polytechnic: Recreation Programme	1,500
Holiday Programmes	21,000
Local Community Events	16,000
Older Adults Recreation	5,000
Rowley Transport Fund	1,500
Youth Recreation	35,000
Parks and Waterways	
Sign of the Kiwi: Landscaping	10,000
Street Trees	7,000
Total Allocation Spreydon/Heathcote Community Board	<u>390,000</u>
 Burwood/Pegasus Community Board	
Discretionary Funds - Held for allocation during year	37,500
City Streets	
Travis Road Landscaping	1,000
Community Relations (Burwood/Pegasus Advocacy Team)	
Agape Street Ministries	2,000
Aranui Community Renewal	25,000
Aranui Primary School	10,000
Bexley Community House: Research	1,000
Burwood/Pegasus Community Car Watch	3,000
Canterbury Neighbourhood Support Inc	1,000
Community Centres: Community Worker	30,000
Community Response Assistance Fund	7,500
Dallington Community Cottage Trust	20,000
Family and Community Division of Anglican Care: East Aranui Project	10,000
Heritage Week 2002	2,000
Homemade Partnership Trust: Aranui	10,000
Neighbourhood Week 2002	1,000
New Brighton Project	15,000
Out of School Programme Support	25,000
Parklands Community Centre	5,000

Note: For key to abbreviations see page 142.

Community Board Funded Projects

	2002/03 Budget
	\$
Burwood/Pegasus Community Board (Cont'd)	
Parklands Residents' Association: Parklands Youth Trust	5,000
Project Early Trust	10,000
Project Employment and Environmental Enhancement Programme: New Brighton	8,000
Speed Trailer: Rental	700
St Andrews House Community Trust (North New Brighton)	20,000
St Paul's Lutheran Church: Burwood	5,000
Te Kupenga O Aranui: Community Development Worker	20,000
Te Ora Hou Aranui Club	2,000
Te Ropu Tamariki	5,000
Turangawaewae Family Trust: Aranui	8,000
Youth Alive Trust: New Brighton	8,000
Youth Development Fund	2,500
Leisure	
Burwood/Pegasus: Beach Blast	1,500
Burwood/Pegasus: Christmas Events	4,000
Burwood/Pegasus: Community Art Project	2,000
Burwood/Pegasus: Family Fishing Day	1,500
Burwood/Pegasus: Seaside Sounds	1,000
Holiday Programmes Subsidy	20,000
Older Adults Programme	2,000
Samoan Independence Day	2,500
Skatejam Youth Event	3,500
Volunteer Holiday Programme: Leaders Training Subsidy	2,000
Youth Holiday Programmes: Parklands/Queenspark and Aranui/Wainoni	6,000
Parks and Waterways	
Arbor Day	1,500
Bexley Wetland Trust	2,000
Burwood War Memorial	5,000
Clean up the World Project	500
Community Pride Garden Awards	800
Gigantic Beach Clean-up Project	500
New Brighton Foreshore Worker	2,500
Plover Street Playground: Upgrade	6,000
South Brighton: Sculpture Garden	10,000
Travis Wetland Trust	5,000
Property	
North New Brighton Community Centre	10,000
Total Allocation Burwood/Pegasus Community Board	<u>390,000</u>

Note: For key to abbreviations see page 142.

Community Board Funded Projects

	2002/03 Budget
	\$
Shirley/Papanui Community Board	
Discretionary Funds - Held for allocation during year	50,000
Community Relations (Shirley/Papanui Advocacy Team)	
Belfast Community Network: Contribution to Community Co-ordinator	15,000
Belfast Community Pool: Operating Grant	5,000
Belfast: After School Programme	15,000
Christchurch North Citizens Advice Bureau: Operating Grant	10,000
Nga Tapuwae o Matou Tupuna: Community Heritage Awards	5,000
Northcote: After School Programme	30,000
Papanui Community Facility: Planning costs	20,000
Quinns Rd - OSCAR: After School Programme	15,000
Shirley: After School Programme	15,000
Strengthening Communities Action Plan (SCAP) Projects	25,000
Te Ropu Tamahine: Girls Club at Northcote School	8,000
Youth Development Scheme	12,000
Community Relations - Community Workers Fund	
Delta Community Support Trust: Community Worker Funding	18,000
Neighbourhood Trust: Community Worker Funding	10,000
Te Papanui Youth: Co-ordinator Funding	20,000
Property	
Kapuatohe Historic Reserve - Re-piling the main house at Kapuatohe Historic Reserve	20,000
Leisure	
Community Events	24,000
People with Disabilities: Assist children access recreation programmes	3,000
Recreation Programmes: Tweenager (10 - 13 years)	15,000
Recreation Projects: Youth (14 - 18 years)	15,000
Parks and Waterways	
MacFarlane Park: Skateboard Facility	20,000
St Albans Park: Replace Toilets	20,000
Total Allocation Shirley/Papanui Community Board	<u>390,000</u>

Note: For key to abbreviations see page 142.

Corporate Expenses and Revenues

	2001/02 Budget \$	2002/03 Budget \$		2001/02 Budget \$	2002/03 Budget \$
Output : Community Facilities and Services			Corporate Revenues		
Museum Trust Board Levy	2,639,350	2,955,834	Petroleum Tax	2,020,000	2,000,000
Museum Trust Board ex-Gratia Payment	515,887	515,887	Dividends and Interest from CCHL	30,600,000	28,900,000
Museum Trust Board Building and Development Project Grant (*1)	1,250,000	1,532,500	Dividends from CCHL (Special)	128,000,000	3,423,000
Riccarton Bush Trust Levy	108,310	108,310	Local Government Insurance Corporation Dividend	25,000	0
Riccarton Bush Trust Operating Grant	49,865	65,778	Interest		
Riccarton Bush Trust Capital Grant	50,000	50,000	Interest on Investments	9,945,263	9,920,512
Lyttelton Marina - Public Facilities and Breakwater	150,000	0	Interest on Investments - Internal Financing (Housing)	641,706	602,876
Subvention Payment (Travis Finance Ltd)	750,000	548,000	Interest on Special Funds	1,188,155	1,382,966
Interest Expense (re Travis Finance Ltd)	0	481,000	Interest on Sinking Funds	467,896	404,019
Interest Expense (re Jade Stadium Funding)	2,817,500	3,076,800	Interest on Loan Repayment Reserve	0	379,369
Allocated Overhead - Corporate Overhead	0	290,500	Travis Finance Ltd Interest	720,000	518,000
			Jade Stadium Ltd Interest	2,857,750	3,118,800
			Internal Rates on CCC Housing	678,846	550,887
			ACC Corporate Recovery	430,000	400,000
Output : Corporate Development			Cash in Lieu Contributions	3,200,000	2,950,000
Professional Fees	375,000	340,000			
Trading Activities Professional Advice	50,000	50,000	Total Corporate Revenues	180,774,616	54,550,428
Organisational Development	270,000	270,000			
Efficiency Reviews (*2)	250,000	170,000	Corporate Capital Expenditure		
Change Management Process (*2)	100,000	0	Property Purchases and Building Upgrades	7,152,800	7,505,720
Inflation Contingency	300,000	300,000	Property Disposals	(367,468)	645,500
Project Contingencies	220,000	225,000	Vehicle, Office and Communications Equipment	3,270,414	3,049,321
ACC Contingency	40,000	0	Unspecified Capital Carryforwards	(4,661,850)	(6,000,000)
Energy Efficiency Projects	300,000	300,000	Corporate Capital (2001/02 Includes Sale of Selwyn Plantation Board Ltd and City Care Ltd to Christchurch City Holdings Ltd)	(47,000,000)	4,245,215
Depreciation of Rates Capitalisation Costs	0	18,630			
Output : Emergency Services					
Civil Defence (includes CRC Levy)	794,675	764,517			
Rural Fire Fighting	366,407	415,486			
Total Corporate Expenses	11,396,994	12,478,241			

* Note: (*1) Partially funded from Interest on Capital Endowment Fund -
2001/02 \$250,000, 2002/03 \$532,500

(*2) Funded from Corporate Restructuring Reserve

The Capital Endowment Fund

Background

In April 2000, Orion New Zealand Limited, the Council's energy company (87.6% owned by the Council), sold its North Island gas network and related assets. The gross proceeds of the sale were \$550M and the net gain on sale was some \$187M.

The Council's share of the amount being returned to shareholders is \$175M. The Council resolved to apply \$100M of this to debt reduction and the balance of \$75M to be invested in a protected long term fund called the Capital Endowment Fund.

The Fund is ring-fenced from the Council's other funds in order to protect the capital and provide an ongoing income stream to be used for economic development and civic and community projects. In establishing the Fund the Council resolved:

- That up to 100% of the available income from the fund be allocated in year 1 and up to 75% be allocated for subsequent years.
- That the income from the fund be allocated each year in the following way:
Economic development - 70%; Civic and community projects 30%.
- That the above general categories be reviewed on a three yearly cycle.
- That if desired, funding for a particular category be carried forward to another year.
- That civic and community projects which have a cost of less than \$100,000 in any one year not be funded from the Capital Endowment Fund.
- That no single project be funded for more than three years, except in exceptional circumstances.
- That the capital of the fund will not be used unless 80% of the Councillors vote in favour.
- That a statement in the Council's funding policy and long term financial strategy will outline the structure and purpose of the fund.
- That the intention is to protect the capital and the process of applying the income to projects for the benefit of the community.

- That the Council will establish a practice of reporting on the fund in its Financial Plan and Annual Report as a separate activity each year including any significant variations to the policy.

Investment Objectives

The Council will invest the assets of the fund in a broad range of investments designed to achieve the following objectives:

1. Maintain the real value of the capital of the fund with regard to inflation.
2. Maximise the value of the fund and therefore the amount that can be distributed from the fund over the long term, subject to a prudent level of portfolio risk.
3. Maintain a degree of consistency in the amounts that can be withdrawn on an annual basis.

Investment Policies

The Investment Policies adopted by the Council to achieve the above objectives are:

1. Responsibilities under common law and statute must be met.
2. The inflation-adjusted capital of the fund shall not be withdrawn.
3. An appropriate level of portfolio risk will be determined and accepted by the Council in consultation with professional advisers.
4. An appropriate level of diversification across securities, sectors, asset classes and countries must be maintained.
5. The portfolio will accept risks in a prudent manner and investment risk will be minimised for the expected level of return.
6. The capital of the portfolio will be preserved on a quarterly basis by adjusting for changes in the Statistics New Zealand All Groups CPI.

The Capital Endowment Fund

7. An investment fluctuation reserve must be maintained to finance budgeted distributions from the fund. (\$3.5M of the initial capital will be further allocated within the fund as an investment fluctuation reserve).
8. Liquidity must be considered and maintained at an appropriate level.
9. The investment structure must be able to accommodate changes in the fund's requirements and the investment environment.
10. All aspects of the investment process and functions will be reviewed regularly. In particular:

- The performance of investment managers will be monitored against benchmarks at least monthly, and against the performance of other investment managers at least quarterly.
- Investment managers will be monitored on an ongoing basis with respect to their organisational structure, investment processes and personnel.
- Investment policies and objectives, asset allocation strategy and overall investment management structure will be reviewed at least once every three years.

The Council has resolved that a target of up to 10% of the Fund should be invested in South Island owned or based companies consistent with prudent investment practice.

Capital Endowment Fund - Funding Allocations

	2002/03 \$	2003/04 \$	2004/05 \$
Estimated Total Available Income from Fund	2,915,000	3,045,129	3,108,032
Less not to be allocated until later years (25%)		(761,282)	(777,008)
Total available for allocation this year	2,915,000	2,283,847	2,331,024
Economic Development 70%	2,040,500	1,598,693	1,631,717
Less already allocated:			
Central City Project Team	(100,000)		
Unspecified Economic Development	(1,765,500)		
Domestic Marketing Campaign	(175,000)		
Balance available for Economic Development Projects	0	1,598,693	1,631,717
Civic and Community 30%	874,500	685,154	669,307
Less already allocated:			
Unspecified Community Projects*	(142,000)	(100,500)	
Special Character Area Precinct Upgrade	(200,000)	(200,000)	
Canterbury Museum Trust Board Building and Development Project Grant	(532,500)	(532,500)	(732,500)
Balance available for Civic and Community Projects	0	(147,846)	(33,193)

* Unspecified provision for 2002/03 and 2003/04 to be accumulated and not specified out until at least 2004/05.

Statement of Accounting Policies

Statement of Reporting Entity

The Christchurch City Council is a territorial local authority formed under the Local Government Act 1974 (as amended).

Measurement Base

The measurement base adopted is that of historical cost as modified by the revaluation of certain assets.

Specific Accounting Policies

The following specific accounting policies which materially affect the measurement of financial performance and the financial position have been applied:

(a) Fixed Assets

Fixed assets have been divided into three broad categories:

(i) Operational Assets

Operational assets include land, buildings, furniture and office equipment, fixed plant, vehicles and mobile plant. Operational assets are valued at depreciated replacement value at either 30 June 1991 or 30 June 1992 with additions recorded at cost. The only exception is land and buildings that are revalued to fair value on an existing use basis every three years. All operational assets with the exception of land are depreciated and details of the depreciation methods and rates are noted below.

(ii) Infrastructural Assets

Infrastructural assets are the fixed utility systems. They include roads, footpaths, bridges, traffic signals, water, sewerage and drainage systems.

Stormwater Infrastructural Assets have been valued using the optimised depreciated replacement cost method at 30 June 2002, by Meritec Limited. Sewerage Infrastructural Assets have been valued using the optimised

depreciated replacement cost at 30 June 2000 by the City Solutions Unit of the Council and peer reviewed by Opus International Consultants Limited and Beca Valuations Limited. Roading and Water Reticulation Infrastructural Assets (including Traffic Signals and Bus Shelters) have been valued using the optimised depreciation replacement cost method at 30 June 2001 by Meritec Limited. Land under roads was valued at 30 June 1992, by Quotable Value NZ for rating purposes.

(iii) Restricted Assets

Restricted assets cannot be disposed of because of legal and other restrictions.

They include:

- Land and buildings with restrictions on sale eg, Reserves
- Trust Housing
- Library books - New Zealand Collection
- Properties held in trust for other organisations
- Works of Art

Restricted assets are not depreciated except for Trust Housing and Historic Buildings. These assets are valued on the same basis as Operational Assets except for Works of Art that have been valued at market value by the Senior Curator of the Christchurch Art Gallery as at 30 June 2000.

(b) Depreciation

Depreciation is provided in respect of an operational and infrastructural asset. Depreciation is included in each cost of service statement and is an accounting method for writing off the cost of an asset over its estimated useful life. Where it is not shown as a line item it is disclosed by way of note.

(i) Operational Assets

Depreciation is on a straight line basis for all operational assets other than mobile plant. Mobile plant is depreciated on a diminishing value (DV) basis.

Statement of Accounting Policies

The following lives have been used:

Buildings	15 - 100 years
Office and Computer Equipment	4 - 5 years
Motor Vehicles / Motorised Plant	2 - 16 years
Mobile Plant	7.5 - 50% DV
Leasehold Land Improvements	10 - 100 years
Library Books	3 - 10 years

(ii) Infrastructural Assets

Expenditure on infrastructural asset replacement and renewal is capitalised. Disclosure is in the capital expenditure summary immediately below the Cost of Service Statement on each of the significant activity pages (see pages 49, 69, 87 and 90). The expensing of these assets is by way of depreciation. This is calculated using the long run average renewals approach (LRARA). This approach has been used for the following assets:

Sewer, Stormwater and Water Systems and Associated Plant, and Water Meters.

A 50 year period has been used to calculate the average renewals expenditure for the Water Supply network, 30 years for the Wastewater network and 20 years for Stormwater.

Roading infrastructural assets (roads, street lighting, traffic signals, bridges and bus shelters) will from 1 July 2002 be depreciated on a straight line basis. This change from LRARA to straight line will increase the overall depreciation provision by \$51,350. The following economic lives have been used:

Roading	2 - 90 years
Streetlights	25 years
Bridges	70 or 90 years
Bus Shelters	40 years

(iii) Restricted Assets - The only restricted assets that are depreciated are:

Trust Housing	1% of valuation
Historic Buildings	1% - 4% of valuation

(iv) Assets under Construction

Assets under construction are not depreciated. The total cost of a project is transferred to the relevant asset class on its completion, and then depreciated.

(c) Landfill Aftercare Costs

As operator of the Burwood Landfill, the Council has a legal obligation to provide ongoing maintenance and monitoring services at the landfill after closure. To provide for the estimated cost of aftercare, a charge is made each year based on volumes processed through the landfill.

The estimated cost is calculated based on estimates of:

(i) Total current cost

This is defined as the amount that would be paid if all equipment, facilities and services included in the estimate were acquired during the current period. The estimate has been based on costs of closure of similar landfills by other local authorities.

(ii) Total capacity

The estimated length of time needed for post-closure care is 30 years. The Council also has a legal obligation to provide ongoing maintenance and monitoring services for the closed landfill sites of the former amalgamating authorities. The estimated future costs to perform this obligation have been accrued and charged.

The calculations assume no change in the legislative requirements for closure and post-closure treatment.

(d) Debt Servicing

Significant Activities are charged a share of the Council's actual borrowing costs.

Statement of Accounting Policies

These costs are apportioned on the book value of the Operational and Infrastructural Assets employed at 1 July 2002.

(e) Goods and Services Tax (GST)

GST has been excluded from all budgetary provisions except for rental housing, accounts receivable and accounts payable.

(f) Cost Allocations

The costs of all internal service type activities are allocated or charged directly to external service type activities.

External service activities refer to activities which provide a service direct to the public.

Internal service type activities provide support for the external service activities. Where the user of a service can be identified, for example with City Solutions, the cost recovery is made by way of direct charge.

Where this has not been possible, the costs are allocated by way of corporate overhead.

The basis of the corporate overhead allocation is reviewed each year and every attempt is made to relate the allocation made with the service utilised.

Internal service costs which are allocated out as corporate overhead include Corporate Services and Financial Services.

(g) Revenue recognition

Rates revenue is recognised when levied. Water billing revenue is recognised on an accrual basis. Unbilled sales, as a result of unread meters at the year end, are accrued on an average basis. Transfund roading subsidies are recognised as revenue upon entitlement, that is, when the conditions related to eligible expenditure have been fulfilled. Other grants and bequests and assets vested in the Council, are recognised as revenue when control over the assets is obtained. Dividends are only recognised as income, net of imputation credits, when the dividends have

been declared and have or are almost certain to receive the necessary shareholder approval.

(h) Research and Development Costs

Research and development costs are expensed in the period incurred. Development costs are deferred where it is probable that future benefits will exceed those costs. Deferred development costs are amortised over future periods in relation to expected future revenue.

(i) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined by FIFO or weighted average methods.

(j) Investments

Subsidiaries, except for Christchurch City Holdings Ltd (CCHL), Associates and shares in the Local Government Insurance Corporation Limited are valued by the share of equity as per the latest Statement of Financial Position. Shares in CCHL are valued at independent market valuation.

(k) Donated Goods and Services

The Council receives the benefits of many services provided by volunteers. These services are greatly valued. They are however, difficult to measure in monetary terms. From an accounting point of view these services are not considered material in relation to the Council's total expenditure.

Vested land is included at current value and Infrastructural Assets are included at the cost to the subdivider.

(l) Leases

(i) Finance Leases

These leases effectively transfer all the risks and benefits of ownership to the lessee. Finance Leases are included in liabilities at their current value.

Assets purchased under such leases are included in fixed assets and depreciated

Statement of Accounting Policies

at usual rates.

(ii) **Operating Leases**

Under these leases, the lessor effectively retains all the risks and benefits of ownership. These lease payments are charged as expenses in the periods in which they are incurred.

(m) Employment Entitlements

Provision is made in respect of the Council's liability for gratuity allowances, and annual and long service leave. The liabilities for leave have been calculated on an actual entitlement basis at current rates of pay. The retiring gratuity liability has been assessed on an actuarial basis.

(n) Third Party - Transfer Payment Agencies

The Council collects monies for many organisations including Environment Canterbury, Building Industry Authority and others. Where collections are processed through the Council's books, any monies held are included in the Accounts Payable figure in the Statement of Financial Position.

(o) Projected Cost of Service 2003/04 and 2004/05

The projected cost of service for 2003/04 and 2004/05 relates only to operating expenditure. The projections do not include fixed asset purchases or capital expenditure on infrastructural assets. Details of these costs can be found under the Five Year Capital Expenditure Programme (see pages 121 to 142).

(p) Comparative Figures

Certain comparative figures have been restated to reflect changes in presentation.

(q) Income Tax

The income tax expense charged to the Statement of Financial Performance includes the expense and the income tax effects of timing differences. This has been calculated using the liability method.

(r) Financial Instruments

The Christchurch City Council is party to financial instrument arrangements as part of its everyday operations. These financial instruments include Banking Funds, Bank Deposits, Short Term Investments, Accounts Receivable, Sinking Fund Investments, Accounts Payable and Term Debt.

Details of the policy relating to Financial Instruments can be found in the introductory section of Volume I of the Corporate Plan : 2003 Edition. (Copies can be inspected at the Civic Offices or on the web at www.ccc.govt.nz)

(s) Investment and Development Property

The Council has no properties purchased or acquired for the primary purpose of earning capital gains or rental income.

(t) Financial Reporting Standard No. 29 (FRS 29) Disclosures

In accordance with the Institute of Chartered Accountants of New Zealand Financial Reporting Standard 29, the following information is provided in respect of the Long Term Financial Strategy:

(i) **Cautionary Note**

The Long Term Financial Strategy and financial information is prospective. Actual results are likely to vary from the information presented, and the variations may be material.

(ii) **Nature of Prospective Information**

The financial information has been prepared on the basis of best estimate assumptions as to future events which the Council expects to take place.

The financial information presented consists of both forecasts and projections. The financials for 2002/03 are forecasts which reflect the most probable outcome. The financials for 2003/04 and subsequent years are projections. They are based upon varying assumptions about the conditions that might exist and possible courses of action.

Statement of Accounting Policies

(iii) Assumptions

The principal assumptions underlying the forecasts and projections are noted in the Long Term Financial Strategy Section of the Strategic Statement. These assumptions were valid as at 16 July 2002, the date this Financial Plan and Programme was adopted.

(iv) Extent to which Prospective Information Incorporates Actual Results

Although the period covered by the Long Term Financial Strategy contains no actual operating results, some financial information has however been extrapolated from the Council's audited Financial Statements as at 30 June 2001.

(v) Purpose for which the Prospective Information is prepared

The Long Term Financial Strategy is in accordance with the Local Government Amendment Act (No. 3) 1996. The purpose of this legislation is to promote prudent, effective, and efficient financial management by local authorities.

Changes in Accounting Policies

Depreciation on Roading infrastructural assets has been changed from LRARA to Straight Line Depreciation. For further details of this change see Specific Accounting Policies (b) Depreciation (ii) Infrastructural Assets. All other policies have been applied on a basis consistent with those in previous years.

Policy Change Statement

To meet the requirements of Sections S223(1)(a) and (b) and (3)(b) of the Local Government Amendment Act (No. 3) 1996, it is stated that at this time the Council and its related organisations will have similar policies and objectives in 2002/03 and 2003/04. Where relevant, significant changes between the policies, objectives and activities proposed for 2002/03 and those for 2003/04 are described.



The entranceway to the Halswell Domain.



New Neighbourhood Park in Hillary Crescent, Upper Riccarton.

Statement of Financial Performance

Christchurch City Council	Notes	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
Income				
Significant Activities	(9)	77,072	79,676	86,065
Rates		131,350	138,689	146,913
Other Income	(1)	51,127	179,666	53,600
Total Operating Income		259,549	398,030	286,578
Expenditure				
Significant Activities	(9)	234,137	251,351	259,155
Other	(2)	6,381	10,324	11,540
Total Operating Expenditure		240,518	261,675	270,695
Operating Surplus		19,031	136,355	15,883
Vested Assets	(8)	24,396	15,000	15,000
Grants/Contributions to Major Projects		485	1,991	2,376
Surplus before taxation		43,912	153,346	33,259
Less Tax Expense		0	0	0
Surplus after taxation		43,912	153,346	33,259
Equity accounted earnings of Associates		(300)	0	0
Net Surplus for Year		43,612	153,346	33,259

For Notes - See pages 160 to 164

Statement of Movements in Equity

Christchurch City Council	Notes	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
Equity at 1 July		3,429,921	3,436,760	3,590,106
Infrastructural Assets Adjustment		0	0	0
Amended Equity at start of Year		3,429,921	3,436,760	3,590,106
Net Surplus Attributable to:				
Parent Entity Shareholders		43,612	153,346	33,259
Increases/(Decreases) in Revaluation Reserves		(36,773)	0	0
Total Recognised Revenues and Expenses for the Year		6,839	153,346	33,259
Equity at 30 June		3,436,760	3,590,106	3,623,365

Statement of Financial Position

Christchurch City Council	Notes	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
Equity		3,436,760	3,590,106	3,623,365
Non-Current Liabilities	(4)	74,582	115,755	92,138
Current Liabilities	(5)	80,211	57,820	71,764
Total Equity and Liabilities		3,591,553	3,763,682	3,787,267
Represented by:				
Current Assets	(6)	166,378	192,889	138,132
Non-Current Assets				
Investments	(7)	984,378	1,036,169	1,039,267
Operational Assets		491,188	528,866	559,064
Infrastructural Assets		1,658,311	1,706,429	1,744,254
Restricted Assets		291,298	299,329	306,550
Total Non-Current Assets		3,425,175	3,570,793	3,649,136
Total Assets		3,591,553	3,763,682	3,787,267

For Notes - See pages 160 to 164

Statement of Cash Flows

Christchurch City Council

OPERATING ACTIVITIES

Cash was provided from:

Rates, Grants, Subsidies and Other Sources
Interest Received
Dividends

Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
225,615	253,723	269,859
10,260	15,353	15,923
46,732	158,625	32,323
282,607	427,701	318,105

Cash was disbursed to:

Payments to Suppliers and Employees
Net GST
Interest Paid

180,565	232,156	241,474
1,769	0	0
5,806	4,967	3,614
188,140	237,123	245,089

NET CASH FLOW FROM OPERATIONS

94,467	190,578	73,016
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INVESTING ACTIVITIES

Cash was provided from:

Sale of Assets
Loans Repaid
Investments Realised
Capital Repatriation

2,074	2,423	3,430
26	0	0
11,049	47,400	400
0	0	0
13,149	49,823	3,830

Cash was applied to:

Purchase of Assets
Purchase of Investments

118,288	134,717	119,935
21,951	98,532	3,253
140,239	233,249	123,188

NET CASH FLOW FROM INVESTING ACTIVITIES

(127,090)	(183,426)	(119,359)
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FINANCING ACTIVITIES

Cash was provided from: Raising of Loans

45,860	68,394	3,308
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Cash was applied to: Repayment of Term Liabilities

40,527	49,035	11,723
--------	--------	--------

NET CASH FLOW FROM FINANCING ACTIVITIES

5,333	19,359	(8,415)
--------------	---------------	----------------

Increase/(Decrease) in cash
Add Opening Cash

(27,290)	26,511	(54,757)
168,538	141,248	167,759

ENDING CASH BALANCE

141,248	167,759	113,002
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Represented by: Cash and Short Term Investments

141,248	167,759	113,002
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Notes to the Financial Statements

Christchurch City Council

NOTE 1:

Income

Significant Activity Income:

(Refer to Note 9 - Summary of Activities)

Other Income:

Interest Income:

Subsidiaries	1,036	3,578	3,637
Loan Repayment Investments	398	468	783
Short-Term Investments	6,977	10,587	10,523
Special and Other Fund Investments	2,070	1,188	1,383

Total Interest Income	10,481	15,821	16,327
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Dividend Income:

Christchurch City Holdings Ltd

Ordinary	24,160	30,600	28,900
Special	0	128,000	3,423
Local Government Insurance Corporation Ltd	0	25	0
Selwyn Plantation Board	889	0	0
City Care Ltd	624	0	0

Total Dividend Income	25,673	158,625	32,323
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Sundry Income:

Petroleum tax	1,943	2,020	2,000
Sundry	9,467	0	0
Grants	3,563	3,200	2,950

Total Sundry Income	14,973	5,220	4,950
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Total Other Income

51,127	179,666	53,600
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NOTE 2:

Expenditure

Significant Activity Expenditure

(Refer to Note 9 - Summary of Activities)

234,137	251,351	259,155
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Notes to the Financial Statements

Christchurch City Council

	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
NOTE 2 (Cont'd):			
Other Expenditure			
Levies	4,225	3,542	3,829
Professional Fees re Subsidiaries	32	0	0
Sundry	2,124	6,782	7,711
Total Other Expenditure	6,381	10,324	11,540

NOTE 3:

After Charging:

Audit Fees	150	163	163
Depreciation	47,281	52,152	54,617
Interest	5,740	0	0

NOTE 4:

Non-Current Liabilities

Term Debt	52,910	93,712	69,551
Provision for Landfill Aftercare	14,582	14,953	15,498
Provision for Employee Entitlements	7,090	7,090	7,090
Total Non-Current Liabilities	74,582	115,755	92,138

NOTE 5:

Current Liabilities

Trade Creditors	31,234	31,234	31,234
Owing to Subsidiaries	6,591	6,591	6,591
Bank Overdrafts	0	0	0
Provision for Taxation	636	636	636
Current Portion of Term Debt	32,650	10,082	24,026
Unsecured Debt	0	0	0
Other	0	177	177
	71,111	48,720	62,664

Notes to the Financial Statements

Christchurch City Council

NOTE 5 (Cont'd):

Employee Entitlements

Accrued Pay
Annual Leave

Total Employee Entitlements

Total Current Liabilities

	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
	1,705	1,705	1,705
	7,395	7,395	7,395
	9,100	9,100	9,100
	80,211	57,820	71,764

NOTE 6:

Current Assets

Cash at Bank, and Short-Term Investments

Receivables and Prepayments

Rates Debtors
Other Trade Debtors
Amount owing by Subsidiaries
Amount owing by Associates
Other Receivables/Prepayments
GST Receivable
Dividends Receivable

	141,248	167,759	113,002
	6,776	6,776	6,776
	7,145	7,145	7,145
	774	774	774
	0	0	0
	5,808	5,808	5,808
	2,451	2,451	2,451
	377	377	377
	23,331	23,331	23,331
	(350)	(350)	(350)
	22,981	22,981	22,981

Less provision for Doubtful Debts

Total Receivables and Prepayments

Inventories

General Stores
Livestock and Feed
Souvenirs and Food
Development Land

Total Inventories

Total Current Assets

	1,576	1,576	1,576
	319	319	319
	200	200	200
	54	54	54
	2,149	2,149	2,149
	166,378	192,889	138,132

Notes to the Financial Statements

Christchurch City Council

NOTE 7:

Non-Current Assets Investments

	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
General Investments	977,239	1,028,771	1,032,024
Loan Repayment Investments	7,139	7,398	7,243
Total Non-Current Assets	984,378	1,036,169	1,039,267

NOTE 8:

Vested Assets

Restricted Land and Buildings	5,166	3,176	3,176
Infrastructural Assets	19,230	11,824	11,824
Artworks	0	0	0
	24,396	15,000	15,000

NOTE 9:

SUMMARY OF ACTIVITIES

Restatement of Comparative Figures

Comparative Figures for 2001/02 have been re-stated as follows:

	Annual Plan Forecast 2001/02 \$000s	Movement 2001/02 \$000s	Restated Forecast 2001/02 \$000s
Art Gallery	3,149	227	3,376
Car Parking	(2,669)	(53)	(2,722)
City Streets	34,217	(109)	34,108
Community Development and Customer Services	12,850	157	13,007
Economic Development and Employment	15,400	(41)	15,359
Environmental Policy and Regulatory Services	13,327	(389)	12,937
Housing	(1,996)	(145)	(2,141)
Library and Information Services	19,879	(155)	19,725

Notes to the Financial Statements

Christchurch City Council	Actual 2000/01 \$000's	Forecast 2001/02 \$000's	Forecast 2002/03 \$000's
Parks	26,152	(114)	26,038
Public Accountability	10,190	26	10,216
Wastewater	14,799	(65)	14,733
Sport, Leisure and Events	13,675	(136)	13,538
Waste Minimisation and Disposal	2,672	(26)	2,647
Water Supply	10,917	(64)	10,853
Corporate Expenses - Sundry Expenditure*		886	
	172,561	0	171,675

Note:

* Corporate Expenses provisions of \$886,000 are no longer included in Significant Activity Expenditure.

Summary of Activities	Net Cost			Gross Cost	
	Actual Net Cost 2000/01 \$000's	Restated Forecast Net Cost 2001/02 \$000's	Forecast Net Cost 2002/03 \$000's	Forecast Costs 2002/03 \$000's	Forecast Income 2002/03 \$000's
Summary of Service Delivery Activities					
Art Gallery	2,656	3,376	4,944	5,348	(404)
Car Parking	(3,559)	(2,722)	(2,804)	8,963	(11,768)
City Streets	32,730	34,108	35,041	48,511	(13,471)
Community Development and Customer Services	12,969	13,007	12,828	14,439	(1,611)
Economic Development and Employment	12,282	15,359	14,111	14,687	(575)
Environmental Policy and Regulatory Services	12,008	12,937	13,163	22,822	(9,659)
Housing	(3,096)	(2,141)	(2,022)	7,469	(9,492)
Library and Information Services	17,369	19,725	20,725	22,219	(1,494)
Parks and Waterways	16,026	26,038	28,653	30,964	(2,311)
Public Accountability	8,116	10,216	8,510	8,510	0
Wastewater	12,350	14,733	15,699	18,701	(3,002)
Sport, Leisure and Events	12,501	13,538	12,954	20,494	(7,540)
Waste Minimisation and Disposal	5,970	2,647	750	17,131	(16,382)
Water Supply	9,758	10,853	10,539	13,330	(2,791)
Waterways and Wetlands	8,985	0	0	0	0
Total Cost of Service Delivery	157,065	171,675	173,091	253,589	(80,499)
Add Back Service Provider Income				5,566	(5,566)
Activity Results represented in Statement of Financial Performance	157,065	171,675	173,091	259,155	(86,065)

Summary of the Borrowing Management Policy

For the full Borrowing Management Policy see pages 71 to 73 of the Strategic Statement which is available from the Civic Offices or at www.ccc.govt.nz.

Introduction

This policy has been established to ensure the prudent financial management for the issuance and management of Council debt.

Principles

The following principles underlie the policy:

- Borrowed funds will be used to fund capital expenditure and investment. An allowed exception is for working capital overdraft under section 4.12. Debt will be used as a residual funds source after funds generated from depreciation are applied to renewal and new capital expenditure. The mix of debt and revenue funding for capital funding will be determined by the Financial Plan each year.
- Debt raised will be repaid over the economic life of assets restricted to a maximum of 20 years to ensure inter-generational equity.
- Interest costs are part of operating expenditure and will be funded from operating revenue.
- The annual debt repayment provision will be funded from operating revenue.
- Interest rate exposure will be managed consistent with the aim to:
 - have interest costs where possible at or below interest rates projected from time to time in the Council's Long Term Financial Strategy or the rates determined to be economically feasible for specific assets funded
 - hedging is only allowed for debt in place (or part thereof) or where there is a commitment to borrow in the near future and not for speculative purposes
 - remain risk averse
 - maintain a mix of both fixed and floating rates, where appropriate, to maintain

flexibility and advantage in case of interest change.

- Debt financing is recognised as a component in the Council's Funding Policy and Long Term Financial Strategy to provide inter-generational equity which prevents costs being incurred by the current generation which are for the benefit of future generations.

Limits on Total Borrowing

- Total external debt as a percentage of total assets of the Council and Christchurch City Holdings Ltd, parent only, shall be no more than 12%.
- The total external debt of the Council and Christchurch City Holdings Ltd combined as a percentage of realisable assets (all assets excluding infrastructural and restricted assets) shall be no more than 33%.
- Net interest paid on term debt by the Council and Christchurch City Holdings Ltd combined will not exceed 8% of the consolidated gross revenue provided interest rates do not rise above 8.5%. Should rates rise then the Council will approve a further limit to contain interest costs.
- The ratio of net external debt of the Council and Christchurch City Holdings Ltd combined to funds flow from operations shall not exceed five times, ie an ability to repay debt over five years (medium term) before net capital additions.
Note: Funds flow from operations is the net cash surplus of gross revenue over operating cash expenses (excludes depreciation).

Borrowing

- Loans raised by the Council are to be secured by a charge on Rates revenue.
- The term of a loan must not be longer than the economic life of the capital assets it funds (as defined by the Council resolution) and in any event no more than 20 years.

Summary of the Borrowing Management Policy

- A loan may be raised in several tranches for terms less than 20 years. Repayments at maturity of a tranche within the term of a loan may be refinanced without further Council resolution. Refinancing loans shall not add to the term of the original loan.

Repayment of Debt

- Debt may be repaid by one or a combination of:
 - Annual Sinking Fund instalments where the Sinking Fund Commissioners hold the funds as a separate trust, for the Council, for the sole purpose of debt repayment of specific loans.
 - Annual Contributions to a Loan Repayment Reserve to be held by the Council for the sole purpose of applying at appropriate opportunities to repayment or reduction of loans.
 - Annual table repayment instalments providing for full repayment over the term of a loan being 20 years or less.
 - Repayment from revenue or other sources.
- With the exception of table loans, a minimum of 3% of the aggregate of the initial external debt raised by the Council and Christchurch City Holdings Ltd, combined, shall be repaid annually in accordance with one or a combination of the options set out in the bullet point above. Initial Debt is defined as the original sum of any loan borrowed which has not been fully repaid.

Interest Rate Exposure

- The Council may have an exposure to both fixed and floating interest rates. Fixed Rate Debt may vary between 35% and 100% of total debt maintained by either direct borrowing under these terms or by interest rate hedging. There is a preference for fixed rate borrowing to fund long term asset acquisition.

Liquidity Policy

- The debt maturity profile shall be maintained so that no more than 35% of the relevant debt matures in either of the current or following fiscal year unless the total relevant debt outstanding is lower than \$30,000,000. The relevant debt is the total external debt for the Council but excludes any leases, table loans, and floating rate short term loan issues.

Credit Exposure

- Hedging can only take place with counterparties who are credit rated 'A-' or better.
- Loan raising should be managed so that the impact of settlement default will not adversely affect the Council.



Deans Cottage at Riccarton Bush.

Summary of the Investment Policy

For the full Investment Policy see pages 74 to 81 of the Strategic Statement which is available from the Civic Offices or at www.ccc.govt.nz.

Introduction

This policy has been established to ensure prudent financial management of Council investments.

Principles

The following principles underlie the policy:

- Investments shall be managed to maximise the return to the Council consistent with the purpose of the investment and risk avoidance.
- The Council shall maintain a prudent mix of investments.
- Council investment management shall as far as possible be risk averse.
- Investments made outside of the policy require specific resolution of the Council.
- Interest rate exposure and yields on investments are to be managed according to practices outlined in this policy. Hedging, if used, is to cover the protection of the actual physical investment and its return.
- For the Capital Endowment Fund the investment objectives are:
 - Maintain the real value of the capital of the Fund with regard to inflation.
 - Maximise the value of the Fund and therefore the amount that can be distributed from the Fund over the long term, subject to a prudent level of portfolio risk.
 - Maintain a degree of consistency in the amounts that can be withdrawn on an annual basis.
- To fulfil the objectives for the Capital Endowment Fund the following investment principles will be followed in addition to those elsewhere in this policy:
 - Responsibilities under common law and statute must be met. The following policies will be interpreted and applied subject to this policy.

- The inflation-adjusted capital of the Fund shall not be withdrawn.
- An appropriate level of portfolio risk will be determined and accepted by the Council in consultation with professional advisors.
- An appropriate level of diversification of investments in portfolios across securities, sectors, asset classes and countries must be maintained.
- The investment portfolio will accept risks in a prudent manner and investment risk will be minimised for the expected level of return.
- The capital of the investment portfolio will be preserved on a quarterly basis by adjusting for (positive) changes in the Statistics New Zealand All Groups CPI.
- An investment fluctuation reserve must be maintained to finance budgeted distributions from the Fund.
- Liquidity must be considered and maintained at an appropriate level.
- The investment structure must be able to accommodate changes in the Fund's requirements and the investment environment.
- All aspects of the investment process and functions will be reviewed regularly.

Investment Categories Subject to the Policies - Their Purpose

The Council's investments are made for a range of purposes and fall broadly into five categories:

• General Funds Investments

General Funds may be invested in the following investment types:

- Cash and short term bank deposits
- Promissory Notes issued by suitably rated corporate entities
- Stocks and bonds
- Loans to community organisations
- Loans to individuals

Summary of the Investment Policy

- Loans to Council subsidiary companies including LATEs
- Loans to non-Council entities to facilitate community infrastructural asset creation (Council approval required)
- Real estate being held for market return purposes only
- **Equity Investments in Subsidiary Companies**

The Council holds equity investments in a range of subsidiary companies for a mix of the following purposes:

 - Providing a rate of return on the investment to be used for general revenue purposes.
 - Ensuring that ownership of essential infrastructural facilities with monopoly characteristics remain in community ownership.
 - Separating trading activities or services from the ordinary operations of the Council in the interest of transparency, efficiency and competitiveness of pricing.
- **Property Held for Investment Purposes**

Investment properties are defined as being held for market return purposes and having no Council operational function.
- **Investment of Reserve Funds including Trust Funds and the Capital Endowment Fund**

Reserve and trust funds may be invested in the following investment types:

 - Short term bank deposits
 - Promissory Notes issued by suitably rated corporate entities
 - Stocks and bonds
 - Loans to Council subsidiary companies
 - Loans to individuals (for Council approved purposes)
 - Loans to community organisations

- Shares in publicly listed companies
- Professionally managed portfolios of investments, either by direct investment or through Unit Trusts, including:
 - Equities, New Zealand wide, South Island Specific and overseas
 - Fixed Interest investments, both New Zealand and overseas
 - Short term cash
 - Real Estate
 - Other Investments the Council may from time to time resolve.

For further details of the investment policies as they relate to the Capital Endowment Fund refer to pages 150 to 151.

- **Sinking Fund Investments**

Sinking Funds may be invested in the following types of investment:

- Cash and Short Term Bank Deposits
- Promissory Notes issued by suitably rated corporate entities
- Stocks and bonds



Pioneer Stadium.

Changes to Fees and Charges

Listed below are proposed changes to fees and charges or new fees and charges for 2002/03 together with the comparative from 2001/02. All charges shown are GST inclusive.

Description	2001/02	2002/03
Car Parking		
Off-Street Parking		
(a) Lichfield Street Car Park: Basic Charge	From 1 August 2001: First hour free (*) 60c per half hour for hours 2 and 3 90c per half hour for more than 3 hours (*11 month trial only) \$5.00 to \$7.00	First hour free 70c per half hour or part thereof thereafter
Early Bird		Up to \$7.00
(b) Tuam Street Carpark: Basic Charge	60c per half hour \$5.00 to \$7.00	70c per half hour or part thereof Up to \$7.00
Early Bird		
(c) Manchester Street Carpark: Basic Charge	60c per half hour	First hour free 70c per half hour or part thereof thereafter Between \$6.00 and \$7.00
Early Bird	\$4.00 to \$6.00 each	
(d) Oxford Street Carpark: Basic Charge	60c per half hour \$5.00 to \$7.00	70c per half hour or part thereof Up to \$7.00
Early Bird		
(e) Kilmore Street Car Park: Basic Charge	60c per half hour \$5.00 to \$7.00	70c per half hour or part thereof Between \$6.00 and \$7.00
Early Bird		
(f) Hospital Car Parking: Main Site: Basic Charge	70c per half hour	Up to 80c per half hour or part thereof
(g) Farmers Carpark: Basic Charge	From 1 August 2001: First hour free (*) 60c per half hour for hours 2 and 3 90c per half hour for more than 3 hours (* 11 month trial only) \$5.00 to \$7.00	First hour free 70c per half hour or part thereof thereafter
Early Bird	\$5.00 to \$7.00	Up to \$7.00
(h) Downs Estate Car Park	\$14.50 per week	Up to \$16.00 per week
(i) The Crossing Car Park: Basic Charge	From 1 August 2001: First hour free (*) 60c per half hour for hours 2 and 3 90c per half hour for more than 3 hours (* 11 month trial only)	First hour free 70c per half hour or part thereof thereafter
(j) Art Gallery Car Park: Basic Charge		70c per half hour or part thereof Up to \$7.00
Early Bird		
On-Street Parking		
Parking Meters 1 hour meters	\$1.60 per hour	\$2.00 per hour

Changes to Fees and Charges

Description	2001/02	2002/03
City Streets		
Activities on Streets		
Attachments to Street Furniture		\$112.50 per application
City Water and Waste		
Water Supply		
Water Applications		
Water Supply Connection Fees and Charges - standard domestic	\$345.00	\$370.00
Wastewater		
Trade Wastes		
Annual Charges - for flow rate up to 5m ³ / day	Varies from \$130.50 p.a. to \$515.25 p.a.	Varies from \$135.00 p.a. to \$397.13 p.a.
Quarterly Charges - for flow rate over 5m ³ / day		
Volume	\$0.32974/m ³	\$0.36113/m ³
Suspended Solids	\$0.22793/kg	\$0.21431/kg
BOD	\$0.18405/kg	\$0.17910/kg
Tanker Registrations	\$13.50/m ³	\$18.00/m ³
Solid Waste		
Refuse Bags	\$0.90/bag	\$1.00/bag
General Refuse (Refuse Stations and Landfill)	\$73.25/tonne	\$87.50/tonne
Special and Treated Hazardous Waste (Landfill only)	\$73.25/tonne	\$110.00/tonne
Green Waste	\$44.00/tonne	\$52.50/tonne
Mixed Loads		
Mixed Load green/refuse (more than 50% green)	\$60.00/tonne	\$71.50/tonne
Mixed Load green/rubble (more than 50% rubble)	\$40.00/tonne	\$55.00/tonne
Community Relations		
Childcare Facilities		
Tuam St Early Learning Centre - Fees	\$3.60 per hour \$27.00 per day \$120.00 per week	\$3.70 per hour \$28.00 per day \$125.00 per week
Fendalton Hall (Functions must finish by 12 midnight)		
The Fendalton Hall is only available for Community Use in the evenings and weekends, as laid down in the terms of agreement for use of the Ministry of Education. This agreement is currently under review based on the expansion of the facility to also incorporate the former Fendalton Library.		
Private/Commercial Events: Functions/Socials etc		
Main Hall (Minimum Hire 4 hours)	\$150.00	\$150.00
Main Hall (Hourly fee after 4 hours)	(Note 1)	\$25.00 per hour
Kitchen	(Note 1)	\$5.00 per hour
Community Organisations: Social/Musical/Seminar/Presentations		
Main Hall	(Note 1)	\$15.00 per hour
Kitchen	(Note 1)	\$2.50 per hour
Leisure/Activity Events		
Tutor (Self Employed)		
Main Hall	(Note 1)	\$25.00 per hour
Kitchen	(Note 1)	\$2.50 per hour

Changes to Fees and Charges

Description	2001/02	2002/03
Community Programmes (Not for Profit)		
Main Hall	(Note 1)	\$12.50 per hour
Kitchen	(Note 1)	\$2.50 per hour
Avice Hill Craft Centre		
This property was gifted to the Council 'Subject to terms and conditions'. The property is to be modified in 2002 to provide for wider use by the community.		
Leisure/Art Programmes/Seminars		
Tutor (Self Employed)		
Art Studio	(Note 1)	\$20.00 per hour
Community Programmes (Not for Profit)		
Art Studio	(Note 1)	\$8.00 per hour
Corporate Office - Operations Section		
Cell Phone Site Investigation		
Cell Phone Tower Investigation (On Council Land)	\$2,000.00 per application plus Cost	\$2,250.00 per application plus Cost
Environmental Services		
Resource Consents		
Additional Fees		
When the time taken to process a non-notified application exceeds 4 hours (or 7.5 hours for \$675 applications), the additional time taken will be charged at:	\$65.00 per hour	Hourly rate determined by Officers salary x 2 divided by 1,350 hours + GST
For any application required to be publicly notified (including any requirement for a Designation or Heritage Order and requests for Plan Changes).		
Cost of Councillors/Community Board Members attending hearing:		
hearing time up to 3 hours	\$280.00	\$293.00
hearing time more than 3 hours	\$560.00 per day	\$585.00 per day
Cost of preparing the officer reports	Hourly rate determined by annual salary x 2 divided by 1,350 hours	Hourly rate determined by Officer's salary x 2 divided by 1,350 hours + GST
Cost of officers attending the hearing	Hourly rate determined by annual salary x 2 divided by 1,350 hours	Hourly rate determined by Officer's salary x 2 divided by 1,350 hours + GST
Miscellaneous		
Motor Vehicle Dealers Act 1975 Confirmation Letter	\$50.00	\$100.00
Massage Parlours Act 1978 Certificate of Compliance	\$50.00	\$100.00
Sale of Liquor Act Certificate of Compliance	\$100.00	\$150.00
Certificate of Land Acquisition under Overseas Investment Regulations 1995	\$275.00	\$375.00
Subdivision Applications		
The following categories are inclusive of consent processing fee, drainage fee, engineering approval and inspection fees and other Unit inputs:	Change in charging regime for 2002/03	
Category 1		
Boundary Adjustments, Rights of Way, Amalgamations, Fee Simple of 3 additional allotments or less, Unit Titles/Cross Lease of 5 units/flats or less.		
Controlled Activity (minimum fee)	(Note 1)	\$550.00

(Note 1) The charging in previous years has been made on a different basis.

Changes to Fees and Charges

Description	2001/02	2002/03
Discretionary and non-complying activity (minimum fee)	(Note 1)	\$850.00
<i>Additional fees for Category 1</i> Where in the circumstances the minimum fee is exceeded, the Council will reserve the right to charge an additional fee at the Scheduled hourly rate	(Note 1)	Scheduled hourly rate \$80 per hour
Category 2 Four or more additional allotments. Allotment Charge	(Note 1)	Living Hills Zone Living Hills A Zone Living Hills B Zone 1 - 10 lots \$650.00 1 - 20 lots \$450.00 1 - 30 lots \$325.00 1 - 40 lots \$250.00 > 40 lots \$225.00 All other zones 1 - 10 lots \$500.00 1 - 20 lots \$350.00 1 - 30 lots \$250.00 1 - 40 lots \$200.00 > 40 lots \$175.00
Category 3 More than 5 Units/flats Unit Titles or Cross Lease	(Note 1)	1 - 10 units \$175.00 1 - 20 units \$150.00 1 - 30 units \$125.00 1 - 40 units \$100.00 >40 units \$75.00
<i>Additional Fees for Categories 2 and 3</i> The schedules for these categories are to be regarded as a minimum fee. The final fee will be assessed at the time of request for Section 224 RMA Certificates and will be based on actual officers time by the scheduled hourly rate	(Note 1)	Scheduled hourly rate \$80.00 per hour
Notified Applications Minimum fee If hearing necessary	(Note 1)	\$1,200.00 plus additional fees as per other resource consent Plus scheduled fee for the pertinent category
Documentation Fees For documentation not associated with a current subdivision. Preparation of document Execution of document	(Note 1) (Note 1)	\$100.00 \$80.00
Bonding Fees (a) Works: Investigation and administration of bond Engineering clearance Where additional inspections are required, additional fees will be charged at scheduled hourly rate	(Note 1) (Note 1) (Note 1)	\$275.00 \$160.00 Scheduled hourly rate \$80.00 per hour

Changes to Fees and Charges

Description	2001/02	2002/03
(b) Reserve Contribution: Establishment and preparation Additional fees for withdrawal, consents and variations will be charged in accordance with the Documentation Fee above.	(Note 1)	\$240.00
Other Council Units Fees		
(a) Building Inspection Fee:		
1. Initial inspection Cross Lease and Unit titles - existing buildings	(Note 1)	Single Unit \$51.50 2-4 Units \$153.50 >4 units \$20.50 per unit
2. Where work is required and a further inspection is necessary	(Note 1)	\$60.00
3. New Cross Lease or Unit Title. No initial inspection fee but a \$60 fee is required if the applicant requests an inspection prior to the issue of a Code Compliance Certificate.	(Note 1)	\$60.00
(b) Road Name Plates		
Name Plate, bracket and fitting	(Note 1)	\$150.00
Post and Placement of post	(Note 1)	\$110.00
City Plan		
All 'Staff time' will be charged at the hourly rate established by formula	Hourly rate determined by annual salary x 2 divided by 1,350 hours	Hourly rate determined by Officer's salary x 2 divided by 1,350 hours + GST
Building Control		
Prepaid Fees		
Accessory Buildings (Residential use only)		
Non Habitable	\$186.50	\$206.00
Habitable/No Reticulation	\$238.00	\$258.00
Habitable/With Reticulation	\$341.00	\$361.00
Garage and Garage Workshops (Residential only)		
Single < 25 square metres	\$238.00	\$258.00
Others	\$298.00	\$318.00
Minor Internal Alterations - Residential	\$178.00	\$198.00
Project Information Memoranda		
Minor Works < \$10,000	\$65.00	\$75.00
Additions \$10,000 - \$50,000	\$100.00	\$110.00
Additions > \$50,000	\$160.00	\$170.00
Dwellings	\$160.00	\$170.00
Apartments	\$200.00	\$210.00
Commercial/Industrial	\$230.00	\$240.00
Building Consents - Review and Grant		
Process and Grant - All other building work	Charge of \$90.00 + \$60.00/hour for technical processing	Charge of \$90.00 + \$70.00/hour for technical processing + \$90.00/hour for specialist review
Leisure		
Sports Grounds - Association and Clubs		
Cricket		
Grass Prepared - Season	\$933.00	\$950.00
Junior/Secondary School Prepared Wicket (50% of preparation cost only)	\$468.00	\$475.00

Changes to Fees and Charges

Description	2001/02	2002/03
Artificial - Council Owned - Season	\$402.00	\$410.00
Casual Hires and Miscellaneous Events		
Application Fee		\$25.00
Casual Hires - Not Affiliated Clubs		
Samoan Cricket		\$31.50
Korfball		\$31.50
Athletics		
Training Track Season	\$306.00	\$312.00
Athletic Meetings (Hansens Park)		\$45.00
Fun Runs		
Sponsored Commercial Runs	\$143.00	\$146.00
Club Runs - Hagley Park - Per Day	\$38.00	\$40.00
Band and Marching Practice	\$143.00	\$146.00
Ribbon Parades	\$69.00	\$70.00
Bottle Lake Plantation		
Mountain Bike Events - 1 Off	\$38.00	\$40.00
Mountain Bike Events - Series	\$76.00	\$80.00
Fun Runs/Orienteering - per day	\$38.00	\$40.00
Miscellaneous		
Fairs/Carnivals - per day or half day		
Commercial	\$168.00	\$170.00
Community Groups and Schools, Churches etc	\$84.00	\$85.00
Picnics - Schools and Church Groups		
Polytechnics and Universities up to 20 people		\$22.00
Polytechnics and Universities above 20 people		\$45.00
Picnics - General Public		
Small Groups - Less than 20 people - booking made		\$22.00
Miscellaneous Non Sporting Events		
Commercial (+ \$200 Bond)		\$100.00
Non Commercial		\$45.00
Beach Activities - New Brighton and Sumner		
Beach Dig		\$45.00
American Football		\$15.00
Hagley Park - Power Box Maintenance Fee - per Event		
1 Power Box hired		\$50.00
2 Power Boxes hired		\$100.00
3 Power Boxes or more hired		\$200.00
Bond for Key access		\$50.00
Electricity Usage per kW/hr (based on reading)		\$0.20
Swimming Pools		
Halswell, Sockburn and Waltham		
Admissions:		
Adult	\$3.00	\$3.50
Unemployed, Students and Community Services Card	\$2.00	\$2.50

Changes to Fees and Charges

Description	2001/02	2002/03
Families		
Family (4) (2 adults, 1 or 2 children)	\$6.00	\$7.00
Family (3) (1 adult, 2 children)	\$4.00	\$4.50
Concessions:		
All pool specific unless otherwise stated		
Adult		
10 Swims	\$25.00	\$29.00
20 Swims	\$48.00	\$56.00
50 Swims Adult - QEII only	\$96.00	\$112.00
50 Swims Child - QEII only	\$50.00	\$66.00
Summer Season Outdoor Pools only	\$96.00	\$112.00
Beneficiaries, Senior Citizens, Disabled, Unemployed, Students and Community Services Card		
10 Swims	\$18.00	\$22.50
20 Swims	\$36.00	\$45.00
50 Swims Adult - QEII only	\$70.00	\$95.00
Summer Season Outdoor Pools only	\$70.00	\$95.00
NZSF Affiliated Members		
20 Swims Outdoor Pools	\$14.00	\$20.00
50 Swims Outdoor Pools	\$35.00	\$50.00
Centennial and Pioneer Leisure Centres and QEII		
Swim		
Adult	\$4.50	\$5.00
Beneficiaries, Senior Citizens, Disabled, Unemployed, Students and Community Services Card	\$3.50	\$4.00
Children (15 yrs and under)	\$1.50	\$2.00
Parent/Caregiver with Pre schooler	\$1.50	\$2.00
Family of 4 (2 adults, 1 or 2 children)	\$8.00	\$10.00
Family of 3 (1 adult, 2 children)	\$6.00	\$7.50
Additional Child (15 yrs and under)	\$1.00	\$1.50
Pool Memberships (site specific)		
Adults - 3 months - Base	\$90.00	\$105.00
Adults - 6 months	\$155.00	\$189.00
Adults - 12 months	\$290.00	\$340.00
Beneficiaries - 3 months - 75% of Base	\$70.00	\$75.00
Beneficiaries - 6 months	\$115.00	\$135.00
Beneficiaries - 12 months	\$215.00	\$240.00
Weights and Fitness Memberships (site specific)		
Adult - 3 months - base fee	\$100.00	\$105.00
Adult - 6 months	\$170.00	\$189.00
Adult - 12 months	\$320.00	\$340.00
Beneficiary - 6 months	\$130.00	\$135.00
Combined Memberships (across all CCC facilities)		
Adults - 6 months	\$240.00	\$252.00
Beneficiary - 6 months	\$180.00	\$189.00

Changes to Fees and Charges

Description	2001/02	2002/03
Concessions:		
Pool		
Child x 10	\$13.50	\$18.00
Child x 20	\$24.00	\$32.00
Adult x 10	\$40.50	\$45.00
Adult x 20	\$72.00	\$80.00
Beneficiaries, Senior Citizens, Disabled, Unemployed, Students and Community Services Card x 10	\$31.50	\$36.00
Beneficiaries, Senior Citizens, Disabled, Unemployed, Students and Community Services Card x 20	\$56.00	\$64.00
Aquafit		
Adult Casuals	\$5.00	\$6.00
Beneficiary - casuals	\$4.00	\$4.50
Adult Concessions x 10	\$45.00	\$54.00
Beneficiary Concessions x 10	\$36.00	\$40.00
Pioneer Leisure Centre Aerobics		
Casual	\$5.00	\$6.00
Casual Beneficiary	\$3.50	\$4.50
Concession x 20	\$80.00	\$95.00
Queen Elizabeth II Park		
Multisensory Facility		
Bookings are at half hour intervals with 25 minutes actual usage and 5 minutes wind down, clean up and handover		
Charges		
One Caregiver free per person		
Comprehensive Induction package - minimum of 4 Caregivers		\$25.00
Individual sessions with inducted caregiver (half hour)		\$3.50
Session with Facility Staff and caregiver		\$20.50
Group Session (maximum 6, plus 6 caregivers)		\$14.00
Group Session (maximum 6, plus 6 caregivers plus Facility Staff)		\$31.00
Rawhiti Golf Course		
Public (To apply from 1 January 2003)		
Adult	\$290.00	\$296.00
Married Couple (85% M/F)	\$495.00	\$505.00
Round Fees (no discount)		
18 holes (Weekends/Stats)	\$15.00	\$16.00
18 holes (Mon-Fri)	\$12.00	\$13.00
9 holes	\$10.00	\$11.00
Round Fees (Discounts)		
Concession Card (x 5)	\$50.00	\$55.00
Concession Card (x 10)		\$100.00
Sockburn Recreation Centre		
Aerobics		
Casual	\$5.00	\$6.00
Casual Beneficiary	\$3.50	\$4.50
Concession x 20	\$80.00	\$95.00

Changes to Fees and Charges

Description	2001/02	2002/03
Parks and Waterways		
Nursery Section		
Display Plants - Short Term Hire		
Hire Rate per occasion (5 days maximum duration)		
Outdoor - Tubs	\$3.50	\$4.50
Fairs, Events and Picnics		
Small Groups - Less than 20 people - booking made		\$22.00
Regional Parks		
Standard Fees		
Picnic Groups - Less than 20 people - booking made		\$22.00
Spencer Park		
Beach Permits	\$10.00	\$25.00
Mini Golf - children	\$2.00	\$3.00
Cemeteries		
Plot Purchases		
Child's Plot .76m x 1.50m	\$202.00	\$206.00
Ashes Plot .76m x 1.37m	\$106.00	\$108.00
Ashes Beam .76m x 1.37m	\$213.00	\$217.00
Full Size Plot 1.22m x 2.74m	\$602.00	\$614.00
Side x Side 2.44m x 2.74m	\$1,204.00	\$1,228.00
Plot Maintenance Fee - Full sized plot	\$103.00	\$105.00
Burial Fees		
Birth - 1 Year	\$106.00	\$108.00
2 Years - 9 Years	\$213.00	\$217.00
10 Years and Over		
Single Depth	\$457.00	\$466.00
Double Depth	\$591.00	\$603.00
Triple Depth	\$693.00	\$707.00
Ashes (burial)		
Attended	\$84.00	\$86.00
Unattended	\$34.00	\$35.00
Burials		
Public Holidays	\$346.00	\$353.00
Saturdays	\$346.00	\$353.00
Poor and Destitute	\$59.00	\$60.00
Disinterment		
Over 12 Months	\$522.00	\$532.00
Within 12 Months	\$847.00	\$864.00
Reinterment		
Over 12 Months	\$522.00	\$532.00
Within 12 Months	\$847.00	\$864.00
Use of Lowering Device	\$59.00	\$60.00
Less than 6 hours Notice	\$155.00	\$158.00
Burials after 5.00 pm	\$155.00	\$158.00
Ashes Interment on Saturday	\$105.00	\$107.00
Memorial Work		
New Plots	\$42.00	\$43.00

Equal Employment Opportunities Management Plan

Charter for Diversity (Incorporating EEO Policy)

(Reference to the Local Government Amendment Act No. 2, 1989 Section 119f and 119g).

Diversity

The Christchurch City Council is committed to a culture of diversity aimed at recognising, acknowledging, valuing, celebrating and utilising the diversity of people in our organisation and community.

Elements that contribute to diversity include age, aspirations, class, country of origin, gender, learning styles, personality, physical ability, language, professional experience, race, religion, beliefs, sexual orientation, socio-economic backgrounds, ethnicity and work styles. Diversity includes all ways in which people differ.

Processes and procedures will be regularly reviewed in terms of method and output for recognising, acknowledging, valuing, celebrating, utilising, and benefiting from the variety of backgrounds of people employed in such a way as to add value to the work of the Council.

Our organisational culture “Giving Value – Being Valued” is the written statement of the way we aim to do things and the way we aim to work together which promotes, values and advances diversity within the organisation.

Principles of Diversity

Christchurch City Council’s Charter for Diversity establishes the principles of our understanding and approach to diversity in the organisation as follows:

- All of us in Christchurch City Council should have an equal opportunity to contribute to, and participate in, the objectives of the Council’s work.
- Each of us in teams and units should accommodate and respect the diversity, culture, language and religion of each other within the organisation.

- Each of us has the opportunity to realise the full potential of our own individual development in the context of the Council’s activities through participation in, and contribution to, the Council’s services to the community.
- Individuals, teams and units should recognise the diversity of our people as a valuable resource and utilise and promote it to maximise our contribution to the people and community of Christchurch.

Diversity and Good Management

Managing for diversity requires a focus on three broad areas.

- Valuing diversity
- Employment equity
- Good management practice

Valuing Diversity

Valuing diversity means promoting and utilising the advantages and benefits of differences within the workforce.

The outcomes of valuing diversity include improved - team work, individual performance, customer service, customer relations, staff relations and the reduction of conflict.

People and organisations who value diversity are interested in identifying and overcoming barriers that prevent effective interaction between people, and in creating a work environment which welcomes and fosters diversity.

Employment Equity

Employment equity means recognising, supporting and promoting the right of all people to have genuine access to all levels and types of employment in our organisation. It also recognises that our aim is to make decisions in our workplace which will be fair and equitable.

Equal Employment Opportunities Management Plan

Good Management Practice

Good management practice encourages, emphasises and acknowledges the benefits of diversity within the workforce.

Managers, teams and people who operate effectively do so by implementing strategies for the utilisation of diversity.

We all need to be prepared to embrace diversity and accept change as a norm in order to realise the full potential of diversity for our future.

Christchurch City Council supports flexible work practices and employment arrangements to support diversity in the workplace.

Equal Employment Opportunity (EEO)

Effective diversity management practice is fundamental to achieving EEO outcomes for people at work. EEO objectives should include:

- A level of cultural diversity in our organisation that reflects the cultural diversity of our community.
- Promoting ethnic diversity within the Christchurch City Council reflecting the ethnic diversity of our community.
- Providing equal access to information for all people including promotional opportunities, job related benefits, and training and development opportunities
- Workplaces free of discrimination and harassment
- Aiming for all our people to have the necessary communication and management skills to work in culturally diverse environments

Objectives for 2002/03

Continue refocusing the organisation on diversity and its integration with the principles of GV-BV and the HR Strategy

To complete Christchurch City Council Diversity Charter

Training

- Develop a diversity (incorporating EEO) training programme for all new staff to the organisation and to anyone who has not completed EEO training
- Provide diversity awareness workshops within teams
- To include a diversity component in Team Leader Development Programme

Refocus Referral Advisors and clarify role and responsibilities around harassment prevention, diversity/EEO, disability and the 'Staff Support Programme'

Performance Indicators

- Implementation of the Diversity Programme to be completed by 5 August 2002
- Diversity Charter to be completed by 5 August 2002
- Advertised/circulated
- Conduct 16 workshops by 30 June 2003
- Train staff to provide a diversity awareness workshop at team meetings in 6 Units
- Diversity is integrated in Team Leader Development Programme by August 2002
- Consolidate roles of referral advisors/contact people into one single group of referral advisors by August 2002
- Ensure that 4 meetings per year for information sharing, networking and skills development

Glossary of Terms

Agenda 21

Agenda 21 establishes the basis for action to sustainable development. Sustainable development can be interpreted as providing the following:

- A viable natural environment capable of supporting life systems, now and in the future.
- A sufficient economy that provides sustainable livelihoods for all.
- Nurturing communities that provide opportunities for meeting social, cultural and spiritual needs.

Annual Citizens' Survey

This is an independent survey of citizens which is undertaken in March/April each year. Approximately 800 residents are interviewed on a variety of issues some of which are asked each year and some of which are topical. The questions which are asked each year enable the Council to track trends over the long term. Many of the survey results provide the data for the Triple Bottom Line performance indicators.

Asset Management Plans (AMPs)

AMPs cover all aspects - policy, management, financial and engineering, for all major assets. They ensure that the required level of service of these assets is maintained over the long term.

CAIP

Canterbury Abuse Intervention Project.

Capital Contingency Fund

An unspecified amount which is available to fund priority projects and to fund cost increases over and above the inflation provision.

Capital Endowment Fund

A \$75M fund has been set up with part of the proceeds from the Enerco Gas Network sale. This fund is a professionally managed fund with its own governance procedures. The fund is invested in a balanced portfolio of securities. A portion of the annual returns will be reinvested to protect the fund against inflation and the balance of the income is applied as follows:

- 70% to economic development projects
- 30% to civic and community projects

Christchurch City Council Financial Plan and Programme (The Financial Plan or sometimes referred to as the Annual Plan)

The Plan is the Council's statement of direction. It helps to ensure consistency and co-ordination in the decision-making and policy setting process.

As part of the process to finalise the Financial Plan, a Draft Financial Plan is published in April setting out the proposed plans and policies. The Council then seeks public input through the submission process before finalising the Financial Plan in July.

City Scene - The Financial Plan Edition

This is delivered to all households at the same time as the Draft Financial Plan is released. It summarises the key elements of the Draft Financial Plan. It also includes a list of the capital works for each Ward and these are cross referenced to the Ward map.

Community Board Funding

As part of the Plan process, Community Boards are allocated \$390,000 to fund projects or activities of their choice. This amount is split between funding for Community Worker positions (\$50,000), Project Funding (\$240,000) and Strengthening Community Action Plans (SCAP) (\$40,000). These amounts are allocated prior to the adoption of the Draft Plan. The remainder (\$60,000) represents discretionary funding which may be retained by the Community Boards for allocation throughout the year.

Cost of Capital

Cost of capital represents the opportunity cost of having capital (eg buildings, plant, equipment) employed in each activity. The cost of capital for 2002/03 is set at 6.8% and has been calculated on the book value of the assets utilised by each activity. It is taken account of when calculating fees and charges.

CWTP

The Christchurch Wastewater Treatment Plant is also referred to as the Sewerage Treatment Works.

Glossary of Terms

Debt Repayment Reserve

This is a reserve which has been set up using special dividends, return of capital and Enerco Gas Network sale proceeds. This reserve is used to repay loans and is also used in lieu of borrowing. In 2001/02 \$100M from the Enerco gas sale proceeds was transferred to this Reserve.

Depreciation

The charging of depreciation records the consumption and wearing out of the Council's assets. This is an accounting device to ensure that an appropriate amount of capital expenditure is spread as an expense in each year and matched against the income of the Council (including rates) in the operating account. For more information on depreciation, see pages 152 to 153.

Financial Management Policies

In 1994 financial management policies were adopted to ensure that the Council's level of debt is controlled. These policies were established on advice from a leading chartered accounting firm and our auditors, Audit New Zealand. The policies set the parameters within which the Council can operate in the long term. They include a series of prudent financial ratios which are the 'outer financial benchmarks' for the Council to live within. The other parts of the policy include a number of financial objectives for the short to medium term.

Financial Year

The Council's 2002/03 financial year runs from 1 July 2002 to 30 June 2003.

Funding Policy

The Funding Policy allocates the costs of Christchurch City's activities according to: who will benefit; and who will ultimately pay.

Costs are allocated bearing in mind issues of fairness, equity and practicality.

The Funding Policy is a requirement of the Local Government Act and is published in the Strategic Statement (available from the Civic Office and at www.ccc.govt.nz).

Inputs

Inputs are the resources used to produce the goods or services provided by the Council. Input items include labour and maintenance expenditure. Inputs are transformed into outputs through activities.

LRARA Depreciation Method

Depreciation of infrastructural assets (roads, sewers, water pipes, waterways) is calculated using the long run average renewals approach (LRARA). In order to comply with a new accounting standard, this method of depreciation will be replaced with straight line depreciation from 1 July 2003. City Streets has changed from LRARA to straight line depreciation from 1 July 2002 and the other infrastructural assets will be changed over from 1 July 2003.

Local Authority Trading Enterprise (LATE)

A Local Authority Trading Enterprise is a special company owned by a local authority. It is the local government equivalent of a State Owned Enterprise.

Long Term Financial Strategy (LTFS)

The strategy is at a high level and projects the expenditure (operating and capital) and the sources of funds for the period 2002/03 to 2011/12. The projected rate increases, debt levels and the impact on the four key ratios of the Financial Management Policies are also covered in the Strategy (see pages 19 to 27 for a summary of the LTFS).

Modifier

The modifier is a Funding Policy device to avoid significant adjustment difficulties arising from a reassignment of costs between the different rating sectors (otherwise known as avoiding sudden changes).

This year's Financial Plan process resulted in some very significant rate increases for the Rural and Residential Sectors. The modifiers which were approved ease the burden of the increase for the Residential and Rural Sectors (see pages 31 to 33).

Glossary of Terms

Outcomes

Outcomes are the impacts on or consequences for the community of the services or facilities provided.

Outputs

Outputs are the goods, services or products which the Council produces, eg advice, provision of services, and administration of regulations. Budgets have been structured on an output basis.

Outputs can be either Operational or Capital Outputs. Operational Outputs are based on inputs (expenses) from operating budgets. Capital Outputs are based on capital (expenditure inputs), eg fixed assets, infrastructural and restricted assets.

Output Classes

Output Classes are groupings of related or similar outputs which are aggregated for reporting purposes. The outputs specified on each of the activity pages (see 45 to 92) are at the output class level.

Public Accountability

This is a very broad service delivery activity which includes the direct costs relating to Councillors and Community Board members plus support and advice costs relating to the democratic process (see pages 74 and 75).

S20A Disclosure - Transit New Zealand Act 1991

This section of the Transit New Zealand Act requires minor and ancillary roading works and in-house professional services which receive financial assistance from Transfund NZ to be separately reported in the Plan (see pages 50 and 51).

Statement of Corporate Intent (SCI)

Is an agreed understanding between the Council (as shareholder) and each of the Trading Enterprises. The SCIs are negotiated annually and include the future objectives and performance of the Trading Enterprise.

Strategic Statement

The Strategic Statement sets the Council's long term strategic direction and broad policy directions. It was published in 2001 and is required by law to be published every three years. The Strategic Statement includes the Strategic Objectives, various Policy Statements, the Long Term Financial Strategy and the Funding Policy. A summary of the key elements of the Strategic Statement are included in this Financial Plan.

The Strategic Statement is available at the Civic Offices or at www.ccc.govt.nz.

Surpluses (Operating Surpluses)

The operating surplus is calculated to ensure that the Council does not breach any of its financial ratios. The four ratios which were put in place in 1994 are designed to control Council debt. To achieve this, the surplus calculation takes account of the long term capital programme, debt repayment, funds generated by depreciation and any special fund drawdowns.

TAOS

The Council's Library Computer System.



Kurashiki Sister City Garden, Halswell Quarry Park.

Elected Members

Mayor

Garry Moore CA

Deputy Mayor

Councillor Lesley Keast QSM JP

Councillors

Oscar Alpers LLB Notary Public
Carole Anderton
Paddy Austin MA(Hons) PhD
Erin Baker MBE
Helen Broughton MA DipEd(GC)
Sally Buck MEd
Graham Condon QSM JP
Barry Corbett
David Cox
Anna Crighton JP MA(Hons)
Carole Evans QSO JP
Megan Evans
Ishwar Ganda
Pat Harrow DipHort
Alister James LLB
Denis O'Rourke LLB
Gail Sheriff
Barbara Stewart
Ingrid Stonhill
Sue Wells BA
Chrissie Williams BTech(Hons)
Norm Withers
Ron Wright JP MPMI



Garry Moore



Lesley Keast



Oscar Alpers



Carole Anderton



Paddy Austin



Erin Baker



Helen Broughton



Sally Buck



Graham Condon



Barry Corbett



David Cox



Anna Crighton



Carole Evans



Megan Evans



Ishwar Ganda



Pat Harrow



Alister James



Denis O'Rourke



Gail Sheriff



Barbara Stewart



Ingrid Stonhill



Sue Wells



Chrissie Williams



Norm Withers



Ron Wright

Elected Members and Senior Management

Membership of Community Boards

Burwood-Pegasus

Don Rowlands (Chair)
Bob Andrews ANZIM
Glenda Burt
Carole Evans QSO JP (Cr)
Carmen Hammond
Alister James LLB (Cr)
Caroline Kellaway JP
Andy Lea JP
Chrissie Williams BTech(Hons) (Cr)

Fendalton-Waimairi

Mike Wall (Chair)
Sally Buck MEd (Cr)
Val Carter
Cheryl Colley JP MA(Hons) BBS DipTchg
George Hampton
Pat Harrow DipHort (Cr)
Yiyi Ku MMus(Dist)
Mark Kunnen
Barbara Stewart (Cr)

Hagley-Ferrymead

Bob Todd OBE JP (Chair)
Erin Baker MBE (Cr)
Rod Cameron
David Cox (Cr)
John Freeman JP MA
Yani Johanson
Denis O'Rourke LLB (Cr)
Linda Rutland
Brendan Smith MB ChB

Riccarton-Wigram

Mike Mora (Chair)
Paddy Austin MA(Hons) PhD (Cr)
Neville Bennett BSc(Hons) PhD
Helen Broughton* MA DipEd (GC) (Cr)
Ken Cummings
Ishwar Ganda (Cr)
Lesley Keast QSM JP (Cr)
Peter Laloli
Bob Shearing

Shirley-Papanui

Yvonne Palmer QSM JP (Chair)
Myra Barry QSO JP
Robin Booth
Anne Carroll
Graham Condon QSM JP (Cr)
Megan Evans (Cr)
Dennis Hills JP BSc FNZIC FIM FAPRI
CContEd MRSNZ
Ingrid Stonhill (Cr)
Steve Wright

Spreydon-Heathcote

Phil Clearwater MA(Hons) (Chair)
Oscar Alpers LLB Notary Public (Cr)
Carole Anderton* (Cr)
Lynda Carter
Barry Corbett (Cr)
Paul de Spa BA DipTchg
Sonia Gill BA ATCL AREINZ
Elizabeth Maunsell
Sue Wells BA (Cr)

Senior Management

City Manager

Mike Richardson
MA(Econ) MA(Town&Reg Planning) MRTPI FRS FNZIM

Director of Business Projects

Ian Hay
CA ACIS AFNZIM

Director of Finance

Bob Lineham
BCom FCA FNZIM

Director of Human Resources

Dorothea Brown
NZLA Cert FNZLA AFNZIM

Director of Information

Simon Markham
BA BTP

Director of Operations

Ken Lawn
BA DipTP MNZPI

Director of Policy

Jonathan Fletcher
BE(Hons) ME(Env Eng) MPP MIPENZ MNZAE

Members as at 1 March 2002

*Denotes member elected to both Council and Community Board

Directors of Trading Enterprises & Representation on Other Organisations

Listed below are the trading enterprises which the Council has an interest in, together with the directors of the trading enterprises. Also listed are other organisations which the Council is represented on. The 2002/03 plans for nearly all these organisations are detailed on pages 103 to 120.

Christchurch City Holdings Limited (100% owned)

Paddy Austin (Chair) (Cr)	Garry Moore (Mayor)
Oscar Alpers (Cr)	Barbara Stewart (Cr)
Craig Boyce	David Stock
Pat Harrow (Cr)	Peter Taylor
Alister James (Cr)	

Christchurch International Airport Limited (75% owned)

Syd Bradley (Chair)	Sue Sheldon
David Llyall	Gail Sheriff (Cr)
Denis O'Rourke (Cr)	Barry Thomas

Orion Group (87.625% owned)

Linda Constable (Chair)	John Gray
Philip Carter	Chris Laurie
Don Elder	Peter Rae
George Gould	Sue Wells (Cr)

Lyttelton Port Company Limited (65.38% owned)

Brent Layton (Chair)	Donald Stewart
Alan Grant	Barney Sundstrum
Ian Howell	David Viles
Sue McCormack	

Red Bus Limited (100% owned)

Ann Urlwin (Chair)	Ishwar Ganda (Cr)
Evan Frew	Barry McFedries

Selwyn Plantation Board Limited (39.32% owned)

Doug Marsh (Chair)	Graham Heenan
Allan Berge	Heather Wild
Peter Coakley	Chrissie Williams (Cr)

City Care Limited (100% owned)

David Spence (Chair)	Ron Wright (Cr)
Bob Foster	Paul Young
Doug Marsh	

Jade Stadium Limited (100% owned)

Bruce Irvine (Chair)	Barry Corbett (Cr)
Paddy Austin (Cr)	Hanlin Johnstone
Erin Baker (Cr)	Mike Prendergast
Vicki Buck	

Christchurch City Facilities Limited (100% owned)

Peter Taylor (Chair)	Dominique Dowding
Graham Condon (Cr)	Denis Sheard
David Cox (Cr)	

Canterbury Technology Park (Joint Venture)

Mary Harvey (Chair)	Richard Swan
Ian Hay	

Directors of Trading Enterprises & Representation on Other Organisations

Travis Finance Limited (100% owned)

Bob Lineham Peter Taylor
Mark Russell

Canterbury Development Corporation

Stuart Leck (Chair) Pat Harrow (Cr)
Carole Anderton (Cr) Doug Marsh
Paddy Austin (Cr) Cameron Moore
Barry Corbett (Cr) Garry Moore (Mayor)
Ian Hall

Canterbury Museum Trust Board

Paddy Austin (Chair) (Cr) Alan McRobie
Anna Crighton (Cr) Barbara Stewart (Cr)
Leo Hayward Murray Thacker
George Hook Ariana Tikao
Lesley Keast (Cr) Bill Woods
Ian Leggat

Riccarton Bush Trust Board

Charles Deans (Chair) Brian Molloy
Helen Broughton (Cr) Mike Mora
David Buist Barbara Stewart (Cr)
Brian Deans Alison Wilkie
Ishwar Ganda (Cr) Pamela Wilson

Recovered Materials Foundation Board

Denis O'Rourke (Cr) (Chair) Robin Mann
Sally Buck (Cr) Chris Pickrill
David Dougherty * Mark Prain *
Philip Falloon Mike Stockwell *
Dixon McIvor Arthur Williamson

* Three Advisory Trustees - not Board Directors

Transwaste Canterbury Limited

Denis O'Rourke (Cr) (Chair) Ray Harris
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How to contact us?

Phone us. If it is about a service then call us on 941-8999

Want to talk to the Mayor, your local councillor or community board member, or a member of staff and don't know the number, then phone us on 941-8660

Write to us at: PO Box 237, Christchurch

Email us at: info@ccc.govt.nz

Check out our website at: www.ccc.govt.nz

Call to see us: At the locations below

Civic Offices

163-173 Tuam Street

Beckenham Service Centre

148 Colombo Street (Temporary premises in the old Post Office building opposite the BP service station), Community Advocate: Nick Chapman

Fendalton Library and Service Centre

Corner Jeffreys and Clyde Roads, Community Advocate: Tony Gemmill

Linwood Service Centre

180 Smith Street, Community Advocate: Jude Pani

Papanui Library and Service Centre

Corner Langdons Road and Restell Street, Community Advocate: Barbara Ford

Shirley Library and Service Centre

36 Marshland Road, Community Advocate: Dennis Morgan

Sockburn Service Centre

149 Main South Road, Sockburn, Community Advocate: Martin Maguire

Riccarton Sub Centre

NZ Post Shop, 103 Riccarton Road



Civic Offices, 163-173 Tuam Street, Christchurch