

## STATEMENT OF STRATEGIC OBJECTIVES

### A vision for Christchurch as we want it to be

- Christchurch people enjoy belonging to their local community, to their city and to Canterbury.
- All people - of whatever background - feel welcome here.
- The unique role of the tangata whenua is respected.
- Children are nurtured, young people are encouraged and the elderly supported.
- Neighbours help each other and join together in community activities.
- People are free from the threat of crime or injury.
- Everyone has access to good housing, health care and education and to sufficient resources for their wellbeing.
- Everyone has opportunities for fun, sport, recreation, art and culture.
- Key heritage features - including unique central city buildings - are preserved.

- The beauties of our garden city - its parks, flowers and riverbanks - are enhanced.
- The quality of air, water and soils of hills, plains, streams and open spaces is preserved.
- Sustainability is the key principle in planning for transport, water supply, waste management, land use and development.
- Convenient and efficient transport is available for individuals and for business.
- Christchurch supports business growth and job opportunities.
- The Council delivers high quality services, consults with citizens, and is responsive to their views.
- The Council is a successful advocate for the city and its people.

The Council exists to make Christchurch as attractive as possible a city for its citizens - those of today and tomorrow - in which to live, work and enjoy life. To achieve this requires a focus, not only for services to the city's people, but also for programmes to safeguard and improve the physical environment and our city's economy. This statement gives the Council's Strategic Objectives for people, the environment and the economy, written in terms of the long term effects the Council is aiming for through its main activities.

The Council shares these objectives with many other public and private agencies. Alongside each objective therefore is an indication of the role(s) the Council believes it is appropriate for it to play and the ways it will give effect to these roles. The Key on this page defines what is meant by these role descriptions.

In Section D of this Statement of Strategic Objectives on page 26 are the aims the Council has set for itself as an organisation - the features which will characterise its style of operation.

In the pages of this Plan describing the Council's proposals for each of its significant activities, (pages 30-70), the Strategic Objectives to which that activity contributes are indicated as the reasons why the Council is engaged in that activity.

Several Strategic Objectives refer to the unique identity of Christchurch. This is seen as reflecting the existence of and relationship between distinctive rural and urban elements and aspects of community life which give Christchurch a recognisable identity - one which sets it apart from other cities. The Council will direct its activities and encourage other public and private agencies to both respect and add to this identity which is made up of:

- Rural elements - the rural areas of the plains, the Port Hills, the Estuary, waterways, wetlands and the coastal environment;
- Urban elements - a centralised, compact urban form with a defined and strong central city and a radial roading network;
- The contrast between these urban and rural elements;
- Amenity elements - many metropolitan and local parks, pleasant areas, formal public gardens, amenity trees and private gardens contributing to a recognisable garden city character;
- Social and cultural elements - cultural and leisure activities, events and festivals which are uniquely 'Christchurch' in origin or character.

The Christchurch City Council is committed to sustainable development and implementing the objectives of 'Agenda 21'. The 'Agenda 21' agreement, which has been signed by New Zealand, was the major outcome of the 1992 United Nations Conference on Environment and Development. It is a framework for the achievement of sustainable economic and social development.

### KEY

#### Possible roles in bringing about a strategic objective:

- **Leading Agency**  
- the most influential player
- **Joint Leading Agency**  
- several major players
- **Support Role**  
- lesser player supporting other lead players
- **Monitoring/Influencing Role**  
- seek mainly to influence other players
- **No Direct Influence**  
- but have spin-off or indirect effect on an objective

#### Means of expressing these roles:

- **Provider**  
- carry out using own resources
- **Funder**  
- invest in, grant finance to or contract others to provide
- **Regulator**  
- develop and enforce rules governing procedure or behaviour
- **Promoter/Facilitator**  
- encourage progress or existence of, often by organising or securing financial support
- **Advocate**  
- express support for or recommend publicly

# STATEMENT OF STRATEGIC OBJECTIVES

## A. People and Community

### Personal Safety

A1 A city in which:

- The sense of personal safety is maximised;
- The risk of physical injury for residents and visitors in everyday life is minimised.

### Public Health

A2 A city in which the risk of exposure to unhealthy living and working conditions and their adverse effects are minimised and within national and international standards or guidelines.

A3 A city acclaimed for its healthy lifestyles reflecting such things as high rates of participation in healthful activities and low levels of occurrence of stress related diseases.

### Education Facilities and Services

A4 Enhanced learning, communication and participation reflected in appreciation of the ideas and experiences conveyed by written and recorded language, and the visual and performing arts.

A5 Informed attitudes and changed behaviour which enhance the city's quality of life and environment.

### Social Well-being and Community Development

A6 Ensuring that sufficient resources are available from appropriate sources, through social assistance if necessary, to enable residents to provide for their basic individual and family well-being.

A7 Funding and provision of social services within Christchurch:

- Comprising an equitable share of national resources;
- Accessible and responsive to the community's varying needs;
- Delivered in an equitable and efficient manner.

A8 A strong sense of community at local and city levels reflected in:

- High proportions of people identifying with focal points or meeting places in their environment;
- High levels of participation in community groups activities and issues;
- Wide ranging expression of community pride.

A9 A great place to live where:

- All children are nurtured and able to reach their full potential;
- Youth feel valued and have a sense of belonging;
- The elderly are appreciated and respected.

### Housing Provision

A10 The provision of access to quality, affordable housing appropriate to the needs of present and future households.

### Arts and Culture

A11 Wide ranging opportunities for residents and visitors to increase their participation in and enjoyment of artistic and cultural activities.

A12 Improved understanding and respect for the contribution of the many different cultural traditions present in Christchurch to the quality of its social life.

A13 The unique identity of Christchurch enhanced by particular recognition of Canterbury's heritage and contemporary artistic and cultural expression.

### Recreation and Leisure

A14 Wide ranging opportunities for residents and visitors to increase their:

- Participation in affordable and accessible sport and recreational activities which are responsive to current and emerging leisure preferences;
- Experience and enjoyment of the garden city element of the city's unique identity.

A15 Enhanced personal enjoyment from the ideas and experiences conveyed by written and recorded language, and the visual and performing arts.

## A. People and Community

1 Joint Leading Agency  
– Various means, incl. Provider

2 Joint Leading Agency  
– Various means, incl. Provider

3 Support Role  
– Mainly a Promoter/Facilitator and a minor Provider

4 Joint Leading Agency  
– Various means, incl. Provider

5 Major Support Role –  
Provider and Promoter/  
Facilitator

6 Mainly Monitoring/Influencing and minor Support Role  
– Various means, incl. minor Provider

7 Mainly Monitoring/Influencing and minor Support Role  
– Mainly an Advocate and some Promoter/Facilitator

8 Joint Leading Agency  
– Various means, incl. Provider

9 Joint Leading Agency  
– Various means, incl. Provider

10 Support Role  
– Various means, incl. Provider

11 Joint Leading Agency  
– Various means, incl. Provider

12 Support Role  
– Promoter/Facilitator

13 Support Role  
– Various means, incl. Provider

14 Joint Leading Agency  
– Various means, incl. Provider

15 Support Role  
– Various means, incl. Provider

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### B. The Physical Environment

#### Air, Water and Soils Quality

##### B1 Maintenance and enhancement of:

- The quality of the city's inland and coastal waters;
- Air quality in the city, including eliminating any health hazard posed by winter smog;
- The horticultural production potential of high quality soils in the city;
- Land susceptible to soil loss through erosion;
- The city's precious artesian water resource;
- The excellent quality of Christchurch drinking water.

#### Significant Natural Features and Parkland and Rural Amenity

B2 Maintenance and enhancement of the special values of significant natural features, such as the Port Hills or the Estuary, and improved opportunities for their appreciation and enjoyment.

B3 Enhancement of the contribution of open space and landscape elements to the unique identity of Christchurch.

#### Built Environment Amenity

B4 A form and direction of development and redevelopment of the built environment which:

- Maintains and enhances the unique identity of Christchurch;
- Provides for a wide variety of living, working and leisure activities throughout the city in a manner which maintains or enhances people's enjoyment of amenity values.

B5 Enhancement of the central city's contribution to the unique identity of Christchurch with large numbers of residents and visitors enjoying its attributes.

#### Heritage Features

B6 Heritage values of significant and representative sites, buildings, places, areas and other taonga of Christchurch maintained for the benefit of present and future generations.

#### Natural Hazards

B7 Adverse impacts for the natural and built environment of actual and potential natural hazards avoided or reduced in accordance with a considered assessment of the risk and consequences of their occurrence.

### C. The City's Economy

#### Business Activity and Employment

C1 Growth of the business base of Christchurch leading to an increase in the number of jobs in the city.

C2 Employment in Christchurch increased to a level at which it is not of significant concern to the community.

C3 Increased purchasing and investment in Canterbury by existing firms and new investors.

C4 More and longer length of stays and increased spending by visitors to Christchurch.

C5 Highly positive local, national and international attitudes towards Christchurch as a place in which to live and do business reflecting:

- Recognition as a business and visitor friendly city;
- An active, lively city full of diverse attractions and events;
- Sustained high levels of business and consumer confidence in Christchurch;
- Acclaim for the city's quality of life and unique identity.

C6 A skilled and adaptable business base, including the labour force; able to meet the present and future needs of their markets.

#### Utility Services

C7 A continuous supply of sustainable energy to efficiently meet demand at prices which are locally, nationally and internationally competitive.

C8 A continuous supply of essential utility services for existing consumers and for property protection at unit costs comparable with those obtainable from similar organisations or alternative suppliers.

### B. The Physical Environment

1 Joint Leading Agency  
– Various means, incl. Provider

2 Joint Leading Agency  
– Various means, incl. Provider

3 Joint Leading Agency  
– Various means, incl. Provider

4 Joint Leading Agency  
– Various means, incl. Provider

5 Major Support Role  
– Various means, incl. Provider

see Key, page 23

6 Joint Leading Agency  
– Various means, incl. Provider

7 Joint Leading Agency  
– Various means, incl. Provider

### C. The City's Economy

1 Minor Support Role  
– Advocate and Promoter/  
Facilitator

2 Minor Support Role  
– Advocate and Promoter/  
Facilitator

3 Support Role  
– Promoter/Facilitator

4 Support Role  
– Promoter/Facilitator

5 Joint Leading Agency  
– Regulator and Promoter/  
Facilitator

6 Minor Support Role  
– Advocate and Promoter/  
Facilitator

7 Monitoring/Influencing Role  
– Funder

8 Leading Agency  
– Various means, incl. Provider

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C9 Ready availability of extended utility services at competitive supply costs to meet the reasonable service demands from new or expanding users.

### Transport and Communications

C10 A continuous supply of land, sea and air transport, and telecommunications services for moving people, goods and business information to and from Christchurch:

- Responsive to the needs of business and travellers;
- At nationally and internationally competitive standards of quality and price.

C11 Sustained availability of the roading network and passenger transport within Christchurch, and especially in relation to the city centre, which provides for:

- Personal mobility at levels of service satisfactory to the community and consistent with the Council's objectives for the physical environment;
- Movement of goods at levels of service consistent with efficient business operations;
- Promotion of public transport to reduce congestion and pollution.

### Commercial and Industrial Property

C12 Ensuring development and redevelopment of significant premises, sites or facilities where it is identified as strategically important to the city's economy.

C13 A regulatory framework providing for a wide range of business location opportunities at least cost, consistent with reasonable standards of health and safety and appropriate environmental controls.

### D. The Council as an Organisation

#### Elected Member Representation and Decision-making

D1 Successful Council performance in:

- Advocating the interests of the Christchurch community, especially in its relations with other public sector agencies;
- Striking a balance in its actions between the interests of democracy, effectiveness and efficiency;
- Ensuring the effective implementation of its policies.

D2 A high level of accountability in decision-making reflecting:

- Decisions made by elected member forums where representation is drawn from the community of interest matching that affected by these decisions;
- Ample opportunity for the views of those affected to be made known prior to decisions being taken;
- Decisions are made as soon as practical and the reasons for them readily obtainable.

D3 Elected members properly equipped for and advised on the decision-making process and the significant implications of recommended decisions including:

- The long term financial implications of both service development and annual budget proposals;
- The costs and benefits to the wider community and to users of projects and programmes.

#### Treaty of Waitangi Principles

D4 Maintaining a means of consultation mutually acceptable to the Council and tangata whenua which gives effect to the principles of the Treaty of Waitangi that are applied by statute to the policy, procedures and operations of the Council.

#### Human Resources

D5 To be a good employer which is staffed by people with the skills and motivation necessary to achieve high quality service delivery.

#### Service Delivery Approach and Arrangements

D6 Acceptable levels of customer satisfaction with the accessibility, quality and range of the Council's service delivery from its service points, on the customer's property and in their communications with the Council.

#### Financial Management

D7 A revenue policy which identifies the long term role and fair and efficient mix of all forms of income necessary to fund services provided by the Council.

D8 Management of financial resources and liabilities so as to:

- Maximise income and minimise expense consistent with a generally conservative approach to risk taking;

9 Joint Leading Agency  
– Various means, incl. Provider

10 Monitoring/Influencing Role  
– Advocate and Funder

11 Joint Leading Agency  
– Various means, incl. Provider

12 Support Role  
– Various means, incl. Provider

13 Leading Agency  
– Regulator

see Key page 23

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- Facilitate the operation of trading activities;
- Maximise trading activity returns to the Council and the value of its investment consistent with the purpose in making that investment.

D9 Accounting procedures which are:

- Consistent with generally accepted accounting practices;
- Complying in all other respects with external financial reporting requirements;
- Enable the true cost of the goods and services produced to be accurately determined.

### Corporate Organisation and Support Services

D10 A corporate structure which:

- Enables the efficient implementation of the Council's decisions and its statutory obligations;
- Responds innovatively and quickly to legislative change and advances in management practice.

D11 Internal provision of services:

- Which are cost efficient in their use of resources;
- Only where unit service costs are, or are likely to become, competitive - at similar levels of quality or reliability - with those obtainable in comparable organisations or from alternative suppliers.

The Christchurch City Council is in the process of developing Strategic Policies and Strategies, in consultation with stakeholders, to meet its Strategic Objectives. The Recreation and Sport Policy, Community Development and Social Well-Being Policy and the Housing Strategy were adopted by the Council in the last financial year. Policies and Strategies that are currently being developed are for Children, Youth, Early Childhood Education Services, Libraries and the Arts.

The following are excerpts from the Policy and Strategy documents in regard to the Outcomes. Full copies of the Policies are available upon request.

### RECREATION AND SPORT POLICY STATEMENT AND OUTCOMES

**The Christchurch City Council is committed to making a significant and sustainable contribution to the quality of life of its residents, particularly its children and youth, by supporting a broad range of recreation and sport services, facilities and programmes.**

1. Children, youth, people with disabilities and people on limited incomes are aware of, have access to and are increasing their participation in a broad range of recreation and sporting activities.
2. Christchurch residents are aware of and access a broad range of recreation and sporting activities.
3. Christchurch is widely recognised for hosting successful local, regional, national and international recreation and sports events and festivals.
4. Consultation with the Christchurch community, recreation and sport participants and service providers is ongoing and effective.
5. Physical assets meet the identified and viable recreation and sport needs of Christchurch and minimum legal standards.
6. Recreation and sport is making a positive contribution to the city's economy.
7. Research into existing and future recreation and sport needs and trends of Christchurch is ongoing and findings are taken into account in the planning and provision of all services, facilities and programmes.
8. Resources are allocated and services, facilities and programmes are delivered efficiently, effectively and equitably.
9. Services, facilities and programmes meet the recreation and sporting needs of the Christchurch community, particularly its children and youth, and also its people with disabilities and people with limited incomes.
10. Services, facilities and programmes complement and enhance the city's unique character and environment.
11. Volunteers are acknowledged and supported.

## STATEMENT OF STRATEGIC OBJECTIVES

### COMMUNITY DEVELOPMENT AND SOCIAL WELL-BEING POLICY STATEMENT AND OUTCOMES

The Christchurch City Council is Committed to Being Pro-Active in Promoting:

- A Healthy Social, Cultural and Economic Community
- Self Help, Self Determination and Progressive Social Change

Through the Empowerment of its Residents, and in Particular People on Limited Incomes.

1. A Nurturing Community
2. Basic Needs Met
3. Development of Local Community Identities and Pride
4. Equitable Access to Opportunities, Community Resources and Clean Living Environments
5. Improving the Position of the Least Advantaged
6. Residents Receiving Their Entitlements
7. High Self Esteem
8. Participation in Personal and Political Decision Making
9. Participation and a Sense of Belonging in Communities
10. Respect for Cultural Diversity
11. Self Determination and Empowerment

### HOUSING STRATEGY POLICY STATEMENT AND OUTCOMES

The Christchurch City Council contributes to the community's social well-being by ensuring safe, accessible and affordable housing is available to people on low incomes including elderly persons and people with disabilities.

1. The provision of affordable housing which is sustainable in perpetuity, and which is not a cost to ratepayers.
2. The provision of additional accommodation for single men and women with one child.
3. The provision of inner city accommodation for mature single men and mature single women displaced from boarding house accommodation.
4. The facilitation of the provision of additional 'home' care for the semi-dependent elderly in Council housing so as to extend their independent living.
5. The facilitation of accommodation for those deinstitutionalised or otherwise affected by changes in the health system.
6. Ensure that the Council's social objectives with regard to affordable housing are clearly articulated to Government and other social service agencies.



An Elderly Persons Housing Complex built by the Council in recent years.

