

Christchurch City Council Financial Plan & Programme 2004 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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Executive Summary

Rates

For the year ending 30 June 2004, rates for Christchurch ratepayers will increase overall by 2.81%. For more details on what impact this increase will have on the various sectors and on a selection of individual properties, see pages 30 to 35.

Operations

The total operating expenditure, the cost necessary to provide the services and facilities operated by the Christchurch City Council for the year ending 30 June 2004 is \$287.12M. Christchurch ratepayers are required to contribute a total of \$154.89M towards this cost.

The balance will be paid for by revenues from these activities and by 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 is \$97.54M.

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 2003/04. The only borrowing for 2003/04 relates to capital/loan contributions to Christchurch City Facilities Ltd (for investing in the Christchurch Engine Centre) and to Transwaste Canterbury Ltd.

A full summary of the capital and operating income and expenditure for 2003/04, along with forecasts for each year through until 2012/13, can be found on page 23.



"Tell us a story". Canterbury Crusader Richie McCaw reads to children at the launch of the Reading Crusade organised by Christchurch City Libraries.



Canterbury Crusader's captain Rueben Thorne autographs a jersey amongst a crowd of fans. The Reading Crusade promotion organised by Christchurch City Libraries spurred more than 7,000 primary and intermediate students to read more than 87,000 books during February and March 2003.

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.)

- Wainoni Park Redevelopment \$501,200 (\$1,527,000 spread over 3 years) (operating and capital)
- Canterbury Museum - Revitalisation Project Grant \$337,000 (\$1.68M spread over 5 years)
- Riccarton Bush Grant for Predator Fencing \$50,000
- Additional Resources for City Plan Zoning work \$317,000
- Road Network Improvements - Planning Work \$180,000
- Enforcement of Cleanfill Bylaws \$100,000
- Consultation Co-ordination \$80,000
- Economic Development and Employment Initiatives \$325,000
- Increase in Uniform Meter Charge (Gold Coin Per Half Hour) \$275,000
- Council Housing carpet replacement \$819,000 (\$8,200,000 spread over 10 years)
- Christchurch City Facilities Ltd Equity/Loan Investment \$24,000,000 (for the Christchurch Engine Centre)
- Real Time Information Signs for Car Parking Buildings \$300,000
- Paystations to be installed in Lichfield and Farmers Carparks \$250,000
- Hollis Avenue Improvements \$270,000 (spread over 2 years)
- Two new Sludge Digesters at the Christchurch Wastewater Treatment Plant \$6,000,000 (spread over 3 years)
- Water Site Security measures (\$60,000 per year for a 5 year period)
- Centre of Contemporary Art Grant \$100,000
- Ocean Outfall \$24M (additional capital spread over 8 years)
- Provision of 26 Black Rubbish Bags \$587,965 (\$2.98M over 2 years)
- North New Brighton War Memorial Hall \$540,000
- Art in Public Places - \$250,000 capital and \$7,500 operating for 2003/04, 2004/05 and 2005/06
- Theatre Royal - Contribution to redevelopment \$2.3M (2004/05)
- Creative Industries Expo \$425,000 (spread over 2 years) (Also includes \$100,000 of underwriting)
- Lake Isaac Watersport Park investigations \$150,000
- Clearwater Classic Grant \$300,000 (The Council has also made a commitment to an underwriting provision of up to \$100,000)



Artist's impression of the new South Christchurch Library, Service Centre and Learning Centre which is currently being constructed.

Sustainable Quality of Life Outcomes

Introduction

Helping to make sure Christchurch continues to be a great place to live over the next year, and in the years to come, is at the heart of this, the 2004 version of the Christchurch City Council's Plan.

The Plan gives details of the services which the Council intends to provide and the projects it plans to implement in the 12 months from 1 July 2003. It also gives an outline of the Council's general intentions for the following four years.

The outcomes which the Council is seeking to achieve are detailed in the Strategic Section of the Plan and focus on three broad areas as follows:

- Community Cohesion and Well Being;
- Economic Development; and
- Environmental Sustainability.

This Plan seeks to build on past Plans by helping to ensure that there is significant progress towards the achievement of these quality of life outcomes. Some services and projects have been reprioritised, and some new services and projects have been introduced. These changes are designed to lock in further progress towards the desired outcomes.

Put another way, the Council is keen to ensure that Christchurch continues to be a great place to live over the next 12 months and that this improvement continues so that, in five and 20 years, it is an even better place to live.

Economic Development

In this area the Council is seeking to achieve "sustainable economic development in order to generate employment and income and enhance the quality of life of all residents".

A new initiative which will make a significant contribution to this outcome is the proposal to invest \$24 million in an engine test cell facility for the Christchurch Engine

Centre. This is a rare investment opportunity which will allow the Christchurch Engine Centre (which is owned by Pratt & Whitney and Air New Zealand) to expand its engineering operations. This expansion will enable Pratt & Whitney secure a number of very large maintenance contracts. The economic impacts on the city are significant. They can be summarised as follows:

- the retention of 300 jobs at the Engine Centre;
- an estimated \$30.8M annual contribution to the Canterbury economy;
- an estimated \$16M contribution to the Canterbury economy during the construction phase;
- the creation of a substantial number of new jobs over the next 10 years;
- enhancing the city's high technology reputation and the promotion of the city as a centre for engineering and avionics; and
- the generation of a positive rate of return on the investment. (This investment will not be rate funded but will be financed by borrowing to fund the acquisition of shares and loans in a subsidiary of a Council controlled company - Christchurch City Facilities Ltd.)

In addition to the Christchurch Engine Centre investment, the Council is also proposing some further new economic development initiatives with the objective of increasing the number of sustainable employment opportunities.

These new initiatives are:

- **Film South** (\$100,000 a year)
There is currently unprecedented interest in New Zealand and Canterbury as a production location for major feature filming as a result of the Lord of the Rings trilogy. The November Council meeting recognised this and voted \$100,000 for Film South activities for the balance of 2002/03. This proposal locks this support in for subsequent years.

Sustainable Quality of Life Outcomes

- **Canterbury Regional Economic Development Strategy (CREDS) and Long Term Council Community Plan (LTCCP)** (\$50,000 in 2003/04 and 2004/05)

The CREDS document was published in late 2000 and is in need of a thorough revision and update. Concurrent with that need is the obligation for local government to consult and prepare a strategic planning document. The Canterbury Development Corporation (CDC) has been identified as the lead agency for the preparation of the Economic Development strategy component of the planning process. The \$50,000 in 2003/04 and also in 2004/05 will ensure that the CDC is resourced to carry out this task.

- **Industry Clusters - Development and Management** (\$100,000 a year for the next five years)

Industry clusters are about moving an increasing number of small to medium-sized enterprises through to export market development. The CDC has identified 6-10 industry groupings which have varying degrees of potential for clustering based facilitation interventions. Wellington City through its Economic Development Agency (WREDA) currently provides funding support for 12 clusters. CDC will receive \$100,000 per annum for this important work.

- **Creative Industries Expo** (\$300,000 in 2003/04 and \$200,000 in 2004/05. Included in the \$200,000 in 2004/05 is \$100,000 for underwriting.)

The development of a major Creative Industries Expo for 2004/05 is seen as a very real opportunity for the city to highlight the products of the creative industry sectors. This will raise the profile of the sector and provide a platform for significant marketing opportunities.

- **The Clearwater Classic** (\$300,000)

As a result of a submission from the Frontiers Group Australasia, the Council resolved to grant \$300,000 for the Clearwater Classic Golf Event. The 2003 event attracted a crowd of 17,175 and it is anticipated that the 2004 event will attract

similar numbers. Television coverage of the event includes 10 hours of prime time coverage on the Golf Channel in the USA, Japan and Canada. It has been estimated the worldwide television audience will be approximately 336 million people. Christchurch City will be a major sponsor and a major beneficiary with an estimated 235 jobs created. Increased numbers of visitors to the city and the economic spin-offs of this event are anticipated to be significant.

The above initiatives are grouped under the Economic Development outcome with a range of activities which continue from other years. A number will also contribute indirectly to the Community Cohesion and Well-being Outcome.

Environmental Sustainability

A recent survey has indicated that 76% of residents support the 'waster pays' principle as an effective way to reduce waste, but 55% disapprove of direct payment for refuse bags. It is against this background that the Council is proposing a staged introduction of 'waster pays' for refuse bags.

Homeowners have previously been getting 52 bags a year and this year's Plan provides for the supply of 26 rates-funded bags (in 2003/04). The Council also asked its Sustainable Transport and Utilities Committee to investigate and report back on:

- A staged introduction of 'waster pays' for refuse bags over two or three years
- The introduction of a rates funded wheelie bin for all households later in 2004, initially for the collection of greenwaste only and later to also include household putrescible waste, and
- additional ways of dealing with household organic waste (such as enhanced home composting methodologies)

The Council also resolved to undertake a special consultative procedure from November 2003 on the issue of household waste removal which clearly sets out the costs and benefits of each option.

Sustainable Quality of Life Outcomes

The purpose of these initiatives is to reduce the amount of waste sent to the landfill by encouraging citizens to carefully consider minimising their contribution to the waste stream.

Community Cohesion and Well-being

The new initiatives which will help ensure further progress towards this outcome are quite varied, and they have equal importance to economic and environment initiatives. Services and projects to enhance social wellbeing include:

- **New Grants**

New grants to the Combined Citizens Advice Bureaux (\$60,000), the Anglican Care Family and Community Division (\$15,000 a year for the next three years), Family Help Trust (\$30,000), K2 Trust Christchurch (\$15,000), Refugee Resettlement Support (\$10,000 a year for the next three years), Te Whatu Manawa Maoritaga O Rehua Marae Trust (\$22,000 - year one of a five-year commitment to service a Council loan), the Peace Foundation Disarmament and Security Centre (\$15,000), the Therapeutic Arts Trust (\$25,000 - year one of a three year commitment) and Christchurch Operatic (Showbiz Christchurch - \$25,000)

As a result of the submission process, the Council has also resolved to add \$100,000 to the Metropolitan Grants based funding from 2004/05 onwards and to make a one off grant of \$100,000 in 2003/04 to the Centre of Contemporary Art.

- **Consultation Initiative** (\$80,000)

The Council is proposing to make an \$80,000 provision which will help to improve the Council's current consultation processes. More specifically this will resource the further development and promotion of the 'Have Your Say' website. It will also ensure that the preliminary consultation guide and tool kits are trialed and evaluated to assist staff and elected members to improve our approach to

consultation. The development of a Consultation Charter and consultation forums are further specifics which will flow from this funding.

- **Electronic Civic Engagement** (\$50,000 for two years)

Coupled with the consultation initiative above are some electronic projects based around e-technology, and communications and community consultation. This funding will enable the development of newsletters, the Have Your Say website, an online discussion forum and a youth website.

- **Responsible Gambling Bill Enforcement** (\$30,000 a year)

Once enacted, the Responsible Gambling Bill will generate a considerable amount of additional work in the form of assessing compliance with Council policy, and assessing all applications for gaming machines and for the location of new gambling venues.

- **Canterbury Museum Revitalisation Project Grant** (\$337,000 for the next five years)

The Canterbury Museum revitalisation project has previously been supported by the Council with a commitment of \$8M over seven years. This additional contribution is the balance of the funding required for a major internal restructuring of the museum layout and incorporation of the Robert McDougall building within the museum display area. This contribution will also demonstrate local commitment to this project in order to help attract central government support for the enhancement of this important community facility.

- **The Theatre Royal** (\$2.3M in 2004/05)

As a result of the submission process the Council has agreed to make an equity contribution of \$2.3M in 2004/05 to the Theatre Royal Trust. This funding is subject to a full investigation during 2003/04 to ensure the Council can capitalise its contribution. The provision will enable the Trust to rebuild the entire back of theatre (ie from the proscenium arch backwards). Such a rebuild will ensure that the theatre meets the needs of a modern theatre.

Sustainable Quality of Life Outcomes

Budget Savings

Last year's Draft Plan referred to projected rate increases and the need to review and identify savings. Christchurch has a proportionately high number of residents on low or fixed incomes and the Council understands it needs to improve and maintain its financial discipline, identify and eliminate poor-quality spending and discover where savings can be made.

It is pleasing to report that since the 2003 Draft Plan was prepared a combination of budget scrutiny reviews, internal business-improvement reviews and work by the Council's Standing Committees and Business Units has ensured that this target was met. Since then some of these savings have been utilised by the Council in order to fund the partial reinstatement of black rubbish bags. The table below compares years:

	2003/04	2004/05	2005/06	2006/07	2007/08
Revised Budget & Projections	2.81%	3.60%	3.08%	3.02%	5.39%
Original Projections *	4.73%	6.80%	4.72%	3.81%	5.30%

* As per the Draft 2003 Financial Plan

These budgetary changes illustrate the Council's contribution to the Financial Stewardship Strategic Goal - "Continue to improve efficiency in the delivery of Council activities and programmes and measuring the value created through efficiency gains". (See page 47)

Further savings during the forthcoming year will be reflected in later Plans.

New Legislative Requirements

The new Local Government Act (2002) and the new Local Government (Rating) Act (2002) require a number of policies and statements to be included in the Plan. The Policies and Statements are:

- Funding Impact Statement
- Revenue and Financing Policy
- Rates Setting and Rating Policies
- Liability Management Policy
- Investment Policy
- Policy on Partnerships with the Private Sector, and
- Policy on Significance

The Funding Impact Statement is included in the Summary Section at the front of the Plan on pages 30 to 35 and the other policies are in the Supporting Information Section on pages 178 to 215.

Conclusion

We have outlined in this summary just a few of the key new initiatives. The Plan details of the complete programme for 2003/04 and the years that follow cover the full spectrum of activities which contribute to our strategic objectives.

The Council remains committed to making progress towards its strategic outcomes of community cohesion and well-being, economic development and environmental sustainability. Together these three outcomes will help improve the quality of life for all residents of the city.



Garry Moore
Mayor



Alister James
Chairman, Strategy &
Finance Committee



Lesley McTurk
Chief Executive Officer

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 15). The second part (the Triple Bottom Line Reporting - pages 14 to 21) includes some corporate measures which have been selected for their ability to track/demonstrate progress towards achieving the Council's Strategic Objectives .

Financial Overview

These pages (pages 22 to 29) 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 30 to 34 is the Funding Impact Statement which assesses the impact the 2003/04 rates will have on a cross section of properties.

The final page of this section is a summary of the Funding Impact Statement (see page 35).

Service Level & Programme Changes

The first part (see pages 36 to 41) of this section details the changes from the draft to the final Financial Plan for 2004. These changes were approved by the Council after considering the submissions on the Draft Plan.

The next part is the specific Plan issues section (see pages 42 to 44).

The next part summarises the differences between this Financial Plan and last year's Financial Plan (see pages 45 to 49). The individual items have been listed in bullet point form under the following headings:

- committed costs

- new operating initiatives
- new capital initiatives
- contribution to the rates saving
- service level reductions

Also included in 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 50 to 124) 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 each of the Council significant activities the budgets have been summarised on an output class basis. Output classes are best described as groups of activities which are 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.

A Section by Section Guide

The categories used to classify capital expenditure are:

- Renewals and Replacements - Maintaining existing assets. Necessary to sustain agreed levels of service.
- 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 125 to 145) itemises what capital improvements are scheduled throughout the city for the next five years, and how much is budgeted for each. It includes renewals and replacements 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 146 to 152) 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 154 to 222) contains details of the Capital Endowment Fund allocation, the budgeted financial statements, a list of proposed fee changes for various Council services, the Equal Employment Opportunities Programme for 2003/04, the Revenue and Financing Policy, the Rates Setting and Rating Policies, the Investment Policy, the Liability Management Policy, the Policy on Partnerships with the Private Sector and the Policy on Determining Significance. The Section also includes 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.



The Peacock Fountain performs in the Christchurch Botanic Gardens.



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, riverbanks, historically important exotic and indigenous trees and buildings
 - maintaining the garden city image
 - 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 ⁽¹⁾
- 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.

⁽¹⁾ In this context this refers to land or bodies of water of cultural importance to Māori.

D Democratic Governance

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

Strategic Goals and Objectives

- 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 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 Māori in Christchurch.
- 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

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.

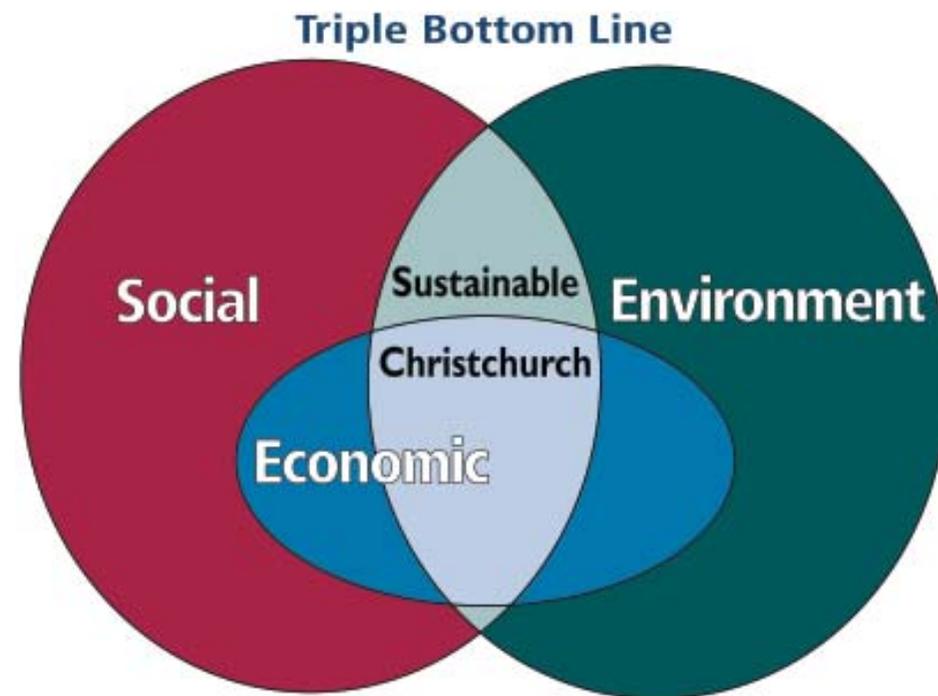
TBL reporting is the mechanism by which an organisation conveys its values or principles and its performance in matching them.

For each of our 14 significant activities, objectives, environmental, social and economic measures have been prepared (see the performance indicator tables on pages 50 to 97). They also include targets and it is against these targets that our actual performance will be compared in the 2004 Annual Report. In addition to the 14 significant activity measures, there are some 'corporate' or 'headline' measures (see pages 16 to 20). These are core measures which have been selected for their ability to track/demonstrate progress toward achieving the Council's Strategic Goals.

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. ECONOMIC DEVELOPMENT and C. ENVIRONMENTAL 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 principles detailed below. (These principles were adopted by the Council on 16 July 2002.)

- **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.

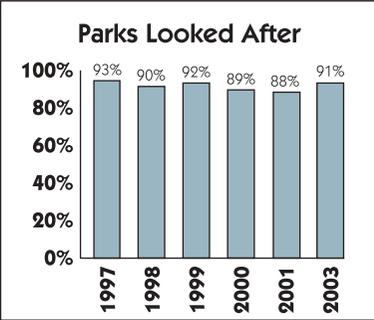
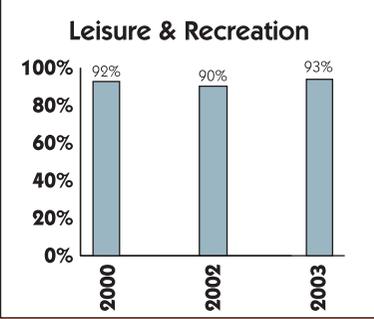
Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Goals								
<p>Community Cohesion and Well-being To measure Community cohesion and well-being.</p>		<ul style="list-style-type: none"> • That 65% of respondents surveyed in the Annual Citizens Survey feel part of their community. 		A								
<p>Fostering Economic Development To measure the fostering of economic development.</p>		<table border="1"> <caption>Community Feeling</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>47%</td> </tr> <tr> <td>2002</td> <td>46%</td> </tr> <tr> <td>2003</td> <td>51%</td> </tr> </tbody> </table>	Year	Percentage	2001	47%	2002	46%	2003	51%		B
Year	Percentage											
2001	47%											
2002	46%											
2003	51%											
<p>Environmental Sustainability To measure environmental sustainability.</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"> • Growth in number of jobs in small medium enterprises working with CDC (Target: 5% growth as measured by annual survey) 		C								

Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Goals										
<p>Democratic Governance To measure democratic governance.</p>		<ul style="list-style-type: none"> That not less than 80% of residents as surveyed in the Council's Citizens Survey are satisfied that they have some influence on decisions that the Council makes. 		D										
<p>Maintenance and Improvement of Essential Infrastructure To measure the maintenance and improvement of essential infrastructure.</p>		<div data-bbox="1066 639 1442 959"> <p>Council Decisions - Impact</p> <table border="1"> <caption>Council Decisions - Impact</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>82%</td> </tr> <tr> <td>2001</td> <td>84%</td> </tr> <tr> <td>2002</td> <td>84%</td> </tr> <tr> <td>2003</td> <td>88%</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Consistent or increasing use of non-car transport modes (<i>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</i>) Achieving a satisfaction rating of 84% or more for visitors to the Art Gallery (<i>Measured by user survey</i>). 	Year	Percentage	2000	82%	2001	84%	2002	84%	2003	88%		
Year	Percentage													
2000	82%													
2001	84%													
2002	84%													
2003	88%													

Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Goals
<p>Maintenance and Improvement of Essential Infrastructure (Cont'd)</p> <p>To measure the maintenance and improvement of essential infrastructure.</p>		<ul style="list-style-type: none"> Customer satisfaction with parks maintenance standards (<i>Target: 90% satisfied</i>).  <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>). 		E

Triple Bottom Line Reporting - Corporate Measures

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Goals										
<p>Maintenance and Improvement of Essential Infrastructure (Cont'd) To measure the maintenance and improvement of essential infrastructure.</p>	<ul style="list-style-type: none"> The risk to people and wildlife from the treatment plant discharge is minimised (Target: Pollutants in discharge reduced by 75% BOD and 75% suspended solids) 90% of customers are satisfied with the water quality / taste (Annual Residents Survey) 	<ul style="list-style-type: none"> 90% of customers are satisfied with the green crate recycling service provided <div data-bbox="1070 582 1458 906"> <table border="1"> <caption>Green Crate Collection</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>84%</td> </tr> <tr> <td>2001</td> <td>91%</td> </tr> <tr> <td>2002</td> <td>88%</td> </tr> <tr> <td>2003</td> <td>93%</td> </tr> </tbody> </table> </div>	Year	Percentage	2000	84%	2001	91%	2002	88%	2003	93%		E
Year	Percentage													
2000	84%													
2001	91%													
2002	88%													
2003	93%													
<p>Financial Stewardship To measure financial stewardship.</p>			<ul style="list-style-type: none"> Credit rating at least AA 	F										
<p>Treaty of Waitangi relationships To measure consultation processes.</p>		<ul style="list-style-type: none"> Increase in the proportion of consultation processes which involve manawhenua and other Maori (Target: 2% increase on 2002/03) 	<ul style="list-style-type: none"> Council financial ratios are maintained within prescribed limits. (See pages 28 and 29) 	G										

Triple Bottom Line Reporting - Corporate Measures

Objectives

Organisational Measures and Statistics

To be a good employer which is staffed by people with skills and motivation necessary to achieve high quality service delivery.

To be a sustainable organisation.

Environmental Performance Indicators and Statistics

- Increase recycling of Civic Offices waste (Target: 70% of Civic Office waste stream recycled)

Social Performance Indicators and Statistics

- Employee breakdown by Employment Arrangements:

2002/03

Permanent Staff	1,773
Temporary Staff	582
Full Time	1,326
Part Time	684
Casual	326
Long Term Leave Without Pay	1
Parental Leave	18

- Employees by Gender:

Male	45%
Female	55%
Female Team Leaders	73
Unit Managers	3
Directors	1
Male Team Leaders	123
Unit Managers	12
Directors	5

Economic/Financial Performance Indicators and Statistics

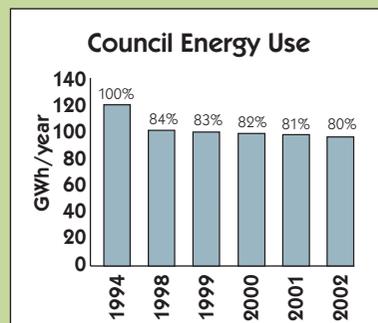
Triple Bottom Line Reporting - Corporate Measures

Objectives

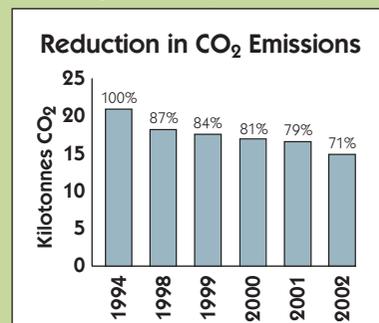
Organisational Measures and Statistics (Cont'd)

Environmental Performance Indicators and Statistics

- To reduce total Council energy use compared to total 1994 usage (Target: This is a long term measure for 2007/08. The 2007/08 target is 75% and the estimated interim target for 2003/04 is 78%.)



- To reduce Council CO₂ emissions compared to the 1994 emissions (Target: This is a long term measure for 2007/08. The 2007/08 target is 57% and the estimated interim target for 2003/04 is 65%.)



Social Performance Indicators and Statistics

Economic/Financial Performance Indicators and Statistics

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 Revenue and Financing Policy (see pages 178 to 180). The main objective of this policy is to ensure that major projects, resulting operating costs and debt are maintained at manageable levels.
- The revenue and financing mechanisms used to cover the estimated expenses of the Council are set out in the Funding Impact Statement (see pages 30 to 35).
- At the heart of the Revenue and Financing Policy are four ratios. These ratios set maximum limits in relation to the key financial drivers.

The four key ratios 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 28 and 29).
- An important principle of the Revenue and Financing 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. The Model enables any changes to be monitored to ensure that they are sustainable in the long term.

- The financial summary on page 23 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+ credit rating by the international credit rating agency Standard & Poor's.



The new footbridge, which links the Botanic Gardens with North Hagley Park.

Financial Overview Summary

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
	Approved Budget	Approved Budget	Forecast								
	\$M										
OPERATING SUMMARY											
Operating Expenditure	207.86	215.99	225.90	234.80	238.86	242.98	245.87	249.97	254.92	259.24	263.81
Depreciation	55.34	63.63	64.24	64.85	64.73	65.15	65.90	65.89	66.14	66.72	67.18
Interest Expense	7.07	7.51	8.69	10.08	12.64	15.35	17.58	18.56	20.09	21.65	22.66
Total Operating Expenditure	270.27	287.12	298.93	309.73	316.24	323.51	329.36	334.43	341.15	347.60	353.66
Ordinary Revenues	(92.93)	(103.65)	(105.68)	(105.43)	(106.46)	(106.12)	(104.75)	(104.56)	(104.33)	(104.14)	(103.71)
Interest and Dividends from CCHL	(32.32)	(28.20)	(29.10)	(29.50)	(30.30)	(31.30)	(32.00)	(32.80)	(33.77)	(34.62)	(34.91)
Interest Received	(15.21)	(14.73)	(14.22)	(13.43)	(13.65)	(14.03)	(14.55)	(14.94)	(15.88)	(16.73)	(17.35)
Rates	(145.51)	(154.89)	(162.53)	(169.60)	(176.79)	(188.42)	(199.09)	(207.72)	(216.49)	(225.25)	(233.90)
Operating Surplus/Contribution to Capital Projects	(15.71)	(14.36)	(12.70)	(8.23)	(10.96)	(16.36)	(21.04)	(25.59)	(29.32)	(33.14)	(36.21)
Percentage Rate Increase	3.70%	2.81%	3.60%	3.08%	3.02%	5.39%	4.55%	3.30%	3.23%	3.09%	2.93%
CAPITAL FUNDING SUMMARY											
Capital Expenditure	115.26	97.54	118.88	107.97	112.20	123.23	98.50	102.50	108.15	106.34	112.96
Provision for Debt Repayment	5.42	4.63	4.27	4.87	6.04	7.25	8.55	9.23	9.81	10.63	11.31
CCFL Equity/Loan Investment *	0.00	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Capital Cost	120.68	126.17	123.14	112.84	118.24	130.48	107.04	111.73	117.96	116.96	124.27
Funded by:											
Depreciation and Surplus (Deficit) on Operations	(63.14)	(69.68)	(68.12)	(63.79)	(66.02)	(71.30)	(76.06)	(79.83)	(82.96)	(86.45)	(88.97)
Capital Repayment/Sale of Assets in Total	0.00	(2.19)	(3.65)	(4.11)	(4.02)	(8.85)	(3.77)	(8.83)	(4.08)	(4.24)	(9.41)
Funded from Debt Repayment Reserve	(47.54)	(24.25)	(26.61)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserves	(6.12)	(4.70)	(3.92)	(5.62)	(7.15)	(7.12)	(4.45)	(3.73)	(3.71)	(3.69)	(3.67)
External Funding for Capital Projects	(2.38)	(0.50)	(0.57)	(0.55)	(0.54)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Borrowing Required for the Annual Programme	1.51	24.85	20.27	38.77	40.50	43.21	22.77	19.34	27.21	22.58	22.22
KEY ASSETS/LIABILITIES OF CCC											
Gross Debt	93.58	96.29	116.31	155.02	195.49	238.67	261.42	280.72	307.92	330.50	352.73
Less Sinking Funds & Debt Repayment Reserves	(51.78)	(38.35)	(16.56)	(22.31)	(29.48)	(38.26)	(48.82)	(60.64)	(73.69)	(88.27)	(104.34)
Term Debt	41.80	57.95	99.76	132.71	166.01	200.41	212.60	220.08	234.23	242.23	248.39
Less Reserve Funds	(124.30)	(130.56)	(134.58)	(137.28)	(138.63)	(140.19)	(144.58)	(149.86)	(155.39)	(161.14)	(167.14)
Net Debt *	(82.50)	(72.61)	(34.82)	(4.57)	27.38	60.23	68.02	70.22	78.84	81.08	81.25
TOTAL ASSETS (CCC & CCHL)	3,872.52	4,021.48	4,073.96	4,114.56	4,159.70	4,210.70	4,241.43	4,276.21	4,316.37	4,354.15	4,398.12
REALISABLE ASSETS (CCC & CCHL)	1,858.17	1,943.93	1,945.64	1,947.06	1,948.20	1,949.06	1,949.64	1,949.93	1,949.95	1,949.68	1,949.12
Net Debt (CCC & CCHL)	22.25	32.18	70.03	100.33	132.33	165.18	172.97	175.17	183.79	186.03	186.20

* Gross debt has increased by \$24M reflecting Council borrowing to invest in Christchurch City Facilities Ltd (CCFL). This debt including repayments will be fully serviced by CCFL.

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 published by the Council in 2001. (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 2003 Annual Plan allowed for a total capital spend of \$97.89M. The 2003/04 budget projections total \$97.54M for capital. The budget is relatively close to the capital projection despite there being some significant changes to the capital programme. These changes include removing the UV sterilisation capital (\$7.95M) from 2003/04 and reprogramming items which total \$9.98M from 2002/03 into the 2003/04 year. (Funding for the reprogrammed items is sourced directly from the unexpended funds in the Debt Repayment Reserve.) In addition to the removal of the UV Sterilisation Plant from 2003/04, there were a number of other items which were moved out to subsequent years.

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 57% of the average annual forecast capital expenditure over the next 20 year period. This funding percentage increases from 57% in 2003/04 to 66% by 2011/12.

(b) Depreciation

The depreciation provision of \$63.63M is very close to the projected figure of \$63.14M. The difference between the 2002/03 budget and the 2003/04 budget figures reflects a combination of the change from LRARA to Straight Line depreciation (this is an accounting Standard change which must be in place by 1 July 2003) and an increase in the value of the asset base.

The depreciation provision is projected to steadily increase to \$67.18M by 2012/13.

(c) Ordinary Operating Expenditure

While this year's efficiency gains (total \$7.12M) are significant, their impact on the overall expenditure budget has been offset to a large extent by some major cost increases and commitments (total \$3.41M). These cost increases/commitments were not known about when the 2003/04 projections were adopted.

The most significant of these increases are:

• Graffiti Removal	\$250,000
• Burwood Landfill Contract	\$300,000
• Burwood Landfill Cover Material	\$210,000
• Burwood Landfill Gas Control	\$800,000
• Increased insurance costs	\$449,890

In addition to these cost increases, the Council has also included some new operating initiatives in 2003/04. Some of the more significant new operating initiatives are:

• Resources for City Plan Zoning	\$317,000
• Canterbury Museum Revitalisation Project	\$337,000
• Clearwater Classic - Event Funding & Underwriting	\$400,000
• Provision of 26 Black Rubbish Bags	\$587,965
• Economic Development	\$550,000
• Road Network Improvements - Planning work	\$180,000

Financial Overview

(d) Revenue

The revenue figure which includes user charge revenue, grants and Transfund subsidies is \$8.47M up on the projected revenue figure. This is made up of a wide variety of increases ranging from sewer cost shares, hazardous waste charges, tipping fees, Jellie Park revenue, car parking fees, the Robert McDougall Gallery lease, Art Gallery venue hire and shop sales.

The ordinary revenue figure for 2003/04 can be broken down as follows:

• Fees and charges	\$85.46M
• Grants and subsidies	\$18.19M
	<u>\$103.65M</u>

Projected Rate Increases

At the meeting to adopt the Draft 2003 Plan, the Council resolved to reduce the 2005/06 rates requirement of \$176.87M by \$10M. While the target was more than achieved (\$13.83M), some of the savings were later utilised by the Council in order to fund the partial reinstatement of black rubbish bags.

The rate reductions are noted below:

	2003/04	2004/05	2005/06	2006/07	2007/08
2004 Plan	2.81%	3.60%	3.08%	3.02%	5.39%
Original Projection*	4.73%	6.80%	4.72%	3.81%	5.30%

* As per the Draft 2003 Financial Plan.

Dividends

The dividend projection for 2003/04 was \$28.90M and this has remained the same in the Plan. The Council is not anticipating any special dividends in 2003/04.

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 \$24.85M to be borrowed in 2003/04 relates to borrowing for equity investments. 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
- Christchurch City Facilities Ltd (Equity/Loan Investment) *	\$24,000,000

* For funding the Christchurch Engine Centre see page 43 for more details.

Interest Rates and Inflation Provisions

In establishing the projections, interest rates of 5.50% for interest earnings and 6.75% 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 2003/04 budget allows for \$3.74M 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. That policy statement is now part of the Revenue and Financing Policy (see below).

Revenue and Financing Policy

The Local Government Act requires that the Council adopt a Revenue and Financing Policy which ensures operating revenue is set at a level sufficient to meet the projected operating expenses and that funding of the capital expenditure programme is prudent. (Refer to pages 178 to 180 for the Policy.)

Targets and Objectives for 2003/04

Local authorities are required to prepare and adopt a Long Term Financial Strategy, Funding Impact Statement, Investment Policy and Liability Management Policy. The Long Term Financial Strategy is printed in full in the Strategic Statement (available at the Civic Offices or at www.ccc.govt.nz). 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 Impact Statement, Investment Policy, and Liability Management Policy, set out in the Strategic Statement, and the actual achievement of those objectives and policies.

Specific Targets and Objectives for 2003/04 are noted below and on the next page:

Long Term Financial Strategy

Objective	2003/04 Target
Maintain four key ratios in the long term:	
Term Debt as a percentage of Total Assets below 12% ⁽¹⁾	4.05%
Term Debt as a percentage of Realisable Assets below 33% ⁽²⁾	8.37%
Net Interest as a percentage of Operating Revenue below 8% ⁽³⁾	- 0.62%
Net Debt in relation to Funds Flow below 5 times ⁽⁴⁾	0.42%
Operating Surplus	\$14.36

⁽¹⁾ ⁽²⁾ See page 28 for more details. ⁽³⁾ ⁽⁴⁾ See page 29 for more details.

Funding Impact Statement

Objective	2003/04 Target
Proportion of revenue by source:	
User Charges	34.36%
Grants and Subsidies	5.39%
Corporate Revenue	14.22%
Capital Value Rating	41.90%
Uniform Annual Charge	4.13%
Rates by Sector	
Residential	72.24%
Commercial/Industrial	24.95%
Rural	1.57%
Institutions	1.24%

Financial Overview

Liability Management Policy

Objective	2003/04 Target
Maintain adequate liquidity	No more than 35% of total debt maturing in any one year
Provision for debt to be repaid by contribution to a debt repayment reserve	Liquidity ratio at not less than 1:1 (100%) excluding special purpose investments and the current portion of term debt
Maintain debt ratios within specified limits	Not less than 3% per annum Refer to Long Term Financial Strategy targets on previous page

Investment Policy

Objective	2003/04 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



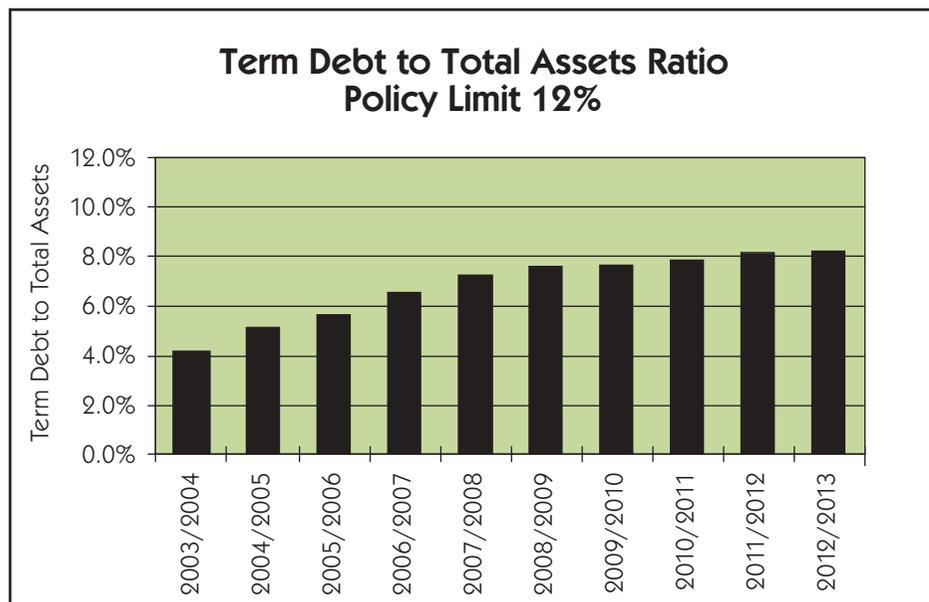
Hagley Park in autumn.



Hagley Park in spring.

Financial Overview

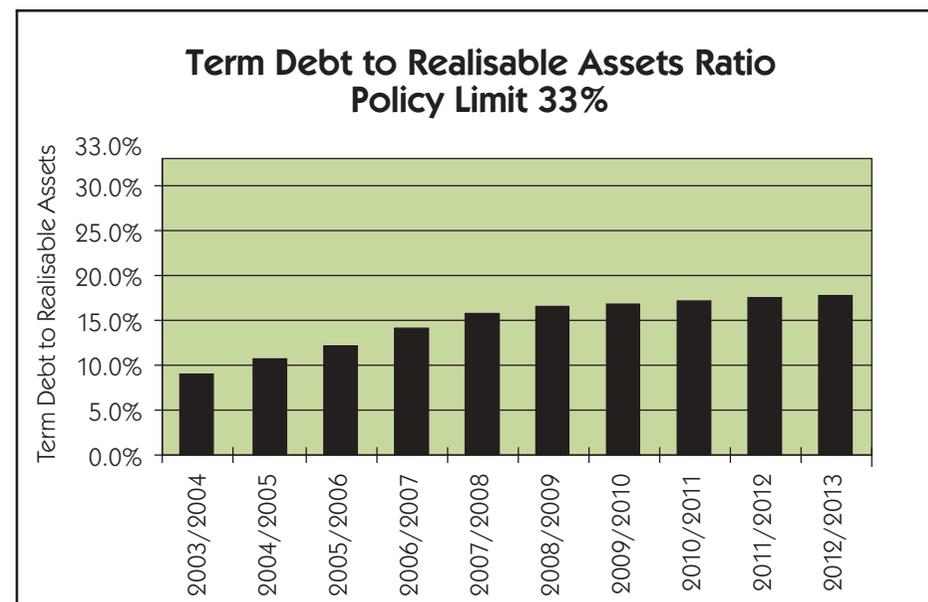
The four financial ratios referred to on page 22 are described and graphed below:



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 4.05 per cent and reaches a peak of 8.03 per cent in 2012/13. Over a 20 year period it reaches a peak of 8.81 per cent in 2021/22.

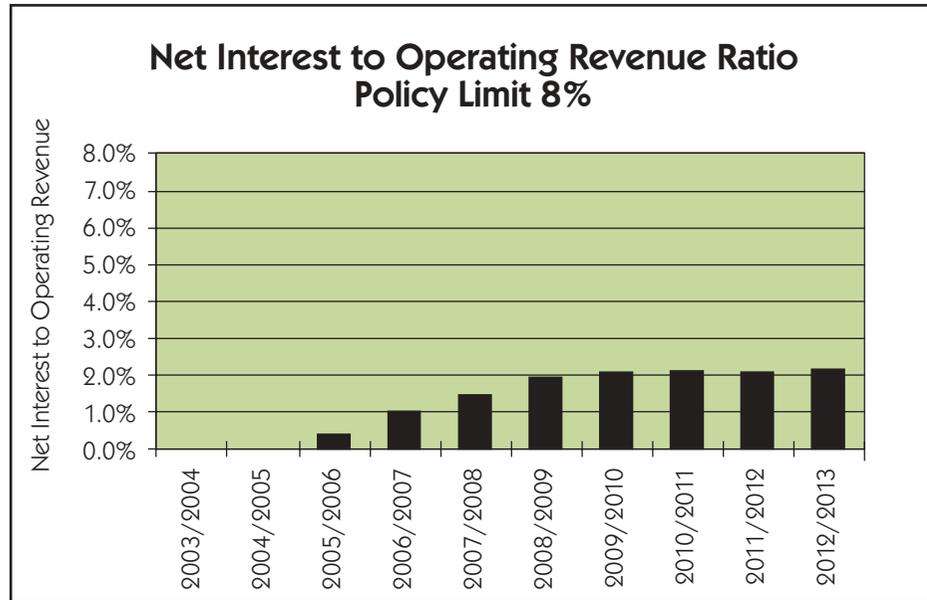


Term Debt to Realisable Assets Ratio - Policy Limit 33%

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 8.37 per cent and reaches a peak of 18.13 per cent in 2012/13. Over a 20 year period it reaches a peak of 22.81 per cent in 2022/23.

Financial Overview

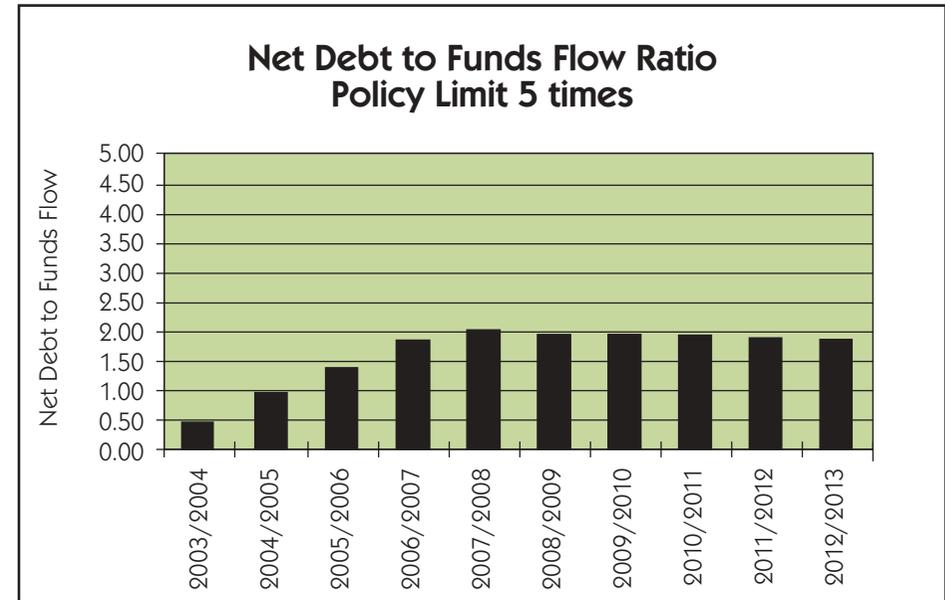


Net Interest to Operating Revenue Ratio - Policy Limit 8%

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 2.2 per cent and reaches a peak of 2.36 per cent in 2012/13. Over a 20 year period it reaches a peak of 2.36 per cent in 2016/17.



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 0.42 times and reaches a peak at 2.04 times in 2007/08. Over a 20 year period it reaches a peak of 2.04 times in 2007/08 and declines thereafter.

Funding Impact Statement

Funding Impact Statement

New legislation requires the Council to provide a Funding Impact Statement. This includes the funding and rating policies provided in previous years. There are generally few changes to the impact of either revenue charging policies or rating policies on individual ratepayers.

The funding of Council operations was developed under the Funding Policy adopted in July 2001 (and as amended). This policy was drawn up under the old Local Government Act, but the financial principles and processes used are in accordance with the financial management requirements of Section 101 (3) (a) of the new Act and therefore the results in terms of allocation of costs to users and ratepayers is still relevant and will be used for 2003/04.

The allocation process will be reviewed next year as part of the introduction of the Long Term Council Community Plan.

Revenue & Financing Mechanisms

The Revenue and Financing mechanisms are developed from an analysis of the Council activities and includes a process which identifies:

- the gross cost and the allocation of this to the users of services and ratepayers
- the direct benefits of services and any charges made for these
- the allocation of costs to ratepayers by differential sectors
- and the allocation of the shortfall of user charges to ratepayers.

This is outlined in summary in the table on page 35 entitled 'Summary of the Funding Impact Statement'.

The Council has budgeted to receive revenue from a number of sources and these are detailed in the table which follows.

General revenue made up of:

• Interest & dividends from CCHL	\$28.20M
• Interest	\$14.73M
• Fees & charges	\$85.46M
• Grants & subsidies	\$18.19M
Total	<u>\$146.59M</u>

Rates revenue made up of:

General Rates	\$100.03M
Uniform Annual General Charge	\$13.91M
Targeted rates	\$40.95M
Total Rates to be set	\$154.89M
Rates Penalties	\$1.40M
Total	<u>\$156.29M</u>

The Council has budgeted operating expenditure of \$287.12M leaving an operating surplus of \$14.36M. The surplus will be used to finance capital expenditure or placed in reserves.

Rate Setting and Rating Policies

The Council will set rates in accordance with this Annual Plan for the financial year 2003/04 which total \$154.89M. This is the amount that the ratepayers of Christchurch will be required to contribute in order to fund this Plan.

Funding Impact Statement

The Council has resolved on a range of rating policies. The full detail of these is on pages 187 to 192. These are generally a continuation of those used last year. However the impact may change for individual rating units.

The Valuation System used for rating

The valuation system used for rating is the Capital Value system.

The value of each rating unit is set by independent valuers and based on values as at 1 September 2001. A rating unit is the property which is liable for rates and is generally a separate property with its own certificate of title.

Of significance is the change in the legislation making the 'ratepayer' the owner, whereas for those commercial properties with rate paying tenants, it was the 'occupier'. The change does not cause a change in the quantum of rates, rather who pays. Ratepayers affected have been notified.

Inspection of rates information for each rating unit

The Capital Values, the District Valuation Roll, and the Rate Information Database information and the estimated liability for rates for 2003/04 for each rating unit is available for inspection on the Council's Internet site (www.ccc.govt.nz) under the heading 'Ratesinfo' or by enquiry at any Council Service Centre.

Differential system used

Differential rating will be used for both general rates and targeted rates. Each rating unit is assigned to a category, based on land use, and the sum of all categories is the basis of allocation of rates in the Funding Impact Statement, formally known as the Funding Policy.

The differential categories used are:

- Sector A - Residential and other

- Sector B - Commercial/Industrial
- Sector C - Rural
- Sector D - Non-rateable

The full text of the differential categories is detailed on pages 184 and 185.

The quantum of rates required from each sector is based on the Funding Impact Statement calculations on an activity by activity basis and summed up to the Council-wide rate requirement as expressed in the table on page 35 called 'Summary of the Funding Impact Statement'.

The sector requirement will be assessed to each rating unit within the sector based on its relative Capital Value or in the case of Uniform Annual General Charge, on the basis of one charge per each separately occupied part of a rating unit liable.

Rates to be set and the rate types

It is planned to set the following rates for 2003/04 (GST included):

- | | |
|---------------------------------|--|
| • General Rates | \$112,531,594 |
| • Uniform Annual General Charge | \$15,648,885 set as \$105 per charge |
| • Targeted rates of: | |
| • Water Supply – Full Charge | \$11,815,219 |
| • Water Supply – Half Charge | \$260,760 |
| • Sewerage | \$22,851,080 |
| • Land Drainage | \$11,035,327 |
| • Water Supply Fire Connection | \$111,700 |
| • Excess Water Supply | Not known until meters are read and invoiced |

The full text of the Rates Setting Statement is on pages 181 to 184.

Funding Impact Statement

Rate Type Descriptions

General Rates

General Rates are levied on capital values according to the Funding Impact Statement on a differential basis. General rates (including the Uniform Annual General Charge) provide for approximately 73.56% of the total rate requirement of the Council, being the net rate requirement after targeted rates are determined. General rates (and UAGCs) therefore fund all activities of the Council except those funded by targeted rates.

Uniform Annual General Charge

A portion of general rates is levied as a uniform annual general charge of \$105 per rating unit or each separately used or inhabited part of a rating unit.

The uniform charge is levied to recover costs which have been determined in the funding impact statement 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.

Targeted Rates

The following rates will be set and assessed on a capital value basis differentially to the rate sectors as shown on the Funding Impact Summary table on page 35.

- Water supply – full charge – for properties connected to the Council’s water system
- Water supply – half charge – for properties within the serviced area but not connected to the Council’s water system
- Sewerage – for properties within the serviced area where a service connection is available
- Land drainage – for properties within the serviced area

The Water Supply Fire Connection targeted rate will be set on a uniform basis to the rating units serviced, of \$100 per connection.

The Excess Water Supply Targeted Rate will be set as part of this Annual Plan but will be assessed as the meters are read. The estimated revenue from this source is \$1.422M.

A full definition of the rate types is contained on pages 181 to 184.

Rates Due by Ratepayers

The new Local Government (Rating) Act 2002 has required Councils to redefine the rate process, the rate remission and postponement policy, rate penalty and the rating relationship with Environment Canterbury.

The City Council is the rate collecting agent for Environment Canterbury (the Canterbury Regional Council). Combined assessments and invoices will be issued by the City Council as in the past.



The recently developed Cambridge Green on the corner of Salisbury and Barbadoes Streets.

Funding Impact Statement

Rates Payable - 2002/03 Actual and 2004 Financial Plan Compared

Capital Value \$	2002/03 Actual ⁽³⁾ \$	2004 Plan ⁽³⁾ \$	Difference \$
Residential ^{(1) (4)}			
120,000	700	726	26
160,000	898	933	35
200,000	1,096	1,140	44
260,000	1,394	1,450	56
300,000	1,592	1,657	65
400,000	2,087	2,174	87
Commercial ^{(1) (4)}			
100,000	844	837	-7
200,000	1,583	1,569	-14
300,000	2,322	2,302	-20
500,000	3,800	3,766	-34
1,000,000	7,496	7,427	-69
Rural ^{(2) (4)}			
200,000	606	632	26
300,000	856	896	40
500,000	1,357	1,423	66
1,000,000	2,609	2,741	132

Notes

- (1) Fully serviced properties, and includes a Uniform Annual General Charge of \$105 per property.
- (2) Not paying Water, Sewerage or Land Drainage Targeted rates. Includes a Uniform Annual General Charge of \$105 per property.
- (3) Includes GST but does not include the Canterbury Regional Council Rates.
- (4) Some properties may also be liable for the Targeted Water Supply Fire Connection rate of \$100 per connection per property.

Rates Process

Summary of the rates process under the new Act:

- The rate requirement for the Council is determined by the net result of the operating budget for next year and is summarised in the Annual Plan page 23.
- The Funding Impact analysis which results in the allocation of rates to differential sectors - the summarised result is on the table on page 35.
- The Council resolved on a Uniform Annual General Charge of \$105 – with a rate yield of \$13.9M.
- The balance of rates are allocated to rating units liable based on Capital Values.
- The rate requirement and allocation is formally determined by the adoption of this Annual Plan.
- The rates are then applied (assessed) to each rating unit (the rateable property) and a notice of assessment will be sent to each ratepayer in October 2003.
- The owner of the rating unit is now primarily the ratepayer. This may be a change for some leased rating units. Ratepayers concerned have been informed.
- Several uniform charges will be applied where there is multiple occupancy of a rating unit (there was only one in the past).
- Rates are invoiced to each ratepayer four times a year. The first instalment is based on 25% of last year's rates.
- Payment must be made by the due date or a 10% penalty is imposed.
- Payment may be made by direct debit, by post or by payment at a Council counter.

Remissions and Postponements

Rate remissions may apply where there is significant public good in the use of the land. In addition remissions may apply where penalties have been imposed but there is a reasonable excuse for late payment in accordance with the Council's remission policy.

Funding Impact Statement

Postponement will be considered where the ratepayer is experiencing financial hardship. The policy on remissions and postponement is detailed on pages 187 to 192.

Determining Funding Needs and Allocation

The new Local Government Act 2002 requires, within the context of prudent financial management, that the funding needs of the Council be determined after consideration of:

- the community outcomes from each activity;
- the distribution of benefits within the community from the activity;
- the period over which the benefits occur;
- the extent to whether parts of the community require the activity to be undertaken
- the costs, benefits and consequences of distinct funding of an activity; and
- the impact of funding allocation on the social, economic environmental and cultural well-being of the community.

The previous Funding Policy of the Council included all of these considerations on an activity by activity basis and was intended to run for a further year, therefore no further review is required this year other than minor amendments for changed activities.

A major review will occur as part of next year's Long Term Council Community Plan.

Details of the Funding Impact Statement

The Council plans to fund its services for the 2003/04 financial year as follows (2001/02 and 2002/03 are included for comparison purposes):

	2001/02	2002/03	2003/04
User Charges	33.39%	33.50%	34.36%
Grants and Subsidies	4.20%	4.11%	5.39%
Net Corporate Revenues	17.56%	17.32%	14.22%
Capital Value Rating	40.88%	41.24%	41.90%
Uniform Annual Charge	3.97%	3.83%	4.13%

In adopting the 2004 Funding Impact Statement, the Council resolved to avoid significant difficulties for the residential and rural sectors by making the following modifications:

- transferring \$841,667 of costs to the commercial sector;
- transferring (\$196,667) of costs from the residential sector; and
- transferring (\$645,000) of costs from the rural sector.

The Council has resolved to completely remove the residential modifier, while leaving the rural modifier unchanged. This leaves unaltered the subsidy provided to the Rural Sector. The rationale for maintaining the status quo for Rural Sector rates is that a full review of the revenue, financing and Funding Impact Statement will be undertaken as part of developing the Council's first Long Term Council Community Plan next year. The revised modifications are:

- transferring \$645,000 of costs to the commercial sector; and
- transferring (\$645,000) of costs from the rural sector.

The different sectors will experience changes to their rates over the 2002/03 rates as follows:

Residential	+3.88%	Rural	+4.19%
Commercial/Industrial	-0.78%	Institutions	+15.11%

Rates for 2003/04 will be shared among the ratepaying sectors as follows:

Residential	72.24%	Rural	1.57%
Commercial/Industrial	24.95%	Institutions	1.24%

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.

Summary of the Funding Impact Statement

The budgeted costs of the benefits the Council proposes to provide in 2003/04, and their proposed funding, are shown in the following table:

	Users \$	Residential \$	Commercial \$	Rural \$	Institutions \$	Totals \$
Costs and Modifications						
Costs						
47.97% General Benefits	0	116,802,598	31,171,356	4,037,912	9,397,641	161,409,508
51.62% Direct Benefits	140,008,237	12,333,264	21,028,837	264,760	56,352	173,691,449
0.41% Negative Effects	1,390,910	0	0	0	0	1,390,910
	141,399,147	129,135,862	52,200,193	4,302,672	9,453,992	336,491,867
Modifications						
Transfer User Costs to Rating	(27,791,448)	21,671,689	3,339,579	37,877	742,304	0
Non-Rateable	0	6,317,181	1,696,249	231,378	(8,244,808)	0
Avoiding Sudden Changes (Modifier)	0	0	573,333	(573,333)	0	0
	(27,791,448)	27,988,870	5,609,161	(304,078)	(7,502,504)	0
Total Costs and Modifications	115,607,699	157,124,732	57,809,354	3,998,594	1,951,488	336,491,867
Funded By						
User Charges						
33.93% User Charges	114,185,699	0	0	0	0	114,185,699
0.42% Excess Water Supply Targeted Rate	1,422,000	0	0	0	0	1,422,000
5.39% Grants & Subsidies	0	8,582,908	9,313,175	216,743	25,391	18,138,217
14.22% Net Corporate Revenues	0	36,665,025	9,845,056	1,342,923	0	47,853,005
Total User Charges	115,607,699	45,247,933	19,158,231	1,559,666	25,391	181,598,921
Rates						
29.73% General Rates by Capital Value		68,525,543	29,644,711	1,857,829	0	100,028,084
4.13% Uniform Annual General Charge		12,452,907	1,262,707	194,507	0	13,910,120
0.03% Targeted Water Supply Fire Connection Rates		16,267	78,756	0	4,267	99,289
3.19% Water Targeted Rates		8,103,766	1,877,841	98,183	654,413	10,734,203
2.92% Land Drainage Targeted Rate		7,672,763	1,955,912	180,505	0	9,809,179
6.04% Sewer Targeted Rate		15,105,552	3,831,197	107,904	1,267,418	20,312,071
Total Rates		111,876,799	38,651,122	2,438,927	1,926,098	154,892,946
Total Funding	115,607,699	157,124,732	57,809,354	3,998,594	1,951,488	336,491,867

Changes from Draft to Final Plan

Introduction

The Draft Plan for 2004 was released on the Council's website on Thursday 10 April 2003 and was available in printed form for public comment from Wednesday 23 April 2003. The submission period closed on Wednesday 28 May 2003.

In an effort to encourage more people to 'have their say' on the Plan, the submission form was published in the May edition of City Scene and also on the Council's web site as well as in the Draft Plan itself. The form in the Draft Plan proved very popular with 86 (27.92%) submitters using this form.

It is also worth recording the huge growth in the use of modern technology for transmitting submissions. In 2000 email submissions reached double figures for the first time, with 18 submissions being received by this medium. In 2001 67 (8%) submissions were emailed. In 2002 a total of 230 submitters (33%) either used the web form or emailed their submissions. This year 77 submitters (25%) either used the web form or emailed their submissions. Although a slight decrease on last year, there was also a decrease in the overall number of submissions received.

Public Submissions

This year 308 submissions were received with submitters raising a total of 455 issues. Although this number was considerably down on recent years the number of submitters that wanted to be heard by the Annual Plan Subcommittee was 125 (40.85%) of all submissions received. This was greater than the number of submissions heard in 2002 both in terms of numbers and as a percentage of submissions received (114).

Almost two thirds of the submissions this year were requests for additional Council spending on a large number of existing projects and new initiatives. These included a significant number of funding requests from community organisations. This reflects the decreasing funding available from other funders.

While many of these requests were quite modest, a number of groups were seeking grants in excess of \$500,000 including a request from the Theatre Royal for \$2,300,000 and from the Lake Isaac Watersports Park for \$12,400,000.

Roading issues continue to generate a large number of submissions, with many requests being received for the rescheduling of road improvements and other projects in the capital works programme.

A large number of submissions were received on the refurbishment and seismic upgrade of the North New Brighton War Memorial Hall.

A breakdown of submissions by topic is detailed below:

Topic	2003
Art Gallery	1
Capital Repatriation/Capital Endowment Fund	1
Central City	1
City Streets	99
Community/Social Issues	27
Economic Development	5
Environment	9
Financial/Rates/Council Spending	36
Grants	82
Heritage	8
Housing/Property/Urban Renewal	78
Leisure/Events	26
Libraries	6
Parking	3
Parks/Waterways	26
Public Accountability	9
Public Consultation	6
Trading Activities	11
Waste/Sewerage	17
Water Services	4
TOTAL	<u>455</u>

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 15 July 2003.

Financial Changes

	2003/04	2004/05	2005/06	2006/07	2007/08
Operating Adjustments - Expenditure	\$	\$	\$	\$	\$
Art Gallery					
'Our City' - Provision for Opening Weekends	22,000	22,000	22,000	22,000	22,000
Corporate					
City Care Ltd - Contract Renegotiation Changes	(586,420)	(646,420)	(646,420)	(646,420)	(646,420)
Canterbury Museum Trust Board Building and Development Project Grant	49,000	49,000	49,000	49,000	49,000
City Streets					
Pole Crash Safety Projects	50,000	50,000	50,000	50,000	50,000
Community Relations					
Canterbury Youth Workers Collective - John Harrington	11,000	11,000	11,000	11,000	11,000
198 Youth Health Trust	45,000				
Economic Development - CDC					
Creative Industries Expo - Event Funding	225,000	100,000			
Creative Industries Expo - Underwriting		100,000			
Energy Efficiency Project Savings					
Corporate Services - Council Chamber Lighting Upgrade	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)
Central Library - Air Conditioning Controls Upgrade	(6,000)	(12,000)	(12,000)	(12,000)	(12,000)
Water services - Inefficient Pumps Replacement		(20,000)	(20,000)	(20,000)	(20,000)
Environmental Services					
Increased LIM Expenditure	40,000				

Changes from Draft to Final Plan

	2003/04	2004/05	2005/06	2006/07	2007/08
	\$	\$	\$	\$	\$
Operating Adjustments - Expenditure (Cont'd)					
Grants					
Canterbury Hockey Association	5,500	5,500	5,500	5,500	5,500
Lifeline Christchurch	25,000				
North Avon Property Trust	10,000				
Arts Canterbury Inc - Arts Guide	10,000				
Centre of Contemporary Art	100,000				
Metropolitan Grants - Base Funding Increase		100,000	100,000	100,000	100,000
Information Management & Technology (IM&T)					
Savings in Desktop Support	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Streamlined Administration/Management	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Leisure					
Clearwater Classic - Event Funding	300,000				
Clearwater Classic - Event Funding Underwriting	100,000				
Primary Schools Cultural Festival (Funded from Town Hall Education Fund)	12,000	12,000	12,000		
Christchurch Passive Watersports Facility - Investigation	150,000				
Parks					
Art in Public Places - Maintenance of Capital	7,500	7,500	7,500		
Property - Asset Management					
Bishopdale Community Centre - Kitchen Upgrade	10,000				
Property Management					
Taylor's Mistake Baches - management of future land tenure	50,000				
Total Operating Adjustments Expenditure	448,580	(403,420)	(603,420)	(622,920)	(622,920)

Changes from Draft to Final Plan

	2003/04	2004/05	2005/06	2006/07	2007/08
	\$	\$	\$	\$	\$
Operating Adjustments - Revenue					
Car Parking					
Infringement Fees and Fines - Increased Revenue	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Parking Meters - Increased Revenue	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Environmental Services					
Increased LIM Revenue	(290,000)				
Total Operating Adjustments - Revenue	(540,000)	(250,000)	(250,000)	(250,000)	(250,000)
Capital Adjustments					
City Streets					
Kerb & Channel Renewals					
Boon St		(10,000)	(206,437)	216,437	
Tyne/Pope/Lowe (Blenheim - End)		(10,000)	(206,437)	260,000	
Cambridge Tce (Barbadoes - Fitzgerald)				534,638	
Woodbridge Rd	12,200	252,600	(12,200)	(252,600)	
Kerb & Channel Enhancements					
Barrie St		(200,890)	200,890		
Cambridge Tce (Barbadoes - Fitzgerald)				(534,638)	
Road Network Improvements					
Clarence/Riccarton/Straven Intersection		251,000			
Cycleways					
Bealey Ave (Park - Fitzgerald)	(129,049)	129,049			
Major Amenity Improvements					
Latimer Square Stage II - Latimer Square	(200,000)	200,000			
Neighbourhood Improvements Works					
Lochee Road	23,000	(23,000)			
Mathers Rd Traffic Calming	61,000				
Blenheim Road					
Blenheim Road Deviation	(1,707,000)	(4,974,688)	4,083,254	2,598,434	
Blenheim Rd Property Sales			4,728,000		(4,728,000)
Blenheim Rd - Contribution from Transit NZ		540,000		(540,000)	

Changes from Draft to Final Plan

	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)					
New Construction/New Kerb and Channel/Paths					
Hollis Avenue	(115,000)	135,000			
Property Unit					
Parklands Library (Capital brought forward)	70,000	(70,000)			
Library & Information					
Parklands Library Stock (Capital brought forward)	150,000	(150,000)			
Corporate					
Warners Heritage Hotel (Loan)	652,000				
Theatre Royal (Equity Funding)		2,300,000			
City Water & Waste					
Recovered Materials Foundation (RMF)	104,000				
Water Supply - Security	60,000	60,000	60,000	60,000	60,000
Leisure					
Art in Public Places	169,000	200,000	209,000		
Jellie Park Upgrade (Pools) - Project Moved Forward		3,337,000	(3,337,000)		
Jellie Park Upgrade (Changing Rooms) - Project moved Forward		45,000	(45,000)		
Parks & Waterways					
Heathcote Domain - Toilet	(50,000)	50,000			
Cypress Gardens/Ruru Cemetery Toilet	45,000	(45,000)			
Property - Asset Management					
North New Brighton War Memorial Hall - Seismic Upgrade	540,000				
Total Capital Adjustments	(314,849)	2,016,071	5,474,070	2,342,271	4,668,000

Changes from Draft to Final Plan

Other Changes

In addition to the financial changes listed on pages 37 to 40, the Council also made decisions on a number of other matters. The more significant of these are noted below:

Acheson Avenue Shops

An officer team will be formed to develop and manage a project brief that:

- engages all stakeholders; and
- results in an issues and opportunities study to be reported to the Council with recommendations.

The Project will be subject to Shirley/Papanui Community Board funding the full disbursement costs of the work from its Discretionary Funding.

Creative Industries Expo

The Council approved additional funding for the Creative Industries Expo of \$225,000 in 2003/04 and \$200,000 in 2004/05 of which \$100,000 will be by way of underwriting.

This grant will be subject to an application being made for additional Canterbury Economic Development Fund funding and this funding will be applied to public event marketing and development.

Holliss Avenue

In view of the unusual circumstances of this right of way, the Council resolved to legalise and form the road with costs of \$270,000 (an additional \$20,000 over that contained in the Draft Plan) spread evenly between 2003/04 and 2004/05, subject to residents funding maintenance that has been deferred to date.

Metropolitan Grants

\$100,000 will be added to the Metropolitan Grants base funding from 2004/05 onwards on the basis that the Metropolitan fund has a delegated role to examine in detail and prioritise grants.

Frontiers Group Australasia (Clearwater Classic)

The Council adopted the following resolution:

- That a grant of \$300,000 be allocated to the event for 2003/04 only, plus an underwriting provision of up to \$100,000 to be drafted for the Council's approval.
- That there be no commitment to funding or underwriting beyond 2003/04.
- That the above be conditional on free public access to the event, or a gold coin donation to a charity.
- That the Council request that the event contain the name "The City of Christchurch Clearwater Classic".
- That the organisers work closely with the City Council Leisure Unit to assist the continuing viability of the event.
- That the organisers apply for funding to the Canterbury Economic Development Fund for this and future years.

Lake Isaac Watersports Park

The Council adopted the following resolution:

- \$150,000 be included in 2003/04 for investigations to be undertaken on the provision of a Christchurch watersports facility.
- The investigations include an independently reviewed business case which establishes a demand for such a facility in Christchurch, its operational viability, available land options (including all aspects of environmental, transport and other impacts) and the construction costs.
- Having regard to the increasing concerns relating to the risk of aircraft birdstrike, that officers report to the Parks, Gardens and Waterways Committee on a strategy for minimising such risks, and in the preparation of such strategy, the Chief Executive Officer be requested to establish a project team that would include representation from Christchurch International Airport Ltd, Environment Canterbury and the Fish and Game Council.

Specific Plan Issues

Wastewater Reticulation Capacity Upgrade Contribution

The Council requires capital contributions from development within designated Cost Share Areas to ensure the costs directly related to growth are equitably shared at the time of the development.

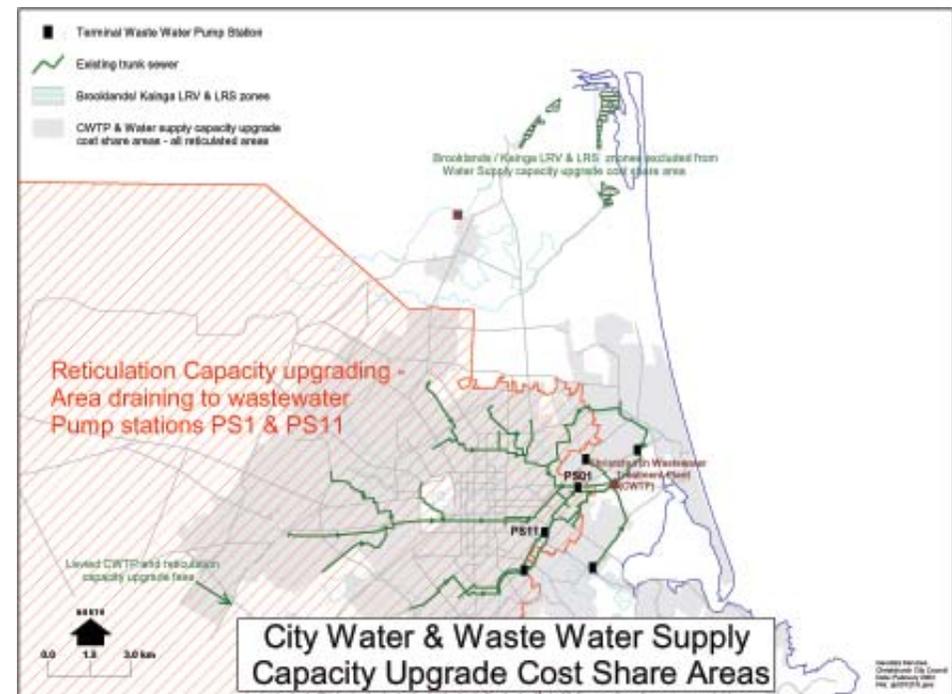
A long term sewer system upgrading programme has been developed to improve environmental standards and meet the needs of city growth. The growth related portion of this upgrade has been estimated to be \$12.6M. This portion will be funded by contributions and will be a condition of development. The contributions would apply only to catchments where the upgrading is required, indicated by the hatched area in the opposite plan.

The fee required would be \$477.00 (incl. GST) for each new lot created at the time of subdivision that requires a connection to the City's sewer system. A fee of \$477.00 would also apply at the time of Building Consent for the second and each subsequent dwelling unit on a single title. These fees are additional to other capital contributions required for development. It is proposed that the fees will apply from 1 August 2003.

Solid and Hazardous Waste Management Plan (SHWMP)

The Council adopted its Solid and Hazardous Waste Management Plan (SHWMP) (Part 1) in April 2003. The Plan addresses high level goals, targets and policies for achieving the Council's vision for waste management. The City Water and Waste Unit is working on Part 2 of the SHWMP which will propose strategies, an action plan and steps to achieve the requirements of Part 1. This action plan will foreshadow considerable investment (for example on materials sorting and recycling facilities) and will include a vision for an enhanced kerbside refuse and recyclables collection service (for example by provision of wheeliebins for recyclables and organics). Part 2 of the SHWMP will be put out for consultation later in 2003 and potentially form part of the Long Term Council Community

Wastewater Capacity Upgrade Cost Share Area



SHWMP (Cont'd)

Plan. The cost of these new initiatives have not yet been factored into this Annual Plan or its forecasts.

Specific Plan Issues

The Christchurch Engine Centre

The Council is proposing to finance an investment of \$24M in the Christchurch Engine Centre in order to establish a new high tech aircraft engine testing and overhaul facility.

The Christchurch Engine Centre (which on a commercial basis is jointly owned by Pratt and Whitney and Air New Zealand) would lease this facility and expand its engineering operations. This will enable the Centre to contract the servicing of V2500 engines that Air New Zealand will be putting on its 15 new short-haul A320 Airbus fleet, along with a further contract of 20 A320 aircraft under option by the airline over the next 10 years. A range of other airline customers will be sought; some are already customers of the existing facility. Pratt & Whitney are expected to invest heavily in plant to tool up the new facility.

Rationale for the Investment

- **Loss of 300 Jobs at the Engine Centre**

As old technology engines are phased out and the current test facility reaches the end of its economic life, there is a need to attract new investment to protect the loss of 300 jobs.

- **Contribution to the Canterbury Economy**

It has been estimated that the facility would put an additional \$30.8M into the Canterbury economy annually (plus a further \$16M in the initial construction phase). From an employment perspective the new facility, if it proceeds will create a substantial number of new positions over the next 10 years - most of them highly skilled. It has also been estimated that to build the facility, approximately 300 construction jobs will be generated.

- **Increased Overseas Earnings**

The Christchurch Engine Centre currently earns 97% of its revenue from overseas customers and its overseas earnings are expected to double once the facility is fully operational.

- **Promotion of the City**

Having such a facility in Christchurch will enhance the city's high technology reputation and will promote the city as a centre for engineering, avionics, and related professions and trades.

- **Positive Return**

The investment will generate a positive rate of return and will not be rate funded. The investment will be financed through the acquisition of shares and provision of loans to a Council controlled company - Christchurch City Facilities Limited (CCFL).

Transport Funding

Initial planning work has indicated that the Council has an inadequate level of funding for transport improvements. Further work will be undertaken in 2003/04 to assess the extent of additional funding needed. As it is unlikely that central government funding will be made available to meet this additional cost it is envisaged that a significant new provision will need to be made in future budgets for major transport improvements. The extent of new funding will be determined in next year's Long Term Council Community Plan.

Equity Restructuring

During 2003/04 the Council intends to investigate the possibility of restructuring its share capital in Christchurch City Holdings Limited (CCHL) to provide for the issue of non voting redeemable preference shares which could be sold by the Council. Before any commitment is made by the Council it will consider a fully detailed proposal which defines the objectives and any problems associated with the issue. Community views will also be sought on the proposal before any decision is made. The Council plans to consider this issue because it has been advised that the proposal could provide the Council with significant additional revenue in future years and there would be no loss of control over CCHL or any of its shares in any trading subsidiaries as part of such a proposal.

Specific Plan Issues

Asset Management Plans - Property and Leisure Facilities

Work will soon commence on the development of asset management plans for the Council's commercial and property portfolio and leisure facilities. The financial implications (if any) of this work are at this stage unknown and are not reflected in this Draft Plan.

Rate Remissions

- The Council will pay rates on Council land, where previously remissions were allowed.
- Remissions to 'public good' ratepayers will be replaced by rates grants.
- Penalty remissions will be made by GST inclusive remissions to residential sector ratepayers and net of GST remissions to others except where:
 - (a) the GST content of the remission is less than \$30, in which case a GST inclusive remission may be granted.
 - (b) where the ratepayer certifies in writing that they are not able to claim the GST on the remission.
- The Council may impose a UAGC on every separately used or inhabited rating unit provided such a UAGC will not be subject to a rate remission under the policy.
- The policy will be amended to recognise that no penalty will be imposed where it is virtually certain a remission will be granted under the remission policy.

Details of the application process and decision criteria for rates grants for not-for-profit community organisations will be circulated to organisations currently receiving rates remissions.



Steel from the World Trade Centre was used to make artist Graham Bennett's 'Tribute to Firefighters' in the new Firefighters Reserve, cnr Madras and Kilmore Streets.

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 \$3.41M.

Also listed below are:

- 'New operating Initiatives' not funded by substitution (These costs total \$2.99M)
- 'New capital initiatives' not funded by substitution (These costs total \$28.46M)

Helping to offset all these are rate savings of \$7.12M.

Committed Costs (Operating)

	\$
City Streets	
• Graffiti Removal - Additional Cost	250,000
City Water & Waste	
• Wastewater - Power price increase	80,000
• Burwood Landfill Contract	300,000
• Burwood Cover Material	210,000
• Burwood Gas Control	800,000
Community Relations	
• Sister Cities Conference	5,000
• Templeton Community Centre Operating Costs	110,100
Corporate	
• Increased contact hours - Staff Support Programme	7,280
• Insurance Costs	449,890
Environmental Services	
• Swimming Pool Inspection	144,174
• Project Work	120,000

Financial Services

• Publication Costs - Long Term Council Community Plan (LTCCP)	25,000
• Bulk Mail Postage Costs	15,599
• Rates Assessment Notice	5,334

Leisure

• Full year of in-house operating of Jellie Park Aqualand	109,610
• Increased cost of LPG	208,950
• Increased cost of Liquid Chlorine use	71,900
• Increase in cost for Insurances	83,970

Housing

• Tenancy and Support Service Delivery Improvements	135,405
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Parks

• Paddling Pool Testing	49,430
• Safety Improvements	86,000

Property - Asset Management

• Canterbury Public Library - Health and Safety issues	150,000
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Total for Committed Costs

3,417,642



Spring in the Botanic Gardens.

Service Level and Programme Changes

New Operating Initiatives	\$		Parks & Waterways	
Art Gallery			• Botanic Gardens - Cunningham House - Remedial Works	97,300
• Our City - Security / Education/Weekend Opening		67,360	Total New Operating Initiatives	<u>2,986,625</u>
Car Parking			New Capital Initiatives	
• Increase in Uniform Meter Charge (gold coin per half hour)		(275,000)	Car Parking	
City Streets			• Real Time Information Signs	300,000
• Road Network Improvements - Planning Work		180,000	• Paystations to be installed in Lichfield & Farmers Carparks	250,000
City Water & Waste			City Streets	
• Enforcement of Cleanfill Bylaws		100,000	• Hollis Avenue Improvements (\$270,000 over 2 years)	135,000
• Provision of 26 Black Rubbish Bags (over 2 years the cost is \$2.98M)		587,965	City Water & Waste	
Community Relations			• Sludge digesters at the Waste Water Treatment Plant	1,000,000
• Consultation Co-ordination		80,000	Corporate	
• Tourism Rendezvous New Zealand Conference 2004		30,000	• Christchurch City Facilities Ltd (CCFL) Equity/Loan Investment (*)	24,000,000
Corporate			• Wainoni Park Redevelopment	436,200
• Wainoni Park Redevelopment		65,000	Director of Information & Planning	
• Electronic Civic Engagement		50,000	• Warners Heritage Hotel (Loan)	652,000
• Arts Centre Trust - Grant		70,000	Leisure	
• Resources for City Plan Zoning		317,000	• Art in Public Places	250,000
• Grant - Centre of Contemporary Art		100,000	Property Asset Management	
Corporate Revenues & Expenses			• North New Brighton War Memorial Hall - Seismic Upgrade	540,000
• Canterbury Museum - Revitalisation Project Grant		337,000	Property - Housing	
• Riccarton Bush - Grant for Predator Fencing		50,000	• Carpet Replacement	819,000
Economic Development & Employment			Parks and Waterways	
• Film South		100,000	• Botanic Gardens - Staff/Visitor Facility - Design & Consultation Costs	80,000
• Canterbury Regional Economic Development Study		50,000	Total New Capital Initiatives	<u>28,462,200</u>
• Industry Clusters - Development & Management		100,000		
• Creative Industries Expo		300,000		
Environmental Services				
• Responsible Gambling Enforcement		30,000		
Leisure				
• Clearwater Classic - Event Funding and Underwriting		400,000		
• Christchurch Passive Watersports Facility - Investigation		150,000		

(*) Investment in the Christchurch Engine Centre

Service Level and Programme Changes

Contributions Towards the \$10M Net Rates Savings Target

	\$
Corporate	
• Operational Efficiency Savings	(70,000)
• City Scene Publications	(53,050)
• ACC Corporate Contingency	(40,000)
• Corporate Revenue & Expenses - Net Contribution	(500,000)
• Inflation Absorption	(1,869,597)
• IM&T Review	(780,000)
• City Care Ltd Contract - Renegotiation Charges	(586,420)
• Energy Efficiency Project Savings	(7,000)
Corporate Services	
• Operational Efficiency Savings	(447,760)
Public Accountability	
• Meeting Fee Savings	(20,615)
Financial Services	
• Operational Efficiency Savings	(70,000)
MIS	
• Operational Efficiency Savings	(72,600)
Environmental Services	
• Net Operational Savings	(250,000)
Art Gallery	
• Net Operational Savings	(252,088)
Library and Information Services	
• Operational Savings	(99,618)
Property - Asset Management	
• Savings	(257,734)
Car Parking	
• Net Operational Savings	(855,000)
City Streets	
• Net Operational Savings	(391,622)
City Water & Waste	
• Trunk Sewer Upgrading Contributions	(500,000)
Total Contributions	<u>7,123,104</u>

Underground Wiring Conversion Service Level Reduction

Over the last two years the Council has provided \$2,050,000 per year for the conversion of overhead power and telephone wires to underground cables. The work is done in conjunction with roading projects and has allowed for an average of 4.4 km of conversion each year. In this budget the funding has been reduced by \$500,000 and this will reduce the length of conversion by 1.3 km to 3.1 km. The reduction has been made as a cost saving measure.

Recreation and Arts Service Level Reduction

The deletion of \$23,500 from the Recreation and Arts Team budget for 2003/04 will mean a reduction of \$1,500 in the team's equipment budget, the disestablishment of the KiwiAble Leisure Co-ordinator position (\$12,000) and a reduction of \$10,000 in the funding of recreation programmes for ethnic communities.



A night time view of the new Christchurch Art Gallery.

Capital Deletions and Deferrals

The following items appeared in the forward capital programme of the 2003 Plan and have since been deleted. The reason for the deletion is noted against the project description.

	2003/04	2004/05	2005/06	2006/07
	\$	\$	\$	\$
Capital Deletions				
City Streets				
Cycleways (All these projects were reallocated as a result of a major programme review)				
St Albans (Cranford - English Park)	31,400			
Avonside Girls High "Bubble"		60,000		
Ensors - St Martins (Ferry-Centaurus)		50,000	50,000	
Glandovey - Heaton - Innes (Railway - Rutland)		40,000	40,000	
Innes Rd (Cranford-Mahars)		30,000		
Linwood High "Bubble"		60,000		
Warrington-Berwick (Hills-Cranford)		20,400		
New Brighton Access Route			100,000	50,000
Railway Cycleway Southern Extension				200,000
Total for City Streets	31,400	260,400	190,000	250,000
Parks and Waterways				
Asset Improvements				
Sports Park Shelter Planting (Deleted - to be done as part of park upgrades)	10,000	10,000	10,000	10,000
Revegetation Projects				
Yaldhurst Bush (Covered elsewhere in the budget)	6,000	8,000	10,000	8,000
Riverbank Landscape Projects				
Lower Heathcote Riverbank (Covered elsewhere in the budget)	20,000	10,000	10,000	10,000
Riverbank Protection Works (Covered elsewhere in the budget)	5,000	20,000	15,000	
Avon Riverbank (Covered elsewhere in the budget)			30,000	30,000
Cemeteries Landscape Development				
Belfast Cemetery Beams (Not required)	3,500			
New Assets - Irrigation Systems (New)				
Ferrier Park (Pushed out to year 6)	30,000			
Owen Mitchell Park (Pushed out past year 6)			35,000	
Parks Furniture				
Avon River Seating (To be funded from seating installation city wide)	2,500			
South Brighton Domain (To be funded from seating installation city wide)	4,000			
Reserve Purchases				
Waterways & Wetlands Purchases (Funded in Infrastructural Assets area)	4,000	4,000	2,000	

Capital Deletions and Deferrals

Playground Renewal

Middleton Park (Deferred to year 6)

Car Park/Driveway Formation

Rat Island Reserve (Deleted - work done 02/03)

Fendalton Park (Deleted - car park done 02/03)

Scott Park (Estuary) (Deleted - already sealed)

Buildings/Equipment (New)

Templetons Rd Sports Park - Toilet/Pavilion (Name change - now 'Canterbury Park')

Park Shade Structures (Deleted - to be incorporated in overall designs)

Playground Equipment

Marblewood Reserve (Deleted - petition from residents)

Avebury Park (Deleted - already complete)

Total for Parks and Waterways

Total Capital Deletions

	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$
Middleton Park (Deferred to year 6)	25,000			
Rat Island Reserve (Deleted - work done 02/03)	20,000			
Fendalton Park (Deleted - car park done 02/03)				30,000
Scott Park (Estuary) (Deleted - already sealed)				40,000
Templetons Rd Sports Park - Toilet/Pavilion (Name change - now 'Canterbury Park')				135,000
Park Shade Structures (Deleted - to be incorporated in overall designs)				22,350
Marblewood Reserve (Deleted - petition from residents)	20,000			20,000
Avebury Park (Deleted - already complete)		20,000		
Total for Parks and Waterways	150,000	72,100	112,000	305,350
Total Capital Deletions	181,400	332,500	302,000	555,350



Recently reconstructed steps at the Sign of the Kiwi.



English Park's new pavilion.

Art Gallery

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
1,358,882	Art Collection
1,672,925	Exhibitions
881,839	Information and Advice
1,030,833	New Christchurch Art Gallery

4,944,479

Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)
\$
1,905,658
2,674,421
1,388,053
0

5,968,133

Revenue
\$
(4,250)
(741,890)
(31,500)
0

(777,640)

Net Cost
\$
1,901,408
1,932,531
1,356,553
0

5,190,493

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$582,200 and in 2003/04 of \$837,220.

Projected Cost of Service 2004/05	5,407,147
Projected Cost of Service 2005/06	5,366,143

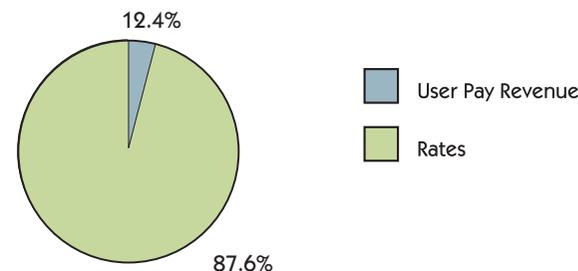
2002/03 Capital Outputs

\$	2003/04
10,000 Renewals and Replacements	15,200
71,000 Asset Improvements	20,000
15,884,720 New Assets	690,173

15,965,720

725,373

Sources of Funding



Nature and Scope

The Christchurch Art Gallery Te Puna O Waiwhetu's main services are:

- Maintaining, developing and researching an important collection of artworks.
- Programming and implementing installations of historical and contemporary artworks, from both the permanent collections and touring exhibitions.
- 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 areas, maintained and secured to international standards. It houses a permanent collection numbering 5,479 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 and present a programme of exhibitions and cultural activities focused on the visual arts.</p> <p>Collection To ensure the ongoing growth of collection and maintenance through conservation, storage, research, a programme of collection based exhibitions and public information continues to be carried out in a responsible, sustainable, timely and cost effective way.</p>	<ul style="list-style-type: none"> To reduce the quantity of disposable solvents used in the treatment of artworks from 30 litres to 25 litres <i>(Target: 25 litres for 2003/04)</i>. 	<ul style="list-style-type: none"> Achieving a satisfaction rating of 84% or more for visitors to the Art Gallery <i>(Measured by a user survey)</i>. Continue to produce the Canterbury Art On Tour series to 4 lower decile Christchurch schools. 	<ul style="list-style-type: none"> Achieving 400,000 visitors to the new Gallery in the first full year of operation. Providing advice on artworks and their conservation for the Christchurch community <i>(Target: At least 100 customers)</i>. 25% of artworks acquired are by Canterbury artists. 	<p>A1, A2, A3, A4, A5</p> <p>A1, A2, A3, A4, A5, B4, C1, C4, F2</p>



The foyer of the new Art Gallery.



Visitors enjoy the new Art Gallery.

Car Parking

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
(808,554)	Enforcement
(2,037,879)	Parking
46,572	Abandoned Vehicles
<u>(2,799,861)</u>	Net Cost of Service

Budget 2003/04

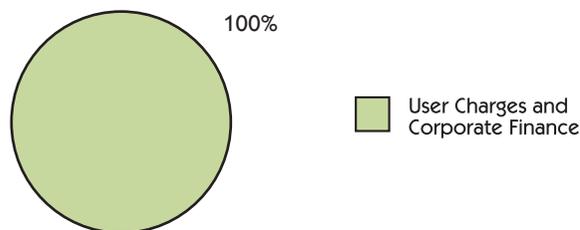
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
3,272,120	(4,257,000)	(984,880)
6,071,231	(9,241,800)	(3,170,569)
71,992	(14,800)	57,192
<u>9,415,342</u>	<u>(13,513,600)</u>	<u>(4,098,258)</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$339,285 and in 2003/04 of \$460,881.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$957,509) and in 2003/04 of (\$991,754).

Projected Total Surplus 2004/05 (4,180,223)
Projected Total Surplus 2005/06 (4,263,827)

2002/03 Capital Outputs	2003/04
\$	\$
153,000 Renewals and Replacements	178,500
234,600 New Assets	595,900
<u>387,600</u>	<u>774,400</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 3,800 spaces and operational control of the paid on street parking resource.
- Removal of vehicles abandoned in public places.



Lichfield Street Carpark Building.

Car Parking

Objectives

Customer Service

To help make the Central City accessible and support its commercial viability.

Management of Assets

Ensuring that the Council's car parking assets are sustainable in the long term.

Road Safety

To promote road safety and thereby reduce the number of road accidents.

To respond rapidly to requests for assistance in relation to obstructed vehicle entrances.

Environmental Performance Indicators

- 90% of survey respondents satisfied with general cleanliness of parking facilities.



- Remove all tagging within 2 hours of being observed.

Social Performance Indicators

- 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*).
- 66% of survey respondents consider cars are safer in CCC parking facilities than parked on street.



- 5 school crossings monitored daily.
- Average response times to requests for enforcement assistance, eg in relation to obstructed vehicle entrances:
 - Between 10 and 15 minutes (Central City).
 - Between 15 and 20 minutes (Suburbs).

Economic/Financial Performance Indicators

- 5% increase in parking building utilisation.
- Vehicle occupancy rates in staffed Off-Street parking facilities:
 - Average overall at least 50%
 - Peak period at least 82%
- Net operating cost per space in Off-Street parking facilities: \$306
- Net operating surplus per metered space: (\$1,211)

Link to Strategic Objectives

A5, B1, B2, B3, C2, F1, F2, F5, F7

A5, B3, C2, F2, F5, F7

A3, B2, C2, D5, E4

City Streets

Cost of Proposed Services

Budget 2002/03

Net Cost \$	Operational Outputs
2,835,020	Transport Planning/Asset Management
(323,426)	Activities On Street
819,435	Road Safety Programme
(74,168)	Roading Land
1,561,295	Undergrounding Wiring Conversion
0	Commercial Activities/External Services
36,908,648	Roading System Maintenance
(6,685,432)	Transfer ex LTDA on Infrastructural Assets
<u>35,041,371</u>	Net Cost of Service

Budget 2003/04

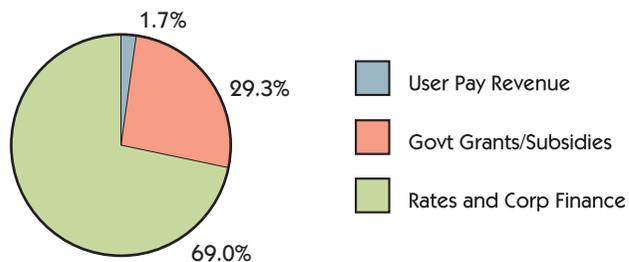
Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
3,428,602	(438,022)	2,990,580
551,826	(609,200)	(57,374)
951,533	(246,902)	704,631
113,303	(185,000)	(71,697)
1,154,580	0	1,154,580
302,493	(302,493)	0
42,473,546	(5,021,566)	37,451,980
0	(8,477,043)	(8,477,043)
<u>48,975,883</u>	<u>(15,280,226)</u>	<u>33,695,657</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$23,589,250 and in 2003/04 of \$23,597,819.

Projected Cost of Service 2004/05	35,505,860
Projected Cost of Service 2005/06	37,227,467

2002/03 Capital Outputs \$	2003/04 \$
18,398,601 Renewals and Replacements	23,173,923
15,957,565 Asset Improvements	8,992,239
883,574 New Assets	5,099,607
<u>35,239,740</u>	<u>37,265,769</u>

Sources of Funding



Fendalton Road.

City Streets

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 1,571.7 km of carriageway (21.9 km unsealed), 168 bridges, 2,377.9 km of kerbs and channels (1,948.6 km flat channel and 429.3 km dished channel) and 2,248.5 km of sealed footpaths. In addition, the Council operates 167 - Christchurch City Council, 60 - Transit New Zealand, 2 - Ashburton traffic signal installations using computerised central area signals control and closed circuit TV equipment, and maintains the street lighting, markings and signs. (As at August 2002.)

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 119. Functions and objectives of the activities involved are detailed on pages 56 and 57).

City Solutions Activity

2002/03 BUDGET \$		2003/04 BUDGET \$
	Revenue from In-house Professional Services for Transfund	
760,040	Financially Assisted Roding	864,851
8,820,078	Revenue from Other Activities	8,194,301
<hr/>		<hr/>
9,580,118	Total Works Performed	9,059,151
9,506,318	Total Operating Costs	8,979,151
<hr/>		<hr/>
(73,800)	(Surplus)/Deficit	(80,000)
<hr/> <hr/>		<hr/> <hr/>

City Streets

Property Unit Activity

2002/03 BUDGET \$		2003/04 BUDGET \$
	Revenue from In-house Professional Services for Transfund	
70,600	Financially Assisted Roading	59,520
720,351	Revenue from Other Activities	1,166,717
<hr/>		<hr/>
790,951	Total Works Performed	1,226,237
790,951	Total Operating Costs	1,226,237
<hr/>		<hr/>
0	(Surplus)/Deficit	0
<hr/> <hr/>		<hr/> <hr/>

City Streets Activity

2002/03 BUDGET \$		2003/04 BUDGET \$
	Revenue from In-house Professional Services for Transfund	
729,893	Financially Assisted Roading	843,085
4,201,543	Revenue from Other Activities	4,071,568
<hr/>		<hr/>
4,931,435	Total Works Performed	4,914,653
4,931,435	Total Operating Costs	4,914,653
<hr/>		<hr/>
0	(Surplus)/Deficit	0
<hr/> <hr/>		<hr/> <hr/>

Objectives

Customer Service

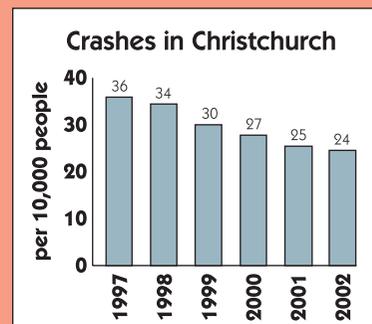
Educate and encourage the public to use the network safely.

Meet network accepted standards and engineering best practice.

Environmental Performance Indicators

Social Performance Indicators

- 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



Economic/Financial Performance Indicators

Link to Strategic Objectives

C2, E2, E3, E4

City Streets

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives
<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"> Consistent or increasing use of non-car transport modes (<i>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</i>) 		C2, C3, E2, E3, E4
<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"> Travel time (for all modes) increases at less than the growth in trips. 		<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 smoothsealed roads is met (<i>Target: 87%</i>) 	C2, E2, E4

Community Development and Customer Services

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
2,920,133	Suburban Services
5,942,550	Community Services
1,691,893	Customer Support Services
2,153,719	Community Grants
12,708,295	Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
2,451,889	(108,700)	2,343,189
8,437,322	(1,479,052)	6,958,270
1,652,096	0	1,652,096
2,833,303	(200,000)	2,633,303
15,374,610	(1,787,752)	13,586,858

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$244,933 and in 2003/04 of \$219,944.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$1,242,830) and in 2003/04 of (\$1,287,399).

Projected Cost of Service 2004/05	13,986,095
Projected Cost of Service 2005/06	14,265,817

2002/03 Capital Outputs	2003/04
\$	\$
71,200 Renewals and Replacements	118,500
89,400 Asset Improvements	29,000
33,000 New Assets	15,000
193,600	162,500

Nature and Scope

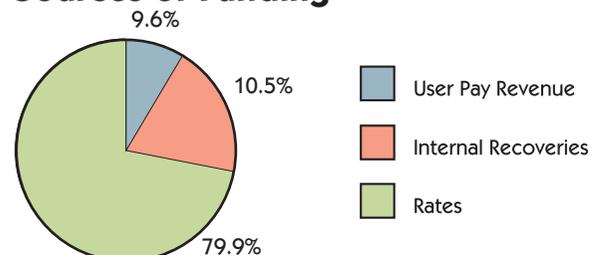
Customer Services

- Provide first point of contact access to 'Council' information, and services by provision of a network of service points for customers which gives them choice (phone, walk in and email) in the way they deal with us.

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.

Sources of Funding



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 advice and provide a network of walk in facilities 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"> • 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"> • 85% of customers surveyed are satisfied or better with the services delivered at the first point of contact. • That 65% of respondents surveyed in the Annual Citizens Survey feel part of their community. <div data-bbox="1070 807 1451 1126"> <table border="1"> <caption>Community Feeling</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>47%</td> </tr> <tr> <td>2002</td> <td>46%</td> </tr> <tr> <td>2003</td> <td>51%</td> </tr> </tbody> </table> </div>	Year	Percentage	2001	47%	2002	46%	2003	51%		<p>F3, F5</p> <p>A1, A2, G1, G2</p> <p>A1, A2, A5</p>
Year	Percentage											
2001	47%											
2002	46%											
2003	51%											
<p>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"> • Achieve a satisfaction rate of at least 80% in the annual client surveys at each Council operated childcare centre. 		<p>A1, A2, A5</p>								

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) 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



Community garden volunteers at work.



Avebury House - a recently developed community centre.

Economic Development and Employment

Cost of Proposed Services

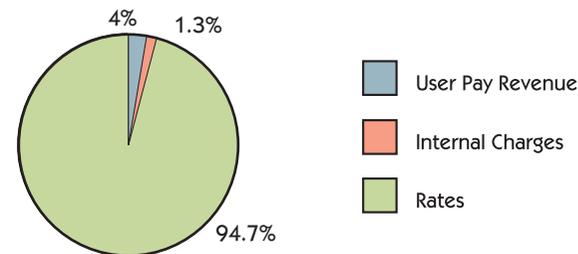
Budget 2002/03		Budget 2003/04		
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue	Net Cost
\$		\$	\$	\$
2,886,827	Economic Development	3,517,857	0	3,517,857
2,386,315	Employment Services	2,399,826	0	2,399,826
1,527,614	Visitor Promotions	1,421,847	(42,000)	1,379,847
3,203,854	Convention and Entertainment Venues	3,054,090	(120,000)	2,934,090
1,017,226	City Promotions	1,078,410	(36,865)	1,041,545
1,203,864	Tram and Shuttle Operations	1,335,124	(148,625)	1,186,499
1,260,684	Bus Interchange	1,978,204	(284,028)	1,694,176
625,000	Economic Development and Employment Grants	620,000	0	620,000
<u>14,111,384</u>	Net Cost of Service	<u>15,405,358</u>	<u>(631,518)</u>	<u>14,773,840</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$785,366 and in 2003/04 of \$607,879.

Projected Cost of Service 2004/05	14,920,447
Projected Cost of Service 2005/06	14,959,927

2002/03 Capital Outputs	2004/05
\$	\$
430,000 Asset Improvements	450,000
<u>430,000</u>	<u>450,000</u>

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 Services 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 pages 100 and 101) 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: 5% growth as measured by annual survey</i>) 	<ul style="list-style-type: none"> • Number of CII (Canterbury Innovative Incubator) companies that 'graduate' each year (<i>Target: 2 companies</i>) • CDC actively working with 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>) • Level of sustainable employment in CDC client small and medium enterprises is growing (<i>Target: 5% growth as measured by annual survey</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"> • CDC contributes to the creation of new apprentice positions (<i>Target: 50 apprenticeships</i>) • A minimum of 12 school industry partnerships are in place (<i>Target: 12 partnerships</i>) • CDC runs a series of successful Careers Promotion events each year (<i>Target: 3 events</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: 80% uptake</i>) 	<p>A1, B1, B2, B3, B4, C4</p>

Environmental Policy and Regulatory Services

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
2,119,536	Consents and Applications
695,925	Environmental Effects Control
1,266,134	Plans and Policy Statements
2,441,302	Information and Advice
159,114	Animal Control
1,414,159	Policy Advice
197,269	Consents and Applications
1,641,345	City Development Advice
1,148,964	City Planning
695,000	City Development Projects
1,316,791	Funds Administration
69,617	Energy Programmes

13,164,457

Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
8,738,703	(6,661,145)	2,077,558
976,734	(272,500)	704,234
1,300,768	(15,000)	1,285,768
3,909,401	(1,698,000)	2,211,401
1,564,276	(1,468,431)	95,845
1,444,626	0	1,444,626
209,501	0	209,501
1,624,806	0	1,624,806
1,504,256	0	1,504,256
760,000	0	760,000
1,323,859	0	1,323,859
79,288	(12,090)	67,198

23,436,218

(10,127,166)

13,309,052

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$97,976 and in 2003/04 of \$87,371.

Projected Cost of Service 2004/05	13,774,133
Projected Cost of Service 2005/06	13,501,876

2002/03 Capital Outputs

\$	
14,000	Renewals and Replacements
29,000	Asset Improvements
350,000	New Assets

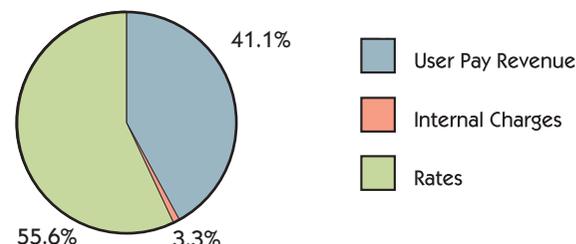
393,000

2003/04

\$	
460,700	
7,600	
902,000	

1,370,300

Sources of Funding



Environmental Policy and Regulatory Services

Nature and Scope

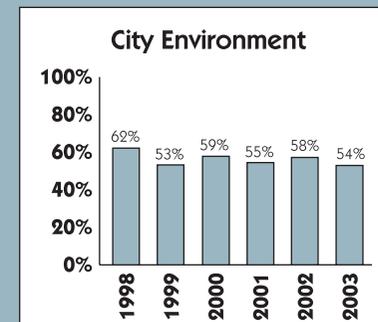
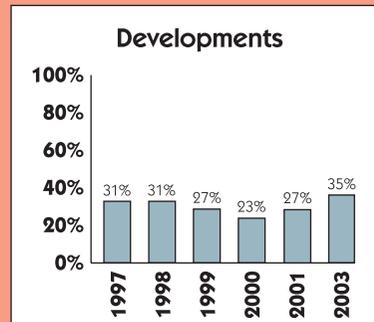
- Prepare, review, monitor and implement the objectives and policies of the City Plan prepared under the Resource Management Act 1991.
- Monitor the preparation and administration of policy statements and plans prepared by Environment Canterbury and adjacent local authorities.
- Prepare concept plans 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.



'Northwood' Housing developments like this are expected to continue in response to city growth.

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"> That at least two thirds of all decisions from the Environment Court be favourable or largely favourable to the Council's position. 	<ul style="list-style-type: none"> 35% 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> <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"> Residents satisfied with the value for money of rates spent on regulating activities and investigating nuisances, at least 57%. <div data-bbox="1518 612 1899 932"> <table border="1"> <caption>Regulatory Activities</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>48%</td> </tr> <tr> <td>1999</td> <td>47%</td> </tr> <tr> <td>2000</td> <td>44%</td> </tr> <tr> <td>2001</td> <td>43%</td> </tr> <tr> <td>2002</td> <td>43%</td> </tr> <tr> <td>2003</td> <td>42%</td> </tr> </tbody> </table> </div> <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. 	Year	Percentage	1998	48%	1999	47%	2000	44%	2001	43%	2002	43%	2003	42%	<p>C1, C3, G2</p> <p>C2, C5, D5, F5, F7, G2</p>
Year	Percentage																	
1998	48%																	
1999	47%																	
2000	44%																	
2001	43%																	
2002	43%																	
2003	42%																	

Housing

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
(2,702,141)	Elderly Persons Housing and Public Rental
1,528	Owner Occupier Housing
(31,206)	Partnership Housing (Non GST)
681,628	Tenancy and Support Services/Policy
<u>(2,050,191)</u>	Net Cost of Service

Budget 2003/04

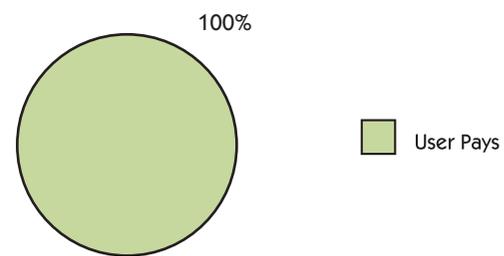
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
8,320,879	(10,387,590)	(2,066,711)
34,017	(31,200)	2,817
22,836	(54,380)	(31,544)
803,939	(4,000)	799,939
<u>9,181,671</u>	<u>(10,477,170)</u>	<u>(1,295,499)</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$860,267 and in 2003/04 of \$1,889,994.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$29,065) and in 2003/04 of (\$30,101).

Projected Cost of Service 2004/05	(1,682,035)
Projected Cost of Service 2005/06	(1,765,326)

2002/03 Capital Outputs	2003/04
\$	\$
136,200 Renewals and Replacements	1,036,200
1,433,300 Asset Improvements	837,300
483,000 New Assets	147,000
<u>2,052,500</u>	<u>2,020,500</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. "Partnership" arrangements return minimum 1.5% average return on capital across the board. Target of nil penalties or fines against the Council. 	<p>A3, F1, F2, F3, F5, F6, F7</p> <p>A3, F1, F2, F3, F5, F6, F7</p> <p>A2, A3, A5</p> <p>A3</p>
<p>Community Engagement All housing "partnerships" flourishing.</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. 		

Library and Information Services

Cost of Proposed Services

Budget 2002/03

Net Cost \$	Operational Outputs
8,121,810	Collections
5,130,418	Resource Delivery (Lending)
167,437	Library Website
156,576	Voluntary Libraries
3,243,891	Enquiries
473,386	Creating Content
1,040,396	Events and Programmes
598,782	New Zealand Heritage
244,689	Advice
0	South Learning Centre
414,160	City Monitoring and Research
1,267,009	Information Development

20,858,554

Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
8,836,404	(124,000)	8,712,404
6,523,751	(1,198,200)	5,325,551
369,260	(23,000)	346,260
127,786	0	127,786
3,710,587	(254,000)	3,456,587
553,895	(2,500)	551,395
1,153,795	0	1,153,795
637,486	(3,500)	633,986
279,413	0	279,413
348,564	(348,564)	0
415,555	0	415,555
1,029,634	0	1,029,634

23,986,129

(1,953,764)

22,032,365

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$3,945,526 and in 2003/04 of \$4,442,962.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$1,768,891) and in 2003/04 of (\$1,832,194).

Projected Cost of Service 2004/05	22,696,392
Projected Cost of Service 2005/06	23,690,167

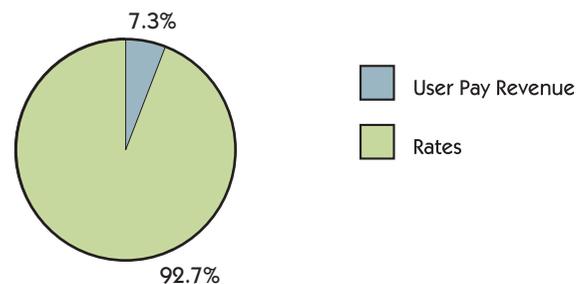
2002/03 Capital Outputs

2002/03 \$	2003/04 \$
4,141,484	4,426,500
4,280,000	714,000
532,516	150,000

8,954,000

5,290,500

Sources of Funding



A scene at the Fendalton Library.



Library and Information Services

Nature and Scope

Lending and information services are provided from the Central Library, 12 community libraries, 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. 10 neighbourhood libraries, operated by autonomous committees of volunteers are given limited support. The main services provided are:

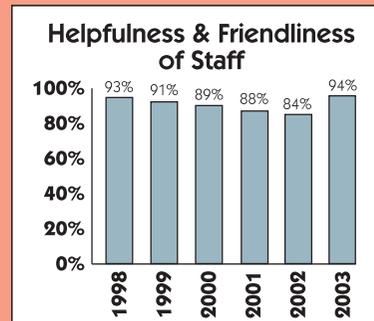
- Access to a wide range of information sources, both paper and electronic, including the Internet and the Web. Access from home and office is available via the library's web site at <http://library.christchurch.org.nz>.

- Library and information professionals to assist customers with enquiries.
- Loan of materials from a collection of more than one million items to over 250,000 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 Develop and implement strategy for collecting the best books, electronic resources and other materials to suit customers now and in the future.</p>		<ul style="list-style-type: none"> • Quality collections support recreational, learning, and information needs - Holdings per capita: no less than 3.5 items per capita • Satisfaction with range of books: no less than 85% 	<ul style="list-style-type: none"> • Supply of collections - Cost per capita \$30.50* <p>* Population figures revised down following release of the 2001 census data</p>	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 <p>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].</p>	<ul style="list-style-type: none"> • Collections provided for shared use - Turnover of the collection of 1:5.15 (that is each item is borrowed 5.15 times per annum on average). 	<ul style="list-style-type: none"> • Citizens have easy access to resources and information - 80% of population as members - Issues per capita of 17.23 • Citizens use their libraries - Visits per capita of 10.78 • Satisfaction with helpfulness and friendliness of staff. (Annual Residents Survey) (Target: 95%) 	<ul style="list-style-type: none"> • Lending and in house use of items - Cost per issue \$1.04 	<p>A1</p>
<ul style="list-style-type: none"> - Library Web <p>Provide systems, technology and content (via the Internet) which make it easier for customers to use Library services and access information electronically.</p>	<ul style="list-style-type: none"> • Computers provided for accessing information – able to be used by all citizens - 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; participation through the internet - No of page views per annum 6,200,000 	<ul style="list-style-type: none"> • Sharing of resources - Total cost of output - Cost per page view \$0.047c 	<p>A1, A5, D1</p>



Parks and Waterways

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
498,368	Plans and Policy Statements
727,817	Information and Advice
101,594	Consents and Applications
6,079,361	Utilities Maintenance
3,119,557	Waterways and Wetlands Maintenance
1,196,643	Customer Services
16,029,685	Environmental
802,321	Support
98,000	Environment and Parks Grants
28,653,346	Net Cost of Service

Budget 2003/04

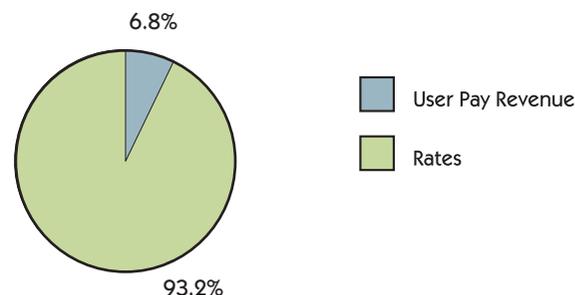
Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
522,341	0	522,341
676,140	(8000)	668,140
111,869	0	111,869
5,901,715	(112,000)	5,789,715
3,245,858	(15,000)	3,230,858
1,553,666	(363,889)	1,189,777
18,038,029	(1,720,680)	16,317,349
804,281	0	804,281
101,000	0	101,000
30,954,898	(2,219,569)	28,735,329

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$3,722,004 and in 2003/04 of \$4,012,976.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$132,122) and in 2003/04 of (\$143,574).

Projected Cost of Service 2004/05	29,692,975
Projected Cost of Service 2005/06	30,950,771

2002/03 Capital Expenditure	2003/04
\$	\$
2,692,838 Renewals and Replacements	2,517,303
6,608,818 Asset Improvements	6,504,003
6,535,984 New Assets	4,813,366
15,837,639	13,834,672

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 748 parks including 57 regional parks, 98 sports parks, 469 local parks, 67 riverbank and wetland parks, 45 garden parks and 12 cemeteries. This covers an area of 6,091ha.

The Christchurch's waterways and wetlands system is based on the land surface of the city and 295 km of waterways, 24 pumping stations, 130 km of utility waterways, 925 km of stormwater pipes and 36 retention basins.

Parks and Waterways

Objectives

Customer Service

The city's waterways wetlands and drainage system is maintained in a way that is sensitive to natural values and flood hazards.

Environmental Performance Indicators

- Maintain Surface water ecosystem health as indicated by sample chemical analysis and surveys of physical properties and fish species diversity (Baseline survey).

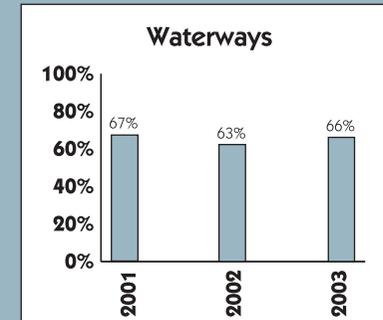
- Nil flooding damage arising from system blockages or pump failure.

Social Performance Indicators

- Complaints related to waterways received and timeframe for action (*Target: 100% within 2 working days*).

Economic/Financial Performance Indicators

- Residents are satisfied with the value for money of rates spent on waterways and wetlands (*Target 70%*).



- Quality standards attained for waterway utilities (85% of specification) within budget targets.

Link to Strategic Objectives

A1, A2, A3, A5, B4, C1, C2, C3, C4, C5, E1

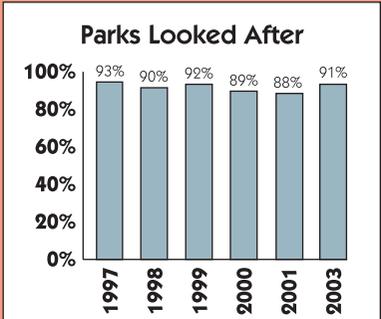
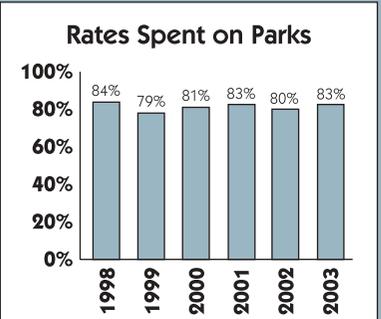


Travis Wetland Walkway.



Rubbish free Parks.

Parks and Waterways

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives																												
<p>Customer Service (Cont'd)</p> <p>The city's greenspace areas are maintained in a healthy and safe condition.</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>Community Engagement</p> <p>The community are informed and participate in the governance and management of parks and waterways.</p>	<ul style="list-style-type: none"> Implement 2 projects using on site processing and recycling to reduce annual tonnage of dumped green waste (<i>Target: 5% reduction</i>). 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: 10,000 plants per year</i>). 	<ul style="list-style-type: none"> Recreational User Groups satisfaction with services (<i>Target: 90% satisfied</i>). Support at least 170 volunteer wardens on parks and waterways. Children participation in the Learning Through Action Environmental Education Programme (<i>Target 8,000 children per year</i>). 	<ul style="list-style-type: none"> Quality standards attained for parks maintenance (90% of specification) within budget targets. 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>																												
		<p>Parks Looked After</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>93%</td> </tr> <tr> <td>1998</td> <td>90%</td> </tr> <tr> <td>1999</td> <td>92%</td> </tr> <tr> <td>2000</td> <td>89%</td> </tr> <tr> <td>2001</td> <td>88%</td> </tr> <tr> <td>2003</td> <td>91%</td> </tr> </tbody> </table>	Year	Percentage	1997	93%	1998	90%	1999	92%	2000	89%	2001	88%	2003	91%	<p>Rates Spent on Parks</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>84%</td> </tr> <tr> <td>1999</td> <td>79%</td> </tr> <tr> <td>2000</td> <td>81%</td> </tr> <tr> <td>2001</td> <td>83%</td> </tr> <tr> <td>2002</td> <td>80%</td> </tr> <tr> <td>2003</td> <td>83%</td> </tr> </tbody> </table>	Year	Percentage	1998	84%	1999	79%	2000	81%	2001	83%	2002	80%	2003	83%	
Year	Percentage																															
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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 80 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 a ratio of 18 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"> • Revenue received from land drainage cost share schemes (<i>Target: \$100,000</i>) 	

Public Accountability

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
3,440,390	Elected Member Representation
3,929,664	Decision Making
662,842	Project and Discretionary Expenditure
478,490	Corporate Communications
8,511,386	Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
3,236,109	0	3,236,109
4,267,108	0	4,267,108
636,159	0	636,159
426,660	0	426,660
8,566,037	0	8,566,037

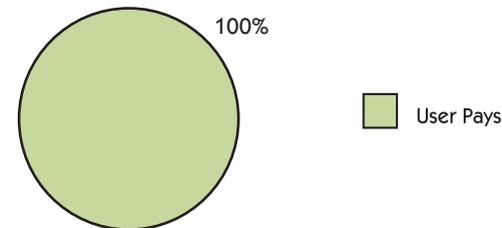
Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$6,719 and in 2003/04 of \$9,480.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$217,140) and in 2003/04 of (\$224,878).

Projected Cost of Service 2004/05	9,321,818
Projected Cost of Service 2005/06	8,923,794

2002/03 Capital Outputs

2002/03	Capital Outputs	2003/04
\$		\$
12,500	Renewals and Replacements	1,000
2,000	Asset Improvements	2,000
14,500		3,000

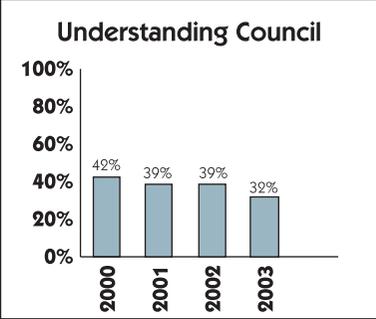
Sources of Funding



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.

Public Accountability

Objectives	Environmental Performance Indicators	Social Performance Indicators	Economic/Financial Performance Indicators	Link to Strategic Objectives										
<p>Community Engagement To encourage effective public participation in local government.</p>		<ul style="list-style-type: none"> Percentage of citizens who understand Council decision making processes (Target: 37%) 		<p>D1, D2, D3, D4, D5, F1, F2</p>										
<p>Publish and distribute information to residents on the overall activities of the Council.</p>		<p>Understanding Council</p>  <table border="1"> <caption>Understanding Council</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>42%</td> </tr> <tr> <td>2001</td> <td>39%</td> </tr> <tr> <td>2002</td> <td>39%</td> </tr> <tr> <td>2003</td> <td>32%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Residents satisfied with the Council newsletter, City Scene, no less than 75%. 	Year	Percentage	2000	42%	2001	39%	2002	39%	2003	32%		<p>D1, E4</p>
Year	Percentage													
2000	42%													
2001	39%													
2002	39%													
2003	32%													

Sport, Leisure and Events

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
2,403,090	Events and Festivals (*)
2,527,994	Recreation and Arts
210,745	Leisure Planning
323,785	Sports
794,590	Stadia
1,057,398	Pools
1,374,310	Leisure Centres
(44,508)	Golf Courses / Range
85,169	Camping Grounds
3,892,166	QE II
330,125	Recreation and Sports Grants

12,954,864

Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
2,568,055	(188,200)	2,379,855
3,123,402	(167,486)	2,955,916
239,820	0	239,820
322,027	0	322,027
1,108,727	(245,065)	863,662
2,373,061	(999,414)	1,373,647
4,637,162	(3,250,300)	1,386,862
367,308	(419,275)	(51,967)
131,459	(42,500)	88,959
7,202,573	(3,039,094)	4,163,479
441,683	0	441,683

22,515,278

(8,351,334)

14,163,944

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 2002/03 of \$2,584,020 and in 2003/04 of \$2,649,996. The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$223,365) and in 2003/04 of (\$231,816).

Projected Cost of Service 2004/05	14,319,111
Projected Cost of Service 2005/06	14,587,439

2002/03 Capital Outputs

\$	
427,700	Renewals and Replacements
569,800	Asset Improvements
318,000	New Assets

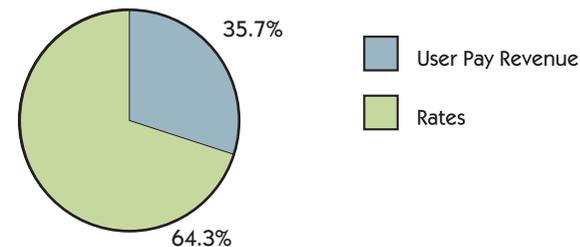
1,315,500

2003/04

\$
354,000
1,040,000
829,000

2,223,000

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, Jellie Park Aqualand, Cowles Stadium, seven pools and one golf course.
- Distributing grants on behalf of 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, one swimming pool, 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 on events funding 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>	<ul style="list-style-type: none"> • Energy efficiency at facilities per user. (Target: 4.7kwh for electricity and .032 Gigajoules for gas) • Water consumption at facilities per user. (Target: .1,178 cu metres) 	<ul style="list-style-type: none"> • Level of participation in Council recreation programmes (Target: 200,000). • No's visiting Council facilities (CCC Leisure Records) (Target: 2.4M). • Proportion of residents visiting Council pools and stadia once or more pa. (Annual Residents Survey) (Target: 50%) 	<ul style="list-style-type: none"> • Cost per user at facilities (CCC Leisure Records) (Target: \$3.00). • Residents satisfied with value for money through rates on swimming pools and stadia. (Annual Residents Survey) (Target: 75%). 	<p>A1, A3, A5, B3, F7</p>																		
		<p>Pools Visits</p> <table border="1"> <caption>Pools Visits Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>49%</td> </tr> <tr> <td>2000</td> <td>46%</td> </tr> <tr> <td>2002</td> <td>52%</td> </tr> <tr> <td>2003</td> <td>56%</td> </tr> </tbody> </table>	Year	Percentage	1998	49%	2000	46%	2002	52%	2003	56%	<p>Pools</p> <table border="1"> <caption>Pools Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>77%</td> </tr> <tr> <td>2002</td> <td>75%</td> </tr> <tr> <td>2003</td> <td>75%</td> </tr> </tbody> </table>	Year	Percentage	2001	77%	2002	75%	2003	75%	
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2000	46%																					
2002	52%																					
2003	56%																					
Year	Percentage																					
2001	77%																					
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2003	75%																					

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. (Annual Residents Survey) (Target: 80%) <div data-bbox="1512 582 1892 901"> <p>Putting on Events</p> <table border="1"> <caption>Putting on Events</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>86%</td> </tr> <tr> <td>1999</td> <td>78%</td> </tr> <tr> <td>2000</td> <td>82%</td> </tr> <tr> <td>2001</td> <td>83%</td> </tr> <tr> <td>2002</td> <td>79%</td> </tr> <tr> <td>2003</td> <td>74%</td> </tr> </tbody> </table> </div>	Year	Percentage	1998	86%	1999	78%	2000	82%	2001	83%	2002	79%	2003	74%	
Year	Percentage																	
1998	86%																	
1999	78%																	
2000	82%																	
2001	83%																	
2002	79%																	
2003	74%																	



The new Atlantis themed leisure pool at QE II.



Waste Minimisation and Disposal

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
290,385	Information and Advice
335,987	Plans and Policy Statements
510,990	Reduction
159,140	Resource Reuse Centres
3,632,136	Recycling
274,227	Resource Recovery
4,705,812	Residual Disposal
(9,155,901)	Waste Minimisation Revenue
752,775	Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)	Revenue	Net Cost
\$	\$	\$
268,651	0	268,651
313,831	0	313,831
405,274	0	405,274
6,345	0	(6,345)
3,705,536	(686,600)	3,018,936
1,735,487	(1,740,741)	(5,254)
13,339,648	(6,934,181)	6,405,467
(1,595,125)	(9,405,200)	(11,000,325)
18,179,646	(18,766,722)	(587,076)

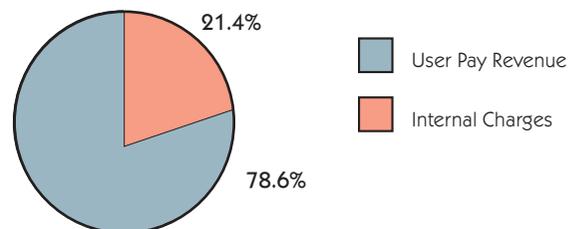
Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$2,207,145 and in 2003/04 of \$2,390,626.

The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$748,723) and in 2003/04 of (\$778,990).

Projected Cost of Service 2004/05*	658,331
Projected Cost of Service 2005/06*	5,674,631

2002/03 Capital Outputs	2003/04
\$	\$
108,000 Renewals and Replacements	25,800
182,600 Asset Improvements	1,169,504
1,022,053 New Assets	4,117,876
1,312,652	5,313,180

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.



A recycling truck at work in the suburbs.

- Co-ordination of hazardous waste treatment and disposal.
- Aftercare of various closed landfills.
- \$6.3M has been added to the capital budget over three years (2003/04 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.



Crushed glass being unloaded at the Recovered Materials Foundation.

Waste Minimisation and Disposal

Objectives

Customer Service

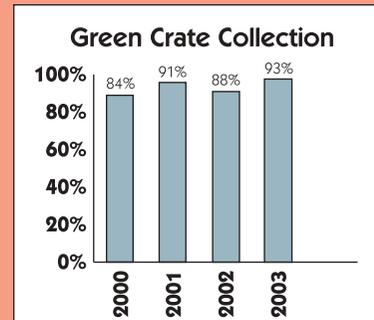
To provide the community with safe, convenient and efficient solid waste services.

Environmental Performance Indicators

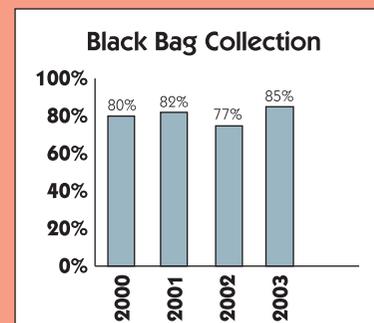
- Incidence of reported illegal dumping (*Target: Less than one occasion reported to the Council per day*)

Social Performance Indicators

- 90% of customers are satisfied with the green crate recycling service provided

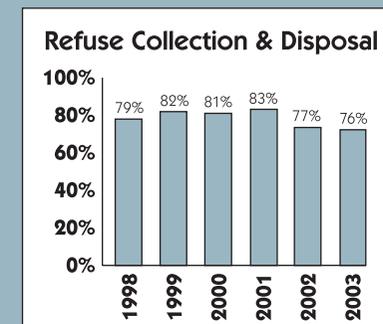


- 80% of customers are satisfied with the black bag service provided



Economic/Financial Performance Indicators

- Refuse collection and disposal delivers value for money (*Target: 80% satisfaction*)



- Cost of Waste Management per household (*Target: \$126 per household*)

Link to Strategic Objectives

C4, E1, F5, F6, F7

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 in 2003/04</i>)  <ul style="list-style-type: none"> Amount kerbside recycled per household (<i>Target: 2.4 kilograms per house per week</i>) 	<ul style="list-style-type: none"> Public commitment to waste minimisation (<i>Target: 90% 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>

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 2003/04: Total refuse landfilled (excluding hardfill) 210,000 tonnes; greenwaste composted 35,500; kerbside recycled 17,000 tonnes</i>) 																																	
<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>1995</td><td>0</td><td>0</td></tr> <tr><td>1996</td><td>12</td><td>0</td></tr> <tr><td>1997</td><td>18</td><td>0</td></tr> <tr><td>1998</td><td>20</td><td>0</td></tr> <tr><td>1999</td><td>25</td><td>12</td></tr> <tr><td>2000</td><td>28</td><td>15</td></tr> <tr><td>2001</td><td>25</td><td>16</td></tr> <tr><td>2002</td><td>28</td><td>17</td></tr> <tr><td>2003</td><td>35</td><td>18</td></tr> </tbody> </table>					Year	Composting	Recycling	1995	0	0	1996	12	0	1997	18	0	1998	20	0	1999	25	12	2000	28	15	2001	25	16	2002	28	17	2003	35	18
Year	Composting	Recycling																																
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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"> • Number of opportunities provided for public engagement in the planning process (<i>Target: At least 4 per year</i>) 		<p>C4, D1, D3, D4, E3, F2, G1, G2, G3</p>
<p>Compliance with Legislation To operate waste management facilities that comply with or surpass legislative requirements.</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"> • Penalties or fines incurred (<i>Target nil</i>) 	<p>C4, E1, E3</p>



Unloading recyclable material at the Recovered Materials Foundation in Sockburn.

Wastewater

Cost of Proposed Services

Budget 2002/03

Net Cost	Operational Outputs
\$	
(1,688,433)	Operations Revenue
142,769	Information and Advice
969,991	Planning
9,286,147	Collection
7,634,723	Treatment and Disposal
25,000	Laboratory
(670,000)	Capital Works Revenue

15,700,197

Net Cost of Service

Budget 2003/04

Costs (After Internal Recoveries)
\$
290,390
193,587
989,591
14,433,205
8,146,649
68,581
0

24,122,004

Revenue

\$
(2,520,000)
(20,000)
0
(17,000)
(221,000)
(43,581)
(1,258,000)

(4,079,581)

Net Cost

\$
(2,229,610)
173,587
989,591
14,416,205
7,925,649
25,000
(1,258,000)

20,042,422

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$5,712,890 and in 2003/04 of \$10,976,000.

The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$257,260) and in 2003/04 of (\$269,649).

Projected Cost of Service 2004/05	21,432,974
Projected Cost of Service 2005/06	22,069,354

2002/03 Capital Outputs

	2002/03	2003/04
\$	\$	\$
3,133,427	Renewals and Replacements	3,102,112
11,395,579	Asset Improvements	10,492,790
1,107,629	New Assets	2,309,563

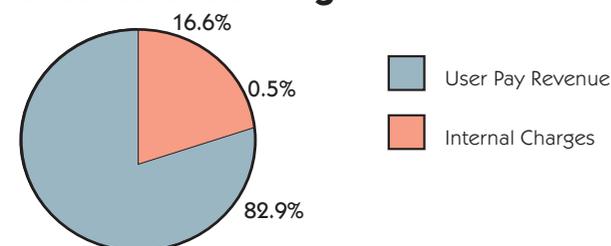
15,636,635

15,904,465

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 people and wildlife from the treatment plant discharge is minimised (Target: pollutants in discharge reduced by 75% BOD and 75% suspended solids) 	<ul style="list-style-type: none"> When a complaint is received that could potentially affect public health (eg a sewer blockage) and for which the Council is responsible a contractor is on site within one hour (Target: 100% response rate) 	<ul style="list-style-type: none"> The wastewater service delivers value for money (Target: 80% satisfaction citizen survey) 	<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 taking into account climatic factors. (Target: 435 litres per person per day, 5-year rolling average) 		<div data-bbox="1518 566 1892 885"> <table border="1"> <caption>Wastewater Service</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>66%</td> </tr> <tr> <td>1999</td> <td>83%</td> </tr> <tr> <td>2000</td> <td>70%</td> </tr> <tr> <td>2001</td> <td>78%</td> </tr> <tr> <td>2002</td> <td>69%</td> </tr> <tr> <td>2003</td> <td>67%</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Wastewater cost per household per year (Target: \$126 per household) 	Year	Satisfaction (%)	1998	66%	1999	83%	2000	70%	2001	78%	2002	69%	2003	67%	<p>C1, D1, D3, D4, E1, E3, F2, G1, G2, G3</p>
Year	Satisfaction (%)																	
1998	66%																	
1999	83%																	
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2001	78%																	
2002	69%																	
2003	67%																	
<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 as a result of a failure of Council pumping equipment (Target: Nil) 			<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>	<ul style="list-style-type: none"> Greenhouse gas emissions into the environment are minimised and electricity generation from biogas is maximised (<i>Target: less than 1% of total biogas produced is flared off</i>) 			
<p>Compliance with Legislation To comply or surpass legislative requirements and standards.</p>	<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>



An aerial view of the Wastewater Treatment Plant.



The Wastewater Treatment Plant.

Water Supply

Cost of Proposed Services

Budget 2002/03

Net Cost \$	Operational Outputs
(830,138)	Operations Revenue
573,658	Information and Advice
1,212,277	Planning
10,851,748	Supply of Water
(1,268,000)	Capital Works Revenue
<u>10,539,546</u>	Net Cost of Service

Budget 2003/04

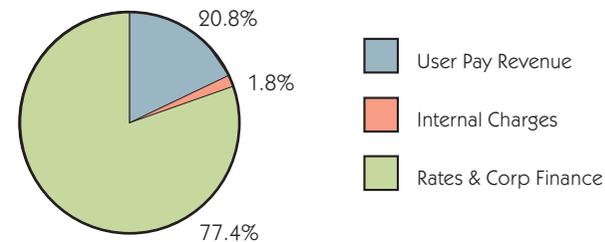
Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
368,022	(1,433,000)	(1,064,978)
673,118	0	673,118
1,053,296	0	1,053,296
11,454,449	(113,000)	11,341,449
0	(1,361,250)	(1,361,250)
<u>13,548,885</u>	<u>(2,907,250)</u>	<u>10,641,635</u>

Note: The above Cost of Service Statement includes a depreciation provision for 2002/03 of \$4,097,260 and in 2003/04 of \$4,300,000.
The above Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2002/03 of (\$183,311) and in 2003/04 of (\$191,857).

Projected Cost of Service 2004/05	10,940,658
Projected Cost of Service 2005/06	11,261,981

2002/03 Capital Outputs \$	2003/04 \$
3,670,756 Renewals and Replacements	3,621,614
243,829 Asset Improvements	369,135
1,966,880 New Assets	1,311,591
<u>5,881,466</u>	<u>5,302,341</u>

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

Customer Service

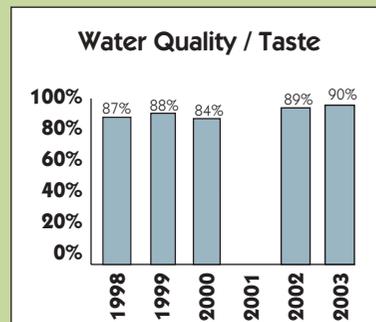
To provide the community with safe, convenient and efficient water supply services.

Community Engagement

To develop and enhance partnerships with the community and with governing bodies, to achieve desired outcomes.

Environmental Performance Indicators

- 90% of customers are satisfied with the water quality / taste



- 95% of reported leaks in the Council's reticulation are repaired as scheduled:
 - 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. (*Response and repair time*)

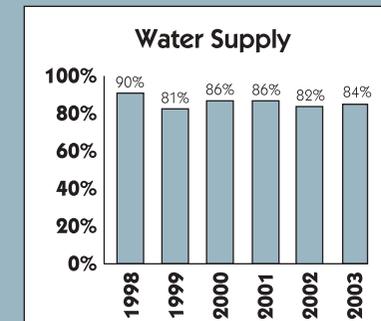
- The water used per person is progressively reduced by a managed programme of water conservation (*Target: 435 litres per person per day, 5-year rolling average*)

Social Performance Indicators

- Public commitment to water conservation (*Target: 70% of people take action to reduce the amount of water they use at home*)

Economic/Financial Performance Indicators

- Water supply service delivers value for money (*Target: 90% satisfaction*)



- Water Supply cost per household per year (*Target: \$90 per household*)

Link to Strategic Objectives

E1, F2, F6, F7

C1, D1, D3, D4, E1, E3, F2, G1, G2, G3

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 165 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>) • Water supplied to the community will meet or surpass NZ drinking water standards (<i>Report by exception, water quality measurements</i>) 	<ul style="list-style-type: none"> • Penalties or fines incurred (<i>Target: Nil</i>) 	<p>B1, C1, E1, E3, F2, F6</p> <p>E1, E3</p>
<p>Compliance with Legislation To comply or surpass legislative requirements and standards</p>				



City Care staff testing fire hydrant water pressure.



City Care replaces a water sub main.

Recovered Materials Foundation

Cost of Service

2002/03 BUDGET		2003/04 BUDGET
\$	Income	\$
1,718,000	Material Sales	2,590,000
3,000	Canterbury Regional Council Waste Exchange Grant	
847,900	CCC Contract Payment *	1,050,000
<u>2,568,900</u>	Total Revenue	<u>3,640,000</u>
	Expenses	
113,000	CCC Contract Return	234,000
1,795,000	Site Operations	2,423,172
660,000	RMF Service Functions	955,000
<u>2,568,000</u>	Total Expenses	<u>3,612,172</u>
<u>900</u>	Surplus (Deficit)	<u>(27,828)</u>

Notes:

- * The RMF receives contract payments from CCC for the following services:
- Waste Exchange
 - Kerbside Publicity
 - Waste of a Day School Education, plus guided tours of CW&W Facilities
 - Base Funding (for core services)
 - Technology and Development Funding (bid for on a project by project basis)
 - Kerbside recycling promotion and management
 - Co-mingled collection sorting service

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 222 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 providing 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.

Recovered Materials Foundation

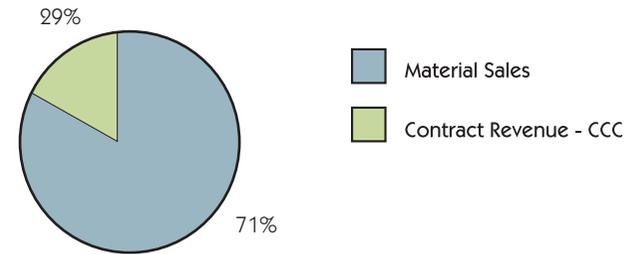
Objectives for 2003/04

1. To increase the volume of recyclable and reusable material diverted from the Refuse Stations and sold through SuperShed.
2. To accept and process greater volumes of materials from the CCC Kerbside Recycling Scheme.
3. To identify and process additional materials recovered from the waste stream.
4. To develop local (value-added) markets for glass recovered from kerbside recycling collection.
5. To develop a strong market for reusable whole bottles.

Performance Indicators

1. (a) Tonnage of material recovered for recycling at the Recycling Centres. *(Target: 3,500 tonnes).*
(b) Tonnage of material recovered for reuse at the Recycling Centres and taken to SuperShed *(Target: 1,200 tonnes).*
2. Tonnage of material recovered through kerbside recycling collection and processed for markets by the RMF. *(Target: 17,000 tonnes).*
3. Number of new material types investigated for long term wastestream diversion *(Target three new materials fully researched).*
4. Total tonnes of crushed glass product sold to local markets *(Target 750 tonnes)*
5. Number of whole wine bottles recovered for reuse market *(Target 12,000 dozen bottles).*

Sources of Funding



A truck about to unload recyclable material at the Recovered Materials Foundation.

Canterbury Development Corporation

Cost of Service

2002/03 BUDGET		2003/04 BUDGET
\$	Income	\$
3,508,458	Operational Grant CCC ⁽¹⁾	3,957,000
1,700,000	Other Income ⁽²⁾	1,845,652
<hr/>		<hr/>
5,208,458	Total Revenue ⁽³⁾	5,802,652
	Expenses	
2,316,968	Economic Development	2,967,652
2,891,490	Employment Services	2,835,000
<hr/>		<hr/>
5,208,458	Total Expenses	5,802,652
<hr/> <hr/>		<hr/> <hr/>

⁽¹⁾ CCC = Christchurch City Council

⁽²⁾ Subject to successful external contract negotiation

⁽³⁾ Does not include \$1,804,190 of 2003/04 CCC funding allocated from the Canterbury Economic Development Fund

Relationship to the Council

The CDC co-ordinates a range of service deliveries in which the CCC has an interest. The CDC is a company with its shares being held by the CDC Trust. As the sole shareholder, 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 CDC Directors are City Councillors and the other half are suitably qualified members of the Canterbury Community. (See page 222 for list of Directors.)

The CCC's interest in the CDC is in accordance with its Strategic Objectives: A1, A2, A4, A5, B1, B2, B3, B4, C1, C2, C4, D4, D5, E4 and G2 (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 is the economic development and employment services arm of the CCC. In this role it provides outputs in the areas of economic development and employment in accordance with the CCC's Plan. It is a non profit, commercially neutral enterprise, regional in perspective but recognising in its geographical focus 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. Activities will revolve around the objective of increasing the number of sustainable jobs through targeted initiatives that will help grow the regional economy.

Objectives for 2003/04

1. Provide a range of support services for the region's small and medium sized enterprises (SMEs) designed to enhance their ability to provide sustainable employment and economic growth. Focus will be on SMEs with export potential.
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 projects that have potential to enhance the level of economic activity and employment including equity investment matching, technology commercialisation and management of the Canterbury Economic Development Fund.
4. Production of current information on the region, its economy, infrastructure and quality of life.
5. Provision of a range of programmes of job assistance and job placements to help youth and other unemployed persons.

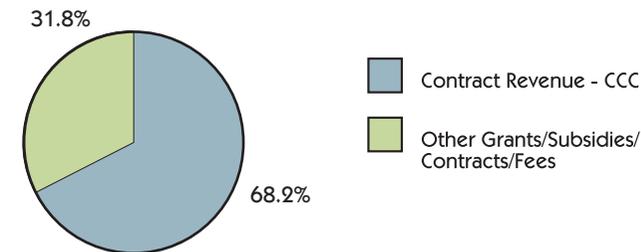
Canterbury Development Corporation

6. Support the infrastructure of community groups and agencies working with the unemployed to enhance the outcomes they achieve.

Performance Indicators

- 1.1 Maintenance of a comprehensive database of mentors available to assist SMEs.
(Target: 180 mentors)
- 1.2 Refer SMEs to providers of business support and assistance.
(Target: 1,000 client contacts)
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 market development and other collaborative activity.
(Target: 4 groups)
- 3.3 Two funding rounds for the CEDF are offered and appropriate grants made.
(Target: 2 rounds, 6 grants/loans)
4. Appropriate current promotional material available at all times. Available at all times in print form and on CDC website.
(Target: Compliance)
- 5.1 Contribute to job creation projects for unemployed people.
(Target: 10 projects)
- 5.2 Individually case manage young unemployed people.
(Target: 2,000 young people)
6. Contribute to the wellbeing of community groups with a focus on employment and education.
(Target: 20 groups)

Sources of Funding



The 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

2002/03 BUDGET		2003/04 BUDGET
\$	Income	\$
323,000	Museum Programmes	378,610
259,427	Corporate Services	268,500
<hr/>		<hr/>
582,427	Total Revenue	647,110
	Expenditure	
2,021,253	Museum Programmes	2,118,660
1,681,242	Corporate Services	1,826,290
<hr/>		<hr/>
3,702,495	Expenses before Depreciation	3,944,950
901,714	Depreciation	1,021,796
<hr/>		<hr/>
4,604,209	Total Expenses	4,966,746
<hr/>		<hr/>
4,021,782	Net Cost before Funding	4,319,636
<hr/> <hr/>		<hr/> <hr/>
	Funded by:	
3,801,837	Local Authority Funding	4,205,934
219,945	Reserves	113,702
<hr/>		<hr/>
4,021,782		4,319,636
<hr/> <hr/>		<hr/> <hr/>
Note:	2002/03 CCC share of levy	2,955,834
	2002/03 CCC ex gratia payment	515,887
*	2002/03 CCC Grant for Building & Development Project	1,532,500
	2003/04 CCC share of levy	3,321,034
	2003/04 CCC ex gratia payment	515,887
*	2003/04 CCC Grant for Building & Development Project	869,500
	Projected Cost of Service 2004/05	4,975,443
	Projected Cost of Service 2005/06	5,097,421

* CCC portion of Funding for Canterbury Museum Revitalisation Project

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 222 for the list of Museum Trustees)

The levy on the five contributing local authorities, including the ex gratia payment, represents 84.7% of budgeted Museum funding before income from grants not yet confirmed. 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 2003/04

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

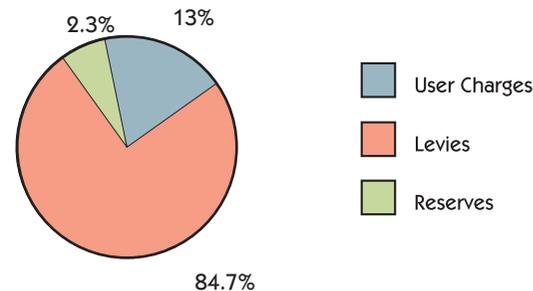
A detailed listing of performance indicators and targets is provided in the Canterbury Museum Annual Plan. Listed below are selected key indicators:

- 1.1 Progress the revitalisation project in accordance with agreed timelines and deliverables.
- 1.2 Interpret the revitalisation works to visitors via Special Exhibitions and Public Programmes, including community outreach.
- 1.3 Develop the Commercial Plan within the revitalisation to clearly identify all possible areas for revenue generation.
- 2.1 Maintain visitor numbers at 500,000 and increase door donations to \$135,000.
- 2.2 Increase the percentage of visitors rating Canterbury Museum as an excellent or very good visitor experience to over 75%.
- 2.3 Deliver curriculum-based programmes to 30,000 school children and answer 24,500 external written, telephone and email enquiries.

- 3.1 Progress towards full documentation of the two million objects acquired prior to June 2001 by documenting an additional 25,000 objects taking the total to 12.5%.
- 3.2 Complete design and development of Maori and Ethnology collection store (subject to receipt of external funding).
- 3.3 Conserve whale skeleton to 80% complete in preparation for re-exhibition.

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



The NZ Army Band playing outside the Canterbury Museum on Anzac Day, 2002.



Riccarton Bush Trust Board

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
142,200	Bush and Grounds	162,570
34,500	Buildings	21,500
75,750	Administration	71,861
<hr/>		<hr/>
252,450	Total Expenditure	255,931
78,362	Less External Income	78,362
<hr/>		<hr/>
174,088	Net Cost	177,569

174,088	Operating Grant & Levy (from the Christchurch City Council)	177,569
50,000	Project Grant (from the Christchurch City Council)	50,000*

* Funding for a predator proof fence around bush boundary.

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 2003/04	300,000
Projected Capital Expenditure 2004/05	50,000
Projected Capital Expenditure 2005/06	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 2003/04 levy is \$108,310 and the Christchurch City Council has also provided additional funding by way of an operating grant of \$69,259 and a capital grant of \$50,000. The Christchurch City Council appoints six of the nine members on the Trust Board (see page 222).

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 2003/04

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. Provide predator proof fence around bush boundary.

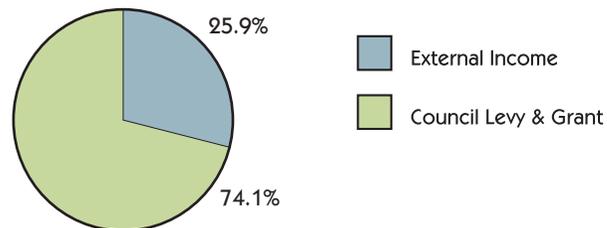
Riccarton Bush Trust Board

Performance Indicators

1. Complete replanting by 30 June 2004.
2. Initiate draft Variation work by 30 September 2003.
3. Complete installation by 31 March 2004.

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 recently refurbished dining room, Riccarton House.

Grants To Community Organisations

	2002/03 Budget	2003/04 Budget		2002/03 Budget	2003/04 Budget
Output : Community Services			Output : Community Services (Cont'd)		
Adult Reading Assistance Scheme	15,000	15,000	Volunteering Canterbury	15,000	15,000
Anglican Care Family and Community Division (1)	0	15,000	Wai Ora Trust (11)	30,000	30,000
Beneficiaries Advisory Service	17,000	18,000	Women's Centre	10,000	12,500
Canterbury Neighbourhood Support	20,000	20,000	Youthline Centre South Island (12)	25,000	25,000
Cholmondeley Children's Home	20,000	15,000		1,039,300	1,251,500
Christchurch Asian Youth Trust (2)	25,000	25,000	Output : Economic Development & Employment		
Christchurch Citizens Advice Bureau	30,000	0	Birdlands Sanctuary Trust	30,000	30,000
Christchurch City Mission Walsh House	40,000	40,000	Christchurch Christmas Parade Trust	40,000	40,000
Christchurch Early Intervention Trust The Champion Centre (3)	40,000	40,000	Events Seeding Grants	160,000	160,000
Christchurch East School	12,200	0	NZ Conservation Trust (13)	20,000	15,000
Christchurch Safer Community Council	40,000	40,000	Orana Park	150,000	175,000
Combined Citizens Advice Bureaux	0	60,000	Science Alive	225,000	200,000
Community Development Fund	432,000	439,000		625,000	620,000
Council of Social Services	20,000	20,000	Output : Arts & Heritage		
Disabled Person Assembly Christchurch and Districts	10,000	12,000	Arts Canterbury Incorporated	0	10,000
Family Help Trust	0	30,000	Arts Centre	10,000	0
Floyd's Creative Workshop	10,000	10,000	Arts Centre Artist in Residence	10,000	15,000
Hohepa Canterbury	25,000	25,000	Canterbury Opera	62,000	62,000
Home Made Partnerships Trust (Supergrans) (4)	25,000	25,000	Centre of Contemporary Art	0	100,000
K2 Trust Christchurch	0	15,000	Christchurch City Choir	35,000	35,000
Kingdom Resources Trust (5)	30,000	30,000	Christchurch Civic Music Council	5,000	5,000
Lifeline Christchurch Charitable Trust	0	25,000	Christchurch Drama Centre	14,000	0
Newell House	15,000	20,000	Christchurch Operatic (Showbiz Christchurch)	0	25,000
North Avon Property Trust	0	10,000	Christchurch Symphony Orchestra	290,000	290,000
Odyssey House	14,000	14,000	Community Arts Council (Administrative Support)	6,500	7,500
Refugee and Migrant Centre	10,000	20,000	Court Theatre	55,000	55,000
Refugee Resettlement Support (6)	0	10,000	Creative Communities	200,000	200,000
Restorative Justice Service	15,000	15,000	Ferrymead Trust	155,000	155,000
Rewi Alley Chinese School (7)	34,100	34,000	Music Centre of Christchurch	45,000	45,000
Solo Women as Parents	10,000	10,000	National Marae	65,000	65,000
Te Runanga O Nga Maata Waka (8)	40,000	40,000	Orchestra Users Group	60,000	60,000
Te Whatu Manawa Maoritaga O Rehua Marae Trust (9)	0	22,000	Theatre Royal	55,000	45,000
Tenants Protection Association	10,000	15,000	Tramway Historical Society Inc	10,000	10,000
The Peace Foundation Disarmament and Security Centre	0	15,000		1,077,500	1,184,500
Therapeutic Arts Trust (10)	0	25,000			

Grants To Community Organisations

	2002/03 Budget	2003/04 Budget
Output : Recreation & Sport		
Canterbury Gymsports Incorporated	10,000	0
Canterbury Hockey Association (14)	0	5,500
Canterbury Lawn Tennis Association (15)	75,000	50,000
Canterbury Surf Life Saving Association	117,800	128,870
Crichton Cobbers	10,000	10,000
Parafed Canterbury (16)	18,000	15,000
Ruapuna Development	40,000	45,000
Sport and Recreation New Zealand (SPARC) - Community Sports Fund	350,000	0
Sumner Lifeboat Institution (17)	32,825	32,600
Table Tennis Canterbury	26,500	0
	<u>680,125</u>	<u>286,970</u>
Output : Environment & Parks		
Canterbury Horticultural Society	3,000	6,000
Christchurch Beautifying Association	25,000	25,000
Orton Bradley Park	30,000	30,000
Port Hills Parks Trust Board	20,000	20,000
Summit Road Society	20,000	20,000
	<u>98,000</u>	<u>101,000</u>
Output : Corporate Services		
Management Reviews	15,000	15,000
Allocated Costs Leisure Unit	116,622	114,917
Allocated Overhead - Corporate Overhead	105,297	96,777
	<u>236,919</u>	<u>226,695</u>
Total Cost Grants	<u>3,756,844</u>	<u>3,670,665</u>
Revenue		
Sport and Recreation New Zealand (SPARC) Subsidy	350,000	0
Creative Communities Funding	200,000	200,000
	<u>550,000</u>	<u>200,000</u>
Net Cost Grants	<u>3,206,844</u>	<u>3,470,665</u>

	2002/03 Budget	2003/04 Budget
Financing Transfers		
Transfer to Special Funds (from Rates)		
Conferences and Similar Events Bridging Loan Fund	150,000	100,000
Total Financing Transfers	<u>150,000</u>	<u>100,000</u>
Total Net Cost including Financing Transfers	<u>3,356,844</u>	<u>3,570,665</u>

Notes:

The following future commitments have been made:

- (1) Anglican Care Family and Community Division - 2003/04 \$15,000, year one of a three year commitment.
- (2) Christchurch Asian Youth Trust - 2003/04 \$25,000, year two of a three year commitment.
- (3) Christchurch Early Intervention Trust The Champion Centre - 2003/04 \$40,000, year two of a three year commitment.
- (4) Home Made Partnerships - 2003/04 \$25,000, year two of a three year commitment.
- (5) Kingdom Resources Trust - 2003/04 \$30,000, year one of a three year commitment.
- (6) Refugee Resettlement Support - 2003/04 \$10,000, year one of a three year commitment.
- (7) Rewi Alley Chinese School - 2003/04 \$14,100, year three of a five year commitment to repay loan and interest and \$20,000 co-ordinator's salary, year one of a three year commitment.
- (8) Te Runanga O Nga Maata Waka - 2003/04 \$40,000, year two of a three year commitment.
- (9) Te Whatu Manawa Maoritaga O Rehua Marae Trust - 2003/04 \$22,000, year one of a five year commitment to service a Council loan.
- (10) Therapeutic Arts Trust - 2003/04 \$25,000, year one of a three year commitment.
- (11) Wai Ora Trust - 2003/04 \$30,000, year two of a three year commitment.
- (12) Youthline Central South Island - 2003/04 \$25,000, year two of a three year commitment.
- (13) NZ Conservation Trust - 2003/04 \$15,000, 2004/05 \$10,000.
- (14) Canterbury Hockey Association - 2003/04 \$5,500, year one of a five year Council commitment to pay interest on a loan to the Association.
- (15) Canterbury Lawn Tennis Association - 2003/04 \$50,000, 2004/05 \$40,000, 2005/06 \$30,000.
- (16) Parafed Canterbury - 2003/04 \$15,000, year two of a three year commitment.
- (17) Sumner Lifeboat Institution - 2003/04 \$7,600, ongoing inflation adjusted support for slipway maintenance, insurance and power.

Christchurch City Holdings Limited

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
46,055,000	Revenue	43,600,000
11,740,000	Financing and Interest Costs	12,500,000
1,191,000	Other Costs	930,000
12,931,000	Total Expenditure	13,430,000
33,123,000	Net Profit before Taxation	30,170,000

Net Profit Before Taxation

Projected Net Profit Before Taxation 2004/05	\$29,910,000
Projected Net Profit Before Taxation 2005/06	\$30,420,000

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 Council controlled trading organisation, 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 Intent. The Council's interest in this Company is in accordance with its Strategic Objective F4 (see page 13).

This Company holds the Council's shareholding in Orion Group 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 221.



A runway scene at the Christchurch International Airport Co Ltd. Christchurch City Holdings Ltd holds 75% of the shares in this company.

Christchurch City Holdings Limited

Overall Service Objective

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

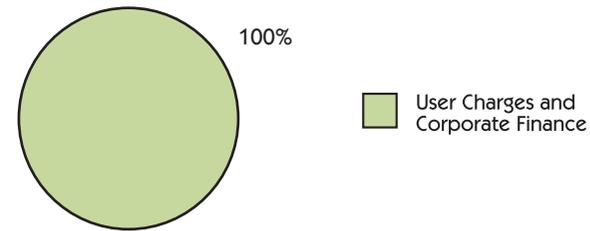
Objectives for 2003/04

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

Performance Indicators

1. Pay ordinary dividends to the Council totalling \$28.2M.
2. As outlined in the Statement of Intent for 2003/04.

Sources of Funding



A bus from the Red Bus Ltd fleet - one of the subsidiary companies of CCHL.

Christchurch International Airport Limited

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
56,040,000	Revenue	57,852,000
19,563,000	Maintenance and Operating Costs	20,989,000
4,811,000	Financing and Interest Costs	4,504,000
9,750,000	Depreciation	10,635,000
34,124,000	Total Expenditure	36,128,000
21,916,000	Net Surplus Before Taxation	21,724,000

Net Surplus Before Income Tax

Projected Operating Surplus Before Taxation 2004/05	(21,955,000)
Projected Operating Surplus Before Taxation 2005/06	(23,526,000)

Capital Expenditure

Projected Capital Expenditure 2003/04	11,852,000
Projected Capital Expenditure 2004/05	26,700,000
Projected Capital Expenditure 2005/06	40,700,000

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 41,500 scheduled aircraft departures involving approximately 4.6 million passengers and 32,000 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 Intent.

For a list of the Company directors see page 221.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (see page 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 2003/04

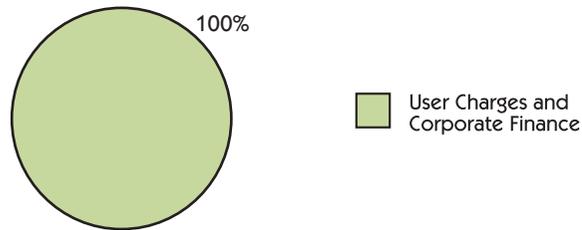
1. Achieve through service provision and promotion targeted aircraft, passenger and international airfreight movements.
2. Maintain acceptable safety standards.
3. Achieve projected dividend payments.

Christchurch International Airport Limited

Performance Indicators

1. Record at least 41,870 aircraft departures and 4.9 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 \$8,524,800 (CCC's 75% share equals \$6,393,600).

Sources of Funding



Ready for take off.



The International Departure Lounge.

Orion Group Limited

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
135,000,000	Operating Revenues	135,900,000
50,527,000	Operating surplus before taxation	48,847,000
22,398,000	Taxation expense	21,532,000
28,129,000	Operating surplus after taxation	27,315,000
1,000,000	Share of retained surpluses and goodwill write-off of subsidiary companies	99,000
5,809,000	Share of retained surpluses and goodwill write-off of associated companies	9,533,000
23,320,000	Net Surplus Attributable to parent company shareholders	17,881,000

Net Surplus After Taxation

Projected surplus after taxation for 2004/05	19,400,000
Projected surplus after taxation for 2005/06	25,450,000

The forecasts above reflect the upwards revaluation of the network assets as at 31 March 2003 and the resulting increase in depreciation.

Nature and Scope

Orion's core business is the provision of network services to 172,000 connections. It achieves this by providing and maintaining an electricity reticulation system currently comprising approximately 12,000km of lines and cables and 9,500 distribution substations and pole mounted transformers.

Orion is run as a commercial business and undertakes investments that 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 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 page 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 the Company directors see page 221.

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;

Orion Group Limited

- 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.

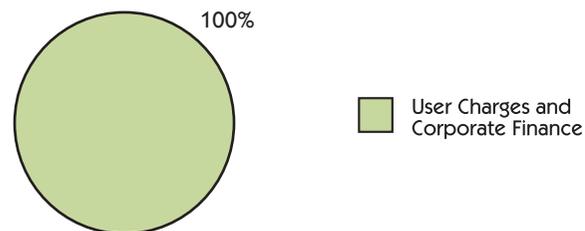
Objectives for 2003/04

2. Achieve projected overall financial performance.

Performance Indicators

- 2.1 Net after tax surplus to average equity of at least 3.1% (based on estimated average ordinary equity of \$583 million) for the year ending 31 March 2004.
- 2.2 Dividend payments on the ordinary shares of \$23.7 million for the year ending 31 March 2004. Christchurch City Holdings Ltd's 87.6% share is \$20.8 million.

Sources of Funding



The Energy Supplier of the Year Award is presented by the Minister of Energy, Pete Hodgson (left) to Roger Sutton, General Manager Operations, Orion New Zealand Limited.



Before and after undergrounding work in Shakespeare Road.



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 65.33% of shares through Christchurch City Holdings Limited. In July 1996 it was listed on the New Zealand Stock Exchange with 30.7% 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 221.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (see page 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 2003/04

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

Lyttelton Port Company Limited

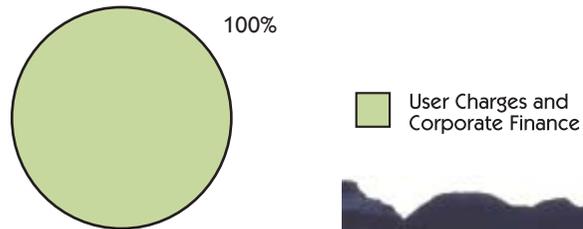
Performance Indicators

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

• International Containers	Import }	TEUs	72,500
	Export }	TEUs	68,400
• Fuel	Import	Tonnes	925,500
• Coal	Export	Tonnes	2,039,500
• Cars	Import	Units	49,600
• Other Cargo	Import	Tonnes	1,039,000
	Export	Tonnes	723,400

(The above figures are based on 2002/03 forecasts and represent anticipated volumes.)

Sources of Funding



The dry dock at Lyttelton Port Company.



Coal is the largest export through the port.



Recent arrivals at the Port.



The LPC's new tug boat 'Blackadder'.

Red Bus Limited

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
18,605,000	Revenue	21,575,000
15,929,000	Maintenance & Operating Costs	18,945,000
1,132,000	Depreciation	1,420,000
17,061,000	Total Expenditure	20,365,000
1,544,000	Net Profit before Taxation and Extraordinaries	1,210,000

Net Surplus Before Taxation

Projected Surplus before Taxation 2004/05	805,000
Projected Surplus before Taxation 2005/06	1,195,000

Capital Expenditure

Projected Capital Expenditure 2003/04	3,520,000
Projected Capital Expenditure 2004/05	25,000
Projected Capital Expenditure 2005/06	20,000

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 Council controlled trading organisation, 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 Intent.

For a list of the Company directors see page 221.

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

Overall Service Objective

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

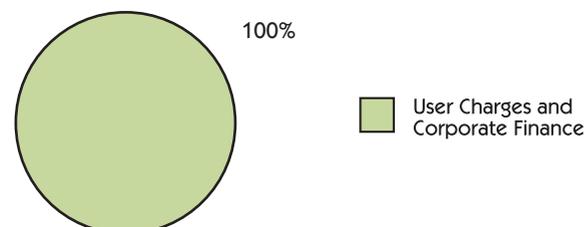
Objectives for 2003/04

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

Performance Indicators

1. Carry 10,000,000 passengers per annum.
2. Net after tax profit of \$811,000.

Sources of Funding



Selwyn Plantation Board Limited

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
10,424,858	Revenue	11,022,000
7,277,900	Maintenance & Operating Costs	7,828,200
120,000	Depreciation	160,000
7,397,900	Total Expenditure	7,988,200
<u>3,026,958</u>	Net Profit Before Taxation	<u>3,033,800</u>

Net Profit Before Taxation

Projected Net Profit Before Taxation 2003/04	3,033,800
Projected Net Profit Before Taxation 2004/05	3,100,000
Projected Net Profit Before Taxation 2005/06	3,100,000

Capital Expenditure

Capital expenditure of \$395,000 is provided for in the 2003/04 budget.

Nature and Scope

Selwyn Plantation Board Ltd is committed to operating a financially successful forestry and land utilisation business on the plains and foothills of Canterbury, in an environmentally and socially sustainable manner.

Selwyn Plantation Board Ltd manages 13,370 hectares of land, of which approximately 10,500 hectares are stocked in exotic production species. The estimated wood volume is 1.51 million tonnes. Selwyn Plantation Board Ltd has reached its sustainable harvest of around 151,000 tonnes per annum.

Relationship to the Council

Selwyn Plantation Board Ltd is a Council controlled trading organisation jointly owned by Selwyn Council Trading Enterprises Ltd (60.68%) and Christchurch City Holdings Ltd (39.32%). The Council exercises influence on the Board through a Statement of Intent.

For a list of the Company directors see page 221.

The Council's interest in this Company is in accordance with its Strategic Objectives F1 and F4 (see page 13).

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 competitive position and being responsive to our customers' needs.
- Managing the plantation resource, including the ecosystem processes that underpin it (eg soils) to ensure a sustainable supply of wood products.
- Being committed to excellence in health and safety in all aspects of the Company's operations.
- Ensuring that forest management practices do not have adverse environmental effects and that indigenous biodiversity values on SPBL lands are sustained.
- Being a good corporate citizen in the community and promoting and encouraging open communication with stakeholders, including contractors, customers, forest users, neighbours and others, about forest 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.

Selwyn Plantation Board Limited

- Ensuring that forest management activities meet or exceed all statutory requirements and the standards associated with Forest Stewardship Council certification.
- Monitoring the state of the Company's forest resources and any effects of operations on the environment and community, and modifying operations in response to the results of this monitoring where appropriate.

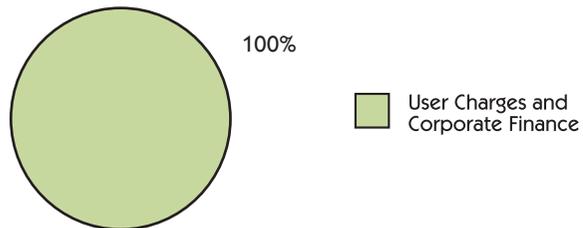
Objectives for 2003/04

- | | |
|--|----------------|
| 1. Harvesting (includes 3rd party volumes) | 176,000 tonnes |
| 2. Replanting | 150 hectares |
| 3. Pruning/thinning | 185 hectares |

Performance Indicators

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

Sources of Funding



New planting on SPBL hill country.



Douglas fir logs bound for South Korea.

City Care Limited

Cost of Proposed Services

2002/03 BUDGET \$		2003/04 BUDGET \$
49,532,000	Revenue	59,573,000
45,552,000	Operating, Financing and Depreciation Costs	57,176,000
45,552,000	Total Expenditure	57,176,000
3,980,000	Net Profit before Taxation	2,397,000

Net Profit Before Taxation

Projected Net Profit before Taxation 2004/05	3,214,000
Projected Net Profit before Taxation 2005/06	3,453,000

Nature and Scope

The company provides construction, maintenance and mechanical services for Waste and Water, Parks and Waterways, Roading, 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.

Relationship to the Council

City Care Limited is a Council controlled trading organisation, 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 Intent.

During the period under review City Care has reduced the cost of services to Christchurch City Council by \$1,500,000. In exchange for this price reduction a number of contract terms were extended by 3 years.

For a list of the Company directors see page 221.

The Council's interest in this Company is in accordance with its Strategic Objective: F4 (see page 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 will 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).

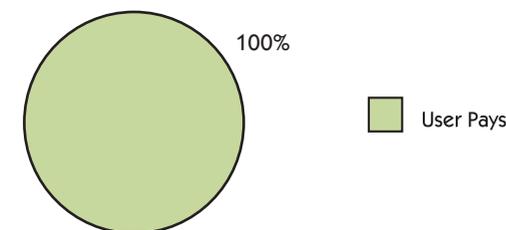
Objectives for 2003/04

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

Performance Indicators

1. Total projected dividend to shareholders of \$933,000 (payments in August and February)

Sources of Funding



Christchurch City Facilities Limited

Cost of Service

2002/03 BUDGET \$		2003/04 BUDGET \$
8,888,000	Revenue	9,567,000
8,565,000	Operating Costs	8,667,000
323,000	Surplus before Depreciation	900,000
3,519,000	Depreciation	3,550,000
<u>(3,196,000)</u>	Net Profit/(Deficit) Before Taxation	<u>(2,650,000)</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 Council Controlled trading organisation 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 221.

The Council's interest in this Company is in accordance with its Strategic Objective: F4 (see page 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.

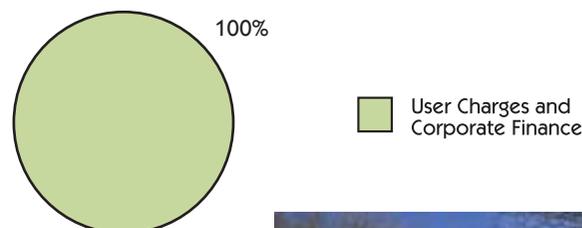
Objectives for 2003/04

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 2003/04 capital contribution from the Christchurch City Council is projected to be \$800,000.

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 10 Canterbury Territorial Local Authorities (ie 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	<u>414,800</u>	<u>100.00</u>

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 222.

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.

Transwaste Canterbury Limited

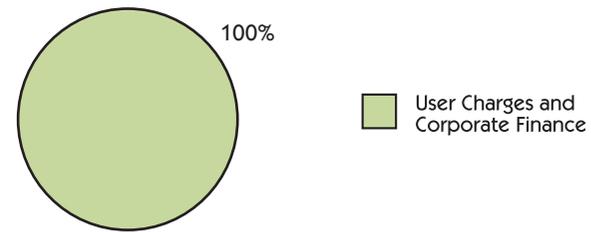
Objectives for 2003/04

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

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

2002/03 BUDGET \$		2003/04 BUDGET \$
7,521,000	Revenue	7,400,000
1,471,000	Surplus Before Deprecation and Tax	1,401,000
<u>(1,142,000)</u>	Net Profit (Loss)	<u>(1,055,000)</u>

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

The Council has provided loan finance to the Company. The balance of this loan is forecast to be \$41.1M at 30 June 2004. This loan is being fully serviced from the revenues of the Company.

Nature and Scope

Jade Stadium Ltd has been established to redevelop and manage Jade Stadium. The Company currently has an interim contract to manage the Stadium operations on behalf of the Victory Park Board. This arrangement will exist until the predevelopment assets owned by the Victory Park Board are transferred to the Company upon the Board's scheduled dissolution.

Relationship to the Council

Jade Stadium Ltd is a Council Controlled trading organisation 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 221.

The Council's interests in this Company is in accordance with its Strategic Objective: F4 (see page 13).

Overall Service Objective

To undertake the development and management of Jade Stadium.

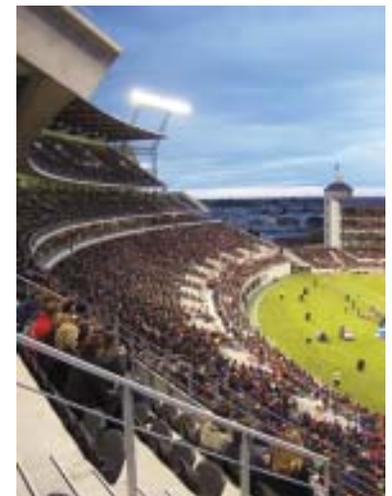
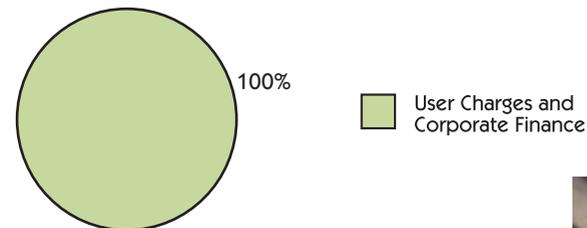
Objectives for 2003/04

1. Manage the stadium business.

Performance Indicators

1. Business operating successfully and within budget.
2. Meet all debt servicing requirements.

Sources of Funding



A packed West Stand enjoy a match at Jade Stadium.

Travis Finance Limited

Cost of Service

2002/03

BUDGET

Nil Estimated Net Profit before tax

2003/04

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 222.

Overall Service Objective

The company will continue to exist as a non-trading entity, and will be available should Christchurch City Council require a company structure for a future purpose.

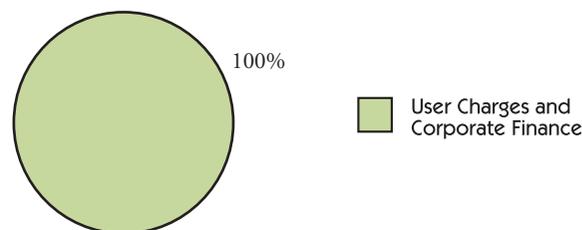
Objectives for 2003/04

Not applicable

Performance Indicators

Not applicable

Sources of Funding



5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets					
Renewals & Replacements					
Kerb and Channel Renewals					
Alexandra St	Fitzgerald - Stanmore (Bth)	92,500	402,737		
Baker St (Reprogrammed 03/04)	All	71,627			
Banks Ave	Nth Parade - Sth of Achilles (Nth)	5,000	125,040		
Baretta St	Dunn - Somerfield (Bth)	266,132			
Bellamy Ave	All	117,891			
Bordesley St	Harrow - Olliviers (Bth)	271,312			
Cambridge Tce	Barbadoes - Madras end (Nth)	138,625			
Canon St	Colombo - Sherbourne (Bth)	99,365			
Canon St	Barbadoes - Geraldine (Bth)	5,000	119,114		
Centaurus Rd	Ramahana - Albert (Bth)	149,755			
Centaurus Rd	Glennelg Spur - Rapaki (Bth)	5,000	323,562		
Centaurus Rd (Reprogrammed 03/04)	Austin Kirk - St Martins (Bth)	174,000			
Champion	Bealey - Gresford (Bth)	424,420			
Charles St	Wilson - Barbour (Bth)	180,430			
Cleveland St	Edward - Hendon (Bth)	136,872			
Clyde Rd	University Dr - Creyke (Bth)	232,743	186,081		
Cobham St	Domain - Lyttelton (Bth)	15,100	196,507		
Coronation St	Selwyn - Simeon (Bth)	494,290			
Creyke Rd (Reprogrammed 03/04)	Ilam - Clyde (Bth)	565,000			
Edward Ave	Barbadoes - Hills (Bth)	10,873	468,000		
Ellery St	All	5,000	119,114		
Fairfield Ave	Antigua St - Selwyn St (Bth)	10,000	496,958		
Forbes St	Angus - Devon (Bth)	165,950			
Frank St	All	405,467			
Garreg Rd	Glandovey - Galway (Bth)	37,600	473,491		
Geraldine St	Canon - Edgeware (Bth)	307,795			
Geraldine St	Edgeware - Warrington (Bth)	9,600	686,747		
Girvan St	All	5,000	142,225		
Grants Rd	Papanui - Culvert (Bth)	26,026	409,500		
Greers Rd	Langdons - Harewood (Est)	165,950			
Halton St	Watford - Papanui Rd (Bth)	5,000	208,004		
Harakeke St	Rochdale - End (Bth)	143,690			
Hastings St East	Vienna - Wilsons (Bth)	232,730			
Hastings St East Stage 2	Jordan - Waltham (Bth)	10,000	225,189		
Hawford Rd (Reprogrammed 03/04)	Butler - Opawa (Bth)	460,000			
Hawthorne St	Papanui - Watford (Bth)	215,231			
Hendon St	All	5,000	256,005		
Idris Rd	Blighs - Wairakei (Bth)	484,464			
Innes Rd	Cranford - Jamieson (Bth)	211,382			
Kinsey Tce	All	591,955			

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 145).

5 Year Capital Expenditure Programme

Description		2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)						
Kowhai Tce	Buxton Ave - Centaurus Rd (Bth)	15,100	125,040			
Lyttelton St	Cobham - Wychbury (Bth)	19,620	481,280			
Lyttelton St (Reprogrammed 03/04)	Edinburgh - Cobham (Bth)	492,000				
Mackworth St	Ferry - Bonar (Bth)	897,702				
Manning Pl	Ferry - Wildberry (Bth)	166,955				
Mary St	Grants - Main North (Bth)	498,327				
Mathias St	Mays - Chapter (Bth)	133,872				
New Brighton Rd (Reprogrammed 03/04)	Pages - Bower (Nth)	393,000				
Newnham Tce	Riccarton - Hanrahan (Bth)	238,504				
Ngaio St	All	30,100	386,971			
North Parade	Averill - Medway (Bth)	75,000	136,299			
Orbell St	Moorhouse - End (Bth)	5,000	119,114			
Royds St	Straven - End (Bth)	2,500	175,179			
Saltaire St	All	5,000	190,403			
Sinclair St	All	5,000	225,037	282,571		
Snowdon Rd	Fendalton - Idris (Bth)	4,800	256,005			
Speight St	All	9,675	208,596			
St Albans St	Rutland - Trafalgar (Bth)	5,000	178,611			
St James St	Windemere - Dalriada (Bth)	20,000	266,672			
St Martins Rd	Centaurus - Gamblins (Bth)	132,560				
Station Rd	Flavell - Martindales (Est)	132,560				
Stratford	All - (Bth)	414,485				
Straven	Kilmarnock - Rata (Wst)	121,430				
Studholme St	Somerfield - Ashgrove (Bth)	365,758				
Thorrington Rd (Reprogrammed 03/04)	All	450,000				
Totara St	Kahu - Puriri Nth (Bth)	277,003				
Union St (Reprogrammed 03/04)	Beresford - Owles (Bth)	15,000	208,123			
Vienna St	All	159,885				
Wainoni Rd	Breezes - Bexley (Bth)	35,000	260,262	917,434		
Wainoni Rd	Breezes - Shortland (Bth)	22,000	296,302			
Wainoni Rd	Shortland - Avonside (Bth)	14,740	159,851			
Wainui St	Riccarton - Peverel (Bth)	5,000	352,600			
Warrington	Hills - Flockton (Bth)	22,473	297,072			
Weka St	Tui - Straven (Bth)	258,156				
Wherstead Rd (Reprogrammed 03/04)	All	225,000				
Wildberry St	Manning - Richardson (Bth)	612,881	125,284			
Wilfrid St (Reprogrammed 03/04)	All	251,000				
Willow St	All	2,500	163,800			
Winchester St	Merivale - Andover (Bth)	35,000	370,010			
Woodbridge Rd	All	12,200	252,600			
Angus St	Colombo - Forbes (Bth)		10,000	186,376		
Armagh St	Fitzgerald - Stanmore (Bth)		10,000	541,093		
Barbour St	Ferry Rd - End (Bth)		5,000	324,656		

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 145).

5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)					
Bower Ave	New Brighton - Travis (Bth)	41,000	757,531		
Bower Ave	Travis - Ascot (Bth)	10,000	456,923		
Bretts Rd	Innes - Mays (Bth)	10,000	396,802		
Bridge St	Pine - Sth Brighton (Bth)	5,000	436,887		
Carrick St	All	10,000	258,522		
England St	Tuam - Cashel (Bth)	10,000	240,486		
Glenroy St	Hargood - Portman (Bth)	3,600	283,893		
Grafton St	Ferry - end (Bth)	10,000	589,191		
Halton St	Watford - Hartley (Nth)	10,000	156,316		
Harewood Rd	Wilmot - Harris (Bth)	5,000	241,808		
Harman St	Lincoln - Selwyn (Bth)	10,000	565,142		
Henry St	All	10,000	174,352		
Johnson St	Access road (Nth)	10,000	150,303		
Mayfield Ave	Forfar St - Westminster St (Bth)	6,100	416,762		
Nova Pl	All	10,000	150,303		
Osborne	Ferry - end (Bth)	559,434			
Paparoa St	Papanui - Claremont (Bth)	219,112			
Poulson St	Spencer - Church Sq (Bth)	10,000	390,790		
Rattray St	Peverel St - Riccarton Rd (Bth)	28,000	338,243		
Rees St	Oxford - Bangor (Bth)	10,000	162,328		
Saxon St	All	10,000	252,437		
Scotston Ave	All	10,000	216,437		
Shelley St	All	10,000	150,303		
Short St	All	10,000	150,303		
Sullivan Ave	Ensors - Whittington (Bth)	22,169	333,914		
Wainui St - Stage 2	Peverel - Blenheim (Bth)	10,000	544,051		
Webb St	Papanui - Bristol (Bth)	10,000	282,571		
Andover St	Hewitts - Shrewsbury (Bth)		15,150	391,787	
Archer St	All		12,200	201,830	
Avalon St	Perth - Whitmore (Bth)		12,200	207,766	
Beverley St	All		12,200	219,638	
Blighs Rd	Wairakei - Papanui (Bth)		13,482	1,053,078	
Boon St	All		10,000	216,437	
Cambridge Tce	Barbadoes - Fitzgerald (Bth)		12,200	677,106	
Cashmere View St	All		26,000	314,617	
Claremont Ave	All		12,200	178,085	
Cox St	All		12,200	379,915	
Derby St	Papanui - Springfield (Bth)		12,200	421,468	
Elm Grove	Fitzgerald - Hanmer (Bth)		12,200	142,468	
Grassmere Rd	Main North - end dished channel (Bth)		12,200	284,936	
Hanmer St	Avonside - Armagh (Bth)		12,200	267,128	
Hawthorne St	Watford - Hartley (Bth)		12,200	385,851	
Hazeldean Rd	Lincoln - Grove (Bth)		12,200	231,511	

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 145).

5 Year Capital Expenditure Programme

Description		2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)						
Horner St	Papanui - Proctor (Bth)			22,000	267,128	
Ilam Rd	Aorangi - Clyde (Sth)			12,200	142,468	
Laurence St	Ensors - Grafton (Bth)			12,200	403,660	
Loftus St	All			17,000	201,830	
Lyttelton St	Sparks - Wychbury (Bth)			12,200	563,937	
Mansfield Ave	All			12,200	451,149	
Mays Rd	Papanui - Rutland (Bth)			10,000	688,596	
McDougall Ave	Murray - Papanui (Bth)			12,200	184,021	
Rutland St	Innes - Weston (Bth)			12,200	231,511	
Squire St	All			15,000	184,021	
St James St	Dalriada - Harewood (Bth)			12,200	554,768	
Stoneyhurst St	All			18,017	219,638	
Sullivan Ave	Whittington Ave - Richardson Tce (Bth)			27,000	608,353	
Thornycroft St	All			30,100	357,358	
Tyne/Pope/Lowe	Blenheim - End (Bth)			10,000	260,000	
Watford St	Blighs - Normans (Bth)			12,200	683,688	
Wyndham St	Papanui - Proctor (Bth)			12,200	385,851	
Brockworth Pl	All				46,880	
Cheltenham St	All				11,720	
North Avon Rd	Hills - North Parade (Bth)				16,341	
Selwyn St	Brougham - Hazeldean (Bth)				23,440	
Design costs					667,651	
Consultation costs - to be allocated to projects		230,000	230,000	230,000	269,560	
Projects being identified				1,187,000	1,128,437	13,932,795
Construction/Reconstruction Cost Increases		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Kerb and Channel Enhancements						
Charles St	Osborne - Barbour (Nth)	272,665				
Flavell/Marsden/Rollin	Intersection area	104,092	118,473			
Kipling St	All	304,918				
Barrie St	All		10,000	200,890		
Crohane Pl	All		205,275			
Ruskin St	Selwyn - Antigua (Bth)			534,638		
Projects being identified						534,638
Structure Renewals						
Bridge Renewals		30,509	30,509	30,509	30,509	30,509
Bridges	Lifelines	147,939	147,939	147,939	147,939	971,702
Retaining Walls Renewals		75,095	75,096	75,095	75,095	75,095
Culvert Renewal		183,059		61,020	61,020	61,020
Carriageway Sealing		2,278,304	2,278,304	2,278,304	2,278,304	2,278,304
Carriageway Surfacing		1,547,882	1,728,016	1,908,148	2,083,035	2,257,923
Carriageway Smoothing		434,419	434,419	434,419	434,419	434,419
Footpath Resurfacing		2,829,480	2,829,480	2,829,480	2,829,480	2,829,480
Total Renewals & Replacements		23,173,923	20,455,308	21,936,120	23,265,430	24,605,885

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 145).

5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)					
Asset Improvements					
Road Network Improvements					
Amyes/Goulding/Shands (Reprogrammed 03/04)	200,000				
Bealey/Carlton/Harper (Reprogrammed 03/04)	123,720	1,026,833			
Blenheim Road deviation (Reprogrammed 03/04)	150,000	150,000	4,083,254	2,598,434	
Clarence/Riccarton/Straven Intersection (Reprogrammed 03/04)	150,000	251,000			
Fendalton Rd Railway - Clyde	906,155				
Fendalton Road (Reprogrammed 03/04) Landscaping	138,490				
Ferry Rd/Humphreys Drive Intersection change (Reprogrammed 03/04)	1,582,224				
Ferrymead Bridge (Reprogrammed 03/04)	185,570	2,809,274	1,179,224		
Opawa/Port Hills Stg 2 (Garlands to Curries)	240,352	2,804,007			
Opawa/Port Hills Stg 3 (Curries to Scruttons)			1,243,380	1,160,350	
Riccarton Rd Traffic Management	161,000	160,580	178,316		
Traffic Management Improvements	35,200	35,098	35,190		
Travis Rd Traffic Mgmt	202,957				
Blenheim Road Overbridge (Reprogrammed 03/04)		225,593			
Hills/Innes Intersection		300,000			
Northern Access		22,491	615,450	230,000	
Projects being identified		19,575	130,328	1,499,138	4,614,488
Southern Access		527,890	527,850		
Carriageway Seal Widening	37,344	37,344	37,344	37,344	37,344
Cycleways					
Aranui High "bubble" Sites 1km radius	79,590				
Branston Intermediate School "bubble"	56,850				
Buckleys Road Linwood - Pages	129,618				
Centaurus Rd (Reprogrammed 03/04) Colombo - St Martins (Bth)	56,850				
Chisnallwood Intermediate School "bubble"	85,275				
Christchurch Sth Int. School Bubble	3,979	88,125			
Clyde Road Riccarton - Creyke	26,719				
Cobham Int School "bubble"	4,548	88,007			
Hagley Ave Lincoln - Riccarton Ave	88,686				
Halswell Road (Reprogrammed 03/04) Sylvan - Curletts (Bth)	22,740				
Hillmorton/Manning "bubble" (Reprogrammed 03/04) Sites 1km radius	68,220				
Humphreys Drive Ferry - Linwood	34,110				
Lincoln Road Clarence - Moorhouse	34,110				
Little River Cycleway Christchurch linkages	2,842	58,750	58,750	117,300	
Mairehau School Innes - Briggs	2,274	29,375			
Marshlands Shirley - Prestons	62,648	94,000			
Pages Road Breezes - New Brighton	3,979	82,250			
Papanui High "bubble" Sites 1km radius	85,275				
Riccarton Road Deans - Manderville	92,956				
Riccarton Road (Reprogrammed 03/04) Rattray - Ilam (Bth)	92,779				

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)					
Waimairi Road	Tudor - Greers (Bth)	86,412			
Whiteleigh	Clarence Blenheim - Lincoln	2,842	52,875		
Bealey Avenue	Park - Fitzgerald (Bth)		129,049		
Breezes Rd	Avondale - Wainoni		82,250		
New Brighton Rd	Avondale - Wainoni		116,013		
North Parade	Averil - North Avon		17,625		
Pages Road	Buckleys - Breezes		2,937	82,250	
Railway cycleway North			235,000	234,600	
Stanmore Road Avonside - Nth Avon	Avonside - North Avon		5,875	94,000	
Breens Int "Bubble"			3,525	94,000	
Casebrook "bubble"	Sites 1km radius		94,000		
Main North Rd	Sawyers Arms - Northcote		31,495	23,460	
Riccarton High "bubble"	Sites 1km radius		94,000		
Fitzgerald Ave	Moorhouse - Armagh			140,760	
Linwood Ave	Worcester - Tilford			117,300	
Moorhouse Ave	Colombo - Lincoln			70,380	
Papanui Rd	Dormer Langdons - Harewood Railway			82,110	
Papanui Rd	Innes - Bealey			82,110	
Papanui Rd	Innes - Dormer			82,110	
Projects to be specified					950,468
Street Lighting Upgrading					
Street Lighting -Safety					
Minor Works		55,204	55,204	55,204	55,204
Burwood Rd	Lake Tce - Prestons	64,505			
Coronation St	Selwyn - Barrington	25,469			
Farrington Ave	Waireki - Harewood	41,616			
Highstead Rd	Harewood - Sawyers Arms	28,091			
Lake Tce Rd	Marshlands - New Brighton	124,848			
Middleton Rd	Riccarton - Blenheim	28,143			
Prestons Rd	Main Nth - Grimseys	34,638			
Prestons Rd	Grimseys - Hawkins	33,122			
Rose St	Hoon Hay - Lyttelton	18,727			
Withells Rd	Yaldhurst - Avonhead	87,222			
Bower Avenue	New Brighton - Queenspark		80,652		
Bridle Path	Main - Martindales		45,462		
Clyde Rd	Ilam - Greers		30,308		
Blighs Rd	Idris - Papanui			28,653	
Projects being identified			374,118	574,092	574,092
Construction/Replacements increases		81,238	87,862	94,395	101,392
Street Lighting - Asset Improvements		292,257	292,257	412,831	411,749
Street Lighting Conversion		192,331	192,331	192,331	192,331

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$	
City Streets (Cont'd)						
Seal Extension						
Murphys Road	All	74,483				
Rothesay Rd	Link road - north of golf course		86,780			
Projects being identified			83,882	89,735	89,735	
			83,883			
Major Amenity Improvements						
Bedford Row (Reprogrammed 03/04)		40,000				
Cashel Mall upgrade		232,957	229,880			
Cathedral Junction - Public Amenity Site Works (Reprogrammed 03/04)		408,000				
Cathedral Sq Childrens Playground (Reprogrammed 03/04)		62,000				
Cathedral Square Stage V (Reprogrammed 03/04)		800,000				
Colombo - Hereford to Lichfield (CBD Quadrants - Stage III) (Reprogrammed 03/04)		30,000	414,264	361,412		
Lichfield - Tuam One Way Swap (CBD Quadrants - Stage VII) (Reprogrammed 03/04)		177,274	687,894	469,200		
New Brighton Commercial Area Development (Reprogrammed 03/04)		703,800	227,000			
Pedestrian and Cycle Facilities (Reprogrammed 03/04)		80,000				
Service Lane walkways (Reprogrammed 03/04)		40,000		70,380	70,380	
Latimer Square Stage II Latimer Square (Gloucester - Hereford) (Reprogrammed 03/04)			200,000			
Latimer Square Stage III Through Latimer Square			196,034			
Projects to be identified			298,530	345,450	415,829	
Total Asset Improvements		8,992,239	12,420,387	11,509,972	8,344,382	7,435,634
New Assets						
New Construction/New Kerb and Channel/Paths						
Cashmere Rd	Brookville - Happy Home	56,840				
Hollis Avenue		135,000	135,000			
Main Roads Amenity Planting		87,975	87,134	87,975	87,975	
Minor Landscape Improvements		24,176	24,006	23,817	23,000	
New Footpaths		308,243				
New Retaining Structures		59,406	58,836	59,404	57,500	
Subdivisions		610,253	604,357	610,196	609,500	
Centaurus Rd	Aynsley - Glenelg		302,315			
Taylor's Mistake Rd	Improvements		488,546			
				221,553		
Safety Improvement Works						
Bowhill/Rockwood/Keyes		64,450				
Cashmere/Hendersons	realignment	323,881				
Cave Tce Guardrail		28,500				
Dyers Pass Rd at Bends		106,228				
Kerb Cutdown Improvements		11,400	11,500	11,500	11,500	
Main North/Marshlands		15,078				
Marshes/Shands (half share)		57,000				
Old West Coast/Chattertons (half share)		57,000				
Pedestrian Safety Initiatives/Crossing Facilities		117,775	118,808	118,808	118,808	
Restell St at Harewood		37,219				

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)					
Road Safety at Schools	117,676	89,106	89,106	89,106	89,106
Safe Routes to Schools	47,110	47,523	47,523	47,523	47,523
Avonside/Fitzgerald		186,370	192,190		
Bishopdale Roundabout		86,250			
Blackspot Remedial Works		95,046	95,046	95,046	95,046
Crash Reduction Studies		263,186	349,436		
Minor Safety Projects		72,711	72,715	72,714	72,711
Projects being identified			106,783	753,159	724,571
Neighbourhood Improvement Works					
Coloured Plantings at Selected Sites (F/W)	5,850				
Cranley St Pedestrian Island (H/F)	10,530				
Domain Tce Traffic Calming (Reprogrammed 03/04)	82,000				
East Papanui & 'Living Streets' Cluster - Signage (S/P)	5,850				
Fifield Tce Traffic Calming Ensors - Beckford	93,600				
Fifield/Ford	35,685				
Hampshire Street	117,000				
Holliss Avenue (Reprogrammed 03/04)	62,010				
Lochee Road	25,340				
Mathers Rd Traffic Calming (Reprogrammed 03/04)	273,940				
Maxwell St (Reprogrammed 03/04)	73,125				
Medway at North Parade - Seating in "Pocket Park" (S/P)	5,850				
New Brighton Rd (Burwood Park) Pedestrian Island (B/P)	10,530				
Nortons Road	76,050				
Plynlimon Road - Footpath Access Across Park Frontage (F/W)	7,020				
Thorrington Road	11,700				
Threshold Treatment at Sumner Village Entrance (H/F)	17,550				
Tirangi Street	35,100				
Tuckers Rd	178,600	90,000			
Wairakei Rd/Breens Rd - Widening & Remarking (F/W)	11,700				
Aylesford Street		191,503	105,660		
Bowenvale Avenue		5,855	88,050		
Bunyan		70,260			
Flocton Street		52,695			
Jones/Railway		35,130			
Morrison Ave		139,979			
Nyoli St		70,260			
O'Halloran Drive		52,695			
Shortland Street		47,542			
Solway Ave		46,840			
Somerset Crescent		40,985			
Barrington/Howard			57,379		
Cable Street			35,220		
Croydon/Southampton			57,379		

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
City Streets (Cont'd)					
Francis Ave			52,830		
Lewis/Wyn			57,379		
Palatine Tce Traffic Calming			52,830		
Papanui/McDougall			35,924		
Projects to be prioritised			323,573	950,467	950,458
Signals					
ANTTS (Automatic Network Travel Time System)	32,473	32,473	32,473	32,473	32,473
CCTV Installation - City	44,380	44,380	44,380	44,380	44,380
Traffic Signal Upgrade	340,300	340,300	340,300	369,568	369,568
Signs And Markings					
Advanced Direction Signage	54,122	54,122	54,122	45,194	45,194
School Crossing Equipment	16,026	16,026	16,026	16,026	16,026
Signs - Parking	27,602	27,602	27,602	27,602	27,602
Signs - Regulatory etc	97,419	97,419	97,419	97,419	97,419
New Markings	51,000	51,000	51,000	51,000	51,000
School Speed Zone Signs	120,000	80,000	80,000	40,000	
Passenger Transport Infrastructure					
Public Transport Initiatives	488,155	488,155	183,058	183,058	183,058
Fixed Assets	26,065	26,065	26,065	26,065	26,065
Property Purchase	1,377,826	378,905	140,716	140,716	140,716
Total New Assets	6,079,607	5,150,882	3,823,883	4,212,859	3,921,199
Sale of Property	-980,000	-922,000	-300,000	-300,000	-300,000
Blenheim Rd Deviation					-4,728,000
External Contributions					
Contribution from Transit NZ for Opawa Rd		-300,000			
Contribution from Transit NZ for Blenheim Rd Deviation (Reprogrammed 03/04)				-540,000	
Total City Streets Expenditure	37,265,769	36,804,577	36,969,975	34,982,670	30,934,719

Parks and Waterways

Restricted Assets (PARKS)	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Renewals and Replacements					
Fencing (Replacements)	60,692	60,979	61,563	61,337	61,170
Irrigation Systems (Replacements)	77,361	82,920	63,204	74,362	79,816
Playing Field Reconstruction	100,859	127,502	55,967	127,525	122,341
Walkways Reconstruction	24,140	24,348	24,773	24,609	24,488
Recreational Facilities (Renewals)	29,863	19,957	21,043	20,074	20,019
Major Parks Tree Replacement Projects	202,160	203,116	205,061	204,308	203,753
Pathways Renewals	43,312	43,479	43,819	43,687	43,590
Park Furniture Renewals		15,522	5,597	5,576	5,561
Total Renewals & Replacements	538,386	577,822	481,027	561,478	560,738

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Asset Improvements					
New Reserves Developments					
Adcock Park	45,175	120,941	118,584	113,060	122,706
Addington Prison Reserve	22,587	10,000			
Avice Hill - Pergola	15,035				
Barnes Reserve	20,047				
Bexley Wetlands	16,940	20,000	20,000		
Birdsey Reserve	22,657				
Broad Park	45,175				
Broadhaven Park	5,647	150,000			
Canterbury Park	112,936	125,000	75,000	80,000	80,000
Centennial Park (extn with ex yard site)	33,881				
Donnell Sports Park	56,468				
Drayton Reserve	10,023				
East Valley Reserve	5,012				
Eastwood Rise - Neighbourhood Reserve	20,047				
Halswell Domain Extension	45,175	50,000			
Heathcote Heritage Park	56,468	50,000	50,000	50,000	50,000
Idris Reserve	5,012				
Kenmure Reserve	22,587				
Linwood Park	56,468	50,000	50,000		
Marblewood Reserve - Pergola	13,481				
Merivale Reserve	11,294				
Morrison Ave Reserve	17,124				
New Port Hills Reserves	101,643	90,000	90,000	90,000	90,000
Northwood Reserves	22,587	20,000	20,000		
Richmond Park Extn	33,881	50,000			
Sheppards Stream	10,023				
Sth ChCh Library	22,587				
Styx Mill Reserve	28,234	50,000	50,000	50,000	50,000
Travis Wetland Natural Heritage Park	62,115	55,000	55,000	55,000	55,000
Westlake Park	33,881				
Neighbourhood Reserves Development		50,000	90,000	80,000	150,000
New Conservation Reserves		60,000	60,000	60,000	60,000
Newly Vested Reserves		50,000	75,000	60,000	80,000
Westminster St Reserve (ex yard site)		10,000	100,000	40,000	
Estuary Margin Reserves			40,000	40,000	40,000
Inner City Park			10,000	100,000	150,000
Withells Island Reserve			10,000	80,000	70,000
Major Site Rehabilitation Projects		20,655	26,253	29,035	28,047
Bexley Reserve (ex landfill site)	27,761	25,000	35,000	40,000	40,000
Halswell Quarry	36,934	40,000	40,000	46,000	45,000

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Roto Kohatu Reserve (ex landfill site)	36,209	30,000	35,000	40,000	40,000
Amenity Landscape/ Planting Projects		74,562	66,407	65,935	62,573
Barrington Park	11,294				
Botanic Gardens	28,234	55,000	40,000	40,000	40,000
Bottle Lake Forest Park	85,832	80,000	40,000	40,000	40,000
Branston Park	5,082				
Broad Park (B/P)	5,000				
Chaney's Reserve	10,026				
Duncan Park	45,175	40,000	40,000	40,000	40,000
Hagley Park	22,587	15,000	15,000	15,000	15,000
Hastings St Reserve - Additional Planting (S/H)	5,000				
Jellie Park - Chateau Drive	28,234				
Large Tree Plantings (F/W)	15,000				
Latimer Square	79,055	60,000			
Memorial Ave - Tree Plantings (F/W)	26,000				
Memorial Reserve - Seating & Landscaping (S/P)	5,000				
Mona Vale	11,294	50,000	10,000	10,000	10,000
New Street Tree Planting	69,117	61,200	61,200	61,200	61,200
Nunweek Park	8,470				
Rawhiti Domain	25,411	22,500	20,000	40,000	20,000
Rose Chapel	16,940				
Sign of the Kiwi	16,940				
Spencer Park	47,998	30,000	28,000	30,000	30,000
St Albans Park	33,881				
The Groynes	92,608	35,000	35,000	35,000	35,000
Tulett Park	5,647				
Tyrone Reserve - Posts and Paving	11,658				
Upper Riccarton Domain	45,175				
Warren Park	5,647				
Garden Enhancements (To be allocated to specific projects)		40,000	50,000	50,000	60,000
Minor Landscape Works		20,000	20,000	36,600	35,000
Somerfield Park		20,000			
Wycola Park		20,000			
Abberley Park			46,000		
Nicholson Park			40,000		
Grampian Reserve				20,000	
Macfarlane Park				20,000	
Park Safety Planting				20,000	
Marshland Domain					20,000
Edgar McIntosh Park					20,000
Revegetation Projects		23,329	18,138	17,813	19,521
Arbor Day Planting	14,484	12,000	12,000	12,000	12,000

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Arbor Day Planting (B/P)	1,500				
Barnett Park	4,828	4,000	4,000	4,500	10,000
Birdseys Reserve	6,035	5,000	5,000	5,000	5,000
Horseshoe Lake Reserve	24,140	20,000	20,000	20,000	20,000
Port Hills Reserves	47,555	41,300	30,000	30,800	35,000
Ruapuna	24,140	20,000			
Savannah Grasslands	14,484				
Seafield Park	42,244	5,000	5,000	5,000	5,000
Yaldhurst Bush	7,242				
Foreshore Development Works		49,898	47,732	47,471	47,680
Coast Care Development	231,102	183,600	160,000	164,800	170,000
Brooklands Spit - Dune Restoration Work (S/P)	5,000				
Riverbank Landscape Projects		10,871	14,320	12,674	12,341
Avonside Riverbank	11,035	10,000	30,000	30,000	20,000
Inner City Riverbanks Upgrading (To be allocated to specific projects)	110,349	30,000	30,000	30,000	30,000
Rivers & Waterways Upgrading (to be allocated)	66,209	60,000	60,000	50,000	60,000
Waimea/Eastern Terrace Riverbank	33,105				
Avon/Heathcote Estuary Conservation		2,070	2,272	2,166	2,109
Estuary Protection Works	8,771	13,800	13,800	13,500	13,500
Estuary Margins Planting	10,828	10,000	10,000	10,000	10,000
Cemeteries Landscape Development		24,460	19,689	18,435	17,950
Avonhead Cemetery - Beams	5,517	5,000	5,000	5,000	5,000
General Cemetery Improvements	110,349	100,000	40,000	40,000	40,000
Memorial Park Cemetery	22,070	20,000	20,000	15,000	15,000
Memorial Park Cemetery - Beams	5,517	5,000	5,000	5,000	5,000
New Cemetery Site	45,022	40,000	40,000	40,000	40,000
Ruru Cemetery - Beams	55,175	50,000	50,000	50,000	50,000
Yaldhurst Cemetery	5,517	5,000	5,000	5,000	5,000
Design Plans					
Landscape Design Plans	110,000	110,000	110,000	110,000	110,000
Survey & Set Out Plans	8,000	8,000	8,000	8,000	8,000
Playing Field Construction (New)		4,153	4,415	4,280	4,207
Heathcote Valley Field Reconstruction	81,548				
New District Sports Park		38,200	37,000	37,150	37,500
Drainage Work		2,174	4,582	4,148	4,936
Tulett Park	32,484				
Kyle Park		25,000			
Botanic Gardens			18,000		20,000
Hagley Park			30,000		
Middleton Park				45,000	
Malvern Park					35,000

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Pathways Formation		11,958	13,126	12,432	12,341
Botanic Gardens	22,070	20,000	20,000	10,000	20,000
Hagley Park	11,035	10,000	10,000	10,000	10,000
Avon Riverbank (Locksley Ave) Path Upgrade	22,153				
Bradford Park - Milton to Strickland Path Upgrade	15,029				
Cashmere View Playground - Wobbly Path	10,019				
De Lange Reserve Path Upgrade	16,031				
Murchison Park Path Upgrade	5,010				
Owen Mitchell Park Path Upgrade	10,019				
Peebles Reserve Path Upgrade	5,010				
Sheldon Park	3,310				
Sioux Reserve Path Upgrade	5,010				
Path Upgrades		80,000	80,000	67,900	80,000
Brooklands Domain				20,000	
Walkways / Track Development		15,220	15,274	14,518	14,136
Coastal Mountain Bike Tracks	10,039				
Estuary Walkway - Sth Brighton	6,035	5,000			
Horseshoe Lake Reserve	6,035	5,000	5,000	5,000	5,000
John Britten Walkway Development	15,053				
Jubilee Walkway	6,035	5,000	5,000	5,000	5,000
Richmond Hill Mountain Bike Track	14,100				
Seafield Park/Spencer Park	6,035	5,000	4,000	3,000	3,000
Travis Walkway Development	15,053				
Waimairi Walkway Development	6,104				
Mountain Bike Tracks		20,000	20,000	20,000	20,000
Regional Parks Walkways		30,000	30,000	30,000	30,000
Nurseries		1,739	1,909	1,844	1,795
Irrigation Work	10,828	10,000	10,000	10,000	10,000
Production Areas	10,828	10,000	10,000	10,000	10,000
Botanic Gardens Production Facilities		1,305	1,336	922	1,346
Botanic Gardens Nursery	16,242	15,000	14,000	10,000	15,000
Total Asset Improvements	3,228,728	2,932,935	2,660,040	2,650,182	2,766,888
New Assets					
Parks Interpretation Projects		8,833	10,814	9,851	8,414
Botanic Gardens Info Centre	11,294	10,000	10,000	10,000	10,000
Botanic Gardens Interpretation	11,294	10,000	10,000	10,000	10,000
Natural Areas Interpretation	5,647	5,000	5,000	5,000	5,000
Papanui Stream - Interpretation & Art Work (S/P)	7,500				
Park Identification/Control Sign Installation	17,279	10,000	10,000	10,900	10,000
Port Hills Info Centre	33,881				
Port Hills Reserves - Signs	11,294	10,000	10,000	10,000	10,000

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 145).

5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Bottle Lake Visitor Centre		20,000	20,000	10,000	
Mona Vale Signage			7,500	7,500	10,000
Historic Reserves Interpretation				5,000	5,000
Irrigation Systems		25,411	23,866	28,805	27,346
Additional Irrinet Capacity	16,940				
Back Flow Preventer Conversion	22,587	10,000			
Burnside Park	28,234				
Nunweek Park	85,041				
Rosanna Reserve Amen Turf	22,587				
Botanic Gardens		87,000		40,000	40,000
Hagley Park Sportsfields Irrigation		70,000	60,000	50,000	50,000
Parks Amenity Turf Areas		20,000	20,000	20,000	20,000
Mona Vale			80,000		
Beckenham Park				45,000	
Middleton Park				45,000	
Ray Blank Park					50,000
Wycola Park					35,000
Recreational Facilities		13,812	13,425	12,962	13,322
Heathcote Domain 1/2 Court	16,940				
Wainoni Park	84,702	40,000			
Halswell / Westlake		5,000	70,000		
Linwood Park		45,000			
Burwood / Pegasus 1/2 Court			15,000		
Washington Park Stage 3			5,000	75,000	
Hansen Park				5,000	60,000
Westmoreland 1/2 Court				15,000	
Bromley - Tennis or 1/2 Court					25,000
Kirk Reserve					5,000
Park Artworks (New)		516	567	547	533
Broad Park Sculptures	20,020				
Creyke Road Bridges	12,012				
Lincoln/Lyttleton Cnr	5,005				
Park Sculpture	20,809	9,500	9,500	9,500	9,500
Lighting		6,262	6,873	6,627	6,462
Avon River & Central City Feature Lighting	32,484	30,000	30,000	30,000	30,000
Barrington Park - Sugden to Mall	6,966				
Chateau Drive Lighting	3,070				
Denton Park Lighting	20,257				
Helmore Reserve Lighting	871				
Paeroa Reserve Lighting	1,306				
Peacocks Gallop Lighting	2,612				
Neighbourhood Reserves		42,000	42,000	41,900	42,000

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 145).

5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Fencing		20,872	19,093	22,122	19,745
Colman Reserve	2,331				
Farm Fencing	23,312	10,000	10,000	10,000	10,000
Mutual Boundary Fences	87,419	75,000	75,000	75,000	75,000
Port Hills Protective Fencing	15,153	15,000	15,000	15,000	15,000
Rock Protection Fencing		20,000		20,000	10,000
Parks Furniture		5,327	5,817	5,329	5,189
Seating Installation - City Wide	28,234	25,000	25,000	25,000	25,000
Picnic/BBQ Facilities - Regional Parks	7,906	9,200	9,000	7,000	7,000
Clare Park Drinking Fountain (B/P)	2,000				
Grants Road at Papanui Stream - Seating & Art Work (S/P)	5,000				
Macfarlane Park - Seating (S/P)	5,000				
South Brighton Domain Drinking Fountain (B/P)	2,000				
Central City - Drinking Fountains		5,000	5,000	5,000	5,000
River/Estuary Access Structures		506	555	556	572
Avon River Jetty (H/F)	8,750				
Boat Ramps and Jetties		9,300	9,300	9,650	10,200
Brooklands Boat Ramp	19,142				
Reserve Purchases		16,172	19,242	18,435	21,596
Neighbourhood Reserve Purchases	737,418	480,000	480,000	480,000	480,000
Strategic Reserve Purchases	382,890	450,000	810,000	800,000	800,000
District Sports Park Purchases		260,100			260,000
Total New Assets	1,827,186	1,879,811	1,942,552	1,996,686	2,226,879
Total Restricted Assets	5,594,300	5,390,568	5,083,619	5,208,346	5,554,505
Infrastructural Assets (WATERWAYS & WETLANDS)					
Renewals & Replacements	1,375,506	1,194,600	1,215,800	1,179,200	1,191,400
Asset Improvements	3,025,011	3,341,500	3,782,600	3,822,750	3,798,950
New Assets	2,450,739	2,297,250	2,202,250	2,296,750	1,966,250
Total Infrastructural Assets	6,851,256	6,833,350	7,200,650	7,298,700	6,956,600
Fixed Assets					
Renewals & Replacements					
Buildings/ Equipment Replacement	5,000	28,482	27,673	24,011	27,999
Cypress Gardens/Ruru Cemetery Toilet	49,657				
Papanui Domain - Toilet	55,175				
Wycola Park - Toilet	55,175				
Beverley Park - Toilet		50,000			
Hagley Oval Groundskeeping Facilities		36,000			
Heathcote Domain - Toilet		50,000			
Scarborough Park - Toilet		80,000			
Bromley Park Toilets			50,000		

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Malvern Park Toilets			50,000		
Taylor's Mistake Changing Room			90,000		
Botanic Gardens Toilets				90,000	50,000
Halswell Quarry Office and Workshop				75,000	
Bishopdale Park Toilets					50,000
Templeton Domain - Toilet					50,000
Upper Riccarton Domain - Toilet					55,000
Office Furniture/Equipment Replacement	7,500	12,500	7,500	7,500	7,500
Playground Renewal		36,690	31,324	33,126	32,254
Beckenham Park	28,234				
Beckenham Park Playground Upgrade (S/H)	15,000				
Calbreath Reserve	22,587				
Modifications to Meet Standard	45,175	40,000	40,000	40,000	40,000
Pagoda Reserve	22,587				
Playground Undersurfacing	56,468	50,000	50,000	50,000	50,000
Spencer Park	5,647	125,000			
Upper Riccarton Domain	90,349				
Auburn Reserve		20,000			
Leslie Park		35,000			
Addington Park			35,000		
Barnett Park			5,000	80,000	
Bradford Park			55,000		
Rydal Reserve			25,000		
Burwood Park North				5,000	60,000
Murchison Park				50,000	
Warren Park				5,000	80,000
Carpark/Driveway Reconstruction		1,957	2,148	2,074	2,019
Carpark Reseals		45,000	45,000	45,000	45,000
Avonhead Park reseal	15,012				
Burnside Park reseal	15,012				
Sumner Promenade reseal	16,839				
Bridges/Structures (Renewals)		4,892	5,370	4,609	4,488
Victoria Street Clock Strengthening	33,105				
Parks Bridges/Minor structures Renewal	44,140	45,000	45,000	40,000	40,000
Waterways And Wetlands	20,750	20,750	20,750	20,750	20,750
Asset Improvements					
Buildings/ Equipment Upgrades	5,000	11,523	13,950	10,761	10,609
Abberley Park - Shade Structure Over Paddling Pool (S/P)	7,500				
Botanic Gardens - Garrick/Alpine House	30,898				
Linwood Nursery Production Facilities	10,483				
Mona Vale Bath House Restoration	11,035			10,000	
Toilet Upgrades	44,140	40,000	40,000	40,000	50,000

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Botanic Gardens - Nursery		20,000	10,000		
Spencer Park Office			25,000		
Car Park/Driveway Formation		9,784	9,546	8,065	8,414
Elmwood Park Driveway	63,105				
Memorial Park Cemetery	63,105				
Broadhaven Park		40,000			
Hagley Park		5,000	80,000		
Rawhiti Domain		40,000			
Summit Road Reserves		50,000			50,000
Travis Wetland		45,000			
Brooklands Domain			30,000		
Parklands Reserve			50,000		
Avondale Park				30,000	
Horseshoe Lake				60,000	30,000
Porritt Park				50,000	
Victoria Park Driveway					70,000
Waterways And Wetlands	15,000	15,000	15,000	15,000	15,000
New Assets					
Buildings/ Equipment (New)	10,500	26,958	34,576	29,979	22,438
Botanic Gardens - Staff & Visitor Facility	88,279				
Halswell Domain	55,175				
Port Hills Office	77,244				
Canterbury Park - Toilet/Pavilion		5,000	135,000		
Port Hills Reserves Composting Toilet		5,000	50,000		
Queenspark Reserve Toilet		50,000			
Tullett Park - Toilet		50,000			
Scott Park (Estuary)				50,000	
Westminister Park - Toilet/Pavilion				80,000	
Donnell Sports Park - Toilet/Pavilion					80,000
Groynes Information Centre					70,000
Horseshoe Lake Reserve Toilet					50,000
Playgrounds - New Installations		21,003	26,253	39,175	25,130
Avonhead Park	108,628				
Coronation Hospital Reserve	30,175				
Donnell Sports Park	42,244				
Kotuku Reserve Ply Upgrd	10,035				
Playground Upgrades	33,054				
Sharnbrook Park		38,000	35,000	25,000	25,000
Waltham Park		18,000			
Yellowstone Reserve		30,600			
Cuffs Reserve Playground		10,000			
Morrison Ave			25,000		
			50,000		

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Parks & Waterways (Cont'd)					
Halswell Domain				80,000	
Linwood Park				25,000	
Ray Blank Park				20,000	
Yaldhurst Domain				20,000	
Bayswater Reserve					17,000
Endeavour Playground					20,000
Grant Armstrong Park					50,000
Bridges (New)		3,044	3,341	2,304	2,244
Park footbridge	5,414			25,000	25,000
Englefield Reserve		35,000			
Horseshoe Lake Reserve Footbridge			35,000		
Waterways and Wetlands	74,692	81,691	81,691	81,691	83,191
Total Fixed Assets	1,389,116	1,331,872	1,334,122	1,274,045	1,319,036
Total Parks and Waterways	13,834,672	13,555,791	13,618,391	13,781,091	13,830,141
City Water and Waste					
Water Supply	5,302,341	5,336,500	5,311,500	5,736,500	5,531,500
Wastewater					
Renewals & Replacements	3,102,112	3,099,104	4,704,700	4,409,600	3,102,400
Asset Improvements	10,492,790	5,526,674	3,242,794	3,292,774	4,916,614
New Assets	1,709,563	3,493,600	2,669,000	455,000	425,000
Ocean Pipeline consent and investigations	600,000	600,000	400,000	400,000	
Ocean Pipeline				20,000,000	25,000,000
Solid Waste (Including Business Admin)	5,313,180	7,615,524	1,508,276	628,876	978,876
Total City Water and Waste	26,519,987	25,671,402	17,836,270	34,922,750	39,954,390
Library & Information Services	4,936,500	4,698,500	4,931,000	5,135,500	5,540,000
New Assets					
Parklands Library		340,000			
Parklands Library - Stock	150,000	650,000			
Spreydon Library				400,000	
Upper Riccarton Library			540,000		
Upper Riccarton Library - Stock		350,000	510,000		
Total Library & Information Services	5,086,500	6,038,500	5,981,000	5,535,500	5,540,000

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Property					
Renewals & Replacements					
Property Management - Property Realisation	1,191,000	1,564,000	3,957,500	1,514,000	1,810,000
Asset Improvements	-500,000	-500,000	-500,000	-500,000	-500,000
Surplus Property Development Costs					936,000
Libraries:					56,000
Upper Riccarton		510,000	2,645,000		
Upper Riccarton Library - Contributions (Dept of Education)				-550,000	
Parklands Library	70,000	440,000			
New South of The City Library	204,000				
Office Buildings:	900,000	6,400,000	6,300,000	900,000	900,000
Community Facilities (Requested by Community Bds)					
Community Facilities (Unspecified)	300,000	300,000		300,000	
North New Brighton War Memorial Hall - Seismic Upgrade	540,000				
New Assets	5,000	10,000	5,000	10,000	5,000
Museum Capital Expenditure (Old Art Gallery Site)		2,600,000			
Christchurch Art Gallery Building including carpark	838,572				
Christchurch Art Gallery Contributions	-500,000	-273,870			
Redcliffs/Sumner Childcare Facility (Reprogrammed 03/04)	293,000				
Carpark Development - Turners & Growers Site	100,000				
Total Property	3,657,072	11,106,130	11,913,500	2,280,000	3,207,000
Art Gallery - Total	386,801	309,577	358,924	313,394	385,677
Carparking - Total	774,400	433,600	81,600	902,700	2,068,000
City Solutions - Total	65,000	52,500	35,000	35,000	52,500
Community Relations - Total	162,500	126,400	170,900	242,200	217,600
Corporate Office - Information & Planning Section - Total	2,324,200	4,203,800	1,001,700	1,016,000	1,204,000
Corporate Services - Total	1,677,040	1,931,530	866,863	976,060	946,900
Economic Development & Employment - Total	450,000	450,000	450,000	450,000	450,000
Environmental Services - Total	29,100	17,100	38,500	66,500	77,000
Housing - Total	2,020,500	1,706,500	1,667,400	1,669,600	1,648,800
Sport, Leisure and Events - Total	2,223,000	6,385,600	4,771,000	780,700	1,739,300
Corporate Office, Internal Service Providers - Total	77,000	91,500	85,000	86,500	87,000
Corporate Capital - Total	4,291,395	4,791,395	4,791,395	4,791,395	4,791,395
	100,844,935	113,675,902	100,637,418	102,832,060	107,134,422

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5 Year Capital Expenditure Programme

Description	2003/04 \$	2004/05 \$	2005/06 \$	2006/07 \$	2007/08 \$
Community Board Projects	0	196,250	196,250	196,250	196,250
Inflationary Provision	0	2,277,443	4,073,680	6,306,157	8,847,499
Unspecified Carryforwards	-6,000,000				
TOTAL CAPITAL EXPENDITURE (NET)	94,844,935	116,149,595	104,907,348	109,334,467	116,178,171
Capital Contributions/Sponsorship (included in above)	-500,000	-573,870	-550,000	-540,000	0
Capital Sales (included in above)	-2,190,449	-2,154,670	-2,511,707	-2,323,840	-7,048,600
TOTAL CAPITAL EXPENDITURE (GROSS)	97,535,385	118,878,135	107,969,055	112,198,307	123,226,771



An aerial view of North Hagley Park.



An aerial view of Jade Stadium.

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 145).

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 pages 48 and 49 together with the reason for the deletion.

Community Board Funded Projects

These are the projects which Community Boards propose to fund in the 2003/04 year. As well as being included in the capital programme, they are also listed separately on pages 146 to 152.

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: 2004 Edition which is available for inspection at all Service Centres and at the Civic Offices from 21 August 2003 onwards. Capital works projects are also map based by Ward in 'City Scene', a Council newsletter delivered to all households.

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

	2003/04 Budget
	\$
Hagley/Ferrymead Community Board	
Discretionary Fund - Held for allocation during year	39,100
Community Relations	
Avebury House	5,000
Bromley After School Programme	27,000
Bromley Community Centre Community Development Worker	20,000
Civic Education and Awareness Project	5,000
Community Development Fund	15,500
Community Service Awards	2,500
Elderly: Strengthening Communities	20,000
Garden Pride Awards	1,750
Heritage Awards	2,500
Linwood After School Programme	30,000
Linwood North Research	7,500
SOSCARS	10,000
St Marys Youth Group Youth Worker	7,000
Te Whare Roimata Community Garden	25,000
Volunteer Libraries – Redcliffs, Woolston and Heathcote	3,300
Youth Café: Strengthening Communities	17,000
Youth Initiatives Facilitators	27,000
Youth Initiatives Facilitators: Strengthening Communities	3,000
Leisure	
Community Events and Special Days Fund	15,000
L.Y.F.E. Festival	15,000
Learn to Swim	3,000
Linwood Holiday Programme	15,000
Linwood Youth Holiday Programme	9,800
Older Adults' Programme	4,000
Phillipstown Holiday Programme	5,000
Public Artworks Fund	10,000
Richmond Holiday Programme	4,800
Sumner Pool	4,000
Parks and Waterways	
Avon River Jetty	8,750
Graffiti Removal	3,500
City Streets	
Cranley Street Pedestrian Island	9,000
Sumner Village: Entrance Threshold Treatment	15,000
Total Allocation Hagley/Ferrymead Community Board	<u>390,000</u>

Note: For key to abbreviations see page 145.

Community Board Funded Projects

	2003/04 Budget
	\$
Spreydon/Heathcote Community Board	
Discretionary Fund - Held for allocation during year	49,650
Strengthening Communities Action Plan Fund - SCAP: Held for allocation during year	40,000
Community Relations	
Addington.net (lease of premises)	12,550
Arbor Day	1,500
Christmas Lights (hanging and repairs)	2,400
Community Service and Youth Awards	3,000
Garden Pride Awards (certificates, presentation functions)	1,000
Sydenham Church Heritage – (construction of new toilets)	19,000
Heritage Week (Walk and talks)	400
Hillmorton High/Sport Canterbury pilot programme	1,000
Neighbourhood Week	5,000
Newsletters and information sharing	14,000
Sydenham Project	5,000
Youth Development Fund	5,000
After School Programmes	40,000
Family and Community Development Worker	35,000
Hoon Hay Youth Centre (rent support)	15,000
Kingdom Resources (First Step courses)	10,000
Professional Support and Development	10,000
Rowley Resource Centre (feasibility study)	10,000
Strickland Street Gardens (contribution to salary and vehicle expenses)	15,000
Sydenham Community Development Worker	10,000
Youth Initiatives Support	23,000
Leisure	
Barrington Fun Day	4,000
Hoon Hay Youth Centre, activity costs	3,000
Waltham Youth Trust, 10-14 years, activity costs	3,700
Hoon Hay Multi-cultural event	8,000
Older Adults' funding for community groups and activities	6,000
Polytech recreation programme	1,500
St Martins Concert	2,500
Waltham Fun Day	3,000
Cross Over Trust Recreation Programme	2,800
Hoon Hay Youth Centre Holiday Programme and camps	4,000
Waltham Youth Trust camps	4,000
Parks and Waterways	
Beckenham Park playground upgrade	15,000
Hastings Street Reserve (additional planting) (Urban Renewal)	5,000
Total Allocation Spreydon/Heathcote Community Board	<u>390,000</u>

Note: For key to abbreviations see page 145.

Community Board Funded Projects

	2003/04 Budget
	\$
Fendalton/Waimairi Community Board	
Discretionary Fund - Held for allocation during year	60,000
Strengthening Communities Action Plan Fund - SCAP: Held for allocation during year	40,000
Community Relations	
Art in Public Places	9,000
Bishopdale Multi Purpose Facility – ongoing planning	5,000
Bishopdale School Initiatives	4,800
Canterbury Neighbourhood Support – Year 3 grant	5,000
Christchurch North Citizens Advice Bureau – annual grant	10,000
Community Celebration Events	4,000
Community Development Funding – “top-up”	25,000
Community Facilities: Fendalton/Waimairi	6,200
Community Seeding Support	5,000
Community Trust Initiatives	3,000
Community Workers	40,000
Ethnic Support Groups	2,000
Orana Park Wildlife Trust – Year 3 grant for footpaths	10,000
Out of School Care Programmes – grants	20,000
School Support Initiatives – grant	6,000
Streetscape Projects – partnerships with local businesses	10,000
Te Ropu Tamariki	7,000
Youth Communications: Fendalton/Waimairi	2,000
Leisure	
Art Beat	5,000
Culture Galore	8,000
Get Crafty	1,500
Kydz Day Out	3,000
Lets Go	7,000
Live Wires	7,000
Older Adults Leisure Club	4,000
Y’s Guys Teenager Holiday Programme	3,500
Youth Event	5,000
Parks and Waterways	
Facilities for Teenagers in parks	10,000
Tree Plantings: Large	15,000
Trees (Memorial Ave, Colwyn St, Others)	26,000
City Streets	
Coloured Plantings at selected sites – ongoing programme	5,000
Plynilimon Road – complete footpath across park frontage/Orkney Street intersection	6,000
Wairakei Road/Breens Road area – widening and remarking	10,000
Total Allocation Fendalton/Waimairi Community Board	<u>390,000</u>

Note: For key to abbreviations see page 145.

Community Board Funded Projects

	2003/04 Budget
	\$
Burwood/Pegasus Community Board	
Discretionary Fund - Held for allocation during year	23,450
Community Relations	
Agape Street Ministries	1,500
Aranui Community Renewal	25,000
A-Z Budgeting Services Trust	10,000
Burwood/Pegasus Community Car Watch	4,000
Community Response Assistance Fund	5,000
Crossroads with a Future Trust	10,000
Dallington Community Cottage Trust: Community Development Worker	20,000
Family & Community Division of Anglican Care, East Aranui Project: Community Worker	10,000
Homemade Partnership Trust: Aranui	10,000
Neighbourhood Week 2003	1,000
New Brighton Project	15,000
Out of School Programme Support	25,000
Parklands Community Pottery Room	2,600
Parklands Community Projects	10,000
Parklands Residents' Association/ Parklands Youth Trust	8,000
Project Employment and Environmental Enhancement Programme	8,000
Senior Net New Brighton	3,000
St Andrews House Community Trust, North New Brighton: Community Development Worker	20,000
Te Kupenga O Aranui: Community Development Worker	20,000
Te Ropu Tamariki	5,000
Turangawaewae Family Trust: Aranui	8,000
Youth Alive Trust: New Brighton	8,000
Youth Development Fund	2,500
Wainoni/Avonside Community Services Programme	5,000
Leisure	
Anzac Drive Artwork	10,000
Arts Activities: Burwood/Pegasus	2,000
Beach Blast: Burwood/Pegasus	1,500
Christmas Events: Burwood/Pegasus	4,000
Family Fishing Day: Burwood/Pegasus	2,000
Holiday Programmes Subsidy	20,000
Older Adults Programme	2,000
Physical Sport and Recreation Fund	25,000
Samoan Independence Day	2,500
Skatejam Youth Event	3,500
Volunteer Holiday Programme Leaders Training Subsidy	2,000
World Buskers Festival in New Brighton	9,000
Youth Event at QE II: Burwood/Pegasus	1,000
Youth Holiday Programmes	6,000

Note: For key to abbreviations see page 145.

Community Board Funded Projects

	2003/04 Budget
	\$
Burwood/Pegasus Community Board contd.	
Parks and Waterways	
Arbor Day	1,500
Avon-Heathcote Estuary Ihutai Trust	3,000
Bexley Wetland Trust	1,000
Broad Park	5,000
Burwood War Memorial	5,000
Clare Park Drinking Fountain	2,000
New Brighton Foreshore Worker	3,000
Pleasant Point Yacht Club	2,000
QEII Park Drinking Fountain	2,000
South Brighton Domain Drinking Fountain	2,000
Travis Wetland Trust	3,000
City Streets	
Castletown Accessway Security	250
New Brighton Road (Burwood Park) Pedestrian Island	9,000
Speed Trailer: Rental	700
Total Allocation Burwood/Pegasus Community Board	<u>390,000</u>

Note: For key to abbreviations see page 145.

Community Board Funded Projects

	2003/04 Budget
	\$
Shirley/Papanui Community Board	
Discretionary Fund - Held for allocation during year	50,000
Strengthening Communities Action Plan Fund - SCAP: Held for allocation during year	20,000
Community Relations	
Community Development Fund - Social Well-being and Community Policies	16,500
Papanui Community Network - Establishment	1,000
Richmond - Community Needs Research	5,000
Shirley Community Trust - Neighbourhood Safety Project	10,000
Youth Forever Club - Projects	5,000
Belfast Community Network Inc - Community Co-ordinator	15,000
Delta Community Support Trust - Community Worker	15,000
Neighbourhood Trust - Community Worker	10,000
Papanui Youth Co-ordinator	10,000
Belfast Community Pool - Grant	5,000
Christchurch North Citizens Advice Bureau - Grant	10,000
Orana Park Wildlife Trust - Project to upgrade facilities	7,500
Styx Living Laboratory Trust - Part Funding Co-ordinator	10,000
Rock Solid - Youth Projects	5,000
Te Ora Hou - Youth Projects	10,000
Youth 4 Youth Projects	5,000
Youth Development Scheme - To assist young people in sport/arts/cultural exchange	12,000
Belfast OSCAR - Grant	15,000
Northcote OSCAR - Grant	5,000
Quinns Rd OSCAR - Grant	10,000
Shirley OSCAR - Grant	15,000
Te Ropu Tamahine - Grant for Girls Club at Northcote School	8,000
Leisure (Community Events Shirley/Papanui)	
Community Events - projects in partnership with community groups	24,000
People with Disabilities - assistance with children to access recreation programmes	3,000
Tweenager Recreation Programmes - for 10-13 year age bracket	12,000
Youth (14-18 years) Recreation Projects - Partnerships with young	21,000
Art In Public Places - Project funding	5,000
Parks and Waterways Unit	
Abberley Park - Shade structure over paddling pool	7,500
Brooklands Spit - Dune restoration Work	5,000
Grants Rd at Papanui Stream - Seating, art work	5,000
Macfarlane Park - Seating	5,000
Memorial Reserve, Cnr Papanui and Horner - Seating, landscaping	5,000
Papanui Stream - Interpretation and art work	7,500
St Albans Creek - Replacement of concrete abutment	5,000

Note: For key to abbreviations see page 145.

Community Board Funded Projects

2003/04 Budget
\$

Shirley/Papanui Community Board contd.

City Streets

East Papanui NIP and 'Living Streets' Cluster - Signage
Medway at North Parade - Seating in "pocket park"

Total Allocation Shirley/Papanui Community Board

5,000
5,000
390,000

Riccarton/Wigram Community Board

Discretionary Fund - Held for allocation during year Discretionary

Community Relations

Environment Committee (Community Board)

Transport and Roading Committee (Community Board)

After School Programme

Holiday Programmes

Holiday Programmes - Hornby/ Riccarton

Holiday Programmes - Youth recreation

Hornby Female Youth Worker

Hornby Youth Worker-Programmes

Riccarton Youth Worker Salary Support

Sockburn Holiday Programme Extension

Teenage Rage Camps

Youth Initiatives Fund

Community Arts Project - Public Art Work

Community Development Fund Top-Up

Community Events

Community Initiatives Fund

Community/Youth Awards/Youth Development Scheme

Neighbourhood Week Grants

Resident Group Fund

Broomfield/Hei Hei CD (Programme and Project)

Elder Persons Fund - recreation

Fiji Social Services Trust Rental Grant

Maori Community Development Worker (Programme and Project)

Wycola Recreation/Health Project

Total Allocation Riccarton/Community Board

41,000
40,000
15,000
20,000
5,000
19,000
5,000
15,500
20,000
20,000
7,500
5,000
35,000
2,000
10,000
14,000
25,000
7,500
3,600
2,000
12,500
10,000
7,900
12,500
35,000
390,000

Note: For key to abbreviations see page 145.

Corporate Expenses and Revenues

	2002/03 Budget \$	2003/04 Budget \$		2002/03 Budget \$	2003/04 Budget \$
Output : Community Facilities and Services			Corporate Revenues		
Museum Trust Board Levy	2,955,834	3,321,034	Petroleum Tax	2,000,000	2,050,000
Museum Trust Board Ex-Gratia Payment	515,887	515,887	Dividends and Interest from CCHL	28,900,000	28,200,000
Museum Trust Board Building and Development Project Grant (*1)	1,532,500	869,500	Dividends from CCHL (Special)	3,423,000	0
Riccarton Bush Trust Levy	108,310	108,310	Interest		
Riccarton Bush Trust Operating Grant	65,778	69,259	Interest on Investments	9,920,512	8,734,502
Riccarton Bush Trust Capital Grant	50,000	50,000	Interest on Investments - Internal Financing (Housing)	602,876	569,556
Subvention Payment (Travis Finance Ltd)	548,000	0	Interest on Special Funds	1,382,966	1,488,898
Interest Expense (re Travis Finance Ltd)	481,000	0	Interest on Sinking Funds	404,019	640,699
Interest Expense (re Jade Stadium Funding)	3,076,800	2,913,265	Interest on Loan Repayment Reserve	379,369	106,342
Interest Expense (re CCFL Equity/Loan)	0	810,000	Travis Finance Ltd Interest	518,000	0
Allocated Overhead - Corporate Overhead	290,500	311,139	Jade Stadium Ltd Interest	3,118,800	2,953,008
Output : Corporate Development			Christchurch City Facilities Ltd Interest	0	810,000
Professional Fees	340,000	240,000	Cash in Lieu Contributions	2,950,000	2,950,000
Trading Activities Professional Advice	50,000	50,000	Internal Rates on CCC Housing	550,887	0
Organisational Development	270,000	170,000	ACC Corporate Recovery	400,000	0
Efficiency Reviews (*3)	170,000	100,176	Total Corporate Revenues	54,550,428	48,503,005
Inflation Contingency	300,000	0			
Project Contingencies	225,000	225,000	Corporate Capital Expenditure		
Energy Efficiency Projects	300,000	300,000	Property Purchases and Building Upgrades	7,505,720	3,285,000
Rates on Council Properties (Public Good)	0	326,341	Property Disposals	645,500	(170,500)
Capital Endowment Fund - Fund Management Expenses (*2)	0	75,000	Vehicle, Office and Communications Equipment	3,049,321	2,799,040
Depreciation of Rates Capitalisation Costs	18,630	57,046	Unspecified Capital Carryforwards	(6,000,000)	(6,000,000)
Output : Emergency Services			Corporate Capital	4,245,215	4,291,395
Civil Defence (includes CRC Levy)	764,517	751,019			
Rural Fire Fighting	415,486	409,870			
Total Corporate Expenses	12,478,241	11,672,846			

* Note: (*1) Partially funded from Interest on Capital Endowment Fund -
2002/03 \$532,500, 2003/04 \$532,500

(*2) Funded from Interest on Capital Endowment Fund

(*3) Funded from Corporate Restructuring Reserve

The Capital Endowment Fund

Background

In April 2001, the Council set up a Capital Endowment Fund. This Fund was established using a share of the proceeds from the sale of Orion's North Island gas company.

A sum of \$75M was set aside in the Fund in order to provide an ongoing income stream which can be applied to economic development and civic and community projects.

(The policies relating to the Capital Endowment Fund are contained within the Investment Policy (see pages 197 to 207).

Capital Endowment Fund Movements	2003/04
	\$
Inflation Adjusted Capital	78,640,406
Civic and Community Funds Unallocated from Earlier Years	142,000
Total Projected Opening Balance 1 July 2003	78,782,406
Plus Net Interest Earnings	4,150,222
Less Drawdowns for Projects (Funding Allocations)	(2,577,414)
Projected Closing Balance 30 June 2004	80,355,214

Capital Endowment Fund - Funding Allocations

	2003/04 \$	2004/05 \$	2005/06 \$
Estimated Total Available Income from Fund after management expenses	2,577,414	2,632,463	2,688,611
Less not to be allocated until later years (25%)		(658,116)	(672,153)
Total available for allocation this year	2,577,414	1,974,347	2,016,458
Economic Development 70%			
Less already allocated:			
Unspecified Economic Development	1,804,190	1,382,043	1,411,521
	(1,804,190)		
Balance available for Economic Development Projects	0	1,382,043	1,411,521
Civic and Community 30%			
Less already allocated:			
Unspecified Community Projects*	773,224	592,304	669,307
Special Character Area Precinct Upgrade	(40,724)		
Canterbury Museum Trust Board Building and Development Project Grant	(200,000)	(732,500)	(732,500)
	(532,500)		
Balance available for Civic and Community Projects	0	(140,196)	(127,563)

* 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 authority under the Local Government Act 2002.

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 30 June 1991 with additions recorded at cost. The only exception is land and buildings that are revalued to fair value by reference to their highest and best use 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 2003 by GHD 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. Subsequent additions have been recorded at either purchase cost or assessed cost to the subdivider for vested land.

(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, Historic Buildings and other Heritage Assets. 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 and peer reviewed by Marshall Seiffert as at 30 June 2003.

(b) Depreciation

Depreciation is provided in respect of operational and infrastructural assets. 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.

Statement of Accounting Policies

(i) Operational Assets

Depreciation is on a straight line basis for all operational assets.

The following lives have been used:

Buildings	15 - 100 years
Office and Computer Equipment	4 - 5 years
Mobile Plant including Vehicles	2 - 30 years
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 50 to 97). The expensing of these assets is by way of depreciation. This is calculated

on a straight line basis. The following economic lives have been used:

Pavement	Subbase	Not Depreciated
	Basecourse	50 - 90 years
	Surface	2 - 63 years

Signs/Lighting	25 years
Kerb & Channel/ Sumps / Berms	80 years
Bridges	70 - 150 years
Bus Furniture	20 - 40 years

Water Supply	55 - 130 years
Water Meters	20 - 25 years
Stormwater	30 - 120 years
Waterways	15 - 120 years
Sewer	50 - 130 years
Treatment Plant	10 - 50 years
Pump Stations	10 - 80 years

Previously sewer, stormwater and water systems, their plant and water meters have been depreciated using the long run average renewals approach (LRARA).

The change from 1 July 2003 will increase the overall depreciation provision by \$4.7M.

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

Trust Housing	1% of valuation
Historic Buildings	1% - 4% of valuation
Heritage Assets	0.1% 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

Statement of Accounting Policies

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. These costs are apportioned on the book value of the Operational and Infrastructural Assets employed at 1 July 2003.

(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 as at 30 June 2003.

(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

Statement of Accounting Policies

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 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 125 to 145).

(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 : 2004 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.

Statement of Accounting Policies

(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 2003/04 are forecasts which reflect the most probable outcome. The financials for 2004/05 and subsequent years are projections. They are based upon varying assumptions about the conditions that might exist and possible courses of action.

(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 15 July 2003, 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 2002.

(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 sewer, stormwater and water systems, water meters, their plant and 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.



Pukeko, mosaic - Geraldine Street.

Statement of Financial Performance

Christchurch City Council	Notes	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
Income				
Significant Activities	(9)	81,392	86,065	97,253
Rates		140,599	146,913	156,293
Other Income	(1)	208,930	52,984	47,935
Total Operating Income		430,921	285,962	301,479
Expenditure				
Significant Activities	(9)	246,490	259,155	276,010
Other	(2)	9,796	10,924	11,110
Total Operating Expenditure		256,286	270,080	287,120
Operating Surplus		174,635	15,883	14,359
Vested Assets	(8)	21,285	15,000	15,000
Grants/Contributions to Major Projects		469	2,376	500
Surplus before taxation		196,389	33,259	29,859
Less Tax Expense/(Benefit)		(636)	0	0
Surplus after taxation		197,025	33,259	29,859
Equity accounted earnings of Associates		792	0	0
Net Surplus for Year		197,817	33,259	29,859

For Notes - See pages 163 to 167.

Statement of Movements in Equity

Christchurch City Council	Notes	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
Equity at 1 July		3,436,760	3,557,350	3,590,609
Net Surplus Attributable to:				
Parent Entity Shareholders		197,817	33,259	29,859
Landfill Accounting Policy Change Adjustment		943	0	0
Increases/(Decreases) in Revaluation Reserves		(78,170)	0	0
Total Recognised Revenues and Expenses for the Year		120,590	33,259	29,859
Equity at 30 June		3,557,350	3,590,609	3,620,468

Statement of Financial Position

Christchurch City Council	Notes	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
Equity		3,557,350	3,590,609	3,620,468
Non-Current Liabilities	(4)	108,064	86,596	84,034
Current Liabilities	(5)	70,878	74,363	88,366
Total Equity and Liabilities		3,736,292	3,751,568	3,792,868
Represented by:				
Current Assets	(6)	337,002	247,131	224,452
Non-Current Assets				
Investments	(7)	824,386	837,674	855,194
Operational Assets		550,314	579,791	589,302
Infrastructural Assets		1,726,454	1,781,531	1,812,092
Restricted Assets		298,136	305,357	311,828
Total Non-Current Assets		3,399,290	3,504,443	3,568,416
Total Assets		3,736,292	3,751,568	3,792,868

For Notes - See pages 163 to 167.

Statement of Cash Flows

Christchurch City Council

OPERATING ACTIVITIES

Cash was provided from:

Rates, Grants, Subsidies and Other Sources
Interest Received
Dividends

Cash was disbursed to:

Payments to Suppliers and Employees
Net GST
Interest Paid

NET CASH FLOW FROM OPERATIONS

INVESTING ACTIVITIES

Cash was provided from:

Sale of Assets
Loans Repaid
Investments Realised

Cash was applied to:

Purchase of Assets
Purchase of Investments

NET CASH FLOW FROM INVESTING ACTIVITIES

FINANCING ACTIVITIES

Cash was provided from: Raising of Loans

Cash was applied to: Repayment of Term Liabilities

NET CASH FLOW FROM FINANCING ACTIVITIES

Increase/(Decrease) in cash
Add Opening Cash

ENDING CASH BALANCE

Represented by: Cash and Short Term Investments

	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
	232,554	266,188	286,224
	10,438	15,307	14,093
	162,615	32,323	28,200
	405,607	313,818	328,516
	192,256	237,011	246,997
	5,221	0	0
	5,652	3,614	3,851
	203,129	240,625	250,848
	202,478	73,193	77,668
	2,005	3,430	2,190
	7,407	0	0
	41,368	400	0
	50,780	3,830	2,190
	101,792	147,781	98,081
	30,892	3,253	25,573
	132,684	151,034	123,653
	(81,904)	(147,204)	(121,463)
	62,496	3,465	45,501
	44,272	19,330	24,380
	18,224	(15,865)	21,121
	138,798	(89,876)	(22,674)
	141,248	280,046	190,170
	280,046	190,170	167,496
	280,046	190,170	167,496

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	2,648	3,637	3,763
Loan Repayment Investments	428	783	747
Short-term Investments	7,071	9,908	8,735
Special and Other Fund Investments	1,708	1,383	1,489

Total Interest Income	11,855	15,711	14,733
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Dividend Income:

Christchurch City Holdings Ltd			
Ordinary	30,628	28,900	28,200
Special	153,850	3,423	0
Selwyn Plantation Board	157	0	0
City Care Ltd	1,231	0	0

Total Dividend Income	185,866	32,323	28,200
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Sundry Income:

Petroleum Tax	2,016	2,000	2,050
Sundry	5,558	0	0
Grants	3,635	2,950	2,950

Total Sundry Income	11,209	4,950	5,000
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Total Other Income

	208,930	52,984	47,933
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NOTE 2:

Expenditure

Significant Activity Expenditure

(Refer to Note 9 - Summary of Activities)

	246,490	259,155	276,010
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Notes to the Financial Statements

Christchurch City Council

NOTE 2 (Cont'd):

Other Expenditure

	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
Levies	5,520	3,829	4,180
Professional Fees re Subsidiaries	113	0	0
Sundry	4,163	7,096	6,930
Total Other Expenditure	9,796	10,924	11,110

NOTE 3:

After Charging:

Audit Fees	150	163	175
Depreciation	48,500	55,338	63,626
Interest	6,396	0	0

NOTE 4:

Non-Current Liabilities

Term Debt	82,293	60,651	58,967
Provision for Landfill Aftercare	18,349	18,524	17,645
Provision for Employee Entitlements	7,422	7,422	7,422
Total Non-Current Liabilities	108,064	86,596	84,034

NOTE 5:

Current Liabilities

Trade Creditors	33,571	33,571	33,571
Owing to Subsidiaries	6,693	6,693	6,693
Current Portion of Term Debt	20,366	24,026	37,326
Other	351	176	879
	60,981	64,466	78,469

Notes to the Financial Statements

Christchurch City Council

NOTE 5 (Cont'd):

	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
Employee Entitlements			
Accrued Pay	1,562	1,562	1,562
Annual Leave	8,335	8,335	8,335
Total Employee Entitlements	9,897	9,897	9,897
Total Current Liabilities	70,878	74,363	88,366

NOTE 6:

Current Assets

Cash at Bank, and Short-Term Investments

	280,046	190,170	167,496
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Receivables and Prepayments

Rates Debtors	6,142	6,142	6,142
Other Trade Debtors	7,252	7,252	7,252
Amount owing by Subsidiaries	1,800	1,800	1,800
Other Receivables/Prepayments	8,479	8,479	8,479
GST Receivable	7,798	7,798	7,798
Dividends Receivable	23,628	23,628	23,628
	55,099	55,099	55,099

Less provision for Doubtful Debts

	(350)	(350)	(350)
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Total Receivables and Prepayments

	54,749	54,749	54,749
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Inventories

General Stores	1,631	1,631	1,631
Livestock and Feed	274	274	274
Souvenirs and Food	147	147	147
Development Land	1	1	1

Total Inventories

	2,053	2,053	2,053
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Fixed Assets Held for Resale

	154	154	154
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Total Current Assets

	337,002	247,126	224,452
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Notes to the Financial Statements

Christchurch City Council

NOTE 7:

**Non-Current Assets
Investments**

	Actual 2001/02 \$000's	Forecast 2002/03 \$000's	Forecast 2003/04 \$000's
General Investments	820,520	823,773	849,346
Loan Repayment Investments	3,866	13,991	5,848
Total Non-Current Assets	824,386	837,764	855,194

NOTE 8:

Vested Assets

Restricted Land and Buildings	4,886	3,443	3,443
Infrastructural Assets	13,901	9,796	9,796
Artworks	2,498	1,760	1,760
	21,285	15,000	15,000

NOTE 9:

SUMMARY OF ACTIVITIES

Restatement of Comparative Figures

Comparative Figures for 2002/03 have been re-stated as follows:

	Annual Plan Forecast 2002/03 \$000's	Movement 2002/03 \$000's	Restated Forecast 2002/03 \$000's
Art Gallery	4,944	0	4,944
Car Parking	(2,804)	4	(2,800)
City Streets	35,041	1	35,041
Community Development and Customer Services	12,828	(119)	12,708
Economic Development and Employment	14,111	0	14,111
Environmental Policy and Regulatory Services	13,163	2	13,164
Housing	(2,022)	(28)	(2,050)
Library and Information Services	20,725	133	20,859

Notes to the Financial Statements

Christchurch City Council

	Annual Plan Forecast 2002/03 \$000's	Movement 2002/03 \$000's	Restated Forecast 2002/03 \$000's
Parks and Waterways	28,653	0	28,653
Public Accountability	8,510	1	8,511
Sport, Leisure and Events	12,954	1	12,955
Waste Minimisation and Disposal	750	3	753
Wastewater	15,699	1	15,700
Water Supply	10,539	1	10,540
	173,091	0	173,091

Summary of Activities

	Actual Net Cost 2001/02 \$000's	Restated Forecast Net Cost 2002/03 \$000's	Forecast Net Cost 2003/04 \$000's	Forecast Costs (after Internal Recoveries) 2003/04 \$000's	Forecast Income 2003/04 \$000's
Summary of Service Delivery Activities					
Art Gallery	3,010	4,944	5,190	5,968	(778)
Car Parking	(3,003)	(2,800)	(4,098)	9,415	(13,514)
City Streets	34,283	35,041	33,696	48,976	(15,280)
Community Development and Customer Services	13,131	12,708	13,587	15,375	(1,788)
Economic Development and Employment	12,277	14,111	14,774	15,405	(632)
Environmental Policy and Regulatory Services	11,298	13,164	13,309	23,436	(10,127)
Housing	(1,561)	(2,050)	(1,295)	9,182	(10,477)
Library and Information Services	19,048	20,859	22,032	23,986	(1,954)
Parks and Waterways	26,548	28,653	28,735	30,955	(2,220)
Public Accountability	9,186	8,511	8,566	8,566	0
Sport, Leisure and Events	12,611	12,955	14,164	22,515	(8,351)
Waste Minimisation and Disposal	4,589	753	(587)	18,180	(18,767)
Wastewater	13,701	15,700	20,042	24,122	(4,080)
Water Supply	9,980	10,540	10,642	13,549	(2,907)
Total Cost of Service Delivery	165,098	173,091	178,757	269,630	(90,873)
Add Back Service Provider Income				6,380	(6,380)
Activity Results represented in Statement of Financial Performance	165,098	173,091	178,757	276,010	(97,253)

Changes to Fees and Charges

Listed below are proposed changes to fees and charges or new fees and charges for 2003/04 together with the comparative from 2002/03. All charges shown are GST inclusive.

Description	2002/03	2003/04
Art Gallery		
Photography		Various
Corporate Evening Functions		
Standard Fee for the foyer		\$1,500.00
Standard Fee for the auditorium full day / evening		\$500.00
Exhibitions		
Acoustiguide sales for the permanent collection		\$2.50
Community Programme		
Community Programmes and Activities		Various
Recoveries Education Kits and Art Appreciation		Various
Car Parking		
Meter Hoods	\$10.00 per day	\$12.00 to \$15.00 per day
Two hour Meters	\$1.60 per hour	\$2.00 per hour
Parking Coupons (In line with Meters)	\$1.60 per hour	\$2.00 per hour
City Water and Waste		
Water Supply:		
Water Applications		
Water Supply Connection Fees and charges - standard domestic	\$370.00	\$425.00
Solid Waste:		
General Refuse		
General Refuse (Refuse Stations)	\$87.50/tonne	\$97.00/tonne
Landfill Direct		
General Refuse (for waste not suitable for disposal at Refuse Stations)	\$87.50/tonne	\$97.00/tonne
Special and Treated Hazardous Waste	\$110.00/tonne	\$119.50/tonne
Large loads direct to Burwood		\$65.00/tonne
Green Waste		
Organic Waste	\$52.50/tonne	\$58.20/tonne
Mixed Load green/refuse (more than 50% green)	\$71.50/tonne	\$79.00/tonne
Mixed Load green/rubble (more than 50% green)	\$55.00/tonne	\$62.50/tonne
Wastewater:		
Reticulation Capacity Upgrade Fee		\$477.00 per new lot or new additional dwelling unit
Trade Wastes		
Volume	\$0.36113/m ³	\$0.40399/m ³
Suspended Solids	\$0.21431/kg	\$0.28384/kg
BOD	\$0.17910/kg	\$0.21082/kg

Changes to Fees and Charges

Description	2002/03	2003/04
Corporate Office - Operations Section		
Counter Services - Sockburn Service Centre		
Stock for Sale		
- Letters	5 cents/letter	
- Registered Items	25 cents/item	Fixed postal work and administration fee
Environmental Services		
Resource Consents:		
For any limited notification resource consent application:		
Minimum Fee: Limited Notification		\$800.00
Plus: If a pre-hearing meeting (Section 99) is held		\$100.00 Administration Fee plus \$125.00 per hour of meeting time
Cost of Councillors/Community Board Members attending hearing:		
- Hearing time up to 3 hours		\$293.00
- Hearing time more than 3 hours		\$585.00 per day
Cost of Commissioners attending hearing and when appropriate, preparing a decision		Actual cost
Cost of preparing the officer reports and the cost of officers attending the hearing		hourly rate determined by annual salary x 2 + GST 1350 hours
Administration costs:		Actual costs less minimum fee
If a rural consultant's report is obtained by the Council		Actual cost
If more than 10 persons are required to be notified of an application		\$5.00 per additional person
If more than 10 persons are required to be sent copy of officer report		\$5.00 per additional person
If more than 10 persons are required to be notified of a decision		\$5.00 per additional person
Enforcement		
Fencing of swimming pools: Application for Exemption	\$68.00	\$375.00
Land Information		
"Fast Track" Land Information Memoranda		\$275.00
Building Control		
Prepaid Fees		
Garage and Garage Workshops (residential only) additional features	plus \$51.50 each	plus \$58.50 each
Code Compliance Certificates		
Building Inspections	\$51.50/inspection	\$58.50/inspection
Code Compliance Certificates	\$30.00	\$45.00
Non Consent Inspections	\$68.00/hr	\$78.00/hr
Leisure		
Sports Grounds - Association and Clubs		
Hockey, Rugby, League, Soccer:		
Tournaments - daily charge per ground (Outside normal Season Competition)	\$31.50	\$33.00

Changes to Fees and Charges

Description	2002/03	2003/04
Softball:		
Tournaments - per diamond per day (Outside normal Season Competition)	\$31.50	\$33.00
Cricket:		
Grass Prepared - Season	\$950.00	\$985.00
Junior/Secondary School Prepared wicket (50% of preparation cost only)	\$475.00	\$492.00
Daily Hire - Club prepared/artificial (Outside normal Season Competition)	\$31.50	\$33.00
Artificial - Council Owned - season	\$410.00	\$425.00
Practice nets per time	\$10.00	\$12.00
Hagley Park Wickets - CCC Prepared Rep Matches	\$70.00	\$72.50
Casual Hires - Non Affiliated Clubs		
Hockey, Rugby, League, Soccer	\$70.00	\$72.50
Touch	\$35.00	\$36.00
Softball	\$70.00	\$72.50
Cricket - Prepared Wicket	\$85.00	\$88.00
Daily Hire - Club prepared - plus payment to club	\$31.50	\$33.00
Artificial Wicket	\$31.50	\$33.00
Samoan Cricket	\$31.50	\$33.00
Korfball	\$31.50	\$33.00
Athletics		
Training Track Season	\$312.00	\$323.00
Athletic Meetings (Hansens Park)	\$45.00	\$46.50
Fun Runs		
Sponsored Commercial Runs	\$146.00	\$151.00
Club Runs - Hagley Park - per day	\$40.00	\$41.50
Band and Marching Practice	\$146.00	\$151.00
Ribbon Parades	\$70.00	\$72.50
Bottle Lake Plantation		
Mountain Bike Events - 1 Off	\$40.00	\$41.50
Mountain Bike Events - Series	\$80.00	\$83.00
	plus \$1.00 per entry	plus \$1.00 per entry
Fun Runs/Orienteering - per day	\$40.00	\$41.50
Miscellaneous		
Fairs/Carnivals (any Park excluding Hagley)		
Commercial - per day or half day	\$170.00	\$175.00
Community Groups and Schools, Churches etc.	\$85.00	\$88.00
Skateboarding Parks		
Administration Fee		\$25.00
Commercial Promotion per activity half day		\$50.00
Commercial Promotion per activity full day		\$85.00
River Activities		
Administration Fee		\$25.00
Commercial		\$50.00
Non Commercial (Community Groups)	\$15.00	\$25.00

Changes to Fees and Charges

Description	2002/03	2003/04
Cathedral Square Licence Fee Applications		
3 month licence		\$150.00
6 month licence		\$250.00
more than 6 month licence		\$400.00
Hagley Park		
Banner Frame Hire (for use by Hagley Park Events Only)		
Weekly Hire per frame		\$25.00
Bond (per hire)		\$200.00
Rugby Clubrooms (separate hire only)		
Per Day Hire		\$50.00
Weekly charge		by negotiation
Hagley Park (Non Commercial Park Hire)		
Application Fee 50 - 2,500	Non Commercial	Non Commercial
	\$50.00	\$55.00
Application Fee 2,500 - 5,000	\$100.00	\$110.00
Application Fee 5,000 plus	\$150.00	\$165.00
Ground Mark Out Fee and Consultation * (Parks)	\$200.00	\$220.00
Event Day Charge		
50 - 1,000	\$100.00	\$110.00
1,001 - 2,500	\$150.00	\$165.00
2,501 - 7,500	\$200.00	\$220.00
7,501 - 15,000	\$250.00	\$275.00
15,001 - 25,000	\$300.00	\$330.00
25,001 - 50,000	\$350.00	\$385.00
50,001 plus	\$400.00	\$440.00
Set up and dismantle days	\$50.00	\$55.00
Hagley Park (Commercial 1 Park Hire)		
Application Fee 50 - 2,500	Commercial 1	Commercial 1
	\$255.00	\$280.00
Application Fee 2,500 - 5,000	\$510.00	\$561.00
Application Fee 5,000 plus	\$765.00	\$840.00
Event Day Charge		
50 - 1,000	\$255.00	\$280.00
1,001 - 2,500	\$510.00	\$560.00
2,501 - 7,500	\$1,020.00	\$1,120.00
7,501 - 15,000	\$1,530.00	\$1,680.00
15,001 - 25,000	\$3,570.00	\$3,930.00
25,001 - 50,000	\$6,120.00	\$6,730.00
50,001 plus	\$10,195.00	\$11,215.00
Set up and dismantle days	\$205.00	\$225.00

Changes to Fees and Charges

Description	2002/03	2003/04
Hagley Park (Commercial 2 Park Hire)	Commercial 2	Commercial 2
Application Fee 50 - 2,500	\$205.00	\$225.00
Application Fee 2,500 - 5,000	\$355.00	\$390.00
Application Fee 5,000 plus	\$510.00	\$560.00
Event Day Charge		
50 - 1,000	\$205.00	\$225.00
1,001 - 2,500	\$305.00	\$335.00
2,501 - 7,500	\$510.00	\$560.00
7,501 - 15,000	\$765.00	\$840.00
15,001 - 25,000	\$1,785.00	\$1,960.00
25,001 - 50,000	\$3,060.00	\$3,366.00
50,001 plus	\$5,100.00	\$5,610.00
Set up and dismantle days	\$175.00	\$192.00
Hagley Park (Commercial 3 Park Hire)	Commercial 3	Commercial 3
Application Fee 50 - 2,500	\$155.00	\$170.00
Application Fee 2,500 - 5,000	\$280.00	\$308.00
Application Fee 5,000 plus	\$410.00	\$450.00
Event Day Charge		
50 - 1,000	\$150.00	\$165.00
1,001 - 2,500	\$200.00	\$220.00
2,501 - 7,500	\$255.00	\$280.00
7,501 - 15,000	\$305.00	\$335.00
15,001 - 25,000	\$355.00	\$390.00
25,001 - 50,000	\$460.00	\$506.00
50,001 plus	\$560.00	\$616.00
Power Box Maintenance Fee - per Event		
1 Power Box hired	\$50.00	\$55.00
2 Power Boxes hired	\$100.00	\$110.00
3 Power Boxes or more hired	\$200.00	\$220.00
Bond for key access	\$50.00	\$55.00
Electricity Usage per kw/hr (based on reading)	\$0.22	\$0.22
Set up and dismantle days	\$150.00	\$165.00
Rawhiti Golf Course		
Club Annual Subscriptions		
(To apply from 1 April 2004)		
Adult	\$270.00	\$280.00
Married Couple (85% M/F)	\$460.00	\$477.00
Junior 18 yrs to 21 yrs inclusive	\$85.00	\$88.00
Midweek	\$187.50	\$194.00
Junior Under 18	\$35.00	\$36.00

Changes to Fees and Charges

Description	2002/03	2003/04
Parks & Waterways		
Parks City Wide		
Photocopying	\$0.05 per copy	\$0.10 per copy
Cemeteries		
Plot Purchases		
Child's Plot .76m x 1.50m	\$206.00	\$210.00
Ashes Plot .76m x 1.37m	\$108.00	\$110.00
Ashes Beam .76m x 1.37m	\$217.00	\$221.00
Full Size Plot 1.92m x 2.74m	\$614.00	\$626.00
Side x Side 2.44m x 2.74	\$1,228.00	\$1,253.00
Plot Maintenance Fee		
Full sized plot	\$105.00	\$107.00
Ashes Plot	\$31.00	\$32.00
Burial Fees		
Birth - 1 Year	\$108.00	\$110.00
2 Years - 9 Years	\$217.00	\$221.00
10 Years & Over		
Single Depth	\$466.00	\$475.00
Double Depth	\$603.00	\$615.00
Triple Depth	\$707.00	\$721.00
Ashes (burial)		
Attended	\$86.00	\$88.00
Unattended	\$35.00	\$36.00
Burials		
Public Holidays	\$353.00	\$360.00
Saturdays	\$353.00	\$360.00
Poor & Destitute	\$60.00	\$61.00
Disinterment		
Over 12 months	\$532.00	\$543.00
Within 12 months	\$864.00	\$881.00
Reinterment		
Over 12 months	\$532.00	\$543.00
Within 12 months	\$864.00	\$881.00
Use of lowering device	\$60.00	\$61.00
Less than 6 hours notice	\$158.00	\$161.00
Burials after 5.00 pm	\$158.00	\$161.00
Ashes Interment on Saturday	\$107.00	\$109.00
Property		
(Property Management)		
Conveyancing Fees		
Where work is carried out by Council's in-house solicitors and/or property consultants		Solicitors \$100.00/hour
(All costs are inclusive of GST and exclude disbursements and external consent costs, but include one sealing fee.)		Property consultants \$55.00-\$80.00

Changes to Fees and Charges

Description	2002/03	2003/04
Agreement to lease	\$337.50 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$337.50 plus time over 1.5 hrs @ scheduled hourly rate
Deed of Lease	\$337.50 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$337.50 plus time over 1.5 hrs @ scheduled hourly rate
Deed of Assignment of lease	\$225.00 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$225.00 plus time over 1.5 hrs @ scheduled hourly rate
Landlord's consent to an assignment	\$168.75 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$168.75 plus time over 1.5 hrs @ scheduled hourly rate
Deed recording a review of rent	\$168.75 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$168.75 plus time over 1.5 hrs @ scheduled hourly rate
Deed of renewal of lease	\$168.75 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$168.75 plus time over 1.5 hrs @ scheduled hourly rate
Deed of variation of lease	\$168.75 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$168.75 plus time over 1.5 hrs @ scheduled hourly rate
Deed of sublease	\$393.75 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$393.75 plus time over 1.5 hrs @ scheduled hourly rate
Surrenders and variations of easements	\$225.00 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$225.00 plus time over 1.5 hrs @ scheduled hourly rate
Deeds of licence	\$168.75 plus time over 1.5 hrs @ an hourly rate of \$90.00	\$168.75 plus time over 1.5 hrs @ scheduled hourly rate
All other legal work	Based on time @ an hourly rate of \$90.00	Based on time @ scheduled hourly rate
Cell Phone Site Investigation Cell Phone Tower Investigation	\$2,000.00 per application + cost	\$2,250.00 per application + cost

Equal Employment Opportunities Programme

Charter for Diversity (Incorporating EEO Policy)

(Reference to the Local Government Amendment Act No. 2, 1989 Section 119f and 119g)

Diversity

Diversity and its link to Equal Employment Opportunities are about best practice which is a goal of the Council's Giving Value - Being Valued Culture Statement. A diverse workforce will be able to meet the needs of the Council's diverse customers and communities.

Diversity is about all of us. The concept of diversity encompasses acceptance and respect and it means understanding that each individual is unique. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

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. Processes and procedures will be regularly reviewed to ensure good management practice in valuing diversity.

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:

- At the Christchurch City Council we are committed to the principle that all workers should be encouraged and provided with the resources to contribute to the organisation's goals to the best of their abilities and experience.
- We believe that in order for people to be able to give their best to the organisation they must feel the things that make them unique such as culture, language, age, abilities/disabilities and gender are respected.

- We believe that an individual's differences as well as similarities compared to others can be valuable resources to the organisation.
- We believe that diversity management is about appreciating diversity in ways that allow it to work for the organisation while at the same time affirming the individual.

Diversity and Good Management

Working with diversity requires sensitivity, understanding, respect, and a commitment to giving everyone a fair go while ensuring the best fit possible between people and organisational goals. It entails a focus on three broad areas:

- Valuing diversity
- Employment equity
- Good management practice

Valuing Diversity

Valuing diversity means understanding and utilising the advantages and benefits of differences within the workforce.

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.

An awareness of an understanding of diversity would include improved - team work, individual performance, customer service, customer relations, staff relations and the reduction of conflict.

Employment Equity

For any position selection decisions will be made on merit, qualifications and work history relating to the position to be filled, in other words a person's ability to do the job. All employees have the opportunity to develop to their full potential and are encouraged to do so.

Equal Employment Opportunities Programme

Good Management Practice

Good management practice starts with the individual in the organisation recognising their own personal unique talents and experience and working out ways to use these to improve their work practices.

Managers, teams and people who operate effectively do so by implementing strategies for the utilisation of diversity.

Diversity is about realising the potential of people in an environment accepting of difference and change.

Christchurch City Council supports flexible work practices and employment arrangements to support diversity in the workplace.

Equal Employment Opportunities (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.



Lighting accentuates the features of the Hereford Street Bridge.

Equal Employment Opportunities Programme

Objectives for 2003/04

Continue refocusing the organisation on diversity and its integration with the principles of GV-BV and the HR Strategy

Learning and Development

- Conduct Diversity training programme for all new staff to the organisation
- Develop diversity awareness tools for use in teams

Improve system for collecting EEO Statistics

Encourage a more diverse workforce within the Council

Parenting Room

Continue to support Referral Advisors

Performance Indicators

- Incorporate Diversity as an element of the Healthy Workplace Strategy
- Profile and celebrate Diversity throughout the organisation on a regular basis

- Conduct 6 workshops by June 2004
- 4 diversity tools are available through HR Advocates. 6 teams to pilot use of diversity tools
- Develop web based database. Review conducted after 6 months of operation

- 2 Units pilot different ways of recruiting to encourage diverse groups within the community to apply for Council jobs
- Target the advertising of jobs to a wider community base

- Monitor and evaluate use of the parenting room

- Ensure that 4 meetings per year for information sharing, networking and skills development

Revenue and Financing Policy

Introduction

The Local Government Act (2002) requires the Council to adopt a Revenue and Financing Policy which ensures operating revenue is set at a sufficient level to meet the projected operating expenses and that funding for capital expenditure is prudent recognising the service capability of assets throughout their useful life.

The Act, in Part 6, Subpart 3, outlines a series of financial management requirements.

This policy statement reflects those requirements, recognising that this is a transitional year and that further policy requirements will be addressed as part of a comprehensive review of the Council's financial planning policies towards the Long Term Council Community Plan.

The main objective of the policy is to ensure that the Council's long term programme is financially sustainable, that major projects, resulting operating costs, and debt are maintained at manageable levels.

Also it is an important principle of the financial management policy to generate surpluses thereby enabling the Council to reduce its dependence on borrowing to fund capital works.

Financial Management Principles

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

- Debt will be repaid within 20 years of raising to ensure inter-generational equity
- At least 56% of average annual capital expenditure will be funded from depreciation and operating surpluses
- The balance of capital expenditure will be funded from loans, reserves and sale of assets
- Operating expenditure will be funded from operating revenue

- The Council should budget for an operating surplus each year

Operating Expenses and Revenue

Operating expenses and revenue are defined by current Accounting Standards which include a provision for depreciation, landfill aftercare, and other costs (see the Statement of Accounting Policies Pages 155 to 159).

The expenses are allocated to Council activities and are grouped into 'Significant Activities' in this Annual Plan. The rationale and nature of each Significant Activity is that published in the Council's Strategic Statement (www.ccc.govt.nz).

Ordinary operating revenue is set for each Activity based on the Funding Impact Statement principles (formally the Funding Policy) generally to recover expenses where there is a defined customer for the services and where Council considers a user charge should be made. The revenue received are fees and charges, grants and subsidies, financial contributions from developers, and other revenue, if any. Revenue from investments is optimised under the policy direction of the Investment Policy.

Capital funding is firstly from depreciation and available surpluses, proceeds from asset sales, utilisation of reserves and, where necessary, borrowing. This is discussed later in this statement.

Rates are used as the residual operational funding source after operating revenues are allocated to rating differential sectors based on the Funding Impact principles.

The net result is a rate requirement for the year as shown on the summary table of Financial Overview on page 23 and on the Summary of the Funding Impact Statement on page 35. This includes the policy on the rating base (Capital Value), extent of uniform charges, the choice of differential sectors, and the type of rates, both general and targeted.

The projections for operational expenditure and capital expenditure shall include provision for inflation.

Revenue and Financing Policy

Operating Surpluses

The Long Term Financial Strategy, adopted in July 2001, made provision for operating surpluses. These surpluses were increased to fund additional capital expenditure and 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 57% in 2003/04 to 66% by 2011/12.

Application of Cash Surpluses

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

Reserves and Loan Repayment Funds

The Council maintains various cash reserves. Some are a product of legislation eg Cash in Lieu of Reserves Fund and others are a creation of the Council by resolution.

Reserves once created (from reserved external revenue, Separately Funded Account surpluses, or retentions of operating results) will be held in partitioned equity accounts.

The utilization of reserves is by way of Council resolution, typically by the adopted Annual Plan.

Capital Endowment Reserve

This reserve has a number of special conditions which are detailed in the Investment Policy.

It shall be invested and utilized in accordance with that policy and reported on annually in the Annual Plan and Annual Report.

Loan-repayment provisions

A provision by way of reserve or sinking-fund contribution will be made each year for the repayment of all new loans raised by the Council and the existing debt of Christchurch City Holdings Ltd (excluding that serviced by table-loan repayments). The provision will be no less than 3% of the amount borrowed and designed to ensure a repayment within 20 years for each loan. Funds in the Loan-Repayment Reserve or Sinking Fund will be used to retire debt. (See the Liability Management Policy for the full text on this Policy.)

Avoidance of borrowing for capital works

Funds in the Debt-Repayment Reserve will be used in lieu of borrowing to fund capital works and to repay loans as they fall due.

Separately Funded Accounts

The accounts and balances for Dog Control and Housing will be kept separate within the Council's ledgers to ensure the cash balances are maintained. However, for Annual Reporting purposes, the Separately Funded accounts are reflected in the Income Statement and Balance Sheet of the Council.

Financial Ratios

The Council has identified five key financial ratios to measure the prudent management of financial resources. These ratios are reported on each year. Provided the Council maintains its financial projections under the measures identified for each ratio, the Council's finances are considered to be prudent.

Revenue and Financing Policy

The ratios are:

- (a) 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 rise above 8.5%. This parameter is subject to review in the event of the latter.
- (b) Term Debt as a percentage of total assets of the Council and Christchurch City Holdings Ltd (parent company) shall be no more than 12%.
- (c) 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%.
- (d) 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).)
- (e) The liquidity ratio (current assets: current liabilities) shall not be less than 1:1 at each year's 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.)

Capital and Infrastructural Asset Expenditure

Sufficient expenditure will be applied to maintain the existing asset base at least to current standards or to standards adopted through an asset-management plan for each class of asset.

Depreciation

Depreciation is provided on both operational and infrastructural assets on a straight line value basis.

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.

Long-Term Financial Strategy

The Council will maintain a Long-Term Financial Strategy. This is updated each year and is summarised in the financial table on page 23.

Other Financial Policies

Other policies shall be read together with this Revenue and Financing Policy. They include:

- the Long-Term Financial Strategy (2002 as amended);
- the Funding-Impact Statement;
- the Statement of Accounting Policies;
- the Rating Setting and Rating Policies;
- the Investment Policy;
- the Liability-Management Policy;
- the Policy on Partnerships with the Private Sector; and
- the Policy on Determining Significance.

Rates Setting and Rates Policies

This Plan includes a Rates-Impact Statement which describes the Rating System and the rate requirement for 2003/04. The rates required will be set and assessed under the following processes and policies.

Detailed below are the proposed rates to be set as part of the adoption of the Financial Plan and Programme for 2003/04 and rates policies to be used.

The Valuation System used for rating

The valuation system used for rating is the Capital Value system.

The value of each rating unit is set by independent valuers and based on values as at 1 September 2001. A rating unit is the property which is liable for rates and is generally a separate property with its own certificate of title.

Inspection of Rates Information for each Rating Unit

The Capital Values, the District Valuation Roll, and the Rate Information Database information and the estimated liability for rates for 2003/04 for each rating unit are available for inspection on the Council's Internet site under the heading 'Ratesinfo' or at any Council Service Centre.

Rates to be Set as part of this Annual Plan

Rates are set under Section 23 of the Local Government (Rating) Act 2002 and Section 281 of the Local Government Act 2002.

The following rates are proposed to be set for 2003/04.

	Cents in the \$ of Capital Value 2003/04 per rating unit	Revenue Sought* from Intended Rates (GST included) \$
GENERAL RATES		
General Rate by differential sector:		
Sector A - Commercial/Industrial	.573700	33,350,300
Sector B - Residential and Other	.356087	77,091,236
Sector C - Rural	.263579	2,090,058
<p>The General Rate is set under Section 13(2)(b) of the Local Government (Rating) Act 2002. Purpose of General Rate: To fund the general operations of the Council beyond that funded by user charges, other revenue, the Uniform Annual General Charge, and targeted rates as detailed below. The detail of the requirement is contained within the Financial Summary on page 30 and the Funding Impact Summary on page 35.</p>		
Uniform Annual General Charge (UAGC) of \$105 on each separate rating unit or if relevant on each separately used or inhabited part of a rating unit. The UAGC is set under Section 15(1)(b) of the Local Government (Rating) Act 2002. Purpose of the Uniform Annual General Charge: To fund the general operations of the Council beyond that funded by user charges, other revenue, general rates, and targeted rates as detailed below.	\$105	15,648,885
TARGETED RATES		
Water Supply Targeted Rate – Full Charge:		
Sector A - Commercial/Industrial	.039774	2,021,686
Sector B - Residential and Other	.042564	8,978,916
Sector C - Rural	.038670	98,635
Sector D - Institutions (Non-rateable)	.041842	715,983

Rates Setting and Rates Policies

Rate Factor used - Assessed on every separately rated property within each differential sector to which water is supplied.

The Water Supply Targeted Rate is set under Section 16 (4)(b) of the Local Government (Rating) Act 2002.

Purpose of Water Rates: To recover the water supply costs.

Water Supply Targeted Rate – Half Charge:

Sector A - Commercial/Industrial	.019887	90,885
Sector B - Residential and Other	.021282	137,821
Sector C - Rural	.019335	11,821
Sector D - Institutions (Non-rateable)	.020921	20,232

Rate Factor used - The half charge is assessed to every rating unit situated within 100 metres from any part of the waterworks where a connection is not made.

The Water Supply Target Rate - Half Charge is set under Section 16(4)(b) of the Local Government (Rating) Act 2002.

Purpose of Water Rates: To recover the water supply costs.

Land Drainage Targeted Rate:

Sector A - Commercial/Industrial	.039949	2,200,401
Sector B - Residential and Other	.039949	8,631,859
Sector C - Rural	.039949	203,068

Rate Factor used - on every separately rated property, within each differential sector, which is in the serviced area.

The Land Drainage Targeted Rate is set under Section 16(4)(b) of the Local Government (Rating) Act 2002.

Purpose of Land Drainage Targeted Rate: To recover the land drainage costs.

Sewerage Targeted Rate:

Sector A - Commercial/Industrial	.078773	4,310,097
Sector B - Residential and Other	.078738	16,993,747
Sector C - Rural	.081303	121,392
Sector D - Institutions (Non Rateable)	.078736	1,425,845

Rate Factor used - Assessed on every separately rated property, within each differential sector, which is in the serviced area.

The Sewerage Targeted Rate is set under Section 16(4)(b) of the Local Government (Rating) Act 2002.

Purpose of Sewerage Targeted rate:

To recover the sewer drainage and sewage treatment costs.

Water Supply Fire Connection Targeted Rate:

Assessed as a uniform charge of \$100 per connection. \$100 111,700

Rate Factor used - Assessed on every separately rated property which has one or more connections.

This Targeted Rate is set under Section 16(4)(a) of the Local Government (Rating) Act 2002.

Purpose of the Water Supply Fire Connection Targeted rate:

To recover costs of water supply fire connection on a per-connection basis.

Excess Water Supply Targeted Rate:

Assessed as the water meters are read on liable rating units – see below for the full text.

Rate Factor used - Assessed on every separately rated property within the defined group, which has a water metered supply.

Purpose of the Excess Water Supply Targeted rate:

To recover water supply costs beyond those in the water-supply rates.

To be invoiced after each reading

Total Revenue Sought from Intended Rates

\$174,254,565

* Excludes expected rate remissions

Rates Setting and Rates Policies

Excess Water Supply Targeted Rate

This targeted rate is set under Section 19(2)(b) of the Local Government (Rating) Act 2002 which allows for a “scale of charges”. Invoices are raised for this rate as the result of water-meter readings on liable properties. The Christchurch City Water Related Services Bylaw 2001 outlines the intention to charge.

The scale of charges for the Excess Water Supply Targeted Rate is:

- Water used in excess of the water allowance, be charged at the rate of 33 cents per cubic metre to all consumers having an extraordinary supply, as defined in the Christchurch City Water Related Services Bylaw 2001. These are the liable rating units.
- The water allowance is determined annually by dividing the Water Supply Targeted Rate assessed on the rating unit by an allowance factor. The allowance factor unit rate will be determined by Council resolution from time to time and is now 27 cents. The water allowance is 1 cubic metre for each complete 27 cents (the factor) of the targeted water rate assessed.
- The water allowance is determined following the annual rates assessment and is expressed as a daily allowance, that is the total water allowance for the rating unit divided by 365 with a minimum of .6986 cubic metres per day.
- The daily allowance shall continue until the next rates assessment is issued for the rating unit.
- Rating units having an “ordinary supply” as defined in the Christchurch City Water Related Services Bylaw 2001, ie non-commercial consumers being principally residential single units on a rating unit, will not be charged an excess water supply targeted rate.

- Where two or more rating units share a water meter and have, in the opinion of the Council, a common usage, the readings and allowances may be aggregated, notwithstanding the charge is payable by the ratepayer of the rating unit to which the meter is attached.



The recently completed Nam Yee Mid City Centre, cnr of Lichfield and Colombo Streets.

Rates Setting and Rates Policies

The annual rates assessment will identify and inform the ratepayers who are potentially liable for excess water charges. It will not, however, be able to include the calculated liability as the water reading will not coincide with the assessment. Water meters will be read progressively throughout the year. Following each reading, a water-excess charge invoice will be issued for those rating units which are liable. The invoice will refer to the assessment and will 'bill' for the consumption for the period of the reading. The latest water allowance will be used, calculated on a daily basis.

Differential system used

Differential rating will be used for both general rates and some targeted rates. Each rating unit is assigned to a category, based on land use, and the sum of all capital values within each categories is the basis of allocating rates in the Funding Impact Statement (formerly known as the Funding Policy).

The differential categories used are:

- Sector A - Commercial / Industrial Properties
- Sector B - Residential and Other Properties
- Sector C - Rural Properties
- Sector D - Non-rateable Properties

The quantum of rates required from each differential sector is based on the Funding Impact Statement calculations on an activity-by-activity basis and added up to the Council wide-rate requirement. For further information see the table on page 35 called 'Summary of the Funding Impact Statement'.

The rates payable by a rating unit will be assessed on the capital value of each rating unit within the differential sector based on its relative Capital Value (plus UAGCs and special targeted rates).

The rating Differential Sectors are:

Sector A - Commercial and Industrial Properties

Any rating unit which is:

- 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
- 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 rating unit which is:

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

Sector C - Rural Properties

Includes any rating unit which is:

- used solely or principally for:
 - agricultural or horticultural or pastoral purposes; or
 - for the keeping of bees or poultry; or
- zoned rural under the transitional district plan administered by the Council, but does not include any separately rateable property which is:
 - zoned rural industrial or rural-residential under the transitional district plan administered by the Council; or
 - zoned rural and used principally for residential purposes (including home-ownership flats).

Rates Setting and Rates Policies

Sector D - Institutions (non-rateable)

These are rating units described in Section 8 of the Local Government (Rating) Act 2002.

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

Multiple Uniform Annual General Charge per Rating Unit

The Council may charge multiple uniform charges against each separately used or inhabited part of a rating unit provided such UAGC will not be subject to a rate remission under the policy.

The basis of a unit of occupancy is that which can be separately let and permanently occupied. For the purposes of this charge, where the occupancy is an accessory one or is ancillary to another property or part thereof no separately used part exists. For example:

- Not separately used parts of a rating unit:
 - A residential sleep-out or granny flat without independent kitchen facilities
 - Rooms in a hostel with a common kitchen
 - A hotel room with or without kitchen facilities
 - Motel rooms with kitchen facilities
 - Individual storage garages/sheds/partitioned areas of a warehouse
 - Individual offices/premises of partners in a partnership
- These are separately used parts of a rating unit:
 - Flats/apartments
 - Flats which share kitchen/bathroom facilities
 - Separately leased commercial areas even though they may share a reception

Uniform Annual General Charge (UAGC) for Common Usage Rating Units

Section 20 of the Act precludes the Council from charging UAGCs where contiguous land is in common usage and in the same name.

The Council has resolved on a remission policy that will allow it to remit the additional UAGCs on contiguous land in common usage where the rating units are not in the same name.

Remission of the charge will be considered where the Council has determined that a building consent will not be issued for the primary use of the land (under the City Plan).

Rating Units - Divisions and Transitional Arrangements

The Act has redefined the basis of rating to a 'rating unit', generally based on a certificate of title.

There are transitional arrangements and some limited capacity for the lessee of the whole rating unit to remain the ratepayer.

Applications to the Council are expected to be based on a statutory declaration from the owner that transitional arrangements apply.

Also there is capacity under section 27(5) of the Act for a single rating unit to be split into two or more parts to allow for the different rating treatment of each part eg commercial/industrial on one part and residential for the other.

Such a split would be based on information supplied by the ratepayer, but determined by the Council.

Rates Setting and Rates Policies

Due Dates for Payment of Rates

The instalments due dates are:

- Area One, Instalment One – 15 August 2003
- Area One, Instalment Two – 15 November 2003
- Area One, Instalment Three – 15 February 2004
- Area One, Instalment Four – 15 May 2004
- Area Two, Instalment One – 15 September 2003
- Area Two, Instalment Two – 15 December 2003
- Area Two, Instalment Three – 15 March 2004
- Area Two, Instalment Four – 15 June 2004
- Area Three, Instalment One – 31 August 2003
- Area Three, Instalment Two – 30 November 2003
- Area Three, Instalment Three – 29 February 2004
- Area Three, Instalment Four – 31 May 2004

The areas are defined by the Valuation Roll districts as contained in the resolution dated 29 June 1994, but:

- Area 1: includes generally the Central City and the suburbs of Street Albans, Merivale, Mairehau, Papanui, Riccarton, Addington, Spreydon, Sydenham, Beckenham and Opawa;
- Area 2: includes generally the suburbs of Shirley, New Brighton, Linwood, Woolston, Mt Pleasant, Sumner, Cashmere and Heathcote;
- Area 3: includes generally the suburbs of Belfast, Parklands, Harewood, Avonhead, Bishopdale, Ilam, Fendalton, Hornby, Templeton and Halswell.

Where a due date falls on a day that is not a working day then the next working day convention applies ie Interpretation Act 1999 applies.

The due date for excess water supply rates will be the 20th of the month following the invoice date. The due date for any amended rates invoice issued outside of the normal dates shall be specified on that rate invoice as determined by the Council.

The imposition of the current penalty occurs two business days later than the due dates above.

The Council will issue an interim instalment which will be calculated in accordance with Section 50. It will be based on 25% of rates payable in the previous rating year. This is because it will not be possible to issue an assessment based on the new year's Annual Plan prior to the issuing of the instalment one rate invoice.

Rate penalties

Where rates are not paid on time, penalties will be imposed to provide incentives for payments by due dates.

- 'Current penalties' - A penalty of 10 per cent on so much of any instalment that has been invoiced after 1 July 2003 and which is unpaid after the due date plus two working days;
- 'First arrears penalty' - A further penalty of 10 per cent on so much of any rates (including penalties) assessed in any previous financial year and which are unpaid as at 1 October 2003; and
- 'Second arrears penalty' - A further penalty of 10 per cent on any rates to which the 'first arrears penalty' has been added and which remain unpaid as at 1 April 2004.

Penalties will not be imposed on rates postponed or on current years rates where payment is being made by monthly direct debit on any excess water supply targeted rate, or where the Council believes a remission will be granted.

Once imposed, penalties become rates and may be subject to rates remissions. Where the penalty imposition date falls on a day that is not a working day then the next working day convention applies ie Interpretation Act 1999 Section 35 (6).

Rates Setting and Rates Policies

Payment of Rates

The Council has resolved on the acceptable payment methods.

- Payments by cash will be accepted at any Council service centre office.
- Rates are payable at any Council service centre during normal business hours by cash, EFT/POS cash flow, or cheque made out to the Council
- Cheques may be posted to the Council prior to the due date as evidenced by the postmark
- Payment by credit card will not be accepted.
- Payments by direct debit will be facilitated and encouraged.
- Payment by direct credit or automatic payment will be facilitated.
- Rate payments will be allocated pro rata to the oldest rates due to the Regional Council and City Council unless specifically directed in writing by the ratepayer.

Council not to collect small amounts

The Council has resolved not to collect amounts less than \$20 pa (subject in each case to Council discretion). Where there are several rating units in common usage with small amounts due, the exemption will not apply.

Remissions and Postponement Policy

Rates remissions may apply where there is significant public good in the use of the land. In addition there are grounds for remission where penalties have been imposed but there is a reasonable excuse for late payment, or it is just and reasonable to do so.

Postponement will be considered where the ratepayer is experiencing financial hardship.

Rates Remission Policy

1. Remission of current year's rate penalties due to one-off non-payment or where there are timing mis-match issues

Remission statement

Commercial ratepayers may be allowed one current year rate penalty remission in five years and all other ratepayers may be allowed one current year rate penalty remission in two years where the ratepayer can illustrate that a genuine error or oversight has occurred.

Objective of the remission

To avoid penalising ratepayers incurring penalties on current rates:

- (a) who have paid their rates late due to a genuine mistake, or
- (b) who are paying by regular bank transaction and where minor penalties occur due to timing differences.

Conditions and criteria for the remission

- (a) Written applications will generally be required for other than the minor timing mismatch issues.
- (b) Staff may waive the written application provided they are satisfied the full details of the application are recorded.
- (c) The reason for the late payment must be stated and must not be deliberate non-payment.
- (d) It is appropriate that the Council show consideration to ratepayers who have made genuine mistakes provided that it is not a repetitive omission.
- (e) Commercial ratepayers will be allowed one remission in five years and all other ratepayers will be allowed one remission in two years.

Rates Setting and Rates Policies

- (f) It is expedient to remit penalties where there are minor mis-matches of payments and due dates eg direct debit mis-matches. In these circumstances written applications are not required.
- (g) The outstanding rates (excluding the penalties to be remitted) must be paid in full for the remission to be granted.
- (h) The remission may be limited to the GST exclusive amount where the ratepayer is assumed to be GST registered.

Remission applies to

All ratepayers, although with different criteria.

2. Remission of rates penalties imposed where there is an inability to pay

Remission statement

The remission may apply to properties which are the residence of the ratepayer, and applies to penalties which have been imposed in the last two-year period, and/or where payment has been overlooked due to sickness, death or significant financial hardship or generally where it is considered to be just and equitable to do so.

Secondly for any ratepayer, remission of penalties where such action would facilitate immediate payment of all outstanding rates.

Thirdly for any ratepayer, remission of penalties where there is an acceptable arrangement to pay existing arrears and annual rates over an agreed time frame.

Objective of the Remission

To encourage ratepayers who are in arrears due to financial difficulty or other genuine unusual circumstances to make arrangements to clear arrears and keep their payments up to date.

Conditions and criteria for the remission

- (a) Remissions shall be based on written applications. This may be waived in limited circumstances at the discretion of officers.
- (b) Remission of penalties in the latest two-year period in the case of residential properties where payment has been overlooked due to sickness or death or generally where it is considered to be just and equitable to do so.
- (c) Remission of penalties may be considered where there is an offer for immediate settlement of all rates outstanding which can be facilitated by the remission of arrears penalties in addition to remission of the current penalties. This would apply where there are substantial arrears.
- (d) Remission of penalties incurred during the agreed payment time.

Remission applies to

All ratepayers where the rating unit is the primary residence.

3. Remission of current penalties where there is payment in full for the year

Remission statement

Remission of current year penalties where there is payment in full for the year once the full year's rates have been assessed.

Objective of the remission

To encourage payment of current rates in a lump sum or the balance of the current rates where non payment of an instalment has occurred.

Conditions and criteria for the remission

The remission applies where a ratepayer chooses to make payments different from the instalment due dates, typically paid in full on an annual one-payment basis:

Rates Setting and Rates Policies

- (a) Where the total current year's rates are paid on instalment 2;
- (b) Where instalment 2 has been missed and the balance of the current year's rates is paid by instalment 3 subject to instalment 1 having been paid by the due date.
- (c) Rates must be paid in full.

Remission applies to

All ratepayers.

4. Remission of rates where the land is used by 'not-for-profit' clubs, associations and churches, for sport or for community benefit other than horse or dog racing

(Note: The Council may not apply this remission under the current GST rulings.)

Remission Statement

- A. 100% remission of all rates (except excess water supply targeted rate) may be made for 'not-for-profit' organisations occupying Council land under lease where there is predominant community benefit.
- B. Remission of rates on other than Council-owned land where it is used by 'not-for-profit' community or sports organisations may be granted on the basis of:
 - (a) Up to 100% remission of general rates and uniform annual general charge, and
 - (b) Up to 50% (ie of the rates that would be payable if they were fully rateable) remission of targeted rates for water supply, sewerage, and land drainage rates
 - (c) The remission does not apply to any excess water supply targeted rate or targeted water supply fire connection rate.

Objective of the remission

To encourage the sustainability of community-based organisations and the benefit they provide to community good by part-remitting rates.

Conditions and criteria for the remission

- (a) All remissions are at the discretion of the Council and will be assessed on a case-by-case basis.
- (b) The remission applies where the land is used by qualifying entities, predominantly those that are fully or partially non-rateable under Schedule 1 the Local Government (Rating) Act.
- (c) The remission may include land over which a liquor licence is held provided this is incidental to the primary purpose of occupancy.
- (d) The distinction between those occupying Council land and those on their own land recognises the benefits of independent ownership that accrue to the private land owners.
- (e) The rates payable after the remission are 50% of the full service rates of water, sewerage and land drainage if the rating unit is in the serviced area.
- (f) Applications for the remissions must be in writing. The Council reserves the right to require annual applications to renew the remission or require certification from the applicant that the property is still eligible for the remission and that the land use has not changed.
- (g) It is a precondition of remission that the residual rates are paid in full.
- (h) Qualified applicants who face a significantly lower remission (as compared to the previous policy) as a result of the criteria above may be granted an additional remission to allow an adjustment over several years.

Remission Applies to

All incorporated sport and recreation clubs, associations and community organisations (which includes places of religious worship or used for any branch of the arts) which have within their constitution appropriate clauses to qualify them as charities or where there are clauses which ensure they are 'not-for-profit' and where there is, in the opinion of the

Rates Setting and Rates Policies

Council, significant public good which results from the occupation of the land for the purpose of their sport or recreation.

The Council (at its absolute discretion) shall determine the extent of public benefits that are provided to the community. This determination shall be the basis of the extent of the remission. The remission does not apply to rating units owned or occupied by:

- (a) Chartered clubs – except that a sports area may qualify provided it is significant and is set aside exclusively for that use;
- (b) Political parties;
- (c) Trade unions and associated entities; and
- (d) Any other entity where the benefits are restricted to a class or group of persons, and not to the public generally.

5. Remission of all rates on land occupied and used by the Christchurch City Council for community benefit

(Note: The Council may not apply this remission under the current GST rulings.)

Remission statement

The Council may remit all rates other than excess water supply targeted rate or targeted water supply fire connection rate on land owned by or used by the Christchurch City Council and which is used:

- (a) For a public garden, reserve, or children’s playground;
- (b) For games and sports (except galloping races, harness races, or greyhound races);
- (c) For a public hall, community centre, library, art gallery, or other similar institution;
- (d) For swimming pools;
- (e) For public conveniences; and
- (f) For any other community benefit use excluding infrastructural asset rating units.

This remission does not apply to land leased to others where in that case the use is not by the Council.

Remission of all rates on land owned by or used by the Christchurch City Council which is used for rental housing.

Objective of the remission

To encourage the sustainability of such facilities in the community by remitting rates

Conditions and criteria for the remission

To all Council-owned and/or used land where the use is for the purposes above.

Remission applies to

All land owned and/or used by the Council and used for the purposes outlined.

The remission does not extend to land used as Council offices or yards, infrastructural asset rating units, or leased for commercial purposes.

6. Remission of uniform charges and excess water supply targeted or any rate where the Council considers it just and equitable to do so

(Note: Generally the rates discussed below would not be assessed for the affected properties.)

Remission statement

Remission of additional uniform charges where section 20 of the Act would apply except for the prerequisite of common ownership.

Remission of any uniform charge where the Council has determined that a building consent will not be issued for the primary use of the land (under the City Plan).

Remission of any excess water supply targeted rate that would be offset by unused water allowance from contiguous properties in common usage.

Remissions of any rate where the Council by specific resolution considers it just and equitable to do so.

Rates Setting and Rates Policies

Objective of the remission

To allow an equitable application of uniform charges and excess water charges where several rating units are used as one, but where there are several different ownerships. Also remission of the UAGC where because of some significant impediment, the rating unit cannot be used for the primary use under the City Plan.

Remission of any rate will allow the Council to correct anomalies.

Conditions and criteria for the remission

The remission applies where ratepayers are related parties and the land is contiguous and is used in common or where the rating unit suffers from a “natural” feature which renders it unsuitable for building.

The balance of the rates must be paid in full without arrears.

The remission of any rate under the latter objective will be by specific resolution of the Council after ratepayer application.

Remission applies to

All ratepayers.

Rates Postponement Policy

1. Postponement policy name

Postponement of rates on land which is the private residence of the ratepayer where the ratepayer is experiencing financial hardship.

Postponement statement

Up to 100% of rates may be postponed for a period determined by the Council where the ratepayer is experiencing financial hardship.

Objective of the postponement

To encourage the owner-occupation of land used in whole or part as the primary residence of the ratepayer where the ratepayer does not have the financial capacity to meet the rates as assessed or the payment of the rates assessed would create financial hardship.

Conditions and criteria for the postponement

The postponement applies:

- (a) where the land is the primary residence owned and occupied by the ratepayer; and
- (b) the ratepayer can demonstrate financial hardship; and
- (c) the ratepayer is over 65 years (generally but not exclusively)
- (d) Younger ratepayers may apply and will be considered on their merits
- (e) Where the applicant, being generally over 65 years of age, has experienced a significant increase in rates following revaluation causing hardship.

Postponement will be considered on individual merits following a written application.

A postponement fee expressed as an annual percentage will be applied to the rates outstanding. The fee will be treated as a rate assessed. The fee will be the Council’s ‘cost of capital’ as published in its Annual Plan. Rates penalties will not be applied or will be remitted for any rates that have been postponed.

Rates remain a charge against the property until the property ceases to be the place of residence of the applicant or the criteria no longer applies, at which time the outstanding rates must be paid.

There must be a written application and declaration of eligibility.

The postponement will continue to apply until:

- (a) the ratepayer ceases to be the owner or occupier of the rating unit; or
- (b) the ratepayer ceases to use the property as their residence; or
- (c) until a date specified by the Council;

whichever is the sooner.

Rates Setting and Rates Policies

Postponement applies to

Any land owned and occupied by the ratepayer as their primary residence.

Transitional arrangements imposed by statute will continue.

2. Transitional postponements

There are transitional postponement provisions provided for in the Act:

- (a) Urban farm postponement continue until change of circumstances.
- (b) Commercial land in rural areas – the special rateable values and rates postponement of the balance continue until the next revaluation.
- (c) Residential land in commercial areas - the special rateable values and rates postponement of the balance continue until the next revaluation.

Once the time period for the properties end or the circumstances change the transitional provisions cease.

3. Postponement – general issues

The postponed rates will remain a charge against the property and must be paid either at the end of the postponement term or when the property is sold. Postponed rates may include rate arrears owing from a previous financial year.

A fee (effectively interest) will be charged annually where rates have been postponed at the end of each rating year on the accrued rates postponed (including any fees) outstanding at the beginning of that financial year, at the Council's estimated cost of capital, currently 6.8% for 2002/03 and 6.90% for 2003/04. This percentage is published every year as part of the Financial Plan and Programme.



Children are among the biggest fans of Christchurch City Council's annual SummerTimes Festival.



Artist's impression of the new South Christchurch Library, Service Centre and Learning Centre which is currently being constructed.

Liability Management Policy

Introduction

This policy has been established to ensure the prudent financial management for the issuance and management of Council debt.

The policy incorporates the requirements of the Local Government Act and should be read together with the Investment Policy. These policies form the Treasury Management Policy of the Council.

This policy includes the Christchurch City Council Sinking Fund Commissioners. For the purposes of limiting total debt levels of the Council and financial management ratios, the debt levels and liquid investments of Christchurch City Holdings Ltd, parent only, (a 100% owned holding company) are added to the Council figures.

To determine the scope of this policy, the definition of terms used shall be that of the Local Government Act and Accounting Standards in force.

Standard and Poor's has provided a joint credit rating for both the Council and Christchurch City Holdings Ltd. The rating is AA+ (Long Term) and A1+ (Short Term). It is an objective of this policy that the ratings at this level be maintained as a minimum.

Principles

The following principles underlie the policy:

- 2.1 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.
- 2.2 Debt raised will be repaid over the economic life of assets restricted to a maximum of 20 years to ensure inter-generational equity.

- 2.3 Interest costs are part of operating expenditure and will be funded from operating revenue.
- 2.4 The annual debt repayment provision will be funded from operating revenue.
- 2.5 Interest rate exposure will be managed consistent with the aim to:
 - have interest costs where possible at or below interest rates projected 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.
- 2.6 Debt financing is recognised as a component in the Council's Revenue & Financing 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

- 3.1 The forecast interest rate payable on external debt intended to be raised by the Council in the ensuing year will be budgeted for and disclosed in the Financial Plan.
- 3.2 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%.
- 3.3 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%.

Liability Management Policy

- 3.4 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.
- 3.5 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

- 4.1 All external debt of the Council including financial leases must be authorised by resolution of the Council.
- 4.2 The aggregate amount the Council determines as not being so significant as to require specific authorisation under Section 112 (c) (ii) (A), is \$500,000.
- 4.3 Loans raised by the Council are to be secured by a charge on Rates revenue.
- 4.4 Except as qualified in section 4.6 below, new loans raised in any particular year are to be no greater than the amount disclosed in the Financial Plan for that year and applied only to capital projects and investments listed in the Financial Plan.
- 4.5 Borrowing will be applied to project funding after utilisation of other capital funding identified in the Financial Plan in accordance with the principle set out in section 2 above.
- 4.6 All new loans required to fund expenditure which has arisen subsequent to the Financial Plan being confirmed shall require Council approval by a specific resolution of the Council including the reasons why expenditure was not included in the Financial Plan.

- 4.7 Debt may be raised in either fixed or floating-rate terms, and for short (ie up to one year) or long maturity terms subject to limits.
- 4.8 The term of a loan must not be longer than the economic life of the capital assets it funds (as defined by Council resolution) and in any event no more than 20 years.
- 4.9 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.
- 4.10 For new loans, the Council must consider the risks of borrowing including a sensitivity analysis to changing interest rates.
- 4.11 The borrowing resolution shall define who has the authority to raise loans. Should it be silent then authority is granted to staff as defined in section 9.2 below.
- 4.12 Unless the Council resolves to the contrary and subject to any instruction issued by the Director of Finance, the Funds Accountant may raise loan funds by way of bank overdraft to cover short-term cash shortfalls limited to a maximum of \$2M. Borrowing under this clause is not subject to the constraints of clauses elsewhere in this policy.
The Director of Finance may issue guidelines and instructions on the raising of overdraft funds up to the \$2M limit.
Any overdraft so raised shall be reported to the Director of Finance within two working days.
For the purposes of this clause the term "short-term" means for terms of less than one year.

Liability Management Policy

Repayment of Debt

- 5.1 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.
- 5.2 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 5.1 above. Initial Debt is defined as the original sum of any loan borrowed which has not been fully repaid.
- 5.3 The rate of 3% shall be reviewed periodically to ensure that with accumulated interest earnings on invested funds, sufficient funds are available to repay each initial loan tranche at the end of 20 years. At all times 3% shall be a minimum.
- 5.4 Sinking Funds and Loan Repayment reserves may be applied to earlier repayment of loans in conjunction with refinancing of tranches. In such cases the annual contributions to sinking funds or loan repayment reserves shall be recalculated to ensure that sufficient funds will be on hand to ensure repayment of the balance within the 20-year time frame.
- 5.5 When the repayment provision for any specific loan has been fully funded, no further contributions will be required for that loan.

- 5.6 The Funds Accountant, after consultation with the Director of Finance and the Company Secretary of Christchurch City Holdings Ltd, may select the specific debt to be repaid in any one year to optimise the mix of debt types retained within the group.

Interest Rate Exposure

- 6.1 The interest rate policy of the Council is to manage the exposure to adverse interest rates consistent with the need to have interest costs, where possible, at or below interest rates projected in the Council's Financial Plan or Long Term Financial Strategy or the rates determined to be economically feasible for specific assets funded.
- 6.2 The Funds Accountant may implement an interest rate strategy with interest rates higher than that budgeted, where this is supported by an interest-rate view and strategy formed under the procedures of 6, 7, 8, and 9 below.
- 6.3 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.
- 6.4 The Funds Accountant shall be authorised to enter into interest-rate-hedging contracts to avoid an exposure to adverse rates based on the interest rate view.
- 6.5 All hedging contracts are only to protect the actual debt and debt to be raised. Speculation is not permitted.
- 6.6 All hedging contracts are to be discussed with the Director of Finance and, in his absence, with the Funds and Financial Policy Manager prior to being entered into, and reported to the Director of Finance on the same day that the transaction is entered into and to the Strategy and Finance Committee quarterly.

Liability Management Policy

- 6.7 Hedging can only take place with counter-parties who have a long-term credit rating of 'A-' or better.

Liquidity Policy

- 7.1 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.
- 7.2 Where possible, maturity dates should be spread throughout the year.

Credit Exposure

- 8.1 Hedging can only take place with counterparties who are credit rated 'A-' or better.
- 8.2 Settlement for new loans shall be by cleared funds.
- 8.3 Loan raising should be managed so that the impact of settlement default will not adversely affect the Council.

Management by Staff of the Borrowing Policies

- 9.1 All external debt must be authorised by the Council except that under section 4.12 (working capital overdraft). Staff shall have evidence of such approvals before any debt is raised.
- 9.2 Authority is delegated (under this Policy Statement) to the Funds Accountant and in his absence, any one of the Director of Finance, Funds and Financial Policy Manager, Financial Analyst, and the Financial Services Manager to raise external debt funds and to enter into hedging contracts on terms he may determine within the limits and guidelines of this Policy Statement.

The day-to-day management and actions may be undertaken by the Funds Accountant, but the responsibility for overview lies with the Director of Finance.

- 9.3 The Funds Accountant shall form a view on future interest rates based on independent professional advice. The view shall be revised at least quarterly. Action to change the Council's fixed, floating interest rate profile shall be based on that view.
- 9.4 The Director of Finance shall appoint a Treasury Review Team to assist on the formation of interest rate views and borrowing management strategy. The Treasury Review Team shall approve and maintain guidance notes and instructions developed for the proper management of the Council's debt under this policy.
- 9.5 A specific debt raising resolution may require joint delegations for action. If so, the more restrictive delegation shall be followed.
- 9.6 There shall be appropriate segregation of duties among staff involved in borrowing and investing of Council funds and this shall be subject to audit review.
- 9.7 The Funds Accountant shall maintain the register of charges and shall file with the Registrar of Companies a copy of the debt instrument periodically.
- 9.8 Actions taken under the Liability Management Policy are to be reported to the Director of Finance at least weekly, and to the Strategy and Finance Committee quarterly. Actions requiring reporting are:
- Debt servicing costs, both budgeted and actual
 - Comment on interest rate exposure
 - Debt-maturity profiles and expected timing of debt raising
 - Total debt raised (including financial leases)
 - Hedging contracts taken up since the last report
 - Hedging and derivative contracts in place at the time of the report

Investment Policy

Introduction

This policy has been established to ensure prudent financial management of Council investments.

The policy incorporates the requirements of the Local Government Act and should be read together with the Liability Management Policy. Together they form the Treasury Management Policy of the Council.

The policy includes the Christchurch City Council Sinking Fund Commissioners. Investments held by Council-controlled organisations (CCOs) and other subsidiary companies are excluded.

To determine the scope of this policy, the definition of terms used shall be that of the Local Government Act and Accounting Standards.

The Council has invested \$75M of capital repatriation funds received from Christchurch City Holdings Ltd in a separate fund known as the Capital Endowment Fund. It is intended that the fund be divided into capital of \$71.5M and fluctuation reserves of \$3.5M and that the capital of this fund will be held together with sufficient income capitalised annually to cover inflation. The fluctuation reserve will vary depending on returns from investments. The balance of the income will be available to the Council to provide for economic development projects and civic and community projects that will enhance the city or region. The Council resolution creating the Capital Endowment Fund is attached as Appendix B. 1.

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 Council resolution.
- 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:
 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 advisors.
 4. An appropriate level of diversification of investments in portfolios across securities, sectors, asset classes and countries must be maintained.
 5. The investment 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 investment portfolio will be preserved on a quarterly basis by adjusting for (positive) changes in the Statistics New Zealand All Groups CPI.

Investment Policy

7. An investment fluctuation reserve must be maintained to finance budgeted distributions from the fund.
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.

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:

3.1 General Funds Investments

3.1.1 These investments are held for general Council use in the form of financial investments to provide general finance. Typically, they are invested on a commercial basis to produce a financial return for the Council to use in its ordinary course of business.

3.1.2 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
- Loans to CCOs and other subsidiary companies
- Loans to non-Council entities to facilitate community infrastructural asset creation (Council approval required)
- Real estate being held for market return purposes only

3.2 Equity Investments in Council Controlled Trading Organisations (CCTOs) and Other Subsidiary Companies

3.2.1 The Council holds equity investments in a range of CCTOs and other 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.

3.2.2 These investments are made up of:

- A majority interest in major utility CCTOs and other companies through a 100% interest in Christchurch City Holdings Limited - Schedule 1.
- 100% interest in CCTOs which have been established primarily to provide service delivery to the Council on a commercial basis - see - Schedule 2.
- Significant interest in CCTOs primarily for income purposes but recognised as being of benefit to the local economy - see Schedule 3.

Investment Policy

3.3 Property Held for Investment Purposes

- Investment properties are defined as being held for market return purposes and having no Council operational function.
- The decision to hold or dispose of investment property is driven by the performance of this investment compared with similar properties in the market.

3.4 Investment of Reserve Funds including Trust Funds and the Capital Endowment Fund

3.4.1 These reserve and trust funds have the following characteristics:

- The Council has resolved to set aside funds for a specific, defined future purpose.
- The Council has defined a minimum holding of the Capital Development Reserve Fund, set at \$5M to provide a first source of funding available in the case of an emergency arising from a natural disaster.
- Estimates of the value of each separate reserve fund including revenue projections are prepared each year.
- These funds are available for appropriation in the Financial Plan to finance expenditure incurred for the purpose of the fund.
- The investments which make up the Reserve Funds can be held in common with General Funds investments with the earnings apportioned to each separate fund or may be invested separately with professional Fund Managers in managed portfolios of investments.

3.4.2 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 CCTOs and other 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 resolve.

3.5 Sinking Fund Investments

3.5.1 These funds are held by the Commissioners appointed by the Council on trust for the repayment of Council loans in accordance with the Council's Liability Management Policy.

3.5.2 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

3.5.3 Management of Sinking Fund investments shall be subject to the procedures outlined in sections 5 and 6 of this policy.

Types of Investments

The Council may hold the following types of investments. See other sections of this policy for restrictions on the management of each type:

- Bank deposits, bank accepted bills and bank issued certificates of deposit

Investment Policy

- Short Term Promissory Notes issued by companies and Local Authorities as defined by section 6
- Stocks and bonds issued by Government, SOEs, Local Authorities and suitably rated Corporate entities
- Loans to CCTOs and other subsidiary companies
- Loans to individuals (for Council approved purposes)
- Loans to community organisations
- Loans to non Council entities to facilitate community infrastructural asset creation as approved specifically by the Council
- Shares in (listed) public companies
- Shares in CCTOs and other subsidiaries
- Real estate
- Professionally managed (external to the Council) portfolios of investments, either by direct investment or through Unit Trusts, including:
 - Equities both New Zealand and overseas domiciled
 - Fixed interest, both New Zealand and overseas domiciled
 - Short term cash
 - Real estate
 - Other investments the Council may from time to time resolve.
- Delegated authority to act on all investments in accordance with this policy, (except Real Estate, Professionally Managed Funds, and equity investments in CCOs and other subsidiary companies) is granted to any one of the Director of Finance, Funds and Financial Policy Manager, Funds Accountant, Financial Analyst, and Financial Services Manager. The primary responsibility lies with the Funds Accountant.
- The Funds Accountant shall form a view on future interest rates based on independent professional advice. The view shall be revised at least quarterly and shall be used to guide the investment strategy.
- The Director of Finance shall appoint a Treasury Review Team to:
 - assist in the formation of interest-rate views
 - advise on investment-management strategy
 - approve and maintain guidance notes and instruction developed for the proper management of the Council's Investments made under this policy.
- Reporting requirements by the Funds Accountant:
 - Report daily to the Director of Finance - hedging instruments used (both in advance of any commitment and after being entered into).
 - Report weekly to the Director of Finance - showing a weekly position.
 - Report quarterly to the Strategy and Finance Committee - on the performance results of the investment portfolio excluding shares in subsidiary companies and returns on real estate which will be reported separately as detailed elsewhere in this policy.
 - A division of duties between the staff making and checking on the investment transactions is to be maintained to provide for checks on the prudent handling of investment funds.

Outline of Procedures for Management of Each Type of Investment

5.1 General Issues

- Each type of investment shall be prudently managed having regard to the purpose for which the investment was made and the needs of the Council.

Investment Policy

5.2 Short-term Liquid Investments - Bank Deposits and Promissory Notes

Investment of this type will be managed on the following basis:

- The objective is to minimise the holding whilst having regard to liquidity needs and investment return.
- Invested in authorised bank instruments in accordance with the criteria outlined in section 6 of this policy.
- Compliance with the policy rules on acquisition, disposal, and the settlement process in accordance with the criteria outlined in section 6 of this policy.
- Interest Rate risk management has an objective to maximise yield based on the interest rate view formed by the Funds Accountant as outlined in section 5.1 of this policy.
- The maturity profile of investments will be based on the need for cash funds derived by the daily liquidity needs forecast.

5.3 Long-term Financial Investments of Authorised Stocks and Bonds

- The objective is to maximise the holding whilst having regard to liquidity needs and investment return subject to the size of funds available for investment and the maturity profile matched to the expected need for liquid funds.
- To minimise credit risk, the investments with any one issuer are subject to the limits as defined in section 6 of this policy.
- The interest view, formed by the Funds Accountant, together with the yield and maturity profile of the investments will form the basis of determining action required. In addition, the Funds Accountant is authorised to use hedging instruments to change the interest-rate exposure and to change the financial impact of the terms of the investment asset.
- The Council will seek to maximise yields either by primary investment or incidental arrangement.

- The procedures on acquisition, disposal, and the settlement process is set out in section 6 of this policy.

5.4 Loans to CCOs and Other Subsidiary Companies

- Loans to CCOs and other subsidiary companies shall be made only after Council authorisation of the total amount, source of funds, security and the general terms.
- The Director of Finance is authorised to determine the specific terms and conditions of the loan, the maturities and interest cost.
- The administration of the loan investment can be delegated to staff as per section 5.1.

5.5 Loans to non-Council Entities to Facilitate Community Infrastructural Asset Creation

- Examples of this type include the Belfast Industrial Pressure Pipeline loan.
- Loans shall be made only after Council authorisation.
- Such authorisation shall include the total amount, source of funds, security and the general terms.
- The Director of Finance is authorised to determine the specific terms and conditions of the loan, the maturities and interest cost.
- The administration of the loan investment can be delegated to staff as per section 5.1.

5.6 Loans to Individuals, and to Community Organisations

- These are subject to authorisation by the Council (or Committee if delegated) either on a one-off basis or by class (for example, the drainage conversion loans).
- The funding source will be nominated in each case, mainly Reserve Funds, to avoid the need for rate funding.

Investment Policy

- If the source of funding is a specific Reserve Fund set up for the purpose of making loans (eg the Community Loans Fund), the loans made will be limited to the quantum of that fund.
- If the source is the Capital Development Fund then the funds available will be limited to 20% of the funds in excess of \$5M. \$5M is required as the minimum liquid cash reserve.
- If the source of funds are unspecified Reserve Funds, ie other than the specific Loan Reserve Funds, Capital Development Reserve or Debt Repayment Reserves and other specific short-term reserve funds, then the maximum which can be invested in loans from these sources is 10% of the available funds. (Note: The Victory Park lighting Loan is excluded as this will be merged with the redevelopment loan.)
- Interest rate to be charged is set by the Council as either a policy decision or on a case-by-case basis. In the absence of specific instruction, then at no less than the Council's estimated cost of borrowing plus a margin (1% minimum) for administration and risk.
- The Funds Accountant is to prepare loan documentation as required based on legal advice on form and procedure.
- Security of Loans will generally be a charge on the borrower's land unless specified as being unsecured (as in the case with some community organisations), in which case, such other security as the Council, Director of Finance, or the Funds Accountant may determine as being appropriate for this class of loan.
- Loan Guarantees to protect repayment shall be obtained if directed by the Council or if in the opinion of the Director of Finance or the Funds Accountant it is considered to be prudent for a loan of this type.

5.7 **Equity Investments and in CCTOs and Other Subsidiary Companies**

- Investment in shares in CCTOs and other subsidiary companies will be made on the authorisation of the Council only, after the receipt of professional advice on valuation and acquisition procedures.
- The Council will not involve itself directly in the management of its subsidiary companies. Management services may be contracted by the companies from Council staff.
- Each company which is defined as a CCTO in the Local Government Act will be required to prepare annually a Statement of Intent which sets out its activities and strategic direction and to report in accordance with the Statement of Intent and the reporting requirements for CCTOs in the Local Government Act.
- Subsidiary companies which do not fall under the definition of CCTO must prepare annual Statements of Intent if required by their industry-specific legislation and the provisions of their constitutions, and must report under the same.
- Christchurch City Holdings Ltd (CCHL) is an investment-monitoring company established by the Council to hold its significant CCTOs and other subsidiary companies on behalf of the Council. The Board will comprise a mix of Councillors and external directors with Councillors being the majority.
- Regular monitoring will be carried out by CCHL of the ownership options, business strategy and operating plans, capital structure and risk management affecting both the CCHL and CCC-owned CCTOs and other subsidiary companies.
- Investment performance of CCTOs and other subsidiary companies will be assessed in comparison to the performance of similar companies in the same industry.

Investment Policy

- The CCHL Board will report at least six times a year to the Council's Strategy and Finance Committee on issues arising from its monitoring role. Ad hoc briefing sessions and seminars for Councillors will also be arranged.
- The Council is responsible for the approval of Statements of Intent and the appointment of directors for all CCTOs and other subsidiaries held directly by the Council and CCHL.
- Directors of all CCTOs and other subsidiary companies will be selected according to the policy established by the Council in June 2003.
- Ownership of shares in CCTOs and other subsidiaries may be transferred to CCHL when a subsidiary has an established record of financial performance and it is Council policy to retain the investment in the long term.
- This policy does not apply to non-trading companies which are held solely for the purpose of land ownership (eg Travis Group).

5.8 Shares in Listed Public Companies

- Specific authorisation is required by the Council to invest directly in listed equities except in the case of professionally managed portfolios as outlined in 5.10 below.
- There is to be an annual review by a broker to assess price, total value and hold or sell advice.
- Trading is authorised to rationalise a holding and on the advice of a broker. Normally, taking up cash issues, sale of rights etc will be subject to advice.
- Staff listed in section 5.1 are authorised to enter into transactions.
- Low-value transactions may be actioned by the Funds Accountant without further authority.

5.9 Real Estate Held for Investment Purposes

- Acquisition or sale decisions on investment property shall be made by the Council.
- The properties should be managed in accordance with professional property management principles for the administration and maintaining of properties.
- The Property Manager will maintain accurate records for all individual investment properties including income and expenditure which will then be used for measuring performance of the investment.
- Management principles will be in accordance with prudent commercial terms and conditions effective in the market sometimes.
- The Property Manager will ensure compliance with all relevant statutes.
- The decision to hold or dispose of investment property is driven by the performance of a specific investment compared with similar properties in the market.
- The Property Manager is to report to the Council on a six-monthly basis on the performance of all investment property.

5.10 Professionally Managed Portfolios

- Investments in professionally managed (external to the Council) portfolios may be made for the Capital Endowment Fund and other reserve fund investments.
- The initial selection of fund managers will be made by the Council's Strategy and Finance Committee on recommendation from the Treasury Review Team after receipt of professional advice.
- Significant decisions relating to Fund Manager appointments will normally be subject to Strategy and Finance Committee approval but the Treasury Review Team is authorised to act on urgent issues and report to the next meeting of the Strategy and Finance Committee.

Investment Policy

- Immediately after fund managers are selected, the Council will approve appropriate management guidelines for the ongoing management of the Fund and the level of delegated authority to the Treasury Review Team for ongoing decisions regarding those investments.
- The Treasury Review Team shall:
 - Take account of and consider the objectives of the funds, management guidelines, the appropriate level of risk to be accepted and the reserve retention policy of the fund, as agreed to by the Council.
 - Recommend to the Council the quantum of funds which are available for distribution in any year after provision for inflation protection and management of the fluctuation reserve.
 - Monitor the performance and compliance of investment managers.
 - Develop and implement appropriate periodic reporting to the Council.

Assessment and Management of Risks by Type of Investment

6.1 Authorised Bank Instruments

The Council may invest in any registered bank in New Zealand subject to the following:

- The bank remains the primary debtor throughout the term of the investment.
- Investments will only be in banks with a Standard and Poor's short term credit rating of A-3 or better and a long-term credit rating of A- or better (equivalent Moody's ratings may be used).
- A maximum of 20% of the total investments issued by the financial market (which is made up of short term bank deposits, promissory notes and long-term stocks and bonds, including those issued by other Local Authorities and

Government Stock) may be invested with any one bank except where the total bank investments are less than \$10M, when the investments shall be made with at least two banks.

- Any instrument issued by the bank may be taken up.
- Deposits may include foreign currency to meet Council commitments in overseas currencies.

6.2 Authorised Stock or Bond Investments

The Council may invest in any fixed term stock or bond issued in New Zealand subject to the following:

- Up to 100% of the available funds may be invested where the stock is issued by the New Zealand Government or State Owned Enterprise guaranteed by the Government.
- Up to 20% of the available funds may be invested in Civic Bonds issued by the Local Government Finance Corporation as these are backed by rate-secured investments in Local Authorities.
- Up to 100% of the available funds may be invested where the stock is issued by a Local Authority (not CCC or CCC-owned CCOs or other subsidiary companies) and is rate-secured, but subject to a maximum 20% of the total investments (see 6.1) with any one issuer.
- Up to 35% of the available funds may be invested where the bonds are issued by any company in New Zealand subject to the issuer having a Standard and Poor's long term credit rating of A- or better (equivalent Moody's ratings may be used) and subject to a maximum 20% of the total investments (see 6.1) with any one issuer.

Investment Policy

6.3 For the Purchase, Sale, and Settlement of Bank Deposits, Stock and Bonds and Listed Public Company Shares

The Funds Accountant and in his absence others listed in section 5.1 have authority to deal in these investments, taking on the authorities of the Funds Accountant, subject to the procedures outlined below and detailed elsewhere in this policy:

6.3.1 Making Investments:

- Bank deposit and promissory notes investments are normally made after three quotations are received.
- The Council is not bound to take the highest bid, nor shift funds from one bank to another where reasonable grounds exist to make an alternative decision (eg to maintain a spread of deposits between banks).
- Investments in stock or promissory notes issued under a tender shall be made with the advice of a broker or professional adviser retained by the Council.
- Investments in stock or promissory notes by direct purchase shall be made on the advice of a broker.
- Settlement to be made by direct credit, cheque or by direct debit.

6.3.2 Recording Investments:

- Investments made are to be recorded in separate balance sheet asset accounts.
- A division of duties is to be maintained to provide for checks on the prudent handling of investment funds.
- Daily records of cash monitoring and investment decisions shall be maintained.
- Accrued income on a yield to maturity basis is to be calculated and actioned monthly.

6.3.3 Income Recognition

Income is to be recognised on a yield to maturity basis, with the purchase yield used for both capital values and accrued income. This is applicable as the Council:

- normally selects an investment to match a maturity profile based mostly on an expected need for funds
- would not normally sell the investments earlier unless there is a need for funds
- would not wish short term variation in market interest rates to change the income flows over time from the same investment.

6.3.4 Withdrawal or sale of bank deposits, promissory notes, bonds, and listed equity investments

- Repayment shall be by cleared funds to minimise the settlement risks.
- The principal proceeds are to be credited to the asset account on the balance sheet with appropriate income recognition.
- Funds are either reinvested or they form part of the liquidity of the Council. In either case the full value is recognised in the equity of the Council. Capital gains or losses are recognised as income and disposed of along with all other income as per the Financial Plan.
- Revenue from any investment is dealt with under the Financial Plan along with all other revenues.

6.4 Purchase, Sale and Settlement of Real Estate Investments

- All acquisitions and disposal decisions are to be made by the Council on Property Manager advice.
- The property disposal procedures approved by the Council shall be used for investment property disposals.
- Sale and purchase contracts in the normal form will be used.
- Investment properties are to be recorded as assets in the financial records and have similar treatment to other assets.

Investment Policy

6.5 Purchase, Sale and Settlement of Investments in CCTOs and other Subsidiary Companies

- It is the Council's intention that a majority ownership in these investments be retained in the long term.
- Any decision to dispose of shares in a CCTO or other subsidiary will be subject to the procedures set out in the Local Government Act.
- Where existing assets of the Council are transferred to a new CCO or other subsidiary company, an Establishment Unit will assess all the options and recommend the methodology, value and other matters according to the established procedure set out in the Local Government Act.
- External professional advice will be sought before making any decision to acquire or dispose of any shareholding in any of the CCTO or other subsidiary company investments.

6.6 Purchase of Promissory notes issued by New Zealand Companies and Local Authorities

The Council may invest in promissory notes issued in New Zealand by corporates and Local Authorities in New Zealand currency provided they have throughout their term a Standard and Poor's short term credit rating of A-3 or better (or equivalent Moody's rating).

- The term would generally be no more than 180 days.
- The interest rate must be better than Bank deposits for the same term to indicate a preference for promissory notes.
- For registered promissory notes the note must be held in the Council's name.
- For 'bearer' promissory notes, the certificate may be held by the Council or by a suitable agent such as a Bank or Austraclear.

- To avoid the Council being exposed to settlement risk, payment on maturity or sale requires settlement by 'Cleared Funds'.

6.7 Investments in Professionally Managed Investment Portfolio

- Professionally managed (external to Council) investment portfolios may be used for Reserve Fund investments in accordance with guidelines approved by the Strategy and Resources Committee from time to time. In considering the selection of any managed portfolio to minimise income and capital risk, the following shall be considered (along with any other relevant consideration):
 - The selection of the professional Fund Manager based on performance and competence.
 - The diversification of the asset class.
 - The expected return of each asset.
 - The volatility of return, both in the past and expected.
 - The Council's tolerance to risk.
 - The appropriate reserve retention level necessary to preserve the fund value and earning potential.
 - The income distribution expectations of the Council.
- The management of the investment, once made with an (external to Council) professional Fund Manager, shall be handled entirely by that Fund Manager. Therefore the restrictions stated elsewhere in this policy governing the selection and handling of direct investments shall not apply.
- It is recognised that title to the underlying investments will be with the Fund Manager who will handle the investments on the Council's behalf. The Council will receive an acknowledgement of its interest in the investment pool.

Investment Policy

APPENDIX A

EQUITY INVESTMENTS IN CCTOs AND SUBSIDIARY COMPANIES

SCHEDULE 1

A majority interest in major CCTOs and other companies through a 100% interest in CCHL

Orion Group Limited	87.625%
Christchurch International Airport Limited	75%
Lyttelton Port Company Limited	65.328%
Red Bus Limited	100%
City Care Limited	100%

SCHEDULE 2

Interest in CCTOs which have been established primarily to provide service delivery to the Council on a commercial basis

Christchurch City Facilities Limited	100%
Travis Finance Limited (now non-trading)	100%
Jade Stadium Limited	100%
Transwaste Canterbury Limited	37.85%

SCHEDULE 3

Significant interest through a 100% interest in CCHL in enterprises primarily for income purposes recognised as being of benefit to the Council and the local economy

Selwyn Plantation Limited	39.32%
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APPENDIX B

CAPITAL ENDOWMENT FUND - COUNCIL RESOLUTIONS

The following is extracted from resolutions passed by the Council in March and July 2001 which record the intentions of the Council relating to the management and investment of the Capital Endowment Fund:

- 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 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 not be used unless 80% of Councillors vote in favour.
- That a statement in the Council's funding policy and long term financial strategy 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 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.

Policy on Partnerships with the Private Sector

Policy Objective

To ensure that when the Council enters into partnerships of a business nature with the private sector that it acts prudently to ensure the Council's interests are protected and the desired outcomes are consistent with the Council's strategic objectives.

Context

From time to time the Council has opportunities to work in partnership with the private sector interests to deliver its strategic outcomes. These opportunities can be quite diverse in nature and for this reason this policy is broadly based.

The Local Government Act 2002 (Sections 102(4)(d) and 107) requires that a policy be prepared on Public Private Sector Partnership (PPP's) and adopted by the Council as part of its Long Term Council Community Plan (LTCCP).

Section 107 of the Act states that this policy applies to:

"... any arrangement or agreement that is entered into between one or more local authorities and 1 or more persons engaged in business; but does not include:

- (a) any such arrangement or agreement to which the only parties are:
 - (i) local authorities; or
 - (ii) 1 or more local authorities and 1 or more council organisations; or
- (b) a contract for the supply of any goods or services to, or on behalf of, a local authority."

All references to PPP's in this policy are made in the context of the above definition. The focus is on commercial relationships with entities engaged in trading activities undertaken for the purpose of making a profit.

The nature of the entity's activities, rather than its legal form, is the relevant consideration in determining whether this is a partnership with "persons engaged in business". This could include charitable trusts.

The term engaged in business means "engaging in a commercial activity".

Circumstances in which the Council will enter into a PPP

The Council may consider entering into a PPP where:

- The PPP will contribute to the achievement of outcomes identified in the Council's LTCCP (or in the interim, pending the first LTCCP, the Strategic Goals and Objectives set out in the Council's Annual Plan); and
- It will promote the social, economic, cultural or environmental well-being of the city; and
- It is a prudent, efficient and effective use of the Council's resources.

Conditions

The Council will only enter into a PPP where:

- There is a partnership agreement which defines the objectives of the partnership and the obligations of all parties.
- The benefits to the community of the proposed partnership will exceed the costs.
- The proposed partner has demonstrated the ability to meet the terms of a proposed agreement between the Council and the private sector partner.
- The partnership and its proposed business are lawful.
- There are clear financial forecasts of the partnership arrangements.
- The Council's financial and resource obligations under the partnership are defined.
- A clear exit/termination strategy is agreed.
- Roles, responsibilities and liabilities of each partner are clearly defined.
- Such other conditions as the Council may wish to impose.

The Council **will not** enter into a PPP where:

- The activity is primarily speculative in nature
- The cost or risk of the PPP is judged by the Council and its advisors to be greater to the community than the benefits that would accrue to the community from the PPP.

Policy on Partnerships with the Private Sector

Types of PPP Participation

The Council can consider the following methods of participating in a PPP:

- Grants
- Loans
- Investments
- Guarantees

The form of contribution to a PPP will be determined based on the nature of the partnership project, the availability of resources and the assessed risks.

Process of Approval

A PPP may only be entered into following a resolution of the Council or under a delegation from the Council to a committee or sub committee. Where the issue is deemed to be significant in terms of the Council's Policy on Significance the decision shall not be delegated by the Council. Before making a decision, to enter into a PPP, at any level of delegation, consideration must be given to a comprehensive report which addresses the following issues:

- The specific strategic objectives and community outcomes which the proposed partnership will contribute to.
- A full description of the Council's resources (physical and financial) which will be contributed to this partnership.
- An explanation of the nature of the transactions to be entered into, and key performance measures.
- Details of the financial projections of the PPP for a minimum of 5 years.
- An analysis of the financial implications for the Council (both capital and revenue) over the life of the PPP, including an independent assessment from the Director of Finance or delegated staff.

- An analysis of why the PPP structure is preferable to other service delivery options.
- An assessment of the risks and the Council's potential liabilities, and proposed procedures for mitigating these.
- An analysis of potential partners, and the reason for selecting the proposed partners.
- Details of the conditions and milestones that must be met before the Council commits funding or other resources to the PPP.
- The form of a Partnership agreement to be entered into which reflects the intentions and obligations of all parties.
- Details of the proposed monitoring regime of the PPP, including internal and external audit requirements.
- The degree of delegated authority to be given to the partnership arrangement to act on behalf of the Council.
- Details of how the PPP is to be administered and accounted for and the estimated resource requirements and cost to the Council (if any) for administration and accounting.
- An exit strategy and how and when this could be commenced.
- A summary of professional or other advice taken.

Form of Consultation

Where practicable the Council will consult on PPPs through the Annual Plan, LTCCP process or other formal plans.

Generally where the Council decides to enter into a PPP in accordance with this policy and on matters which are provided for in the Council's LTCCP or Annual Plan there will be no further requirement for the Council to consult.

Policy on Partnerships with the Private Sector

However, further public consultation may be undertaken where it is appropriate in the context of the Council's "Policy on Significance".

The Council will undertake additional consultation where:

- A PPP is assessed as being greatly beneficial, but falls outside the conditions or circumstances identified in this policy.
- Where financial provision has not been made in the Annual Plan and LTCCP.
- The partnership will result in significant changes in service levels not already reflected in the Annual Plan or LTCCP.
- Ownership or control of a significant asset is to be transferred away from the Council.
- There is expected to be considerable public interest in whether the PPP should proceed and the proposal is regarded by the Council as being significant.

Assessment and Management of Risks

An assessment of risks and their management is required before the Council will enter into a PPP. This shall be included in a report to the Council or delegated decision maker before any commitment to enter into the PPP is made.

Where the risks are considered to be significant the assessment will weigh up the risks against the benefits and the risk management strategies which are proposed.

Risks to be assessed will fall into the following categories:

- Design and Construction Risk
- Commissioning and operating risk
- Service and under performance risk.
- Financial Risk to the Council
- Risk to the capacity of the Council to carry on its activities (whether associated with this partnership or not)
- Risk to the reputation of the Council and the city from failure.

The staff and standing committee charged with monitoring the Council's involvement in a PPP must specifically include and report on risk assessment and management in their monitoring process.

Monitoring and Reporting Provision of Funding and Other Resources

Monitoring must be performed on an ongoing basis, with formal reports being brought to the appropriate standing committee at regular intervals, depending on the significance of the Council's involvement in the PPP and the maturity of the partnership.

Formal monitoring reports will be at no less than twelve monthly intervals. However, monitoring and reporting requirements will vary, depending on the level of resources the Council has committed to the PPP and the minimum level of monitoring shall be determined by the Council as part of the process of approval (see Clause 4).

In the case of major business partnerships the Council may choose to delegate its monitoring role to Christchurch City Holdings Limited.

Assessing, Monitoring and Reporting Community Outcomes

An outline of the requirements for assessment of the extent to which community outcomes will be furthered by the proposed PPP before a commitment is made is set out in Clause 4 (Process for Approval).

Regular monitoring of the partnership arrangements will be required to ensure that community outcomes are being achieved.

The following points shall be considered for inclusion in a monitoring regime to assess how Community outcomes are being achieved by the PPP:

- The partnership agreement shall state how the PPP might contribute to the Council's outcomes as defined in its LTCCP.

Policy on Partnerships with the Private Sector

- Measurable and auditable performance outcomes and objectives should be included where appropriate in partnership documents and reported on as part of the regular monitoring reports to the Council or its delegated monitoring committee.
- Annual Financial reports from the PPP will be required to be produced, reported to the Council or committee of the Council for the duration of the arrangement or period of perceived benefit.
- The performance of PPPs will be reported on in the Council's Annual Report where it is of significance.

Exclusions from this Policy

For the sake of clarity it should be noted that this policy does not apply to:

- Grants to community organisations.
- Investment of funds solely for the purpose of financial return. These are subject to the Council's adopted Investment Policy.
- Normal contractual arrangements for the supply of goods and services.
- Commercial arrangements made by Council controlled trading companies and their subsidiaries.
- Contracts of less than \$100,000 in total over the period of the contract where officers have delegated authority from the Council and there has been a specific line item provision in the Annual Plan.



Construction work on the new Christchurch Art Gallery.

Policy on Significance

Introduction

This policy on significance has been prepared to meet the requirements of section 90 of the Local Government Act.⁽¹⁾ It is designed to reflect the requirements of the Act and the Christchurch City Council's commitment to conducting its business in an open, transparent and democratically accountable way.

Significant Activities ⁽²⁾

A significant activity is one that has a high degree of significance in terms of its impact on either: the well being of Christchurch; and/or persons likely to be affected by or with an interest in that activity; and/or the costs to or capacity of the Christchurch City Council to provide for the well-being of the city.

The Council considers each group of activities as they are grouped in the Long Term Council Community Plan (LTCCP) or Annual Plan as a significant activity. The current groups are:

- Art Gallery
- Car Parking
- City Streets
- Community Development and Customer Services
- Economic Development and Employment
- Environmental Policy and Regulatory Services
- Housing
- Library and Information Services
- Parks and Waterways
- Sports, Leisure and Events
- Waste Minimisation and Disposal
- Wastewater

- Water Supply

Within each group it regards as a *decision to alter significantly the intended level of service provision* to include the decision to cease or add a major component to that significant activity.⁽³⁾ Such decisions will be made only after they have been included in a statement of proposal in an LTCCP (or an amendment to the LTCCP).

A decision altering the mode of delivery of a major component of a significant activity is considered by the Council as a decision altering the mode of delivery of the significant activity.⁽⁴⁾ Such decisions will only be made using the Special Consultative Procedure either within the framework of an LTCCP or Annual Plan where that is practical or on its own where necessary.

Significant Decisions

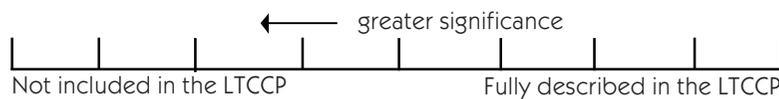
A significant decision is one that has a high degree of significance either in terms of its impact on: the well-being of Christchurch; and/or persons likely to be affected by or with an interest in that decision; and/or the costs to or capacity of the Christchurch City Council to provide for the well-being of the city.

Council policy is that in making significant decisions the decision maker should consider information on the reasons for the decision, the options and their relative costs and benefits, and the views of those that are affected by or with an interest in the decision that is commensurate with the significance of that decision. It is the responsibility of the maker of the substantive decision (usually the full Council, a standing committee or a community board) to satisfy itself that the requirements of this policy are complied with.

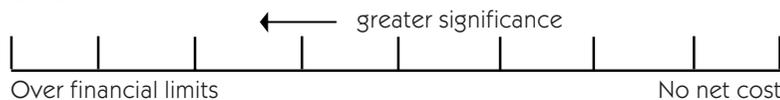
Criteria that will be considered in determining the significance of the decision will include:

Policy on Significance

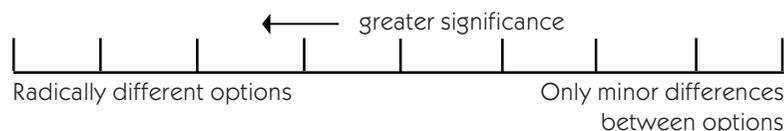
1. The extent to which the decision flows logically and consequentially from a significant decision already made or from a decision in the LTCCP (as amended) or the Annual Plan. If it does, then its significance depends principally on the variations between the identified options, because the decision to do something has already been taken.



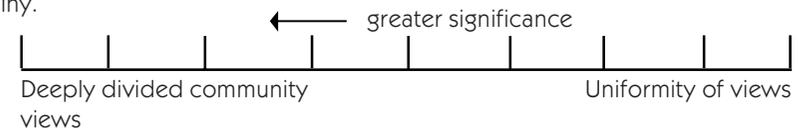
2. The magnitude of the decision in terms of its net cost to the Council. Most major spending decisions should be made in the context of the LTCCP or Annual Plan, so decisions involving unidentified and unbudgeted expenditure should receive at least as much scrutiny as they would have received if they had been included in the LTCCP or Annual Plan. For guidance budget decisions involving more than \$5,000,000 in capital expenditure or more than \$500,000 in operating costs will be regarded as having greater significance.



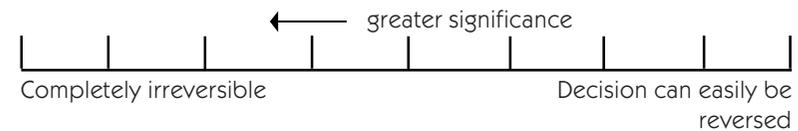
3. The extent to which the options identified (including the 'do nothing' option where appropriate) have radically different effects in terms of, amongst other things: their costs; their benefits; the extent to which they impact on members of the community and which members they impact upon. The greater the variation the greater the degree of significance.



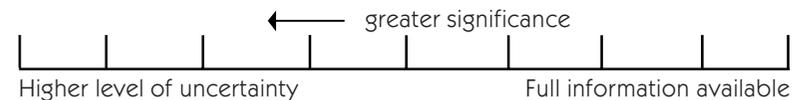
4. The extent to which the matter under consideration is controversial within the community. A high level of controversy mitigates in favour of the decision being treated as more significant and subject to greater rather than lesser evaluation and community scrutiny.



5. The Reversibility Test. The more difficult it is to reverse a decision, in general, the greater its significance. A decision which leads to a once and for all outcome has greater significance than one where the outcome can be largely reversed albeit in a different form.



6. Precautionary Principle. Where the significance of a matter being considered or a decision being made is unclear then the Council will err on the side of treating the issue as of more rather than less significance.



7. Practicality. The Act provides for the Council to take into account the circumstances under which a decision is taken and what opportunity there is to consider a range of options or the views and preferences of other people. In circumstances in which failure to make a decision urgently would result in loss of opportunities which are assessed as able to contribute to achieving the outcomes being sought by the Council then the Council will tailor its decision processes to allow as much evaluation and consultation as is practicable while achieving the timeline required.

Policy on Significance

The more to the left in the above assessments the decision is judged to be, the greater its significance and the greater the thoroughness with which the proposal will be evaluated and the views of those likely to be affected or with an interest in the proposal will be researched.

For the avoidance of doubt, administrative decisions made by officers under delegated authority that flow from Council policy (eg the issuing or exempting from traffic infringement notices, the issuing of dog licences, the decision on the notification of a resource consent) are not significant in terms of this policy. The significance rests with the policy that guides these decisions and not with each decision made in administering the policy. The degree of importance to be attached to each criterion will be considered decision by decision. It follows that a high level of significance in one or more of the criteria may or may not result in the decision itself being assessed as having a high level of significance.

Strategic Assets

Section 90 (ii) requires the Council to identify and list the assets it considers to be strategic assets.

The assets and groups that the Christchurch City Council considers to be strategic assets includes:

- Its equity in Christchurch City Holdings Limited and its equity holdings in:
 - the Lyttelton Port Company
 - Christchurch International Airport Limited
 - City Care Limited
 - Orion Group Limited.
- Its equity in Jade Stadium Ltd
- Its equity in Red Bus Ltd
- The City Art Gallery and its permanent collection

- The Library network as a whole including the central library, the suburban libraries and the mobile library service.
- The Christchurch City Roading network as a whole
- The water supply network as a whole including reservoirs, pump stations and reticulation.
- The sewage collection, treatment and disposal system as a whole including the sewers, pump stations and the treatment works.
- The land drainage system as a whole including the stormwater pipe network, the open river system, waterways, wetlands and retention basins.
- The reserves lands as a whole including land held under the Reserves Act and land used for parks, gardens, sports fields, recreational areas and cemeteries.
- The Council's built recreational facilities including its suburban swimming pools (Waltham, Halswell and Sockburn) and indoor pool complexes.
- The system as a whole of off-street parking facilities owned or operated by the Council.
- The public transport infrastructure system as a whole including the Bus Exchange, bus shelters and other bus related facilities.
- The Town Hall and the Council's equity in Christchurch City Facilities Limited.
- The land and buildings as a whole owned by the Council for its public rental housing provision.
- The Council's equity in Transwaste Limited.
- The Council's portfolio of Heritage Assets as a whole (excluding assets specifically acquired for on-selling after providing them with protective covenants).

Section 97 of the Act requires that decisions to transfer the ownership or control of a strategic asset to or from the Council, or a decision to construct, replace or abandon a strategic asset can only be taken if the decision has been explicitly provided for by a statement of proposal in the Council's LTCCP.

Policy on Significance

Strategic assets as defined above are the assets in total and not the separate elements of the assets. The requirements of section 97 are only triggered if the proposal relates to the asset as a whole or a major sub-part of the asset.

⁽¹⁾Section 90 of the Act states:

(90) Policy on significance

1. Every local authority must adopt a policy setting out -
 - (a) that local authority's general approach to determining the significance of proposals and decisions in relation to issues, assets, or other matters; and
 - (b) any thresholds, criteria, or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, decisions, or other matters are significant.
2. The policy adopted under subsection (1) must list the assets considered by the local authority to be strategic assets.
3. A policy adopted under subsection (1) may be amended from time to time.
4. A local authority must use the special consultative procedure both in relation to -
 - (a) the adoption of a policy under subsection (1); and
 - (b) the amendment, under subsection (3), of a policy adopted under subsection (1).

⁽²⁾The Act has the following definition of 'significant'

Significant, in relation to any issue, proposal, decision, or any other matter means that the issue, proposal, decision, or other matter has a high degree of significance. (Part I Section 5).

The same section defines significance as follows:

Significance, in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal,

decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for, -

- (a) the current future social, economic, environmental or cultural wellbeing of the district or region;
- (b) any persons who are likely to be particularly affected by, or interested in the issue, proposal, decision or matter;
- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

⁽³⁾eg: A proposal to stop funding events and festivals (being an element of the Sports Leisure and Events significant activity) as a group would be a proposal that significantly altered the intended level of service of a significant activity. However, decisions on the exact mix of festivals and events supported would not be considered to significantly alter the intended level of service.

⁽⁴⁾To continue with the events and festivals example, a proposal to provide all festivals 'in house' would be considered as the alteration of the mode of delivery of a significant activity. However, a change of provider for an individual festival would not.

Streetscapes

Grangewood Lane



Gresford Street



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.

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. The Fund is invested and a portion of the interest earned will be reinvested to protect the Fund against inflation. The balance of the interest earned 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 Plan in July.

City Scene - The Financial Plan Edition

This is delivered to all households at the same time as the Draft 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 a 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 2003/04 is set at 6.9% 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.

Glossary of Terms

Council Controlled Organisation (CCO)

An organisation where the Council has 50% or more of the voting rights.

Council Controlled Trading Organisation (CCTO)

Means a Council controlled organisation that operates a trading undertaking for the purpose of making a profit.

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 155 and 156.

Financial Year

The Council's 2003/04 financial year runs from 1 July 2003 to 30 June 2004.

Funding Impact Statement (FIS)

A statement that sets out the funding mechanisms that the Council will use, their level, and the reason for their selection in terms of the principles of financial management. Funding Impact Statements must be included in a Long Term Council Community Plan and in the Annual Plan.

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.

Long Term Council Community Plan (LTCCP)

A plan covering at least ten years adopted under section 93 of the Local Government Act, that describes the activities the Council will engage in over the life of the plan, why the Council plans to engage in those activities and how those activities will be funded. The Council will prepare its first LTCCP in 2004.

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 24 to 29 for a summary of the LTFS). Next year the LTFS will be incorporated within the Long Term Council Community Plan.

Modifier

The modifier is a Funding Impact mechanism. It is used to avoid difficulties arising from a reassignment of costs between the different rating sectors.

This year's Financial Plan process resulted in some very significant rate increases for the Rural Sector. The modifier which was approved eases the burden of the increase for the Rural Sector (see page 34).

Outcomes

Outcomes are the impacts on or consequences for the community of the services or facilities provided.

Glossary of Terms

Outputs (or Activities)

Outputs/activities 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.

For the rating purposes of the Local Government (Rating) Act 2002 outputs equate to activities.

Output Classes (or Group of Activities)

Output Classes are groupings of related or similar outputs/activities which are aggregated for reporting purposes. The outputs specified on each of the activity pages (see 50 to 97) are at the output class level.

For the purposes of the Local Government (Rating) Act 2002 Output Classes can also be described as Group of Activities.

Policy on Partnerships with the Private Sector (PPP)

Any arrangement or agreement entered into between one or more local authorities and one or more other persons or organisations engaged in business, not including arrangements or agreements where all of the parties are local authorities or council organisations, or a contract for the supply of goods and services by or on behalf of a local authority.

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 79 and 80).

Rates Assessment

An annual statement sent to all ratepayers which lists the types of rates that will be

assessed on the rating unit (see definition below) and the factors that will be used to calculate rates. A Rates Assessment will be sent out with the second instalment rates invoice.

Rates Invoice

This is the actual bill for rates.

Setting of Rates

This is the physical act by which a local authority adopts the rates. It is equivalent to the old term of "making" of rates.

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 Asset

An asset or group of assets that the Council needs to retain if it is to maintain the Council's capacity to achieve or promote any outcome that is important to the current or future well-being of the community.

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.

The Strategic Statement will be replaced by the Long Term Council Community (LTCCP) in 2004.

Elected Members

Mayor

Garry Moore CA FNZIM

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 JP
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
Gail Sheriff (Cr)
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 BA
Pat Harrow DipHort (Cr)
Yiyi Ku MMus(Dist)
Mark Kunnen JP
Barbara Stewart (Cr)
Ron Wright JP MPMI (Cr)

Members as at 25 March 2003

Hagley-Ferrymead

Bob Todd OBE JP (Chair)
Erin Baker MBE (Cr)
Rod Cameron
David Cox (Cr)
Anna Crichton JP MA(Hons) (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 JP (Cr)
Lesley Keast QSM JP (Cr)
Peter Laloli
Bob Shearing

*Denotes member elected to both Council and Community Board

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)
Norm Withers (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

Chief Executive Officer

Dr Lesley McTurk
BA MBA(Auck) PHD(Glas)

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 and Planning

Simon Markham
BA BTP

Director of Legal and Secretariat Services

Peter Mitchell
LLB(Hons)

Director of Operations

Ken Lawn
BA DipTP MNZPI

Director of Policy

Jonathan Fletcher
BE(Hons) ME(Env Eng) MPP MIPENZ MNZAE

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 2003/04 plans for nearly all these organisations are detailed on pages 98 to 124.

Christchurch City Holdings Limited (100% owned)

Paddy Austin (Cr) (Chair)	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 Lyall	Gail Sheriff (Cr)
Denis O'Rourke (Cr)	Barry Thomas

Orion Group (87.625% owned)

Linda Constable (Chair)	Craig Boyce
Philip Carter	Peter Rae
Don Elder	Sue Wells (Cr)
George Gould	

Lyttelton Port Company Limited (65.328% owned)

Barney Sundstrum (Chair)	Donald Stewart
Alan Grant	Erin Baker (Cr)
Sue McCormack	Roger Fisher

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
Vicki Buck	Mike Prendergast

Christchurch City Facilities Limited (100% owned)

Peter Taylor (Chair)	Dominique Dowding
Graham Condon (Cr)	Simon Mortlock
David Cox (Cr)	

Directors of Trading Enterprises & Representation on Other Organisations

Travis Finance Limited (100% owned)

Bob Lineham Peter Taylor
Mark Russell

Transwaste Canterbury Limited (37.85% owned)

Denis O'Rourke (Cr) (Chair) Ray Harris
Gerald Clemens Malcolm Hope
Gill Cox Russell Wickham
Jim Fulton Bill Woods

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 Paul Tocker

Canterbury Museum Trust Board

Paddy Austin (Chair) (Cr) Alan McRobie
Anna Crighton (Cr) Barbara Stewart (Cr)
Leo Hayward Lynne Winslow
George Hook Bill Woods
Lesley Keast (Cr) Te Runanga O Ngai Tahu
Ian Leggat representative to be advised

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) Chris Pickrill
Sally Buck (Cr) Mark Prain *
Philip Falloon Mike Stockwell *
Dixon McIvor Arthur Williamson *
Robin Mann

* Advisory Trustees - not Board Directors

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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 and South Library

66 Colombo Street, Community Advocate: Barbara Ford

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: Nick Chapman

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