

Christchurch City Council Financial Plan and Programme 2002 Edition

DRAFT
Have Your Say...



CHRISTCHURCH
CITY COUNCIL • YOUR PEOPLE • YOUR CITY

TIMETABLE AND SUBMISSION PROCESS

Key Dates

Thursday 19 April 2001	Public notice of Draft Financial Plan seeking submissions from the public.
Monday 21 May 2001	Public submissions close.
Tuesday 19 June 2001 to Friday 22 June 2001 (Also Monday 25 June 2001 and Tuesday 26 June 2001 if required)	Strategy and Resources Committee hears oral submissions and considers written submissions on the Draft Financial Plan.
<i>[Please note submissions on the Orion Gas Proceeds Proposal will be heard following on from the other Annual Plan submissions]</i>	The hearings will take place in the No. 2 Committee Room, First Floor of the Civic Offices, 163 Tuam Street.
Thursday 12 July 2001	Council meets to finalise the 2002 Financial Plan. The meeting will be held in the Council Chamber, Ground Floor of the Civic Offices.

(The meetings on 19 to 22 June 2001 [also Monday 25 June 2001 and Tuesday 26 June 2001 if required] are open to the public. You are most welcome to attend.)

Your Questions Answered

Q. What is the Draft Financial Plan?

A. Every year residents have the opportunity to make suggestions and comments on the Christchurch City Council's Draft Financial Plan. The CCC Draft Financial Plan contains proposed budgets, objectives and performance indicators for the next financial year.

All residents are invited to make submissions on the Draft Financial Plan and send these into the Council.

Submissions are considered by the Council and provided they have Council support will be incorporated in the final version of the Financial Plan.

Q. How do I make a submission to the Council?

A. Use the form at the back of this Draft Financial Plan or write your comments in another format and send to:

"2002 Draft Financial Plan Submission"
Christchurch City Council
PO Box 237
Christchurch

Fax: (03) 371-1696
Email: ccc-plan@ccc.govt.nz

to arrive by 5.00 pm 21 May 2001 or deliver it to any of the places listed in the answer to the final question. Mark the envelope "2002 DRAFT FINANCIAL PLAN SUBMISSION".

Please include your telephone number and say whether or not you want to appear in person on 19 to 22 June 2001.

Q. Are the meetings where submissions are heard very formal?

A. Far from it. Members of the panel will have read your statement beforehand and have it with them. The Chairperson will invite you to talk to the main points you have made in writing. If you wish you may be asked questions.

Q. Do I have to come and speak to my submission?

A. No, it is up to you although the Council encourages you to make your submission in person as it allows Councillors to better understand your views and ask questions. If you don't attend your written statement will be given full consideration.

Q. Can I just come and watch the Draft Financial Plan meetings?

A. Yes. All meetings are open. There are four where Draft Financial Plan submissions are considered and many people attend these.

Q. How can I get more copies of this Draft Financial Plan?

A. From the places mentioned below or from a Council library, or telephone the Financial Plan Hotline, ph. 371-1888. Copies of the Financial Plan are available free of charge.

Alternatively you can access the Draft Financial Plan on the World Wide Web at <http://www.ccc.govt.nz/>

Q. How can I find out more about the Draft Financial Plan?

A. You can ring the Plan Hotline on 371-1888 between 8.30 am and 4.30 pm weekdays. Alternatively you can examine the Draft 2002 Corporate Plan which is more detailed and will be available from Friday 27 April 2001. This document can be examined at the

- Civic Offices, 163 Tuam Street
- Beckenham Service Centre, 66 Colombo Street (cnr Hunter Terrace)
- Fendalton Service Centre, cnr Jeffreys and Clyde Roads
- Linwood Service Centre, 180 Smith Street
- Papanui Service Centre, cnr Langdons Road and Restell Street
- Shirley Service Centre, 36 Marshland Road
- Sockburn Service Centre, 149 Main South Road
- Riccarton Sub-Centre, NZ Post Shop, 103 Riccarton Road.



Christchurch City Council

Draft Financial Plan & Programme

2002 Edition



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EXECUTIVE SUMMARY

Rates

For the year ending 30 June 2002, rates for Christchurch ratepayers will increase overall by 2.20%. For more details on what impact this increase will have on the various sectors and on a selection of individual properties, see page 17.

Operations

The total operating expenditure, the cost necessary to provide the services and facilities operated by the Christchurch Council for the year ending 30 June 2002, is \$262.55M.

Christchurch ratepayers are required to contribute a total of \$139.29M towards this cost.

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

Capital Improvements

The total capital expenditure, the cost necessary to pay for new assets or to renew or upgrade the existing assets provided by the Council for the year ending 30 June 2002, is \$117.21M.

These improvements and developments will be paid for through cash surpluses on operations, utilising Council reserves and from external funding. There is no borrowing for new works planned for in 2001/02. The only borrowing for 2001/02 relates to capital contributions to Christchurch City Facilities Ltd and Transwaste Canterbury Ltd. The Council is also borrowing \$23.65M to on-lend to Jade Stadium Ltd.

A full summary of the capital and operating income and expenditure for 2001/02, along with forecasts for each year through until 2010/11, can be found on page 10.

Contents of the Plan

The Council is committed to improving the quality of life in Christchurch by ensuring the services it provides make a positive contribution. The Council is working towards this objective by including the following new initiatives in this draft Financial Plan:

- Aranui Community Renewal Project (\$40,000)
- Art and Industry Biennial Festival (\$40,000)
- Botanic Gardens Band Rotunda Refurbishment (\$60,000)
- Canterbury Regional Economic Development Strategy (\$50,000)
- Cashel Mall Upgrade (\$40,000)
- Cathedral Square Stage V (\$500,000)
- Cave Rock Landscape Development (\$170,000)
- Central City New Business Initiatives (\$500,000)
- Central City Promotion (\$600,000) (Funded by separate rate)
- Central Library - Self Issue Machines (\$60,000)
- Central Plains Water Enhancement - Feasibility Studies (\$200,000)
- Civic Offices Accommodation (for additional space) (\$10M) (Spread over 2 years)
- Clean Air Programme - Low Income Assistance (Increased Funding) \$180,000
- Disability/Barrier Free Fund (\$20,000)
- Eastgate Pedestrian Signals (\$50,000)
- Electronic Service Development (Phase 1) (\$777,741)
- Evans Pass Safety Improvements (\$150,000)
- Facilitating Living Streets Showcase Projects (\$177,350)
- Free Short Term Off Street Parking - Lichfield, Farmers and Crossing Car Park (1 hour) (\$180,000)
- Latimer Square - Hereford to Worcester (\$140,000)
- Long Term Urban Development Strategy / East Side Rezoning (\$60,000)
- New Brighton Mall (\$500,000)
- New Employment Initiatives (\$100,000)
- New Partnership Initiative for Housing (\$300,000)
- New Reserve Development catch up (\$200,000)
- North New Brighton Community Centre (\$400,000) (spread over 2 years)
- Northcote Rail Crossing Signals (\$50,000)
- Parks Post Storm Tree Replacement (\$100,000)
- PGA Golf Tournament Australasia (\$50,000)
- Redcliffs/Sumner Community Creche (\$300,000) (spread over 2 years)
- Regional Waste Minimisation Initiative (\$50,000)
- RMF - Glass Crusher (\$248,000)
- Safety Improvement Works - Avonside Drive (\$65,000)
- Special Character Area Precinct Upgrade (\$200,000)
- Strategic Land Purchase Reserve (Waste Management) (\$500,000)
- Sustainable Christchurch Initiatives (\$140,000)
- Upgrades/Enhancement Projects for Housing (\$130,100)
- Waterways & Wetlands - National Asset Management Strategy (\$800,000) (spread over 4 years)
- Youth and Pre-Teen Recreational Facilities (\$40,000)

Christchurch is widely recognised by people as a great place to work and live. This recognition comes not only from those who live here but also from people who live in other parts of the country and those who visit.

Christchurch has not earned this reputation overnight and no one party can take the credit. It is the product of generations of vision, interaction and hard work on the part of people from all walks of life in the community. The Council and its predecessors have played an important part in shaping the environment and community of Christchurch to make it what it is today working in conjunction with the community as a whole. The Council has a role to play especially where there is a need for a collective community approach to issues.

Achievements and Plans

The last 11 years since Local Government reform and the creation of Christchurch as a single city have been years of great change. Highlights have included:

- **Festivals and Grants** - The Council has significantly increased the number of Festivals and Events which are available for the enjoyment of the public.
- **Economic Development and Employment** - The Council recognises the importance of a vibrant economy to the long-term well-being of its citizens. It now provides \$6 million a year for economic development, employment services and visitor promotions.
- **Libraries** - The establishment of a new library at Linwood, the building of replacement libraries at Shirley, Papanui, New Brighton and Fendalton and the extension of the Halswell Library. Growth in library use has been very significant with circulation volume increasing 40% to over 5.5 million items in 1999/2000. The libraries have also developed to keep up to date with new technology. This has included access to the world wide web, a service that resulted in over 1.6 million pages being down loaded for viewing in 1999/2000. Web access has also enabled customers to review the catalogue and reserve items from home.
- **Roading** - Significant improvements have been made to many arterial roads including Fendalton, Lincoln, Yaldhurst and Ferry Roads. In addition 210 kilometres of modern kerb and flat channel has been installed to replace old-fashioned dish channel. In many residential streets this work has triggered a modernising and upgrading of the road reserve with improved pedestrian areas and a narrower carriageway.
- **Public Transport** - A new bus exchange has been built to improve the facilities available for the public transport users and to promote public transport use.
- **Parks** - The area of parks has increased 77% to a total of over 5,300 hectares. Travis Wetland and the development of Sister City Gardens at Halswell Quarry have been particularly major developments. This has been achieved at only a 25% increase in the cost of parks maintenance.
- **Swimming Pools** - New leisure pools have been built at Pioneer and Centennial and in addition a major upgrade of the QEII swimming facilities has started.
- **Central City** - Improvements have included the establishment of Worcester Boulevard and its trams; the upgrading of pedestrian facilities in High Street, Cashel Street, Oxford Terrace and Colombo Street; and the redevelopment of Cathedral Square.
- **Heritage Preservation** - The Council has supported the conservation of numerous historic buildings including the old Government Buildings, the Music Centre, Dame Ngaio Marsh House, and St Mary's chapel.
- **Car Parking** - New off-street car parking facilities have been built at Farmers, the Christchurch Public Hospital, and the Crossing.
- **Social Initiatives** - The Council supplies significant support to communities and not for profit groups working to address social and unemployment issues. The support the Council gives often serves as a catalyst to enable such groups to obtain additional funding from Central Government, philanthropic trusts and other supporters.
- **Waste Minimisation and Recycling** - The Council has established a composting operation that serves to keep garden waste out of the landfill and produces 25-30,000 cubic metres of compost and mulch per annum. It also provides a weekly kerbside collection of household recyclable materials and has supported the development of local industries based on the reuse of these.
- **New Civic Facilities** - These include the Westpac Trust Centre, an indoor stadium, and the Convention Centre built to operate in conjunction with the Town Hall and provide a facility capable of hosting large conferences. Both serve to bring visitors to Christchurch thereby creating employment opportunities.

The future has also been well planned for with detailed asset management plans to guide the renewal, maintenance and growth needs of the key infrastructural assets of roads, water supply, sewerage, parks, waterways and public buildings. A comprehensive 10 year capital plan provides for all these future needs including a new landfill and an upgraded wastewater treatment plant to very high environmental standards.

In addition to these new initiatives, the Council produces about 280 different outputs or services for the benefit of the community.

The Council has clearly played and continues to play an important role in making the City a great place in which to live.

CONSOLIDATING THE PROGRESS

Consolidation for the Future

This plan seeks to consolidate and make strong the efforts of the past and the plans for the future by providing a reduction in the levels of debt, investing capital to provide future income streams, and limiting the growth in capital expenditure in view of the extensive investments of the last decade and the comprehensive provisions already made in the ten year plan.

The dependence on borrowing will be reduced through the building of operating surpluses to fund capital expenditure and by applying the greater proportion (\$100 million) of capital due from Orion to the repayment of debt or avoidance of borrowing.

The balance of the capital repayment due from Orion (\$75M) is proposed to be placed in an endowment fund with a portion of the income reinvested every year to protect the real value of the capital and to provide an income stream which can benefit all future generations through application to projects which will enhance economic growth in the city and region and also provide for specific civic projects which would otherwise have to be provided from rates or could not be afforded at all. Due to the reinvestment of some of the income each year there will be a steadily growing stream of income from this source. It is intended that at least 50% of future unbudgeted special dividends will also be added to the fund.

While there has been a need to provide for some new operating and capital expenditures in this plan, the Council has determined to limit future growth in expenditure and is of the view that there is need for restraint over the next three years in particular by limiting expenditures within the constraints of the forecasts in the long term financial plan. This signals the need for a moratorium on new programmes and projects with a concentration on the successful implementation of the projects and programmes that are already planned and committed. New programmes or projects will not be entertained unless they can be funded by substitutions.

Trading Company Success

This Council has followed a policy in the last decade of building a strong income base through its major trading enterprises to reduce the dependence on rates. Not only has this ensured that these providers of services to our community remain in public ownership but it has given Council an income stream which has enabled it to make Christchurch a city with an enviably low level of rates when compared to the other cities in this country.

	Average Capital Value	Average Draft Residential Rate for 2001/02 ^{* 1}
Wellington City Council	\$280,000	\$1,218
Dunedin City Council	\$110,000	\$1,191
Hamilton City Council	\$163,000	\$1,180
Auckland City Council	\$320,900	\$1,079 ^{* 2}
Christchurch City Council	\$163,000	\$869

^{* 1} Includes GST but excludes Regional Council rates

^{* 2} Excludes water and waste water charges

These companies are all successfully trading under commercial conditions and several of them have been able to significantly build the value of those companies. From time to time they have been able to distribute, not only regular income, but also capital which is excess to their immediate needs.

The most recent success in this regard has been Orion, which has successfully managed the acquisition and disposal of Enerco, a North Island gas network company. Orion applied its management skills to significantly improve the value of that business and then was able to sell the assets at a significant profit. It is from this that the Council is today able to budget to reduce its debt levels and provide income from an ongoing capital fund for future projects. More detail on this issue is provided on pages 27 to 30 of this booklet.

Expenditure Pressure

The Council commenced this year's budget process in the knowledge that it had made efficiency gains totalling almost \$4 million and that it had the prospect of the Orion capital funds to invest or use to reduce debt. By themselves these items had potential to significantly reduce the rate increase. However, offsetting these savings has been an increase in the rate of inflation, the need to fund increased operating costs for many of the new projects included in the plan and increased standards of service provided in response to community pressure.

The consumer price index rose by 3.9% in the December 2000 quarter and this has significantly exceeded the amount provided in our earlier forecasts. These increased costs have flowed through into a lot of the Council's costs. Of particular impact has been the cost of diesel and bitumen, both consumed in large quantities by Council activities, which has risen by many times the rate of ordinary inflation, increasing the cost of roading, street-cleaning, refuse and recycling collections, building and parks maintenance contracts.

A number of major capital projects are currently under development or recently completed. They include:

- the new Christchurch Art Gallery (total cost \$42.9M) - includes the land purchase and the Art Gallery Carpark
- the Bus Interchange (\$19.4M)

- the new landfill (\$12.3M) - includes equity contributions to Transwaste Canterbury Ltd and modifications to the Transfer Stations
- the Wastewater Treatment Plant (\$70.6M) - capacity upgrade including pond modification
- the New South of the City Library (\$4.05M)

These projects, collectively, will increase operating costs by several million dollars a year both to service the capital and to meet annual operating expenses.

All these costs have been provided for but have an impact on forecast rate increases over the medium term. The impact can be seen in the forecast rate increases of 4.97% in 2003/04 and 8.60% in 2004/05.

Increased costs due to improved standards of service have been provided on the recommendation of the standing committees and the output and standards review, which involved not only Councillors but also invited members of the public. Some examples are:

- increased spending on employment initiatives
- road safety projects for schools
- abolition of sports ground charges, reduced lease costs and reduced rates for sports clubs
- additional funding to extend the "warmer homes" project to assist low income households to convert to cleaner heating
- Increased spending on social initiatives to support children and young people at risk

The city is continuing to grow and this puts pressure on the need to extend services to maintain standards on a city wide basis. The Council has not shrunk from providing what is necessary to maintain the quality of life desired by the people of this city. However, it does look very carefully at the need before commitments are made.

Review of Long Term Financial Strategy and Funding Policy

The Council has reviewed its long term financial strategy, funding policy, borrowing and investment policies during the past eight months in accordance with the statutory requirements for a triennial review. These have been published in a companion volume as the Council's Strategic Statement and are now open for public consultation in parallel with the Financial Plan.

The Long Term Strategic Statement is kept under annual review and updated each year to reflect current plans. The Funding Policy on the other hand has been reviewed in detail through an examination of the 280 outputs which the Council provides for the community each year.

As a result of the funding policy review there is some redistribution of rates. Overall a 2.20% rate increase is forecast. The residential sector rates will increase by 2.27% ; the commercial/industrial sector will increase by 0.81% (excluding the proposed central city separate rate) and the rural sector by 11.14%. While the rural sector percentage increase may appear large the quantum generally is not. This sector benefited from a rates reduction last year.

Financial Prudence

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

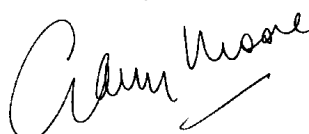
Debt levels are well under control with the key benchmark ratios all forecast to be well below the outer limits self imposed by the Council on itself seven years ago.

The Council remains concerned about the "blip" in the rate increases in 2003/04 and 2004/05. While there are a range of contributing factors, two of the largest are the provision of the new landfill and the expansion of the Wastewater Treatment plant to meet growth demands. Both of these items are significant in cost but the Council is obliged to deal with these major issues in a sensitive and environmentally sound way.

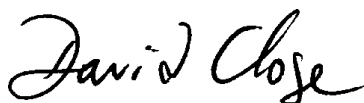
The Council is mindful of pressures on ratepayers and endeavours to keep rate increases to a minimum. The proposed increase for the coming year, which is well under the rate of inflation, will be less than 50c a week for the great majority of residential ratepayers. As noted above, the base rate to which the increase is added is low compared with other cities.

Conclusion

The partnership between the Council and the community has made Christchurch a great place to live and to work. The Financial Plan and Programme 2002 demonstrates a commitment to maintain and renew the city's assets and facilities and to provide a high standard of services. The long-term financial plan is based on low future debt and continuing revenue streams from dividends and the capital endowment fund. Council and the community can consolidate the gains of the past and face the challenges of the new century with confidence.



Garry Moore
MAYOR



David Close
CHAIRMAN, STRATEGY &
RESOURCES COMMITTEE



Mike Richardson
CITY MANAGER

A SECTION BY SECTION GUIDE

Financial Overview

These pages (pages 9 to 15) explain how the long term financial strategy ensures that large infrastructural costs and the funds borrowed to pay for these costs are manageable in the context of the day to day running of the Council's operations. The Council uses a strict set of well-established financial guidelines to maintain this strategy. These are outlined here, along with a summary of future financial projections for the next 10 years.

Also included within this section on pages 16 and 17 is information on the rating system and the impact the 2001/02 rates will have on a cross section of properties.

Service Level & Programme Changes

This section (pages 18 to 26) summarises the differences between this Financial Plan and last year's Financial Plan. The individual items have been listed in bullet point form under the following headings:

- committed costs
- committed operating costs approved by Council
- committed capital costs approved by Council
- cost increases due to growth
- new operating initiatives
- new capital initiatives
- efficiency gains

Towards the end of this section are the capital projects which have been deleted from the 5 year programme. These projects were included in last year's Financial Plan and have, for various reasons (which have been noted) been deleted. There are also three pages detailing the central city rate proposal, a proposed increase in undergrounding of overhead wires and a proposal to abolish sports ground charges, reduce sports ground lease costs and reduce rates for sports clubs.

Orion Gas Proceeds

This section (pages 27 to 30) sets out the background to the proceeds from the sale of the Orion North Island gas assets, what the Council proposes to do with the monies and other possible options. The public are invited to make a separate submission on the proposal.

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

This section (pages 31 to 70) outlines and provides a budget for each of the Council's services. Included are the infrastructural services, such as city streets, parks, sewerage and waterways; cultural, community and recreational services such as the art gallery, museum, libraries and Council housing; and the Council's trading enterprises such as the Orion Group, the Lyttelton Port Company and the Christchurch International Airport Company. For each activity or organisation, all new services are described.

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

The performance indicators include a mix of measures in terms of quantity, quality, timeliness, etc. Each indicator is related back to a specific objective and indicates whether the objective or specified progress towards it has been achieved. For Objective 1 Performance Indicators 1.1, 1.2 etc. are relevant, Objective 2 Performance Indicators 2.1, 2.2 and so forth.

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

The categories used to classify capital expenditure are:

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

Forward Capital Programme

This section (pages 71 to 89) itemises what capital improvements are scheduled throughout the city for the next five years, and how much is budgeted for each. It includes infrastructural renewals and replacements such as to streets, parks and water services; as well as developments to improve sports, leisure, recreation, community, economic and environmental services.

Community Board Funded Projects

This section (pages 90 to 93) itemises Community Board funded projects. These projects, which relate to each Community Board area, include new operating initiatives as well as capital expenditure on neighbourhood parks and suburban streets.

Supporting Information

This section (pages 94 to 118) contains the budgeted financial statements, a list of proposed fee changes for various Council services, the Equal Employment Opportunity Programme for 2001/02, a list of elected members and senior staff, and a glossary of terms. At the back of this section is a tear-out submission form. A directory of Council Service Centres and contact addresses can be found on the inside back cover.

Introduction

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

- The Plan has been developed within the parameters as set out in the Council's Financial Management Principles and Policy (see page 12). The main objective of the policy is to ensure that major projects, resulting operating costs and debt are maintained at manageable levels.
- At the heart of this policy are four ratios, within the parameters of which the Council has committed itself to operating. These ratios set maximum limits in relation to the key financial drivers.
- The four key ratio and the maximum limits are:

	Policy Limit
Term Debt as a percentage of Total Assets	- Maximum 12%
Term Debt as a percentage of Realisable Assets	- Maximum 33%
Net Interest as a percentage of Operating Revenue	- Maximum 8%
Net Debt in relation to funds flow	- Maximum 5 times
- The 10 year projections are within the ratio limits (see ratio graphs on pages 14 and 15).
- From 2000/01 provision has been made for additional debt repayments by the Council of \$3.6M from dividends received. This additional repayment by the Council offsets a reduction of the debt repayment by Christchurch City Holdings Ltd.
- An important principle of the Financial Management Policy is to generate surpluses thereby enabling the Council to reduce its dependence on borrowing to fund capital works.
- The projections (operating and capital) include an inflation provision of 2% per annum.
- The Council maintains a 20 year financial model which takes account of all of its plans and financial arrangements and enables the impact of these to be monitored to ensure they are sustainable in the long term.
- The financial summary on the next page illustrates the impact of both expenditures and revenues on borrowings, debt and rate levels.
- Confirming the strength of the Council's overall financial position is the current AA international credit rating, first given by the international credit rating agency Standard & Poor's in 1993 and reconfirmed in 2000.

Summary of 2001/02 Rates Requirement

Approximately half of the Council's operating expenditure is met by interest revenue, dividends from trading activities, and user charges. The balance of this expenditure is funded by rates.

The following table outlines the impact of new operating and capital initiatives on the rates requirement:

	Total	% Increase
• Percentage increase to maintain services at their current level ⁽²⁾	\$135.84M	(0.34%)
• Percentage increase to fund increased operational services ⁽³⁾	\$138.52M	+ 1.64%
• Percentage increase to fund additional capital expenditure ⁽⁴⁾	\$136.61M	+0.23%
• Percentage increase to fund both the operating and capital initiatives	\$139.29M	+ 2.20%

Notes:

- ⁽¹⁾ All four of above lines include the efficiency gains of \$3.55M (see page 21).
- ⁽²⁾ This excludes the new operating initiatives of \$2.68M (see page 19) and the new capital initiatives of \$10.93M (see page 20).
- ⁽³⁾ This includes the new operating initiatives of \$2.68M, but not the new capital initiatives.
- ⁽⁴⁾ This includes the new capital initiatives of \$10.93M, but not the new operating initiatives.

The following table shows the percentage of operating expenditure funded by rates over the last five years:

	Approved Budget 97/98	Approved Budget 98/99	Approved Budget 99/00	Approved Budget 2000/01	Draft Budget 2001/02
Rates as a percentage of Total Operating Expenditure	53.79%	52.96%	52.91%	53.98%	53.05%

FINANCIAL OVERVIEW

Financial Forecasts	2000/01 Approved Budget	2001/02 Draft Budget	2002/03 Forecast	2003/04 Forecast	2004/05 Forecast	2005/06 Forecast	2006/07 Forecast	2007/08 Forecast	2008/09 Forecast	2009/10 Forecast	2010/11 Forecast
OPERATING SUMMARY											
Operating Expenditure	\$M 183.94	\$M 202.53	\$M 207.51	\$M 211.45	\$M 226.40	\$M 230.18	\$M 234.32	\$M 239.42	\$M 242.90	\$M 247.24	\$M 252.13
Depreciation	48.53	51.94	53.61	54.88	55.85	56.77	57.63	58.55	59.42	60.28	61.19
Provision to Fund Landfill Aftercare	0.77	0.77	0.75	0.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest Expense	5.25	7.32	7.68	8.13	8.81	10.49	11.94	13.43	14.69	15.88	17.33
Total Operating Expenditure	238.49	262.55	269.55	275.19	291.05	297.43	303.89	311.40	317.01	323.41	330.65
Ordinary Revenues	(83.07)	(87.46)	(89.62)	(91.87)	(90.71)	(90.53)	(89.28)	(89.28)	(89.01)	(88.93)	(88.86)
Interest and Dividends from CCHL	(30.30)	(158.60)	(33.00)	(33.00)	(31.50)	(32.50)	(33.00)	(34.00)	(35.00)	(36.00)	(37.54)
Interest Received	(7.85)	(14.09)	(15.29)	(13.80)	(12.96)	(13.07)	(13.34)	(13.61)	(13.93)	(14.23)	(14.58)
Rates	(128.72)	(139.29)	(145.27)	(154.60)	(170.06)	(177.69)	(185.63)	(194.16)	(201.10)	(208.63)	(216.56)
Operating Surplus/Contribution to Capital Projects	(11.46)	(136.88)	(13.63)	(18.08)	(14.18)	(16.36)	(17.37)	(19.65)	(22.03)	(24.38)	(26.89)
Percentage Rate Increase (excludes Central City Rate)	1.96%	2.20%	2.82%	4.97%	8.60%	3.27%	3.30%	3.48%	2.52%	2.72%	2.81%
CAPITAL FUNDING SUMMARY											
Capital Expenditure	\$M 114.28	\$M 117.21	\$M 109.00	\$M 97.19	\$M 97.23	\$M 88.56	\$M 92.55	\$M 87.07	\$M 86.11	\$M 91.07	\$M 99.45
Provision for Debt Repayment	2.61	2.13	1.99	1.79	1.75	2.63	3.29	4.03	4.69	5.26	5.90
Loan to Jade Stadium *	25.22	23.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Capital Cost	142.10	142.99	111.00	98.98	98.98	91.19	95.84	91.11	90.80	96.33	105.35
Funded by:											
Depreciation and Surplus on Operations	(51.96)	(180.98)	(59.08)	(64.67)	(61.57)	(64.44)	(65.98)	(68.86)	(71.72)	(74.55)	(77.52)
Provision to Fund Landfill Aftercare	(0.77)	(0.77)	(0.75)	(0.74)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Repayment/Sale of Assets in Total	(0.00)	(47.00)	(0.93)	(1.32)	(1.43)	(1.55)	(1.68)	3.18	3.03	2.87	2.70
Surplus Capital to Reserve for investment	(45.64)	43.51	(43.40)	(27.25)	(2.96)	0.00	0.00	0.00	0.00	0.00	0.00
Reserves	(11.94)	68.82	(4.95)	(3.76)	(3.76)	(3.29)	(3.37)	(3.33)	(3.30)	(3.26)	(3.23)
External Funding for Capital Projects	(1.59)	(1.45)	(0.49)	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)	0.00	0.00	0.00
Borrowing Required for the Annual Programme	30.21	25.13	1.41	1.22	29.23	21.89	24.80	22.08	18.81	21.39	27.30
KEY ASSETS/LIABILITIES											
Gross Debt	\$M 94.01	\$M 105.04	\$M 98.11	\$M 96.80	\$M 125.73	\$M 147.51	\$M 172.22	\$M 194.24	\$M 213.01	\$M 234.34	\$M 261.57
Less Sinking Funds & Debt Repayment Reserves	(47.90)	(93.17)	(44.04)	(16.46)	(16.36)	(19.95)	(24.44)	(29.94)	(36.43)	(43.87)	(52.27)
Term Debt	46.10	11.86	54.07	80.34	109.37	127.55	147.78	164.30	176.59	190.47	209.30
Less Reserve Funds	(27.46)	(101.16)	(102.03)	(103.92)	(107.01)	(110.45)	(113.12)	(115.88)	(117.59)	(119.34)	(121.12)
Net Debt *	18.64	(89.29)	(47.96)	(23.59)	2.36	17.10	34.66	48.42	59.00	71.13	88.19
TOTAL ASSETS (CCC & CCHL)	3,855.83	3,827.16	3,882.55	3,924.86	3,966.25	3,998.04	4,032.96	4,066.49	4,098.17	4,133.96	4,177.21
REALISABLE ASSETS (CCC & CCHL)	2,061.37	1,992.65	2,057.94	2,111.66	2,164.31	2,215.74	2,266.44	2,321.36	2,375.49	2,428.83	2,481.40

* Gross debt has increased by \$43M reflecting Council borrowing to on lend to Jade Stadium Ltd (JSL). Repayments from JSL have been factored in from 2002/2003. The interest costs on the borrowings are fully serviced by JSL.

The table on the previous page summarises the Council's long term financial strategy. For more details about the factors influencing the strategy and the key long term issues for the Council, readers are referred to the Strategic Statement booklet. This has been published in conjunction with the draft Financial Plan and includes a section on the Long Term Financial Strategy.

Capital Expenditure

New Items

The 2001/02 capital programme includes a number of new initiatives (\$10.93M). The new initiatives reflect a desire on the part of the Council to provide facilities to meet changing demands; to ensure that the city is environmentally sustainable; to address some of the imbalances in the distribution of facilities and services around the city; and to continue improving the city's basic infrastructure. The list of new capital initiatives can be found on page 20.

Operating Expenditure

(a) Operating Surpluses

The Council's Long Term Financial Strategy which was adopted in July 1998 made provision for operating surpluses. These surpluses have been increased to fund additional capital expenditure in addition to the original commitment to repay debt. A formula was established which ensured that the funds generated from a combination of depreciation (less funds appropriated back to reserves and separate accounts) plus the balance of the operating surplus (in excess of debt repayment provision) was sufficient to fund 55% of the average annual forecast capital expenditure over the next 20 year period. A further improvement to this policy for the 2002 Financial Plan is an increase from 55% to 66% to be phased in over the period 2001/02 to 2010/11.

(b) Depreciation

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

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

The Institute of Chartered Accountants of New Zealand has recently advised that due to a change in accounting standards the LRARA approach can only apply for the next three financial years. From 1 July 2003 normal straight line depreciation will apply. If as a result of this change the depreciation charge increases, the increase will be funded by reducing the surplus by an equivalent amount.

The total depreciation provision for 2001/02 is \$51.94M and this is projected to increase in a steady fashion to \$61.19M in 2010/11.

(c) Ordinary Operating Expenditure

This budget takes account of efficiency gains of \$3.94M. However, it has also been necessary to factor in inflation of \$6.22M. This is currently projected at 4.2% for the year ending March 2001. Other pressures

on the operating budget include costs due to growth (\$1.23M) and other costs resulting from additional services and commitments made by the Council (\$9.9M). Included within the committed cost figure is \$4.56M for rates payable on the Council's infrastructural assets. This is a new requirement of the Valuer General's Office. The net cost of this charge is small as a significant part is received back as rates by the Council.

Expenditure Control

This year's Financial Plan is forecasting increases of 4.97% and 8.60% in years 2003/04 and 2004/05 respectively. These increases reflect the impact of the new Art Gallery, Waste Treatment Plant and new landfill coming on stream from late 2003. Given the rating implications the Council has put in place the following measures:

- For the next three years all draft budgets are to be within the financial model with new initiatives being funded from efficiency gains or substitutions.
- The unspecified capital provision for future years has been removed although a Capital Contingency Fund has been provided to meet unexpected costs and cost increases only.
- The Unspecified Operating Sum in years 2, 3 and 4 have been abolished.

Amended Debt Repayment Provision

During 2001/02 Christchurch City Holdings Ltd (a 100% Council owned holding company) will receive from Orion Group Ltd, \$175M being its share of the surplus from the sale of Enerco Gas Networks. Part of the proposed application of these monies is to transfer \$100M to the Debt Repayment Reserve. This Reserve Fund is utilised to reduce debt. The \$100M will be added to that currently in the Debt Repayment Reserve and will help reduce forecast net debt to \$88.19M in year 10.

Capital Endowment Fund

It is proposed to transfer \$75M of the Orion Gas proceeds into a Capital Endowment Fund. A portion of the income from this Fund would be reinvested to protect the fund against inflation and the remainder would be available for economic business and civic development projects. The 2001/02 income from the fund is projected to be \$3.4M. This fund and the amount transferred to Debt Repayment are subject to public consultation. For more detail see pages 27 to 30.

Dividends

Dividend projections for 2001/02 include a special dividend of \$128.0M which is part of the Orion gas proceeds and \$30.6M in ordinary dividends. The \$30.6M represents dividends from Christchurch City Holdings Ltd. The \$128M special dividend is not normal operating income and is being transferred to the Debt Repayment Reserve and the Capital Endowment Fund.

Borrowing and Consolidated Debt

In accordance with existing policy, the Debt Repayment Reserve will be used in lieu of borrowing and to repay loans as they fall due. The \$25.13M to be borrowed relates to borrowing for equity investments and

FINANCIAL OVERVIEW

to on lend to Jade Stadium Ltd. The equity borrowing includes \$1.07M to fund Transwaste Canterbury Ltd and \$400,000 to fund Christchurch City Facilities Ltd. Also included within the borrowing figure is \$23.65M to on lend to Jade Stadium Ltd. The interest costs on this debt are fully serviced by Jade Stadium Ltd.

Rates and Ordinary Revenues

The financial summary shows an average rate increase for 2001/02 of 2.20% which is 0.27% below the projected rates figure. Projected rate increases for the next 10 years are in the 2% to 4% range. The exception to this is year 4 (2004/05) with a projection of 8.60%. This is primarily caused by the impact of new capital projects like the new Art Gallery, the Bromley Treatment Works, and increased costs associated with the new landfill/waste minimisation.

Interest Rates and Inflation Provisions

In establishing the projections interest rates of 6% for interest earnings and 7% for debt servicing have been factored into year 1 and subsequent years.

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

Growth in the Rating Base

The 2001/02 budget allows for \$6.97M in additional rates revenue from capital value growth. This includes \$2M for ordinary capital growth from subdivisions and new buildings plus an additional \$4.97M from the inclusion of infrastructural assets on the rating roll.

Credit Rating

In 1993 the Council received an AA international credit rating from Standard & Poor's. This was reconfirmed again in 2000.

This high rating reflects the strong overall financial position of the Council and the steps taken to eliminate the operating deficit and control the level of debt through a clearly defined debt management policy together with a debt repayment reserve.

The projected increased level of funding capital expenditure from operating surpluses and the impact on reduced long term net debt will provide additional reassurance to the credit rating agency.

Financial Management

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

Financial Management Principles and Policy

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

- Debt repayment programme over 20 years to ensure inter-generational equity.
- 55% of average annual capital expenditure for year 1 (rising in steady progression over the next 10 years to 66%) to be funded from depreciation and operating surpluses.

[Note: The average percentage has been increased from 60% to 66% and spread over 10 years.]

- New asset net additions funded both from loans and internal financing.
- Operating expenditure will be funded from operating revenue.

1. Operating Surpluses

The operating surpluses are calculated using the formula detailed on page 11. The surpluses for the first four years of the Plan will be:

Year	2002 Plan
2001/02	\$8.88M *
2002/03	\$13.63M
2003/04	\$18.08M
2004/05	\$14.18M

* Has been adjusted to remove the effect of the Orion Gas Proceeds of \$128M

2. Reserves and Sinking Funds

Provision by way of reserve/sinking fund will be made each year for repayment of all new loans raised by the Council, plus the existing debt of Christchurch City Holdings Ltd, at no less than 3% of the amount borrowed, ie to fix a debt repayment time frame of 20 years for the City Council.

3. Financial Ratios

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

4. Operating Expenditure

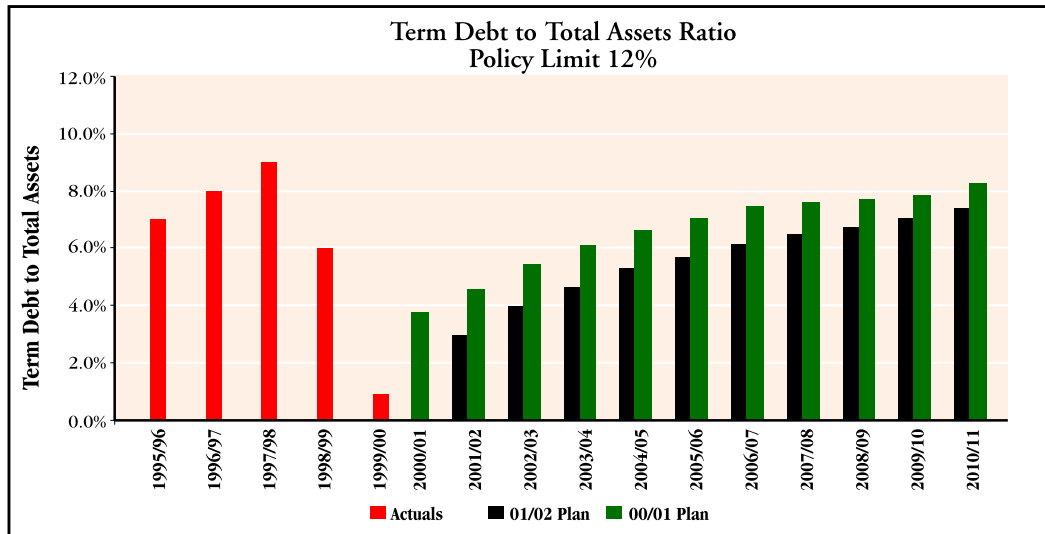
The operating expenditure of the Council shall be met from operating revenues.

5. Infrastructural Asset Expenditure

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

FINANCIAL OVERVIEW

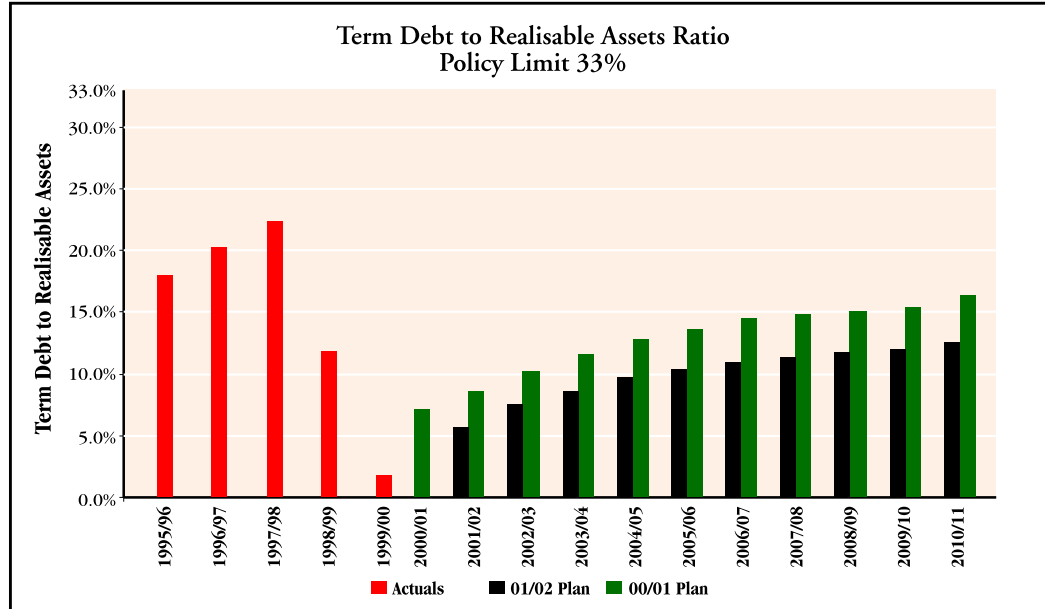
The four financial ratios referred to on pages 9 and 12 are described and graphed below:



Term Debt to Total Assets Ratio Policy Limit 12%

This graph compares the term debt (ie gross debt, less the dedicated debt repayment reserves) with the total assets of the Council and sets a maximum of 12 per cent. Included on the graph are details from last year's Financial Plan and actuals from previous years. This comparison helps to highlight the impact the Orion monies will have on Council debt.

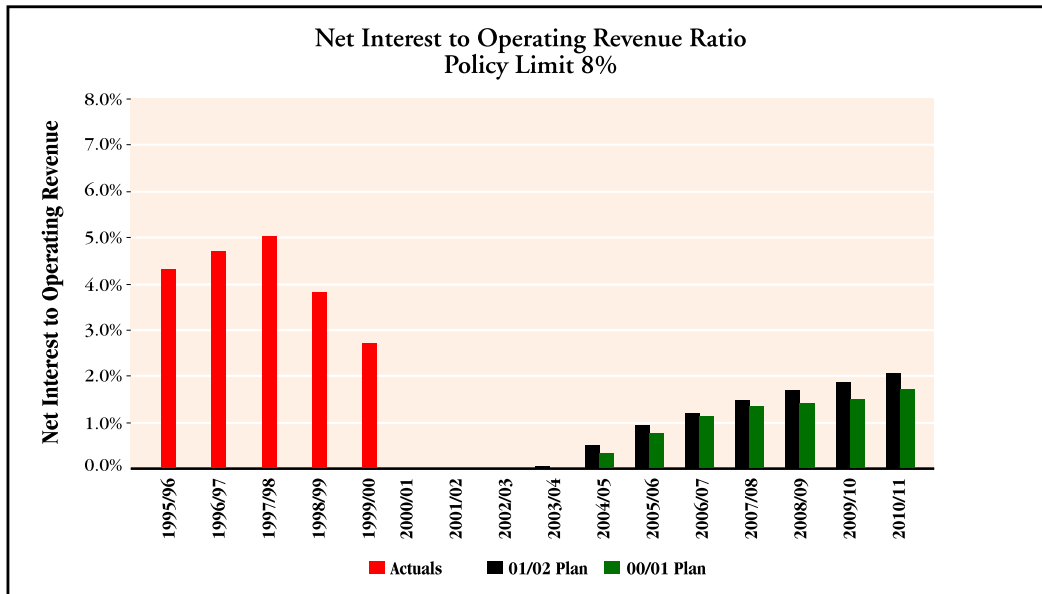
This is like saying how large your mortgage is compared to the value of all your assets. The ratio is currently 2.94 per cent and reaches a peak of 7.40 per cent in 2010/11. Over a 20 year period it reaches a peak of 8.35 per cent in 2020/21.



Term Debt to Realisable Assets Ratio Policy Limit 33%

This graph compares total debt with a significantly reduced category of assets which are more normal business type assets. Included on the graph are details from last year's Financial Plan and actuals from previous years. This comparison helps to highlight the impact the Orion monies will have on Council debt.

The assets used as the measurement base exclude those which are basic to the needs of the city, such as roads, sewers, parks and water supply but includes property, vehicles and trading investments. The ratio has a maximum of 33 per cent. It is currently 5.64 per cent and reaches a peak of 12.46 per cent in 2010/11. Over a 20 year period it reaches a peak of 13.28 per cent in 2016/17 and declines thereafter.

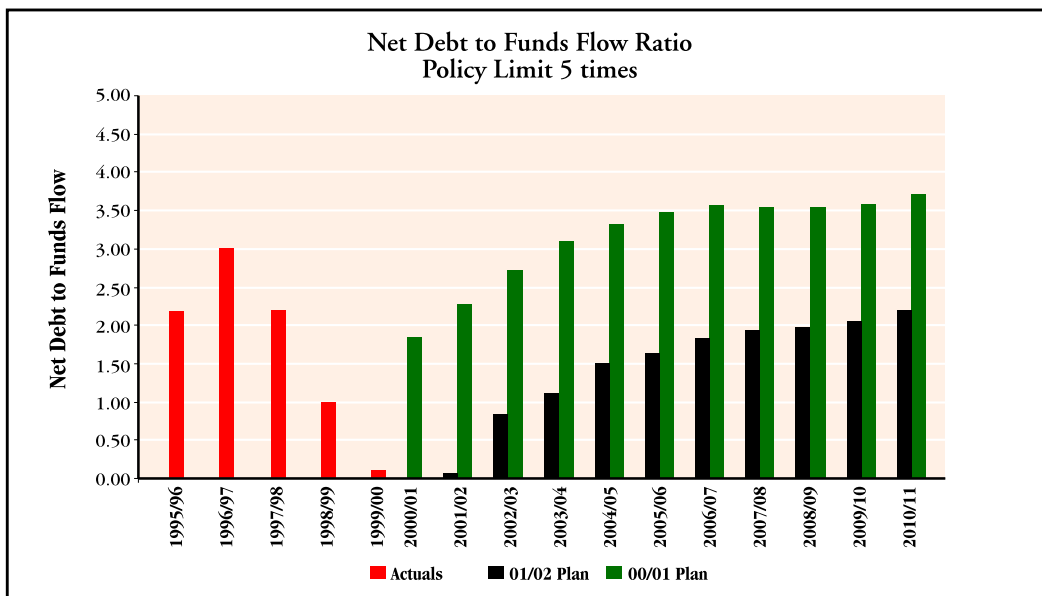


Net Interest to Operating Revenue Ratio Policy Limit 8%

This graph measures how much of the Council's income is spent on interest. Included on the graph are details from last year's Financial Plan and actuals from previous years. This comparison helps to highlight the impact the Orion monies will have on Council debt.

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

The ratio maximum is 8 per cent. The ratio is currently -1.28 per cent and reaches a peak of 2.04 per cent in 2010/11. Over a 20 year period it reaches a peak of 2.63 per cent in 2020/21.



Net Debt to Funds Flow Ratio Policy Limit 5 times

Net debt is total debt less all other cash reserve funds which the Council holds. The graph compares this with the annual cash flow of the Council. Included on the graph are details from last year's Financial Plan and actuals from previous years. This comparison helps to highlight the impact the Orion monies will have on Council debt.

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

The maximum of 5 indicates that net debt could be repaid with five times the annual cashflow. Currently the ratio is 0.05 times and reaches a peak at 2.18 times in 2010/11. Over a 20 year period it reaches a peak of 2.30 times in 2014/15 and declines thereafter.

6. Depreciation

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

7. Application of Cash Surpluses

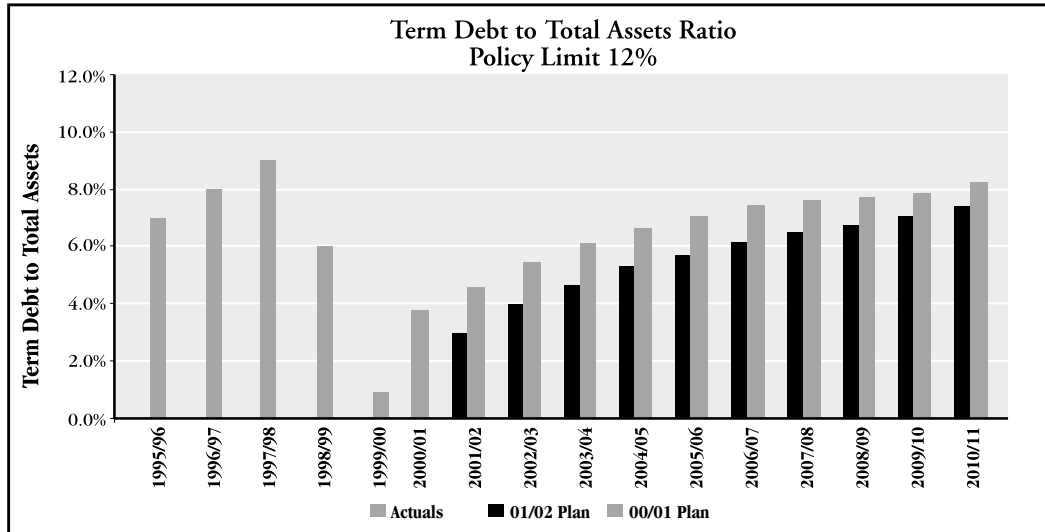
Cash surpluses in excess of budget from any year will be applied to reduce the borrowing requirement of the subsequent year.



Some of the prize winning gardens from the 2000 Garden Competition

FINANCIAL OVERVIEW

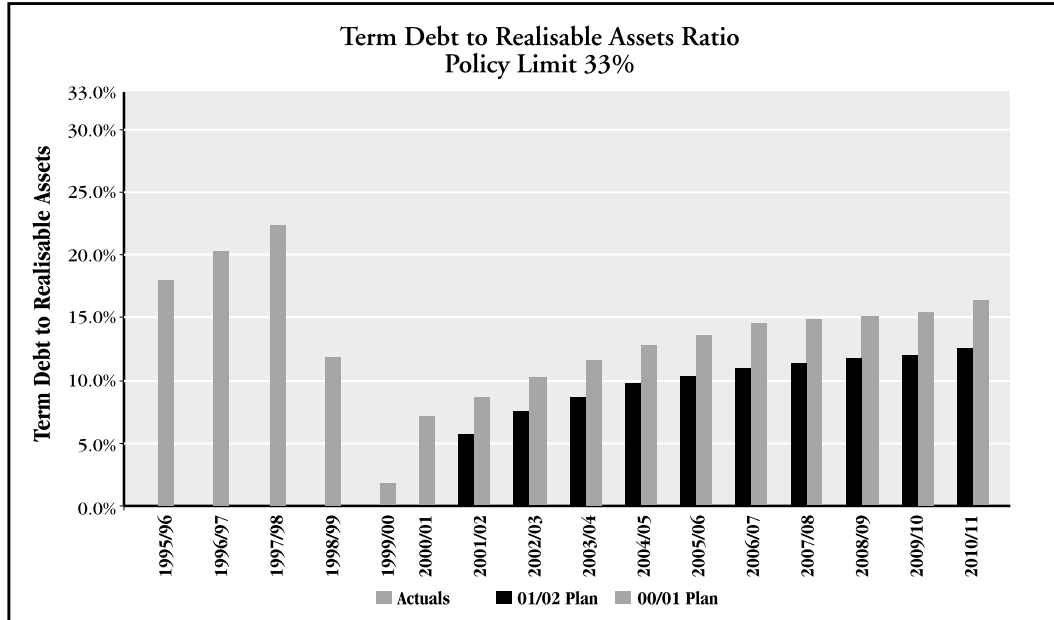
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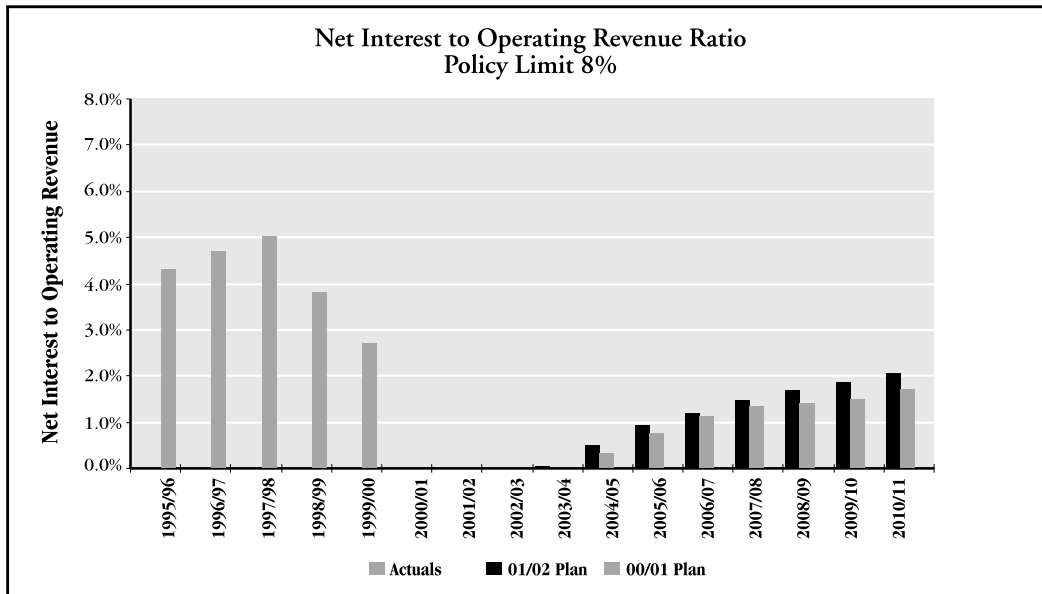
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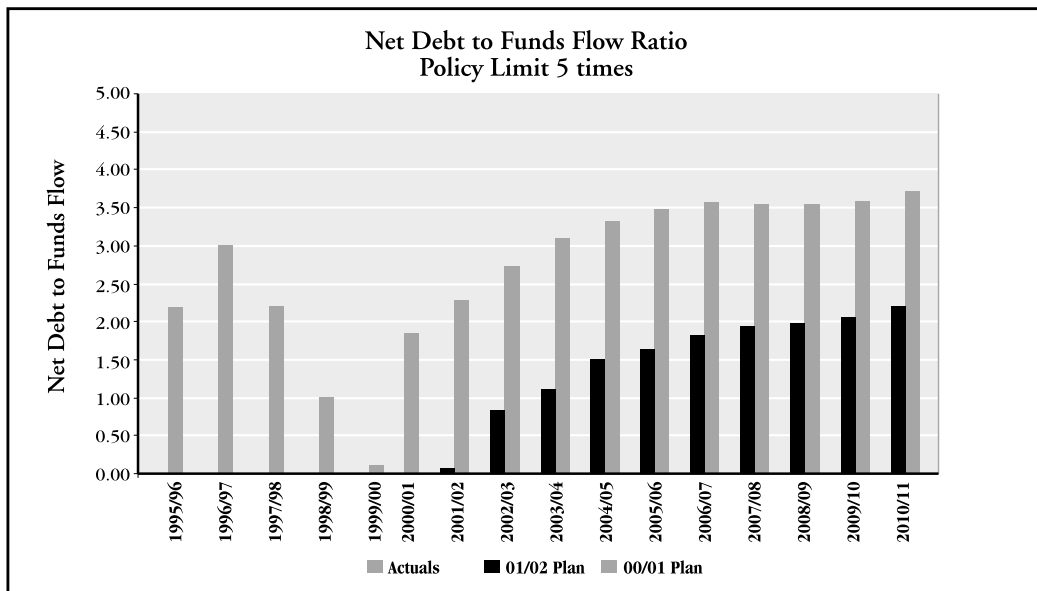


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RATING INFORMATION

Rating Policy is based on the Funding Policy

The application of the Funding Policy determines the allocation of rates to sectors and therefore the rates on each property. For information on the Funding Policy please refer to the relevant section in the Strategic Statement.

Rating Overview

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

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

Property values were revised in September 1998. The next revaluation is in September 2001 and these will apply to the 2002/03 year.

Rates of \$139.29M (exclusive of GST) will be levied for 2001/02. This is an overall increase in the rate requirement of 2.20% over 2000/01 after taking into account the growth in the rating base.

Rate Types

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

• General rates	\$89,428,239
• A Uniform Annual General Charge (\$105 per property)	\$12,415,200
• Separate rates for:	
- Water	\$11,573,032
- Sewerage	\$16,423,399
- Land and Stormwater Drainage	\$8,847,141
- Central City	\$600,000

Rate Type Descriptions

General Rates

General Rates are levied on capital values according to the Funding Policy. General rates (including the Uniform Annual General Charge) provide for approximately 73.12% of the total rate requirement of the Council, being the net rate requirement after separate rates are determined.

Uniform Annual General Charge

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

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

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

Separate Rates

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

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

Separate Sewerage Rate. This rate is levied to recover

the costs of sewerage on all properties within the serviced area.

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

Separate Central City Rate. It is proposed to levy this rate on the Central City Business Area. Funds collected from this rate will be used for marketing and promotion and strategic planning for the Central City business area.

Differential Rating

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

The differential sectors are:

Sector A - Residential and other property including vacant land

Sector B - Commercial and Industrial Property including vacant land (the Central City Business area is part of this sector)

Sector C - Properties used for farming

Sector D - Institutions, not for profit entities and charities

Rates for 2001/02 will be shared among the ratepaying sectors as follows:

Sector A - Residential	68.85%
Sector B - Commercial/Industrial	28.66%
Sector C - Rural	1.44%
Sector D - Institutions	1.05%

Rating by Instalments

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

Additional Charges

An additional charge of 10% will be added to each instalment which remains unpaid after its due date. Previous years' rates which are unpaid will have 10% added firstly in October 2001 and, if still unpaid, again in April 2002.

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

- (a) All applications must be in writing.
- (b) All rates must be paid in full, as a general rule, before remission is considered.
- (c) Remission will generally be given where late payment has arisen due to sickness, death, age or other acceptable genuine reasons.
- (d) No additional charge will be added where payment is received over the counter on the day following due date or through the mail on the second day following the due date.
- (e) Remission of second and subsequent additional charges where satisfactory arrangements are in place for regular payment of arrears.

RATING INFORMATION

- (f) Remission on payments made within five working days of due date, where there is no substantiated reason for remission, up to a maximum of one such remission every two years.
- (g) Remission in respect of commercial, professional or industrial properties will generally not be granted other than once every five years.
- (h) The remission of penalty on current year's rates may be granted where an agreed arrangement for payment is in place which is in excess of the current year's rates.

Postponement of Rates

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

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

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

Environment Canterbury

The Council acts as agent for the collection of rates

for the Environment Canterbury (Canterbury Regional Council) which determines its own rate levels. This policy does not refer to those rates.

Funding Policy

The Funding Policy allocates rates to the four sectors referred to earlier.

The factors considered when making such an allocation include:

- general benefits which go to the community
- direct benefits which can be directly attributable to persons or categories of person
- where there is a need to control negative effects (eg pollution)
- modifications. In order to avoid significant adjustment difficulties, the Council may adjust the amount which a sector has to pay.

The different rating sectors will experience changes to their rates over the 2000/01 rate as follows:

- Residential	+ 2.27%
- Commercial/Industrial (excluding the separate Central City rate)	+ 0.81%
- Rural	+ 11.14%
- Institutions	+ 31.19%

For further information on the Funding Policy refer to the Strategic Statement.

Rates Payable - 2000/01 Actual and Draft 2002 Financial Plan Compared

Capital Value \$	2000/01 Actual ⁽³⁾ \$	2002 Plan ⁽³⁾ \$	Difference \$
Residential⁽¹⁾			
80,000	471	480	9
120,000	654	668	14
160,000	836	855	19
200,000	1,019	1,043	24
260,000	1,294	1,324	30
300,000	1,476	1,512	36
400,000	1,934	1,981	47
Commercial⁽¹⁾			
100,000	824	830	6
160,000	1,256	1,265	9
200,000	1,544	1,555	11
300,000	2,263	2,281	18
500,000	3,701	3,731	30
Commercial Central City^{(1) (4)}			
100,000	824	882	58
200,000	1,544	1,660	116
500,000	3,701	3,992	291
1,000,000	7,298	7,878	580
Rural⁽²⁾			
100,000	306	340	34
200,000	506	576	70
300,000	707	811	104
400,000	907	1,046	139
500,000	1,108	1,282	174

Notes: ⁽¹⁾ Fully serviced properties, and includes a Uniform Annual General Charge of \$105 per property.

⁽²⁾ Not paying Water, Sewerage or Land Drainage rate. Includes a Uniform Annual General Charge of \$105 per property.

⁽³⁾ Includes GST but does not include the Canterbury Regional Council Rates.

⁽⁴⁾ Includes proposed Central City Rate.

SERVICE LEVEL AND PROGRAMME CHANGES

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

In the period since the last year's Financial Plan was adopted, there have been commitments as a result of capital expenditure or Government regulation or health and safety requirements. This type of commitment has been scheduled below under the heading "Committed - Operating". These commitments total \$2.99M.

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

- 'Committed Operating Costs Approved by Council'. (These costs total \$1.11M)

- 'Committed Capital Costs Approved by Council'. (These costs total \$6.59M)

Also listed below are:

- 'Costs due to growth' (\$1.32M)

- 'New Operating Initiatives' (\$2.68M)

- 'New capital initiatives' (\$10.93M)

Offsetting all of the above are the efficiency gains of \$3.55M.

Already Committed (Operating)

Art Gallery

- Ramping Up to for New Christchurch Art Gallery. Includes new staff in the curatorial area, frame restoration 336,000

Car Parking

- Crossing Car Park to reflect a full year 116,893

City Streets

- Amenity Maintenance - Major Amenity Cleaning, paving in Oxford Tce and around the bus exchange 170,000

- Carriageway Maintenance - Cost increase due to weather patterns, fuel and bitumen price increases 188,368

- Amenity Maintenance - Maintenance 30,000

- Traffic Signs - Maintenance 56,760

- Passenger Transport Infrastructure - Maintenance - bus shelter maintenance, and graffiti removal 48,000

- Shuttle Bus - cost increases 20,230

- Kerb and Channel - Street Cleaning network growth, and extra sweeping of roads, at intersections 184,000

City Water and Waste

- Solid Waste - kerbside recycling collection 112,000

- Recyclable Collection - Gas turbine/electric trucks 206,000

- Wastewater Treatment Plant resource consent monitoring costs 100,000

- Liquid Waste - Bio-solids to forests related moisture content 300,000

- Water Quality Assurance for new Ministry of Health requirements 20,000

Economic Development and Employment - Tourism

- Funding to meet depreciation and interest costs of new premises 50,000

Financial Services

- After Hours Answering Service 18,108

- Valuation of Land, Buildings and Infrastructural Assets 42,105

Leisure

- Pioneer and Centennial Leisure Centres - Asset maintenance 38,000

- Turning Point 2000 - Wind-up 10,000

- QEII Maintenance Contracts 25,000

- Kiwiable programme for People with Disabilities 15,000

- QE II Pools - Energy Costs 32,600

Library

- Information Technology - Year three of the technology replacement programme 52,800

- Fingertip Library - A full year's operating costs 95,000

- Central Library Development Plan - Year one - to enable better use of the space 100,000

- Community Information - CINCH 35,000

Parks and Waterways

- October 2000 Storm Damage - An increase in hillside remedial works 30,000

- Diesel Fuel Price Rises - For glasshouse and display house heating 67,500

Property - Asset Management

- New Brighton Library - Higher than normal maintenance regime 25,870

- Bus Exchange - Reflects a full year's operating costs. 194,600

- 4 year Asset Condition Audits 50,000

Public Accountability

- Orientation and Training for Elected Members 28,000

- Elected Members Fees and allowances to cover determination by the Higher Salaries Commission 201,000

Total for Committed Operating Costs \$2,998,834

Committed Costs Approved by Council During the Year

Car Parking

- The loss of metered spaces 25,000

City Streets

- Inner City Undergrounding 322,000

- Waiwetu St Undergrounding 81,000

Community Relations

- Hornby Multi-Cultural Centre 58,000

Corporate Office - Policy

- 'Our City' Environment Centre - Additional ongoing operating costs 90,000

Corporate Services

- Clean Air Programme 437,950

- Wind Energy Contract 12,000

SERVICE LEVEL AND PROGRAMME CHANGES

Leisure		Parks & Waterways	
• Events One Stop Shop	17,000	• Park Access Policy	20,000
Library and Information Services		• Sea Lettuce Removal	20,000
• Books for Babies	6,000	City Water & Waste	
• Book Drop - At the Bus Exchange	7,224	• Strategic Water Study for Canterbury	15,000
• Bus Exchange - Reduction in estimated rentals due to access ramps and Management Office occupying areas previously allowed as rentable space	62,500	• Regional Waste Minimisation Initiative (Funded from Waste Minimisation Fund)	50,000
Total Committed Costs Approved by Council	\$1,118,674	City Streets	
Cost Increases due to Growth (Operating)		• Cycling Conference - September 2001	10,000
City Water and Waste		• Facilitating Living Streets Show-Case Projects	177,350
• Kerbside recycling collection - increasing popularity of service	112,000	Community Relations	
Community Relations		• Social Initiatives Increased Funding	125,000
• Staff Resources - Community Advocacy Teams - workloads have risen through increased Community Board and community group activity	50,000	• Youth Facility - Papanui (Rental Grant)	45,000
• Staff Resources - Provision of Secretarial support for a number of community groups	39,000	• Mozambique Sister City Relationships	12,500
Financial Services		• Community Group Support	6,000
• Rates postage - There are now 137,136 rate accounts. This represents an increase in accounts and the increased work being done in the rate arrears area.	8,500	Policy Directorate	
• Bank Fees - A steady increase in electronic transactions have all contributed to this increase	16,000	• Mayor's Taskforce on Poverty	10,000
Library and Information Services		• Disability/Barrier Free Fund	20,000
• Service delivery - The overall growth in circulation increased by 1.5% in 1999/00	150,000	• Additional grant to Arts Centre to manage old GHS	30,000
Management Information Services		• City Heritage - Additional Research & Heritage Advice	50,000
• Investment in the capacity of the Council's network to cater for current and future growth	418,000	• Sustainable Christchurch Initiatives	140,000
• Microsoft 'Select' Software	100,000	• Joint Venture Partnership for Security Patrols with Police	30,000
Parks and Waterways		Art Gallery	
• The parks land asset will expand considerably through the acquisition of new reserve areas over 2000/01 and 2001/02. A total of 50 new reserves or extensions to reserves are anticipated to require maintenance during the 2001/02 financial year.	351,036	• Replication of Frames	20,000
Property - Housing		Property - Housing	
• Additional staffing resources allowed for in activities and tenancy liaison areas	80,000	• Aranui Community Renewal Project	40,000
Total Cost Increase due to Growth	\$1,324,536	Grants	
New Operating Initiatives		• National Marae Grant (Landscape Development)	8,000
Leisure		• Theatre Royal Grant	15,000
• Third Age/Older Adults Project	20,000	• High Street Project Grant	15,000
• New Water Sports Development - Aquatic Development Group	10,000	Economic Development & Employment	
• Art & Industry Biennial Festival	40,000	• Canterbury Regional Economic Development Strategy	50,000
• New Zealand Recreation Association Annual Conference	10,000	• New Employment Initiatives	85,000
• PGA Golf Tournament Australasia	50,000	• Hi Tech Incubator	40,000
• World Wheelchair & Amputee Games 2003	25,000	• Domestic Marketing Campaign	175,000
		Information Directorate	
		• Electronic Services Development (Phase 1)	203,241
		Central City Initiatives	
		• Long Term Urban Development Strategy / East Side	60,000
		• Verandah Clean Up Programme/Streetscape Enhancement	20,000
		• Free Short Term Off Street Parking Lichfield, Farmers & Crossing Park only (1 Hour)	180,000
		• Central City Promotion (To be funded by a Central City Rate)	600,000
		Corporate Services	
		• Clean Air Programme - Low Income Assistance (Increased Funding)	180,000

SERVICE LEVEL AND PROGRAMME CHANGES

Environmental Services

- Swimming Pool Inspection 70,000

Total New Operating Initiatives **\$2,677,091**

New Capital Initiatives

Parks & Waterways

- Parks - New Reserve development catch up 200,000
- Victoria Street Clock strengthening 50,000
- Botanic Gardens Band Rotunda refurbishment 60,000
- Parks Post Storm tree replacement 100,000
- Caverock Landscape development 170,000
- Youth and Pre-teen recreational facilities 40,000
- Natural Asset Management Strategy 200,000
- Banners for Suburban Area 40,000

City Water & Waste

- Composting Rag & Grit 150,000
- RMF - Glass Crusher 248,000
- Solid Waste Strategic Land Purchase 500,000

Libraries

- Ethnic Collections 17,000
- Central Library - Self-Issue Machines 60,000

Art Gallery

- Acquisitions 50,000

Property - Housing

- New Partnership Initiative 300,000
- Housing - Upgrades/Enhancement Projects 130,100

Property - Asset Management

- Redcliffs/Sumner Community Creche (\$300,000 over 2 years) 100,000
- Lichfield St - Additional Elevator 250,000
- North New Brighton Community Centre (\$400,000 over 2 years) 200,000
- Civic Offices Accommodation (\$10M over 2 years) 5,000,000
- Tuam Street Carpark 130,000

Information Directorate

- Electronic Services Development (Phase 1) 574,500

City Streets

- Safety Improvement Works - Avonside Drive 65,000
- Road Pavement Replacement 500,000
- Road Network Improvements
 - Halswell Junction 80,000
 - Treffers/Parkhouse 80,000
 - Amyes/Goulding/Shands 45,000
- Travis Road Traffic Management 10,000
- Latimer Square Hereford to Worcester 140,000
- Cathedral Square Stage V 500,000
- Cashel Mall Upgrade 40,000
- New Brighton Mall 500,000
- Road Safety/Safe Routes to School 55,000
- Evans Pass Safety Improvements 150,000
- Northcote Rail Crossing Signals 50,000
- Eastgate Pedestrian Signals 50,000
- New Footpaths 50,000
- Cycleways
 - Port Hills Rd - Avoca Valley Path 20,000
 - Annex Rd Link Improvements 30,000

Total New Capital Initiatives **\$10,934,600**

Committed Capital Costs Approved by Council During the Year

City Streets

- Blenheim Road Deviation 5,042,496
- Street Lighting Upgrading - Inner City Undergrounding at Waiwetū St 93,000

Art Gallery

- New Christchurch Art Gallery - Revised budget provision 1,059,000

Library & Information Services

- Resources for Library in the South 350,000

Corporate Office - Policy

- Our City Environment Centre Fitout 50,000

Total Committed Capital Costs Approved by Council **\$6,594,496**



Kerb and channel work being undertaken in Woodham Road

SERVICE LEVEL AND PROGRAMME CHANGES

Efficiency Gains (Operating budgets)

Throughout the year steps are taken to identify more efficient and more effective processes. Movements in efficiency and effectiveness are ongoing and it is not easy to record many of them, but those specifically recorded in this Financial Plan total \$3.55M.

'Change Proposal Savings'

This was an organisational change which reduced Council staff by 54.5 full-time equivalents. It was achieved without the need for any involuntary redundancies. The ongoing savings total \$2.45M and these have been factored into 2001/02 Unit budgets.

Unit/Team	FTE Saving	\$ Saving
City Water and Waste		
Maintenance Teams	14	(525,000)
Contracts	1	(45,000)
Trade Waste	2	(90,000)
Customer Services	4	(180,000)
Support	2	(90,000)
Other Teams	3.5	(170,000)
Parks and Waterways		
Parks Rangers	3	(120,000)
Botanic Gardens	6.5	(163,000)
Other Teams	3.5	(167,000)
Consultant fees		(100,000)
GeoData Services)		
Product Delivery Team	10	(390,000)
Corporate Office and Internal Services		
Corporate Assurance	1	(50,000)
MIS	2	(120,000)
HR and Corporate Office	2	(80,000)
Property Maintenance		(220,000)
Publishing and Design		(250,000)
Cars		(210,000)

54.5 (\$2,970,000)

Funding for Proposed
New Positions 520,000

Total Change Proposal Savings (\$2,450,000)

Other Efficiencies and Savings

These are not part of the Change Proposal above and are as follows:

• Car Parking

- The ongoing partnership development between the Parking Unit and Collections Unit of the Department for Courts has resulted in an increase in the total dollar amount of fines collected (150,000)

• City Water and Waste

- Solid Waste - Operational cost saving at Burwood due to completion of gas trials, reduced depreciation and reduced professional fees (66,000)
- Water Supply - Saving from renegotiated City Care contract for maintenance of water reticulation system (90,000)

• Community Relations

- Non-replacement of a staff resource (38,000)
- Reduced photocopying provision to reflect 'e.Council' initiatives and changes to the Council Agenda (55,000)

• Corporate Services

- Right-fax project - A central fax in the Document Distribution Centre will receive faxes which will be forwarded to staff electronically as messages are received. This will reduce the number of fax machines and dedicated lines required. (15,900)
- PC Installations (40,000)
- Pipe-yard Relocation - Better utilisation of staffing and leased space will lead to lower overall costs of Store Operations (14,400)

• Environmental Services

- Two of the Unit's 14 teams have lower staff levels than last year (80,000)

• Financial Services

- Financial Services Computer (AS400) Operating Costs - Savings on 'overlap' operating costs (16,000)
- Payroll Bureau Costs - The proposed implementation of an in-house SAP payroll system in 2002 has enabled Financial Services to reduce the bureau payments it makes (20,000)
- Audit Fees - Additional systems work required to document and evaluate the new SAP/GEMS accounting system not required in 2001/02 (10,000)
- Stationery savings (13,000)

• Library and Information Services

- Bindery - Savings have been made in the Bindery through changes to work practices, resulting in fewer staff being required (75,000)

• Management Information Services

- Annual cost saving due to the planned decommissioning of the AS400 system (150,000)

• Parks and Waterways

- Continued installation of automatic irrigation systems to replace manual systems (8,500)
- Renewal of assets, particularly park toilets, through the 2000/01 and 2001/02 capital programmes will result in some cost savings through reduced repairs, cleaning and maintenance requirements (5,600)

• Property - Asset Management

- Review of proposed programmes and reactive maintenance provisions (256,179)

Total Gains (\$3,553,579)

SERVICE LEVEL AND PROGRAMME CHANGES

	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$
The following items appeared in the forward capital programme of the 2000 Plan and have since been deleted or deferred. The reason for the deletion is noted immediately below the project description.				
Capital Deletions and Deferrals				
Parks				
Amenity Landscape Planting (These minor landscape projects will be carried out utilising maintenance funds or minor landscape allocations.)				
Projects:				
Rat Island Reserve	(5,000)			
Richmond Village Green	(4,000)			
Petrie Park	(5,000)			
Ashwood Reserve	(3,500)			
Curzon Reserve	(3,500)			
Holmes Park	(4,500)			
Gloaming Reserve	(3,500)			
Ridder Reserve	(4,500)			
Matangi Reserve	(4,000)			
Springmead Reserve	(3,500)			
Starwood Reserve - Playground Renewal (Work at Starwood Reserve has been completed.)	(10,000)			
Lower Heathcote Riverbank Landscape Projects (The programme of works for the Lower Heathcote riverbank is now reducing with many of the identified projects complete.)	(20,000)			
Oruruhia Domain - Bridges/Structures (New) (The bridge at Ouruhia Domain will be constructed in 00/01 or 01/02)				(35,000)
Sabina Reserve - Amenity Landscape Planting (The residents around Sabina Reserve have indicated they do not want any further planting.)	5,000			
Total for Parks	(76,000)			(35,000)
City Streets				
Kerb and Channel				
Berwick St (Chersey to Forfar) (Completed 2000/01)	(117,859)			
Browns Rd (St Albans to Innes) (Completed 2000/01)	(234,600)			
Hills Rd (Akaroa to Aylesford) (Completed 2000/01)	(360,000)			
Prossers Rd (St Martins to Wades) (Completed 2000/01)	(183,600)			
Wades Ave (Wilson's to Prossers) (Completed 2000/01)	(132,600)			
Andersons Rd (Lowe to Tyne Sth) (deferred due to Blenheim Rd deviation Project)	(5,000)	(100,000)		
Foster St (Clarence to Low Both Sides)	(5,355)	(375,978)		
Lowe St (Tyne to End Both Sides) (deferred due to Blenheim Rd deviation Project)	(164,200)			
Lester Lane (Deans to End Both Sides)		(2,754)	(163,600)	
Eastern Tce (Birdwood to Corson Wst) (Incorrectly named in 2000 Budget)	(193,800)			
Major Amenity Improvements				
CBD Quadrants - Stage II Colombo Gloucester to Armagh (*)		(40,800)	(408,000)	
CBD Quadrants - Stage IV Lichfield to Tuam (*)			(20,400)	(204,000)
CBD Quadrants - Stage V Tuam to Moorhouse (*)			(30,600)	(306,000)
CBD Quadrants - Stage VI Kilmore to Armagh (*)				(20,400)
CBD Quadrants - Stage VIII Victoria St Kilmore to Salisbury (*)				(30,600)
(* above stages deferred beyond 5 years)				
Cycleways				
Linwood Ave (Avonside to Dyers) (Deferred beyond 2004/05)		(80,000)		
Victoria St (Bealey to Durham) (To be completed 2000/01)		(45,000)		

SERVICE LEVEL AND PROGRAMME CHANGES

	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$
Street Lighting				
Breezes Rd (Pages to Bexley) (Completed 2000/01)	(63,240)			
Port Hills Rd (Curries to Tunnel) (State Highway 50 Transit NZ responsibility)	(71,400)			
Akaroa St (Hills to Briggs) (Completed 2000/01)		(14,280)		
Annex Rd (Birmingham to Railway) (Completed 2000/01)		(16,320)		
Birmingham Dr (Wrights to Annex) (Completed 2000/01)		(32,640)		
Briggs Rd (Akaroa to Marshlands) (Completed 2000/01)		(21,420)		
Halswell Junction Rd (Alvason to Halswell) (Completed 2000/01)		(60,180)		
Lyttelton St (Lincoln to Sparks) (being completed as part of Undergrounding Project)		(61,200)		
Idris Rd (Glandovey to Blighs) (done as part of Idris Rd undergrounding project)			(38,760)	
Shirley Rd (Hills to Marshlands) (done as part of Shirley Rd Undergrounding Project)			(29,580)	
Waterloo Rd (Gilberthorpes To Brixton) (Completed)			(24,480)	
Seal Extensions				
Beach Rd (Frosts to Travis Wetlands) (not required)		(40,000)		
Neighbourhood Improvements				
Gilberthorpes/Roberts following conclusions of report on heavy vehicle study)	(45,000)			(deleted)
Halswell/Rowley (Completed)		(9,000)		
Henderson/Rowley		(2,500)		
Dovedale Avenue (completed)		(30,000)		
Ford Road at Opawa School (Completed)		(10,000)		
Total for City Streets	(1,576,654)	(942,072)	(715,420)	(561,000)
Library and Information Services				
Parklands Library (Deferred 2 years)			(357,000)	(357,000)
Parklands Library (Property Budget) (Deferred 2 years)			(430,746)	(766,938)
Total for Library and Information Services			(787,746)	(1,327,938)
TOTAL CAPITAL DELETIONS/DEFERRALS	(1,652,654)	(94,072)	(1,503,166)	(1,923,938)

Service Level &
Prog. Changes



Coastcare volunteers at work

PROPOSED CENTRAL CITY SEPARATE RATE

The Council's Central City Objectives

- Central City Strategy 2001 - "Making the central city a more attractive place to live, shop, socialize and conduct business."
- Strategic Statement Objectives relative to the Central City are to - "Maintain the City Centre as the focal point of the city by marketing the City Centre as a place to shop, visit and do business ... and to maintain and enhance the Central City as the principle commercial, administrative, employment, cultural and tourism focus for the City, and the venue for a diverse range of activities."
- Retailer/Business Stakeholders Group - View is that a formal Central City Business Association should be formed and funding pursued through a formal collection mechanism.

The following services are required to achieve these Central City objectives

- Marketing and Promotion
- Strategic Planning
- Communication/Public Relations

The benefits arising from expenditure

- The direct benefits of expenditure will be seen by businesses having additional customers visiting and purchasing of goods and services from their business. The benefit to the Council is to ensure it meets its strategic objectives.
- The area defined as the Central City Business Area will be the exclusive area of benefit, where money collected will be spent on promotion and marketing solely for that area. Only businesses within the defined area will be able to take part in the promotions, events and activities, use the logo, database, and web site.



Weekday stalls in Cathedral Square

Proposed Service Delivery

Option 1: Council contracts a formal association administered by an advisory board to provide the services. If this became the preferred option, the Council would encourage the formation of a Central City Business Association to adequately market central city business activity in line with the Council's strategic objectives for the Central City.

Option 2: Council provides the services from within the organisation, with external advice from an advisory group.

Estimated Annual Expenditure

Management	150,000
Strategic Planning/Monitoring	75,000
Promotions, Publication	375,000

	\$600,000
	=====

Proposed Funding for the Service

Funding would be by way of a separate rate to the defined area of benefit (see map on opposite page).

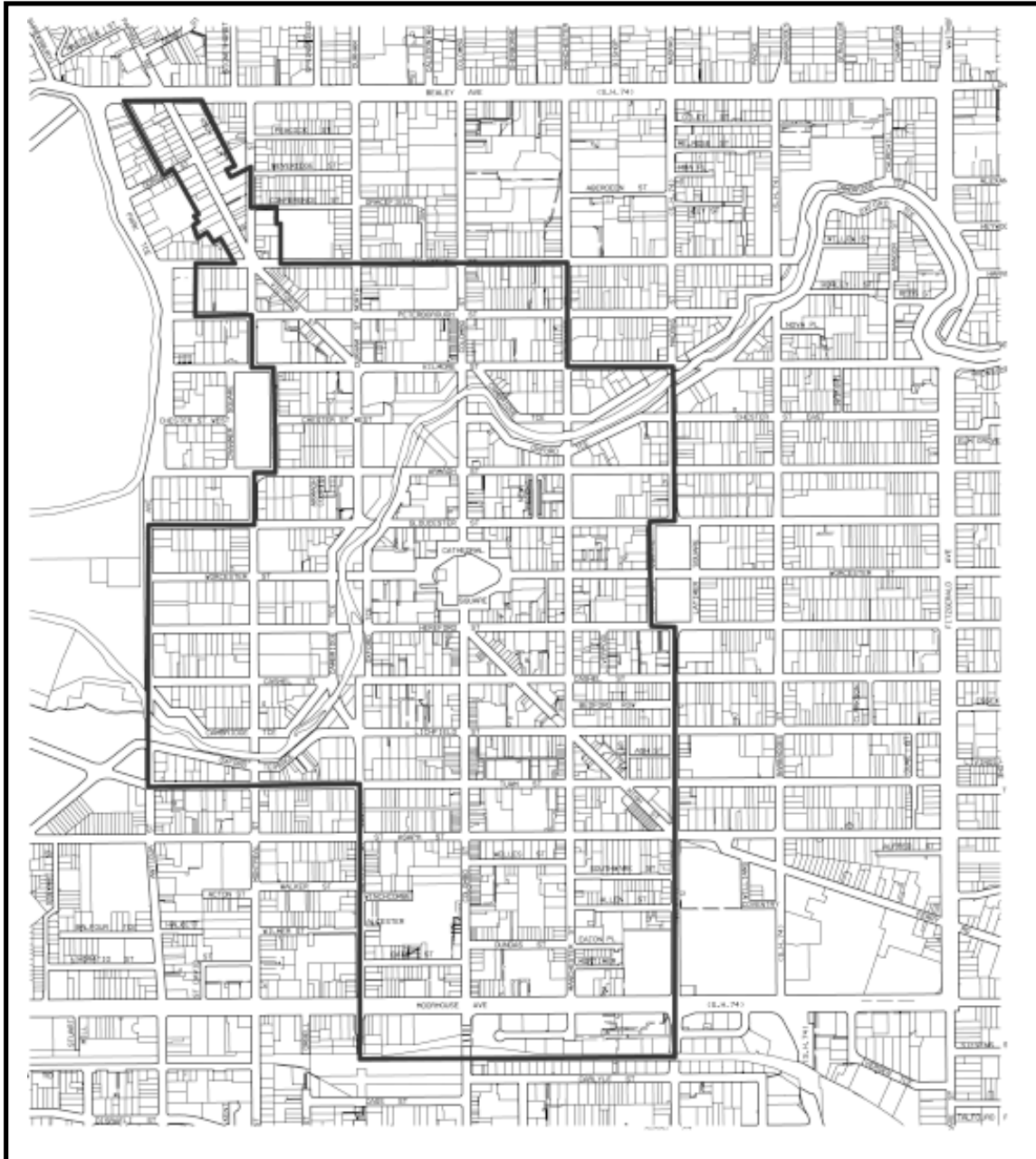
Survey of Business Support

A survey will be conducted within the area identified to seek a response on support for a separate rate.



Shoppers enjoy the shops and surroundings in the Central City

PROPOSED CENTRAL CITY SEPARATE RATE



Map of the Proposed Central Business Separate Rating Area

The text on the previous page refers to a Central City Business Separate Rating Area. The map above identifies this area. The proposed boundaries starting from the bottom of the map and going in an anti-clockwise direction are the railway line (south of Moorhouse Avenue) to Gasson Street, Madras Street, Kilmore Street, Manchester Street, Salisbury Street, Conference Street, Montreal Street, Knox Lane, Bealey Ave, Dublin Street, Salisbury Street, Peterborough Street, Montreal Street, Gloucester Street, Rolleston Avenue, Tuam Street and Durham Street South.

UNDERGROUNDING OF OVERHEAD WIRES

The City Services Outputs and Standards Special Committee, at its meeting on 26 September 2000 agreed to seek a further \$600,000 per annum for additional undergrounding to be carried out in conjunction with kerb and channel projects. Of this sum, \$483,000 would be operational expenditure and the balance - \$117,000 would be for capital expenditure on the associated street lighting.

The Council has not included this additional funding in the draft Financial Plan and instead is recommending that the proposal be canvassed in the Financial Plan process this year.

Leasing Charges

The leasing conditions and charges for sports clubs occupying the Council's land vary widely. This is primarily a result of the various policies adopted by the Christchurch City Council's predecessor councils. Work has been going on since 1997 to establish a more equitable policy.

Work to develop such a policy has focused on:

- The need to account for parks and reserves assets in a transparent manner.
- Fulfilling the Council's obligations under the Local Government Amendment Act No. 3 1996 (funding policy).
- The need to be aware that most recreation and sports organisations are reliant on voluntary labour as well as liquor sales, sponsorship and in some cases hiring of facilities to survive.
- A recognition that in many instances the recreation and sports organisations have invested in improvements in the properties and carry out the maintenance required on the sports surfaces at no cost to the Council.
- A recognition that whilst technically sports and recreation organisations that lease Council land are able to sell their facility assets, in reality the constraints imposed by the Reserves Act makes this very unlikely in most cases.
- The constraints and provisions of the Reserves Act and Local Government Act on leasing arrangements.
- Balancing recreation and sports organisations' rights to exclusive occupation under a lease and the public's right to access to parks and reserves land.
- The need for a degree of equity with similar organisations on freehold land.
- The need for a charging policy that is open and able to stand up to public scrutiny.

The Council is proposing to introduce the following formula to calculate the level of rent for the building footprint on Council reserves.

$$(A \times B \times 5\%) \times 80\%$$

Where A is a per square metre value of reserve land (the average government valuation for a sample of reserves).

B is the area of land in square metres

5% is the percentage financial return on the land value
80% is applied to reflect the private benefit enjoyed by the club (20% being the general benefit provided to the public by the club).

Use the following formula to calculate the level of rent for green space on Council reserves:

$$(A \times B \times 5\%) \times 20\%$$

Where, as above, with 20% applied to reflect the private benefit enjoyed by the club (80% being the general benefit to the public provided by the club).

Rating

Under Section 179(2) of the Rating Powers Act (1988) (the Act) a mandatory 50% remission of rates is applicable on land "owned or occupied by or in trust for any society or association of persons, whether incorporated or not, and principally used for games or sports other than horse racing, trotting or dog racing, but not included land in respect of which a club licence under the Sale of Liquor Act 1962 is for the time being in force". The Act also

enables the Council to grant a greater remission of rates over and above the mandatory 50% should it think fit.

The Council's practice in this area is to levy full rates for those parts of the relevant recreation and sports organisations premises that are licensed, with the 50% mandatory rates remission being given on the remainder of the property used for sporting purposes.

When the Rating Powers Act was enacted in 1988 the sale of alcohol was for many recreation and sport organisations a lucrative mechanism for raising funds. With the subsequent changes in attitude towards drink driving, rising consumer expectations of levels of comfort and changing socialising patterns, bars are at best marginal fund-raisers for most recreation and sport organisations that have one.

Ground Charges

Ground charges are made for the sports codes that make use of the Council's sports fields during the relevant sports season. The charges are normally made to the relevant sports association, which allocates grounds to individual clubs and then passes on the relevant ground charges to the clubs.

Where ground charges are made, the sports organisations concerned make use of the area exclusively for relatively short periods during the week, i.e. match and training times, with the area being available to the general public at other times.

Ground charges are currently recovered on the basis of 20% of the additional cost of providing the sports area (i.e. over and above the costs of providing a piece of open park land). Consequently the costs are already significantly subsidised and the costs charged have a relationship to the level of additional maintenance required (so the charge for a cricket wicket is higher than for a rugby pitch).

Proposed Policy

- Charges to the Regional Sports Associations for sports grounds be abolished, except for the maintenance component for Council prepared cricket wickets.
- Not-for-profit organisations occupying Council land for the purposes of games and sports (other than horse racing, trotting or dog racing) be subject to a 100% remission from rates and be charged only for water consumption.
- Not-for-profit organisations occupying private land for the purposes of games and sports (other than horse racing, trotting or dog racing) be rated only for water, sewerage and storm water, subject to a 50% remission, and that the standard charges for excess water be payable.
- Lease charges for not-for-profit recreation and sports organisations leasing approximately 1 hectare or less, be based on the formulae set out above subject to a minimum charge of \$112.50, subject to three yearly review.

PROCEEDS FROM ORION SALE OF NORTH ISLAND GAS NETWORK ASSETS

Introduction

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

At the time of the sale, the Council stated that it would consider options for the deployment of surplus funds arising from this sale, arrive at a recommended course of action and submit a proposal for public consultation.

The purpose of this section of the Draft Financial Plan is therefore to invite comments from the public on the Council's proposed course of action with regard to the surplus funds arising from the gas asset sale.

Summary of Proposal

The essence of the Council's proposal is that it accepts Orion's recommendation that it return \$200 million of capital to its shareholders. The Council's share of this sum would be some \$175 million. Of this, the Council recommends that \$75 million is invested in a protected long-term fund for the benefit of current and future generations, with the balance of \$100 million applied to debt reduction.

Had the Council not received the Orion monies the rates would have increased by 3.91% in 2001/02 and 5.14% in 2002/03. The percentage increases with the proposed application of the Orion proceeds in place is 2.39% and 2.92% respectively. This reflects only the benefit of the amount proposed to be applied for debt reduction as the proposal reserves the balance of the income for specific purposes outlined in more detail below.

The application of the income from the long term fund will be subject to annual consultation as part of the Financial Plan process.

The background to and rationale for this recommendation is explained further below.

Background to Sale

Between December 1993 and December 1994, Southpower Limited (now Orion New Zealand Limited) acquired a controlling 69% shareholding in Enerco New Zealand Limited – a listed public company. Enerco owned gas networks in Auckland, Wellington, Hawkes Bay, Horowhenua and the Manawatu, and had a 44% share of the retail gas market.

The principal reason for the acquisition of Enerco was to strengthen Southpower's strategic position. The investment provided diversity in respect of climate and economic conditions – the two key drivers of energy demand. Additionally, the Southpower board recognised the potential benefits from synergies between the two companies, the considerable scope for sales expansion and the increasing trend for larger energy companies to operate on a national basis.

Between 1993 and 1999, Enerco grew significantly, and a large capital gain was made on the sale of Enerco's retail activities to Contact Energy in the 1998/99 financial year. In February 1999, Orion (as Southpower had then become) acquired the remaining 31% of Enerco shares not already owned.

In 1998, the Government enacted the Electricity Industry Reform Act, a significant piece of legislation that restructured the electricity industry. In particular, the Act required the separation of line-owning businesses from retail and generation businesses. As is well known, Orion chose to

divest its retail operations and retain its core business of network management. Following this forced split, the original rationale for acquiring Enerco, which had been intended as a long-term investment, had largely been superseded.

These upheavals in the energy industry resulted in significant premiums being paid for strategic investments.

Orion commissioned independent advice on the value of its gas assets and, after consultation with its shareholders, decided to sell the gas networks and industrial gas division through a competitive sales process. The resulting sale price of some \$550 million and net gain on sale of \$187 million, exceeded expectations. The sale, to United Networks, was settled on 1 April 2000. Since then, Orion and the Council (the latter primarily through its investment company Christchurch City Holdings Limited ('CCHL')) have spent considerable time investigating options for the surplus funds arising from the sale.

Determining amount to be returned to Council by Orion

There were a number of issues and constraints to take into account in assessing the appropriate amount of capital to be returned by Orion to its shareholders. These included taxation limitations on the amount of capital that can be returned, Orion's future business strategy, appropriate levels of debt and alternative investment opportunities.

Effectively, the proposal to return \$200 million to Orion's shareholders (which is subject to receiving favourable rulings from the Inland Revenue Department) involves Orion repaying an amount of capital broadly equivalent to the capital gain realised from the sale of the networks and related assets. The proposal leaves Orion with sufficient financial flexibility to pursue further investments in the energy, infrastructure and technology sectors, subject to consultation with its shareholders.

It would not have been appropriate (nor indeed possible from a tax perspective) to recommend that Orion return the entire \$550 million gross proceeds from the gas sale to its shareholders. A substantial portion of the Enerco investment was debt-funded, and Orion would be left with an excessive amount of debt in relation to its remaining assets if the full proceeds were returned.

Use of the Funds by the Council

The Council's proposal is that:

- (a) \$75M should be invested in a separate fund, to be known as the Capital Endowment Fund, ring-fenced as far as possible from the Council's other funds in order to protect the capital and provide an ongoing income stream to be used for economic, business and civic development projects for the benefit of the city and the region in perpetuity; and
- (b) the balance of \$100M should be applied to the debt repayment reserve to reduce future debt levels and interest costs.

The Council initially proposed that \$100M should be for the Capital Endowment Fund and \$75M be for Debt Repayment Reserve. It has reversed these amounts as it now considers that this will be more effective in reducing the level of rates in future years.

PROCEEDS FROM ORION SALE OF NORTH ISLAND GAS NETWORK ASSETS

Investment Fund

The prime reason for part (a) of the recommendation is to preserve a substantial portion of the capital for future generations. It is envisaged that a separate professionally managed fund, with its own governance procedures, be established, to invest in a balanced portfolio of securities. A portion of the annual returns would be added to the capital each year and reinvested to protect the fund against inflation. The balance of the returns would be available for the purposes of the fund as outlined in this report.

While the fund would be separate from the Council's normal operations, the Council would have legal ownership and control of the fund and the annual allocation of the net income would be part of the ordinary annual plan consultation process each year. As the current Council cannot legally bind future councils, the following measures are proposed to deter a future council from spending the capital of the fund without proper consideration of the undertaking being made to the public as part of this consultation:

- (a) The Council has resolved that the capital of the fund will not be used unless 80% of the Councillors vote in favour. (This is intended to deter a change in the operation of the fund, unless there is a case of real need; eg. a major civil emergency or a large investment over which there is general agreement).
- (b) A statement in the Council's funding policy and long term financial strategy will outline the structure and purpose of the fund. The intention is to protect the capital and the process of applying the income to projects for the benefit of the community. These documents are published every three years by the Council and will remind the Council and public of the commitments being made. This will legally require any significant variation to be reported in the Annual Report.
- (c) The Council will establish a practice of reporting on the fund in its Financial Plan and Annual Report as a separate activity each year.

Use of Income from the Capital Endowment Fund

In order to protect the value of the fund over the long term, it is proposed that an amount equivalent to the annual rate of inflation is reinvested into the fund on an annual basis.

The allocation of the remaining income from the fund would be subject to the full public accountability requirements of the Financial Plan process.

The Council proposes to apply the following rules to the way it will allocate the income each year:

- No more than 75% of projected income from the fund will be allocated more than 12 months in advance.
- The income from the fund will generally be allocated each year in the following proportions:

Economic development including business initiatives	35%
Central City economic development	20%
Civic Projects	25%
Any of the above categories	20%
- That the allocation proportions be reviewed on five yearly cycles.
- That, if desired, funding for a particular category may be carried forward to another year or up to 10%

reallocated to another category if there is no demand in that year for use in the primary category.

- Projects which have a cost of less than \$100,000 in any one year should not be funded from this source.
- No single project should be funded for more than five years except in exceptional circumstances.

The Council intends to request the Chairpersons of the Canterbury Development Corporation, Canterbury Employers Chamber of Commerce and Canterbury Manufacturers Association and other relevant persons to assist in developing criteria for prioritising the general economic development projects.

It is estimated that the Capital Endowment Fund would have available for allocation in 2001/02 a sum of \$2.3M and this will increase over the next four years from \$3.81M to \$4.04M after providing for inflation proofing of the fund.

In future years the Council will detail its proposals for the use of the income as part of its normal annual plan consultation process. In this first year the Council is considering the following projects which fall within the proposed purpose of the fund. These are subject to the outcome of public consultation. Other specific projects will be considered after public consultation on the concept.

The proposals currently being considered are:

- Various projects to enhance economic development of the Central City - \$500,000 in 2001/02, \$300,000 in 2002/03, \$200,000 in each of 2003/05 to 2005/06.
- CDC proposal for Central Plains Water Enhancement Feasibility study - \$200,000 in 2001/02
- Grant to Canterbury Museum to assist with major revitalisation Project - \$5.5M spread over five years commencing in 2002/03.

None of these projects will be committed until the consultation and subsequent decision making process are complete.

Debt Repayment Reserve

The second part of the recommendation is that the balance of the capital repatriation (\$100 million) is invested in the Council's Debt Repayment Reserve. This will significantly reduce the Council's servicing costs in future years and reduce the level of rates.

Other Options Considered

Establishing an independent "Community Trust-type" fund:

Detailed consideration was given to vesting an independent charitable trust with a substantial portion of the proceeds. The primary rationale for considering this option to protect the capital for future generations, and to provide an ongoing income stream for community projects.

On further examination, however, a number of complex legal and taxation issues arose which made this option less viable. In order to achieve charitable status for tax purposes, the trust would need to be largely independent of the Council. It could potentially weaken the governance of the City if the independent trust's activities were not co-ordinated with, or indeed opposed to, the Council's policies. It would also weaken the financial position of the Council, since it would involve the transfer of a large sum of capital outside the Council's financial reporting group. There would also be additional complexity and cost to address the legal and taxation issues.

For these reasons, the Council decided that this option was inferior to the one proposed.

PROCEEDS FROM ORION SALE OF NORTH ISLAND GAS NETWORK ASSETS

Making a capital repayment to ratepayers

There has been recent publicity regarding capital repayments to consumers made by some electricity trusts, and hence this is a topical issue.

On a political or philosophical basis, there will always be a divide between those who believe that individual ratepayers should be able to decide how best to spend the money, and those who believe that greater public benefit can be obtained by combining the resources of individuals to enhance the City as a whole.

On balance, and having taking independent economic advice, the Council has concluded that there would be greater public good from retaining the capital in a separate investment fund to provide a continuing benefit to the City. The Council views the availability of this capital as a unique opportunity to further enhance the long-term wealth of the City for the benefit of current and future generations.

Quite distinct from the philosophical or economic viewpoint discussed above, there would be some very significant legal, equitable and practical issues to be addressed (discussed below) before a return of capital to ratepayers could be contemplated.

No Legal Power to Return Capital

From a legal perspective, local government legislation is restrictive as to what councils can do. The legislation is expressed in terms of what councils are legally permitted to do, with the corollary that any action outside the specified activities is illegal. There is no power in the legislation to return funds directly to ratepayers.

Distinction between councils and electricity trusts

The Council's situation must be distinguished from that of local electricity trusts. The Energy Companies Act 1992 established energy companies out of two previous structures, with the resulting ownership of the newly-corporatised bodies depending on that structure.

The first of these structures – Municipal Electricity Departments ('MEDs') – evolved from departments of urban councils. Generally when the MEDs were corporatised under the 1992 Act, the shares were vested in the local authorities that had owned them.

The other types of structure – power boards – had no obvious owners, as they were established by Act of Parliament in the 1930s to reticulate rural areas. When the 1992 Act required the power boards to be corporatised, statutory provision was made for ownership of the shares to be vested in a local trust to represent the local consumers as there were no other obvious owners. These trusts do not operate under the same statutory restrictions as Councils.

Any capital repayment by an energy company will be made to its owner – the local council in the case of most urban electricity companies and the trust in the case of the rural companies. Often the trust will in turn return the capital to the consumers, since it has no alternative use for the money. Councils, on the other hand, have a multitude of community uses for the capital, and it is quite proper that they use the funds for community purposes, given that the MEDs and the earlier electricity departments were originally established and developed using Council funds.

Allocation of repayments – inter-generational and other equity issues

If, for the sake of argument, it was legally possible for the Council to return capital to the ratepayers, there would be significant issues regarding the allocation of the payments. For example, ratepayers are not the same body of people as Orion's electricity consumers. In particular, non-ratepaying consumers such as tenants would not benefit from such a repayment, even though they may have been long term Southpower/Orion customers. There are also some significant inter-generational and equity issues.

- Should people who have only just moved to Christchurch benefit equally to long-standing residents?
- Should the present generation of ratepayers receive a windfall payment at the expense of future generations?

A one-off Increase in Capital Expenditure

There is no proposal to use the capital returned for additional capital projects. All of the capital is proposed to be invested in either the long-term investment fund or the debt repayment reserve.

Applying Funds to Reduce Rates

If the capital sum is applied directly to reduce the rates requirement of the Council it will have an impact on the year it happens and a significantly adverse impact on the rate increase in the following year. The following table illustrates this point by showing how a reduction of \$5 million in year 2 will create a rate decrease of 3.1% in year 2 and a rate increase of 7.4% in year 3 (this would have normally been 2%).

	Year 1	Year 2	Year 3
Normal Rates Required million (assumes 2% increase on previous year)	\$98 million	\$100 million	\$102
Temporary Rate reduction	Nil	\$5 million	Nil
Reduced rates required million	\$98 million	\$95 million	\$102
Rates increase	N/A	-3.1%	7.4%

Application of the interest reduction from debt repayment or the interest income from the proposed Capital Endowment Fund can have an ongoing impact in terms of the level of total rates provided it is applied consistently in successive years. It would mean however, that the income once applied in this way could not be used in later years for other things without causing a spike in the level of rate increases. Use of the funds on a single year basis to reduce a rates increase will have an adverse affect on the following year in terms of the percentage rate increase. By way of example, the Council is concerned about the spike in forecast rates in year 2004/05 when there is a forecast rates increase of 8.60%. If the Council was to apply the income from the Capital Endowment Reserve to reduce this spike it would merely defer the impact for one year. The following table illustrates this issue.

PROCEEDS FROM ORION SALE OF NORTH ISLAND GAS NETWORK ASSETS

	2003/04	2004/05	2005/06
Forecast Rate Increases	4.97%	8.60%	3.27%
Reduce Rates Required by	0	\$4M	0
Amended Rates Required (million's) \$177.69M	\$154.6M	\$166.06M	
Amended Rates Increase	4.97%	6.04%	5.73%

Impact on this Financial Plan

The proposal of the Council to apply \$100M to debt reduction and \$75M to the Capital Endowment Reserve is subject to public consultation as part of the annual plan process. It has been incorporated into the plan to reflect the current view of the Council but is subject to change following the consultation process.

If the Council's proposal is adopted, there will be interest saving from the reduction in debt combined with an income stream from the Capital Endowment Fund which would significantly reduce the Council's net interest cost and increase its financial flexibility to achieve the purposes

outlined for the Capital Fund.

This Draft Financial Plan proposes that the rates increase for 2001/02 will be 2.20%. The following table indicates the impact of four scenarios:

- As proposed with \$100M to debt reduction and \$75M to capital endowment.
- Funds allocated as \$75M to debt reduction and \$100M to capital endowment.
- Funds allocated as \$125M to debt reduction and \$50M to Capital Endowment.
- No Capital available. (What the budget would be line without the Capital funds.)

	Currently Proposed	\$75M - Debt \$100M - Endowment Fund	\$125M -Debt 50M - Endowment Fund	No Capital Available
Rates 2001/02	2.20%	3.03%	1.37%	3.73%
Rates 2002/03	2.82%	3.07%	2.57%	5.06%
Term Debt 2001/02	\$11.86M	\$36.8M	-\$13.1M	\$111.9M
Net Debt 2010/11	\$88.19M	\$76.6M	\$98.7M	\$250.3M

It will be noted from column three that a reduction in the rates increase, in the short term has an impact on debt in the long term.



Fendalton Library / Service Centre from Jeffreys Road



The recently completed Pioneer Stadium



A roadside view of the Hospital Car Park Building

ART GALLERY

Cost of Proposed Services

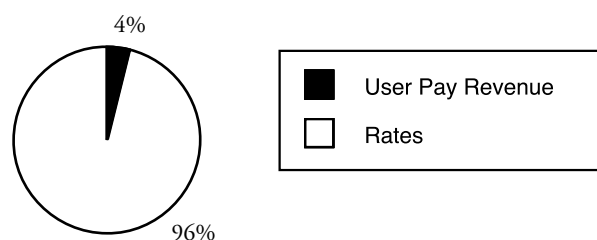
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02	
Net Cost	Operational Outputs		Revenue	Net Cost
\$		\$	\$	\$
783,474	Art Collection	1,288,250	(7,500)	1,280,750
1,117,493	Exhibitions	951,187	(105,000)	846,187
606,321	Information and Advice	760,841	(21,000)	739,841
81,149	New Christchurch Art Gallery	239,984		239,984
-----		-----	-----	-----
2,588,437	Net Cost of Service	3,240,262	(133,500)	3,106,762
=====		=====	=====	=====

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$95,800 and in 2000/01 of \$101,796.

Projected Cost of Service 2002/03	4,142,267
Projected Cost of Service 2003/04	4,418,378

2000/01	Capital Outputs	2001/02
\$		\$
20,000	Renewals and Replacements	21,500
0	Asset Improvements	0
4,509,291	New Assets	19,343,500
-----		-----
4,529,291		19,365,000
=====		=====

Sources of Funding



Nature and Scope

The Robert McDougall Art Gallery is the city's public art museum located in the Botanic Gardens. The art museum's main services are:

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

The Gallery includes exhibition and storage space, air conditioned and secured to international standards. It houses a permanent collection numbering 5,200 items including historical and contemporary paintings, sculptures, works on paper (drawings, watercolours, prints and photography), and decorative arts which include glass, ceramics and textiles. The Gallery shop helps to offset some of the Gallery's overhead costs by selling art publications, giftware, reproductions and related craft items.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A1, A2, A3 and A4 (as printed in the Strategic Statement).

In summary the aim is:

1. To enhance the cultural well-being of the community through the cost effective provision and development of a public art museum, to maximise enjoyment of the visual art, and to promote public appreciation of Canterbury art and more widely, the national cultural heritage by collecting, conserving, researching and disseminating knowledge about art.

Objectives for 2001/02

The aims are:

1. To continue the conservation programme.
2. To complete the frame restoration and replication programme in time for the opening of the new Christchurch Art Gallery.
3. To provide a programme of cultural and educational activities focused on the visual arts.
4. To continue the ramp-up of preparations for the move to the new Christchurch Art Gallery in March 2003.

Performance Indicators

1. Resident visitors satisfied with Art Gallery visits at least 75%
2. Numbers of art works conserved at least 180 per year
3. Number of frames restored or replicated at least 50 per year
4. Number of Gallery/Annex visits at least 150,000
5. School group visits target 450

CAR PARKING

Cost of Proposed Services

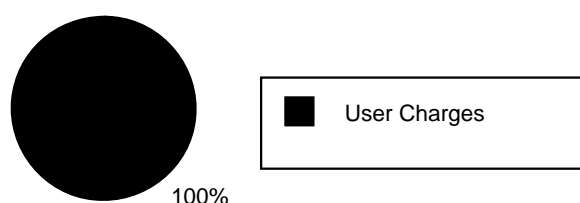
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02		Net Cost
Net Operational Cost	Outputs		Revenue		
\$		\$	\$		\$
(463,990)	Enforcement	2,842,332	(3,507,000)		(664,668)
(2,084,396)	Parking	5,608,608	(7,898,500)		(2,289,892)
39,647	Abandoned Vehicles	56,174	(8,300)		47,874
(2,508,739)	Net Cost of Service	8,507,115	(11,413,800)		(2,906,685)
=====		=====	=====		=====

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$357,327 and in 2001/02 of \$379,356. The Cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$868,461) and in 2001/02 of (\$879,715).

Projected Total Surplus 2002/03	(2,890,859)
Projected Total Surplus 2003/04	(2,974,176)

Sources of Funding

2000/01	Capital Outputs	2001/02
\$		\$
94,860	Renewals and Replacements	76,500
0	Asset Improvements	0
0	New Assets	5,100
94,860		81,600
=====		=====



Nature and Scope

- City-wide enforcement of relevant acts, regulations and bylaws within the area of metropolitan Christchurch.
- Management and operation of 15 off street parking facilities providing 3,600 spaces and operational control of the paid on street parking resource.
- Removal of vehicles abandoned in public places.
- The Council has resolved to:
 - Implement the first hour of parking free of charge at the Farmers, Lichfield Street and Crossing Car Parks for an initial period of 11 months.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A1, B2, B3, B4, C2, F5 and F7 (as printed in the Strategic Statement).

In summary the aim is:

1. To enhance the amenity and accessibility of commercial areas and efficient safe operation of the city's roading system by managing public parking resources and fair enforcement of traffic regulations and parking bylaws.

Objectives for 2001/02

2. Fair and efficient parking enforcement and related administration targeted at increasing compliance with relevant Acts, regulations and bylaws.
3. Efficient and effective management of the on and off street parking resource.

Performance Indicators

- 2.1 Average paid compliance rate in metered and coupon parking areas 60%
- 2.2 Number of motorists surveyed who consider Parking Officers apply 'the rules' fairly 50%
- 3.1 Vehicle occupancy rates in staffed off street parking facilities:
 - Average overall 51%
 - Peak period 82%
- 3.2 Users of off street parking facilities satisfied with service provided (average of four factors), at least 68%



The entrance and exit to the new Bus Exchange Car Park

CITY STREETS

Cost of Proposed Services

Budget 2000/01			Budget 2001/02		
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue		Net Cost
\$		\$	\$		\$
3,259,675	Transport Planning/Asset Management	4,166,827	(380,703)		3,786,124
(351,172)	Activities On Street	458,797	(827,000)		(368,203)
445,550	Road Safety Programme	804,647	(152,000)		652,647
(20,342)	Roading Land	108,375	(205,000)		(96,625)
1,357,164	Undergrounding Wiring Conversion	1,786,893	0		1,786,893
0	Commercial Activities/External Services	428,850	(428,850)		0
31,824,735	Roading System Maintenance	40,162,832	(4,503,718)		35,659,114
(5,436,189)	Transfer from LTDA on Infrastructural Assets	0	(7,226,056)		(7,226,056)
31,079,421			34,193,894		
Net Cost of Service					
47,917,220			(13,723,327)		

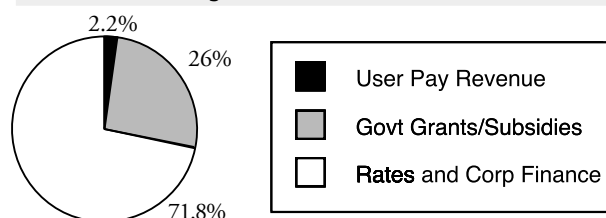
Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$20,277,483 and in 2001/02 of \$23,383,099.

LTDA = Land Transport Disbursement Account

Projected Cost of Service 2002/03	36,630,606
Projected Cost of Service 2003/04	37,854,866

2000/01	Capital Outputs	2001/02
\$		\$
14,679,426	Renewals and Replacements	16,677,778
9,128,991	Asset Improvements	14,114,655
20,568,832	New Assets	6,758,733
44,377,249		37,551,166

Sources of Funding



Nature and Scope

- Preparing policies and plans for the development of the roading network including traffic management, safety improvements, cycleways and neighbourhood improvement works.
- Advising on roading and traffic aspects of resource and subdivision consents.
- Maintaining, to defined technical and visual amenity standards, the existing roading system. Developing the roading network in accordance with an approved roading programme (including necessary publicity and public consultation).
- Promoting road safety through monitoring traffic, parking and accident patterns, related research, physical changes to roads and signals, and education programmes.
- Operating existing and installing new traffic signals equipment, including computer controlled co-ordination of signals in the central city area and on major arterials.
- Providing and maintaining street markings and traffic signs, on-street parking controls including meters, and facilities for public transport services.
- Setting road construction and maintenance standards and policies and investigating and testing compliance with those standards.

Land transport in the city is based on an existing road network comprising 1,538.0 km of carriageway (25.3 km unsealed), 139 bridges, 2,312.5 km of kerbs and channels (1,841.4 km flat channel and 471.1 km dish channel) and 2,200.2 km of sealed footpaths. In addition, the Council operates 217 traffic signal installations using computerised central area signals control and closed circuit TV equipment, and maintains the street lighting, markings and signs. (As at 7 April 2000.)

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: B2, B3, C1, C2, E2, E3, F1, F2, F3, F5, F6, F7 and G2 (as printed in the Strategic Statement).

In summary the aim is:

- To deliver services in a cost effective and customer focused manner, that contribute to the achievement of the Council's long term transport vision "a city which has a sustainable, safe, convenient and efficient system of roads, cycleways, footways and passenger transport" - as described by the Council's strategic transport outcomes.

Objectives for 2001/02

- To achieve positive progress towards achieving the Unit's strategic transport outcomes.
- To protect infrastructure assets from premature deterioration caused by others, with full recovery of all associated administration costs.
- To increase community awareness of road safety and develop a safety culture which in the long term leads to a reduction in traffic collisions.
- To cost effectively maintain all assets in accordance with the Asset Management Plan, and to carry out all operational services to the specified service levels.
- To implement cost-effective asset renewals (to minimise asset lifecycle costs) in accordance with the Asset Management Plan and to implement prioritised asset improvements and new projects which contribute to achievement of the strategic transport outcomes.
- Provide cost effective and customer responsive professional services to enable delivery of the annual maintenance and capital works programmes.

CITY STREETS

Performance Indicators

- 1.1 Report to City Services Committee on the extent and value of road network improvements that can be economically justified over the next five years by August 2001.
- 1.2 Implement the Safety Management System by June 2002.
- 1.3 Complete 3 yearly review of Asset Management Plan.
- 1.4 Report quarterly to the City Services Committee on progress on cycle promotions, planning, design and initial consultation.
- 1.5 Develop proposals for bus priority on key corridors and present to the City Services Committee by 31 January 2002.
- 1.6 Implement show piece "Living Streets" projects by 30 June 2002.
- 2.1 All service utility authorities trenching operations meet the requirements outlined in the Council document titled 'Installation and Maintenance of Network Services in Roads', as shown by audit records.
- 2.2 All costs associated with processing, administering, and monitoring trenching activities are recovered from those undertaking the activities.
- 3.1 Report quarterly to the City Services Committee on road safety education and promotion initiatives.
- 3.2 Percentage of crashes involving responsible road use factors and the number of crashes per 10,000 people for the current year show a reduction over the previous year.
- 4.1 Total roading system maintenance cost/km of road no greater than \$10,500/km per annum.
- 4.2 All service levels identified in the Asset Management Plan met during the year.
- 5.1 Average cost of renewal projects no more than \$430,000/km of kerb and channel.
- 5.2 Percentage of projects completed at year end, by value and number, reported annually.
- 5.3 The amounts of each asset type renewed or created to be reported annually against the Asset Management Plan targets.
- 5.4 Target per cent completion of major projects:
 - Woolston Burwood Expressway Stage 2 30%
 - Fendalton Road 60%
 - Blenheim Rd Diversion 50%
- 6.1 Total professional services costs no more than:
 - Maintenance - 8% of programme value
 - Capital works - 17% of programme value
- 6.2 The number of requests for service, as recorded in the Customer Service Database, relating to the following assets and services is reported annually.
 - Carriageways
 - Footpaths
 - Landscaped areas
 - Weedspraying
 - Grass berm mowing
 - Street cleaning
- 6.3 Number of residents and businesses satisfied with capital works completed in their street (sample survey) greater than 80%.

Transfund Funded Activities

Section 28 of the Transit New Zealand Act requires the Council to separately disclose those in-house professional services, such as City Solutions activities, and those in-house minor and ancillary roading works which receive funding from Transfund New Zealand (Transfund). The purpose of this requirement is to show Central Government support for the Council's programme as paid through its Land Transport Fund. The Council has several activities or functions which receive funding, either directly or indirectly from this fund.

The activities/functions are disclosed in the two statements set out below. Works Operations, which in previous years received support through the Land Transport Fund is now part of City Care Ltd. For details on City Care Ltd refer to page 67. Functions and objectives of the activities involved are detailed on the individual activity pages (see pages 33, 34 and 67).

City Solutions Activity

2000/01 BUDGET		2001/02 BUDGET
\$		\$
	Revenue from In-house Professional Services for Transfund	
547,791	Financially Assisted Roading	717,896
6,290,800	Revenue from Other Activities	9,223,900
-----		-----
6,838,591	Total Works Performed	9,941,796
6,451,501	Total Operating Costs	9,379,053
-----		-----
(387,090)	(Surplus)/Deficit	(562,743)
=====		=====

City Streets Activity

2000/01 BUDGET		2001/02 BUDGET
\$		\$
	Revenue from In-house Professional Services for Transfund	
738,557	Financially Assisted Roading	702,220
4,633,539	Revenue from Other Activities	5,030,063
-----		-----
5,372,096	Total Works Performed	5,732,283
5,372,096	Total Operating Costs	5,732,283
-----		-----
0	(Surplus)/Deficit	0
=====		=====



An aerial view of work in progress on the Woolston Burwood Expressway

COMMUNITY AND CUSTOMER SERVICES

Cost of Proposed Services

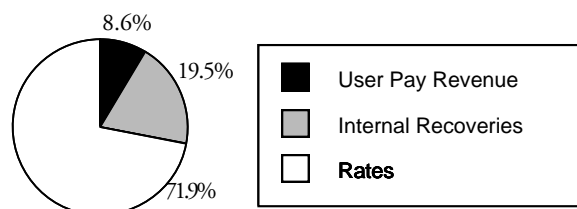
Budget 2000/01			Budget 2001/02	
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue	Net Cost
\$		\$	\$	\$
7,085,691	Community Buildings Advocacy and Funding	9,162,141	(1,190,406)	7,971,735
1,454,590	Customer Support Services	1,716,294	(228,977)	1,487,317
365,376	Counter Services - Corporate	431,025	(23,000)	408,025
317,130	Customer Services Operation	318,978	0	318,978
349,020	Cathedral Square Toilets	370,877	(3,500)	367,377
1,028,000	Community Services Grants	1,115,800	0	1,115,800
891,500	Arts & Culture Grants	998,500	(200,000)	798,500
112,030	Grants Administration	139,241	0	139,241
11,603,337	Net Cost of Service	14,252,855	(1,645,883)	12,606,972

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$370,606 and in 2001/02 of \$270,542. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/2001 of (\$1,129,228) and in 2001/2002 of (\$1,143,704).

Projected Cost of Service 2002/03	12,749,971
Projected Cost of Service 2003/04	12,867,271

2000/01	Capital Outputs	2001/02
\$		\$
	Fixed Assets	
29,400	Renewals and Replacements	61,100

Sources of Funding



Nature and Scope

- Administer the Mayor's Welfare Fund.
- Advocate to Council and Central Government on community and social issues.
- Assist the Council to develop bi-cultural practices and build relationships between Tangata Whenua and other Maori groups and the Council.
- Advocate for local communities with Council Business Units.
- Manage various community facilities.
- Operate three Council childcare centres.
- Provide advice to funding committees in accordance with the Community Development and Social Wellbeing Policy.
- Provide an advisory role to community groups and networks to assist them to achieve their objectives.
- Managing the Cathedral Square Public Toilets.
- Provide access to Council information and technical advice and provide facilities for the payment of rates and other charges.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A1, A2, A3, A4, D1, D2, D3, D4, F5, F6, F7, G1 and G2 (as printed in the Strategic Statement).

In summary the aim is:

- To work with and for the people of Christchurch to develop vibrant and healthy communities.

Objectives for 2001/02

1. Work towards the outcomes of the Community Development and Social Wellbeing Policy (and other relevant policies of Council) through service provision, grants, advocacy and liaison at a metropolitan and local level.
2. Continue to deliver effective Council information and receipt payments for walk in customers.
3. To effectively administer grants and funding for community organisations.
4. Provide clean, accessible and safe toilets in Cathedral Square.

Performance Indicators

- 1.1 Achieve a satisfaction rate of at least 80% in the annual client surveys at each Council operated childcare centre.
- 1.2 Participate in at least five metropolitan community networking forums.
- 1.3 Participate in at least one local community networking forum in each community board area.
- 1.4 Facilitate at least 10 opportunities for community groups to participate in Council decision making through deputations to Community Boards and the Community Services Committee.
2. Customer satisfaction with service at least 85%.
3. Residents satisfied with value for money of rates spent on supporting voluntary groups and community organisations at least 59%.
4. Number of complaints recorded about cleanliness of Cathedral Square toilets Nil

ECONOMIC DEVELOPMENT AND EMPLOYMENT

Cost of Proposed Services

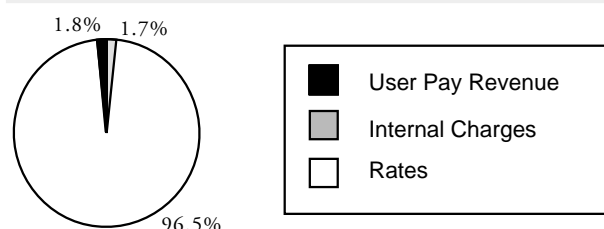
Budget 2000/01		Costs (After Internal Recoveries)	Budget Revenue	2001/02
Net Cost	Operational Outputs			Net Cost
\$		\$	\$	\$
1,155,000	Economic Development	1,601,083	0	1,601,083
2,450,100	Employment Services	2,372,579	0	2,372,579
1,371,680	Visitor Promotions	1,464,542	0	1,464,542
1,113,786	City Promotions	1,714,516	(32,200)	1,682,316
507,035	Turning Point 2000	23,475	0	23,475
1,144,027	Tram & Shuttle Operations	1,360,597	(148,625)	1,211,972
1,170,900	Bus Interchange	1,521,200	0	1,521,200
4,224,650	Convention & Entertainment Facilities	4,414,870	(100,000)	4,314,870
683,500	Economic Development & Employment Grants	740,500	0	740,500
13,820,678	Net Cost of Service	15,213,360	(280,825)	14,932,535

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$747,746 and in 2001/02 of \$749,095.

Projected Cost of Service 2002/03	14,600,061
Projected Cost of Service 2003/04	14,754,362

2000/01	Capital Outputs	2001/02
\$		\$
0	Renewals and Replacements	0
650,000	Asset Improvements	400,000
0	New Assets	(20,000)
650,000		380,000

Sources of Funding



Nature and Scope

Economic Development and Employment

- Providing advice to the Council in developing economic development and employment policies and programmes.
- Providing and co-ordinating information and advisory services in relation to existing, new, small and medium business development, through the Canterbury Development Corporation which operates programmes including Business in the Community, Business Grow and Company Rebuilders and the management of the Government's BIZ training programme.
- Implementing programmes aimed at encouraging new investment, increased purchasing, and business expansion within Christchurch, principally through the Canterbury Development Corporation.
- Administering and promoting the use of Government funded work experience, training and subsidised employment schemes and providing case management and information support to unemployed people.
- Preparing and ensuring the wide dissemination of promotional material on Christchurch City.
- Liaise and work with Turning Point 2000 to optimise promotional opportunities for Christchurch City.
- Promote, co-ordinate, and seek additional opportunities, for a wide variety of exchanges with Christchurch's sister cities.
- Promoting in-bound tourism to Canterbury, through national and international marketing and the provision of information services to visitors to Christchurch.

Through funding and control of the Canterbury Development Corporation (CDC) (see page 56) and also

contractual arrangements with Christchurch and Canterbury Marketing Ltd, services are provided in relation to business, economic, employment and visitor promotion. City and Central City promotional activities are delivered through the Community Relations Unit.

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

Convention and Entertainment Facilities

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

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

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

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

City Centre

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

ECONOMIC DEVELOPMENT AND EMPLOYMENT

Visitor Promotions

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

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A1, A2, A3, B1, B2, B3, B4, C2, C4, D5 and F7 (as printed in the Strategic Statement).

In summary the aim is:

- Sustainable economic development and increased employment through ensuring the co-ordinated provision of information, advisory, support and marketing services which result in the level of investment and the number of jobs in the city being greater than would otherwise be the case.
- To provide cultural, social and economic benefits to the Christchurch community by promoting the convention and entertainment facilities as pre-eminent venues for presenting the performing arts, conventions, trade exhibitions, sports and entertainment.
- To maintain and enhance the Central City as the principle commercial, administrative, employment, cultural and tourism focus for the City, and the venue for a diverse range of activities.

Objectives for 2001/02

1. Work with selected industry clusters to identify and develop business opportunities with growth potential.
2. Promote business investment and trade opportunities in the region to both local and foreign investors.
3. Continue to offer a range of appropriately targeted business support services including Business in the Community, Business Grow and Company Rebuilders to stimulate business survival, growth and employment generation in Canterbury.
4. Provide a programme of job assistance and job placements to help youth and other unemployed persons.
5. To support the infrastructure of community groups and agencies working with the unemployed.
6. Provide advice and information to tourists through Information Office Services.
7. Wide ranging community and visitor use of the Town Hall, Convention Centre and Westpac Trust Sport and Entertainment Centre.
8. Project an image to venue users of the higher possible quality.
9. To ensure consistency in imagery and message used to promote Christchurch by monitoring the promotional material.
10. To actively encourage and promote international exchanges through Sister Cities networks.
11. Co-ordinate and lead the marketing of Christchurch/Canterbury with a focus on sustainable growth of visitors.
12. Drive Christchurch/Canterbury as the best value New Zealand destination for domestic and international visitors.

Performance Indicators

- 1.1 At least six industry clusters are actively working with CDC to achieve collaborative market outcomes.
- 1.2 Appropriately targeted business training support is provided to industry clusters and individual companies with growth potential.
- 2.1 At least 12 inbound and local investment enquiries aligned with local opportunities.
- 2.2 Disseminate information on at least 250 business opportunities to relevant local businesses.
- 3.1 Maintain a directory of a minimum of 150 mentors and facilitate the matching of mentors with businesses requiring support.
- 3.2 Provide information and advice to a minimum of 2000 local SME's resulting in at least 1000 referrals to other service providers.
- 4.1 Contribute to at least 10 job creation projects for young unemployed people in conjunction with the Department of Work and Income, community organisations and organisations representing Maori and Pacific peoples.
- 4.2 Individually case manage a minimum of 2000 young unemployed people.
5. Contribute to the maintenance of the infrastructure of a minimum of 20 community groups involved with employment and initiatives.
- 6.1 The Visitor Centre is open and providing services for 364 days of the year with daily visitor numbers and spending increasing by 5% over the previous year.
- 6.2 The Christchurch Convention Bureau prepares at least 10 bid documents on behalf of organisations seeking to bring conferences to Christchurch.
- 7.1 Visitor numbers at the Town Hall and Convention Centre. 500,000
- 7.2 Visitor numbers at the Westpac Trust Sport and Entertainment Centre. 250,000
- 8.1 Customers rating quality of staff service during year (across all categories) as good or better, at least. 70%
- 8.2 Customers satisfied with visits to Town Hall, Convention Centre and Entertainment Centre during last year, at least 80%
- 9.1 Main organisations promoting Christchurch agree on the key messages and images used in promotion.
- 9.2 Main organisations promoting Christchurch use Council co-ordinated promotional material.
- 10.1 Administration and servicing is provided for a minimum of 40 Sister City Committee meetings across the year.
- 10.2 Sister Cities activity is maintained at the current level or increased.
11. At least 100 travel wholesalers globally to be visited or hosted per annum.
- 12.1 Convention Bureau no less than 70% success.
- 12.2 Increase the length of stay for the individual/group/convention market from 2.1 days average to 2.5 days average.



The Old Post Office building in the Square which now houses the Visitor Centre



An inside view of the Visitor Centre in the Old Post Office building



Another inside view of the Visitor Centre in the Old Post Office building



Visitors enjoying themselves in the Square

ENVIRONMENTAL POLICY, PLANNING AND SERVICES

Cost of Proposed Services

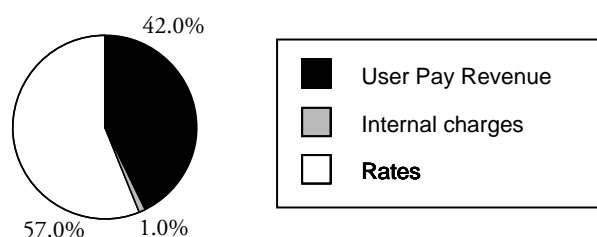
Budget 2000/01			Budget 2001/02		
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue		Net Cost
\$		\$	\$		\$
2,114,448	Consents and Applications	9,077,161	(6,722,400)		2,354,761
641,412	Environmental Effects Control	858,635	(204,500)		654,135
2,344,363	Plans and Policy Statements	2,528,894	(20,000)		2,508,894
2,213,844	Information and Advice	3,664,181	(1,383,000)		2,281,181
(16,998)	Animal Control	1,501,235	(1,421,300)		79,935
225,883	Consents & Applications	94,556	0		94,556
2,404,093	Policy Advice	3,224,360	0		3,224,360
230,435	Promotions	317,237	(80,000)		237,237
99,718	Monitoring	87,256	0		87,256
589,926	Funds Administration	594,647	0		594,647
908,945	Energy Programmes	853,581	0		853,581
11,756,069	Net Cost of Service	22,801,742	(9,831,200)		12,970,542

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$113,770 and in 2001/02 of \$74,339.

Projected Cost of Service 2002/03	12,201,844
Projected Cost of Service 2003/04	12,086,841

2000/01	Capital Outputs	2001/02
\$		\$
31,000	Renewals and Replacements	19,500
574,900	Asset Improvements	822,786
2,627,000	New Assets	350,000
3,232,900		1,192,286

Sources of Funding



Nature and Scope

- Prepare, review, monitor and implement the objectives and policies of the City Plan prepared under the Resource Management Act 1991.
- Monitor the preparation and administration of policy statements and plans prepared by the Canterbury Regional Council and adjacent local authorities.
- Prepare concept plans for urban renewal and environmental improvements of the city, including the Central City, which address the effects of urban renewal on people and communities.
- Provide policy advice on planning and development, conservation, design and heritage, transportation and environmental health issues, that affect the city.
- Develop projects and prepare feasibility studies for achieving the objectives and policies of the City Plan, other than by regulation.
- Administer funds set aside for promoting heritage retention and the removal of non-conforming activities.
- Promote an awareness of the environmental issues and values of the city.
- Process land use and subdivision consents.
- Administer the Building Act and Building Code within the city, including the issue of building consents, code compliance certificates, and annual warrants of fitness.
- Administer environmental health statutes, including food licensing, dangerous goods, sale of liquor, offensive trades and hazardous substances.

- Minimise occurrences that are likely to be objectionable or otherwise affect human health or safety arising from the presence or keeping of dogs and other animals.
- Provide information and advice on planning, building and environmental statutes and regulations, including developing and maintaining the necessary information bases.
- Process applications for land information memoranda.
- Monitor and control adverse environmental effects, including primary responsibility for noise, and shared responsibility for hazardous substances.

Overall Service Objectives

These services contribute towards the following Council Strategic Objectives: C1, C2, C3, C4, C5, D4, D5, F5, F7 and G2 (as printed in the Strategic Statement).

In summary the aim is:

- To manage and plan the use, development and protection of the natural and physical resources of the city in a sustainable way which:
 - Meets the reasonably foreseeable needs of future generations.
 - Protects and enhances the significant natural environmental qualities of the city.
 - Provides effective opportunities for business and other economic activities.
 - Provides for a diverse range of housing needs.
 - Provides effectively for movement of people and goods around the city.

- Provides for a pattern of community, recreation and shopping facilities that effectively services the needs of the city.
- Maintains and enhances the amenity values of the city.
- Enhances the landscape, visual and heritage qualities of the city.
- Co-ordinates developments with the provision of services.
- To promote the environmental health of the city and the health, safety and well-being of its citizens.
- To limit the adverse effects of activities on the environment including people and communities.
- To ensure that the statutory purposes and principles of building control, of health, dangerous goods and liquor licensing, and of animal control, are achieved with minimal compliance cost.

Objectives for 2001/02

1. Prepare concept plans for the environmental improvement of the Central City, urban renewal in the inner city and suburban shopping centres.
2. Complete strategic open space strategy.
3. Undertake detailed studies of parts of the city subject to change and growth.
4. Assess applications for grants to help retain listed heritage buildings.
5. To prepare for and defend references lodged with the Environment Court.
6. Administer the City Plan in an efficient and effective manner.
7. Investigate and respond to situations which cause nuisance or objectionable effects on human health and safety.
8. Inspect registered premises to ensure compliance with required environmental health standards.
9. Process building consent applications within the time limits prescribed by the Building Act.
10. To respond to and investigate complaints relating to nuisances caused by dogs.
11. Survey through the Annual Citizens Survey ratepayer satisfaction with environmental planning and services.

Performance Indicators

1. Complete plan for one suburban shopping centre by June 2002.
2. Complete by 30 June 2002.
3. Complete by 30 June 2002.
4. Provide assistance to owners of 10 listed buildings by 30 June 2002.
5. Successfully defend 90% of references to Environment Court.
- 6.1 Process subdivision and land use resource consent applications within the time limits prescribed by the Resource Management Act.
- 6.2 Residents who believe building or land development in their local area during the year, have made their area worse, no more than 12%.
- 6.3 Monitoring of conditions imposed on resource consents actioned within periods stipulated on monitoring request forms.
7. Undertake initial investigations within two working days of receipt of noise complaints
8. All food premises identified as being high risk in terms of food safety to be inspected at least once during the year.
9. Subject to provision of complete information, to process 100% of building consents within the time limits prescribed within the Building Act.
10. Response and investigation in the following time frames:
 - aggressive behaviour 100% in 2 hours
 - other complaints 100% in 72 hours
 - complaints resolved 100% in 7 days
- 11.1 Residents satisfied with the value for money of rates spent on overall city and environmental planning, at least 60%.
- 11.2 Residents satisfied with the value for money of rates spent on regulating activities and investigating nuisances, at least 57%.



The recently painted old Coachman Inn in Gloucester Street.
This is a heritage project which the Council has had a long involvement with.

HOUSING

Cost of Proposed Services

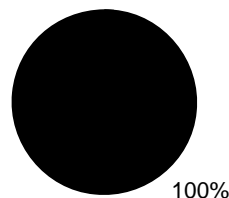
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02		Net Cost
Net Operational Cost	Outputs		Revenue		
\$		\$	\$		\$
(1,608,461)	Elderly Persons Housing	4,556,998	(6,240,800)		(1,683,802)
(37,308)	Trust Housing	41,610	(84,000)		(42,390)
(5,502)	Owner Occupier Housing	37,802	(31,200)		6,602
(974,331)	Public Rental Housing	2,006,934	(2,946,952)		(940,018)
(70,450)	General Housing	96,559	(110,571)		(14,012)
(963,775)	Tenancy Services/Welfare/Policy	580,075	(14,178)		565,897
(1,759,278)		7,319,978	(9,427,701)		(2,107,723)
=====		=====	=====		=====

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$806,315 and in 2001/02 of \$854,046. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$26,299) and in 2001/02 of (\$26,645).

Projected Cost of Service 2002/03	(2,394,678)
Projected Cost of Service 2003/04	(2,446,651)

2000/01	Capital Outputs	2001/02
\$		\$
124,000	Renewals and Replacements	204,000
630,000	Asset Improvements	1,060,100
6,110,000	New Assets	460,000
6,864,000		1,724,100
=====		=====

Sources of Funding



	User Pays
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Nature and Scope

- 106 complexes around Christchurch.
- 2610 rental units.
- The majority of Council housing is either bedsit or single bedroom with a limited number of two, three and four bedroom units.
- Some of the larger complexes have community lounges.
- The Council also shares housing "partnerships" with the YWCA House Family Society, Colombo Street Baptist Church, Richmond Fellowship and Stepping Stones Trust, through the provision of affordable accommodation managed by these agencies.
- The Council as a "social landlord" has a tenant support policy which includes the provision of a social/recreational programme.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A3, F5 and F7 (as printed in the Strategic Statement).

In summary the aim is:

1. To implement the housing policies of the Council in facilitating tenancy and welfare services to Christchurch citizens, appropriately maintaining the Council asset, and conducting ongoing research and advice.

Objectives for 2001/02

2. Adoption of a Housing Asset Management Plan by the Council by June 2002.
3. To undertake a satisfaction/quality of life survey of tenants.

Performance Indicators

2. Adoption of a Housing Asset Management plan by the Council by June 2002.
3. Report results of tenant satisfaction/quality of life survey to Community Services by December 2001.



The recently completed Council housing complex in Goulding Avenue / Main South Road, Hornby

LIBRARY AND INFORMATION SERVICES

Cost of Proposed Services

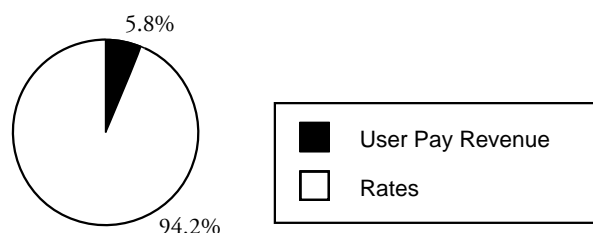
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02	
Net Cost	Operational Outputs		Revenue	Net Cost
\$		\$	\$	\$
7,365,179	Collections	8,082,447	(100,000)	7,982,447
4,694,832	Resource Delivery (Lending)	5,848,913	(-998,250)	4,850,663
105,923	Library Website	109,103	0	109,103
178,298	Voluntary Libraries	160,089	0	160,089
2,607,219	Enquiries	3,363,386	(277,900)	3,085,486
478,888	Creating Content	473,656	(7,100)	466,556
411,322	Public Programmes	414,469	0	414,469
562,605	Information Skills	572,966	0	572,966
616,580	New Zealand Heritage	636,402	(2,000)	634,402
462,115	Advice	475,954	0	475,954
227,933	CCC Website	207,930	0	207,930
1,395,131	City Monitoring and Research	382,806	0	382,806
449,373	Information Development	323,241	0	323,241
18,160,267	Net Cost of Service	21,051,363	(1,385,250)	19,666,113

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$3,194,620 and in 2001/02 of \$3,766,016. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$1,605,029) and in 2001/02 of (\$1,625,777).

Projected Cost of Service 2002/03	20,814,366
Projected Cost of Service 2003/04	21,217,698

2000/01	Capital Outputs	2001/02
\$		\$
3,674,356	Renewals and Replacements	3,717,000
2,737,200	Asset Improvements	2,680,000
182,729	New Assets	80,655
6,594,285		6,477,655

Sources of Funding



Nature and Scope

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

- Access to a wide range of information sources, both paper and electronic, including the Internet and the Web. Access from home and office is available via the library's web site at <http://library.christchurch.org.nz>.
- Library and information professionals to assist customers with enquiries.
- Loan of materials from a collection of more than one million items to over 200,000 members.
- Programmes for children from pre-school to young adult.
- Maintaining and developing information about the city's environment and people, and developing the Council's ability to offer services electronically via the Internet.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A1, A2, A4, A5, B2, D1, F7, G1 and G2 (as printed in the Strategic Statement).

Christchurch City Libraries supports the cultural, economic and social well-being of Christchurch and its people. Working in partnership with Tangata Whenua and local communities, we provide quality resources and services that meet residents' needs for knowledge, recreation and information.

Objectives for 2001/02

1. Continue to deliver library and information services to customers.
2. Introduce Ethnic language collections in two libraries in the North West to meet customer demand
3. Extend the range of electronic databases available to remote users.
4. Implementation of the third year of the development plan for the Central City Library to provide improvements to services to customers.
5. Complete the first full year of operation of the Fingertip Library (the Library's Call Centre).
6. Plan, build and fit out the new Library and Learning Centre in the South of Christchurch.
7. Implementation of year three of the programme to upgrade library information technology to enable implementation of the TAOS software.
8. Implement programmed electronic service developments to be delivered via the Council's Website.

LIBRARY AND INFORMATION SERVICES

9. Prepare the annual "State of the (City's) Environment" monitoring report.

Performance Indicators

- 1.1 Residents visiting a Council library during the year at least 65%
- 1.2 Borrowers satisfied with service provided (average of six factors) 81%
- 1.3 Information customers satisfied with service provided (average of five factors) at least 85%
2. Collections introduced by March 2002.
3. Remote users now have access to at least six electronic databases.
4. Alterations to second floor complete by December 2001.
5. 80% of calls answered without hand on.
6. Library to be completed by June 2002.
7. Terminal replacement completed and software installed by June 2002.
8. Programmed electronic service developments implemented within approved budget by 30 June 2002.
9. Monitoring report completed and published by 30 June 2002.



A view of the Central Library taken from the north bank of the River Avon



The Central Library from the Gloucester Street / Oxford Terrace Corner



Inside views of the Central Library

PARKS AND WATERWAYS

Cost of Proposed Services - Waterways

Budget 2000/01			Budget 2001/02	
Net Cost	Operational Outputs	Costs (After Internal Recoveries)	Revenue	Net Cost
\$		\$	\$	\$
496,936	Plans & Policy Statements	556,625	0	556,625
1,099,392	Information and Advice	780,362	(1,000)	779,362
202,246	Consents & Applications	157,971	0	157,971
3,930,188	Utilities Maintenance	5,002,341	(141,000)	4,861,341
2,769,452	Waterways and Wetlands Maintenance	3,048,859	(11,000)	3,037,859
1,268,864	Customer Services	1,494,758	(361,889)	1,132,869
13,796,968	Environmental	16,439,687	(1,642,236)	14,797,451
650,873	Support	681,616		681,616
91,000	Environment & Parks Grants	86,000		86,000
-----		-----	-----	-----
24,305,919	Net Cost of Service	28,248,219	(2,157,125)	26,091,094
=====		=====	=====	=====

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$2,703,487 and in 2001/02 of \$2,823,109. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$261,588) and in 2001/02 of (\$276,237).

Projected Cost of Service 2002/03	27,079,260
Projected Cost of Service 2003/04	28,080,101

- Provide a ready response to all rural fires in the defined rural area of the City and ensure citizens are aware of fire safety requirements relating to fire bans.

2000/01	Capital Expenditure	2001/02
\$		\$
2,163,123	Renewals and Replacements	2,469,973
6,193,024	Asset Improvements	6,223,331
6,919,387	New Assets	6,825,341
-----		-----
15,275,535		15,518,644
=====		=====

Environmental

- Provision of Botanic Gardens and other garden and heritage parks to enhance the unique garden city identity and provide landscaped plant collections including rare and endangered plants for education and conservation.
- Provide sports parks with recreation facilities to cater for children, youth, competitive sports and family recreation as well as ensuring the green open space landscape character is enhanced.
- Ensure provision and maintenance of large metropolitan parks and beaches for informal recreation in the natural environment and conservation of natural resources and scenic values.
- Maintain a network of smaller local parks throughout the urban area, providing amenity values and informal recreation especially for children and families within easy walking distance.
- Protect and enhance riverbanks and conservation areas to ensure scenic and ecological values and natural habitats are maintained.
- Provide well maintained cemeteries for interment of city's residents.
- Manage the nursery business by supplying plants to meet the city wide landscape enhancement programme.
- Implement a capital programme to renew, improve and add to the park assets to ensure condition and safety criteria are met.
- Operating and maintaining the waterways, wetlands and drainage system, sustainably managing, restoring and enhancing the waterways and wetlands environments and providing effective flood mitigation measures and facilities.
- Implementation of the Waterways and Wetlands Asset Management Plan will mean strong emphasis on land acquisition in early years to secure waterway margins for sustainable management options.

Nature and Scope

Customer Services

- Provide consultative opportunities to ensure public participation in the management of parks and respond to customer enquiries regarding parks maintenance and development works and other issues.
- Provide specialist and general advice on waterways, wetlands and drainage services and promote wise use of water resources.
- Provide advice and consent approvals for applicants seeking use of parks for buildings, leases, licences, recreational uses and tree protection.
- Advise on water resource consents which impact on the city's waterways, wetlands and drainage systems.
- Prepare plans and policies for the long term direction for the successful management of parks, reflecting the needs of the community.
- Investigate, plan and promote the sustainable management of the city's waterways and wetlands.
- Undertake ongoing planning and close co-operation with developers and other Council Units on the new urban growth areas.
- Ensure enjoyable and safe use of parks and waterways through bylaw enforcement and code of practice advice.
- Build community partnerships by encouraging volunteer services, sponsorship of projects and initiatives and provide education services, interpretation programmes and recreation services along with park marketing and promotion.

The city's parks resource comprises 689 parks including 56 regional parks, 97 sports parks, 451 local parks, 48 riverbank and wetland parks and 28 garden parks. This covers an area of 5,327ha.

The Christchurch's waterways and wetlands system is based on the land surface of the city and 85 km of rivers and streams, 18 pumping stations, 287 km of other waterways, 572 km of stormwater pipes and seven retention basins.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A3, A5, C1 C2, C3, E1, E3, F5, F7, G1 and G2 (as printed in the Strategic Statement).

1. In summary the aim is:

- To enhance the quality of life of the city's residents and visitors by providing parks and open spaces so as to conserve natural resources, promote the city's unique identity, and service the need for places for sport and recreation.
- To ensure that Christchurch remains the country's premier garden city and that our public parks and gardens remain internationally recognised.
- To sustainably manage and enhance the city's surface water resources, and protect people and property from flood hazards.

Objectives for 2001/02

2. Review and develop park and waterway strategic plans and prepare development programmes and capital works plans.
3. Respond to lease, licence, consent and concession applications for parks and waterways, and formalise outstanding lease agreements.
4. On a regular basis, undertake a park specification quality survey of parks to determine levels of compliance with standards required for parks maintenance.
5. Supply the required number and species of high quality plants through own nursery production and contract growing.
6. Process all applications for cemetery plot purchases and warrants for interment.
7. Provide an education service to schools, interest groups and families, along with visitor centre displays at Regional Flagship parks.
8. Provide a ready response to rural fires as required under the Forest and Rural Fires Act.
9. Effectively respond to requests for waterways, wetlands and drainage information.
10. To maintain progress with implementation of the Asset Management Plans for waterways, wetlands and drainage.
11. To contain, and where possible reduce the costs of long-term maintenance for waterways and wetlands at the agreed level of service.

Performance Indicators

- 1.1 Annual Residents Survey indicates that 90% of residents are satisfied that parks and waterways are well looked after.
- 1.2 80% of residents are satisfied with the value for money of rates spent on parks and waterways
- 2.1 Integrate sections of the Park and Waterways and Wetlands Asset Management Plan and prepare 2 Parks Area Plans and 15 Park Development Plans.
- 2.2 Develop monitoring programmes for asset management plans jointly with key partners.
- 3.1 Process applications and provide a decision within 3 months from date of receipt and formalise 25 outstanding lease agreements.
- 3.2 Provide advice on consent applications to Environmental Services Unit within 10 working days of receipt.
4. Survey the 28 garden, 451 local and 97 sports parks to ensure a level of compliance within 10% of park maintenance specifications.
5. Supply 233,300 plants to specified standards to meet the planting programme, and supplement production through contract growing of 92,000 additional plants.
6. Service around 900 interments per annum in accordance with statutory requirements.
7. Provide 20 fact sheets for each site for the Learning Outside the Classroom Programme and produce brochures for three recreation activities and two regional parks.
8. Meet the Rural Fire Management Code of Practice requirements by ensuring that a further 25 firefighters attain NZQA basic standards.
9. Contact customers within three working days of enquiry being received and follow up action within 10 working days.
- 10.1 Replace 700m of timber lined waterways and improve by piping and naturalisation at least 1500m of utility waterways.
- 10.2 Protect at least 1km of waterway margins by covenant, road stopping, reserve acquisition or land purchase by 30 June 2002.
11. Prepare two maintenance contracts to achieve a cost saving of 2% and the agreed level of service target of 90% is achieved.

Sources of Funding



PUBLIC ACCOUNTABILITY

Cost of Proposed Services

Budget 2000/01			Budget 2001/02	
Net Operational Cost Outputs \$		Costs (After Internal Recoveries) \$	Revenue \$	Net Cost \$
3,041,548	Elected Member Representation	3,919,967	(95,500)	3,824,467
4,268,190	Decision Making	4,403,903	0	4,403,903
1,003,183	Project and Discretionary Expenditure	822,111	0	822,111
733,258	Corporate Communications	998,822	0	998,822
9,046,179	Net Cost of Service	10,144,802	(95,500)	10,049,302

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$9,219 and in 2001/02 of \$9,219. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$196,479) and in 2001/02 of (\$199,062).

Projected Cost of Service 2002/03	9,515,889
Projected Cost of Service 2003/04	9,706,206

2000/01	Capital Outputs	2001/02
\$		\$
1,000	Renewals and Replacements	1,000
2,000	Asset Improvements	2,000
0	New Assets	0
3,000		3,000

Sources of Funding



Nature and Scope

- Representation, including operation of the Mayor's Office and the work of Councillors and Community Board members as they exercise the functions, duties and powers of the Council.
- Providing policy advice, trading activity monitoring and secretarial support for meetings of elected members, and preparing and producing the Plan and Report reflecting the collective decisions of the Council.
- Providing Community Boards and the Mayor with discretionary funds for allocation to local and mayoral projects.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: D1, D2, D3, D4, E4, D5, F7, G1 and G2 (as printed in the Strategic Statement).

In summary the aim is:

- To achieve the purposes of local government, including recognising the identity, values and rights of the Christchurch community, providing for choice in the provision of public facilities and services, and encouraging effective public participation in local government.

Objectives for 2001/02

- Ensure the negotiation of Statements of Corporate Intent for the Local Authority Trading Enterprises and comparable documents for similar organisations in which the Council has a significant interest.
- Implement an agreed programme of elected member meetings.

- Prepare appropriate public accountability documents.
- Effectively allocate Community Board discretionary funds.
- Publish and distribute information to residents on the overall activities of the Council.

Performance Indicators

- Proportion of residents satisfied with the value for money of rates spent on the activities described on pages 31 to 54 and 55 to 59, as disclosed in the Annual Residents' Survey, to be not less than 85%.
- All Statements of Corporate Intent or similar documents comply with Section 594T of the Local Government Act and all such statements finalised within three months of commencement of the relevant corporate body's financial year.
- All meetings of elected members held in compliance with the provisions of the Local Government Official Information and Meetings Act without the need for subsequent procedural correction.
- The Annual Plan for 2002 and Annual Report for 2001 prepared and finalised in accordance with approved timetable and statutory requirements.
- Funds allocated in accordance with a statement of Community Board priorities agreed following public consultation.
- Residents satisfied with the Council newsletter, City Scene, no less than 75%.

SEWERAGE

Cost of Proposed Services

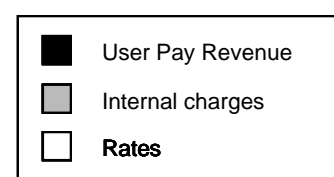
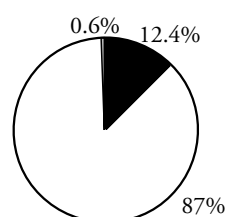
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02		Net Cost
Net Cost	Operational Outputs		Revenue		
\$		\$	\$		\$
212,730	Information and Advice	152,384	(20,000)		132,384
286,314	Planning	219,536	0		219,536
8,456,901	Liquid Waste Collection	10,736,416	(394,793)		10,341,622
4,684,009	Liquid Waste Treatment and Disposal	7,346,401	(1,934,600)		5,411,801
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13,639,954	Net Cost of Service	18,454,737	(2,349,393)		16,105,344
=====		=====	=====		=====

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$5,772,500 and in 2001/02 of \$5,664,590. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$305,449) and in 2001/02 of (\$318,054).

Projected Cost of Service 2002/03	16,427,450
Projected Cost of Service 2003/04	16,781,500

2000/01	Capital Outputs	2001/02
\$		\$
3,098,310	Renewals and Replacements	2,594,527
6,991,340	Asset Improvements	6,410,702
946,386	New Assets	1,231,361
-----		-----
11,036,036		10,236,590
=====		=====

Sources of Funding



Nature and Scope

- Treating and disposing of all liquid wastes in a safe, environmentally sound manner.
- Providing and maintaining the sewerage collection system and ensuring its maintenance and renewal so as to sustain service needs.
- Researching the need for, and planning the development of, sewerage services.
- Providing information and advice on sewerage systems and services as a basis for public and private decision-making.
- Providing a scientific investigations capability to undertake wastewater testing and environmental, ecological and trade waste assessments.

This activity has a significant impact on the maintenance of the health of the citizens of Christchurch and the quality of their environment. The sewerage system serves all of the Christchurch city urban area and comprises 1,562km of sewer mains, approximately 22,105 manholes, 1,180km of sewer laterals (117,036 connections), 1600 flush tanks, 80 pumping stations, and three treatment works. The latter treat 150 million litres per day of sewage to required standards and includes the operation of effluent disposal and sludge reuse systems.

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: C1, C2, C5, E1, E2, E3, F5, F7, G1 and G2 (as printed in the Strategic Statement).

In summary the aim is:

1. Serving the Community. This will include:
 - Disposing of liquid waste in a manner that will achieve agreed and understood levels of services that meet the customers' needs at least cost;
 - Complying with legislative requirements including those relating to public health;

- Developing partnerships with community and business groups to achieve desired outcomes with appropriate consultation on key issues;
 - Providing education to increase knowledge of key liquid waste issues and to encourage behavioural change;
 - Maintaining cultural sensitivity recognising the special role of Tangata Whenua;
2. Sustaining the Environment. This will include:
 - Adopting an advocacy role outside our immediate community for survival of the planet;
 - Ensuring everything we do is based on sustainable best practices;
 - Developing partnerships with Central Government to further the goals of waste minimisation;
 - Mimicking and restoring natural ecosystems;
 3. Valuing our Resources. This will include:
 - Being a good employer by implementing best practice in human resources management through matters such as recruitment, remuneration, GVBV, EEO and training;
 - Inspiring community ownership through partnerships, consultation and education;
 - Using appropriate best practice to protect and restore our environment;

Objectives for 2001/02

4. To develop a comprehensive Liquid Waste Management Plan which conforms to the requirements of the Local Government Amendment Act No. 4. The objectives below will form elements of this plan.
5. To preserve the value of the public reticulation system by following an asset management strategy.

6. To ensure adequate system capacity to cater for present and future urban growth by continuation of infiltration and inflow remedial works.
7. To minimise sewage overflows to private property, public roads and waterways.
8. To minimise energy costs for all operating plant, by maximising biogas used for energy production.
9. To comply with water right effluent discharge standards as required through achievement of target treatment levels.
10. To hold sewage treatment total costs to targeted figures.

Performance Indicators

- 4.1 Draft Liquid Waste Management Plan completed and special consultative procedure started.
- 5.1 Full implementation of the 2001/02 sewer renewal capital works programme, as in the Asset Management Plan.
6. Complete major catchment flow monitoring study, commence sub-catchment investigations, inspection and remedial works on a further 15,000 properties plus sub-catchment pipe joint grouting. (1999/00: flow monitoring in progress, 18,614 households inspected 85% of City completed.)
7. Record and report all overflows of sewage with a target of no overflows resulting from failure of Council pumping equipment. (1999/00: No overflows resulting from failure of Council pumping equipment, one overflow due to major pipeline failure.)
8. Maximise engine generator use with average of 8,000 hours (91% uptime) on load over the two National Engines and the Waukesha generating set. (1999/00: Achieved 7,914 hours on load 90.3% uptime).
- 9.1 Measure discharge pollutant levels with a target of an average of 75% and 75% reduction in BOD and suspended solids through the Christchurch Wastewater Treatment Plant. (1999/00 : Achieved 65% and 59% respectively.)
- 9.2 Measure discharge faecal coliform levels with a target of an average 99.8% reduction in faecal coliforms throughout the Christchurch Wastewater Treatment Plant and oxidation ponds with a final effluent average less than 10,000/100ml. (1999/00: Achieved 99.86% reduction and 8,200/100ml.)
- 9.3 Develop a baseline monitoring program and a baseline data set for nitrogen removal through the plant and compare to upgrade plant nitrogen base line data. (1999/00: Target not achieved due to restructuring disruption).
- 10.1 Measure wastewater **treatment** costs against the target of \$18.30 per person per year, \$47.50 per ratepayer and \$0.12/m³ per year.* (1999/00: \$13.14 per person, \$34.82 per ratepayer and \$0.08/m³).
- 10.2 Measure **total** wastewater operational costs against the target of \$48.95/person/year, \$127.50/ratepayer/year and \$0.32/m³. (1999/00: \$38.14 per person, \$101.07 per ratepayer and \$0.23m³).

* Note that the increases from 1998/99 to 2000/01 for this performance indicator are due to increased operating costs of the Christchurch Wastewater Treatment Plant resulting from the capacity upgrade.



Some of the many thousands of waterfowl that frequent the wastewater oxidation ponds by the estuary



Work in progress at the Christchurch Treatment Works. This is part of the \$33.75M capacity upgrade.

SPORT, LEISURE AND EVENTS

Cost of Proposed Services

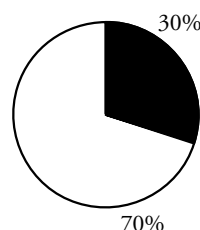
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02	Net Cost
Net Operational Cost	Outputs		Revenue	
\$		\$	\$	\$
2,095,392	Events and Festivals	2,488,566	(199,000)	2,289,566
2,188,865	Recreation and Arts	2,255,379	(137,356)	2,118,023
315,267	Leisure Planning	199,132	0	199,132
447,888	Sports	427,533	0	427,533
576,511	Stadia	1,024,797	(234,578)	790,219
952,438	Pools	1,228,989	(223,000)	1,005,989
1,348,752	Leisure Centres	4,011,009	(2,501,500)	1,509,509
76,104	Golf Courses / Range	397,480	(398,000)	(10,520)
61,916	Camping Grounds	117,302	(42,500)	74,802
3,860,156	QE II	6,289,453	(1,800,736)	4,488,717
270,020	Recreation and Sports Grants	709,550	(375,000)	334,550
12,041,101	Net Cost of Service	19,139,190	(5,911,670)	13,227,520

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$2,050,637 and in 2001/02 of \$2,177,570. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$216,642) and in 2001/02 of (\$223,119).

Projected Cost of Service 2002/03	12,803,396
Projected Cost of Service 2003/04	13,350,192

2000/01	Capital Outputs	2001/02
\$		\$
3,093,854	Renewals and Replacements	3,122,780
285,300	Asset Improvements	474,300
7,047,681	New Assets	4,532,418
1,500,000	Capital Funding Lancaster Park	0
11,926,835		8,129,498

Sources of Funding



 User Pay Revenue
 Rates

Nature and Scope

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

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: A1, A2, A3, A4, A5, B3, B4, F1, F2, F5, F6, F7, G1 and G2 (as printed in the Strategic Statement).

In summary the aim is:

- To promote healthy, enjoyable lifestyles through the direct and indirect provision of recreation, arts, sports and events.

Objectives for 2001/02

1. Assist, encourage and advise clubs, organisations and the general public, in particular children, youth, people with disabilities and people on low incomes, to maintain or increase overall participation levels, and to ensure adequate resources are available.
2. Encourage major sporting and recreation events to come to Christchurch.
3. Commence implementation of the Recreation and Sport Strategy for Christchurch.
4. Maintain, improve and increase the usage of and satisfaction with existing Council stadia, pools and other recreation facilities.
5. Operate each facility for which the Council is directly responsible efficiently and effectively.
6. To complete the major maintenance upgrading of QEII Pool and Stadia Facility.
7. Plan, organise and deliver the SummerTimes festival.
8. Plan, organise and deliver a balanced programme of festivals and events.

SPORT, LEISURE AND EVENTS

Performance Indicators

- | | | | |
|--|-----|---|-----|
| 1.1 Residents satisfied with value for money through rates spent on sports and recreation, at least | 70% | 5. All Council operated or owned pools comply with the requirements of NZS 4441:1985 'Code of Practice for the Operation of Swimming Pools' and NZS 5826:1995 'Code of Practice for the Operation of Swimming Pools.' | |
| 1.2 Increase participation in Council recreation programmes by at least | 5% | 6. Major maintenance upgrading of QE II continuing with a completion date of early 2002. | |
| 1.3 Participants satisfied with the Council's recreation programmes | 90% | 7. Attendees satisfied with quality of individual SummerTimes events, at least | 80% |
| 2. To secure at least three future international sporting events/activities. | | 8.1 Residents satisfied that programmes are delivered and that value for money spending on all events and festivals at least | 78% |
| 3. Commence implementation of Recreation and Sport strategy for Christchurch. | | 8.2 Implement the Events Strategy as per agreed timeline. | |
| 4.1 Residents visiting Council stadia once or more during the year, at least | 35% | | |
| 4.2 Residents visiting Council swimming pools once or more during the year, at least | 43% | | |
| 4.3 Residents satisfied with value for money of rates spent on providing swimming pools and stadia, at least | 70% | | |



Joggers out enjoying the many tracks through Burwood forest



A concert band playing in the Square



A skateboarder in action at one of the new skateboard facilities which the Council has been developing

WASTE MINIMISATION AND DISPOSAL

Cost of Proposed Services

Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02		Net Cost
Net Cost	Operational Outputs		Revenue		
\$		\$	\$		\$
409,750	Reduction	530,253	(100)		530,153
271,563	Resource Reuse Centres	168,901	0		168,901
3,636,437	Recycling	4,561,245	(438,500)		4,122,745
607,227	Resource Recovery	1,887,752	(1,461,914)		425,838
3,896,858	Residual Disposal	10,898,679	(6,386,131)		4,512,548
254,761	Plans and Policy Statements	366,330	0		366,330
(4,666,480)	Waste Minimisation Revenue	(1,043,830)	(6,333,200)		(7,377,030)
4,410,118	Net Cost of Service	17,369,330	(14,619,845)		2,749,485

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$382,998 and in 2001/02 of \$1,498,429. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/2001 of (\$737,123) and in 2001/2002 of (\$742,100) and also includes a provision for the Aftercare Liability of closed landfills for 2000/2001 of \$770,700 and in 2001/2002 of \$765,300.

Projected Cost of Service 2002/03*		307,740
Projected Cost of Service 2003/04*		(1,790,023)
2000/01	Capital Outputs	2001/02
\$		\$
111,000	Renewals and Replacements	358,000
221,000	Asset Improvements	95,600
3,129,018	New Assets	1,932,477
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3,461,018		2,386,077
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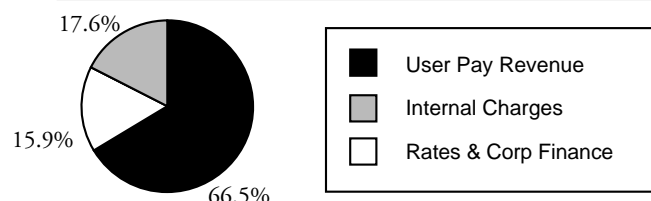
*These Cost of Service projections include the increased refuse tipping fees which are being stepped up annually until 2004/05 when the new landfill opens. The increased revenue will primarily be used to fund waste minimisation and landfill development capital projects until this time. After 2004/05 the increased revenue will be used to fund the increased new Regional landfill charges.

Nature and Scope

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

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

Sources of Funding



- Aftercare of various closed landfills.
- \$5.8M has been added to the capital budget over 4 years (2001/02 to 2004/05) for the provision of an undercover compost plant. This will reduce dust and odour problems and allow for food wastes and bio-solids to be composted together with green waste thus reducing further the refuse stream going to the landfill.

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

Overall Service Objective

These services contribute towards the following Council Strategic Objectives: C3, C4, E3, F5, F7, G1 and G2 (as printed in the Strategic Statement).

In summary the aim is:

1. Serving the Community. This will include:
 - disposing of solid waste in a manner that will achieve agreed and understood levels of services that meet the customers' needs at least cost;
 - complying with legislative requirements including those relating to public health;
 - developing partnerships with community and business groups to achieve desired outcomes with appropriate consultation on key issues;
 - providing education to increase knowledge of key solid waste issues and to encourage behavioural change;
 - maintaining cultural sensitivity recognising the special role of Tangata Whenua;
2. Sustaining the Environment. This will include:
 - adopting an advocacy role outside our immediate community for survival of the planet;

WASTE MINIMISATION AND DISPOSAL

- ensuring everything we do is based on sustainable best practices;
 - developing partnerships with Central Government to further the goals of waste minimisation;
 - mimicking and restoring natural ecosystems;
3. Valuing our Resources. This will include:
- being a good employer by implementing best practice in human resources management through matters such as recruitment, remuneration, GVBV, EEO, and training;
 - inspiring community ownership through partnerships, consultation, and education;
 - using appropriate best practice to protect and restore our environment;

Objectives for 2001/02

4. *Commercial Waste Reduction*
To provide waste reduction advice and assistance to businesses through workshop programmes for 20 businesses, taskforce visits for 20 businesses, advice by mail, telephone or site visits for 100 businesses, two monthly meetings with 40 attendees per meeting, and quarterly newsletters with a distribution of 1500.
5. *Recycling Centres*
To uplift, sort, pack and transport to Supershed for sale, recyclable and reusable materials from domestic vehicles.
- 6.1 *Recycling: (Kerbside City Water and Waste Unit)*
To provide a convenient and efficient recyclable collection service to householders.
- 6.2 *Recycling: (Recovered Materials Foundation)*
To accept delivery of, process, and market the materials from the Council Kerbside Recycling Scheme.
7. *Composting*
- To increase incoming green waste material.
 - To raise public knowledge of alternatives to disposal of organic waste as refuse.
8. *Collection Operations*
To provide convenient residual refuse collection services to householders and businesses.
9. *Transfer Operations*
To manage the City Care Contract to ensure that the Refuse Stations are operated in accordance with current operations and management plans.
10. *Disposal*
To operate Burwood Landfill in accordance with all consents and bylaws.
11. *Advance Planning*
Solid and Hazardous Waste Management Plan Part 1 reviewed.
- (c) Tonnage of reject material returned to refuse stations.*
- 6.1 *Recycling: (Kerbside City Water and Waste Unit)*
The level of public satisfaction with the refuse collection service, as measured by the annual citizens survey, with a target of 90% of residents satisfied. (1999/00: 80% thought service good or very good, 6% neither good or bad.)
- 6.2 *Recycling: (Recovered Materials Foundation)*
Total gross sales for the year: (1999/00: Gross sales \$1,702,300.)
7. *Composting*
- Garden organic tonnage received at refuse stations 37,000 tonnes (1999/00: 34,400 tonnes.)
 - Number of schools participating in Wai Ora Trust composting education programme.*
8. *Collection Operations*
The level of public satisfaction with the refuse collection service, as measured by the annual citizens survey, with a target of 90% of residents satisfied. (1999/00: 80% thought service good or very good, 6% neither good or bad.)
9. *Transfer Operations*
Achievement of full compliance with City Care contract Key Performance Indicators.*
10. *Disposal*
Consent and bylaw violation recorded for Burwood by Ecan with a target of zero, (1999/00: minor violations reported but of no environmental significance).
11. *Advanced Planning*
Draft revised Part 1 Solid and Hazardous Waste Management Plan complete and out for public submission.*

*(New performance indicators so no previous comparison available.)

Performance Indicators

4. *Commercial Waste Reduction*
Records of rates of participation of business in workshop programmes, taskforce visits, advice given, two monthly meetings and newsletter distribution.*
5. *Recycling Centres*
- Tonnage of material taken to SuperShed.*
 - Gross sales levels at SuperShed.



The Council's "Target Zero" waste reduction programme - helping businesses in reducing waste volumes

WATER SUPPLY

Cost of Proposed Services

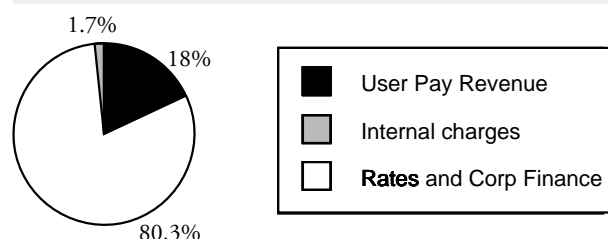
Budget 2000/01		Costs (After Internal Recoveries)	Budget 2001/02	
Net Cost	Operational Outputs		Revenue	Net Cost
\$		\$	\$	\$
731,422	Information and Advice	568,059	0	568,059
(432,209)	Consents and Applications	155,680	(620,000)	(464,320)
458,458	Plans and Policy Statements	542,520	0	542,520
9,280,589	Supply of Water	12,612,860	(1,974,000)	10,638,860
-----		-----	-----	-----
10,038,259	Net Cost of Service	13,879,119	(2,594,000)	11,285,119
=====		=====	=====	=====

Note: The above Cost of Service Statement includes a depreciation provision for 2000/01 of \$4,714,300 and in 2001/02 of \$3,854,000. The above cost of Service Statement also includes an Internal Service Provider surplus allocation for 2000/01 of (\$251,936) and in 2001/02 of (\$287,912).

Projected Cost of Service 2002/03	11,425,651
Projected Cost of Service 2003/04	11,640,394

2000/01	Capital Outputs	2001/02
\$		\$
4,399,876	Renewals and Replacements	4,194,293
305,970	Asset Improvements	357,065
2,780,982	New Assets	2,537,217
-----		-----
7,486,828		7,088,576
=====		=====

Sources of Funding



Nature and Scope

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

The water supply system (comprising artesian supply from 86 pumping stations utilising 31 reservoirs and 1,300 km of watermain) supplies approximately 50 million cubic metres of water annually to 111,606 connections.

Overall Service Objective

These services contribute the following Council Strategic Objectives: C1, E1, F5, G1 and G2 (as printed in the Strategic Statement).

In summary the aim is:

- Serving the Community. This will include:
 - Supply of water in a manner that will achieve agreed and understood levels of services that meet the customers' needs at least cost.
 - Complying with legislative requirements including those relating to public health.
 - Developing partnerships with community and business groups to achieve desired outcomes with appropriate consultation on key issues.
 - Providing education to increase knowledge of water issues and to encourage efficient use.

- Maintaining cultural sensitivity recognising the special role of Tangata Whenua.
- Sustaining the Environment. This will include:
 - Adopting an advocacy role outside our immediate community for survival of the planet.
 - Ensuring everything we do is based on sustainable best practices.
 - Developing partnerships with Central Government to further the goals of water conservation.
- Valuing our Resources. This will include:
 - Being a good employer by implementing best practice in human resources management through matters such as recruitment, remuneration, Giving Value Being Valued, Equal Employment Opportunities, and training.
 - Inspiring community ownership through partnerships, consultation and education.
 - Using appropriate best practice to protect and restore our environment.

Objectives for 2001/02

- To provide a sufficient, reliable and cost effective supply of high quality water to the Christchurch community.
- To ensure that the reticulation network is maintained and operated reliably 24 hours a day, seven days a week.
- To ensure that the reticulation network is maintained and operated efficiently.
- To undertake a programme of sampling and analysis of drinking water for microbiological and chemical quality, to comply with the New Zealand Drinking Water Standards.
- To continue investigations relating to the sustainable management of water supply assets.
- To ensure that the issues relating to the Council's water requirements are appropriately communicated to Environment Canterbury during their regional planning processes.

WATER SUPPLY

10. To respond to customer enquiries concerning water supply problems. Where appropriate, carry out site inspections/investigations and advise on an appropriate course of action and responsibility.
11. To hold water supply costs to targeted figure.

Performance Indicators

4. Residents not satisfied with the value for rates spent on water supply less than 5%. Target of 90% of residents satisfied. (1999/00: Achieved)
- 5.1 That unplanned headworks shutdowns do not result in loss of supply to customers for longer than four hours. (1999/00: Achieved - Nil)
- 5.2 That incidents of headworks unplanned shutdowns resulting in loss of supply to customers of less than four hours do not exceed ten per year. (1999/00: Achieved Nil)
6. That unplanned reticulation shutdowns do not result in loss of supply to customers for longer than four hours, on more than 12 occasions in a year. (1999/00: Achieved - Nil)
7. That the microbiological sample results conform to the recommendations in New Zealand Drinking Water Standards Guidelines. (1999/00: Complied).
8. That an updated Water Supply Asset Management Plan be presented for the Council's approval by September 2001. *
9. Provide input into Environment Canterbury's Natural Resources Regional Plan (Water Chapter) appropriate to the supply of water, including submissions for Issues and Options and other documents, and background investigations into environmental effects and the views of customers. *
10. That initial contact with customers on enquiries relating to the public water supply be made within three working days and, if further action is required, investigation commenced within 10 working days. (1999/00: Achieved).
11. Measure water supply total expenditure against the target of \$131/connection, \$116/ratepayer/year, 29c/m³ (1999/00: \$122/connection/year, \$109/ratepayer/year, 27c/m³)

* (New performance indicators so no previous comparison available.)



Construction of a new pump station and reservoir at Glenroy St, Woolston. The new pump station, reservoir and wells were completed in January 2001 as part of the Council's ongoing replacement programme, to replace the original station built in 1927.

RECOVERED MATERIALS FOUNDATION

Cost of Service

2000/01 BUDGET		2001/02 BUDGET	
\$	Income	\$	
1,059,000	Material Sales	1,460,000	
13,000	Canterbury Regional Council Grant	13,000	
1,113,000	Operational Grant CCC	1,147,000	
-----		-----	
2,185,000	Total Revenue	2,620,000	
	Expenses		
110,000	Administration	113,000	
908,000	Site Operations	1,340,000	
1,127,000	RMF Service Functions	1,127,999	
-----		-----	
2,145,000	Total Expenses	2,580,000	
-----		-----	
40,000	* Surplus (Deficit)	40,000	
=====		=====	

* Amount transferred to Reserves.

Relationship to the Council

The Recovered Materials Foundation (RMF) is the commercial interface under contract to the CCC in reuse and recycling market development. It is set up as an independent not-for-profit trust to develop sustainable and viable markets for waste materials. The RMF Board of Trustees comprises two CCC Councillors, and representatives from the Canterbury Development Corporation, Canterbury Employers Chamber of Commerce, Canterbury Manufacturers Association, and local recycling businesses. See page 115 for list of Trustees.

The Council's interest in the trust is in accordance with its Strategic Objectives: B1, B2, C4, E3, E4, F5 (as printed in the Strategic Statement)

Nature and Scope

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

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

Overall Service Objective

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

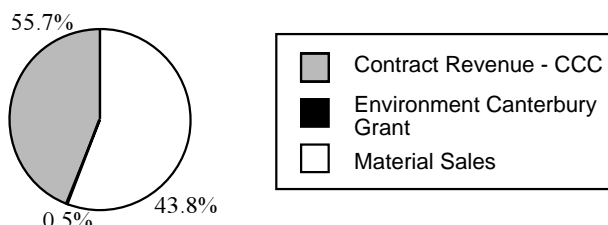
Objectives for 2001/02

RMF objectives for 2001/02 are noted on page 52. See Objectives 5 and 6.2.

Performance Indicators

RMF performance indicators are noted on page 52. See performance indicators 5(a), 5(b), 5(c) and 6.2.

Sources of Funding



One of the many displays the RMF organises to show the use of "recovered materials"

CANTERBURY DEVELOPMENT CORPORATION

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$	Income	\$
(3,605,100)	Operational Grant CCC ⁽¹⁾	3,543,686
(1,000,000)	Other Income ⁽³⁾	1,700,000
-----		-----
(4,605,100)	Total Revenue	5,243,686
	Expenses	
53,000	Group Administration	62,225
2,102,000	Economic Development	2,301,373
2,450,100	Employment Services	2,880,088
-----		-----
4,605,100	Total Expenses	5,243,686
=====		=====

⁽¹⁾ CCC = Christchurch City Council

⁽²⁾ Deficit to be funded from Reserves

⁽³⁾ Subject to successful external contract negotiation

Relationship to the Council

The CDC co-ordinates several services in which the CCC has an interest. The CDC is a company with its shares being held by the CDC Trust. The CCC has the right to appoint all Trustees. There is an annually agreed contract for services to be provided on the CCC's behalf. Half of the Directors are City Councillors and the other half are suitably qualified and eminent members of the Canterbury Community. (See page 115 for list of Directors.)

The CCC's interest in the CDC is in accordance with its Strategic Objectives: B1, B2, B3, B4 and E4 (as printed in the Strategic Statement).

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

Nature and Scope

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

Overall Service Objective

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

Objectives for 2001/02

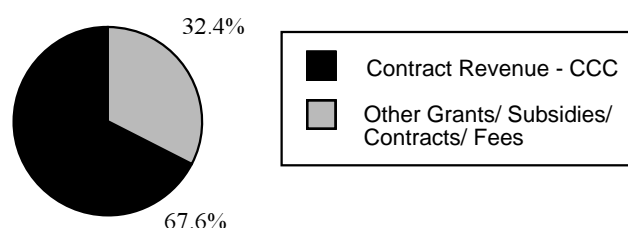
1. Provide a range of support services for the region's small and medium sized enterprises designed to enhance their ability to provide sustainable employment and economic growth.
2. Provide support to the education sector that recognises the need to enhance the core competencies and skills of the 21st Century workforce.

3. Develop project initiatives that have potential to enhance the level of economic activity and employment including equity investment matching, technology, commercialisation and attracting new business to the region.
4. Production of current information on the region, its economy, infrastructure and quality of life.
5. Facilitation of initiatives that are environmentally sustainable and socially inclusive.
6. Provision of a range of programmes of job assistance and job placements to help youth and other unemployed persons.
7. Support the infrastructure of community groups and agencies working with the unemployed to enhance the outcomes they achieve.

Performance Indicators

- 1.1 Maintenance of a comprehensive directory of mentors available to assist SMEs. *100 mentors*
- 1.2 Refer SMEs to providers of business support and assistance. *1,000 referrals*
- 1.3 Regular dissemination of details of tenders, purchase enquiries to appropriate local businesses. *250 tenders, 4,000 businesses listed*
- 2.1 Maintain existing and develop new partnerships between industry and education. *12 partnerships, 4 Teacher Forums*
- 3.1 Investors seeking equity are introduced to potential investors. *12 investors introduced*
- 3.2 Industry Cluster groups established to support technology transfer. *4 groups*
- 3.3 Presentations made to potential business relocations and investors. *10 presentations*
- 4.1 Appropriate current promotional material available at all times.
- 5.1 Contribute to initiatives that have a sustainable focus for the region. *3 initiatives*
- 6.1 Contribute to job creation projects for unemployed people. *10 projects*
- 6.2 Individually case manage young unemployed people. *2,000 young people*
- 7.1 Contribute to the maintenance of community groups infrastructures. *20 groups*

Sources of Funding



CANTERBURY MUSEUM TRUST BOARD

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$	Income	\$
(548,186)	Museum Programmes	(458,590)
(259,000)	Corporate Services	(226,450)
<hr/>		
(807,186)	Total Revenue	(685,040)
	Expenditure	
2,564,391	Museum Programmes	2,067,196
725,722	Corporate Services	1,607,090
250,000	Museum Capital Projects	
<hr/>		
3,771,147	Expenses before Depreciation	3,674,286
671,500	Depreciation	911,500
<hr/>		
4,442,647	Total Expenses	4,585,786
<hr/>		
(3,635,461)	Net Cost before Funding	(3,900,746)
<hr/>		
	Funded by:	
3,127,761	Local Authority Funding	3,444,228
250,000	Funding from Other Sources	
257,700	Reserves	456,518
<hr/>		
3,635,461		3,900,746
<hr/>		
Note: 2000/01 CCC share of levy		
		\$2,434,366
2000/01 CCC ex gratia payment		
		\$515,887
2001/02 CCC share of levy		
		2,639,350
2001/02 ex gratia payment		
		515,887
<hr/>		
Projected Cost of Service 2002/03		4,032,704
Projected Cost of Service 2003/04		4,647,950

Nature & Scope

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

The Board maintains, develops and operates the Canterbury Museum in Rolleston Avenue, the repository for over 2 million items.

Relationship to the Council

The Canterbury Museum Trust Board is an ad hoc local authority established under the Canterbury Museum Trust Board Act 1993. Five local authorities are levied contributions to fund the ongoing activities of the Museum Trust Board. The Board composition includes four appointees from the Christchurch City Council, one appointee jointly appointed by the Hurunui and Waimakariri District Councils, one by the Selwyn and Banks Peninsula District Councils, and one each from the University of Canterbury, the Canterbury Branch of the Royal Society of New Zealand, Te Runanga O Ngai Tahu, the Association of Friends of Canterbury Museum, and the Canterbury Pilgrims and Early Settlers Association. (See page 115 for the list of Museum Trustees)

The levy on the five contributing local authorities, including the ex gratia payment for 2000/01, represents 53% of total Museum funding. The Council's interest in the Museum is in accordance with its Strategic Objectives: A1, A3, A4 and A5 (as printed in the Strategic Statement).

Overall Service Objective

- To welcome the people of Canterbury Waitaha and our visitors to explore the diversity of the natural world and our cultural heritage; to make this a fun experience. To properly care for the 1.9 million heritage collection items held in trust for the people of Canterbury.

Objectives for 2001/02

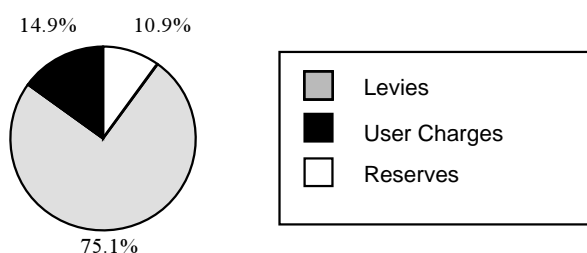
- Continue with development of a total new visitor experience throughout the public galleries.
- Improve customer focus and service.
- Improve care of heritage collections.

Performance Indicators

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

- 1.1 Obtain funding and implement Stage 1 of the strategic plan for the multi-year project to revitalise the Museum.
- 1.2 Develop an open "Living Rooms" environmental exhibition in association with Environment Canterbury.
- 2.1 Maintain visitor numbers at at least 500,000.
- 2.2 Maintain visitor satisfaction in with displays, exhibits and facilities in excess of 70%.
- 2.3 Maintain visits from schools in the Canterbury region to at least 30,000 children.
- 3.1 Complete implementation of Collection Database and enter at least 20,000 records.
- 3.2 Complete development of a new costume and textile storage facility.

Sources of Funding



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

RICCARTON BUSH TRUST BOARD

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$		\$
198,500	Maintenance and Operating Costs	238,500
1,500	Depreciation	1,500
-----		-----
200,000	Total Expenditure	240,000
(65,000)	External Income	69,500
-----		-----
135,000	Balance by way of Council levy	170,500
=====		=====
100,000	Capital Grant (from CCC)	50,000
100,000	Capital Expenditure	50,000

CCC = Christchurch City Council

Capital Expenditure

Projected Capital Expenditure 2001/02	50,000
Projected Capital Expenditure 2002/03	100,000

Nature and Scope

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

Operations include:

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

Relationship to the Council

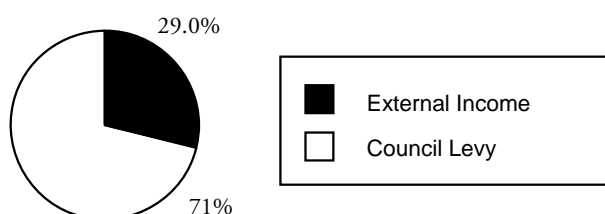
Incorporated under a 1914 Act of Parliament, the Riccarton Bush Trust has powers to levy the Christchurch City Council for funding to maintain and improve Riccarton Bush, Riccarton House and its grounds. The Christchurch City Council appoints six of the nine members on the Trust Board. (See page 115.)

The Council's interest in the Trust is in accordance with its Strategic Objectives: A1, A3, A4 and A5 (As printed in the Strategic Statement).

Overall Service Objective

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

Sources of Funding



Objectives for 2001/02

2. Remove exotic plants and invasive *Hoheria Sexstylosa* from the Bush and re-establish/replant native species.
3. Provide further information and orientation panels, displays and brochures for visitor and educational use.
4. Apply special Riccarton Bush boundary protection zone through City Plan Variation.
5. Improve house grounds planting integrity and recreate features and period attractions.
6. Establish management programme for house grounds trees.
7. Restore Riccarton House 1900 domestic wing and create period visitor attraction.
8. Conservation and repair work to Riccarton House 1856 structure.
9. Period furnishing of selected rooms in Riccarton House already restored.
10. Adopt design of heritage interpretation wing in Riccarton House and begin installation.

Performance Indicators

- 1.1 Conserve and enhance the property in accordance with the Act, conservation, business and management plans.
- 2.1 Staged programme in place for plant removal and replacement with native species.
- 3.1 To be completed in stages by June 2002.
- 4.1 Submission to CCC July 2001.
- 5.1 Design completed September 2001, installation continues to June 2002.
- 6.1 In operation by March 2002.
- 7.1 Complete September 2001.
- 8.1 Complete October 2001.
- 9.1 Continuous programme based on item availability to June 2002.
- 10.1 Staged programme to June 2002.

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



The recently developed entranceway to Riccarton House

GRANTS TO COMMUNITY ORGANISATIONS

	2000/01 BUDGET	2001/02 BUDGET	Notes:
OUTPUT : COMMUNITY SERVICES			The following future commitments have been made:
Provision to Subsidise Mayor's Welfare Fund	245,000	245,000	
Community Development Fund	355,000	421,000	
Floyd's Creative Workshop	10,000	10,000	(1) Kingdom Resources Trust - 2001/02, \$30,000, year two of a three year commitment.
Safer Community Council	40,000	30,000	
Odyssey House	14,000	14,000	
Council of Social Services	20,000	20,000	(2) Christchurch East School - 2001/02, \$12,000 year four of a five year commitment to repay loan and interest.
Citizens Advice Bureau Christchurch City	30,000	30,000	
Kingdom Resources Trust (1)	30,000	30,000	
Christchurch City Mission	40,000	40,000	(3) The Rannerdale Trust - 2001/02, \$25,000, year one of a three year commitment.
Christchurch East School (2)	14,000	12,000	
Canterbury Volunteer Centre	15,000	15,000	
Adult Reading Assistance Scheme	15,000	15,000	(4) Rewi Alley Chinese School - 2001/02 \$14,300, year one of a five year commitment to repay loan and interest.
Cardiothoracic Intensive Care Unit	20,000	20,000	
Addington School Board of Trustees	35,000		
Newell House	15,000	15,000	(5) National Marae - 2001/02, \$73,000, \$60,000 is year one of a three year commitment to support the manager's position.
Cholmondeley Children's Home	20,000	20,000	
Te Runanga O Nga Maata Waka	45,000	45,000	
Wai Ora Trust	25,000	30,000	
The Rannerdale Trust (3)		25,000	
Rewi Alley Chinese School (4)		14,300	(6) Theatre Royal - a two year commitment of \$40,000 to complete restructuring and strengthening programme.
Cotswold Pre School		20,000	
Beneficiaries Advisory Service	10,000	12,000	
Tenants Protection Association	10,000	10,000	(7) Christchurch Drama Centre - a two year commitment of \$14,000.
Solo Women as Parents	7,500	10,000	
Refugee and Migrant Centre	7,500	7,500	(8) Canterbury Lawn Tennis Assn. - 2001/02, \$75,000, year 4 of a five year commitment.
Assembly of People with Disabilities	5,000	5,000	
	1,028,000	1,115,800	(9) Ruapuna Development - 2001/02, \$40,000 is year three of a four year commitment.
OUTPUT : ECONOMIC DEVELOPMENT & EMPLOYMENT			
Events Seeding Grants	160,000	160,000	
Orana Park	159,000	162,000	
Science Alive	238,000	242,000	
Christchurch Christmas Parade Trust	26,500	26,500	
Conference and Similar Events Bridging	100,000	150,000	
	683,500	740,500	
OUTPUT : ARTS & HERITAGE			
Community Arts Council (Administrative Support)	6,500	6,500	
Creative Communities	195,000	200,000	
National Marae	50,000	73,000	
Ferrymead Trust	120,000	120,000	
Christchurch Symphony Orchestra	270,000	270,000	
Canterbury Opera	50,000	50,000	
Music Centre of Christchurch	45,000	45,000	
Court Theatre	55,000	55,000	
Christchurch City Choir	35,000	35,000	
Orchestra Users Group	50,000	50,000	
High Street Project	0	15,000	
Tramway Historical Society Inc	10,000	10,000	
Arts Centre	10,000	10,000	
Theatre Royal	175,000	40,000	
Christchurch Civic Music Council	5,000	5,000	
Christchurch Operatic	10,000		
Christchurch Drama Centre		14,000	
	1,086,500	998,500	

GRANTS TO COMMUNITY ORGANISATIONS

	2000/01 BUDGET	2001/02 BUDGET
OUTPUT : RECREATION & SPORT		
Hillary Commission Community Sport Fund	396,000	375,000
Canterbury Surf Life Saving Association	92,500	100,900
Ruapuna Development (9)	40,000	40,000
Canterbury Lawn Tennis Association (8)	75,000	75,000
Parafed Canterbury	20,000	20,000
Victory Park Board	36,000	52,000
Table Tennis Canterbury		40,000
Sumner Lifeboat Institution	<u>6,520</u>	<u>6,650</u>
	666,020	709,550
OUTPUT : ENVIRONMENT & PARKS		
Christchurch Beautifying Association	23,000	23,000
Orton Bradley Park	30,000	30,000
Summit Road Society	18,000	18,000
Port Hills Parks Trust Board	<u>20,000</u>	<u>15,000</u>
	91,000	86,000
OUTPUT : CORPORATE SERVICES		
Management Reviews	15,000	15,000
Centre for Advanced Engineering (17)	10,000	10,000
Allocated Costs Leisure Unit	<u>87,030</u>	<u>114,241</u>
	112,030	139,241
TOTAL COST GRANTS	3,679,050	3,789,591
REVENUE		
Hillary Commission Subsidy	396,000	375,000
Arts Council	<u>195,000</u>	<u>200,000</u>
	591,000	575,000
NET COST GRANTS	<u>3,076,050</u>	<u>3,214,591</u>



Scenes from Orana Park, a major recipient of grant monies

CHRISTCHURCH CITY HOLDINGS LIMITED

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$		\$
(47,614,000)	Revenue*	(57,806,000)
8,181,000	Financing and Interest Costs	9,434,000
1,047,000	Other Costs	867,000
9,228,000	Total Expenditure	10,301,000
(38,386,000)	Net Profit before Taxation	(47,505,000)

Net Profit Before Taxation

Projected Net Profit Before Taxation 2002/03(\$31,240,000)
Projected Net Profit Before Taxation 2003/04(\$29,933,000)

* Revenue is net of imputation credits.

Capital Expenditure

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

Nature and Scope

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

The Company employs no staff directly but sub-contracts its total workload out, employing services as required.

The Company has an 'AA' credit rating from the international credit rating agency Standard and Poor's.

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

Relationship to the Council

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

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

For a list of the Company directors see page 115.

The Council's interest in the Company is in accordance with its strategic objective: F4 (as printed in the Strategic Statement).

Overall Service Objective

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

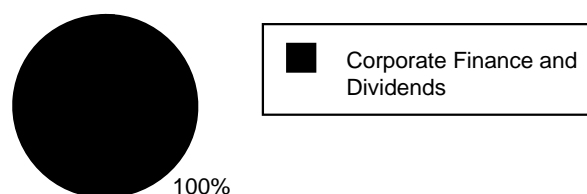
Objectives for 2000/02

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

Performance Indicators

- 2.1 Pay ordinary dividends to the Council totalling \$30.6M.
- 2.2 Complete planned capital repatriation from Orion gas sale proceeds.
3. Other objectives as outlined in the Statement of Service Performance for 2001/02 met.

Sources of Funding



The Lyttelton Port Company facilities



Christchurch International Airport Company terminal facilities from the air

CHRISTCHURCH INTERNATIONAL AIRPORT LIMITED

Cost of Service

2000/01 BUDGET \$		2001/02 BUDGET \$
(57,595,000)	Revenue	(59,854,000)
20,372,000	Maintenance & Operating Costs	20,950,000
5,692,000	Financing and Interest Costs	5,799,000
10,050,000	Depreciation	9,627,000
36,114,000	Total Expenditure	36,376,000
(21,481,000)	Net Surplus Before Taxation	(23,478,000)

Net Surplus Before Income Tax

Projected Operating Surplus Before Taxation 2002/03	(\$25,705,000)
Projected Operating Surplus Before Taxation 2003/04	(\$24,856,000)

Capital Expenditure

Projected Capital Expenditure 2001/02	\$12,681,000
Projected Capital Expenditure 2002/03	\$31,878,000
Projected Capital Expenditure 2003/04	\$37,870,000

Nature and Scope

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

The Company is responsible for 727 hectares of land providing aerodrome facilities for over 41,000 scheduled aircraft departures involving approximately 3.9 million passengers and 38,000 tonnes of international freight. It provides a mixture of commercial and industrial buildings to satisfy the accommodation requirements of airport users.



Relationship to the Council

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

For a list of the Company directors see page 115.

The Council's interest in the company is in accordance with its Strategic Objective F4 (as printed in the Strategic Statement).

Overall Objective

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

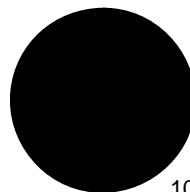
Objectives for 2001/02

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

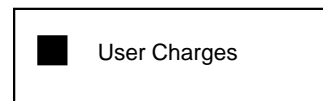
Performance Indicators

2. Record at least 41,850 aircraft departures, 4.2 million passenger movements and 38,000 tonnes of international airfreight.
3. 100% compliance with the standards and conditions laid down in the aerodrome licence issued by the Civil Aviation Authority.
4. Subject to Directors' recommendation, a dividend payment of \$12,257,000 (CCC's 75% share equals \$9,192,750).

Sources of Funding



100%



Two inside views of the recently completed terminal building project at Christchurch International Airport

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$		\$
(142,000,000)	Operating Revenues	(338,000,000)
=====		=====
(49,700,000)	Operating surplus before taxation.	(232,950,000)
20,000,000	Taxation expense and	17,000,000
18,000,000	subvention payment	
-----		-----
(29,700,000)	Operating surplus after taxation	(215,950,000)
(1,500,000)	Share of retained surpluses of subsidiary companies	(50,000)
2,200,000	Goodwill write-off	0
	Share of retained surpluses less	
0	losses of associate companies	0
	Net Surplus Attributable to parent company shareholders	
-----		-----
(29,000,000)		(216,000,000)
=====		=====

Net Surplus After Taxation

Projected surplus after taxation for 2002/03 (\$26,300,000)
Projected surplus after taxation for 2003/04 (\$26,400,000)

Nature and Scope

Orion's core business is the provision of network services to 165,000 connections. It achieves this by providing and maintaining an electricity reticulation system currently comprising 5,000km of overheads line, 3,000km of underground cable and 9,000 distribution substations and pole mounted transformers.

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

Collectively, these activities contribute towards the achievement of Orion's mission and thereby maintain and enhance the social and economic well-being of the Canterbury community.

Relationship to the Council

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

The shareholders hold the above proportions in the following securities of Orion Group Limited: 266 million \$1.00 ordinary shares issued (\$266 million), 120 million \$1.00 redeemable preference shares (\$120 million) and 180 million subordinated optional convertible notes (\$180 million). The optional convertible notes will (subject to favourable binding rulings) be repaid in full in July 2001.

The shareholders exercise influence on the company through the negotiation of the annual Statement of Corporate Intent.

Orion New Zealand Limited (formerly Southpower Limited) was established as an energy company on 30 April 1993, as required by the Energy Companies Act

1992. Orion New Zealand Limited is a 100% subsidiary of Orion Group Limited and remains the main operating company.

For a list of the Company directors see page 115.

The Council's interest in this company is in accordance with its strategic objectives F4 (as printed in the Strategic Statement).

Overall Service Objective

- To deliver high quality network services while operating as an innovative and successful business by:
 - earning surpluses which are commercial and sustainable;
 - adopting competitive and sustainable pricing policies;
 - having due regard to ensuring the efficient use of energy and the network;
 - continually improving all aspects of its business for the benefit of customers and the shareholders.

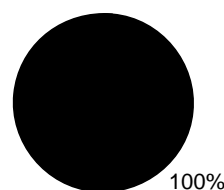
Objectives for 2001/02

- Achieve projected overall financial performance.

Performance Indicators

- Net after tax surplus to average equity of at least 7.6% (based on estimated average ordinary equity of \$390 million) for the year ending 31 March 2002.
- Dividend payments on the ordinary shares of \$24.2 million for the year ending 31 March 2002. Christchurch City Holdings Ltd 87.6% share is \$21.2 million.
- Interest payments on the subordinated optional convertible notes paid on time in full.
- Repayment of the \$180 million of subordinated optional convertible notes (subject to favourable IRD binding rulings) plus a \$20 million fully imputed special distribution in July 2001.

Sources of Funding



■	User Charges & Corporate Finance
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The Orion building in Manchester Street

Nature and Scope

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

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

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

Relationship to the Council

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

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

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

For a list of the Company directors see page 115.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (as printed in the Strategic Statement).

Overall Service Objective

1. To provide outstanding, innovative and profitable port services, emphasising quality and excellence in everything that is done by:
 - Contributing to the increase in shareholder wealth;
 - Protecting and growing its share of port services in target markets;
 - Being responsive to customers' needs and continually adding value to their business;
 - Practising a continuous improvement cycle that will ensure cost competitiveness of port services;
 - Continuously improving the safety of our work environment;

- Recognising employees' contribution to the company's success and to acknowledge them in a fair and equitable way;
- Minimising any adverse effects of port activities and facilities on the environment;
- Being a responsible corporate citizen in the community, while facilitating economic development for the benefit of the region.

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

Objectives for 2001/02

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

Performance Indicators

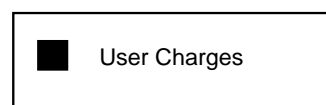
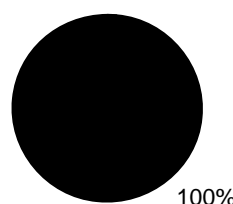
2. The dividend policy is to pay a minimum of 50% of tax paid profit (after extraordinary items).
3. Port throughput of:

• Lyttelton Container Terminal (TEUs)	124,000*
• Other International Containers (TEUs)	13,000*
• Fuel (tonnes)	1,004,000
• Coal (tonnes)	1,666,000
• Cars (units)	33,000
• Other Cargo (tonnes)	1,154,000

* Twenty foot equivalents

(The above figures are based on 2000/01 forecasts and represent anticipated volumes.)

Sources of Funding



Views of the Lyttelton Port Company Container Terminal

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$		\$
13,927,000	Revenue	17,129,000
11,933,000	Maintenance & Operating Costs	15,533,000
1,200,000	Depreciation	1,140,000
13,133,000	Total Expenditure	16,673,000
794,000	Net Profit before Taxation and Extraordinaries	456,000

Net Surplus Before Taxation

Projected Surplus before Taxation 2002/03	\$863,000
Projected Surplus before Taxation 2003/04	\$1,300,000

Capital Expenditure

Projected Capital Expenditure 2001/02	\$100,000
Projected Capital Expenditure 2002/03	\$90,000
Projected Capital Expenditure 2003/04	\$80,000

Nature and Scope

- Providing scheduled urban public passenger transport (PPT) services. The Company continues to be the principal provider of such services in the Canterbury region in terms of kilometres run.
- Operating ancillary services which profitably complement the above services, including bus charter services which promote regional interests.
- Research of actual and potential customer needs and development of services in Canterbury and other regions where it is perceived that the company will have a profitable and competitive advantage.
- The Company maintains a fleet of 142 buses, shuttles and coaches.

Relationship to the Council

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

For a list of the Company directors see page 115.

The Council's interest in this Company is in accordance with its Strategic Objective F4 (as printed in the Strategic Statement).

Overall Service Objective

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

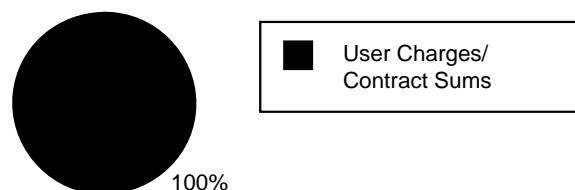
Objectives for 2001/02

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

Performance Indicators

2. Carry 7,500,000 passengers per annum.
3. Net after tax profit of \$305,000.

Sources of Funding



Scenes taken at the Red Bus Ltd Ferry Road Depot



SELWYN PLANTATION BOARD LIMITED

Cost of Service

2000/01 BUDGET		2001/02 BUDGET
\$		\$
8,000,000	Revenue	9,400,000
-----		-----
5,489,000	Maintenance & Operating Costs	5,980,000
120,000	Depreciation	120,000
-----		-----
5,600,000	Total Expenditure	6,100,000
-----		-----
2,400,000	Net Profit Before Taxation	3,300,000
=====		=====

Net Profit Before Taxation

Projected Net Profit Before Taxation 2001/02	\$3,300,000
Projected Net Profit Before Taxation 2002/03	\$3,400,000

Capital Expenditure

Capital expenditure of \$500,000 is provided for in 2001/02.

Nature and Scope

The Company manages 13,000 hectares of land, of which 10,000 hectares are stocked with an assessed wood volume at 31 March 2002 of 2.0 million tonnes.

Relationship to the Council

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

The Council's interest in this Company is in accordance with its Strategic Objectives: F1 and F2 (as printed in the Strategic Statement).

For a list of the Company directors see page 115.

The Council is giving consideration to transferring its share in Selwyn Plantation Board Ltd to its wholly owned holding company Christchurch City Holdings Ltd.

Overall Service Objective

1. To operate a successful forest-based business consistent with conservation and the provision of shelter objectives on the plains of Canterbury, involving:
 - Economically utilising the renewable resource base of the company's forests to maintain a sustainable dividend to its owners.
 - Acting as a good corporate citizen in all aspects including:
 - Innovative forest management to provide round wood of a quality suitable for both local and export consumption at a price that these markets will stand.
 - Sustained yield forest management that takes cognisance of, and makes allowances for, the vagaries of the Canterbury weather.
 - Acknowledging that plantations have a very important shelter function on the Canterbury plains.
 - Achieving a balance between the recreational use of forests and the commercial objectives of forestry.

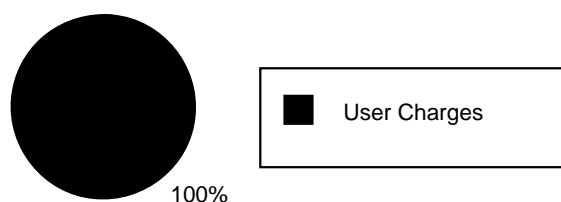
Objectives for 2001/02

2. Produce programmed wood volume.

Performance Indicators

2. Produce 165,000 tonnes of wood by 31 March 2002.

Sources of Funding



The Selwyn Plantation Board Ltd was a major sponsor of this concert which was held on 28 January 2001 in Darfield

CITY CARE LIMITED

Cost of Proposed Services

2000/01 BUDGET		2001/02 BUDGET
\$		\$
37,000,000	Revenue	(0,000,000)
-----		-----
34,000,000	Operating, Financing and Depreciation Costs	37,300,000
-----		-----
34,000,000	Total Expenditure	37,300,000
-----		-----
3,000,000		2,700,000
=====		=====

Net Profit Before Taxation

Projected Net Profit before Taxation 2002/03 \$3,000,000
 Projected Net Profit before Taxation 2003/04 \$3,300,000
 (Subject to Board ratification.)

Nature and Scope

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

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

Relationship to the Council

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

For a list of the Company directors see page 115.

The Council's interest in this Company is in accordance with its Strategic Objective: F4 (as printed in the Strategic Statement).

Overall Service Objective

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

The company shall ensure that:

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

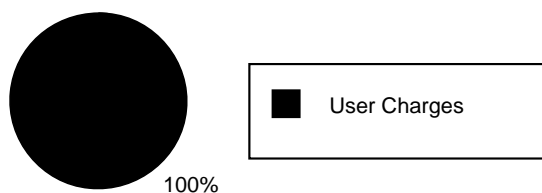
Objectives for 2001/02

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

Performance Indicators

2. Minimum projected dividend to shareholders of \$1,100,000.

Sources of Funding



CHRISTCHURCH CITY FACILITIES LIMITED

Cost of Service

Budget for 2001/02 is yet to be finalised. Depreciation charges mean that there will be losses in the short term but the company has a positive cash flow.

Nature and Scope

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

Relationship to the Council

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

For a list of the Company directors see page 115.

The Council's interest in this Company is in accordance with its Strategic Objective: F4 (as printed in the Strategic Statement).

Overall Service Objective

1. To ensure that the Council's specialist facilities (the

Convention Centre, the WestpacTrust Centre and the Town Hall) are maintained and operated to a high standard which meets the expectations of the Council, major sponsors and partners.

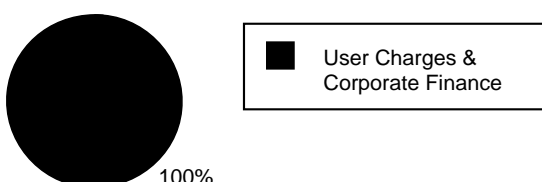
Objectives for 2001/02

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

Performance Indicators

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

Sources of Funding



Cost of Proposed Services

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

The 2001/02 capital contribution from the Christchurch City Council is projected to be \$1.071M.

Nature and Scope

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

Relationship to the Council

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

Canterbury Waste Subcommittee is a subcommittee of the Canterbury Waste Joint Committee comprising the ten Canterbury Territorial Local Authorities (i.e. Christchurch City Council, Waimakariri District Council, Hurunui District Council, Selwyn District Council, Ashburton District Council, Banks Peninsula District Council, Kaikoura District Council, Timaru City Council, MacKenzie District Council and Waimate District Council). The split of capital funding for the Canterbury Waste Subcommittee is as follows:

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

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

For a list of the Company directors see page 115.

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

Overall Service Objective

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

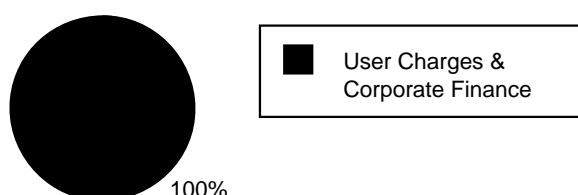
Objectives for 2001/02

2. To identify and purchase a suitable site, and carry out site evaluation and testing procedures in accordance with accepted standards. (Ultimately a resource consent will then be applied for and it is envisaged that this will occur during the 2001/02 financial year.)

Performance Indicators

2. Suitable site identified and purchased.

Sources of Funding



Cost of Service

The Jade Stadium Ltd operational budget has still to be finalised and will be influenced by the planned changes to the current governance structure. This will incorporate the operational and asset management component of the Victory Park Board.

The 2001/02 capital contribution from the Council is nil. A \$4M equity contribution has been spread over the last 3 financial years.

The Council is providing loan finance to the project which will reach \$43M on completion of the project this financial year. This loan will be fully serviced from the revenues of the company.

Nature and Scope

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

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

Relationship to the Council

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

For a list of the Company directors see page 115.

The Council interests in this Company is in accordance with its Strategic Objective: F4 (as printed in the Strategic Statement).

Overall Service Objective

1. To undertake the development and management of Jade Stadium.

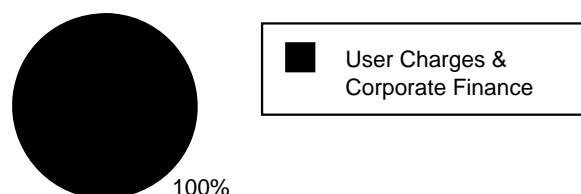
Objectives for 2001/02

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

Performance Indicators

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

Sources of Funding



An artist's impression of the completed Jade Stadium

CANTERBURY TECHNOLOGY PARK JOINT VENTURE

Nature and Scope

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

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

The total area of the Technology Park is 15 hectares and the balance of the land available for sale is .8 hectares. There are no permanent employees, as the Park's development is managed by contract.

Relationship to the Council

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

The Council's interest in this Company is in accordance with its Strategic Objectives: F1 and F2 (as printed in the Strategic Statement).

Overall Service Objective

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

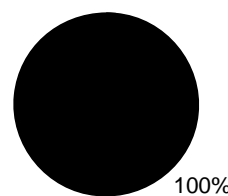
Objectives for 2001/02

2. Continue to progress the sale of remaining land to maximise the value to joint venture partners and their stakeholders both commercially and socially.

Performance Indicator

2. Complete land sale(s) totalling .5 hectares.

Sources of Funding



■ User Charges & Corporate Finance

100%

TRAVIS GROUP

Cost of Service

2000/01 BUDGET	2001/02 BUDGET
Nil	Estimated Net Profit before tax
	Nil

Nature and Scope

The Group was established in July 1996 in order to finance the acquisition of land known as Travis Swamp and a forestry block adjacent to Bottle Lake Plantation. Travis Swamp will in due course be developed by the Christchurch City Council as a heritage park. The forestry block has been leased to Selwyn Plantation Board Limited for forestry purposes as an addition to Bottle Lake Plantation.

There are no active plans for the company to develop the land itself at this time.

Relationship to the Council

The Group comprises three companies:

- Travis Finance Ltd
- Travis Heritage Park Ltd
- THP Holdings Ltd

Travis Finance Limited is wholly owned by the Christchurch City Council and has borrowed the sum of \$7.4M from the Christchurch City Council. It holds 100% of the shares in Travis Heritage Park Limited.

Travis Heritage Park Limited is wholly owned by Travis Finance Limited. It has no term debt and holds all the shares in THP Holdings Limited.

THP Holdings Limited is wholly owned by Travis Heritage Park Limited. It has no debt and its assets are the two parcels of land which are the only assets of the Group.

In the initial years it is expected that the company

will incur losses due to the cost of servicing its debt and the writedown of goodwill. The Council as shareholder will contribute sufficient capital to facilitate the on-going cash flow needs of the company.

The Council's interest in this Company is in accordance with its Strategic Objectives: C3 and F1 (as printed in the Strategic Statement).

Overall Service Objective

1. This Group of Companies has been established by the Christchurch City Council with the following objectives:
 - To finance the acquisition of land with a long-term commercial objective of a successful forestry operation
 - To own land known as Travis Swamp
 - To hold and maintain heritage land for the enjoyment of Christchurch and its citizens

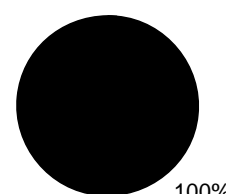
Objectives for 2001/02

2. To achieve projected financial performance.

Performance Indicators

2. Limit the net loss to no more than the estimated projection.

Sources of Funding



■ Corporate Finance

100%

5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description		2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
City Streets:						
Renewals & Replacements						
Kerb and Channel Renewals						
Baker St	All	8,600	744,800			
Bamford St	Barton - End (Bth)	164,600				
Brenchley Ave	Urunga - Watford (Bth)	174,200				
Burke St	Orbell - Montreal (Sth)	45,800				
Centaurus Rd	Austin Kirk - St Martins (Bth)	4,300	256,800			
Chapter St ®	Papanui - Bretts (Bth)	405,100				
Charlesworth St		205,000				
Churchill St	Bealey - Cambridge (Bth)	112,700				
Clarence St	Lincoln - Railway (Bth)	340,800				
Coles Pl	Trafalgar - End (Bth)	102,500				
College Ave	Normans - Brenchley (Bth)	123,000				
Cornwall St	Cranford - Lindsay (Bth)	143,500				
Creyke Rd	Ilam - Clyde (Bth)	127,000	552,800			
Curletts Rd	Main South - Tensing (Bth)	575,900				
Edmond St	Randolph - End (Bth)	95,500				
Edward Ave	Barbadoes - Cleveland (Bth)	3,590	215,600			
Estuary Rd	Beattie - Halsey (Bth)	360,000				
Everard St	Milton - Athelstan (Bth)	132,600				
Ferry Rd (R)	Barbadoes - Williams (Bth)	31,100				
Geraldine St	Bealey - Canon/Gresford (Bth)	495,375				
Greers Rd	Langdons - Harewood (Est)	3,075	105,000			
Harakeke St	Rochdale - End (Bth)	1,640	148,800			
Harvey Tce	Fitzgerald - Draper (Bth)	257,000				
Hawford Rd	Butler - Opawa (Bth)	256,400	291,400			
Heywood Tce	Fitzgerald - Harvey (Bth)	235,700				
Hinau St	Totara - Clyde (Bth)	155,700	401,400			
Holmwood Rd	Rossall - Fendalton (Sth)	225,900				
Idris Rd	Blighs - Wairakei (Bth)	5,100	348,200			
Ilam Rd	Hamilton - No 272 (Bth)	6,000	178,600			
Innes Rd	Rutland - Cranford (Bth)	4,600	257,200			
Jennifer St (R)	Wairakei - No 44 (Bth)	272,000				
Lyttelton St	Lincoln - Edinburgh (Bth)	276,900				
Lyttelton St	Edinburgh - Cobham (Bth)	2,972	482,300			
Mackworth St	Ferry - Bonar (Bth)	6,865	633,000			
Marylands Pl	Birmingham - End (Bth)	155,000				
McLeod St	Avalon - North Avon (Bth)	113,300				
Medbury Tce	Kotare - Clyde (Bth)	2,152	153,500			
Merivale Ln	Rossall - Winchester (Bth)	6,866	400,900			
Nayland St	Wakefield - Marriner (Bth)	339,300				
Nelson St	Picton - Clarence (Bth)	164,400				
New Brighton Rd	Pages - Bower (Nth)	6,000	452,000			
Orbell St	Brougham - Burke (Bth)	225,500				
Paparoa St	Papanui - Claremont (Bth)	3,382	205,400			
Peterborough St	Madras - Cambridge (Bth)	134,000				
Picton Ave	Riccarton - Peverel (Bth)	297,200				
Richmond Hill Rd (R)	Nayland - base of hill (Bth)	143,600				
Rossall St	Office - Merivale (Bth)	5,995	399,700			
Shirley Rd	Hills - Quinns (Bth)	5,840	309,100			
Southwark St	Manchester - Madras (Bth)	179,100				
Station Rd	Flavell - Martindales (Est)	1,025	101,900			
Stewart St	St Asaph - Horatio (Bth)	4,304	297,000			
Stirling Street	Office - Aikmans (Bth)	1,307	107,200			
Straven Rd	Kilmarnock - Rochdale/Weka (Bth)	449,500				
Studholme St	Barington - Somerfield (Bth)	338,400	266,500			
Studholme St	Somerfield - Ashgrove (Bth)	5,380	358,700			
Tyne/Pope	Blenheim - End (Bth)	1,540	142,700			
Tyrone St	Factory - Third (Bth)	3,300	230,400			
Wai-iti Tce	Clyde - End (Bth)	164,000				
Waimea Tce	Corson - Riverview	94,700				
Waiwetū St (R)	Fendalton - End (Bth)	356,700				
Wakefield Ave	Stoke - Nayland (Est)	102,500				
Waltham Rd	Opp pool	100,000				
Weka St	Tui - Straven (Bth)	3,845	266,000			
Winchester St	Merivale - Rugby (Est)	125,980				

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description		2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Alexandra St	Fitzgerald - Stanmore (Bth)		5,500	369,000		
Baretta St	Dunn - Somerfield (Bth)		2,550	164,000		
Bellamy Ave			12,100	98,500		
Bordesley St			20,100	190,900		
Cambridge Tce	Barbadoes - Madras end (Nth)		1,500	122,500		
Centaurus Rd	Ramahana - Albert (Bth)		2,000	133,200		
Champion	Bealey - Gresford (Bth)		4,900	341,600		
Charles St			15,100	105,500		
Clyde Rd	University Dr - Creyke (Bth)		30,100	371,200		
Coronation St	Selwyn - Simeon (Bth)		4,000	328,000		
Edward Ave	Cleveland - Hills (Bth)		3,700	195,700		
Garreg Rd	Glandovey - Galway (Bth)		7,600	386,800		
Geraldine St	Canon - Edgeware (Bth)		5,500	213,400		
Glenroy St	Hargood - Portman (Bth)		3,600	236,100		
Grants Rd	Papanui - Raburn (Bth)		20,100	241,200		
Hastings St East	Vienna - (Bth)		20,100	201,000		
Hawthorne St	Papanui - Watford (Bth)		2,900	194,700		
Innes Rd	Cranford - Jamieson (Bth)		20,100	190,900		
Kinsey Tce	All		50,200	552,600		
Manning Pl	Ferry - Wildberry (Bth)		15,100	165,800		
Mary St	Wyndham - Main North (Bth)		20,100	155,700		
Mathias St	Mays - Chapter (Bth)		15,100	105,500		
Newnham Tce			20,100	215,700		
North Parade	Averill - Medway (Bth)		15,100	105,500		
Office Road			20,100	175,700		
Orbell St	Moorhouse - End (Bth)		15,100	100,500		
Snowdon Rd	Fendalton - Idris (Bth)		4,800	216,000		
Speight St	All		20,100	150,700		
St Albans St	Rutland - Trafalgar		20,100	105,500		
St James St	Windemere - Dalriada (Bth)		20,100	221,100		
St Martins Rd	Centaurus - Gamblins (Bth)		15,100	115,600		
Stratford	All		30,100	301,400		
Straven	Kilmarnock - Rata		15,100	105,500		
Sullivan Ave	Ensors - Whittington (Bth)		4,800	277,700		
Thorrington Rd	All		308,350			
Totara St	Kahu - Puriri nth (Bth)		20,100	231,100		
Union St	Beresford - Owles (Bth)		15,000	175,600		
Vienna St			15,000	150,700		
Wainoni Rd	Shortland - Avonside (Bth)		20,100	135,600		
Wainoni Rd	Breezes - Shortland (Bth)		35,000	256,800		
Warrington	Hills - Flockton (Bth)		20,100	266,000		
Wherstead Rd			162,800			
Wildberry St	Manning - Hopkins (Bth)		4,305	287,000		
Wilfred St			3,699	246,000		
Winchester St	Merivale - Andover (Bth)		30,100	211,000		
Banks Ave	All			5,000	105,500	
Barbour St	Ferry Rd - End (Bth)			5,000	271,200	
Bower Ave	New Brighton - Travis (Bth)			25,100	640,000	
Bridge St	Pine - Sth Brighton (Bth)			5,000	370,000	
Burlington St	Huxley St - Hastings St (Bth)			5,000	205,600	
Canon St	Colombo - Sherbourne (Bth)			5,000	100,500	
Canon St	Barbadoes - Geraldine (Bth)			5,000	100,500	
Centaurus Rd	Glenelg Spur - Rapaki (Bth)			5,000	273,300	
Cleveland St	Edward - Hendon (Bth)			5,000	105,500	
Cobham St	Domain - Lyttelton (Bth)			15,100	165,800	
Dennett St	All			5,000	100,500	
Ellery St	All			5,000	100,500	
Fairfield Ave	Antigua St - Selwyn St (Bth)			10,000	411,800	
Frank St	All			30,150	371,600	
Geraldine St	Edgeware - Warrington (Bth)			3,600	462,200	
Girvan St	All			5,000	100,500	
Grants Rd Stage 2	Rayburn - culvert (Bth)			5,000	150,700	
Halton St	Watford - Papanui Rd (Bth)			5,000	161,500	
Harewood Rd	Wilmot - Harris (Bth)			5,000	201,100	
Hastings St East Stage 2	All			5,000	81,200	
Hendon St	All			5,000	216,000	
Kowhai Tce	Buxton Ave - Centaurus Rd (Bth)			15,100	105,500	
Lyttelton St	Cobham - Wychbury (Bth)			19,620	256,200	

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description		2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Mayfield Ave	Forfar St - Westminster St (Bth)			4,500	356,600	
Ngaio St	All			30,100	336,500	
Preliminary Design For 2004/05 Projects				5,000	341,600	
Rattray St	Peverel St - Riccarton Rd (Bth)			29,117	281,300	
Saltaire St	All			5,000	160,650	
Sinclair St	All			5,000	175,000	
Sullivan Ave	Whittington Ave - Richardson Tce (Bth)			7,075	492,200	
Wainoni Rd	Breezes - Bexley (Bth)			35,000	950,200	
Wainui St	Riccarton - Peverel (Bth)			5,000	297,500	
Wildberry St	Richardson - Hopkins st (Bth)			25,150	331,500	
Winchester St Stage 2				5,000	100,440	
Osborne	Ferry - end (Bth)				462,000	
Unspecified						9,595,082
Kerb and Channel Enhancements						
Addington NIP		141,494				
Percy St		141,494				
Shakespeare Rd	Defoe - Wilsons (Bth)	249,696				
Sydenham NIP		141,494				
Charles St	Osborne - Ensors (Bth)		15,300	107,100		
Charles St	Wilsons - Osborne (Bth)		132,600			
Suffolk St			141,494			
Unspecified			16,606		101,000	29,000
Flavell/Marsden/Rollin				88,740		
Kipling St				263,160		
Barrie St					183,000	
Crohane Pl					175,000	
Ruskin St						430,000
Structure Renewals						
Bridge Renewals		25,500	25,500	25,500	25,500	25,500
Bridges	Lifelines	104,040	104,040	104,040	104,040	104,040
Retaining Walls Renewals		51,000	51,000	51,000	51,000	51,000
Culvert Renewal				153,000		51,000
Road Pavement Replacement						
Road Pavement Replacement		500,000	500,000			
Carriageway Sealing						
Resealing including second coat sealing		2,233,895	2,233,895	2,233,895	2,233,895	2,233,895
Carriageway Surfacing						
Slurry Sealing		99,265	99,265	99,265	99,265	99,265
Surfacing Budget		1,008,986	1,177,082	1,345,178	1,513,274	1,681,369
Carriageway Smoothing						
Carriageway Smoothing		385,780	385,780	385,780	385,780	385,780
Footpath Resurfacing						
Footpath Resurfacing		2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
Total Renewals & Replacements		<u>16,677,778</u>	<u>17,006,566</u>	<u>17,025,770</u>	<u>16,914,444</u>	<u>17,385,931</u>
Asset Improvements						
Road Network Improvements						
Amyes/Goulding/Shands		45,000	200,000			
Blenheim Road deviation		3,015,000	2,030,000			
Clarence/Riccarton/Straven Intersection		208,080				
Durham/Salisbury		62,424				
Fendalton Rd (Reprogrammed 01/02) Railway - Clyde		2,104,103	802,052			
Fendalton Rd (Reprogrammed 01/02) Landscaping		133,820	59,670			
Ferry Rd/Humphreys Drive Intersection change		672,894				
Halswell Junction		80,000				
Hills/Shirley/Warrington (Reprogrammed 01/02)		101,340				
Linwood/Dyers Signalisation (Reprogrammed 01/02)		225,000				
Travis Rd traffic mgmt		10,000	200,000			
Treffers/Parkhouse		80,000				
Woolston-Burwood expressway and cycleway - Stage 2 (*)		2,065,580	1,145,460			
Bealey/Carlton/Harper			56,160	360,000	520,200	
Blenheim Road deviation Contingency (net)			820,000			
CCC works associated with Transit projects			110,000		510,000	
Ferrymead Bridge			1,213,800	2,499,000		
Gloucester/Linwood signalisation			163,200			
Northern Access			200,000	200,000		
Mandeville/Riccarton + Riccarton Rd misc				291,312		

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description		2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Opawa/Port Hills Rd				700,000	1,100,000	
Unspecified					1,898,800	3,468,000
(* Note:- refer Transit NZ contribution below of \$1,031,300)						
Additional Works From Alternative Funding						
Road Network Improvements			3,000,000	2,500,000	2,500,000	1,939,000
Road Pavement Reconstruction				500,000	500,000	500,000
Property Purchase						561,000
Alternative Funding for the above			-3,000,000	-3,000,000	-3,000,000	-3,000,000
Carriageway Seal Widening		31,212	31,212	31,212	31,212	31,212
Cycleways						
Annex Road	Birmingham - Blenheim	30,000	45,000			
Avondale Bridge	Clip-on	153,000				
Bealey Avenue	Park - Fitzgerald	50,000	50,000			
Boys High/Girls High "bubble"		70,000				
Burnside High School "bubble"		20,400				
Cashmere High "bubble"		70,000				
Colombo Street	Brougham - Wordsworth	40,800				
Colombo Street (Reprogrammed 01/02) Moorhouse-Wordsworth		48,800				
Hagley Park Cycle Routes		130,000				
Heaton/St Andrews "bubble"		70,000				
Port Hills Road	Avoca Valley	20,000				
Riccarton Road	Deans - Matipo	81,600				
St Albans	Cranford - English Park	20,400		31,400		
Aldwins-Buckleys	Ensors - Kerrs		45,400	45,000		
Blighs Road signalised crossing			64,500			
Branston Intermediate "bubble"			55,400			
Colombo Street	Armagh - Bealey		10,000			
Colombo Street	Huxley - Tennyson		60,000			
Fitzgerald Avenue	Moorhouse - Bealey		45,400	45,000		
Hillmorton/Manning "bubble"			60,000			
Hornby High "bubble"			55,400			
Lincoln Road	Whiteleigh - Moorhouse		31,000			
Moorhouse Avenue	Lincoln - Fitzgerald		45,400	45,000		
New Brighton Road	Pages - Ajax		40,500	40,000		
Papanui High "bubble"			60,000			
Papanui Road	Bealey - Heaton		50,400			
Riccarton Road	Rattray - Ilam		40,800			
Strickland Street	Milton - Colombo		10,600			
Waimairi Road	Tudor - Greers		40,200	40,000		
Casebrook "bubble"				60,400		
Christchurch South "bubble"				60,400		
Ensors-St Martins	Ferry - Centaurus			50,000	50,000	
Glandovey-Heaton-Innes	Railway - Rutland			40,000	40,000	
Halswell Road	Sylvan - Templeton			61,200		
Innes Road	Cranford - Mahars			30,600		
Pages Road	New Brighton - Kerrs			50,000	60,000	
Papanui Road	Blighs - Innes/Heaton			50,000		
Riccarton High "bubble"				60,000		
Riccarton Road	Ilam - Church Cnr			51,000		
Aranui High "bubble"					70,000	
Avonside Girls High "bubble"					60,000	
Linwood High "bubble"					60,000	
Main North Road	Papanui - Prestons				60,000	80,000
New Brighton Access Route					50,000	100,000
Papanui - Harewood	Blighs - Railway				60,000	60,000
Projects to be specified					59,600	310,000
Railway Cycleway	Northcote - Main North				100,000	200,000
Warrington-Berwick	Hills - Cranford				20,400	
Whiteleigh-Clarence	Blenheim - Lincoln				50,000	
Street Lighting Upgrading						
<i>Street Lighting - Safety</i>						
Minor Works		53,060	53,060	53,060	53,060	53,060
Antigua St	Brougham - Tuam	43,860				
Bassett St	New Brighton - Parnwell	13,796				
Durham St	Bealey - Springfield	19,768				
Estuary Rd	Jervois - Ebbtide	79,070				
Greers Rd	Memorial - Waimairi	19,000				

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description		2001/02	2002/03	2003/04	2004/05	2005/06
		\$	\$	\$	\$	\$
Halswell Junction Rd	Springs - Shands	74,909				
Keyes Rd	Bowhill - Hawke	42,000				
Owles Tce	Seaview - Union	26,520				
Parnwell St	Bassett - Travis	14,280				
Rookwood	Bower - Bowhill	18,000				
Sawyers Arms Rd	Northcote - Johns	92,325				
Travis Rd	Frosts - Bower	27,000				
Union St	Owles - Estuary	37,740				
Wilsons Rd	Railway - Shakespeare	6,000				
Avonhead Rd	Roydvale - Yaldhurst		91,264			
Bexley Rd	Wainoni - Breezes		75,000			
Blighs Rd	Idris - Papanui		27,540			
Bridge St	Dyers - Marine Parade		66,000			
Coronation St	Selwyn - Barrington		24,480			
Ilam Road	Maidstone - Memorial		30,172			
Ilam Road	Memorial - Wairakei		57,222			
Langdons Rd	Main Nth - Greers		43,697			
Montreal St	Brougham - Moorhouse		28,091			
Roydvale Ave	Avonhead - Memorial		11,673			
Roydvale Ave	Memorial - Wairakei		43,722			
Wordsworth	Durham - Waltham		35,000			
Burwood Rd	Lake Tce - Prestons			62,000		
Clyde Rd	Ilam - Greers			29,131		
Farrington Ave	Wairakei - Harewood			40,000		
Highstead Rd	Harewood - Sawyers Arms			27,000		
Lake Tce Rd	Marshlands - New Brighton			120,000		
Merrin St	Avonhead - Withells			18,000		
Middleton Rd	Riccarton - Blenheim			27,050		
Prestons Rd	Grimseys - Hawkins			31,836		
Prestons Rd	Main Nth - Grimseys			33,293		
Rose St	Hoon Hay - Lyttelton			18,000		
Withells Rd	Yaldhurst - Avonhead			83,835		
Bower Avenue	New Brighton - Queenspark				77,520	
Bridle Path	Main - Martindales				43,697	
Unspecified Projects					388,783	551,800
<i>Street Lighting - Asset Improvements</i>						
Street light Poles		144,324	41,616	41,616	41,616	50,000
Algidus St	All	2,081				
Brixton St	Waterloo - to bend	5,202				
Butts Valley Rd	All	3,121				
Greenhurst St	Epsom - Main South	5,202				
Neill St	Springs - Main South	10,924				
O'Briens Rd	All	5,722				
Shaw Ave	Lonsdale - Rawhiti Domain	4,162				
Vickerys Rd	Haytons - Washbournes	4,162				
Washbournes Rd	Vickerys - Haytons	4,682				
Wilson St	Waterloo - to end	5,202				
Projects to be specified			239,292	239,292	239,292	346,800
<i>Street Lighting Conversion</i>						
Unspecified		319,950	226,950	226,950	226,950	226,950
Seal Extension						
Kinleys Lane	St Albans	92,840				
Earlham Road			42,000			
Lillian St	Service Lane		35,000			
Murphys Road			5,000	52,840		
Rothersay Rd				72,160	75,000	
Unspecified						75,000
Major Amenity Improvements						
Cashel Mall upgrade		40,000		200,000	200,000	
Cathedral Junction - Public Amenity Site Works		408,000				
Cathedral Square Stage V		1,500,000				
Cathedral Square Stage V Traffic Measures only		102,000				
CBD Quadrants - Stage 1 Design (Reprogrammed 01/02)		27,000				
CBD Quadrants - Stage VII Lichfield/Tuam St one way swap (R)		60,000	1,200,000			
City Approaches EPPU Northern Approach (Reprogrammed 01/02)		30,600				
Latimer Square Stage I Worcester Manchester to Latimer		140,000				
New Brighton - Beresford St Carparking Development (R)		200,000				

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Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
New Brighton - Sale of Surplus Carparking / or Substitution (R)	-200,000				
New Brighton Commercial Area Development	500,000	700,000			
Pedestrian and Cycle Facilities	61,200	61,200			
Service Lane walkways	61,200	61,200			
Upgrade Pedestrian Facilities at Jade Stadium (R)	370,300				
Art Gallery - Gloucester St Works		108,120			
Art Gallery - Montreal St - Lime Trees		14,892			
CBD Quadrants - Stage III Colombo Hereford to Lichfield		30,000	270,000		
Latimer Square Stage II Latimer Square Gloucester to Hereford		196,600			
Cambridge/Cashel/Rolleston			89,760		
CambridgeTce Baradoes to Sailsbury			22,440		
Latimer Square Stage III Through Latimer Square			168,300		
Projects to be identified					357,000
Total Asset Improvements	14,114,655	11,390,344	6,768,088	6,146,130	5,909,822
New Assets					
New Construction/New Kerb and Channel/Paths					
Halswell Junction Rd Railway - Shands	52,020				
Minor Landscape Improvements	20,808	20,808	20,808	20,808	20,808
Muritai Tce	1,530	52,020			
New Brighton Rd Avondale - Wainoni	156,060				
New Footpaths	50,000	50,000	50,000		
New Retaining Structures	51,000	51,000	51,000	51,000	51,000
Shands Rd at Printpacs	5,100				
Subdivisions	510,000	510,000	510,000	510,000	510,000
Taylor's Mistake Rd Improvements		312,120		224,000	
Cashmere Rd (Reprogrammed 01/02) Brookville - Happy Home			48,800		
Centaurus Rd Aynsley - Glenelg				183,600	
Unspecified				100,972	
Safety Works					
Aldwins/Ensors/Ferry (Reprogrammed 01/02) realignment	82,000				
Avonside Drive Safety	65,000				
Blackspot Remedial Works	40,800	81,600	81,600	81,600	81,600
Buckleys/Kerrs Ped Signals	30,000				
Dyers Pass Rd at Cashmere School	35,000				
Eastgate Pedestrian Signals	50,000				
Evans Pass Safety Improvements	150,000				
Innes/Rutland	50,000	150,000			
Kerb Cutdown Improvements	10,000	10,000	10,000	10,000	10,000
Marshs/Springs	42,000				
Milns/Sparks/Sutherlands realignment	163,200				
Minor Safety Projects	62,424	62,424	62,424	62,424	62,424
Northcote Rd at Rail Crossing	50,000				
Pedestrian Safety Initiatives/Crossing Facilities	102,000	102,000	102,000	102,000	102,000
Road Safety at Schools	101,500	101,500	101,500	76,500	76,500
Safe Routes to Schools	70,800	70,800	40,800	40,800	40,800
Bealey/Fitzgerald/London/Hills		51,000			
Cashmere/Penruddock		67,000			
Marshlands/Lower Styx close one leg		37,740			
Berwick/Forfar/Warrington			75,949		
Bowhill/Rockwood/Keys			35,000		
Cashmere/Hendersons realignment			280,500		
Dyers Pass Rd at Bends			92,000		
Avonside/Fitzgerald				160,000	165,000
Crash Reduction Studies				300,000	300,000
Unspecified				76,600	91,676
Neighbourhood Improvement Works					
Aorangi/Brookside	50,000				
Avonhead Rd - New Kerb & Channel (F/W)					
Commodore Hotel Vicinity	6,000				
Aynsley Tce Traffic Calming	60,000				
Bealey Avenue - Bulb planting in the median (H/F)	1,000				
Birdwood/Norwood/Sandwich Rds intersection adjustment (R)	33,300				
Bishopdale Mall - Children's Playground (F/W)	4,000				
Brynley/Springs	45,000				
Clarence/Peveler	90,000				
Coloured Paintings - Selected Sites (F/W)	5,000				

Notes:

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02	2002/03	2003/04	2004/05	2005/06
	\$	\$	\$	\$	\$
Domain Tce Traffic Calming (Reprogrammed 01/02)	48,250				
Dominion/Milton	40,000	40,000			
Garvins Road	40,000				
Goulding Avenue	20,000				
Hawford Road	10,000				
Heberden/ Evans Pass (Reprogrammed 01/02)	37,500				
Joy St Traffic Restraint (Reprogrammed 01/02)	38,000				
Landscaping of CCC Land (F/W) 19 Fendalton Rd	3,500				
Linwood Avenue– Bulb planting in the median (H/F)	5,000				
Lochee Road	25,000				
Maidstone Rd Pedestrian Island (F/W) Ray Blank Park	6,000				
Manchester St (Reprogrammed 01/02) Bealey - Edgeware	59,000				
Mathers Rd Traffic Calming (Reprogrammed 01/02)	95,000				
Maxwell Street	25,000				
Minor Works	30,300	54,600			
Neill/Springs	45,000				
O'Halloran Drive	45,000				
Papanui/McDougall (Reprogrammed 01/02)	30,600				
Riccarton/Rimu Service Lane (Reprogrammed 01/02)	51,619				
Rowley Ave Traffic Calming (Reprogrammed 01/02)	16,000				
Roydvale Ave/ Teesdale (Reprogrammed 01/02)	34,500				
Selwyn Street – Pedestrian Island & Blips (S/H) near Ruskin St	15,000				
St Andrews Square (Reprogrammed 01/02) At Croquet Club	39,500				
Stourbridge Street	19,000				
Sturrocks Rd	12,700				
Suva Street @ Hansons Lane	80,000				
Suva Street @ Middleton Road	45,000				
Wairakei Rd 2xPedestrian Islands (F/W)Ilam - Pitcairn	12,000				
Amyes/Trevor		30,000			
Ashgrove / Barrington		40,000			
Birdwood @ Waimea		18,000			
Bowenvale Avenue		20,000			
Brynley Street		30,000			
Fifield @ Ensors (East approach)		40,000			
Foremans Road		30,000			
Glynne Crescent		8,000			
Grange Street		13,000			
Hastings Street East		10,000			
Holliss Avenue		8,000			
Horseshoe Lake @ Lake Terrace Intersection Treatment		35,000			
Jones Road		30,000			
Port Hills Road		15,000			
Riverlaw (Burnbrae to Wilsons)		15,000			
Tuckers Rd		242,000			
Waimea Terrace/Birdwood		9,000			
Witham Street		30,000			
Wychbury Street		10,000			
Wycola Avenue		30,000			
Barrington/Howard			9,000		
Barrington/Wychbury			9,000		
Bunyan			60,000		
Cable Street			30,000		
Cashmere View			15,000		
Croydon/Southampton			9,000		
Fifield (Ensors to Beckford) Traffic Calming			10,000		
Fifield/Ford			30,500		
Fisher Ave			5,000		
Jones/Railway			30,000		
Lewis/Wyn			9,000		
Nortons Road			30,000		
Palatine Tce Traffic Calming			15,300		
Rydal/Sparks			2,500		
Thorrington Road			10,000		
Tirangi Street			30,000		
Wilsons Road (Waltham to Brougham)			8,000		
Projects to be prioritised			487,700	780,000	800,000

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Signals					
ANTTS (Automatic Network Travel Time Sys.)	31,212	31,212	31,212	31,212	31,212
CCTV Installation - City	42,656	42,656	42,656	42,656	42,656
Traffic Signal Upgrade	208,080				
SCATS2 Upgrade (Reprogrammed 00/01)					
Signs					
Signs - Parking	26,530	26,530	26,530	26,530	26,530
Signs - Regulatory etc	93,636	93,636	93,636	93,636	93,636
Advanced Direction Signage	52,020	52,020	52,020	52,020	52,020
School Crossing Equipment	15,404	15,404	15,404	15,404	15,404
Passenger Transport Infrastructure					
Kainga Rd - Bus Shelter (S/P)	10,000				
Public Transport Initiatives	408,000	408,000	408,000	408,000	153,000
Real Time Information	1,155,179				
Fixed Assets					
Communications Equipment	2,122	2,122	2,122	2,122	2,122
Furniture	2,122	2,122	2,122	2,122	2,122
Traffic Counters	20,808	20,808	20,808	20,808	20,808
<i>Property Purchase</i>					
Miscellaneous Hardship Purchases	135,252	135,252	135,252	135,252	132,252
Blenheim Rd deviation	2,027,500				
Opawa/Port Hills	715,500	484,500			
Riccarton/Straven	550,000				
Unspecified			211,000	311,000	
Total New Assets	8,670,033	3,801,875	3,403,145	3,921,067	2,883,571
Sale Of Property	-880,000	-5,028,000	-300,000	-300,000	-300,000
<i>External Contributions</i>	-1,031,300				
Total City Streets Expenditure	37,551,166	27,170,786	26,897,003	26,681,642	25,879,325
Parks and Waterways:					
Parks					
Restricted Assets					
Renewals and Replacements					
Fencing (Replacements)	43,506	37,704	40,751	39,994	42,525
Irrigation Systems (Replacements)	84,669	60,104	61,289	83,123	82,717
Playing Field Reconstruction	106,011	117,437	118,792	127,758	128,694
Walkways Reconstruction	11,580	11,692	11,836	23,827	21,049
Recreational Facilities (Renewals)	11,031		20,096		21,039
Major Parks Tree Replacment Projects	256,588	147,046	148,713	149,088	153,538
Pathways Renewals	30,310	30,440	31,374	31,247	31,763
Park Artwork Renewals				15,553	
Total Parks Renewals & Replacements	543,696	404,423	432,851	470,591	481,324
Asset Improvements					
New Reserves Developments					
Project Management	146,731	150,381	115,475	138,247	138,429
Bexley Wetlands	30,000	20,000	15,000	20,000	30,000
Broadhaven Park	10,000		30,000	150,000	30,000
Centennial Park (extn with ex yard site)	40,000	30,000	30,000		
Donnell Sports Park	20,000	25,000			
Halswell Domain Extension	95,000				
Neighbourhood Reserves Development	309,600	275,700	143,000	180,000	280,000
New Conservation Reserves	153,000	123,900	72,400	70,000	100,000
New Summit Road Reserves	45,000	45,000	100,000	90,000	90,000
Styx Mill Reserve	80,400	40,000	45,000	65,000	50,000
Unspecified New Reserves	162,800	152,000	81,600	96,900	95,000
Westlake Park	45,000	40,000	15,000		
Westminster St Reserve (ex yard site)	25,000	25,000	10,000	10,000	
Ferrymead Reserve Extension		40,000	30,000	30,000	25,000
Nga Puna Wai Reserve		35,000	100,000	125,000	75,000
Travis Wetland Natural Heritage Park	122,400	56,100	61,200	110,000	55,000
Withells Island Reserve		196,600	10,000		
Estuary Green Edge			50,000	50,000	100,000
Major Site Rehabilitation Projects					
Project Management	76,751	20,220	21,802	21,079	25,007

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Halswell Quarry	71,400	40,800	30,600	40,000	35,000
Bexley Reserve (ex landfill site)	61,200	25,000	23,000	25,000	35,000
English Park	229,500				
Roto Kohatu Reserve (ex landfill site)	10,000	27,000	40,000	30,000	35,000
Amenity Landscape/ Planting Projects					
Project Management	57,038	50,999	52,831	73,180	62,546
Advice Hill Reserve	20,000				
Avonhead Park (F/W)	10,000				
Botanic Gardens	85,000	35,000	25,000	55,000	40,000
Bottle Lake Forest Park	20,000	40,000	76,000	38,000	40,000
Chartwell Reserve	4,000				
Garden Enhancements	10,000				
Hagley Park	10,000	20,000	20,000	20,000	20,000
Heaphy Reserve - Landscape enhancement (S/P)	7,500				
Heathcote Domain	10,000	30,000			
Kibblewhite Reserve	10,000				
Kyle Park	7,500				
Minor Landscape Works	28,500	20,800	39,200	60,000	40,000
Moyna Reserve	4,000				
New Street Tree Planting	61,200	61,200	61,200	61,200	61,200
Ouruhia Domain	21,000				
Park Safety Planting	21,250	42,500	42,500	42,500	20,000
Rawhiti Domain	15,000	10,000			
South Brighton Domain	8,500				
Spencer Park	40,000	25,000	12,000	30,000	28,000
St. Albans Park	20,000	30,000			
The Groynes	20,000	20,000	30,000	45,000	35,000
Tree Planting - various (F/W)	5,000				
Yellowstone Reserve	4,000				
Branton Park		4,500	4,500		
Hillsborough Domain		25,500			
Sports Park Shelter Planting		10,000	10,000	10,000	10,000
Barrington Park			10,000		
Nunweek Park			7,500		
Sign of the Kiwi			15,000		
Tulett Park			5,000		
Warren Park			5,000		
Duncan Park				40,000	40,000
Edgar Mc Intosh Park				20,000	
Marshland Domain				20,000	
Mona Vale				50,000	
Somerfield Park				20,000	
Wycla Park				16,000	
Abberley Park					46,000
Nicholson Park					40,000
Revegetation Projects					
Project Management	17,862	19,936	21,150	19,903	19,148
Arbor Day Planting	11,400	11,400	11,400	11,400	11,400
Arbor Day Planting (H/F)	2,000				
Arbor Day Planting (S/H)	1,500				
Barnett Park	4,000	4,000	4,000	4,000	4,000
Birdseys Reserve	5,000	5,000	5,000		
Horseshoe Lake Plan Project (B/P)	2,000				
Horseshoe Lake Reserve	15,000	20,000	20,000	20,000	20,000
Port Hills Reserves	32,200	41,600	39,400	41,300	30,000
Seaford Park	5,000	5,000	5,000	5,000	5,000
Yaldhurst Bush	8,500	4,500	6,000	8,000	10,000
Foreshore Development Works					
Project Management	91,684	50,005	53,457	50,922	47,632
Caverock Landscape Development	170,000				
Coast Care Development	183,600	183,600	183,600	183,600	160,000
Southshore Spit Reserve (B/P)	2,000				
Riverbank Landscape Projects					
Project Management	8,828	16,102	17,773	14,422	15,480
Avonside Riverbank	15,000	25,000	10,000	10,000	10,000
Cashmere River Reserve	30,600	5,000			
Lower Heathcote Riverbank	5,000	20,000	20,000	10,000	10,000

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Otukaikino South Branch	10,000				
Wairoa Reserve	25,000				
Inner City Riverbanks Upgrading		25,000	20,000	25,000	25,000
Rivers & Waterways Upgrading		72,800	67,600	65,000	40,000
Riverbank Protection Works			5,000	20,000	15,000
Waimea/Eastern Terrace Riverbank			30,000		
Avon Riverbank					30,000
Avon/ Heathcote Estuary Conservation					
Project Management	660	1,586	1,686	1,669	1,791
Estuary Protection Works	8,000	10,200	8,100	13,800	13,800
Estuary Margins Planting		8,000	10,000	5,000	5,000
Cemeteries Landscape Development					
Project Management	18,502	23,423	20,300	20,524	11,313
Belfast Cemetery - Beams	3,500		3,500		
General Cemetery Improvements	100,000	100,000	100,000	100,000	40,000
Linwood/Barbadoes St Cemeteries (Cemetery Subcommittee - funding for projects) (H/F)	5,000				
Memorial Park Cemetery - Beams	5,000	8,000	5,000	10,000	
New Cemetery Site	45,900	40,800	40,800	40,000	20,000
Ruru Cemetery - Beams	10,000			10,000	15,000
Yaldhurst Cemetery	10,000	5,000	5,000	5,000	
Memorial Park Cemetery		61,200	20,000	20,000	20,000
Design Plans					
Landscape Design Plans	108,000	108,000	108,000	108,000	108,000
Survey & Set Out Plans	8,000	8,000	8,000	8,000	8,000
Playing Field Construction (New)					
Project Management	7,621		8,607	4,238	4,406
New District Sports Park	73,900		73,900	38,200	37,000
Drainage Work					
Project Management		6,537	2,795	5,325	4,573
Tulett Park		75,000			
Fendalton Park			30,000		
Kyle Park				25,000	
Malvern Park				35,000	
Botanic Gardens					18,000
Edmonds Park					30,000
Pathways Formation					
Project Management	9,999	9,102	10,103	10,401	11,908
Bower Park	9,700				
Chartwell Reserve	3,500				
Dunedin Reserve	3,500				
Macfarlane Park - Continuation of Cycleway (S/P)	10,000				
Path Upgrades	63,750	63,750	63,750	63,750	60,000
Westburn Reserve	6,500				
Botanic Gardens		12,000	20,000	30,000	20,000
Hillsborough Domain		7,800			
Sheldon Park			3,000		
Avon River - Avonside					20,000
Walkways / Track Development					
Project Management	9,798	11,439	11,181	10,872	10,241
Horseshoe Lake Reserve	8,500	5,000	5,000	5,000	5,000
Jubilee Walkway	10,000	5,000	5,000	5,000	6,000
Port Hills Walkways	20,000	20,000	20,000	20,000	20,000
Scarborough/Taylor's Mistake Walkway	3,000				
Seaford Park/Spencer Park	6,000	6,000	5,000	5,000	4,000
Mountain Bike Tracks		16,500	8,000	9,000	8,000
Estuary Walkway - Sth Brighton			5,000	5,000	
Nurseries					
Project Management				888	953
Irrigation Work				10,000	10,000
Botanic Gardens Production Facilities					
Project Management				355	1,334
Botanic Gardens Nursery				4,000	14,000
Total Asset Improvements	3,447,775	2,914,479	2,560,911	2,969,674	2,662,159

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
New Assets					
Parks Interpretation Projects					
Project Management	6,588	4,916	4,266	4,160	5,582
Barnett Park (Interpretative Panel)	5,000				
Bexley Wetland - Interpretation Panel or Sign (B/P)	2,000				
Botanic Gardens Interpretation	7,500	7,500		10,000	10,000
Merivale Reserve	5,000				
Natural Areas Interpretation	6,000	10,000	9,000	5,000	
Park Identification/Control Sign Installatn	13,600	13,600	15,300	10,000	10,000
Seafield Park Information Board/Lookout	10,000				
Travis Wetland - Interpretation Panel or Sign (B/P)	2,000				
Historic Reserves Interpretation		5,000			
Port Hills Reserves - Signs			5,000	5,000	10,000
Mona Vale Signage					7,500
Irrigation Systems (New)					
Project Management	24,874	28,597	27,704	27,319	29,026
Back Flow Preventer Conversion	20,000	20,000			
Bishopdale Park	45,000				
Edgar McIntosh Park	35,000				
Memorial Park Cemetery	25,000				
Parks Amenity Turf Areas	22,950	46,800	45,900	30,000	15,000
Sheldon Park	45,000				
Centennial Park		63,200			
Papanui Domain		30,000			
Ray Blank Park		50,000			
Burnside Park			18,000		
Ferrier Park			30,000		
Nunweek Park			71,400		
Wycla Park			25,000		
Botanic Gardens				30,000	30,000
Cypress Gardens				15,000	
Hagley Park Sportsfields Irrigation				80,000	40,000
Mona Vale				30,000	30,000
Scott Park				12,000	
Middleton Park					45,000
Owen Mitchell Park					35,000
Recreational Facilities (New)					
Project Management	18,151	12,937	5,940	5,658	8,931
Basketball Half Court (Fairway Park, Aston Reserve, Cederwood Park or Thomson Park)(B/P)	15,000				
Crosbie Park - Full Size Basketball Court (F/W)	20,000				
Macfarlane Park - Skateboard Facility (S/P)	25,000				
Teenage Recreational Facilities	80,800	95,000	40,800	40,800	60,000
Park Artworks (New)					
Project Management			3,203	516	554
Park Sculpture			55,000	9,300	9,300
Lighting					
Project Management	2,673	2,824	3,019	3,728	4,001
Neighbourhood Reserves	32,400	32,400	32,400	42,000	42,000
Fencing (New)					
Project Management	18,118	13,195	14,199	13,668	15,242
Cedarwood Park Playground Fencing (B/P)	3,500				
Mutual Boundary Fences	66,300	61,200	61,200	62,000	65,000
Port Hills Protective Fencing	40,000	10,000	13,000	15,000	15,000
Hansen Park		4,500			
Colman Reserve			2,000		
Parks Furniture (New)					
Project Management	5,982	4,889	5,226	5,076	5,418
Central City - Drinking Fountains	3,000	3,000			
Drinking Fountains at selected sites (F/W)	3,000				
Pegasus Bay Walkway Drinking Fountain at Broad Park Entrance (B/P)	1,000				
Picnic/BBQ Facilities - Regional Parks	10,500	10,500	7,000	14,200	14,000
Seating Installation - City Wide	22,400	22,400	22,400	22,400	22,400
Styx Mill Conservation Reserve - Barbecues & shelters (S/P)	6,500				
Avon River Seating			2,500		
South Brighton Domain			4,000		

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
River/Estuary Access Structures					
Project Management	939	991	1,060	516	554
Boat Ramps and Jetties	18,200	18,200	18,200	9,300	9,300
Reserve Purchases					
Project Management	27,670	31,734	26,497	24,852	26,794
District Sports Park Purchases	260,100	260,100	260,100	260,100	260,100
Neighbourhood Reserve Purchases	350,000	728,000	728,000	630,000	630,000
New Cemetery Purchase	520,200				
Strategic Reserve Purchases	1,016,100	1,238,200	728,000	800,000	910,000
Waterways & Wetlands Purchases		104,000	104,000	102,000	
Total New Assets	2,843,045	2,933,683	2,389,314	2,319,593	2,365,701
Fixed Assets					
Renewals & Replacements					
Buildings/ Equipment Replacement					
Project Management		21,244	27,311	28,712	26,197
Burnside Park - Toilet	82,735				
Cracroft Reserve - Toilet	88,251				
Macfarlane Park - Toilet	47,214				
Rawhiti Domain Toilet	47,214				
Waimairi Beach Toilet	55,157				
Hillsborough Domain		50,000			
Kyle Park - Toilet		45,000			
Sumner/Scarborough Esplanade - Toilet		100,000			
Heathcote Domain - Toilet			42,800		
Papanui Domain - Toilet			42,800		
Templeton Domain - Toilet			50,000		
Wainoni Park - Toilet/Changing Room			56,100		
Wycola Park - Toilet			42,800		
Avebury Park - Toilet				45,000	
Cypress Gardens/Ruru Cemetery Toilet				42,800	
Hagley Oval Groundskeeping Facilities				36,000	
Scarborough Park - Toilet				80,000	
Upper Riccarton Domain - Toilet				55,000	
Bishopdale Park Toilets					45,000
Bromley Park Toilets					45,000
Taylor's Mistake Changing Room					130,000
Computer Software	3,500	10,000	2,500	3,000	3,000
Fire Fighting Equipment	6,000	5,000	5,000	5,000	5,000
Office Furniture/Equipment Replacement	4,000	5,000		10,000	5,000
Playground Renewal					
Project Management	34,291	56,650	46,732	37,581	36,468
Cashmere View Playground	15,000				
Cutler Park	25,000				
Fendalton Park	30,000				
Nunweek Park	40,000				
Thomson Park	50,000				
Arran Playground	25,000				
Monro Playground	20,000				
Rosana Reserve	10,000				
Barnett Park		40,000			
Charleston Reserve		15,000			
Moyna Reserve		15,000			
Owen Mitchell Park		30,000			
Westgrove Reserve		25,000			
Central New Brighton Playground Upgrading		150,000	50,000		
Modifications to Meet Standard		90,000	40,000	40,000	40,000
Beckenham Park			25,000		
Calbreath Reserve			20,000		
Middleton Park			25,000		
Murchison Park			20,000		
Pagoda Reserve			20,000		
Upper Riccarton Domain			30,000		
Warren Park			40,000		
Auburn Reserve				20,000	
Burwood Park North				35,000	
Leslie Park				35,000	

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Spencer Park				70,000	
Wolsey Reserve				20,000	
Addington Park					35,000
Bradford Park					35,000
Carisbrooke Reserve					20,000
Kaiwara Reserve					20,000
Rydal Reserve					25,000
Playground Undersurfacing	51,000	51,000	51,000	51,000	70,000
Carpark/Driveway Reconstruction					
Project Management	1,155	1,220	1,304	1,243	1,429
Carpark Reseals	28,000	28,000	28,000	28,000	30,000
Bridges/Structures (Renewals)					
Project Management	20,410	5,000	5,346	5,270	5,656
Botanic Gardens Kiosk Bridge Replacement	102,000				
Victoria Street Clock Strengthening	50,000				
Parks Bridges/Minor structures Renewal	45,900	45,900	45,900	47,500	47,500
Asset Improvements					
Buildings/ Equipment Upgrades					
Project Management		4,303	4,367	2,774	4,763
Botanic Gardens - Nursery	16,547	20,000		25,000	
Botanic Gardens Band Rotunda Refurbishment	66,188				
Mona Vale Bath House Restoration	11,031				
Toilet Upgrades	16,547	10,000			15,000
Linwood Nursery Production Facilities		9,500	9,500		
Botanic Gardens - Garrick/Alpine House			28,000		
The Groyne Information Centre					25,000
Computer Software	2,000		5,000		3,000
Car Park/Driveway Formation					
Project Management	7,343	7,751	8,286	10,539	12,503
Ouruhia Domain	15,000				
Porritt Park	30,500				
Rawhiti Domain	40,800			40,000	
Spencer Park	56,100	40,800			
Kainga Park		25,000			
Mona Vale		76,500			
Broadhaven Park			45,900		
Memorial Park Cemetery			71,400		
Rat Island Reserve			25,000		
Summit Road Reserves				100,000	
Travis Wetland				50,000	
Avondale Park					20,000
Brooklands Domain					30,000
Hagley Park					80,000
Parklands Reserve					50,000
South Shore Spit					30,000
New Assets					
Buildings/ Equipment (New)					
Project Management		18,782	19,089	17,196	18,267
Ferrier Park - Toilets	48,317				
Godley Head - Toilets	33,094				
Withells Island Reserve - Toilet/Pavilion	45,008				
Yaldhurst Cemetery Toilets/Pump Shed	54,495				
Southshore - Toilet		50,000			
Westminster Park - Toilet/Pavilion		122,400			
Englefield Reserve -Toilet			40,500		
Bexley BMX Area - Toilet				30,000	
Donnell Sports Park - Toilet/Pavilion				80,000	
Tullett Park - Toilet				45,000	
Bottle Lake Forest Park Rangers House			36,400		
Halswell Domain			43,500		
Horseshoe Lake Reserve Toilet			43,500		
Port Hills Reserves					30,000
Templetons Rd Sports Park - Toilet/Pavilion					123,400
Fire Fighting Equipment	5,000	5,000	5,000	5,000	5,000
Computer Software	3,500	5,000	2,500	5,000	2,500
Communication Equipment		2,000			2,000
Office Furniture	3,000	5,000	3,000	5,000	3,000

Notes:

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- (2) For abbreviations see the end of this section.

5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Playgrounds - New Installations					
Project Management	30,156	23,030	51,873	25,872	26,197
Crofts Reserve	15,000				
Highcrest Reserve	15,000				
Hillsborough Domain	25,000				
Holliss Reserve – Extra play equipment and landscaping (S/H)	10,000				
Jellie Park (F/W)	10,000				
Playground Upgrades	5,700	35,700	35,700	38,000	35,000
Sanscrit Reserve	8,500				
Springmead Reserve	12,000				
Taylor's Mistake	30,000				
Wainoni Park Playground (B/P)	15,000				
Centennial Park		30,000			
Farnborough Reserve		20,000			
Gainsborough Reserve		20,000			
Avebury Park			20,000		
Avonhead Park			60,000		
Bayswater Reserve			17,000		
Coronation Hospital Reserve			25,000		
Donnell Sports Park			25,000		
Marblewood Reserve			20,000		
Ray Blank Park			20,000		
Sharnbrook Park				18,000	
Yaldhurst Domain				20,000	
Yellowstone Reserve				10,000	
Cuffs Reserve Playground					25,000
Unspecified - New Installations				30,600	50,000
Bridges (New)					
Project Management		784	466	3,106	3,334
Roto Kohatu Reserve Footbridge		9,000			
Park footbridge			5,000		
Englefield Reserve				35,000	
Horseshoe Lake Reserve Footbridge					35,000
Total Parks	8,347,168	7,582,150	6,771,650	7,052,050	6,763,400
Waterways and Wetlands					
Renewals & Replacements					
Utilities					
Stormwater Pipes	439,200	405,700	411,200	426,500	436,900
Pumping Stations	43,000	13,500	13,500	13,500	44,700
Utility Waterways	355,000	853,100	853,100	634,600	614,900
Mapping	175,500				
Waterways And Wetlands Renewals And Replacements	10,000	60,000	105,000	105,000	105,000
Asset Improvements					
Utilities Restoration					
Stormwater Pipes	80,000	149,800	199,800	249,700	299,600
Pumping Stations		78,000	78,000	78,000	78,000
Stormwater Pipes	339,000	398,500	432,700	675,200	693,000
Structures	25,000	5,200	24,200	24,200	24,200
Waterways & Wetlands Restoration					
Port Hills	434,000	608,000	563,000	495,000	515,000
Marshland	81,000	430,000	418,000	322,000	215,000
Styx River	227,000	232,000	262,000	202,000	202,000
Otukaikino River	60,000	64,000	87,000	72,000	96,000
Avon Tributaries	277,900	340,600	305,600	264,700	328,300
Central City Neighbourhood	12,000	12,000	112,000	102,000	114,000
Stock Water Races	5,000	15,000	15,000	60,000	65,000
Halswell/Wigram Growth Area	96,000	25,000	102,000	87,000	200,000
Estuary (Ihuta) to Lagoon Green Corridor	79,000	109,000	93,000	58,000	69,000
Linwood/Woolston	252,000	428,000	280,000	305,000	213,000
Avon River (Otakaroro)	142,000	116,000	109,000	124,500	133,500
Heathcote River (Opawaho)	253,000	307,000	509,000	476,000	378,000
Cashmere Stream and Ponding Areas	60,000	64,000	25,000	47,000	50,000
Monitoring & Research	63,000				
Mapping	12,600				

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
New Assets					
Utilities Protection					
Stormwater Pipeline	166,000	208,000	208,000	208,000	208,000
Pumping Stations					
Utility Waterways	170,000				
Structures	567,000	55,000	290,000	45,000	45,000
New Subdivisions Supervision & Records	116,352				
Port Hills	380,000	100,000	150,000	130,000	330,000
Marshall	530,000	650,000	200,000	634,000	645,000
Styx River	341,000	265,000	660,000	640,000	100,000
Otukaikino River	294,000	20,000			
Avon Tributaries	121,300			20,000	20,000
Central City Neighbourhoods	15,000		116,000	106,000	106,000
Halswell/Wigram Growth Area	420,000	65,000	320,000	320,000	395,000
<i>Estuary (Ihuta) to Lagoon Green Corridor</i>					
Linwood/Woolston	12,000		130,000		160,000
Avon River (Otakaroro)		40,000	60,000		
Heathcote River (Opawaho)	5,000	620,000	15,000		210,000
Cashmere Stream & Ponding Areas	30,000	50,000	50,000		
Additional Strategic Purchases	200,000	200,000	200,000	200,000	
Environmental Monitoring	15,000	20,000	20,000	20,000	20,000
Fixed Assets					
Renewals & Replacements	21,750	21,750	21,750	21,750	21,750
Asset Improvements	15,000	15,000	15,000	15,000	15,000
New Assets	230,874	255,977	188,191	163,191	143,191
Total Waterways and Wetlands	7,171,476	7,300,127	7,642,041	7,344,841	7,294,041
Total Parks and Waterways	15,518,644	14,882,277	14,413,691	14,396,891	14,057,441
City Water and Waste:					
Water Supply					
Renewals & Replacements	4,194,293	4,551,340	4,486,140	4,541,140	4,833,540
Asset Improvements	357,065	260,250	270,450	270,450	439,150
New Assets					
Reticulation	517,884	378,300	379,800	347,300	347,800
Headworks	1,219,973	546,200	602,800	676,200	579,300
New Assets (Recoverable)	665,925	611,020	611,020	565,120	565,120
New Fixed Assets	133,435	19,900	19,900	40,300	19,900
Total Water Supply	7,088,576	6,367,010	6,370,110	6,440,510	6,784,810
Liquid Waste					
Renewals & Replacements	2,594,527	3,596,150	4,905,600	4,888,150	3,776,700
Asset Improvements	6,410,702	9,611,225	13,471,600	13,107,400	13,344,000
New Assets	1,231,361	777,070	325,150	449,950	631,015
Total Liquid Waste	10,236,590	13,984,445	18,702,350	18,445,500	17,751,715
Solid Waste					
Renewals & Replacements	358,000	208,000	110,000	110,000	110,000
Asset Improvements	95,600	2,099,100	2,099,100	60,000	60,000
New Assets					
New Canterbury Regional Landfill (Reprogrammed 01/02)	1,071,000	964,900	772,100		
Recovered Materials Foundation (RMF)	102,000	200,000	104,000	104,000	104,000
Kerbside Recycling (Bins for population growth - note 10%)	13,668	13,900	13,900	13,900	13,900
New Initiatives (eg MRF)	30,000	30,000	30,000	250,000	250,000
Start up Invesel Compost Plant	100,000	2,600,000	2,600,000	500,000	
Strategic Land Purchase Reserve	500,000	500,000	500,000		
Invesel Compost Plant - Transfer from Cost Centre(s)	65,809				
Support	50,000	40,000	40,000	40,000	40,000
Total Solid Waste	2,386,077	6,655,900	6,269,100	1,077,900	577,900
Total City Water and Waste	19,711,243	27,007,355	31,341,560	25,963,910	25,114,425

Notes:

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Library & Information Services:					
Renewals & Replacements	3,717,000	4,186,500	4,390,500	4,591,440	4,744,440
Asset Improvements	80,000	120,000	375,000	120,000	120,000
New Assets					
Central Library - Self Issue Machines	60,000				
Ethnic Collections	17,000				
Spreydon Library	3,655				
New South of the City Library		158,100			
New South of the City Library - Resources		81,600			
Parklands Library				300,000	
Parklands Library - Stock				700,000	
Total Library & Information Services	3,877,655	4,546,200	4,765,500	5,711,440	4,864,440
Art Gallery:					
Renewals and Replacements	21,500	23,000	23,000	23,000	23,000
Asset Improvements					
New Assets					
Educational Equipment	12,000	12,000	20,000	20,000	20,000
Displays & Fixtures	5,000	5,000			
Restricted Assets					
New Assets					
Acquisitions	222,500	237,000	251,520	235,860	240,122
Acquisitons ex Stirrat bequest	14,000				
Art In Public Places	41,000		31,000		41,000
Passport to Millenium	10,000	10,000	10,000		
Total Art Gallery	326,000	287,000	335,520	278,860	324,122
Sport, Leisure and Events:					
Renewals & Replacements	1,419,200	417,700	1,041,600	292,000	320,000
Asset Maintenance Plan QEII	1,703,580		216,000	65,000	125,000
Asset Improvements					
Facilities:					
Stadia	375,000	293,000	180,000	100,000	50,000
Pools		275,000	260,000	25,000	70,000
Camping Grounds				20,000	20,000
Golf Courses		10,000		10,000	20,000
Queen Elizabeth II Park	53,500	66,000	40,000	108,000	175,000
Facilities Unspecified (Plant Upgrading)	45,800	65,800			
New Assets					
Sport & Recreation		25,000	250,000		
Facilities:					
Indoor Stadia Improvements			60,000	200,000	50,000
Outdoor Stadia Additions		85,000		50,000	250,000
English Park	76,500				
Camping Grounds:					
Spencer Park Camping Grounds			40,000		
New Leisure Centre:				8,160,000	
Pools:					
Shade Areas	10,000	10,000			
QE II Leisure Pool:					
New Development	4,175,818	100,000			
QEII Landscaping/Carparking	100,000				
Pools	17,100		100,000	3,000	
Grounds			25,000	5,000	
Recreation Centre			20,000		
New Plant Items	153,000	153,000	167,000	85,000	100,000
Total Sport, Leisure and Events	8,129,498	1,500,500	2,399,600	9,123,000	1,180,000
Corporate Office - Policy Section:					
Renewals & Replacements	10,000	10,000	9,000	10,000	10,000
Asset Improvements	50,000				
New Assets					
Urban Renewal Projects	250,000	250,000	250,000	250,000	250,000

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Non-Conforming Uses purchase	150,000	180,000	180,000	180,000	180,000
Heritage Building Purchase	300,000	300,000			
Sales: Non-Conforming Properties	-150,000	-150,000	-150,000	-150,000	-150,000
Sales: Heritage Buildings	-200,000	-200,000			
Total Corporate Office - Policy Section	410,000	390,000	289,000	290,000	290,000
Environmental Services:					
Renewals & Replacements	9,500	9,500	21,500	10,000	10,000
Asset Improvements	27,100	29,000	7,600	7,100	28,500
Total Environmental Services	36,600	38,500	29,100	17,100	38,500
Housing:					
Renewals & Replacements					
Office Equipment & Furniture	84,000	4,120		4,120	
EPH - Range Replacements	120,000	123,600		123,600	
Asset Improvements					
Elderly Persons Housing					
Remodelling	600,000	412,000	360,500	309,000	412,000
Upgrades/Enhancement Projects	130,100	130,100	130,100	130,100	130,100
New Partnership Initiative	300,000	300,000	300,000		
Security Upgrades	30,000	30,900	30,900	30,900	
New Assets					
Elderly Persons Housing					
Extension Residents Lounge - Unspecified	140,000	144,200	144,200	144,200	144,200
Land Purchase (Non Specified)	200,000	206,000	206,000	206,000	
New Garages/Chattels	120,000	123,600	123,600	123,600	123,600
Total Housing	1,724,100	1,474,520	1,295,300	1,071,520	809,900
Carparking:					
Renewals & Replacements					
	76,500	153,000	178,500	153,000	51,000
New Assets					
	5,100	234,600	45,900	30,600	30,600
Total Carparking	81,600	387,600	224,400	183,600	81,600
Community Relations:					
Renewals & Replacements					
	61,100	73,200	120,500	71,400	113,400
Asset Improvements					
	82,000	89,400	29,000	35,500	31,000
New Assets					
	84,000	33,000	15,000	21,500	28,500
Total Community Relations	227,100	195,600	164,500	128,400	172,900
Convention Centre & Entertainment Facilities:					
Renewals & Replacements					
	400,000	450,000	450,000	450,000	450,000
Asset Improvements					
New Assets					
Contributions - Convention Centre	-11,700	-11,700	-11,700	-11,700	-11,700
Contributions - WestpacTrust Centre	-8,300	-8,300	-8,300	-8,300	-8,300
Total Convention Centre & Entertainment Facilities	380,000	430,000	430,000	430,000	430,000
City Solutions:					
Renewals & Replacements					
	70,380	70,380	70,380	125,000	125,000
New Assets					
	52,020	52,000	52,000	52,000	52,000
Total City Solutions	122,400	122,380	122,380	177,000	177,000

Notes:

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Corporate Services:					
Renewals & Replacements - Plant	14,000	8,000	41,500	37,000	34,500
Plant	1,330,736	1,403,225	1,126,215	1,309,666	1,232,795
Asset Improvements			2,000	2,000	5,500
New Assets - Plant					
Sales of Plant	-270,022	-279,264	-226,430	-238,944	-258,704
Total Corporate Services	1,074,714	1,131,961	943,284	1,109,722	1,014,091
Property:					
Renewals & Replacements	815,500	2,632,000	2,982,300	1,852,000	1,851,600
Property Management - Property Realisation	-500,000	-1,230,000	-100,000	-2,000,000	-200,000
Bottle Lake Land Sale - Note 1				-2,600,000	
Asset Improvements					
Surplus Property Development Costs	98,532	346,000	23,000	253,000	50,000
General	188,700	840,480			
Provincial Council Buildings (Reprogrammed 01/02)	745,686				
<i>Libraries</i>					
Linwood Library - Air Conditioning	100,000				
Parklands Library				484,000	
New South of The City Library	2,500,000	1,315,042			
<i>Office Buildings</i>					
Contingencies	204,000	420,240	902,898	902,898	902,898
Civic Offices - Additional Office Accomodation	5,000,000	5,000,000			
Linwood Service Centre - Air Conditioning (Reprogrammed 01/02)	140,000				
<i>Community Facilities (Requested by Community Bds)</i>					
Shirley Community Centre - Structural Strengthening (S/P)		457,776			
Avebury House	102,000				
Riccarton Town Hall - Disabled Persons Access	30,600				
Community Facilities (Unspecified)	204,000	315,180			
New Assets					
Cathedral Junction - Property Purchase		2,884,000			
Cathedral Junction - Property Sales				-600,000	-600,000
Museum Capital Expenditure (Old Art Gallery Site)				2,500,000	
Lichfield St Carpark - Additional Elevator	250,000				
Tuam St Carpark (241 St Asaph St)	130,000				
Christchurch Art Gallery Building including carpark	19,439,000	10,231,000	806,009		
Christchurch Art Gallery Contributions	-500,000	-466,300			
Christchurch Art Gallery Contribution Expenses	100,000				
Redcliffs/Sumner Childcare Facility	100,000	200,000			
<i>Management</i>	2,000			1,000	
<i>Projects</i>					
Unspecified	5,000		1,800		
Furniture & Fittings		3,000		1,800	1,800
<i>Services</i>					
Furniture & Fittings	5,000	9,500			
Unspecified	10,000		10,000	10,000	10,000
Total Property	29,170,018	22,957,918	4,626,007	804,698	2,016,298
Note 1: Subject to compliance with the Resource Management Act.					
Corporate Support Services:					
Renewals & Replacements	191,500	175,259	133,980	108,030	160,811
Asset Improvements	24,000	4,000	4,000	12,000	4,000
New Assets	586,000	736,129	6,500	3,500	1,500
Total Corporate Support Services	801,500	915,388	144,480	123,530	166,311

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5 YEAR CAPITAL EXPENDITURE PROGRAMME

Description	2001/02 \$	2002/03 \$	2003/04 \$	2004/05 \$	2005/06 \$
Management Information Services:					
Computer Equipment & Software					
Renewals & Replacements	76,000	20,000	80,000	140,000	205,000
Asset Improvements	1,190,800	490,000	450,000	500,000	540,000
New Assets	8,000	190,000	195,000	220,000	185,000
Total Management Information Services	1,274,800	700,000	725,000	860,000	930,000
TOTAL CAPITAL EXPENDITURE	120,417,037	104,137,984	89,146,325	87,351,312	77,546,352
Community Board Projects		251,500	251,500	251,500	251,500
Capital Contingency Provision		2,000,000	4,000,000	4,000,000	4,000,000
Inflationary Provision		2,127,790	3,773,272	5,606,825	6,742,774
Unspecified Carryforwards	-6,000,000				
Unspecified Carryforwards	1,338,150				
Corporate Capital	-47,000,000				
(Sale of City Care Ltd & Selwyn Plantation Board Ltd)					
TOTAL CAPITAL EXPENDITURE (NET)	68,755,187	108,517,274	97,171,097	97,209,637	88,540,626
Capital Receipts (included in above)	-1,451,300	-486,300	-20,000	-20,000	-20,000
TOTAL CAPITAL EXPENDITURE (GROSS)	70,206,487	109,003,574	97,191,097	97,229,637	88,560,626

Schedule of Deletions

As part of the preparation of this Plan, some projects have been dropped from the original forward programme. These are listed on pages 22 and 23 together with the reason for the deletion.

Community Board Funded Projects

These are the projects which Community Boards propose to fund in the 2001/02 year. As well as being included in the capital programme, they are also listed separately on pages 90-93.

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

5 Year Capital Expenditure Programme

Space does not permit details of all projects and readers are welcome to consult the Draft Corporate Plan: 2002 Edition which is available for inspection at all Service Centres and at the Civic Offices from 27 April 2001 onwards.

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

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

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COMMUNITY BOARD FUNDED PROJECTS

2001/02 Budget	\$
Hagley/Ferrymead Community Board	
Discretionary Funds - Held for allocation during year	59,760
Community Relations (Hagley/Ferrymead Advocacy Team)	
Community Development Fund	10,000
Graffiti Partnerships	3,000
Redcliffs, Woolston and Heathcote Volunteer Libraries (\$1,000 each)	3,000
Bromley Out of School Programme	28,000
Linwood North After School Programme	3,000
Te Roopu Tamahine	4,000
Linwood Out of School Programme	32,000
Youth Initiatives Facilitator	30,000
Linwood Avenue Union Church - Social Worker	10,000
Te Whare Roimata Trust (Community Garden Co-ordinator)	21,000
Linwood Resource Centre - House Co-ordinator salary	5,040
Woolston Development Project - Family Support Worker Project	15,000
Sumner Out of School Care	15,000
Sumner/Redcliffs/Mt Pleasant Youth Initiative	25,000
Heritage Awards	2,500
Leisure	
Linwood Youth Programmes	9,800
Leisure Activities for Older Adults	8,000
Linwood Avenue School Holiday Programme	20,000
Linwood Youth Festival (LYFTE) (partnership with Linwood Liaison Group)	10,000
Phillipstown Community Centre/Linwood Art Centre Holiday Programmes	5,000
ROOST Holiday Programmes	9,800
Sumner Pool (Supervision Costs)	1,000
City Streets	
Linwood Avenue - Bulb planting in the median	5,000
Bealey Avenue - Bulb planting in the median	1,000
Parks and Waterways	
Barbadoes St Cemetery - Bulb Planting	1,000
Avon Loop - Daffodils	300
Linwood/Barbadoes St Cemeteries (Cemetery Subcommittee - funding for projects)	5,000
Arbor Day	2,000
Community Pride Garden Awards	800
Barnett Park (Interpretative Panel)	5,000
Strengthening Communities Action Plan (SCAP)	40,000
Total Allocation - Hagley/Ferrymead Community Board	\$390,000
Riccarton/Wigram Community Board	
Discretionary Funds - Held for allocation during year	40,000
Community Relations (Riccarton/Wigram Advocacy Team)	0
Hornby Youth Worker 2002/03	50,000
Riccarton Ward - Youth Worker salary support	20,000
Broomfield/Hei Hei - Community Development activities programme	5,000
Broomfield/Hei Hei - Community Development Project	5,000
Wharenui OSCAR - operating grant	10,000
Sockburn OSCAR - operating grant	10,000
Canterbury Fijian Social Services - Rental and Operating Grant	12,000
Maori Community Development Worker - programmes grant	5,000
Asian Youth Worker - Programme Costs	3,000
Youth Initiatives Projects	40,000
Community Funding Committee - top up	10,000
Community Initiatives Projects (SCAP)	40,000
Resident Group support	5,000
Community Board - Works and Traffic committee projects	30,000
Community Board - Environmental committee projects	50,000
Leisure	
Youth Recreation Programmes	5,000
Teenage Rage Camps	5,000
Children's - holiday programmes	10,000
Maori Youth - Recreation programmes	10,000
Adults - available of programmes and services for local older adults	10,000

Note: For key to abbreviations see page 89.

COMMUNITY BOARD FUNDED PROJECTS

2001/02 Budget	\$
Riccarton/Wigram Wards - Community Events in the Wards	15,000
Allocation Riccarton/Wigram Community Board	\$390,000
Fendalton/Waimairi Community Board	
Discretionary Funds - Held for allocation during year	60,000
City Streets	
Wairakei Road (between Ilam and Pitcairn) - Two pedestrian islands	12,000
Maidstone Road (at Ray Blank Park) - Pedestrian island	6,000
Landscaping of Council land at No. 19 Fendalton Road	3,500
Bishopdale Mall - Children's playground	4,000
Coloured Plantings - Continuation of programme at selected sites	5,000
Avonhead Road - New kerb and channel, vicinity of Commodore Hotel	6,000
Community Relations (Fendalton Advocacy Team)	
Railway land re beautification/community gardens trial area	8,000
Community Funding Top Up	25,000
Christchurch North Citizens Advice Bureau - Grant towards Co-ordinator and administration expenses	10,000
Community Initiatives	81,000
Orana Park - Grant towards new footpaths	10,000
Canterbury Steam Preservation Society - Grant to enhance entrance and signage	3,500
Local Schools - Subsidy assistance to enhance front fences, landscaping and signage	5,000
Waimairi Lions Club - Grant towards upgrading former Burnside Park Nursery building	10,000
Community Workers	40,000
Parks and Waterways	
Avonhead Park - continue to implement plan including perimeter path	10,000
Crosbie Park - full size basketball court	20,000
Jellie Park - Upgrade play equipment near skate park (staged)	10,000
Merivale Reserve - Resurface tennis court and other developments	10,000
Nepal Reserve - Concept plan	3,000
Drinking fountains at selected sites	3,000
Tree Planting - Various sites	5,000
Strengthening Community Action Plans (SCAP)	40,000
Total Allocation - Fendalton/Waimairi Community Board	\$390,000
Spreydon/Heathcote Community Board	
Discretionary Funds - Held for allocation during year	50,000
City Streets	
Speed check trailer	700
Selwyn Street near Ruskin Street - Pedestrian Island and Blips	15,000
Parks and Waterways	
Arbor Day	1,500
Garden Awards	2,000
Holliss Reserve - Extra play equipment and landscaping	10,000
Leisure	
Holiday Programmes	20,000
Youth Recreation	15,000
Older Adults Recreation	5,000
Local Community Gathering Events	12,000
Rowley Transport Fund	2,000
Christchurch Polytechnic Recreation Programme	1,000
Community Relations (Spreydon/Heathcote Advocacy Team)	
Newsletter and information sharing	9,000
Xmas Tree Lights - Johnny Martins, Spreydon Library and Addington	3,800
Xmas Banners - Lincoln Road/Addington business area	500
Hoon Hay Youth Centre	15,000
Rowley Resource Centre	8,500
Sydenham Needs Analysis Outcomes	10,000
Kingdom Resources	10,000
Community Networks/Consultation - Including Youth Council, Hoon Hay and Sydenham Network and annual community forum	7,000
Hoon Hay Needs Analysis	8,000
Rowley After School Programme	36,000
Out of School Programmes	34,000
Youth Worker Salaries	10,000
Strickland Street Community Gardens (Salary)	10,000

Note: For key to abbreviations see page 89.

COMMUNITY BOARD FUNDED PROJECTS

2001/02 Budget	\$
Family and Community Development Worker	37,000
Community Service and Youth Awards	2,000
Neighbourhood Week	5,000
Heritage Projects	10,000
Strengthen Community Action Plans (SCAP)	40,000
Total Allocation - Spreydon/Heathcote Community Board	\$390,000
Burwood/Pegasus Community Board	
Discretionary Funds - Held for allocation during year	34,950
Community Relations (Burwood/Pegasus Advocacy Team)	
Heritage Week	500
Community Car Watch	3,000
Aranui Primary School/Community Hall	10,000
Burwood Christian Centre - Youth Equipment	3,000
City East Centre - Youth Equipment	6,000
Youth Alive Trust (New Brighton) - Safer Streets Project	8,000
Agape Street Ministries (Aranui/Wainoni) - Self-esteem Programme	3,000
Te Ropu Tamahine/Te Ropu Tamaiti - After School Programme	6,000
Out of School Programmes (Dallington, North New Brighton, Burwood, Aranui and Parklands)	12,000
Waipuna/Hebron Trust (Shirley) - Social Worker	1,000
PEEEPS (New Brighton)	10,000
Otautahi Maori Wardens (Nga Hau e Wha)	3,000
Supergrans	8,000
Anglican Care - Community Cottages (St Ambrose, St Andrews and Dallington)	50,000
Youth Development Fund	2,500
Community Response Assistance Fund	7,000
Neighbourhood Week 2001	1,250
Burwood/Pegasus Community Directory	10,000
International Year of the Volunteer	2,000
Aranui Community Renewal Project	13,000
Te Kupenga O Aranui Wrap-around Worker	20,000
Community Centres Community Workers	30,000
Mature Employment Service Ltd (Aranui)	3,000
Community Residents' Association and Hall Management Support	3,000
Parklands Energisers Youth Programme	5,000
Property	
North New Brighton Community Centre	25,000
City Streets	
Traffic Speed Board	700
Parks and Waterways	
Gigantic Beach Clean-up Project	500
Clean-up the World Project	500
Arbor Day Planting (Schools) (SCAP)	1,500
Community Pride Garden Awards	800
Basketball Half Court (Fairway Park, Aston Reserve, Cedarwood Park or Thomson Park) (SCAP)	15,000
Horseshoe Lake Plan Project	2,000
Pegasus Bay Walkway Drinking Fountain at Broad Park entrance	1,000
Southshore Spit Reserve	2,000
Cedarwood Park Playground Fencing (SCAP)	3,500
Wainoni Park Playground	15,000
New Brighton Foreshore Worker	2,500
Bexley Wetland - Interpretation Panel or Sign	2,000
Travis Wetland - Interpretation Panel or Sign	2,000
Leisure	
Carols in the Community	3,000
New Brighton Project	10,000
Family Fishing Day	1,300
Holiday Programme Staging Subsidy	20,000
Holiday Programme Volunteer Leaders Training Subsidy	2,000
Youth Programmes and Events	3,000
Burwood/Pegasus Beach Triathlon	1,500
Strengthening Communities Action Plans (SCAP)	20,000
Total Allocation Burwood/Pegasus Community Board	\$390,000

Note: For key to abbreviations see page 89.

COMMUNITY BOARD FUNDED PROJECTS

2001/02 Budget

\$

Shirley/Papanui Community Board

Discretionary Funds - Held for allocation during year	50,000
Community Relations (Shirley/Papanui Advocacy Team)	
Belfast Community Co-ordinator - Towards costs of employing a Community Co-ordinator	15,000
Belfast Community Pool - Annual Grant	5,000
Ch.Ch. North Citizens Advice Bureau Inc - Half share of funding to part time co-ordinator	10,000
Community Directory -With local agencies, clubs, facilities and services in Shirley & Papanui	9,000
Neighbourhood Trust - To assist with the wages for a Community Worker to work with the Trust	10,000
Northcote After School Programme - Contract to ODC for provision of after school programme	38,000
Northlands Youth Facility - For fit-out and operational costs	35,000
OSCAR Quinns Rd - To assist in operating costs	10,000
Papanui Community Facility - Fees and other costs for the development of a concept plan	5,000
Shirley Community Trust - To assist in operating costs	10,000
Te Ropu Tamahine - Funding to enable the Girls Club at Birch Grove to operate	8,000
Youth Development Scheme - To assist young people in sport, the arts, cultural exchange	10,000
City Streets	
Kainga Rd - Bus Shelter opposite Riverlea Estate Drive	10,000
Leisure	
Community Events - Community events and projects in partnership with community groups	20,000
Kidsfun Recreation Programme - To provide a programme in the Belfast Area for 4 school terms	9,000
People with Disabilities - To assist people with disabilities to access recreation programmes.	3,000
Tweenager Recreation Programmes - To provide for the 10-13 year age bracket	15,000
Youth (14-18 years) Recreation Projects -Support and develop with youth and community groups.	22,000
Parks and Waterways	
Heaphy Reserve - Landscape enhancement	7,500
Macfarlane Park - Develop/complete cycleway in southern end of park. Pathways formation	10,000
Macfarlane Park - Skateboard Facility	25,000
Ouruhia Domain - Replacement of fence around tennis courts	6,000
Styx Mill Conservation Reserve - Barbecues & shelters in partnership with a Service Club	6,500
St Albans Stream - Replacement of a concrete abutment in the St Albans NIP area	5,000
Strengthening Communities Action Plan (SCAP)	36,000
Total Allocation Shirley/Papanui Community Board	\$390,000



Different views of the new Bus Exchange

Note: For key to abbreviations see page 89.

CORPORATE EXPENSES AND REVENUES

	2000/01 BUDGET	2001/02 BUDGET
	\$	\$
OUTPUT: COMMUNITY FACILITIES AND SERVICES		
Museum Trust Board Levy	2,359,036	2,639,350
Museum Trust Board ex-Gratia Payment	515,887	515,887
Riccarton Bush Trust Operating Grant	135,000	158,175
Riccarton Bush Trust Projects Grant	100,000	50,000
Mayor's Welfare Fund Administration	129,442	144,836
Subvention Payment (Travis Finance Ltd)	750,000	750,000
Interest Expense (re Jade Stadium Funding)	746,736	2,457,940
OUTPUT: CORPORATE DEVELOPMENT		
Professional Fees	363,000	375,000
Trading Activities Professional Advice	50,000	50,000
Efficiency Reviews *	0	250,000
Change Management Process *	0	100,000
Organisational Development	265,000	270,000
Inflation Contingency	300,000	300,000
Project Contingencies	214,000	220,000
ACC Contingency	50,000	40,000
Energy Efficiency Projects	300,000	300,000
NZ Local Government Association	75,000	73,867
Unspecified Economic Development, Civic and business development projects operating provision		1,437,500
OUTPUT: EMERGENCY SERVICES		
Civil Defence (includes CRC Levy)	746,706	784,060
Rural Fire Fighting	430,135	371,972
TOTAL CORPORATE EXPENSES	7,529,942	11,288,586

* Note: Funded from Corporate Restructuring Reserve

CORPORATE REVENUES		
Petroleum Tax	1,980,000	2,020,000
Dividends and Interest from CCHL	30,300,000	30,600,000
Dividends from CCHL (Special)	0	128,000,000
Selwyn Plantation Board Ltd Dividend	234,000	0
City Care Ltd Dividend	1,100,000	0
Local Government Insurance Corporation Dividend	22,000	25,000
Interest on Investments	5,490,152	9,939,228
Interest on Investments - Internal Financing (Housing)	631,261	641,706
Interest on Special Funds	1,956,043	1,189,965
Interest on Sinking Funds	401,041	467,896
Travis Finance Ltd Interest	750,000	720,000
Jade Stadium Ltd Interest	756,965	2,493,053
Internal Rates on CCC Housing	814,500	678,846
Cash in Lieu Contributions	3,200,000	3,200,000
TOTAL CORPORATE REVENUES	47,635,962	179,975,693

CORPORATE CAPITAL EXPENDITURE		
Property Purchases and Building Upgrades	1,356,500	7,152,800
Property Disposals	(660,500)	(367,468)
Vehicle, Office and Communications Equipment	2,386,444	3,270,414
Unspecified Capital Carryforwards	(6,000,000)	(4,661,850)
Sale of Selwyn Plantation Board Ltd & City Care Ltd to Christchurch City Holdings Ltd	0	(47,000,000)

STATEMENT OF ACCOUNTING POLICIES

Statement of Reporting Entity

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

Measurement Base

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

Specific Accounting Policies

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

(a) Fixed Assets

Fixed assets have been divided into three broad categories:

(i) Operational Assets

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

(ii) Infrastructural Assets

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

Infrastructural assets were valued as optimised depreciated replacement cost except for land under roads that was valued at 30 June 1992 by Quotable Value NZ at its rating value. Additions to Infrastructure Assets since valuation are recorded at cost.

Infrastructural assets are also depreciated and details of the depreciation methods and rates are noted below.

(iii) Restricted Assets

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

They include:

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

Restricted assets are not depreciated except for Trust Housing and Historic Buildings. These assets are valued on the same basis as Operational Assets.

(b) Depreciation

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

item it is disclosed by way of note.

(i) Operational Assets

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

The following rates have been applied:

Buildings:

Plant	2%-50% of valuation
Fixtures	2%-50% of valuation
Proper	1%-6.7% of valuation

Computers and associated equipment
25% of cost price

Chattels 20% of cost price

Library Books 10%-33% of cost price

Mobile Plant:

Light Vehicles	20% DV
Trucks, Trailers, Buses	15% DV
Small Plant	50% DV
Medium Plant	33.3% DV
Heavy Plant	15% DV
Specialist Plant	7.5% DV

(ii) Infrastructural Assets

Expenditure on infrastructural asset replacement and renewal is capitalised. Disclosure is in the capital expenditure summary immediately below the Cost of Service Statement on each of the significant activity pages. (See pages 31 to 54) The expensing of these assets is by way of depreciation. This is calculated using the long run average renewals approach (LRARA). This approach has been used for the following assets:

Roading

Sewer, Stormwater and Water Systems and Associated Plant

Water Meters

Street Lighting

Traffic Signals

Bridges

Bus Shelters

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

Trust Housing 1% of valuation

Historic Buildings 1% of valuation

(iv) Assets under Construction

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

(c) Landfill Aftercare Costs

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

STATEMENT OF ACCOUNTING POLICIES

The estimated cost is calculated based on estimates of:

(i) **Total current cost**

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

(ii) **Total capacity**

The estimated length of time needed for post-closure care is 30 years.

The Council also has a legal obligation to provide ongoing maintenance and monitoring services for the closed landfill sites of the former amalgamating authorities. The estimated future costs to perform this obligation have been accrued and charged.

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

(d) **Debt Servicing**

Significant Activities are charged a share of the Council's actual borrowing costs. These costs are apportioned on the book value of the Operational and Infrastructural Assets employed at 1 July 2000.

(e) **Goods and Services Tax (GST)**

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

(f) **Cost Allocations**

The costs of all internal services are either charged directly to service delivery activities or allocated to them.

Where the user of the service can be identified the recovery is made by way of direct charge. This applies to services provided by City Solutions. Where this is not possible, the costs are allocated by way of corporate overhead. The basis of the corporate overhead allocation is reviewed each year in order to ensure that the allocation best matches the service being utilised. Internal service costs which are allocated out as corporate overhead include: the Corporate Office, Corporate Services, Management Information Services and Financial Services.

Rate collection costs are included within the corporate overhead and are apportioned on the basis of the rates funding applied to each activity.

Debt servicing costs are allocated out separately using assets held as the allocation base.

(g) **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.

(h) **Inventories**

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

(i) **Investments**

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

(j) **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.

(k) **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.

(l) **Employment Entitlements**

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

(m) **Third Party - Transfer Payment Agencies**

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

(n) **Projected Cost of Service 2001/02 and 2002/03**

The projected cost of service for 2001/02 and 2002/03 relates only to operating expenditure. The projections do not include fixed asset purchases or capital expenditure on infrastructural assets. Details of these costs can be found under the Five Year Capital Expenditure Programme (see pages 71 to 89).

(o) **Comparative Figures**

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

STATEMENT OF ACCOUNTING POLICIES

(p) Income Tax

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

(q) Financial Instruments

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

Details of the policy relating to Financial Instruments can be found in the introductory section of Volume I of the Corporate Plan : 2002 Edition.

(r) Investment and Development Property

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

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

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

(i) Cautionary Note

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

(ii) Nature of Prospective Information

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

The financial information presented consists of both forecasts and projections. The financials for 2001/02 are forecasts which reflect the most probable outcome. The financials for 2002/03 and subsequent years are projections. They are based upon varying assumptions about the conditions that might exist and possible courses of action.



(iii) Assumptions

The principal assumptions underlying the forecasts and projections are noted in the Long Term Financial Strategy Section of the Strategic Statement. These assumptions were valid as at 23 March 2001, the date this Financial Plan was adopted.

(iv) Extent to which Prospective Information Incorporates Actual Results

Although the period covered by the Long Term Financial Strategy contains no actual operating results, some financial information has however been extrapolated from the Council's audited Financial Statements as at 30 June 2000.

(v) Purpose for which the Prospective Information is prepared

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

Changes in Accounting Policies

There are no changes in accounting policies. These have been applied on a basis consistent with those in previous years.

Policy Change Statement

To meet the requirements of Sections S223(1)(a) and (b) and (3)(b) of the Local Government Amendment Act (No. 3) 1996, it is stated that at this time the Council and its related organisations will have similar policies and objectives in 2002/03 and 2003/04. Where relevant, significant changes between the policies, objectives and activities proposed for 2001/02 and those for 2000/01 are described.



“Sustainable Christchurch” scenes at the Composting Plant and a recycling truck at work

STATEMENT OF FINANCIAL PERFORMANCE

	Notes	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
INCOME				
Significant Activities	(9)	74,614	70,470	80,379
Rates		126,030	129,835	140,398
Other Income	(1)	75,966	48,823	179,297
Total Operating Income		276,610	249,129	400,074
EXPENDITURE				
Significant Activities	(9)	224,180	228,691	252,349
Other	(2)	6,989	8,759	10,646
Total Operating Expenditure		231,169	237,450	262,995
Operating Surplus		45,441	11,679	137,079
Vested Assets	(8)	22,477	15,000	15,000
Grants/Contributions to Major Projects		6,301	1,587	1,451
Surplus before taxation		74,219	28,265	153,530
Less Tax Expense		0	0	0
Surplus after taxation		74,219	28,265	153,530
Equity accounted earnings of Associates		354	0	0
Net Surplus for Year		74,573	28,265	153,530

For Notes - See pages 101 to 104

STATEMENT OF MOVEMENTS IN EQUITY

	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
Equity	3,204,610	3,429,921	3,458,186
Infrastructural Assets Adjustment	(1,836)	0	0
Amended Equity at start of Year	3,202,774	3,429,921	3,458,186
Net Surplus Attributable to: Parent Entity Shareholders	74,573	28,265	153,530
Increases/(Decreases) in Revaluation Reserves	152,574	0	0
Total Recognised Revenues and Expenses for the Year	227,147	28,265	153,787
Equity at 30 June	3,429,921	3,458,186	3,611,717

STATEMENT OF FINANCIAL POSITION

	Notes	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
Equity		3,429,921	3,458,186	3,611,717
Non-Current Liabilities	(4)	62,642	99,872	116,317
Current Liabilities	(5)	83,454	70,418	73,261
Total Equity and Liabilities		3,576,017	3,628,476	3,801,294
Represented by:				
Current Assets	(6)	213,513	136,853	175,515
Non-Current Assets				
Investments	(7)	1,123,266	1,149,943	1,204,231
Operational Assets		473,798	499,343	537,189
Infrastructural Assets		1,491,016	1,559,674	1,593,723
Restricted Assets		274,424	282,664	290,636
Total Non-Current Assets		3,362,504	3,491,623	3,625,779
Total Assets		3,576,017	3,628,476	3,801,294

For Notes - See pages 101 to 104

STATEMENT OF CASH FLOWS

	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
OPERATING ACTIVITIES			
Cash was provided from:			
Rates, Grants, Subsidies and Other Sources	207,944	235,881	255,596
Interest Received	3,734	9,584	14,984
Dividends	47,860	31,656	158,625
	259,538	277,121	429,205
Cash was disbursed to:			
Payments to Suppliers and Employees	170,036	209,615	233,669
Net GST	(1,077)	0	0
Income Tax Paid	108	0	0
Interest Paid	7,279	5,566	4,967
	176,346	215,181	238,635
NET CASH FLOW FROM OPERATIONS	83,192	61,940	190,570
INVESTING ACTIVITIES			
Cash was provided from:			
Sale of Assets	17,975	3,496	1,838
Loans Repaid	24	0	0
Investments Realised	0	400	47,400
Capital Repatriation	162,000	0	0
	179,999	3,896	49,238
Cash was applied to:			
Purchase of Assets	90,902	142,027	121,209
Purchase of Investments	13,357	25,616	99,780
	104,259	167,643	220,989
NET CASH FLOW FROM INVESTING ACTIVITIES	75,740	(163,747)	(171,751)
FINANCING ACTIVITIES			
Cash was provided from:			
Raising of Loans	30,433	33,347	60,294
	30,433	33,347	60,294
Cash was applied to:			
Repayment of Term Liabilities	52,820	8,200	40,449
	52,820	8,200	40,449
NET CASH FLOW FROM FINANCING ACTIVITIES	(22,387)	25,147	19,844
Increase (Decrease) in cash	136,545	(76,660)	38,662
Add Opening Cash	31,993	168,538	91,878
ENDING CASH BALANCE	168,538	91,878	130,540
Represented by:			
Cash and ShortTerm Investments	168,538	91,878	130,540
	168,538	91,878	130,540

NOTES TO THE FINANCIAL STATEMENTS

NOTE 1:	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
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Income

Significant Activity Income: (Refer to Note 9 - Summary of Activities)	74,614	70,470	80,379
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Other Income:

Interest Income:			
Subsidiaries	768	1,507	3,213
Loan Repayment Investments	383	1,956	468
Short-Term Investments	1,419	6,121	10,581
Special and Other Fund Investments	1,673	401	1,190

Total Interest Income	4,243	9,985	15,452
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Dividend Income:

Christchurch City Holdings Ltd			
Ordinary	40,263	0	30,600
Special	22,500	30,300	128,000
Local Government Insurance Corporation Ltd	0	22	25
Selwyn Plantation Board	342	234	0
City Care Ltd	870	1,100	0

Total Dividend Income	63,975	31,656	158,625
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Sundry Income:

Petroleum tax	2,005	1,980	2,020
Sundry	2,011	2,002	0
Grants	3,732	3,200	3,200

Total Sundry Income	7,748	7,182	5,220
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Total Other Income	75,966	48,823	179,297
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NOTE 2:

Expenditure

Significant Activity Expenditure (Refer to Note 9 - Summary of Activities)	224,180	228,691	252,349
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Other Expenditure

Levies	4,000	3,341	3,632
Professional Fees re Subsidiaries	10	0	0
Sundry	2,979	5,419	7,014

Total Other Expenditure	6,989	8,759	10,646
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NOTE 3:

After Charging:

Audit Fees	160	173	163
Depreciation	47,295	48,526	51,939
Interest	6,824	0	0

NOTE 4:

Non-Current Liabilities

Term Debt	41,922	78,800	94,953
Provision for Landfill Aftercare	13,578	13,931	14,222
Provision for Employee Entitlements	7,142	7,142	7,142
Total Non-Current Liabilities	62,642	99,872	116,317

NOTES TO THE FINANCIAL STATEMENTS

	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
NOTE 5:			
Current Liabilities			
Trade Creditors	32,263	32,263	32,263
Owing to Subsidiaries	20,878	20,878	20,878
Bank Overdrafts	0	0	0
Provision for Taxation	636	636	636
Current Portion of Term Debt	20,750	7,516	10,082
Unsecured Debt	0	0	0
Other	0	197	474
	<u>74,527</u>	<u>61,491</u>	<u>64,334</u>
Employee Entitlements			
Accrued Pay	1,689	1,689	1,689
Annual Leave	7,238	7,238	7,238
	<u>8,927</u>	<u>8,927</u>	<u>8,927</u>
Total Employee Entitlements	8,927	8,927	8,927
Total Current Liabilities	<u>83,454</u>	<u>70,418</u>	<u>73,261</u>

NOTE 6:

Current Assets

Cash at Bank, and Short-Term Investments	<u>168,538</u>	<u>91,878</u>	<u>130,540</u>
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Receivables and Prepayments

Rates Debtors	6,741	6,741	6,741
Other Trade Debtors	6,243	6,243	6,243
Amount owing by Subsidiaries	316	316	316
Amount owing by Associates	8	8	8
Other Receivables/Prepayments	8,037	8,037	8,037
GST Receivable	437	437	437
Dividends Receivable	21,436	21,436	21,436
	<u>43,218</u>	<u>43,218</u>	<u>43,218</u>

Less provision for Doubtful Debts	<u>(250)</u>	<u>(250)</u>	<u>(250)</u>
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Total Receivables and Prepayments	<u>42,968</u>	<u>42,968</u>	<u>42,968</u>
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Inventories

General Stores	1,354	1,354	1,354
Livestock and Feed	219	219	219
Souvenirs and Food	272	272	272
Development Land	162	162	162
	<u>2,007</u>	<u>2,007</u>	<u>2,007</u>

Total Inventories	2,007	2,007	2,007
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Total Current Assets	<u>213,513</u>	<u>136,853</u>	<u>175,515</u>
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NOTE 7:

Non-Current Assets

Investments

General Investments	1,117,266	1,142,482	1,195,262
Loan Repayment Investments	6,000	7,461	8,969
	<u>1,123,266</u>	<u>1,149,943</u>	<u>1,204,231</u>

Total Non-Current Assets	<u>1,123,266</u>	<u>1,149,943</u>	<u>1,204,231</u>
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NOTES TO THE FINANCIAL STATEMENTS

	Actual CCC 1999/00 \$000's	Forecast CCC 2000/01 \$000's	Forecast CCC 2001/02 \$000's
NOTE 8:			
Vested Assets			
Restricted Land and Buildings	5,049	3,369	3,369
Infrastructural Assets	16,716	11,155	11,155
Artworks	712	475	475
	<u>22,477</u>	<u>15,000</u>	<u>15,000</u>

NOTE 9:

SUMMARY OF ACTIVITIES

Restatement of Comparative Figures

Comparative Figures for 2000/01 have been re-stated as follows:

	Annual Plan Forecast CCC 2000/01 \$000s	Movement CCC 2000/01 \$000s	Restated Forecast CCC 2000/01 \$000s
Art Gallery	2,588	0	2,588
Car Parking	(1,640)	(869)	(2,509)
City Streets	31,620	(541)	31,079
Community and Customer Services	13,015	(1,412)	11,603
Economic Development and Employment	13,821	0	13,821
Environmental Policy and Services	12,424	(668)	11,756
Housing	(1,733)	(26)	(1,759)
Library and Information Services	19,380	(1,220)	18,160
Parks	15,949	8,357	24,306
Public Accountability	9,063	(17)	9,046
Sewerage	14,050	(410)	13,640
Sport, Leisure and Events	12,239	(198)	12,041
Waste Minimisation and Disposal	5,368	(958)	4,410
Water Supply	10,290	(252)	10,038
Waterways and Wetlands	8,514	(8,514)	0
Property and Corporate Support Services	(6,506)	6,507	0
Landfill Aftercare costs moved to Balance Sheet		221	
	<u>158,442</u>	<u>0</u>	<u>158,221</u>

Restatement of amounts budgeted for Activities is brought about by the reallocation of outputs.

NOTES TO THE FINANCIAL STATEMENTS

Note 9: (Continued)

	Net Cost			Gross Cost	
Summary of Activities					
	Actual	Restated	Forecast	Forecast	Forecast
	1999/00	Forecast	Net Cost	Costs	Income
	\$000's	\$000's	\$000's	\$000's	\$000's
Summary of Service Delivery Activities					
Art Gallery	2,184	2,588	3,107	3,240	(134)
Car Parking	(3,337)	(2,509)	(2,907)	8,507	(11,414)
City Streets	34,557	31,079	34,194	47,917	(13,723)
Community and Customer Services	9,743	11,603	12,607	14,253	(1,646)
Economic Development and Employment	10,920	13,821	14,933	15,213	(281)
Environmental Policy and Services	10,970	11,756	12,971	22,802	(9,831)
Housing	(3,432)	(1,759)	(2,108)	7,320	(9,428)
Library and Information Services	16,465	18,160	19,666	21,051	(1,385)
Parks and Waterways	14,859	24,306	26,091	28,248	(2,157)
Public Accountability	8,869	9,046	10,049	10,165	(116)
Sewerage	11,838	13,640	16,105	18,455	(2,349)
Sport, Leisure and Events	10,962	12,041	13,228	19,139	(5,912)
Waste Minimisation and Disposal	5,526	4,410	2,749	17,369	(14,620)
Water Supply	10,630	10,038	11,285	13,879	(2,594)
Waterways and Wetlands	8,812	0	0	0	0
Total Cost of Service Delivery	149,566	158,221	171,970	247,559	(75,589)
Add Back Service Provider Income				4,790	(4,790)
Activity Results represented in Statement of Financial Performance	149,566	158,221	171,970	252,349	(80,379)

CHANGES TO FEES AND CHARGES

Listed below are proposed changes to fees and charges or new fees and charges for 2001/02. All charges shown are GST inclusive.

Description	2000/01	2001/02
Art Gallery		
• Corporate Evening Functions Based on 3 Hour Hire		
Standard Fee for all hirers plus set fee	312.00	312.00
Set Fees		
Non Profit Organisations	\$950.00	\$1,070.00
Car Parking		
• Off-Street Parking		
(a) Hospital Carpark:		
Reserved Parking	\$15.00 per week	\$15.00 to \$20.00 per week
(b) Kilmore Street Carpark:		
Reserved Parking	\$25.50 per week	\$25.00 to \$30.00 per week
(c) Lichfield Street Carpark:		
Reserved Parking	\$20.00 to \$34.65 per week	\$20.00 to \$36.00 per week
(d) Railton Car Park:		
Reserved Parking	\$18.75 per week	\$20.00 to \$25.00 per week
(e) Rolleston Avenue Carpark:		
Reserved Parking	\$20.00 per week	\$20.00 to \$25.00 per week
• On-Street Parking		
(a) Parking Meters	70c per 1/2 hr	80c per 1/2 hr
(b) Coupon Parking	\$1.00 per hr	\$1.60 per hr
City Water and Waste		
• Supply of Water		
Water Consumption Charges	Water used above allowance charged at 29c per Cu/M	Water used above allowance charged at 33c per Cu/M
• Trade Wastes		
Quarterly Charges - for flow rate over 5m ³ / day		
- Suspended Solids	\$0.21285/kg	\$0.22793/m ³
- BOD	\$0.18360/kg	\$0.18405/kg
• Solid Waste		
Transfer Stations - Refuse		
- Private vehicles - Refuse	\$59.00/tonne	\$73.25/tonne
- Commercial	\$59.00/tonne	\$73.25/tonne
Transfer Stations - Greenwaste		
- Commercial	\$19.00/tonne	\$44.00/tonne
- Commercial (minimum charge)	\$4.00/load	\$5.00/load
Landfill Direct		
- Commercial Refuse	\$59.00/tonne	\$73.25/tonne
Community Relations		
• Promotional Activity		
- Christchurch Book		\$25.00
• Childcare Facilities		
- Tuam St Early Learning Centre - Fees	\$3.60 per hour	\$3.60 per hour
	\$25.50 per day	\$27.00 per day
	\$112.50 per week	\$120.00 per week

CHANGES TO FEES AND CHARGES

Description	2000/01	2001/02
Environmental Services		
• Resource Consents (Section 36 Resource Management Act)		
Non-Notified Resource Consents		
- For non notified applications relating to controlled activities or non-compliance with a development standard only	275.00	375.00
- For non-notified applications involving rules relating to landscaping, street scene or external appearance (includes one monitoring inspection)	\$275.00 + \$75.00 inspection fee	\$450.00
- For other non-notified applications	\$500.00 + \$75.00 inspection fee	\$675.00
- S125/126 Extension of time for consent which has lapsed	\$275.00	\$375.00
• For any applications required to be publicly notified (including any requirement for a Designation or Heritage Order and requests for Plan Changes).	\$700.00 minimum fee paid upon lodgement	\$1,200.00 minimum fee paid upon lodgement
- Cost of Councillors/Community Board Members attending Hearing		
- hearing time up to 3 hours		\$280.00
- Costs of officers attending the hearing	\$170.00p/hr of hearing time (usually 3 officers)	Staff hourly charge out rate
- Administration Costs	Actual costs less minimum fee of \$700.00	Actual costs less minimum fee of \$1,200.00
• City Plan		
Deposit to be paid at time of lodgement of formal request for change	\$2,000.00	\$3,000.00
City Plan Updating Service	\$100.00 per annum	\$120.00 per annum
CD-Rom Versions		\$250.00 + GST
Existing CD Rom User		\$225.00 + GST
• Dog Control		
New Owner Release Fee		\$25.00
• Information		
- Land Information Memoranda (LIM)	\$125.00	\$150.00
• Building Control		
Prepaid Fees		
- Solid Fuel and Liquid Fuel Heater	\$100.00	\$110.00
- Accessory Buildings (Residential use only)		
- Non Habitable	\$176.00	\$186.50
- Habitable/No Reticulation	\$228.00	\$238.00
- Habitable/With Reticulation	\$331.00	\$341.00
- Garage and Garage Workshops (Residential only)		
- Single < 25 square metres	\$228.00	\$238.00
- Others	\$288.00	\$298.00
- Swimming Pool Fence	\$100.00	\$110.00
- Plumbing and Drainage Alterations for Single Dwelling only	\$100.00	\$110.00
- Residential Demolition - Single Dwelling	\$100.00	\$110.00
- Minor Internal Alterations - Residential	\$168.00	\$178.00
- Backflow Preventor (including compliance schedule)	\$180.00	\$190.00
Building Consent Application Accept and Issue Fee		
- Additions - Minor Works < \$10,000	\$60.00	\$90.00
- Additions 10,000 - \$50,000	\$80.00	\$110.00
- Additions > \$50,000	\$85.00	\$115.00
- Dwellings	\$95.00	\$125.00
- Apartments	\$105.00	\$135.00
- Commercial/Industrial	\$105.00	\$135.00

CHANGES TO FEES AND CHARGES

Description	2000/01	2001/02
Financial Services		
• Valuation Roll Information Charge		
Per Assessment		\$6.00
(Discounts can be negotiated for bulk purchases)		
Parks and Waterways		
• Garden Parks		
- Garden Club talks at Botanic Gardens with walk (1 hr)	\$40.00	\$41.00
- Garden Club talks at Botanic Gardens with walk (1.5 hrs)	\$70.00	\$75.00
- Overseas Tour Group talks at Botanical Gardens with walk (1.5 hrs)	\$120.00	\$150.00
- Use of Potting Shed for Demonstration per half day	\$40.00	\$41.00
- Firewood Sales per truck load	\$210.00	\$215.00
- Weddings Botanic & Mona Vale	\$38.00	\$40.00
- Commercial Television and photography	\$360.00	\$370.00
base fee per day or part of		
(maximum according to the potential for the applicant company)		
• Arboriculture		
- Lectures, reports etc. for private individuals, Lincoln	\$54.00/hr	\$60.00/hr
• Parks City Wide		
- Brochures and publications	\$1.00 - \$19.95	\$1.00 - \$24.95
• Fairs, Events & Picnics		
- Fairs / Carnivals	\$77.00	\$80.00
- Weddings in Parks	\$38.00	\$40.00
- Commercial Television and Photography	\$360.00	\$370.00
• Regional Parks		
Weddings in Parks	\$38.00	\$40.00
Mini Golf - Adults	\$2.00	\$3.00
- Children	\$1.00	\$2.00
• Cemeteries		
- Plot Purchase		
Child's Plot .76m x 1.50m	\$196.00	\$202.00
Ashes Plot .76m x 1.37m	\$103.00	\$106.00
Ashes Plot (Beam) .76m x 1.37m	\$207.00	\$213.00
Full Size Plot 1.22m x 2.74m	\$584.00	\$602.00
Side x Side 2.44m x 2.74m	\$1,169.00	\$1,204.00
- Plot Maintenance Fee		
Full Size Plot	\$100.00	\$103.00
Ashes Plot	\$30.00	\$31.00
Burial Fees		
- Birth - 1 Year	\$103.00	\$106.00
- 2 Years - 9 Years	\$207.00	\$213.00
- 10 Years and Over		
Single Depth	\$444.00	\$457.00
Double Depth	\$574.00	\$591.00
Triple Depth	\$673.00	\$693.00
- Ashes (burial)		
Attended	\$82.00	\$84.00
Unattended	\$33.00	\$34.00
- Burials on		
Public Holidays (additional)	\$336.00	\$346.00
Saturdays (additional)	\$336.00	\$346.00
- Poor and Destitute	\$57.00	\$59.00
- Disinterment		
Over 12 Months	\$507.00	\$522.00
Within 12 Months	\$822.00	\$847.00
- Reinterment		
Over 12 Months	\$507.00	\$522.00
Within 12 Months	\$822.00	\$847.00
- Use of Lowering Device	\$57.00	\$59.00
- Transfer of Burial Fee	\$18.00	\$19.00
- Less than 6 hours Notice	\$150.00	\$155.00
- Burials after 5.00 pm	\$150.00	\$155.00
- Ashes Interment on Saturday	\$101.50	\$105.00

CHANGES TO FEES AND CHARGES

Description	2000/01	2001/02
Memorial Work		
- New Plots	\$41.00	\$42.00
- Additions	\$16.50	\$17.00
- Renovating Work	\$21.00	\$22.00
Search Fees		
- Written Information	\$11.50	\$12.00
• Consents		
- Commercial Applications	\$200.00	\$200.00 - \$500.00 plus additional charges for time based on a quotation basis in advance
Leisure		
• Centennial, Pioneer and QEII Leisure Centres (from 1/4/2002)		
Pool:		
Swim - Adult	\$4.00	\$4.50
Swim - Beneficiaries, Senior Citizens, Disabled, Unemployed, Students and Community Services Card	\$3.00	\$3.50
25 Metre Pool:		
Schools		50% of basic hire plus admission fee
Concessions:		
Child x 10		\$13.50
Adult x 10		\$40.50
Adult x 20	\$64.00	\$72.00
Unemployed, Students and Community Services Card x 10		\$31.50
Unemployed, Students and Community Services Card x 20	\$40.00	\$56.00
Aquafit		
Adult Casuals	(1)	\$5.00
Beneficiary - casuals	(1)	\$4.00
Adult Concessions x 10	(1)	\$45.00
Beneficiary Concession x 10	(1)	\$36.00
• QEII Leisure Centre		
(Note: Normal Squad Hours 6.00am - 8.00am 4.00pm - 7.00pm Monday to Sunday)		
Pool Hire		
- Dive Pool		
Basic Hire Charge	(1)	\$75.00 per hour plus admission fee
Schools, Sports and Squads outside normal hours	(1)	50% of Basic Hire plus admission fee
- 50 Metre Pool	(1)	
Basic Hire Charge	(1)	\$25.00/lane/hour plus admission fee
Schools, Sports & Squads outside normal hours	(1)	50% of Basic Hire plus admission fee
- 25 Metre Pool		
Basic Hire Charge	(1)	\$12.50/lane/hour plus admission fee
Schools, Sports & Squads outside normal hours	(1)	50% of Basic Hire plus admission fee
- Training Pool	(1)	\$60.00 per hour plus admission fee
- Learners' Pool	(1)	\$50.00 per hour plus admission fee
- Training and Learners Pools		
Schools, Sports and Squads outside normal hours	(1)	50% of basic hire plus admission fee
(1) The charging in previous years has been made on a different basis.		

CHANGES TO FEES AND CHARGES

Description	2000/01	2001/02
-Fitness Centre		
- Adult Concession (10 admissions)	\$56.00	\$63.00
- Beneficiary Concession (10 admissions)	\$30.00	\$45.00
Casual Weights/Fitness		
- Beneficiaries, Senior Citizens, Disabled, Unemployed, Students and Community Services Card	\$3.50	\$5.00
Combined Memberships		
- Adults - 12 months	(1)	\$450.00
• Sockburn Recreation Centre		
- Combined Memberships		
- Adults - 12 months	(1)	\$450.00
- Multi Membership (includes swimming in summer)		
- 6 months	\$200.00	\$220.00
- 12 months	\$300.00	\$350.00
- Squash (Per Person/half hour)		
- Adult Casual (Peak Time)	\$3.00	\$3.50
- Children per player per half hour (off peak)	\$1.50	\$2.00
- Weekends & off peak (before 4.30pm & weekends)	\$2.50	\$3.00
- Adult Concession 10 admissions	\$21.00	\$30.00
- Child concession 10 admissions	(1)	\$20.00
- Organised School Groups per pupil per half hour	(1)	\$1.00
- Aerobics		
- Casual Beneficiary	(1)	\$3.50
- Adults - 3 months	(1)	\$90.00
- Adults - 6 months	(1)	\$155.00
- Adults - 12 months	(1)	\$290.00
- Beneficiary - 3 months	(1)	\$70.00
- Beneficiary - 6 months	(1)	\$115.00
- Beneficiary - 12 months	(1)	\$215.00
- Concession x 20	(1)	\$80.00
• Sports Grounds		
- Hockey, Rugby, League, Soccer		
- Tournaments - daily charge per ground (Outside normal Season Competition)	(1)	\$31.50
- Softball		
- Tournaments - per Diamond per Day (Outside normal Season Competition)	(1)	\$31.50
- Casual Hires - Not Affiliated Clubs		
- Touch	(1)	\$35.00
- Cricket - Daily Hire - Club prepared plus payment to club	(1)	\$31.50
- Artificial Wicket	(1)	\$31.50
- Fun Runs		
- Club Runs - Hagley Park - Per Day	(1)	\$38.00
- Bottle Lake Plantation		
- Mountain Bike Events - One-off	(1)	\$38.00
- Mountain Bike Events - Series	(1)	\$76.00
- Fun Runs/Orienteering - per day	(1)	Plus \$1 per entry \$38.00
• Miscellaneous		
- Fairs/Carnivals - per day or 1/2 day		
- Application Fee - all bookings	(1)	\$25.00
- Picnics - Schools and Church Groups		
- Weekends & Statutory Holidays above 20 people	(1)	\$45.00
- Wedding Ceremony in a Park	(1)	\$40.00
- Beach Activities - New Brighton & Sumner		
- Beach Volleyball - per court/day	(1)	\$15.00
- Beach Cricket - pitch/day	(1)	\$15.00
- Beach Soccer - pitch/day	(1)	\$15.00

(1) The charging in previous years has been made on a different basis.

CHANGES TO FEES AND CHARGES

Description	2000/01	2001/02
Swimming Pools		
- Halswell, Sockburn, Waltham and QEII (until April 2002)		
- Organised School Groups, 9.00am to 3.00pm	\$0.70	\$1.00
- Parent/caregiver with pre schooler	\$1.00	\$1.50
- Organised School Groups, 9.00am to 3.00pm	\$0.70	\$1.00
Library		
- Youth (0-18) non-city (per item)	No charge	\$1.00 or a family subscription of \$100 pa
- Videos	\$1.00 per day	\$3.00 per week (Bestseller)
- Interloan (per item)	\$5.00	\$7.50
- Urgent interloan (per item)	\$20.00	\$25.00
Director of Operations		
Cell Phone Site Investigation		
- Cell Phone Tower Investigation (On Council Land)		\$2,250 per application + cost



Children enjoying the playground equipment found in many of the city's parks

Equal Employment Opportunity Policy/Diversity

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

Policy

The Christchurch City Council is committed to having in place practices within the Council which work towards eliminating all forms of discrimination and which are consistent with the Council's Giving Value - Being Valued Culture Statement. This includes barriers to the recruitment, retention, development and promotion of its employees.

Objectives

To ensure that:

- (a) For any given position selection decisions will be made on merit, qualifications and work history relating to the position to be filled, irrespective of gender, race, ethnic or national origins, religious or ethical beliefs, disability, marital status, employment status, family status, political opinions, sexual orientation, or age, which are irrelevant to the person's ability to do the job.
- (b) All employees have the opportunity to develop to their full potential and are encouraged to do so.

- (c) Other differences irrelevant to a person's ability to achieve the requirements of a job do not act as a barrier either to or within employment.
- (d) There is ongoing commitment to identify and eliminate discriminatory barriers that cause or perpetuate inequality in the employment of any person or group of persons.
- (e) To take stock of EEO development since 1990 and to develop process/programme for refocusing the organisation on Diversity and its integration with the principles of GV-BV and the HR Strategy.
- (f) All communications, publications and material produced by the Council are consistent with the EEO policy and the principles of valuing Diversity.
- (g) All staff are made aware of the Council's commitment to EEO and understand the principles of EEO and Diversity.
- (h) The Council has a diverse and flexible workforce and is committed to recognising and valuing different skills, talents and perspectives of our employees.

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



A fun day for all at the Brooklands Domain



Agenda 21

Agenda 21 establishes the basis for action to sustainable development. Sustainable development can be interpreted as providing the following:

- A viable natural environment capable of supporting life systems, now and in the future.
- A sufficient economy that provides sustainable livelihoods for all.
- Nurturing communities that provide opportunities for meeting social, cultural and spiritual needs.

Asset Management Plans (AMPs)

AMPs cover all aspects - policy, management, financial and engineering, for all major assets. They ensure that the required level of service of these assets is maintained over the long term.

CAIP

Canterbury Abuse Intervention Project.

Capital Contingency Fund

An unspecified amount which is available to fund priority projects and to fund cost increases over and above the inflation provision.

Capital Endowment Fund

Is a proposed \$75M fund which will be set up with part of the proceeds from the Orion Gas Network Sale. It is envisaged that this fund will be a professionally managed fund with its own governance procedures. The fund will be invested in a balanced portfolio of securities. A portion of the annual returns will be reinvested to protect the fund against inflation. The balance of income will be applied to economic, business and civic development projects that will enhance the city or region.

Central City Rate

In 2001/02 it is proposed to establish a central city rate. This rate which will be in addition to the rates the central city pay, will be used to fund planning, monitoring and promotions within a defined area of the Central Business area. (See map on page 25.) The rate will be levied on capital values.

Christchurch City Council Financial Plan and Programme (The Financial Plan)

The Plan is the Council's statement of direction. It helps to ensure consistency and co-ordination in the decision-making and policy setting process.

As part of the process to finalise the Financial Plan, a Draft Financial Plan is published in April setting out the proposed plans and policies. The Council then seeks public input through the submission process before finalising the Financial Plan in July.

City Scene - The Financial Plan Edition

This is delivered to all households at the same time as the Draft Financial Plan is released. It summarises the key elements of the Draft Financial Plan.

Community Board Funding

As part of the Plan process, Community Boards are allocated \$390,000 to fund projects or activities of their choice. This amount is split between funding for Community Worker positions (\$50,000), Project Funding (\$240,000) and Strengthening Community Action Plans (SCAP) (\$40,000). These amounts are allocated prior to the adoption of the Draft Plan. The remainder (\$60,000) represents discretionary funding which may be retained by the Community Boards for allocation throughout the year.

Cost of Capital

Cost of capital represents the opportunity cost of having capital (eg buildings, plant, equipment) employed in each activity. The cost of capital for 2000/01 is set at 7.6% and has been calculated on the book value of the assets utilised by each activity. It takes account of when calculating fees and charges.

CWTP

The Christchurch Wastewater Treatment Plant is also referred to as the Sewerage Treatment Works.

Debt Repayment Reserve

This is a reserve which has been set up using special dividends, return of capital and Orion Gas Network sale proceeds. This reserve is used to repay loans and is also used in lieu of future borrowing. In 2001/02 it is planned to add \$100M from the Orion gas sale proceeds to this Reserve.

Depreciation

The charging of depreciation records the consumption and wearing out of the Council's assets. This is an accounting device to ensure that an appropriate amount of capital expenditure is spread as an expense in each year and matched against the income of the Council (including rates) in the operating account.

For more information on depreciation, see page 95.

Financial Management Policies

In 1994 financial management policies were adopted to ensure that the Council's debt remains under control. These policies were established on advice from a leading chartered accounting firm and our auditors, Audit New Zealand. The policies set the parameters within which the Council can operate in the long term. They include a series of prudent financial ratios which are the 'outer financial benchmarks' for the Council to live within. The other parts of the policy include a number of financial objectives for the short to medium term.

Financial Year

The Council's financial year runs from 1 July 2001 to 30 June 2002.

Funding Policy

The Funding Policy allocates the costs of Christchurch City's activities according to:

- who will benefit; and
- who will ultimately pay.

These costs are allocated bearing in mind issues of fairness, equity and practicality.

The Funding Policy is a requirement of the Local Government Act and has been published in the Strategic Statement.

Inputs

Inputs are the resources used to produce the goods or services provided by the Council. Input items include labour and maintenance expenditure.

Inputs are transformed into outputs through activities.

LRARA Depreciation Method

Depreciation of infrastructural assets (roads, sewers, water pipes, waterways) is calculated using the long run average renewals approach (LRARA). In order to comply with a new accounting standard, this method of depreciation will be replaced with straight line depreciation from 1 July 2003.

Local Authority Trading Enterprise (LATE)

A Local Authority Trading Enterprise is a special company owned by a local authority. It is the local government equivalent of a State Owned Enterprise.

Long Term Financial Strategy

The strategy is at a high level and projects the expenditure (operating and capital) and the sources of funds for the period 2001/02 to 2010/11. The projected rate increases, debt levels and the impact on the four key ratios of the Financial Management Policies are also covered in the Strategy.

Outcomes

Outcomes are the impacts on or consequences for the community of the services or facilities provided.

Outputs

Outputs are the goods, services or products which the Council produces, eg advice, provision of services, and administration of regulations. Budgets have been structured on an output basis.

Outputs can be either Operational or Capital Outputs. Operational Outputs are based on inputs (expenses) from operating budgets. Capital Outputs are based on capital (expenditure inputs), eg fixed assets, infrastructural and restricted assets.

Output Classes

Output Classes are groupings of related or similar outputs which are aggregated for reporting purposes. The outputs specified on each of the activity pages (see 31 to 54) are at the output class level.

Public Accountability

This is a very broad service delivery activity which includes the direct costs relating to Councillors and

Community Board members plus support and advice costs relating to the democratic process.

S20A Disclosure - Transit New Zealand Act 1991

This section of the Transit New Zealand Act requires minor and ancillary roading works and in-house professional services which receive financial assistance from Transfund NZ to be separately reported in the Plan. See page 34.

Statement of Corporate Intent (SCI)

Is an agreed understanding between the Council (as shareholder) and each of the Trading Enterprises. The SCIs are negotiated annually and include the future objectives and performance of the Trading Enterprise.

Strategic Statement

The Strategic Statement sets the Councils long term strategic direction and broad policy directions. It has been published along with this Financial Plan and is required by law to be published every three years. The Strategic Statement includes the Strategic Objectives, various Policy Statements, the Long Term Financial Strategy and the Funding Policy.

Surpluses (Operating Surpluses)

The operating surplus is calculated to ensure that the Council does not breach any of its financial ratios. The four ratios which were put in place in 1994 are designed to control Council debt. To achieve this, the surplus calculation takes account of the long term capital programme, debt repayment, funds generated by depreciation and any special fund drawdowns.

TAOS

The Council's Library Computer System.



Scenes from the Park to Pier Bike Ride which was held on Sunday, 31 October 2000



ELECTED MEMBERS AND SENIOR MANAGEMENT

Mayor

Garry Moore CA

Deputy Mayor

Councillor Lesley Keast QSM JP

Councillors

Carole Anderton
 Paddy Austin MA(Hons) PhD
 Erin Baker MBE
 Robin Booth
 Sally Buck MEd
 David Buist
 David Close QSO MA(NZ) MA(Essex)
 Graham Condon QSM JP
 Barry Corbett
 Anna Crighton JP MA(Hons)
 Carole Evans QSO JP
 Ishwar Ganda

Pat Harrow DipHort
 Ian Howell OBE FNZIM
 Alister James LLB
 Charles Manning MA(S'ton)
 Denis O'Rourke LLB
 Gail Sheriff
 Barbara Stewart
 Ingrid Stonhill
 Sally Thompson QSM
 Sue Wells BA
 Ron Wright JP MPPI

Membership of Community Boards

Burwood-Pegasus

Chrissie Williams (Chair)	
Glenda Burt	Caroline Kellaway JP
Gail Sheriff (Cr)	Andy Lea
Carole Evans (Cr)	Don Rowlands
Alister James (Cr)	Anne McCormack

Riccarton-Wigram

Mike Mora (Chair)	
Paddy Austin (Cr)	Mary Corbett JP TCC
Neville Bennett BSc(Hons) PhD	Ishwar Ganda (Cr)
Helen Broughton MA DipEd (GC)	Bob Shearing
David Buist (Cr)	Alison Wilkie

Fendalton-Waimairi

Keith Nuttall JP (Chair)	
Diana Bradley	Yiyi Ku MMus (Dist)
Sally Buck* (Cr)	Barbara Stewart (Cr)
Val Carter	Mike Wall
Pat Harrow (Cr)	Ron Wright (Cr)

Shirley-Papanui

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

Hagley-Ferrymead

Bob Todd OBE JP (Chair)	
Erin Baker (Cr)	Charles Manning (Cr)
John Freeman JP MA	Aaron O'Brien BA
Derek McCullough	Dennis O'Rourke (Cr)
Liz McRostie JP	Linda Rutland

Spreydon-Heathcote

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

* Denotes member elected to both Council and Community Board

Senior Management

City Manager	Mike Richardson MA(Econ) MA(Town&Reg Planning) MRTPI FRS FNZIM
Director of Business Projects and Relationships	Ian Hay CA ACIS AFNZIM
Director of Finance	Bob Lineham BCom FCA AFNZIM MILAM
Director of Human Resources	Dorothea Brown NZLA Cert FNZLA AFNZIM
Director of Information	Simon Markham, BA BTP
Director of Operations	Ken Lawn BA DipTP MNZPI
Director of Policy	Jonathan Fletcher BE(Hons) ME(Env Eng) MPP MIPENZ MNZAE

DIRECTORS OF TRADING ENTERPRISES & REPRESENTATION ON OTHER ORGANISATIONS

Listed below are the trading enterprises which the Council has an interest in, together with the directors of the trading enterprises. Also listed are other organisations which the Council is represented on. The 2001/02 plans for nearly all these organisations are detailed on pages 55 to 70.

Christchurch City Holdings Limited (100% owned)

Alister James (Chair) (Cr)	Garry Moore (Mayor)
Paddy Austin (Cr)	Barbara Stewart (Cr)
Craig Boyce	David Stock
David Close (Cr)	Peter Taylor
Pat Harrow (Cr)	

Christchurch International Airport Limited (75% owned)

Syd Bradley (Chair)	Denis O'Rourke (Cr)
David Lyall	Barry Thomas
Robin Mann	Gail Sheriff (Cr)

Orion New Zealand Limited (87.625% owned)

Linda Constable (Chair)	Peter Rae
Philip Carter	Don Sollitt
John Gray	Ken Sparrow
Chris Laurie	

Lyttelton Port Company Limited (65.38% owned)

Brent Layton (Chair)	Donald Stewart
Peter Coakley	Bob Todd
Ian Howell (Cr)	David Viles
Sue McCormack	

Red Bus Limited (100% owned)

Ann Urlwin (Chair)	Ishwar Ganda (Cr)
Craig Boyce	Barry McFedries
Evan Frew	

Selwyn Plantation Board Limited (39.32% owned)

Doug Marsh (Chair)	Peter Coakley
David Buist (Cr)	Allan Berge
Don Cameron	Graham Heenan

City Care Limited (100% owned)

David Spence (Chair)	Ron Wright (Cr)
Bob Foster	Paul Young
Doug Marsh	

Jade Stadium Limited

Bruce Irvine (Chair)	Hanlin Johnstone
Paddy Austin (Cr)	Mike Prendergast
Vicki Buck	Ron Wright (Cr)
Erin Baker (Cr)	

Christchurch City Facilities Limited

Peter Taylor (Chair)	Barry Corbett (Cr)
Graham Condon (Cr)	Denis Sheard

Canterbury Technology Park (Joint Venture)

Mary Harvey (Chair)	Richard Swan
Ian Hay	

Travis Group

Bob Lineham	Peter Taylor
Mark Russell	

Canterbury Development Corporation

Stewart Leck (Chair)	Doug Marsh
Carole Anderton (Cr)	Garry Moore (Mayor)
Paddy Austin (Cr)	Barbara Stewart (Cr)
Ian Howell (Cr)	David Walker
Garth Carnaby	Ian Hall

Canterbury Museum Trust Board

Paddy Austin (Chair) (Cr)	Ian Leggat
Tony Arps	Gaye Stanley
Peter Fitzgerald	Barbara Stewart (Cr)
Leo Hayward	Murray Thacker
Jim Hopkins	Sally Thompson (Cr)
Lesley Keast (Cr)	

Riccarton Bush Trust Board

Charles Deans (Chair)	Brian Molloy
Helen Broughton	Mike Mora
David Buist (Cr)	Barbara Stewart (Cr)
Brian Deans	Alison Wilkie
Ishwar Ganda (Cr)	Pamela Wilson

Recovered Materials Foundation Board

Denis O'Rourke (Cr) (Chair)	Chris Pickrill
Sally Buck (Cr) *	Mark Prain *
Ian Howell (Cr)	Mike Stockwell *
Robin Mann	Dixon McIvor
Peter Townsend	Molly Anderson

* Three Advisory Trustees - not Board Directors

Transwaste Canterbury Limited

Denis O'Rourke (Cr) (Chair)	Alton Jamieson
Noeline Allan	Ray Harris
Gil Cox	Jim Fulton
Gerald Clemens	Peter Drummond

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2002 Financial Plan Submission
Christchurch City Council
P O Box 237
CHRISTCHURCH
Fax: (03) 371-1696 Email: ccc-plan@ccc.govt.nz

to arrive by 5.00 pm on Monday 21 May 2001.

When preparing your submission, please note the following points:

- Please type your submission if possible, or use black for hand-written submissions. This will help ensure the photocopies we make of your submission will be easy to read.
- You can use this form if you wish. If you do not use this form, please include your name, address and contact telephone number on the first page of your submission.
- It will help us process your submission if you clearly state the issue you want the Council to consider, what specific action you think the Council should take, and why that should be done.
- Please remember to sign your submission.
- Please refer to the page number of the Draft Financial Plan where possible.
- If you wish, you can speak to your submission at a hearing. You will be given five minutes to speak, during which you should emphasise the main points you want to make. You will need to state in your submission whether or not you wish to be heard in person.
- We are legally required to make all written submissions available to Councillors and to the public.

NAME _____

ADDRESS

--	--

CONTACT PHONE

Tick which applies:

- ☐ I do NOT wish to make a personal submission at the hearing and ask that this written submission be considered.
- ☐ I wish to talk to the main points in my written submission at the hearing on 19 June to 22 June 2001. (It may be necessary to extend the hearings to 25 and 26 June 2001.)

SIGNATURE

[illegible]

[illegible]

Christchurch City Council



Civic Offices
163 Tuam Street, Christchurch

How to contact us?

Phone us. If it is about a service then call us on **371 1999**

Want to talk to the Mayor, your local councillor or community board member, or a member of staff and don't know the number, then phone us on 379 1660

Write to us at:

Email us at: (Plan submissions)

Email us at: (General)

Check out our website at:

Call to see us:

PO Box 237, Christchurch

ccc-plan@ccc.govt.nz (submissions close 21.5.2001)

info@ccc.govt.nz

www.ccc.govt.nz

At the locations below

Civic Offices

163 Tuam Street

Beckenham Service Centre

66 Colombo Street (Cnr Hunter Tce)

Community Advocate: Nick Chapman

Fendalton Library and Service Centre

Corner Jeffreys and Clyde Roads

Community Advocate: Tony Gemmill

Linwood Service Centre

180 Smith Street

Community Advocate: Jude Pani

Papanui Library and Service Centre

Corner Langdons Road and Restell Street

Community Advocate: Barbara Ford

Shirley Library and Service Centre

36 Marshland Road

Community Advocate: Dennis Morgan

Sockburn Service Centre

149 Main South Road, Sockburn

Community Advocate: Martin Maguire

Riccarton Sub Centre

NZ Post Shop, 103 Riccarton Road