

1.1.0

*INTRODUCTORY  
INFORMATION*



**GUIDE TO THE CORPORATE PLAN : 2005 EDITION**

The Corporate Plan is large and complex and to make it more user friendly, the following format has been developed. The main features of this format are:

**1. Introductory Section**

Consists of the budget tables (budget summaries) together with other background information.

**2. Unit Budgets**

The remainder of the Corporate Plan is made up of the budgets and plans for each of the Council's Business Units.

The Unit's budgets and plans can be divided into the following sections:

**Key Changes (Summary Pages)****(a) Committed Costs (Operational)**

These are costs which the Council is committed to. They may relate to the operating costs on a new Council facility built in the previous year or compliance costs which have been imposed on Council by Central Government. They may also represent a commitment which the Council has made subsequent to the adoption of the previous Corporate Plan and prior to the adoption of this Plan.

**(b) Items Committed by Council during the year (Operational)**

This represents those items which have been approved by the Council since the 2004 Financial Plan was adopted on 15 July 2003.

**(c) Costs Due to Growth**

Costs which are directly attributable to the growth in the cities population and the consequential increase in demand for Council services.

**(d) New Operating Initiatives**

These are new items which were not allowed for in the long term financial model. They reflect changing priorities and are a Council response to meet changed conditions.

**(e) Efficiency Gains / Additional Revenue**

This schedule highlights all the efficiency gains and cost savings which have been reflected In Unit budgets.

**(f) Restructuring of Budgets**

This section draws attention to any major restructuring of Unit budgets. Details of the 2003/04 situation are noted and are followed by the changes for 2004/05.

(g) **New Capital Initiatives and Matching Substitutions**

Like the new operating initiatives these items were not allowed for in the long term financial model. They may reflect a response to changed conditions or they may relate to meeting health and safety requirements.

This format change is intended to highlight in summary form the significant changes for each sub budget.

**Budget Summary**

The output classes are in upper case and in bold. Outputs which are a subset of output classes are in lower case. Where there are sub outputs, the outputs are in upper case but not in bold.

Capital expenditure is termed “Capital Outputs” and is shown “below the line” on the summary page.

**3. 10 year Capital Programme**

This section projects capital expenditure forward for the next 10 years. Whereas the first five years are detailed on a line by line basis, the remaining five years are general provisions which are not supported by detailed projects.

Capital expenditure has been grouped under the following “output headings”:

- Renewals and Renewals
- Asset Improvements
- New Assets

**4. Fees Schedule**

Although now at the back of each Unit plan and budget, the fee schedules are of no less importance. As was the case in previous Corporate Plans, managers have been asked to calculate the projected revenue from the fees as a percentage of total cost. This has been included in the schedule in order to highlight those services which are not fully recovered by fees.

**CHRISTCHURCH CITY COUNCIL****MAYOR**

Garry Moore CA

**DEPUTY MAYOR**

Councillor Lesley Keast QSM JP

**COUNCILLORS**

Oscar Alpers LLB Notary Public  
 Carole Anderton  
 Paddy Austin MA(Hons) PhD  
 Ron Wright JP MPMI  
 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  
 Linda Rutland JP

**MEMBERSHIP OF COMMUNITY BOARDS****Burwood-Pegasus**

Don Rowlands (Chair) Alister James LLB (Cr)  
 Bob Andrews ANZIM Caroline Kellaway JP  
 Glenda Burt Andy Lea JP  
 Carole Evans QSO JP (Cr) Gail Sheriff (Cr)  
 Carmen Hammond Chrissie Williams BTEch(Hons) (Cr)

**Hagley-Ferrymead**

Bob Todd OBE JP (Chair) John Freeman JP MA  
 Brendan Smith MB ChB Yani Johanson  
 Rod Cameron Denis O'Rourke LLB (Cr)  
 David Cox (Cr) Linda Rutland JP  
 Anna Crighton JP MA(Hons) (Cr)

**Spreydon-Heathcote**

Phil Clearwater MA(Hons) (Chair) Paul de Spa BA DipTchg  
 Oscar Alpers LLB Notary Public (Cr) Sonia Gill BA ATCL AREINZ  
 Carole Anderton\* (Cr) Elizabeth Maunsell  
 Lynda Carter Sue Wells BA (Cr)  
 Barry Corbett (Cr)

**Fendalton-Waimairi**

Mike Wall (Chair) Pat Harrow DipHort (Cr)  
 Sally Buck MEd (Cr) Yiyi Ku MMus(Dist)  
 Val Carter Mark Kunnen JP  
 Cheryl Colley JP MA(Hons) Barbara Stewart (Cr)  
 BBS DipTchg Ron Wright JP MPMI (Cr)  
 George Hampton BA

**Shirley-Papanui**

Yvonne Palmer QSM JP (Chair) Dennis Hills JP BSc FNZIC FIM  
 Myra Barry QSO JP FAPRI CContEd MRSNZ  
 Robin Booth Ingrid Stonhill (Cr)  
 Anne Carroll Steve Wright  
 Graham Condon QSM JP (Cr) Norm Withers  
 Megan Evans (Cr)

**Riccarton-Wigram**

Mike Mora (Chair) Ishwar Ganda (Cr)  
 Paddy Austin MA(Hons) PhD (Cr) Lesley Keast QSM JP (Cr)  
 Neville Bennett BSc(Hons) PhD Peter Laloli  
 Helen Broughton\* MA DipEd (GC) (Cr) Bob Shearing  
 Ken Cummings

\*Denotes member elected to both Council and Community Board

**EXECUTIVE TEAM**

Dr Lesley McTurk BA MBA (Auck) PhD (Glas)  
 Chief Executive

Stephen McArthur BA, DipRRP  
 General Manager, Community Services

Bob Lineham BCom FCA FNZIM  
 Director, Strategic Investment

Ian Hay CA ACIS AFNZIM  
 General Manager, Strategic Development

Peter Mitchell LLB(Hons)  
 General Manager, Regulation & Democracy Services

Ken Lawn BA DipTP MNZPI  
 Transition Manager

Philippa Jones MA Dip I/O Psych  
 General Manager, Human Resources

Stephen Hill DipBus Studies  
 General Manager, Public Affairs

Jane Parfitt BA (COM), FNZIM, MCILT  
 General Manager, City Environment

Roy Baker CA, INFNZ  
 General Manager, Corporate Services

## STATEMENT OF COMMUNITY OUTCOMES

Community outcomes describe the kind of society, community, environment and economy, the people of Christchurch want to live in. They are the things which the community think are important for its well-being.

Overall the community outcomes for Christchurch are:

### **Sustainable Christchurch**

- a learning city,
- a prosperous city,
- a well governed city,

### **and a city**

- with inclusive and diverse communities, that have a strong sense of place and identity,
- with healthy and active people,
- which is safe,
- which is cultural and fun,
- which is liveable,
- with an excellent built and sustainable natural environment.

The following parts of this section develop the above themes in more detail. First is a table which explains the implications of each outcome for our people, our place, and our prosperity. The table also shows how sustainability is an over-arching theme. In achieving our outcomes, our communities and businesses will protect, enhance and restore our natural and social capital to maximise quality of life without undermining the ability of future generations to meet their own needs.

After the table, each community outcome is explained in detail, including:

- The outcomes for our people, place and prosperity as identified in the table,
- Challenges and opportunities related to achieving the outcomes,
- How progress towards achieving the outcomes will be monitored. More information on the monitoring programme may be found in Appendix A to this volume.
- How the Council will contribute to achieving the outcomes. This will involve continuing some of the Council's current activities, and changing the way we do some things over time. Details of the Council's specific activities may be found in Sections 2.2 and 2.3.

## Our Community Outcomes

	<b>Our People</b>	<b>Our Place</b>	<b>Our Prosperity</b>	<b>Sustainability – Our communities and businesses protect, enhance and restore our natural and social capital to maximise quality of life without undermining the ability of future generations to meet their own needs</b>
<i>A Sustainable Natural Environment ...</i>	Our people enjoy and value our natural environment and take responsibility for protecting and restoring it.	Our City's natural resources, biodiversity, landscapes and ecosystem integrity are protected and enhanced.	Our people recognise that the natural environment plays a critical role in our prosperity. The whole community ensures that negative impacts on the environment are managed to maintain environmental sustainability	
<i>A Learning City...</i>	Our people have the knowledge and skills needed to participate in society, and value lifelong learning.	Our City provides diverse opportunities for learning and innovation.	Our economy thrives on skills, knowledge and innovation.	
<i>A Prosperous City...</i>	Our people have access to adequate income and opportunities to contribute to the City's well-being.	Our City has the infrastructure and environment to support a job rich economy while protecting and enhancing our essential natural capital.	Our economy is based on a range of businesses which enable wealth creation and employment opportunities for all.	
<i>A Well Governed City...</i>	Our people participate in decision making and enjoy the rights and responsibilities of living in a democracy.	Our City's infrastructure and environment are managed effectively, are responsive to changing needs and focus on long-term sustainability.	Our economy thrives on strong, proactive and ethical leadership.	
<i>Inclusive Communities...</i>	Our people participate in community life, have a sense of belonging and identity, and have opportunities to contribute to the City's well-being; we recognise our bicultural heritage in a multicultural society.	Our City encourages a diversity of lifestyles, and a sense of social connection, place and identity.	Our economy provides opportunities for all people to participate in wealth creation, develop a sense of belonging and make a contribution.	
<i>Healthy and Active People...</i>	Our people live long and healthy lives.	Our City provides the natural and built environments that enable people to enjoy long and healthy lives.	Our economy is based on practices that promote and improve health.	
<i>A Safe City...</i>	Our people are free from crime, violence, abuse, and injury	Our City's urban form and infrastructure maximise safety and security for all people from crime, injury and hazards.	Our economy invests in mitigating threats to safety and security.	
<i>A Cultural and Fun City...</i>	Our people value leisure time and recognise that arts and leisure pursuits contribute to their identity, connectedness and well-being.	Our City's infrastructure, facilities, open space and natural environments support a diverse range of arts and leisure activities.	Our economy is strengthened by the arts and leisure sectors.	
<i>A Liveable City...</i>	Our people have appropriate housing and live in attractive and well designed neighbourhoods.	Our City provides a choice of housing, easy mobility and access to open spaces, and a range of utilities that allow people to enjoy an acceptable quality of life.	Our economy invests in, and benefits from, enhancing the liveability of our City.	
<p><b>Partnerships</b> - Our partners work together to ensure appropriate and integrated responses to community issues and needs</p> <p><b>Sustainability</b> Our communities and businesses protect, enhance and restore our natural and social capital to maximise quality of life without undermining the ability of future generations to meet their own needs.</p>				

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people enjoy and value our natural environment and take responsibility for protecting and restoring it.</li> <li>• Our city's natural resources, bio diversity, landscapes, and ecosystem integrity are protected and enhanced.</li> <li>• Our people recognise that the natural environment plays a significant role in our prosperity. The whole community ensures that negative impacts on the environment are managed to maintain environmental sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing what we extract from the earth's crust (fossil fuels and metals)</li> <li>• Waste minimization</li> <li>• Protection and where possible restoration of the natural environment</li> <li>• Balancing protecting New Zealand's indigenous species with the Garden City image.</li> <li>• Growing motor vehicle population</li> </ul>

### How will we know we are making progress?

#### We will use the following indicators to track our progress towards achieving the outcomes

- Land cover
- Waste to landfills; waste diverted from landfills
- Surface water quality
- Soil quality
- Air quality
- Ground water
- Energy consumption
- Ecological Footprint (the level of impact on the natural environment)
- Solid waste management and recycling
- Land use
- Biodiversity
- Perceptions of the natural environment
- Climate change

#### *How will the City Council contribute to the outcomes?*

What we take from the earth

#### What we'll keep doing

- Promoting and implementing efficient use of fossil fuels and metals
- Assisting businesses, particularly Council subsidiary companies and contractors, to join energy reduction programs
- Working with relevant authorities to monitor and improve air quality within the City
- Promoting energy efficient transport modes

#### What we'll do differently

- Assist the Recovered Materials Foundation (RMF) to work with local manufacturers to set up recycling industries for metals and fossil fuel based materials
- Promote urban forms that facilitate cycling, walking and the use of public transport
- Promote policies which provide an incentive for more effective recycling of metals, and elimination of heavy metals from trade waste and stormwater discharge



### **Pollutants and waste minimisation**

#### **What we'll keep doing**

- Promoting and implementing further increases in recycling and material recovery
- Encouraging residents and businesses to adopt waste reduction strategies for solid waste, waste water and energy
- Supporting businesses' waste reduction through information, advice and seminars
- Strengthening the sustainable purchasing policy throughout the City Council and its agencies, by using clear sustainability criteria to accelerate uptake of sustainable practices by suppliers and contractors
- Encouraging composting and waste reduction strategies for solid waste and wastewater

#### **What we'll do differently**

- Compile and make information available about alternatives to common persistent unnatural substances
- Assess trade waste management policies and practices to see how effectively they prevent the release of such substances into waterways
- Investigate introducing a bylaw requiring all waste to go through Council Refuse Stations to the landfill at Kate Valley
- Assist the RMF to work with local manufacturers to set up recycling industries for paper and other resources from living systems
- Advocate to central government to strengthen legislation promoting reduction of resource use and minimisation of waste

### **Protection of the natural environment**

#### **What we'll keep doing**

- Acquiring and managing land to preserve, protect and enhance natural areas
- Protecting and improving the City's biodiversity
- Identifying opportunities for, and encouraging, planting habitat creation projects including street 'corridors' planting
- Working with other Territorial Local Authorities (TLAs) to maintain the production potential of fertile soils
- Protecting artesian water resources

#### **What we'll do differently**

- Implement a planting strategy to maintain both the garden city image and our natural biodiversity heritage
- Work with other TLAs to protect significant natural features of the physical environment, open spaces and landscape elements, native habitat and ecosystems, significant building and sites and other taonga.
- Work in partnership with suppliers and contractors to achieve the required improvements and document and share examples of good practice
- Support schools and universities in teaching environmental stewardship, kaitiakitangi and social sustainability

A Learning City

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people have the knowledge and skills needed to participate in society, and value lifelong learning.</li> <li>• Our City provides diverse opportunities for learning and innovation.</li> <li>• Our economy thrives on skills, knowledge and innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase educational achievement for all</b></li> <li>• <b>Ensure a skilled and flexible workforce</b></li> <li>• <b>Encourage lifelong learning</b></li> <li>• <b>Foster research, innovation and technology</b></li> </ul>

**How will we know we are making progress?**

**We will use the following indicators to track our progress towards achieving the outcomes**

- Educational qualifications
- School leavers with no qualifications
- School exclusion
- Literacy and numeracy
- Community education and lifelong learning
- Library patronage
- Employment in research and technology
- Training for employment

***How will the City Council contribute to the outcomes?***

**Educational Achievement**

**What we'll keep doing**

- Providing access to books, electronic and other information through the City's public libraries network
- Facilitating education and learning opportunities especially regarding pre-schools and pre-employment activities
- Advocating for quality and accessible education and training

**What we'll do differently**

- Promote and facilitate links and partnerships between education institutions, business and the community to improve education pathways and transitions
- Promote and facilitate an emphasis on foundation and literacy skills for all
- Work through the Mayors for Jobs and Prosperous Christchurch initiatives to improve educational and training outcomes for children and young people

**A skilled and flexible workforce**

**What we'll keep doing**

- Facilitating and providing opportunities for young people to improve their skills, particularly through the use of technology
- Providing information and advice on employment and job creation
- Promoting and facilitating partnerships between schools, tertiary training institutions and the business community

**What we'll do differently**

- Promote industry based training initiatives
- Work with business and public sector agencies to identify skill shortages and training options
- Strengthen the role of the Canterbury Development Corporation in supporting the learning sector.
- Investigate options for local immigration policies that address existing and anticipated skills shortages or deficiencies

**Lifelong learning**

**What we'll keep doing**

- Providing access to books, electronic and other information through the City's public libraries network
- Supporting community education initiatives

**What we'll do differently**

- Advocate for a broad approach to lifelong learning
- Provide information technology (IT) facilities in community hubs such as libraries and malls
- Support the development and delivery of basic literacy and numeracy skills

**Research, innovation and technology****What we'll keep doing**

- Maximising e-learning opportunities through libraries, learning centres and community facilities
- Promoting and facilitating business adoption of technology
- Promoting international links that provide Christchurch with access to international developments

**What we'll do differently**

- Support Prosperous Christchurch initiatives aimed at developing industry/alumni/research nodes
- Work with universities and colleges to promote unique areas of excellence and ensure national and international recognition
- Develop partnerships with Crown Research Institutes (CRIs), tertiary institutions and researchers
- Foster research and innovation for sustainable living and sustainable product and service development

## A Prosperous City

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people have access to adequate income and opportunities to contribute to the City's well-being.</li> <li>• Our City has the infrastructure and environment to support a job rich economy while protecting and enhancing our essential natural capital.</li> <li>• Our economy is based on a range of businesses which enable wealth creation and employment opportunities for all.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase wealth creation</b></li> <li>• <b>Increase number and range of quality jobs</b></li> <li>• <b>Maintain and develop essential infrastructure</b></li> <li>• <b>Reduce economic exclusion</b></li> </ul>

**How will we know we are making progress?****We will use the following indicators to track our progress towards achieving the outcomes**

- Employment
- Income
- Economic activity
- Large business employers
- Income and hours worked
- Exports
- Businesses
- Transport system
- Air travel
- Unemployment
- Workplace safety
- Hours worked
- Diversity of industry, including the arts, cultural, sporting and leisure industries

***How will the City Council contribute to the outcomes?*****Wealth creation****What we'll keep doing**

- Promoting the contribution that the public, private, Maori and voluntary sectors make to the local economy
- Promoting cooperation within and between sectors
- Supporting business start-ups as well as investment in local firms and local entrepreneurs
- Assisting local businesses to improve product design and utility and to develop export markets
- Developing public/private partnerships to enhance the incubation/commercialisation opportunities and support the growth of Christchurch strategic clusters
- Improving linkages with international trade agencies to assist the exchange of information and assist export activities
- Attracting tourism investment and tourists by building on and promoting the City
- Investing in sustainable economic development initiatives

**What we'll do differently**

- Support the Prosperous Christchurch initiative
- Support businesses to minimise their negative effects on our natural capital
- Develop and nurture products and services that promote sustainability
- Develop new ways to measure and assess well-being
- Review the Canterbury Regional Economic Development Strategy (CREDS)
- Particularly support the creative and leisure industries, and enterprises which deliver high-value products.

**Quality jobs****What we'll keep doing**

- Assisting businesses to grow sufficiently to employ additional workers
- Facilitating and promoting public works projects
- Providing training and retraining programs to support entry into the job market, re-entry and job transition
- Administering government funded work experience, training and subsidised employment schemes, case management and information support
- Working with other agencies and community groups to co-ordinate employment activities and initiatives

**What we'll do differently**

- Review existing employment and economic development services and ensure they are delivering good value
- Advocate for, and facilitate, good labour market planning and evaluation
- Support Mayors for Jobs and Prosperous Christchurch initiatives

**Essential infrastructure****What we'll keep doing**

- Ensuring high quality utilities (water supply, sewerage, and waste and stormwater management), which meet the residents expectations at efficient prices.
- Developing a network of roads, cycleways, footways and a passenger transport system, to provide for personal mobility and the needs of commerce and industry
- Providing well located short-term public car parking
- Ensuring the provision of quality convention and entertainment facilities

**What we'll do differently**

- Develop comprehensive performance management systems for the Council and Council businesses
- Work with the business community to ensure privately owned infrastructure is operated effectively
- Promote efficient transportation systems for people and industry, including easy walking and cycling, and reducing our dependence on fossil fuels
- Review allocation of transport funds to promote more sustainable modes

**Economic exclusion**

**What we'll keep doing**

- Advocating or providing social and income support that is adequate to meet residents needs and allows them to participate in the life of the community
- Providing support to those suffering hardship through the Mayors Welfare Fund
- Providing funding to some groups which address the impact of exclusion

**What we'll do differently**

- Monitor and review the Council's pricing structure to ensure our services remain affordable for all
- Work in partnership with government agencies and business to create employment initiatives
- Review our community capacity building and community development services and funding

**A Well Governed City**

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people participate in decision making and enjoy the rights and responsibilities of living in a democracy.</li> <li>• Our City's infrastructure and environment are managed effectively, are responsive to changing needs and focus on long-term sustainability.</li> <li>• Our economy thrives on strong, proactive and ethical leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Develop leadership</b></li> <li>• <b>Improve consultation and participation</b></li> <li>• <b>Encourage civic responsibility</b></li> <li>• <b>Strengthen treaty relationship</b></li> <li>• <b>Improve stewardship</b></li> <li>• <b>Build collaborative agencies</b></li> <li>• <b>Develop triple bottom line reporting</b></li> </ul>

**How will we know we are making progress?**

**We will use the following indicators to track our progress towards achieving the outcomes**

- Community involvement in Council decision making
- Trust
- Awareness of the City's community outcomes
- Representation on local decision making bodies
- Having a say in Council decision making
- Census responses
- Voter turnout
- Relationships with Maori
- Council financial rating
- Cross sector and inter-agency relationships

***How will the City Council contribute to the outcomes?***

**Leadership**

**What we'll keep doing**

- Conducting activities with the highest standards of ethics and integrity
- Taking responsibility for decisions, performance and achievements of agreed outcomes
- Providing our services to all our residents without discrimination

**What we'll do differently**

- Ensure professional development of leaders and governors in all fields
- Set goals and targets, and monitor and evaluate progress
- Refine decision making processes and develop greater clarity between governance and management
- Review and improve the Long-term Council Community Plan development process
- Use a strong sustainability model to guide the reporting of economic, social and environmental performance

**Consultation and Participation**

**What we'll keep doing**

- Creating mechanisms for participation by citizens in decision making and policy development
- Supporting the formation of local residents' groups
- Seeking and using feedback from the public to improve service delivery
- Developing e-consultation capacity

**What we'll do differently**

- Further develop communication methods
- Encourage better consultation
- Making all relevant Council services available on-line by 2006

**Treaty Relationship**

**What we'll keep doing**

- Consider the aspirations of Maori in all the planning and delivery of all Council activities
- Develop mutually acceptable consultation procedures with Maori
- Identify alternative ways to increase Maori participation in decision making processes at governance and management levels.

**Stewardship**

**What we'll keep doing**

- Establishing clear objectives for each of our activities and policies
- Measuring our performance regularly against stated objectives
- Using Council resources in a responsible, efficient and cost effective way
- Managing all assets to optimise their value and usefulness over the long-term
- Maintaining an asset and investment base, and ensuring that appropriate levels of income match commitments

**What we'll do differently**

- Use existing facilities and resources more efficiently
- Develop facilities that are sustainable and flexible in their use over the longer term

**Collaborative Agencies**

**What we'll keep doing**

- Promoting coordination between sectors and integration of service planning and delivery
- Developing cross-sector networks at local, regional and national level which will deliver positive outcomes for the people of Christchurch

**What we'll do differently**

- Investigate shared services arrangements
- Improve collaboration in areas of planning, policy development and evaluation

**Triple Bottom Line Reporting**

**What we'll keep doing**

- Reporting on Triple Bottom Line impacts in our annual report

**What we'll do differently**

- Identify appropriate indicators and data sources for international benchmarking and evaluation of progress, including evaluation/ benchmarking performance
- **Report on our progress towards sustainability in our annual report, with strong sustainability criteria to identify our present position and to develop goals and objectives**

Inclusive and Diverse Communities

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people participate in community life, have a sense of belonging and identity and have opportunities to contribute to the City's well-being.</li> <li>• Our City encourages a diversity of lifestyles, and a sense of social connection, place and identity.</li> <li>• Our economy provides opportunities for all people to participate in wealth creation, develop a sense of belonging and make a contribution.</li> <li>• We recognise our bicultural heritage in our multicultural society.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ensure a vibrant voluntary sector</b></li> <li>• <b>Strengthen communities and neighbourhoods</b></li> <li>• <b>Maintain and build a sense of identity and place</b></li> <li>• <b>Reduce social inequalities</b></li> </ul>

**How will we know we are making progress?****We will use the following indicators to track our progress towards achieving the outcomes**

- Resident impact on the community
- Diversity, including cultural diversity of the arts
- Social networks and groups
- Look and feel of the City
- Voluntary work
- Work and actions in the community
- Relationships with neighbours
- Satisfaction with quality of the built environment
- Emotional health and well being
- Heritage buildings, sites and objects

***How will the City Council contribute to the outcomes?*****A vibrant voluntary sector****What we'll keep doing**

- Providing funding and support for some voluntary sector agencies
- Supporting and enhancing collaboration between agencies
- Providing grant rate remissions for some agencies
- Managing a database of community information about local clubs, organisations and courses
- Recognising and celebrating the contribution of volunteers

**What we'll do differently**

- Explore ways of ensuring the voluntary sector remains health and vibrant into the future
- Evaluate the effectiveness of grant funding and ensure good accountability process are in place
- Work with other funding organisations to ensure collaborative funding and reduce compliance costs
- Review community database to ensure it facilitates greater access, collaboration and referral

**Strong Communities and Neighbourhoods****What we'll keep doing**

- Providing funding and support for community initiatives, festivals and community organisations
- Supporting communities to plan, organise and carry out initiatives that reflect their needs and aspirations
- Facilitating collaboration between public, private and community agencies to address key areas of social need
- Undertaking or commissioning community research to provide specific information on needs and priorities, and the skills, abilities and capacities within the communities
- Managing, supporting and promoting community facilities as a means of providing opportunities for residents to participate in community life and have a sense of belonging and identity
- Provide community information and learning facilities and opportunities

**What we'll do differently**

- Promote urban design and developments that facilitates community cohesiveness, for example the urban village concept
- Promote and develop skills of neighbourhood leaders and groups
- Review our community research processes to ensure they are focused and well defined



### **Sense of Identity and Place**

#### **What we'll keep doing**

- Valuing and promoting the cultural heritage of all people
- Ensuring the City retains its heritage buildings, objects, sites and other taonga as key components in maintaining our sense of place and belonging
- Protecting significant natural features of the physical environment including open spaces and landscape elements, native habitat and ecosystems (including restoring biodiversity in some areas while retaining distinctive exotic plantings in others)
- Celebrating and promoting the strong sense of identity and community of Christchurch residents

#### **What we'll do differently**

- Ensure the development and implementation of a City-wide planting strategy
- Identify and promote community focal points such as facilities, icon building, objects and sites
- Expand community revitalisation initiatives to stimulate increased private sector investment in urban regeneration, facade and streetscape improvements, neighbourhood beautification and biodiversity restoration projects
- Improve the accessibility of the City's special natural and built places for the enjoyment of citizens

### **Social Inequalities**

#### **What we'll keep doing**

- Supporting community initiatives aimed at reducing inequalities
- Providing a balanced mix of universal and targeted services
- Supporting refugee and new migrant services
- Providing affordable quality housing for those in need
- Promoting effective cross-sectoral and cross-agency collaboration to respond to the complex needs of society

#### **What we'll do differently**

- Review the Council's community development role
- Ensure employment initiatives are integrated with social development initiatives
- Investigate ways to support community based literacy and numeracy services

#### **A City of Healthy and Active People**

<b>Outcomes</b>	<b>Challenges and Opportunities</b>
<ul style="list-style-type: none"> <li>• Our people live long and healthy lives.</li> <li>• Our City provides the natural and built environments that enable people to enjoy long and healthy lives.</li> <li>• Our economy is based on practices that promote and improve health.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase healthy lifestyles</b></li> <li>• <b>Ensure we have healthy homes</b></li> <li>• <b>Improve environmental health</b></li> <li>• <b>Reduce health inequalities</b></li> <li>• <b>Improve mental well-being</b></li> <li>• <b>Ensure effective health services</b></li> </ul>

**How will we know we are making progress?**

**We will use the following indicators to track our progress towards achieving the outcomes**

- Mortality
- Low birth weight babies
- Air pollution
- Self-reported health status
- Life expectancy
- Barriers to participation in leisure activities
- Frequency of physical activity
- Healthy lifestyles
- Sport and recreation facilities
- Public open space
- Water quality
- Perceptions of pollution
- Emotional health and well-being
- Trust and confidence in the public health system

***How will the City Council contribute to the outcomes?*****Healthy Lifestyles****What we'll keep doing**

- Providing and promoting leisure activities and community recreation programmes, including working in partnership with other organisations
- Providing public health information, for example through public libraries
- Providing recreation and sport facilities - swimming pools, leisure centres, sports fields, walkways, parks, waterways and wetlands
- Advising, assisting and facilitating other groups to provide recreation and sports activities
- Working with Central Government, Sports and Recreation Council etc on recreation and sports needs

**What we'll do differently**

- Undertake a review of recreational infrastructure, programmes and services to ensure alignment to current and future community needs
- Promote physical activity and active transport modes through urban design, including walkways, cycleways, parks, transportation infrastructure, street design, promotion, events and education etc

**Healthy Homes****What we'll keep doing**

- Developing strategies and services that ensure affordable, secure and safe housing for those on low incomes.

**What we'll do differently**

- Advocate for energy efficient housing
- Advocate to central government on issues relating to the affordability of adequate home heating for those on lower incomes
- Better integrate housing, recreation and community services
- Advocate for sustainable housing which is energy efficient, soundly constructed from sustainable resources and contain no toxins

## **Environmental Health**

### **What we'll keep doing**

- Working with other local authorities to maintain water quality in rivers and streams
- Developing and providing waste disposal and minimization projects
- Managing land use to minimise adverse impacts on water and air quality, and the impact of noise
- Ensuring clean water through the safe collection, distribution, treatment and disposal of water
- Working with others to safely dispose of hazardous waste
- Providing specialist health and environmental health information
- Implementing policies that require new developments to provide land or contributions, for parks and open space
- Administering environmental health statutes, including food licensing, dangerous goods, offensive trades and hazardous substances
- Developing a transport system and infrastructure to help minimise transport emissions

### **What we'll do differently**

Work with Environment Canterbury (ECAN) on reasonable, sensible air quality guidelines

Work with Central Government on rehabilitating contaminated sites

## **Health inequalities**

### **What we'll keep doing**

- Advocating for accessible and appropriate health services for people
- Identifying and supporting community-driven initiatives that reduce health inequalities
- Supporting policies and initiatives that promote access to high-quality education and training
- Supporting policies that reduce income inequalities and ensure an adequate income for all

## **Mental and emotional well-being**

### **What we'll keep doing**

- Advocating for improved responsiveness of mental health services
- Continuing to provide support for community initiatives aimed at enhancing social connectedness

## **Effective health services**

### **What we'll keep doing**

- Advocating for and facilitating community and health services users' involvement at all levels of service provision and decision making
- Supporting the Healthy Christchurch initiative, as a way of collaborating on addressing the wider determinants of health

### **What we'll do differently**

- Advocate for quality health and disability services
- Advocate for a balance between prevention and treatment services
- Focus partnership work to ensure effective use of limited resources.
- Ensure that the Council and other agencies focus on results

**A Safe City**

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people are free from crime, violence, abuse and injury.</li> <li>• Our City's urban form and infrastructure maximise safety and security for all people from crime, injury and hazards.</li> <li>• Our economy invests in mitigating threats to safety and security.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improve road safety</b></li> <li>• <b>Reduce crime</b></li> <li>• <b>Ensure safe neighbourhoods and children, young people and families</b></li> </ul>

**How will we know we are making progress?**

**We will use the following indicators to track our progress towards achieving the outcomes**

Perceptions of safety

Injury

Crime levels

Perceptions of child safety

City issues affecting perceptions of safety

Contaminated sites

Road safety

Youth offending

Child abuse and neglect

***How will the City Council contribute to the outcomes?*****Road safety****What we'll keep doing**

- Promoting road safety by monitoring traffic, parking and crash patterns, related research, education programmes and making physical and operational changes to roads and traffic signals
- Promoting cycle safety especially through school training programmes
- Implementing procedures for traffic calming in local residential streets
- Enforcing City Plan traffic and natural hazard requirements
- Administering the Road Safety Coordinating Committee
- Maintaining and implementing the Safer Roads Strategy

**Crime****What we'll keep doing**

- Promoting partnerships between key agencies involved in crime prevention
- Enhancing safety through urban design

**What we'll do differently**

- Advocate to government on early intervention
- Identify crime hotspots
- Work in partnership with other agencies to develop and implement a community safety strategy

**Safety of neighbourhoods and families****What we'll keep doing**

- Supporting neighbourhood and community initiatives, including Neighbourhood Support and Neighbourhood Week
- Monitoring and enforcing public safety policies and bylaws
- Mitigating, where possible, adverse effects of natural and technological hazards on people, property and the environment
- Enforcing legislation, such as the Fencing of Swimming Pools Act and Building Act requirements
- Avoiding or mitigating, where possible, adverse effects of natural and technological hazards on people, property and environment
- Supporting implementation of family violence prevention strategies
- Supporting youth intervention initiatives
- Supporting water safety

**What we'll do differently**

- Implement and monitor the Council's Safe Parks policy
- Ensure that issues of community safety and crime prevention are adequately considered in land use, development and redevelopment activities and other private and public projects
- Work in partnership with other agencies to develop and implement the Community Safety Strategy
- Work with the appropriate agencies to ensure risks originating internationally are minimised.

**A Cultural and Fun City**

Outcomes	Challenges And Opportunities
<ul style="list-style-type: none"> <li>• Our people value leisure time and recognise that arts and leisure pursuits contribute to identity, connectedness and well-being.</li> <li>• Our City's infrastructure, facilities, open space and natural environments support a diverse range of arts and leisure activities.</li> <li>• Our economy is strengthened by the arts and leisure sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase participation in arts and cultural activities</b></li> <li>• <b>Encourage sense of identity through arts and leisure activities</b></li> <li>• <b>Develop our arts and cultural infrastructure</b></li> <li>• Develop our sports and leisure infrastructure</li> </ul>

**How will we know we are making progress?****We will use the following indicators to track our progress towards achieving the outcomes**

Leisure pursuits in free time

Attendance at arts and cultural activities and venues

Participation in arts and culture

Participation in sports and leisure activities

***How will the City Council contribute to the outcomes?*****Participation in the arts and cultural activities****What we'll keep doing**

- Initiating and supporting community based arts projects, including outreach programmes to take the arts to non arts venues and situations
- Taking a leadership role in the development of arts and culture
- Taking a leadership role in enhancing community understanding of the value of being involved in creative activities
- Increasing opportunities to participate in the arts

**What we'll do differently**

- Identify gaps in the current opportunities for arts participation

**Arts, leisure and identity****What we'll keep doing**

- Ensuring arts and cultural festivals and events reflect cultural diversity and heritage
- Encouraging active and creative street life
- Developing initiatives that ensure Christchurch is recognised as one of New Zealand's leading cultural centres
- Supporting and encouraging the recognition, maintenance and development of nga toi Maori
- Supporting events and arts activity that celebrates the diversity and meaning of Christchurch communities, cultures and lifestyles

**Arts and cultural infrastructure****What we'll keep doing**

- Encouraging the development of both new and established arts organisations that support and train artists and art workers at all levels
- Continuing to fund the arts and arts organisations (where appropriate) focusing support on those with the greatest ability and potential to deliver the Council's arts goals.
- Providing information and opportunities, in conjunction with others, for artists and arts groups to strengthen administrative, marketing, technology and management skills.
- Facilitating and promoting the provision of a range of venues, facilities and events that support a flourishing arts sector
- Resourcing the art gallery, museum, and libraries, to maintain, display, preserve and provide information on the City's arts heritage, and to develop contemporary arts
- Supporting and protecting our cultural heritage

**What we'll do differently**

- Work with universities and other tertiary institutions to establish Christchurch as the incubator for local and international creative industries
- Ensure affordable space is available within the City through Creative Industries Precincts

## A Liveable City

Outcomes	Challenges and Opportunities
<ul style="list-style-type: none"> <li>• Our people have appropriate housing and live in attractive and well designed neighbourhoods and city.</li> <li>• Our City provides a choice of housing, easy mobility and access to open spaces, and a range of utilities that allow people to enjoy an acceptable quality of life.</li> <li>• Our economy invests in and benefits from enhancing the liveability of our City.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ensure appropriate and affordable housing</b></li> <li>• <b>Develop liveable neighbourhoods</b></li> <li>• <b>Ensure an effective transport system</b></li> </ul>

**How will we know we are making progress?**

**We will use the following indicators to track our progress towards achieving the outcomes**

Socio-economic deprivation

Housing affordability

Household crowding

Housing type

Domestic energy consumption

Public open space

Accessibility of key local services

Transport system

***How will the City Council contribute to the outcomes?***

**Appropriate and affordable housing**

**What we'll keep doing**

- Supporting housing regeneration initiatives
- Providing safe, accessible and affordable housing to people on low incomes, elderly persons and people with disabilities
- Working with government, non-government agencies and the community sector to ensure there is a diversity of housing tenures and types
- Providing tenant support in order to help City Housing tenants to live independently and achieve a good quality of life

**What we'll do differently**

- Gain a picture of current and future housing needs
- Encourage public and private sector medium and high-density residential development in the Central City and other areas throughout the City
- Promote adoption of sustainable design principles for all local construction

**Liveable neighbourhoods**

**What we'll keep doing**

- Identifying ways to implement Council/private partnerships in urban design
- Working with local communities on urban renewal and neighbourhood development
- Ensuring high quality, efficient utilities (water supply, sewerage, and waste and stormwater management) which meet residents' expectations
- Ensuring a balanced system of open lands, natural areas, recreation spaces, and parks through good urban planning

**What we'll do differently**

- Gain a greater understanding of how different groups of the community use and perceive public space and environments

**Transport system**

**What we'll keep doing**

- Providing high quality and effective transport system and network
- Exploring and promoting more alternatives to car travel
- Maintaining and implementing a current Asset Management Plan for the transport infrastructure
- Promoting safe road use

**What we'll do differently**

- Extend cycleways throughout the City
- Work with ECAN to improve access to and use of the City's bus services



## STATEMENT OF ACCOUNTING POLICIES

### 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.

### Accounting policies

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

#### *A. Associates and Joint Ventures*

##### **Associate Organisations**

Associate organisations are accounted for by the Equity method, which records the Council's share of profits and losses for the period in the Statement of Financial Performance, and shows the amount of equity held in Investments in the Statement of Financial Position. An associate organisation is one in which the Council has an equity interest of between 20% and 50% and the capacity to significantly influence the policies of that organisation.

##### **Joint Ventures**

Joint Ventures are incorporated into the parent's financial statements using the proportionate method.

#### *B. Operational and Fixed Assets*

- (a) The following operational assets were valued as at 30 June 1991 by Harcourts Valuations Ltd.  
 Chattels  
 Mobile Plant (including vehicles)  
 Plant  
 Valuations above were based on depreciated replacement value. This is deemed to be cost.
- (b) Land and Buildings were valued by Simes Ltd at 30 June 2002 to fair value by reference to their highest and best use.
- (c) Library Books are shown at a valuation by Harcourts Valuations Ltd at 30 June 1992. The valuation was based on the lower of the net current replacement cost, and the recoverable amount. This is deemed to be cost.

Operational Assets are valued as follows:

All plant, chattels and library books	At initial valuation and cost for subsequent purchases.
Land and buildings	Revalued every three years by external valuers

Assets purchased since valuation, have been recorded at cost.

**C. Infrastructural Assets**

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 & Bus Shelters) have been valued using the optimised depreciated replacement cost method at 30 June 2001 by Meritec Limited. Land under roads was valued at 30 June 1992, by Quotable Value NZ at the value used for rating purposes. This is deemed to be cost. Additions to Infrastructural Assets since valuation are recorded at cost. This includes vested assets that are recorded at the cost to the subdivider.

**D. 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.

**E. Restricted Assets**

These assets are:

Land and Buildings with restrictions on sale – eg, Parks and Reserves

Library Books - New Zealand Collection

Properties held in trust for other organisations

These assets have been valued on the same basis as Operational Assets with vested Reserve Land additions recorded at the cost to the subdivider.

Heritage Assets:

These assets have been valued at optimised depreciated reproduction cost as at 30 June 2003 by Plant & Machinery Valuers Limited or at cost to the Council if they were recorded prior to this date.

Works of Art:

Works of Art have been valued at market value by the Senior Curator of the Robert McDougall Art Gallery as at 30 June 2003 with this revaluation peer reviewed by Marshall Seiffert, an experienced valuer of New Zealand artworks.

**F. Investment and Development Property**

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

**G. Depreciation**

Depreciation provided in respect of Operational and Infrastructural Assets is intended to write off the cost of assets over their estimated useful lives.

The straight line method is used.

The main bases are the following periods:

**Operational assets**

Buildings	15-100 yrs
Office and Computer Equipment	4-5 yrs
Mobile Plant including Vehicles	2-30 yrs
Sealed Surfaces (other than roads)	30-100 yrs
Leasehold Land Improvements	10-100 yrs
Library Books	3-10 yrs

**Infrastructural Assets**

Pavement Sub-base	Not depreciated
Basecourse	50-90 yrs
Surface	2-63 yrs
Streetlights & Signs	25 yrs
Kerb, Channel, Sumps & Berms	80 yrs
Bridges	70-150 yrs
Bus Shelters & Furniture	20-40 yrs
Water Supply	55-130 yrs
Water Meters	20-25 yrs
Stormwater	30-120 yrs
Waterways	15-120 yrs
Sewer	50-130 yrs
Treatment Plant	10-50 yrs
Pump Stations	10-80 yrs

**Restricted Assets** are not depreciated except for Historic Buildings, Artworks and Heritage Assets that are depreciated at 1%, 0.1% and 0.1% on a straight line basis respectively.

***H. Landfill After Care Costs***

As operator of the Burwood Landfill, the Council has a legal obligation to provide ongoing maintenance and monitoring services at the landfill site after closure. To provide for the estimated cost of aftercare, a charge is made each year to spread the costs over the life of the landfill.

The estimated cost is calculated based on estimates of:

- (i) Total current cost  
This is defined as the amount that would be paid if all equipment, facilities and services included in the estimate were acquired during the current period. The estimate has been based on costs of closure of similar landfills by other local authorities.
- (ii) Total capacity  
The estimated length of time needed for post-closure care is 30 years.

The Council also has a legal obligation to provide ongoing maintenance and monitoring services for the closed landfill sites of the former amalgamating authorities.

The estimated future costs to perform this obligation have been accrued and charged.

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

***I. 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 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.

#### ***J. Goods and Services Tax***

The financial statements have been prepared exclusive of GST with the exception of receivables and payables that have been shown inclusive of GST. Where GST is not recoverable as an input tax then it is recognised as part of the related asset or expense.

#### ***K. 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.

#### ***L. Income Tax***

The income tax expense charged to the Statement of Financial Performance includes both the current year's expense and the income tax effects of timing differences applied on a comprehensive basis and calculated using the liability method.

A debit balance in the deferred tax account, arising from timing differences or income tax benefits from income tax losses, are only recognised when there is virtual certainty of realisation.

#### ***M. Inventories***

Inventories are valued at the lower of cost and net realisable value. Cost is determined by FIFO or weighted average methods. Some inventories are subject to restriction of title.

#### ***N. 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.

#### ***O. Employment Entitlements***

Provision is made in respect of the Council's liability for retiring 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.

***P. Investments***

Shares in subsidiaries, apart from Christchurch City Holdings Ltd (CCHL), associates and shares in Local Government Insurance Corporation Limited, are valued at share of equity off the latest Statement of Financial Position. Shares in CCHL were revalued at 30 June 2003, based on a market valuation undertaken by KPMG of three of its subsidiaries. All other investments are stated at lower of cost and net realisable value.

***Q. Financial Instruments***

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.

Revenues and Expenses in relation to all financial instruments are recognised in the Statement of Financial Performance.

All financial instruments are recognised in the Statement of Financial Position, with the exception of Guarantees and Contingent Assets and Liabilities, which are disclosed by way of note to the Financial Statements. Any income or expenditure arising from the exercising of a guarantee, or upon a contingency becoming an actual asset or liability, will be recognised in the Statement of Financial Performance at the time of confirmation.

The following methods and assumptions were used to value each class of financial instrument:

- (a) Accounts Receivable and Long Term Receivables are recorded at estimated realisable value.
- (b) Short Term Investments are valued at fair value.
- (c) Investments in Government and Local Authority Stock are valued at cost with premiums paid or discounts taken on acquisition amortised over the life of the investment. Income is recognised on a yield to maturity basis.
- (d) Loans to various sporting and cultural organisations are recorded at fair value.
- (e) All on the financial instruments, including Cash and Bank balances, Accounts Payable and Term Debt are valued at fair value.

***R. Debt Servicing Costs***

Debt Servicing Costs are apportioned on the basis on the book value of the Operational and Infrastructural Assets employed at 1 July 2004.

***S. 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.

***T. Donated Goods and Services***

The Council receives the benefits of many services provided by volunteers. These services are greatly valued. They are, however, difficult to measure in monetary terms. From an accounting point of view these services are not considered material in relation to the Council's total expenditure. Vested Land is included at current value and Infrastructural Assets are included at the cost to the subdivider.

***U. 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 shown as Accounts Payable in the Statement of Financial Position.

***V. 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 Council Community Plan:

- (i) **Cautionary Note**  
The financial information is prospective. Actual results are likely to vary from the information presented, and the variations may be material.
- (ii) **Nature of Prospective Information**  
The financial information has been prepared on the basis of best estimate assumptions as to future events which the Council expects to take place. The financial information presented consists of both forecasts and projections. The financials for 2004/05 are forecasts which reflect the most probable outcome. The financials for 2005/06 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 Significant Forecasting Assumptions Section of this Plan. These assumptions were valid as at 20 June 2004, the date this draft Long Term Council Community Plan was adopted.
- (iv) **Extent to which Prospective Information Incorporates Actual Results**  
Although the period covered by the Long Term Council Community Plan contains no actual operating results, some financial information has however been extrapolated from the Council's audited Financial Statements as at 30 June 2003.
- (v) **Purpose for which the Prospective Information is prepared**  
The Long Term Council Community Plan is prepared in accordance with the Local Government Act 2002. The purpose of this legislation is to provide for democratic and effective local government that recognises the diversity of New Zealand communities and promotes the accountability of local authorities to their communities.

***W. Changes in Accounting Policies***

**There are no changes in Accounting Policies. These have been applied on a basis consistent with those used in previous years.**

## RATES SETTING

### Rates Impact of 2004/2005 Rates Requirement through the Revenue Policy

2003/04 comparisons increased by \$4.75M (GST Inc) for growth in rate base

	<b>Budget 2003/2004</b>	<b>Budget 2003/04 (adj. For growth)</b>	<b>Proposed 2004/2005</b>				
GST Inclusive							
Uniform Annual Charge	\$105	\$105	\$115				
Targeted Water Supply Fire Connection Rate	\$100	\$100	\$100				
Business	43,482,513	44,592,079	46,046,286				
Residential/Base	125,861,399	129,501,833	134,415,596				
Rural	2,743,793	2,743,793	2,614,300				
Non-rateable	2,166,860	2,166,860	2,358,044				
<b>Total Rates</b>	<u><u>174,254,565</u></u>	<u><u>179,004,565</u></u>	<u><u>185,434,225</u></u>				
<b>Sector Percentage</b>							
Business	24.95%	24.91%	24.83%				
Residential/Base	72.23%	72.35%	72.49%				
Rural	1.57%	1.53%	1.41%				
Non-rateable	1.24%	1.21%	1.27%				
	100.00%	100.00%	100.00%				
<b>Sector Percentage Change</b>							
Business		Proposed 2004/05 compared to 2003/04 Actual adjusted for growth	3.26%				
Residential/Base			3.79%				
Rural			-4.72%				
Non-rateable			8.82%				
Total Rates Increase			3.59%				
<b>Total Rates by Type</b>							
General rate on Cap Val.				Rate Inc	Decimal Inc		
Business	112,531,594	64.58%	0.0057370	0.0059214	117,260,669	63.24%	0.46%
Residential			0.0035609	0.0036843			1.26%
Rural			0.0026358	0.0027632			2.60%
Uniform Annual General Charge	15,648,885	8.98%	\$105	\$115	17,363,850	9.36%	9.52%
<b>Total General Rate</b>	<u>128,180,479</u>	73.56%			<u>134,624,519</u>	72.60%	
Water Targeted Rate	12,075,979	6.93%	0.00042564	0.00048479	14,862,736	8.02%	17.93%
Targeted Water Supply Fire Connection Rate	111,700	0.06%			70,300	0.04%	
Land Drainage Targeted Rate	11,035,327	6.33%	0.00039949	0.00042782	12,285,372	6.63%	8.00%
Sewer Targeted rate	22,851,080	13.11%	0.00078738	0.00077008	23,591,298	12.72%	0.22%
<b>Total Targeted Rate</b>	<u>46,074,086</u>	26.44%			<u>50,809,706</u>	27.40%	
<b>Total Rates</b>	<u><u>174,254,565</u></u>	100.00%			<u><u>185,434,225</u></u>	100.00%	

Capital Value	Year	General Rates		Water Rates	Land Drainage	Sewerage Rates	Total	% Change
		Uniform Charge \$	By Capital Value \$					
<b>Residential (1)(2)</b>								
80,000	2004/05	115	289	40	34	63	541	4.31%
	2003/04	105	285	34	32	63	519	
120,000	2004/05	115	433	60	52	95	754	3.94%
	2003/04	105	427	51	48	94	726	
160,000	2004/05	115	577	80	69	126	968	3.73%
	2003/04	105	570	68	64	126	933	
200,000	2004/05	115	721	100	86	158	1,181	3.59%
	2003/04	105	712	85	80	157	1,140	
260,000	2004/05	115	938	131	112	205	1,500	3.47%
	2003/04	105	926	111	104	205	1,450	
300,000	2004/05	115	1,082	151	129	237	1,713	3.41%
	2003/04	105	1,068	128	120	236	1,657	
400,000	2004/05	115	1,443	201	172	316	2,246	3.31%
	2003/04	105	1,424	170	160	315	2,174	
<b>Business (1)(2)</b>								
100,000	2004/05	115	576	50	43	79	864	3.15%
	2003/04	105	574	40	40	79	837	
200,000	2004/05	115	1,153	100	86	158	1,612	2.72%
	2003/04	105	1,147	80	80	158	1,569	
300,000	2004/05	115	1,729	151	129	237	2,361	2.57%
	2003/04	105	1,721	119	120	236	2,302	
500,000	2004/05	115	2,882	251	215	395	3,858	2.44%
	2003/04	105	2,869	199	200	394	3,766	
1,000,000	2004/05	115	5,764	502	430	789	7,601	2.34%
	2003/04	105	5,737	398	399	788	7,427	
<b>Rural (1)(2)</b>								
100,000	2004/05	115	271	50	43	79	558	5.52%
	2003/04	105	264	39	40	81	528	
200,000	2004/05	115	541	100	86	158	1,000	5.07%
	2003/04	105	527	77	80	163	952	
300,000	2004/05	115	812	151	129	237	1,443	4.90%
	2003/04	105	791	116	120	244	1,375	
500,000	2004/05	115	1,353	251	215	395	2,328	4.76%
	2003/04	105	1,318	193	200	407	2,222	
1,000,000	2004/05	115	2,705	502	430	789	4,542	4.64%
	2003/04	105	2,636	387	399	813	4,340	

**Notes:**

- 1) Some properties may also be liable for the Targeted Water Supply Fire Connection Rate of \$100 per connection per property, This has not been included in the examples above.
- 2) Fully serviced properties, and includes a Uniform Annual General Charge of \$115 per property.
- 3) Includes Gst and does not include the Canterbury Regional Council Rates.
- 4) 2003/04 = 2003 Actual rates payable.  
2004/05 = 2005 Financial Plan.



**CONTRA AGREEMENTS (1)**

<b>Unit</b>	<b>Company Name</b>	<b>Provision</b>	<b>Value (12 Months)</b>	<b>Details</b>	<b>Expiry Date</b>
<b>City Water &amp; Waste</b>	Telecom (Connectel) Orion (Connetics) Telstra/Saturn Frank Millar Ltd	Service Facility Maps	\$5,000 (approx)	Free exchange of maps detailing underground lateral and reticulation services	By agreement. No fixed contract term.
<b>City Streets</b>	Adshel NZ Ltd	Adshel Bus Shelters	\$100,000	Full advertising rights (with CCC conditions as to content)	2023
<b>Public Affairs - Marketing</b>	AB Equipment	SummerTimes	\$2,000	Provide free forklift hire x 2	
	The Copthorne Hotel	Association with SummerTimes festival Mention in brochure Banner at events	\$5,000	Provision of accommodation	
	TVNZ – TV2	Naming Rights for KidsFest festival	\$10,000 \$10,000	Cash, plus Television air time	
	Court Florist	Association with SummerTimes festival Mention in brochure	\$250	Provisional flowers for Classical Sparks	

<b>Unit</b>	<b>Company Name</b>	<b>Provision</b>	<b>Value (12 Months)</b>	<b>Details</b>	<b>Expiry Date</b>
	More FM	Logo in brochures/newspaper/ posters	\$116,000	Radio advertising	
	Croxley Ltd	Association with a KidsFest event	\$1,500	Crayola drawing products and prizes	
	Frucor Ltd	Association with a KidsFest event	\$1,500	TBC	
	Goodman Fielder	SummerTimes	\$800	Bluebird Chips	
	Mainland/Meadowfresh	SummerTimes	\$2,500	Nature's Energy Milk	
	Red Badge Security	SummerTimes	\$10,000	Contra/discount and communications	
	Lip Dip	SummerTimes	\$2,000	Free Product	
	Mr Sergios	Classical Sparks	\$900	Free Suit Hire	
	Sonya Smith	Classical Sparks	\$300	Free Dress Hire	
	Love in a Basket	Classical Sparks	\$250	Gift Baskets	
	The Press	SummerTimes	\$15,000	Advertising Space	
	Rick Armstrong Motors	Vehicles	\$4,000		

(1) The term 'contra' is used to cover any agreements for supply of services or goods to the Council in exchange for services or goods such as advertising, signage, etc.

## 1.1.33

**THE CAPITAL ENDOWMENT FUND**

	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Estimated Total Available Income From Fund after management expenses</b>	2,582,847	2,638,132	2,694,542
<b>Less not to be allocated until later years (25%)</b>		(659,533)	(673,631)
	<hr/>		
<b>Total available for allocation this year</b>	<b>2,582,847</b>	<b>1,978,599</b>	<b>2,020,893</b>
	<hr/>		
<b>Economic Development (70%)</b>	1,807,993	1,385,019	1,414,625
<b>Less already allocated:</b>			
Unspecified Economic Development – Canterbury Economic Development Fund	(1,707,993)	(1,285,019)	(1,314,625)
CDC – New Economic Development Initiatives	(100,000)	(100,000)	(100,000)
	<hr/>		
<b>Balance available for Economic Development Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<hr/>		
<b>Civic and Community 30%</b>	774,854	593,580	606,268
<b>Less already allocated:</b>			
Unspecified Community Projects	(42,354)	(138,920)	(126,232)
Canterbury Museum Trust Board Building and Development Project Grant	(732,500)	(732,500)	(732,500)
	<hr/>		
<b>Balance available for Civic and Community Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<hr/>		

(The policies relating to the Capital Endowment Fund are contained within the Investment Policy (see volume 3 of the Long Term Council Community Plan.)