



Triple Bottom Line Measures



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TRIPLE BOTTOM LINE REPORTING

Background

At its meeting on 24 August 2000 the Council resolved:

"Thatthe 2002/03 Annual Report be on a 'triple bottom line' basis."

The Annual Report compares actual performance against what was planned for in the Annual Plan. To make a change to the Annual Report format, it is necessary to start by changing the Annual Plan and in this way changes can flow through to the Annual Report.

What is Triple Bottom Line Reporting?

Triple Bottom Line (TBL) reporting was developed by John Elkington (from the UK).

TBL concerns all aspects of an organisation's performance, not merely the meeting of financial targets.

At the heart of the TBL philosophy is an acknowledgement that an organisation has impacts on society and the environment as well as financially on its stakeholders. Such impacts may be positive or negative. They may be exerted directly by the organisation itself, or by way of the organisation's influence upon others.

By adopting the TBL philosophy an organisation takes a position on the three core areas: economic prosperity, environmental quality, and social justice. It adopts value statements or principles which then serve as a compass in steering its strategy, policies, targets, and activities.

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

For each of our 14 significant activities, objectives, environmental, social and economic measures have been prepared (see the performance indicator matrices on pages 37 to 80 of the Draft 2003 Annual Plan). They also include targets and it is against these targets that our actual performance will be compared in the 2003 Annual Report. In addition to the 14 significant activity measures, there are some 'corporate wide measures' which cross significant activity boundaries and which are reported on pages 11 to 13 of the Draft 2003 Annual Plan.

Reporting Principles

TBL reporting is a relatively new phenomenon and there is no established best way of doing it – we will learn more from every report published. Achieving a balance between detail and making the report interesting and readable is difficult. The aspirations behind our draft TBL measures can be summarised in the following principles:

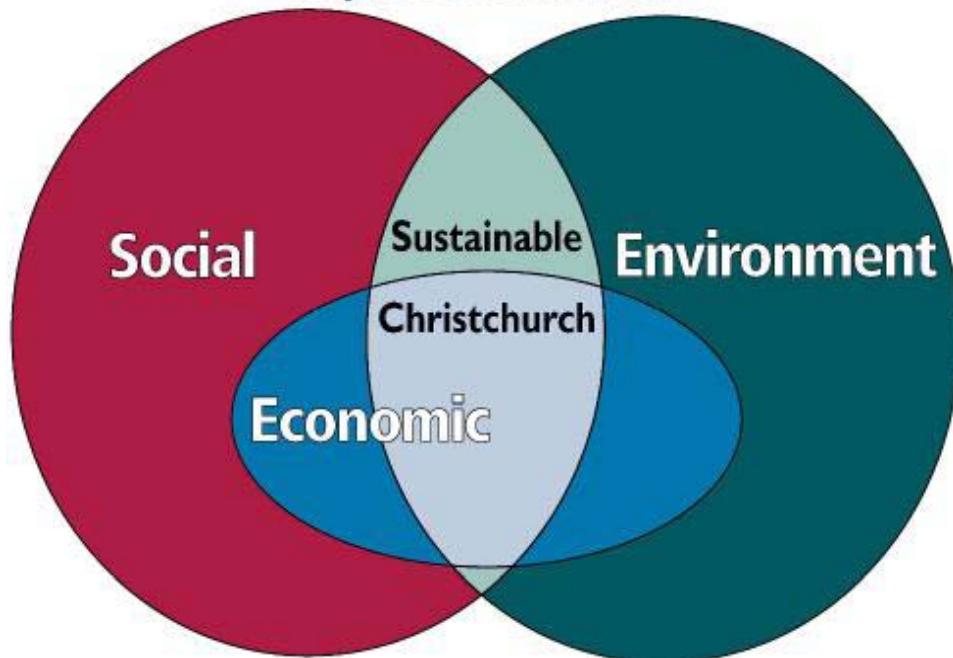
- **Balanced** – we are prepared to report both positive and negative results on aspects of our performance.
- **A living report** – we are committed to a living report - it will develop and evolve over time.
- **Use of externally derived measures and benchmarks** – we have where appropriate used these and are prepared to be judged by our performance against these measures.
- **Holistic** – we endeavour to show the full picture of the relevant issues.
- **Accessible** – both web and print will be available.
- **Interactive** – the reader can engage the CCC via a number of channels such as
 - contacting us by telephone (Annual Plan Hotline (371-1888) or on 371-1999) or email - info@ccc.govt.nz)
 - making a submission on the Draft Plan.
- **Synergistic** – TBL reporting is a mechanism by which we can convey the organisation's values/principles and its performance in matching them.
- **Verifiable** – an independent third party will as part of the annual audit process verify that actual performance is supported by appropriate evidence.

TRIPLE BOTTOM LINE REPORTING

Triple Bottom Line and Sustainability

When making decisions and planning the Christchurch City Council will take into consideration the social impact, the environmental impact and the economic benefits. This process is referred to in planning as the triple bottom line and will assist us in creating a sustainable city for the future. The aim is to have as many activities as practical providing social, environmental and economic benefits all at the same time.

Triple Bottom Line



Strategic Goals in the Triple Bottom Line



This is an action diagram.

The three circles, A. SOCIAL, B. ENVIRONMENTAL, and C. ECONOMIC are like telescope sights showing three areas on which to focus. To make our city more sustainable is important. The closer the circles, the closer we are to our vision of a Sustainable Christchurch.

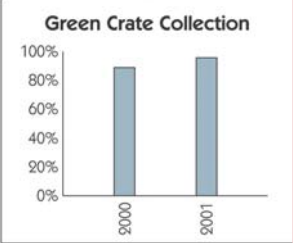
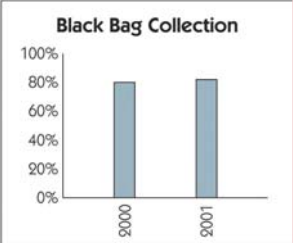

The arrows show actions the Council is taking to move the circles closer.

D. DEMOCRATIC GOVERNANCE, E. URBAN DESIGN (eg essential infrastructure) FOR SOCIAL AND ENVIRONMENTAL benefits, F. FINANCIAL STEWARDSHIP, G. TREATY OF WAITANGI and CULTURAL DIVERSITY actions.

WASTEWATER

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--------------------------------------|--------------------|---|---------------------|--|---------------------|------------------------------|
| <p>Compliance with Legislation</p> <p>To comply or surpass legislative requirements and standards</p> | | | <ul style="list-style-type: none"> Discharge air and water quality meets or surpasses resource consent conditions (<i>Report by exception, water quality measurements</i>) | Exception Reporting | <ul style="list-style-type: none"> Penalties or fines incurred (<i>Target: Nil</i>) | Exception Reporting | C1, E1, E3 |

WASTE MINIMISATION & DISPOSAL

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--------------------------------------|--|--------------------|---|--------------------|------------------------------|------|----|------|------------------|------|----|------|----|-------------------------------|--|------|------------------|------|----|------|----|------|----|------|----|------|----|-------------------------------|---------------------------|
| <p>Customer Service</p> <p>To provide the community with safe, convenient and efficient solid waste services.</p> | <ul style="list-style-type: none"> Incidence of reported illegal dumping (<i>Target: Less than one occasion reported per week, 52 per year</i>) | <p>(RFS illegal dumping hotline)</p> | <ul style="list-style-type: none"> 90% of customers are satisfied with the green crate recycling service provided <div style="text-align: center;">  <table border="1"> <caption>Green Crate Collection</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>90</td> </tr> <tr> <td>2001</td> <td>95</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> 80% of customers are satisfied with the black bag service provided <div style="text-align: center;">  <table border="1"> <caption>Black Bag Collection</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>80</td> </tr> <tr> <td>2001</td> <td>80</td> </tr> </tbody> </table> </div> | Year | Satisfaction (%) | 2000 | 90 | 2001 | 95 | Year | Satisfaction (%) | 2000 | 80 | 2001 | 80 | <p>Annual Citizens Survey</p> | <ul style="list-style-type: none"> Recycling and waste collection service delivers value for money (<i>Target: 80% satisfaction</i>) <div style="text-align: center;">  <table border="1"> <caption>Recycling & Waste Collection</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>80</td> </tr> <tr> <td>1998</td> <td>75</td> </tr> <tr> <td>1999</td> <td>80</td> </tr> <tr> <td>2000</td> <td>80</td> </tr> <tr> <td>2001</td> <td>80</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Cost of Waste Management per household (<i>Target: \$126 per household</i>) | Year | Satisfaction (%) | 1997 | 80 | 1998 | 75 | 1999 | 80 | 2000 | 80 | 2001 | 80 | <p>Annual Citizens Survey</p> | <p>C4, E1, F5, F6, F7</p> |
| Year | Satisfaction (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | 90 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfaction (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfaction (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1997 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1998 | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1999 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

WASTE MINIMISATION & DISPOSAL

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|---|---------------------|---|--------------------|---|--------------------|------------------------------------|
| Community Engagement (Cont'd) | <ul style="list-style-type: none"> Progress toward waste minimisation targets (<i>Target for 2003: Total refuse landfilled (excluding hardfill) 210,000 tonnes; greenwaste composted 35,500; kerbside recycled 17,000 tonnes</i>) <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <p style="text-align: center;">Recycling and Composting</p> </div> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <p style="text-align: center;">Waste to Landfill</p> </div> | Landfill Statistics | | | | | |
| Planning & Infrastructure Management To plan and provide waste management services in partnership with the community and other governing bodies to achieve desired outcomes. | | | <ul style="list-style-type: none"> Number of opportunities provided for public engagement in the planning process (<i>Target: At least 4 per year</i>) | Management Report | | | C4, D1, D3, D4, E3, F2, G1, G2, G3 |

WASTE MINIMISATION & DISPOSAL

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|--|----------------------------|-------------------------------|--------------------|---|----------------------------|------------------------------|
| <p>Compliance with Legislation</p> <p>To operate waste management facilities that comply with or surpass legislative requirements.</p> | <ul style="list-style-type: none"> Compliance with resource consent conditions as recorded by Environment Canterbury (<i>Target: Nil non-compliance, report by exception</i>) | <p>Exception Reporting</p> | | | <p>Penalties or fines incurred (<i>Target: Nil</i>)</p> | <p>Exception Reporting</p> | <p>C4, E1, E3</p> |

WATER SUPPLY

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives | | | | | | | | | | | | |
|---|--|--|--|---|---|--------------------|---|------|-----|------|-----|------|-----|------|-----|------|-----|-------------------------------|-----------------------|
| <p>Customer Service</p> <p>To provide the community with safe, convenient and efficient water supply services.</p> | <ul style="list-style-type: none"> 90% of customers are satisfied with the water quality / taste 95% of reported leaks in the Council's reticulation are repaired as scheduled: <ul style="list-style-type: none"> A (Major / Urgent) Contractor on site within one hour of the leak being reported. B (Medium magnitude leak) Leak repaired within one working day. C (Minor leak) Leak repaired within three working days. <i>(Response and repair time)</i> | <p>Annual Citizens Survey</p> <p>Water Supply Response and Repair Statistics</p> | | | <ul style="list-style-type: none"> Water supply service delivers value for money <i>(Target: 90% satisfaction)</i> <div style="text-align: center;"> <table border="1" style="margin: 0 auto;"> <caption>Water Supply Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>~90</td> </tr> <tr> <td>1998</td> <td>~90</td> </tr> <tr> <td>1999</td> <td>~90</td> </tr> <tr> <td>2000</td> <td>~90</td> </tr> <tr> <td>2001</td> <td>~90</td> </tr> </tbody> </table> </div> | Year | Satisfaction (%) | 1997 | ~90 | 1998 | ~90 | 1999 | ~90 | 2000 | ~90 | 2001 | ~90 | <p>Annual Citizens Survey</p> | <p>E1, F2, F6, F7</p> |
| Year | Satisfaction (%) | | | | | | | | | | | | | | | | | | |
| 1997 | ~90 | | | | | | | | | | | | | | | | | | |
| 1998 | ~90 | | | | | | | | | | | | | | | | | | |
| 1999 | ~90 | | | | | | | | | | | | | | | | | | |
| 2000 | ~90 | | | | | | | | | | | | | | | | | | |
| 2001 | ~90 | | | | | | | | | | | | | | | | | | |
| <p>Community Engagement</p> <p>To develop and enhance partnerships with the community and with governing bodies, to achieve desired outcomes</p> | <ul style="list-style-type: none"> The water used per person is progressively reduced <i>(Target: 435 litres per person per day, 5-year rolling average)</i> | <p>Water Use Statistics</p> | <ul style="list-style-type: none"> Public commitment to water conservation <i>(Target: 70% of people take action to reduce the amount of water they use at home)</i> Business commitment to water conservation <i>(Target: 70% of businesses take action to reduce the amount of water they use)</i> | <p>Opinions Monitoring</p> <p>Industry Association Survey</p> | <ul style="list-style-type: none"> Water Supply cost per household per year <i>(Target: \$90 per household)</i> | | <p>C1, D1, D3, D4, E1, E3, F2, G1, G2, G3</p> | | | | | | | | | | | | |
| <p>Planning & Infrastructure Management</p> <p>To sustainably manage the water supply infrastructure and resource.</p> | <ul style="list-style-type: none"> Water supply infrastructure is designed and operated to obtain long-term overall efficiency <i>(Target: 3 kilowatt hours per cubic metre of water)</i> Unaccounted for water (leaks, fire fighting, flushing, illegal connections etc) is minimised <i>(Target: No more than 175 litres per connection per day).</i> | <p>Energy Consumption Statistics</p> <p>Water Use Statistics</p> | <ul style="list-style-type: none"> Continuity of water supply to customers <i>(Target: less than 12 occasions where unplanned reticulation shutdowns result in the loss of water supply for longer than 4 hours)</i> | <p>Management Report</p> | | | <p>B1, C1, E1, E3, F2, F6</p> | | | | | | | | | | | | |

WATER SUPPLY

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--------------------------------------|--------------------|---|---|--|----------------------------|------------------------------|
| <p>Compliance with Legislation</p> <p>To comply or surpass legislative requirements and standards</p> | | | <ul style="list-style-type: none"> Water supplied to the community will meet or surpass NZ drinking water standards (<i>Report by exception, water quality measurements</i>) | <p>Comparison with Ministry of Health Standards</p> | <ul style="list-style-type: none"> Penalties or fines incurred (<i>Target: Nil</i>) | <p>Exception Reporting</p> | <p>E1, E3</p> |

CITY STREETS

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|--|--------------------|---|---|---|--------------------|---|
| <p>Customer Service</p> <p>Educate and encourage the public to use the network safely.</p> <p>Meet network accepted standards and engineering best practice.</p> <p>Provide viable choice of transport modes.</p> <p>Ensure users are aware of transport choices and the means to effect them.</p> | <ul style="list-style-type: none"> Perceived percentage level of safety by cycle users is greater than 80% | Survey | <ul style="list-style-type: none"> Percentage of crashes involving responsible road factors and the number of crashes per 10,000 people for the current year, show a reduction over the previous year Consistent or increasing use of non-car transport modes <i>(Target: Cycling - 13% commuters cycle in 2001, 20% commuters cycle in 2006; Pedestrian – 8% commuters by 2011; Public Transport – 5% of public trips by 2003, 10%-15% of trips by 2018)</i> | <p>Accident Statistics (NZ Police)</p> <p>Bus passenger and cycle counts and Survey</p> | | | <p>C2, E2, E3, E4</p> <p>C2, C3, E2, E3, E4</p> |
| <p>Community Engagement</p> <p>Engage the community in determining, validating and prioritising needs.</p> <p>Set agreed levels of service in conjunction with the community.</p> <p>Create road environments that support and encourage a greater range of community and street activity</p> | <ul style="list-style-type: none"> Percentage of community users satisfied with the improvement of the urban environment following street works is greater than 80% | Survey | <ul style="list-style-type: none"> Percentage of community users satisfied with the need assessment, agreement and delivery of capital work completed in the street is greater than 80% Satisfaction with need assessment, agreement and delivery of transport network service and choice of transport mode is greater than 80% | <p>Survey</p> <p>Survey</p> | | | <p>D1, D5</p> <p>C2, D1, D5</p> <p>A2, A3</p> |

CITY STREETS

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|---|-----------------------|-------------------------------|--------------------|--|-------------------------------|-------------------------------------|
| <p>Planning & Infrastructural Management</p> <p>Cost effectively build, maintain and operate network to user group requirements.</p> <p>Optimise Asset life cycle costs</p> | <ul style="list-style-type: none"> The peak time lane kilometres of congested road is within 20% of the Asset Management Plan guidelines | <p>Traffic counts</p> | | | <ul style="list-style-type: none"> 95% of the service levels agreed in the Asset Management Plan met during the year Transfund requirements for the % of smooth sealed roads is met (<i>Target: 87%</i>) | <p>Audit RAMM</p> <p>RAMM</p> | <p>C2, E2, E4</p> <p>C2, E2, E4</p> |

PARKS & WATERWAYS

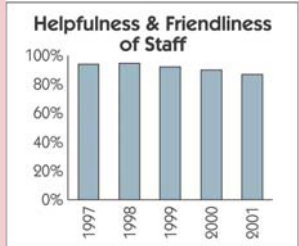
| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|--|---|--|--|--|---|---|
| <p>Customer Service</p> <p>The city's waterways wetlands and drainage system is maintained in a way that is sensitive to natural values and flood hazards.</p> | <ul style="list-style-type: none"> Maintain Surface water ecosystem health as indicated by sample chemical analysis and surveys of physical properties and fish species diversity (Baseline survey). Nil flooding damage arising from system blockages or pump failure. Reduce herbicide application on utility waterway margins to a maximum of 360,000m² (5% reduction). | <p>NIWA monitoring, ECAN monitoring</p> <p>Contractor reports</p> <p>Management reports</p> | <ul style="list-style-type: none"> Complaints related to waterways received and timeframe for action (<i>Target: 100% within 2 working days</i>). Customer satisfaction with parks maintenance standards (<i>Target: 90% satisfied</i>). | <p>GEMS RFS data</p> <p>Annual Citizens Survey</p> | <ul style="list-style-type: none"> Residents are satisfied with the value for money of rates spent on waterways and wetlands (<i>Target: 80%</i>). Quality standards attained for waterway utilities (85% of specification) within budget targets. Residents are satisfied with the value for money of rates spent on parks (<i>Target: 80% satisfied</i>). | <p>Annual Citizens Survey</p> <p>Contract audits, SAP reports</p> <p>Annual Citizens Survey</p> | <p>A2, A3, A5, B4, C1, C2, C3, C4, C5, E1</p> |
| <p>The city's green space areas are maintained in a healthy and safe condition.</p> | <ul style="list-style-type: none"> Reduce the annual tonnage of green waste material dumped through on site processing and recycling (<i>Target: 5% reduction</i>). | <p>Contractor reports</p> | <ul style="list-style-type: none"> Recreational User Groups satisfaction with services (<i>Target: 90% satisfied</i>). | <p>Annual survey</p> | <ul style="list-style-type: none"> Quality standards attained for parks maintenance (90% of specification) within budget targets. | <p>Contract audits, SAP reports</p> | |

PARKS & WATERWAYS

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--|---|--|---|---|---|---|
| <p>Community Engagement</p> <p>The community are informed and participate in the governance and management of parks and waterways.</p> | <ul style="list-style-type: none"> Community participation in environmental guardianship and monitoring (<i>Target: At least 15 active groups</i>). Participation in planting projects by volunteer and community groups (<i>Target: 5,000 plants per year</i>). | <p>Management reports</p> <p>Management reports</p> | <ul style="list-style-type: none"> Support at least 170 volunteer wardens on parks and waterways. Children participation in the Learning Through Action Programme (<i>Target 8,000 children per year</i>). Support one annual community employment contract with at least 100 unemployed people participating in the programme. | <p>Management reports</p> <p>Surveys, reports to Ministry of Ed.</p> <p>Annual report from contractor</p> | <ul style="list-style-type: none"> Community volunteer hours spent on regional parks projects (<i>Target: 8,000 hours</i>) Sponsorship revenue received (<i>Target: \$100,000</i>) | <p>Management reports</p> <p>Management/SAP reports</p> | <p>A1, A2, A3, B4, C1, C2, C3, C5, D1, G3</p> |
| <p>Planning & Infrastructure Management</p> <p>Christchurch's green space, waterways and wetlands are renewed, enhanced and protected for the present and future people and environment.</p> <p>The overall form and character of the city is enhanced by green space and waterways planning.</p> | <ul style="list-style-type: none"> Preservation and enhancement of the city's bio-diversity as determined by number of native plant species, native bird population statistics and fish species diversity compared with existing data. Four ecologically significant sites identified and protected. | <p>NIWA monitoring, Botanical monitoring reports, surveys</p> <p>Planning documents</p> | <ul style="list-style-type: none"> The level of satisfaction with the diversity and accessibility of recreational activities provided on parks and waterways to meet identified community needs (<i>Target: 80% satisfied</i>). Level of satisfaction with community engagement and participation in planning processes (<i>Target: 75% satisfied</i>). Maintain the present ratio of 18.5 hectares of public open space per 1,000 population concurrent with population growth through planning, purchase and acquisition of land. | <p>Survey</p> <p>Landcare Research Evaluation</p> <p>Management reports</p> | <ul style="list-style-type: none"> Percentage of visitors to Christchurch who indicate parks, waterways and the natural environment as a primary reason for their visit (<i>Target: 5%</i>). | <p>Survey</p> | <p>A3, A5, C1, C2, C3, C5, D1 E1, E3</p> |

LIBRARY & INFORMATION SERVICES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|---|---------------------------|---|--|--|---|------------------------------|
| <p>Customer Service</p> <p>- Collections</p> <p>Provide collections, both physical and electronic, to meet the information, learning and recreational needs of the community</p> | | | <ul style="list-style-type: none"> • Collections support recreational, learning, and information needs <ul style="list-style-type: none"> - Holdings per capita: no less than 3.3 items per capita • Satisfaction with range of books: no less than 85% | <p>DRA Library system</p> <p>Annual Citizens Survey</p> | <ul style="list-style-type: none"> • Supply of collections <ul style="list-style-type: none"> - Cost per capita \$28.42 | <p>Accounting System</p> | <p>A1</p> |
| <p>- Resource Delivery</p> <p>Provide systems and facilities which enable people to access the collections, both by taking items away on loan and by using them within library buildings [Library collections (books, magazines, cds etc) total in excess of 1 million items].</p> | <ul style="list-style-type: none"> • Collections provided for shared use <ul style="list-style-type: none"> - Turnover of the collection of 1: 5.08 (that is each item is borrowed 5.08 times per annum on average). | <p>Library Statistics</p> | <ul style="list-style-type: none"> • Citizens have easy access to resources and information <ul style="list-style-type: none"> -77% of population as members - Issues per capita of 16.76 • Citizens use their libraries <ul style="list-style-type: none"> - Visits per capita of 10.50 • Satisfaction with helpfulness and friendliness of staff: 95% | <p>Library Statistics</p> | <ul style="list-style-type: none"> • Lending and in house use of items <ul style="list-style-type: none"> - Cost per issue \$1.00 | <p>Accounting System</p> | <p>A1</p> |
| <p>- Library Web</p> <p>Provide systems, technology and content (via the Internet) which enable people to access information and services at home, work or school.</p> | <ul style="list-style-type: none"> • Computers provided for accessing information – able to be used by all citizens <ul style="list-style-type: none"> - Public access machines per capita of 1 per 1,625 population | <p>Library Statistics</p> | <ul style="list-style-type: none"> • Citizens have easy access to resources and information; participation through the internet <ul style="list-style-type: none"> - No of page views per annum 5,000,000 | <p>Web Statistics</p> | <ul style="list-style-type: none"> • Sharing of resources <ul style="list-style-type: none"> - Total cost of output - Cost per page view \$0.03c | <p>Accounting System Web Statistics</p> | <p>A1, A5, D1</p> |



LIBRARY & INFORMATION SERVICES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--|--------------------|---|------------------------|---|---|------------------------------|
| Customer Service (Cont'd) - Enquiries Provide skilled and knowledgeable staff to help people find the information they need. | | | <ul style="list-style-type: none"> Satisfaction with helpfulness and friendliness of staff: 85% Satisfaction with information provided: 85% | Annual Citizens Survey | <ul style="list-style-type: none"> Timely provision of information, including information which supports business and the economy - Cost per enquiry of no more than \$4.25 | Accounting System Library Statistics | A1, A5, B2 |
| - New Zealand Heritage Collect and preserve resources about our New Zealand and local identity for the benefit of present and future citizens | <ul style="list-style-type: none"> Collections preserved for use by future generations; digitising of unique materials for shared use. - Total size of collection 60,000 items – digitised or held | Library Statistics | | | | | A4 |

HOUSING

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|---|----------------------|---|---|--|---|--|
| <p>Customer Service</p> <p>To provide a social housing service which is affordable, accessible, appropriate and efficient.</p> <p>Tenants are provided with a high level of support in accordance with the Council's Tenant Support Policy.</p> <p>To promote a harmonious living environment at Council housing complexes.</p> | <ul style="list-style-type: none"> Open space management provides a high level of tenant amenity as measured through an annual tenant satisfaction survey (<i>Target: 50% of respondents indicate satisfactory or better</i>). | Annual Tenant Survey | <ul style="list-style-type: none"> 80% overall tenant satisfaction as measured through an annual tenant satisfaction survey. Tenants are visited at least annually (in accordance with Council policy) by a Housing Officer to ensure that they can: <ul style="list-style-type: none"> (a) continue to live independently (b) that the asset has been maintained at an appropriate level. Inter tenant written complaints minimised with less than 10% of tenants complaining about their neighbours on an annual basis. | Annual Tenant Survey Housing Statistics Complaints Register | <ul style="list-style-type: none"> 98% occupancy is achieved across the portfolio and the service is provided at no cost to ratepayers. Cost per tenant for tenancy administration and support being no more than \$606 pa per tenant. | Housing Statistics Accounting System | A3, F1, F2, F3, F5, F6, F7 A3, F1, F2, F3, F5, F6, F7 |
| <p>Community Engagement</p> <p>All housing "partnerships" flourishing.</p> | | | | Survey | <ul style="list-style-type: none"> "Partnership" arrangements return minimum 1.5% average return on capital across the board. | Accounting System | A2, A3, A5 |
| <p>Compliance with Legislation</p> <p>Council complies with all legal requirements relating to the provision of social housing.</p> | | | <ul style="list-style-type: none"> Tenants are treated fairly in terms of the Residential Tenancies Act with less than 1% of tenants lodging claims against the Council through the Tenancy Tribunal during the year. | Exception Reporting | <ul style="list-style-type: none"> Target of nil penalties or fines against the Council. | Exception Reporting | A3 |

ECONOMIC DEVELOPMENT & EMPLOYMENT

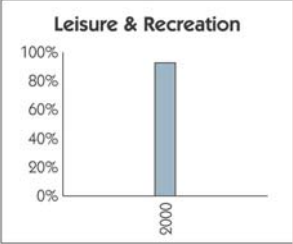
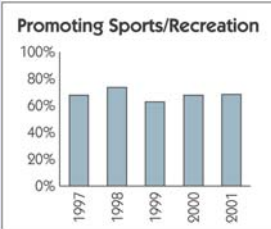
| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|--|--|---|---|---|--|-----------------------------------|
| <p>Sustainable Economic Development</p> <p>To develop sustainable business opportunities that will grow the regional economy</p> | <ul style="list-style-type: none"> Growing number of small medium enterprises involved in waste minimisation programmes (<i>Target: 10 companies</i>) | <p>CDC database</p> | <ul style="list-style-type: none"> Growth in number of jobs in small medium enterprises working with CDC (<i>Target: 3% above official regional employment growth level</i>) | <p>Sample survey of CDC small medium enterprise clients</p> | <ul style="list-style-type: none"> Number of CII (Canterbury Innovative Incubator) companies that 'graduate' each year (<i>Target: 2002/03: 2 companies</i>) CDC actively working with 5 industry cluster groups (<i>Target: 5 clusters</i>) | <p>CII records</p> <p>CDC records Cluster group records</p> | <p>A2, B1, B2, B3, B4, C4, D3</p> |
| <p>Sustainable Employment</p> <p>To facilitate sustainable employment.</p> | <ul style="list-style-type: none"> Active involvement with 3 environmentally focused community employment groups (<i>Target: 3 groups</i>) | <p>CDC records Community group records</p> | | <p>Regional statistics: Work and Income CDC records</p> | <ul style="list-style-type: none"> Community groups funded by CDC have demonstrably sound financial management systems (<i>Target: Nil bankruptcies/closures among target audience</i>) Level of sustainable employment in CDC client small and medium enterprises is growing (<i>Target: 3% above official regional employment growth level</i>) | <p>CDC records/ Community Groups annual accounts</p> <p>Sample survey of CDC small medium enterprise clients</p> | <p>A1, A2, A5, B1, B2, B4, D3</p> |
| <p>Engaging the Education Sector</p> <p>To work with the education sector and industry to improve the region's level of workforce capability and job skills.</p> | | | <ul style="list-style-type: none"> Through Apprentice Training New Zealand (ATNZ) CDC contributes to the creation of 20 new apprentice positions per year (<i>Target: 20 apprenticeships</i>) A minimum of 12 school industry partnerships are in place (<i>Target: 12 partnerships</i>) CDC runs a successful Careers Expo each year (<i>Target: Expo event held</i>) | <p>ATNZ records</p> <p>CDC records</p> <p>Bookings records</p> | <ul style="list-style-type: none"> CDC facilitates the development and ongoing activities of at least 2 specialist vocationally focused education organisations (<i>Target: 2 organisations</i>) High level of graduate staircasing from specialist education organisations to industry and tertiary education (<i>Target: 90% uptake</i>) | <p>CDC / Organisation records</p> <p>Organisation records</p> | <p>A1, B1, B2, B3, B4, C4</p> |

SPORT, LEISURE & EVENTS

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------------------------|--|--|--------------------|---|--------------------|------------------------------|------|-----|------|-----|------|-----|--|--|------|------------|------|-----|------|-----|------|-----|------|-----|------|-----|--|---------------------------|
| <p>Customer Service</p> <p>To efficiently provide healthy, accessible and enjoyable facilities and programmes for participation in leisure.</p> | | <p>Energy Consumption Statistics Water Meters</p> <p>Leisure Unit Statistics</p> | <ul style="list-style-type: none"> Level of participation in Council recreation programmes (<i>Target: 200,000</i>). No's visiting Council facilities (<i>Target: 2.4M</i>). Proportion of residents visiting Council pools and stadia once or more pa (<i>Target: 50%</i>). <div style="text-align: center;"> <p>Pools Visits</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1995</td> <td>45%</td> </tr> <tr> <td>1997</td> <td>48%</td> </tr> <tr> <td>1999</td> <td>45%</td> </tr> <tr> <td>2001</td> <td>55%</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Injury/accident levels reported (<i>Target: No more than 320</i>). 1 facility audited for disability access (<i>Target: All building issues with a cost of < \$5,000 rectified in 2002/03</i>). | Year | Percentage | 1995 | 45% | 1997 | 48% | 1999 | 45% | 2001 | 55% | <p>Leisure Unit Statistics</p> <p>Leisure Unit Statistics</p> <p>Annual Citizens Survey</p> <p>ACC Statistics Audit</p> <p>Leisure Unit Statistics</p> | <ul style="list-style-type: none"> Cost per user at facilities (<i>Target: \$3.00</i>). Residents satisfied with value for money through rates on swimming pools and stadia (<i>Target: 75%</i>). <div style="text-align: center;"> <p>Pools & Stadia</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>75%</td> </tr> <tr> <td>1998</td> <td>78%</td> </tr> <tr> <td>1999</td> <td>70%</td> </tr> <tr> <td>2000</td> <td>78%</td> </tr> <tr> <td>2001</td> <td>75%</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> Users rating of value for money with leisure facilities measured using a 6 point scale (<i>Target: Mean Customer Service Quality Gap: 0.5</i>). | Year | Percentage | 1997 | 75% | 1998 | 78% | 1999 | 70% | 2000 | 78% | 2001 | 75% | <p>Accounting System</p> <p>Annual Citizens Survey</p> <p>CERM Standards</p> | <p>A1, A3, A5, B3, F7</p> |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1995 | 45% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1997 | 48% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1999 | 45% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | 55% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1997 | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1998 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1999 | 70% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

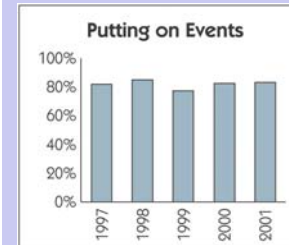
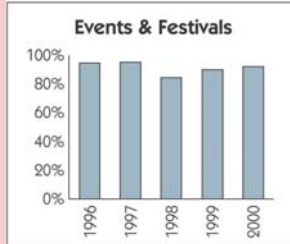
SPORT, LEISURE & EVENTS

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--------------------------------------|--------------------|---|---|---|--|-----------------------------------|
| <p>Community Partnership</p> <p>To work with the community to provide healthy, accessible and enjoyable leisure opportunities and encourage greater levels of participation in leisure.</p> | | | <ul style="list-style-type: none"> Level of participation in physical activity (<i>Target: 92%</i>). Measure of residents level of satisfaction with access to leisure opportunities (<i>Annual Residents Survey</i>) (<i>Target: 93%</i>). | <p>Leisure Statistics</p> <p>Annual Citizens Survey</p> | <ul style="list-style-type: none"> Residents satisfied with value for money through rates on supporting sport and recreation (<i>Target: 70%</i>). | <p>Annual Citizens Survey</p> <p>Accounting System</p> | <p>A1, A2, A3, A4, A5, B3, F7</p> |



SPORT, LEISURE & EVENTS

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|---|--------------------|---|-------------------------------|--|---|---------------------------------------|
| <p>Festivals & Events</p> <p>To generate economic and social benefits to the city through the provision of events.</p> | <ul style="list-style-type: none"> No. of CCC Leisure events at which there are significant regulatory non-compliance issues (<i>Target: 0</i>). | | <ul style="list-style-type: none"> Residents satisfaction with festivals and events (<i>Target: 90%</i>) | <p>Annual Citizens Survey</p> | <ul style="list-style-type: none"> To secure future international sporting events that meet the economic benefit criteria (<i>Target: 3</i>). Residents satisfied with value for money through rates on events and festivals (<i>Target: 80%</i>). | <p>Management Reporting</p> <p>Annual Citizens Survey</p> | <p>A1, A2, A3, A4, A5, B3, B4, F7</p> |

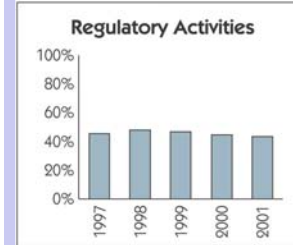


ENVIRONMENTAL POLICY & REGULATORY SERVICES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives | | | | | | | | | | | | |
|---|--|---|---|----------------------------|---|--------------------|------------------------------|------|-----|------|-----|------|-----|------|-----|--------------------------------|---|-------------------------------|-------------------------------|
| <p>Manage & Plan</p> <p>To manage and plan the use, development and protection of the natural and physical resources of the city in a sustainable way.</p> | <ul style="list-style-type: none"> Successfully defend 90% of City Plan references to Environment Court. | <p>City Plan management reports</p> | <ul style="list-style-type: none"> 88% of residents satisfied with building or land development within their area. <div style="text-align: center;"> <table border="1"> <caption>Developments</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>35%</td> </tr> <tr> <td>1998</td> <td>35%</td> </tr> <tr> <td>1999</td> <td>28%</td> </tr> <tr> <td>2000</td> <td>25%</td> </tr> <tr> <td>2001</td> <td>28%</td> </tr> </tbody> </table> </div> | Year | Percentage | 1997 | 35% | 1998 | 35% | 1999 | 28% | 2000 | 25% | 2001 | 28% | <p>Annual Citizens Survey.</p> | <ul style="list-style-type: none"> Provide financial assistance to owners of 10 listed heritage buildings by 30 June 2003. | <p>Management Report</p> | <p>C1, C2, C3, C4, C5, G2</p> |
| Year | Percentage | | | | | | | | | | | | | | | | | | |
| 1997 | 35% | | | | | | | | | | | | | | | | | | |
| 1998 | 35% | | | | | | | | | | | | | | | | | | |
| 1999 | 28% | | | | | | | | | | | | | | | | | | |
| 2000 | 25% | | | | | | | | | | | | | | | | | | |
| 2001 | 28% | | | | | | | | | | | | | | | | | | |
| <p>Promoting Health & Safety</p> <p>To promote the environmental health of the city and the health, safety and well being of its citizens.</p> | <ul style="list-style-type: none"> All food premises identified as being high risk in terms of food safety to be inspected at least once during the year. | <p>Environmental monitoring reports</p> | <ul style="list-style-type: none"> Situations likely to affect human health or safety or to cause objectionable statutory nuisance are investigated and actioned (<i>Target: 100%</i>). | <p>Management reports.</p> | <ul style="list-style-type: none"> Residents satisfied with the value for money of rates spent on overall city and environmental planning, at least 60%. <div style="text-align: center;"> <table border="1"> <caption>City Environment</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1997</td> <td>65%</td> </tr> <tr> <td>1998</td> <td>65%</td> </tr> <tr> <td>1999</td> <td>55%</td> </tr> <tr> <td>2000</td> <td>60%</td> </tr> <tr> <td>2001</td> <td>55%</td> </tr> </tbody> </table> </div> | Year | Percentage | 1997 | 65% | 1998 | 65% | 1999 | 55% | 2000 | 60% | 2001 | 55% | <p>Annual Citizens Survey</p> | <p>C2, G2</p> |
| Year | Percentage | | | | | | | | | | | | | | | | | | |
| 1997 | 65% | | | | | | | | | | | | | | | | | | |
| 1998 | 65% | | | | | | | | | | | | | | | | | | |
| 1999 | 55% | | | | | | | | | | | | | | | | | | |
| 2000 | 60% | | | | | | | | | | | | | | | | | | |
| 2001 | 55% | | | | | | | | | | | | | | | | | | |

ENVIRONMENTAL POLICY & REGULATORY SERVICES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--|---|-------------------------------|--------------------|--|--|-------------------------------|
| <p>Limiting Adverse Effects</p> <p>To limit the adverse effects of activities on the environment including people and communities.</p> | <ul style="list-style-type: none"> Monitoring of resource consents within periods stipulated. | <p>Environmental monitoring reports</p> | | | <ul style="list-style-type: none"> Residents satisfied with the value for money of rates spent on regulating activities and investigating nuisances, at least 57%. | <p>Annual Citizens Survey</p> | <p>C1, C3, G2</p> |
| <p>Compliance with Legislation</p> <p>To ensure that the statutory purposes and principles of building control, health, hazardous substances, liquor licensing, and animal control are achieved with minimal compliance cost.</p> | | | | | <ul style="list-style-type: none"> Process all applications (eg building and land use resource consents) within the time limits prescribed by the relevant legislation. | <p>GEMS data, management reports, MfE survey</p> | <p>C2, C5, D5, F5, F7, G2</p> |



ART GALLERY

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|--|--------------------------------|--|--|---|---|---|
| <p>Customer Service</p> <p>- Exhibitions Programme</p> <p>To prepare a programme of exhibitions and cultural activities focused on the visual arts in the new Christchurch Art Gallery.</p> | | | <ul style="list-style-type: none"> Achieving a satisfaction rating of 84% or more for visitors to new Gallery measured by user survey. 9 exhibitions to be prepared for the opening of the new Gallery. Continue to produce the Canterbury Art On Tour series of 4 mobile exhibitions to tour Christchurch schools. | <p>Visitors Survey</p> <p>Management Reporting</p> <p>Management Reporting</p> | <ul style="list-style-type: none"> Achieving 50,000 visitors to the new Gallery from public opening 26 April 2003 to 30 June 2003. Providing advice on valuations and conservation available on demand by Christchurch Public (<i>Target: At least 100 customers</i>) | <p>Art Gallery Statistics</p> | <p>A1, A2, A3, A4, A5</p> |
| <p>New Christchurch Art Gallery Te Puna O Waiwhetu</p> <p>To prepare for the opening of the new Christchurch Art Gallery in 2003.</p> | | | <ul style="list-style-type: none"> The new Gallery is prepared for the opening date of 26 April 2003. | <p>Management Reporting</p> | <ul style="list-style-type: none"> New Gallery building project completed within budget. All art works prepared, moved and installed in the new Gallery by 30 June 22003 – without damage, on time and within budget. | <p>Management Reporting</p> <p>Management Reporting</p> | <p>A1, A2, A3, A4, A5, B4, C4, F1</p> |
| <p>Collection</p> <p>To complete the framing restoration and replication programme in time for the commencement of exhibitions installation in November 2002 and make all necessary preparations for relocation of the collection.</p> | <ul style="list-style-type: none"> To reduce the quantity of hazardous solvents used in the treatment of artworks from 30 litres to 25 litres (<i>Target: 5 litres for 2002/03</i>) | <p>Environmental Reporting</p> | | | | <p>Art Gallery Statistics</p> | <p>A1, A2, A3, A4, A5, B4, C1, C4, F2</p> |



CAR PARKING

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|--|--|-----------------------------|---|---|---|---|---|
| <p>Customer Service</p> <p>To help make the Central City accessible and support its commercial viability.</p> | | | <ul style="list-style-type: none"> Allocation of mobility (disability) parking spaces in off-street parking facilities which meet or exceed the Australian Standard (AS2890) at each parking facility (<i>Target: 1 to 2% of total per parking facility</i>). 80% of survey respondents satisfied with standard of toilet facilities at each parking facility. | <p>Management Report AS 2890</p> <p>Customer Survey</p> | <ul style="list-style-type: none"> 2.6% increase in vehicle parking. Vehicle occupancy rates in staffed Off-Street parking facilities: <ul style="list-style-type: none"> - Average overall at least 50% - Peak period at least 82% Net operating cost per space in Off-Street parking facilities: \$389 Net operating surplus per metered space: (\$1,084) - 60% paid compliance in metered areas. - 80% average compliance in time restricted areas. 80% compliance on loading zones. | <p>Parking Statistics</p> <p>Parking Statistics</p> <p>Accounting System</p> <p>Accounting System</p> <p>Parking Statistics</p> <p>Parking Statistics</p> | <p>A5, B1, B2, B3, C2, F1, F2, F5, F7</p> |
| <p>Management of Assets</p> <p>Ensuring that the Council's car parking assets are sustainable in the long term.</p> | <ul style="list-style-type: none"> Remove all tagging within 2 hours of being observed. | <p>Management Reporting</p> | | | | | <p>A5, B3, C2, F2, F5, F7</p> |
| <p>Road Safety</p> <p>To promote road safety and thereby reduce the number of road accidents.</p> <p>To respond rapidly to requests for assistance in relation to obstructed vehicle entrances.</p> | | | <ul style="list-style-type: none"> 5 school crossings monitored daily. Responding to requests for enforcement assistance, eg in relation to obstructed vehicle entrances. Average response times: <ul style="list-style-type: none"> - Between 10 and 15 minutes (Central City). - Between 15 and 20 minutes (Suburbs). | <p>Staff Timesheets</p> <p>Request Log</p> <p>Response Statistics</p> | | | <p>A3, B2, C2, D5, E4</p> |

COMMUNITY DEVELOPMENT & CUSTOMER SERVICES

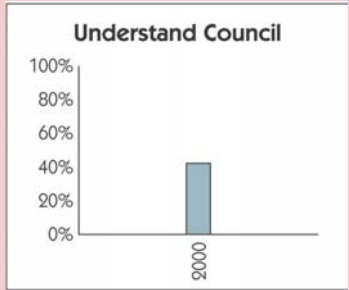
| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|---|--------------------------------|--|--------------------------|---|--------------------|------------------------------|
| <p>Community Engagement (Cont'd)</p> <p>Manage support and promote community facilities as a means of providing opportunities for residents to participate in community life and have a sense of belonging and identity.</p> | <ul style="list-style-type: none"> Ensure that the facilities are maintained in compliance with Health and Safety legislation and inspections are made six monthly to ensure compliance. | <p>Health and Safety Audit</p> | <ul style="list-style-type: none"> 75% of facilities to have a 60% occupancy rate [based on usage between 9 am and 9 pm Monday to Friday] | <p>Management Report</p> | | | <p>A1, A2, A3</p> |

CORPORATE MEASURES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives | | | | | | | | | | | | | | | | |
|---|--|----------------------|---|---|---|---|------------------------------------|------|------|------|------|------|------------|------|------|------|------|------|------|-------------------------|---|-----------------------------|------------|
| Sustainability Council continues to help improve the sustainability of the city | <ul style="list-style-type: none"> Reduction in CO2 emission for Council operations (<i>Target: 5% less than previous year</i>) | Management Reporting | <ul style="list-style-type: none"> Number of Council initiatives which have been assessed as providing social sustainable benefits (<i>Target: 20 initiatives</i>) | Annual stock take of People Step Assessment | <ul style="list-style-type: none"> Number of Council initiatives which have been assessed as providing economically sustainable benefits (<i>Target: 20 initiatives</i>) | Annual stock take of Economic Step Assessment | A1, A2, A3, A4, B1, B2, B3, B4, C1 | | | | | | | | | | | | | | | | |
| Central City Revitalisation of central city | <ul style="list-style-type: none"> Special character area precinct upgrade project completed by 30 June 2003 | Council report | <ul style="list-style-type: none"> Citizen perception of personal safety in central city (<i>Target: 35% at night</i>) <div style="text-align: center;">  <table border="1" style="margin: auto;"> <caption>City Centre - Safe Night</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>~18%</td> </tr> <tr> <td>2000</td> <td>~30%</td> </tr> <tr> <td>2001</td> <td>~28%</td> </tr> </tbody> </table> <p>(<i>Target: 90% during day</i>)</p> </div> <div style="text-align: center;">  <table border="1" style="margin: auto;"> <caption>City Centre - Safe Day</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1998</td> <td>~85%</td> </tr> <tr> <td>2000</td> <td>~85%</td> </tr> <tr> <td>2001</td> <td>~90%</td> </tr> </tbody> </table> </div> | Year | Percentage | 1998 | ~18% | 2000 | ~30% | 2001 | ~28% | Year | Percentage | 1998 | ~85% | 2000 | ~85% | 2001 | ~90% | Annual Residents Survey | <ul style="list-style-type: none"> Increase in number of businesses in central city (<i>Target: 2% over previous year</i>) | Stats NZ Business Directory | C2, B2, B4 |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | |
| 1998 | ~18% | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | ~30% | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | ~28% | | | | | | | | | | | | | | | | | | | | | | |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | |
| 1998 | ~85% | | | | | | | | | | | | | | | | | | | | | | |
| 2000 | ~85% | | | | | | | | | | | | | | | | | | | | | | |
| 2001 | ~90% | | | | | | | | | | | | | | | | | | | | | | |
| | | | <ul style="list-style-type: none"> Increase in building consents for new dwellings or units (<i>Target: 2% over previous year</i>) | Stats NZ | | | | | | | | | | | | | | | | | | | |

CORPORATE MEASURES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|---|------------------------|--|-------------------------|--|--|------------------------------|
| Financial Sustainability Maintain a satisfactory credit rating Maintain the Council's finances in a prudent manner | | | | | <ul style="list-style-type: none"> Credit rating at least AA Council financial ratios are maintained within prescribed limits Investments and borrowings comply with published policy | Standard and Poor's report Accounting system Management Report | F1, F2 |
| Community Planning Collaborate with other agencies to coordinate activities and promote the wellbeing of Christchurch residents | <ul style="list-style-type: none"> Number of collaborative partnerships seeking environmental sustainability outcomes (<i>Target: 10 partnerships</i>) | Annual Unit stock take | | Annual Unit stock take | <ul style="list-style-type: none"> Number of collaborative partnerships seeking economic sustainability outcomes (<i>Target: 10 partnerships</i>) | Annual Unit stock take | D3, D4 |
| Community Engagement Community are informed and participate in determining and implementing Council policies | | | <ul style="list-style-type: none"> Percentage of citizens who understand Council decision making processes (<i>Target: 37%</i>) | Annual Residents Survey | | Accounting system | D1, D2 |



CORPORATE MEASURES

| Objectives | Environmental Performance Indicators | Information Source | Social Performance Indicators | Information Source | Economic/Financial Performance Indicators | Information Source | Link to Strategic Objectives |
|---|---|--------------------|--|--------------------|---|--------------------|------------------------------|
| Treaty of Waitangi Council further develops Treaty relationship with manawhenua and Maori | | | <ul style="list-style-type: none"> Increase in the proportion of consultation processes which involve manawhenua and other Maori (<i>Target: 2% increase</i>) | Reports to Council | | | G1, G2, G3 |
| Civil Defence The Council maintains a satisfactory level of preparedness | <ul style="list-style-type: none"> Service level agreement with Environment Canterbury (Canterbury Regional Council) reviewed and ratified by March 2003 | Management Report | <ul style="list-style-type: none"> Three Council Civil Defence Rescue Teams fully trained | Management Report | <ul style="list-style-type: none"> City-wide Disaster Recovery Plan ratified by March 2003 | Report to Council | C5 |