

*Strategic directions*



# Strategic directions



## Strategic Directions

Christchurch City Council must ensure that everything it does - all its activities - contribute towards achieving the Community Outcomes. Four strategic directions are used by the Council to use when defining its role in achieving the outcomes. Under each strategic direction, there is a broad set of goals and objectives.

The strategic directions are:

- Strong Communities
- Healthy Environment
- Liveable City
- Prosperous Economy

The strategic directions will be finalised as part of the Long Term Council Community Plan process. Once final, they will guide the Council's planning and its delivery of services.

## Strategic Direction - Strong Communities

Strong communities give people a sense of belonging and encourage them to take part in social, cultural, economic and political life. This participation and the support that such communities can offer in times of stress promote the wellbeing of individuals and families/whanau. Because strong communities make good use of their members' skills, they are also more able to attract and generate the resources they need, to adapt to change, and to manage their social, cultural, economic and natural assets for the long-term benefit of everyone. The stronger our many communities become, the more dynamic and fun Christchurch will be as a place to live.

### Goals and Objectives

#### 1. Increase involvement in lifelong learning, by:

- Providing resources and information, through libraries and websites;
- Providing learning facilities, programmes and activities;
- Advocating for high quality education and training;
- Encouraging people of all ages to take advantage of learning opportunities.

#### 2. Work to improve people's standard of living without endangering the quality of life of future generations, by:

- Supporting economic development that meets the needs of the city's people and environment;
- Providing affordable housing for those on low incomes and with limited means.

#### 3. Promote participation in democratic processes, by:

- Advocating for the rights of all citizens;
- Making it easy for people to understand and take part in Council decision-making processes;
- Providing readily available and easily understood information about Council services and structures.

#### 4. Help communities to meet their needs, by:

- Targeting those who are most disadvantaged;
- Providing accessible and welcoming public buildings, spaces and facilities;
- Funding and supporting community organisations, initiatives and festivals that help to achieve the city's Community Outcomes;
- Initiating and supporting community development projects;
- Helping public, private and community agencies work together to address key areas of social need;
- Advocating for social support to meet people's needs;
- Encouraging people to take part in community groups and voluntary activities;
- Encouraging people to take responsibility for themselves and their families.

#### 5. Encourage healthy and active lifestyles, by:

- Providing parks, public buildings, and other facilities that are accessible, safe, welcoming and enjoyable to use;
- Providing and supporting sport, recreation and leisure activities;
- Providing water supply, waste, and waste-water services;
- Maintaining and improving environmental health.

#### 6. Reduce injury and crime, and help people feel safer, by:

- Working with partners to prepare the city for hazards and emergencies;
- Working with partners to reduce crime, help people avoid injury and help people feel safer;
- Using and regulating urban design to maintain and improve public safety.

#### 7. Celebrate and promote Christchurch's identity, cultures and diversity, by:

- Providing and supporting a range of arts, festivals and events;
- Supporting cultural groups and organisations;
- Setting an example in equal opportunities through the Council's own activities;
- Protecting and promoting the heritage character and history of the city.

#### 8. Encourage residents to enjoy living in the city and to have fun, by:

- Providing and supporting a range of arts, festivals and events;
- Providing and supporting sport, recreation and leisure activities;
- Providing a variety of safe, accessible and welcoming local parks, open spaces and waterways.

#### Key challenges

- An ageing population.  
Like the rest of New Zealand, Christchurch's population is ageing. Demand for housing, health, and other services for older people will increase. Council needs to make sure not only that these services are available but also that older people can participate in and contribute to society.
- Increasing cultural and ethnic diversity.  
As Christchurch becomes more diverse, it is important that all cultural and ethnic groups feel part of the city and want to participate in its social, cultural, economic and political life, and that different groups are able to live together successfully.
- Differing levels of disadvantage between population groups.  
Maori and Pacific Island people in particular are more disadvantaged in social and economic terms, but other groups also face barriers to participation in the life of the city.
- The complexity of factors which contribute to social exclusion.  
"Social exclusion" means a lack of access to opportunities that enable an individual to have, or aspire to, a decent standard of living. The underlying causes of social exclusion are many, including poverty, poor health, mobility problems, lack of education and employment opportunities, and discrimination. These factors can work independently or together resulting in a continuing cycle of social exclusion.
- The capacity of voluntary and community groups.  
Community groups do not always have the skills and resources they need to be effective. Changing work patterns and lifestyles may affect people's willingness or ability to get

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involved in community and voluntary groups.

- Decreasing civic engagement.  
As with elsewhere in the development world, people are becoming less involved in local democratic processes in Christchurch.

## *Who we need to work with*

A wide range of government agencies contribute to the creation of strong communities. These include the Ministry of Social Development, the Department of Internal Affairs, the Ministry of Health, the District Health Board, the Police, Creative New Zealand and Sport and Recreation New Zealand (SPARC). The Council will work closely with these agencies to ensure that our programmes are complementary and effective.

Voluntary and community organisations are also crucial to the success of Council's Strong Communities' strategy. One of the strategy's key aims is enabling communities, whether they are based on common location, shared interests, culture or beliefs, to identify and meet their own needs. The Council therefore needs to understand the capabilities and limitations of voluntary and community groups and to help them, where appropriate, to improve their capabilities.

The Council needs to work with iwi and other Maori groups, as well as with other organisations representing the many cultures in Christchurch.

## Strategic Direction - Healthy Environment

The natural environment sustains all human activity, and therefore a healthy environment is essential to achieving Council's social, cultural and economic goals. Christchurch people are proud of the beauty of the natural environment. But if Council is to protect that environment for our children and grandchildren to enjoy, we face some major challenges. These include limiting or reducing the amount of natural resources we use (such as water and fossil fuels), reducing pollution and waste, and protecting and restoring our city's ecosystems.

In 1999, the Council adopted the Natural Step, which defines a sustainable society as one in which nature is not subject to:

- Increasing concentrations of substances extracted from the earth's crust, for example oil, coal, and metals such as lead;
- Increasing concentrations of substances produced by society, for example dioxins, DDT and PCBs;
- Physical degradation, for example through using resources such as water faster than it can be replenished, or through soil erosion;
- And in which human needs are met world-wide.

The Natural Step helps us to assess the sustainability of activities in the city. It also provides a framework to help align efforts in Council operations and in the business and community sectors, to improve the sustainability of Christchurch.

## Goals and Objectives

### 1. Provide reliable and efficient water supply, waste, and wastewater services that support the health of the community and protect the environment, by:

- Supplying water at an appropriate quality and quantity;
- Encouraging water conservation;
- Providing safe and environmentally sound collection, treatment and disposal of waste;
- Encouraging waste reduction, reuse and recycling.

### 2. Contribute actively to improved air quality and energy efficiency, by:

- Clearly identifying and agreeing the Council's roles;
- Planning land use and transport in a way that minimises pollution;
- Encouraging energy efficiency;
- Encouraging the use of sustainable energy sources.

### 3. Manage water and land drainage systems efficiently, and contribute towards landscape, ecology, recreation, heritage and cultural values, by:

- Reducing the risk of flooding;
- Protecting and enhancing natural waterways;
- Managing land use to minimise its impact on surface and groundwater;
- Providing ways for the community to learn about and care for streams.

### 4. Play an active role in preparing the city for hazards and emergencies, by:

- Identifying and assessing present and future hazards;
- Reducing the likelihood and impact of hazards and emergencies;
- Encouraging our communities and emergency response agencies to be prepared for hazards and emergencies;
- Responding effectively to emergencies;
- Enabling communities to rebuild after emergencies.

### 5. Strengthen the Garden City image, by:

- Providing a variety of safe, accessible and welcoming local Parks, open spaces and waterways;
- Maintaining the levels of open space that we currently have;
- Reducing litter;
- Providing street landscapes and open spaces that enhance the character of the city;
- Protecting and enhancing significant areas of open space within the metropolitan area;
- Designing and maintaining open spaces in ways that reduce the use of natural resources.

### 6. Identify, protect and enhance the city's native and exotic ecosystems, by:

- Working with partners to protect existing habitats for native species and establish new ones;
- Encouraging the community to learn about and care for biodiversity and ecosystems;
- Supporting biodiversity research and monitoring.

## Key challenges

- Protection of natural resources from over-use and pollution. Water resources in aquifers, open space, the air that we breathe and other natural resources, need to be protected from over-use and pollution.
- Erosion /destruction of ecosystems and loss of biodiversity. Individual species cannot survive without the habitats that support them. To protect existing species and reintroduce other species to the city, we need to ensure that there is a range of habitats of the right type, size, and location. We need to work towards these ecosystems becoming self-sustaining.
- Increasing pressure on the environment from projected population growth. The ongoing development of Christchurch needs to be planned and managed so that it is sustainable.

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- **Climate change.**  
To lessen the effects of global warming, we need to reduce our reliance on fossil fuels and switch to renewable energy sources such as solar and wind energy.
- **Biosecurity.**  
Introduced pests threaten both native and exotic species and habitats.
- **Understanding the impact of our actions on the environment.**  
Ongoing research is needed to improve our grasp of how our actions affect the environment, and to find solutions to environmental problems.
- **Taking responsibility for environmental protection.**  
Everyone has a part to play in protecting the environment. We need to encourage individuals and businesses to take responsibility for their own effects on the environment.

### *Who we need to work with*

The Council will work with government departments, such as the Ministry for the Environment and the Department of Conservation, to understand and contribute to national and international initiatives to tackle climate change, pollution, the physical degradation of natural resources, and the protection of ecosystems and biodiversity. It will also work with Environment Canterbury and neighbouring local authorities to address environmental issues at the city and regional level.

The following partnerships will also be important in achieving our environmental goals:

- Working with Maori to understand and give consideration to their culture, traditions, and other taonga;
- Working with research centres such as Landcare, National Institute of Water and Atmospheric Research (NIWA) and Canterbury and Lincoln Universities, to improve our understanding of the environmental issues we face, and find ways of dealing with them;
- Working with conservation and recreation organisations on projects to protect and restore the environment;

- Working with education institutions to increase people's knowledge about the impacts of development on the environment.

Ultimately, the health of the environment is everyone's responsibility. The Council will therefore encourage and assist households and businesses to understand and reduce their impact on the environment.



## Strategic Direction - Liveable City

A good built environment improves people's quality of life in a number of ways:

- It ensures that people have the mix of houses and other buildings and spaces they need;
- It makes it easier and safer for them to get around and provides them with a range of leisure activities;
- It sustains and enhances their sense of cultural identity, through the protection of heritage buildings and through the integration of the arts into their urban surroundings.

A good built environment also has economic benefits, by facilitating the more efficient movement of people and goods; reducing management, energy and maintenance costs for buildings; creating safer and more productive workplaces; and attracting skilled workers and dynamic entrepreneurs and companies.

The quality of the city's utilities (water supply, waste and wastewater), its transport system and other infrastructure, and its buildings, streets and public spaces has a major effect on our quality of life.

The Council contributes to Christchurch being a liveable city by practising and promoting good urban design, by planning and regulating, and by providing utilities and other services.

### Goals and Objectives

1. **Lead the urban development of Christchurch to ensure that it balances the needs of people and the environment, by:**
  - Working with other agencies to manage growth and address environmental challenges;
  - Providing for the sustainable operation and development of key infrastructure;
  - Managing land use to support and encourage sustainable transport systems.

2. **Provide reliable and efficient water-supply, waste, and waste-water services that support the health and wellbeing of the community and protect the environment, by:**

- Supplying water at an appropriate quality and quantity;
- Encouraging water conservation;
- Providing safe and environmentally-sound collection, treatment and disposal of waste;
- Facilitating waste reduction, re-use and recycling services.

3. **Provide safe, efficient and affordable transport systems, that:**

- Ensure access to goods and services, work and leisure opportunities;
- Complement other land uses;
- Address environmental challenges including climate change, resource consumption, and air quality;
- Encourage efficient business practices and active lifestyles;
- Ensure good links to regional, national and international markets and destinations.

4. **Maintain and enhance the quality of development, and renewal of the city's built environment, by:**

- Championing high quality urban design;
- Improving people's sense of community identity and their feelings of safety;
- Encouraging better accessibility in public and commercial buildings;
- Protecting Christchurch's heritage buildings and neighbourhood character;
- Improving the way in which public and private spaces work together;
- Working with other organisations to ensure that Christchurch people live in homes that meet their social, health and economic needs.

5. **Play an active role in preparing the city for hazards and emergencies, by:**

- Identifying and assessing present and future hazards;
- Reducing the likelihood and impact of hazards and emergencies;

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- Encouraging our communities and emergency response agencies to be prepared for hazards and emergencies;
- Responding effectively to emergencies;
- Enabling communities to rebuild after emergencies.

## Key challenges

- **Managing the city's projected growth.**  
The metropolitan area and greater Christchurch are projected to grow significantly in the next two decades. This development needs to be sustainable, and its benefits—greater opportunities and an improved quality of life—need to be shared among all residents.
- **Integrating land use planning with the planning of transport, utilities and social infrastructure.**  
For example new subdivisions need water-supply, stormwater and sewerage systems, roads and footpaths. They also need to provide access to work, leisure and social services, potentially placing more stress on already-congested roads. Decisions about land use therefore need to take into account these wider planning issues.
- **Ensuring that the city and region's transport infrastructure meets current and future needs.**  
Increasing congestion threatens key transport routes in and out of Christchurch. Building more roads will not, by itself, solve congestion problems. A mix of transport options for people and freight will therefore be needed.
- **Energy and materials efficiency in construction.**  
When constructing buildings and infrastructure, we need to make use of technology that will reduce energy costs, waste and pollution.
- **Integrating new development with the existing built environment.**  
New development needs to be integrated in a sensitive way with the heritage buildings and older houses and neighbourhoods that are an important part of Christchurch's identity. It is also important not to leave older neighbourhoods and commercial areas

(such as the central city) to deteriorate as new areas develop.

- **Ensuring that all residents have appropriate, healthy, affordable housing, in well-planned neighbourhoods.**  
Poor housing affects people's health and can contribute towards poor educational attainment. Living in poorly-planned neighbourhoods can also make it difficult for people to get to work, social services, and leisure facilities. It can leave them feeling isolated.

## Who we need to work with

In planning for the future development of Christchurch, the Council needs to work closely with neighbouring local authorities and Environment Canterbury, as well as government organisations, such as the Ministry of Transport, Land Transport New Zealand, Housing New Zealand and the Department of Building and Housing. It also needs to ensure that the city's needs and interests are addressed in local and national policies in areas such as housing, urban design and regional development.

Professional bodies (e.g. NZ Planning Institute, NZ Institute of Architects and NZ Institute of Landscape Architects), sector organisations (e.g. NZ Historic Places Trust), and educational and research institutions are important partners in good urban design and planning at a national and local level.

Private developers, and the wider business community, who plan and build much of the urban environment, are crucial to the quality of Christchurch's development. The Council therefore needs to work effectively with them, through a mixture of regulation, co-ordination, partnerships and incentives, to ensure that development enhances the qualities that make Christchurch a special place to live, work and play.

The Council will work with Maori and other groups to understand and give consideration to their culture and traditions in the planning and development of the city.



## Strategic Direction - Prosperous Economy

Our social, cultural and environmental goals cannot be achieved without a prosperous economy. Our city's attractiveness as a place to live, work and play is vital to our ongoing economic development. The Council acts as a facilitator/catalyst of economic development. It also has a responsibility to ensure that economic development is sustainable, that it provides all people with the opportunity for improved standards of living, and that all citizens share in the city's prosperity.

### Goals and Objectives

1. **Develop business and other links to promote economic development that is consistent with the needs of Christchurch's people and environment, by:**
  - Strengthening international civic relationships to provide positive business links;
  - Taking part in national economic initiatives;
  - Helping businesses in key industries work together to become more internationally competitive.
2. **Encourage businesses that provide high value jobs, by:**
  - Promoting higher levels of investment in innovation, research and development;
  - Adopting purchasing practices that reflect economic, social and environmental needs.
3. **Enhance business activity in the city by investing in, managing and encouraging provision of infrastructure, by:**
  - Working to provide safe, efficient and affordable transport systems;
  - Working to ensure safe and efficient port facilities are available through Lyttelton Port;
  - Ensuring Christchurch International Airport provides for increasing domestic and international air services;
  - Encouraging energy efficiency and supporting the availability of a secure and reliable supply of energy;
  - Facilitating the provision of a 'next generation' communications infrastructure.
4. **Work in partnership with business and education sectors to attract and train people with diverse skills that meet businesses' needs, by:**
  - Promoting the city as an attractive place to live, learn and work;
  - Supporting the development of trade and professional skills to meet current and future needs;
  - Encouraging people with desired skills to immigrate to the region;
  - Encouraging people to take part in lifelong learning to make the workforce more skilled and adaptable;
  - Promoting and teaching entrepreneurship and the values of business to the community;
  - Supporting the work of tertiary education providers.
5. **Use Christchurch's special qualities to enhance economic activity and attract skilled workers, by:**
  - Promoting the city's quality of life;
  - Promoting the city as a visitor destination and as a place to learn and do business.
6. **Promote environmentally-sustainable business practices, by:**
  - Using sustainable development approaches in the Council's own activities;
  - Encouraging businesses to adopt and report on sustainable development approaches.

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## Key challenges

- **Globalisation.**  
The Christchurch economy is increasingly part of the global economy. Globalisation creates opportunities for businesses to expand beyond the relatively small local and/or national market, but it also poses challenges.
- **The need for co-operation.**  
Christchurch has an economy of small to medium-sized businesses. Collaboration and clustering could help them to compete globally.
- **Investing in innovation.**  
An improved standard of living for all New Zealanders depends on a shift from an economy based on primary production to one based on knowledge and innovation. We therefore need to invest more in research and development and to get better at taking good ideas to the market.
- **Ensuring that we have skilled people.**  
Businesses need skilled, knowledgeable people, and Christchurch must compete with other parts of New Zealand and the world for them. We need to ensure that skill shortages do not hamper the city's economic development.
- **Ensuring that development is environmentally sustainable.**  
We cannot keep pursuing economic development at the expense of the environment, because this will mean a lower quality of life for future generations. Protecting the environment must be a high priority in our development strategy.

## Who we need to work with

Much of the Council's economic development work is carried out through 'arm's length' organisations such as Canterbury Development Corporation, Christchurch and Canterbury Marketing, and Christchurch City Holdings Ltd. These organisations, and the Council itself, need to work with others to achieve the community's economic goals. They will work with the Crown Research Institutes, Tertiary Education Commission, New Zealand Trade and Enterprise, Foundation for Research, Science and Technology, Ministry of Research, Science and Technology, Ministry of Economic Development, the Ministry of Foreign Affairs and Trade, and the Ministry of Social Development, to ensure that regional economic development strategies, international trade delegations and employment programmes are beneficial to Christchurch.

The Council will also work with individual businesses, and business groups such as the Canterbury Employers' Chamber of Commerce and the Canterbury Manufacturers' Association, to identify and address issues of concern to them, to facilitate collaboration, and to assist them in becoming more environmentally sustainable. Sustainable business networks will also be important partners in helping to promote environmentally responsible business practices.

As a significant shareholder in a number of key Christchurch or Canterbury infrastructure companies, the Council helps to provide a platform for the operations of many other businesses. In most cases the Council's activities are only part of a larger infrastructure network. It therefore needs to maintain good relationships with other public and private sector providers of infrastructure such as electricity and telecommunications.