

# 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.

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- 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

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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.