



Our Community Plan - Overview

Rates are the main source of funds for the Christchurch City Council to carry out its activities (other funds come from fees and charges, government subsidies, interest and dividends). These activities maintain the day-to-day operations of essential infrastructure and community services in the city, as well as planning and constructing the major capital projects needed to accommodate the continuing growth of the city.

As Christchurch continues to grow, the Council must plan to ensure that adequate infrastructure is provided to support the quality of life that residents expect.

Many of the major infrastructure costs incurred by the Council are essential “business as usual” projects which ensure the city keeps up with basic needs – like maintaining and renewing our roads, parks, water and sewerage networks, or developing the infrastructure for new subdivisions.

Business as usual also means absorbing increasing responsibilities resulting from the city growing. For example, since 2001 our roading network has increased by 51 km (averaging about 14 km per year) and our areas of parks and open space are increasing by 80 hectares per year for regional parks, and 8 hectares per year for urban parks.

Additionally, over time, the community has called for investments in new projects, such as improvements and enhancements to city assets, environmental improvements or the development of new community facilities such as libraries or leisure centres.

Comparing cities’ rating levels is complicated because different cities organise their income in different ways. For example, some cities finance their rubbish collection and disposal through the sale of rubbish bags while others, like Christchurch, use a mixture of bag sales and rates funding. Other cities have privatised their water supplies and people get separate bills for water.

Early last year the independent Consumer magazine undertook a major survey involving about 8,000 readers, examining 48 councils around New Zealand, including Christchurch City Council. The results showed that Christchurch City Council scored above average in all five categories surveyed: household services, community services, community facilities and staff and public relations. Of all the country’s large cities, only Christchurch scored above average in every category. Consumer also made a rates comparison, based on comparing the same “basket” of services for each council. Christchurch rates were lower than those in all other major urban centres.

Rate levels for the next few years will be challenging. The average increases in rates for the next three years are projected to be:

2006/07	2007/08	2008/09
8.55%	7.03%	10.75%

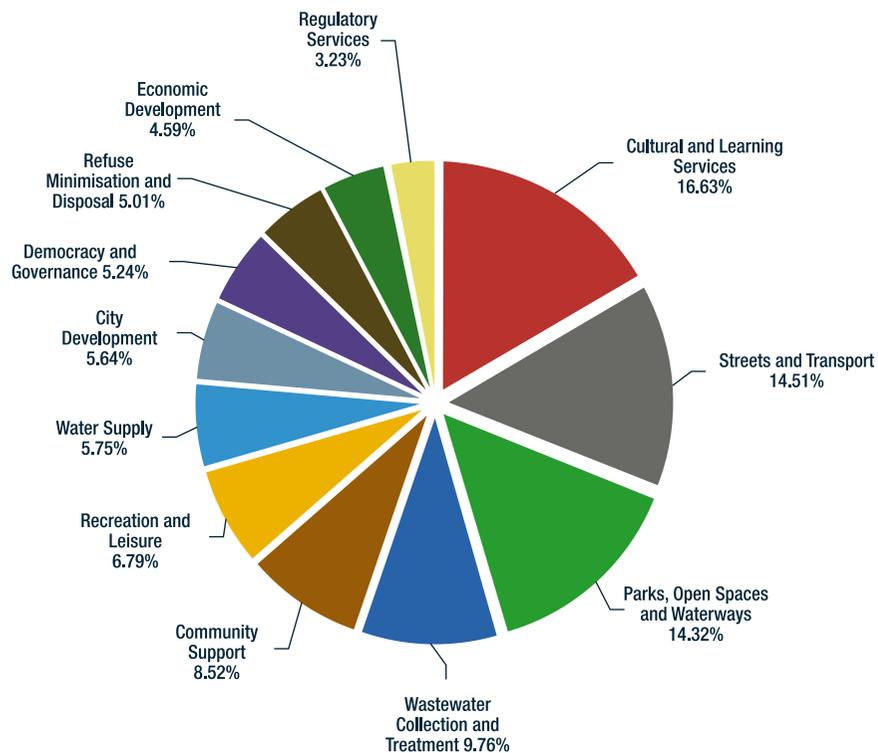
As with many other local authorities we are not able to achieve rates at the Consumer Price Index (CPI) without a significant drop in service levels. While 8.55% is the largest for many years for the “average” ratepayer, it represents an additional \$2.11 a week. The recently-announced Government Rate Rebate Scheme, which sees the maximum rebate increased from \$200 to \$500 and income thresholds also increased, will significantly assist many ratepayers.



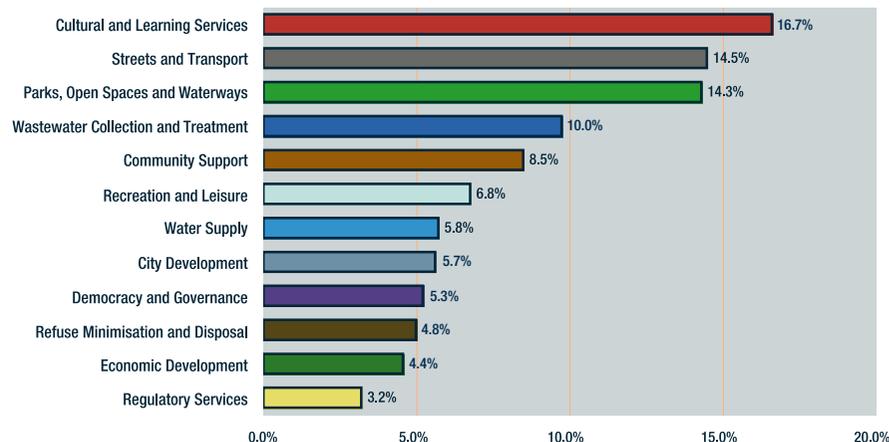
Overview

The following graphs show how the proposed rates revenue for 2006/07 will be allocated to fund the range of Council activities.

The Proposed 2006/07 Rates Contribution for each Group of Activities



Where Your Rate Dollars Go



How your rates will be spent 2006/07

	GROUP OF ACTIVITY	Net Cost (million)	Percentage	Rates per Dollar	Ave Resdn Rates/week
1	Cultural and Learning Services	\$38.287	16.7%	16.65c	\$3.78
2	Streets and Transport	\$33.403	14.5%	14.53c	\$3.30
3	Parks, Open Spaces and Waterways	\$32.977	14.3%	14.34c	\$3.26
4	Wastewater Collection and Treatment	\$23.084	10.0%	10.04c	\$2.28
5	Community Support	\$19.612	8.5%	8.53c	\$1.94
6	Recreation and Leisure	\$15.632	6.8%	6.80c	\$1.55
7	Water Supply	\$13.243	5.8%	5.76c	\$1.31
8	City Development	\$12.991	5.7%	5.65c	\$1.28
9	Democracy and Governance	\$12.074	5.3%	5.25c	\$1.19
10	Refuse Minimisation and Disposal	\$10.934	4.8%	4.76c	\$1.08
11	Economic Development	\$10.205	4.4%	4.44c	\$1.01
12	Regulatory Services	\$7.444	3.2%	3.24c	\$0.74
		\$229.886	100.00%	100.00c	\$22.73



By the end of June this year, Christchurch City Council must produce a Long-Term Council Community Plan setting out its proposed work programme for the next 10 years, 2006 to 2016.

Underpinning this LTCCP is a comprehensive set of activity management plans, which describe the levels of all services that ratepayers and residents of Christchurch receive from the Council. The activity management plans are summarised in the “Groups of Activities” section of this document. All business-as-usual activities undertaken by the Council must be clearly stated, with targets for the next 10 years, and measures to assess our performance against those targets. Examples of activities include the provision of clean water, a sewerage system and the collection and transfer of solid waste to landfill. For each activity in the activity management plans, the Council must also provide detailed financial information for the next three years, and longer term financial forecasts for the following seven years.

Business as usual also includes retaining three service centres – at Akaroa, Little River and Lyttelton – for a minimum of five years. They will provide the same over-the-counter services as those available from the District Council at the time of reorganisation.

For services apart from those delivered from service centres, the City Council has agreed to the levels of service being ring-fenced for five years from the date of reorganisation. In the interests of consistency and efficiency, the City Council’s intention is, over time, to align services with those it provides for city residents. The City Council appreciates that situations will arise where exact mirroring of existing city services may be impractical or inefficient and in such cases it intends to work with Peninsula communities to develop mutually acceptable and practical outcomes.

The levels of service described in our activity management plans determine the Council’s cost structure. There is currently tremendous pressure on costs, particularly in those areas of Council business that relate to the construction industry, or that require the consumption of non-renewable resources. These escalating costs are far beyond cost increases reflected in the Consumer Price Index (CPI) and affect about 40% of the Council’s operating expenditure. For example, street cleaning costs have increased by nearly \$2 million per year, which alone equates to a 1% increase in rates.

In this Community Plan, the Council is treating inflation in our financial forecasting differently from previous years. The standard allowance of 2% for capital inflation and less for operating

expenditure, has clearly proved insufficient in recent years when compared to what has actually happened in the market place. For example, Council has experienced increases of up to 50% for water and sewerage pipes alone. The Local Government Act 2002 and generally accepted accounting practice require financial forecasts that reflect forecast price increases. Business and Economic Research Limited (BERL) has developed a range of inflation factors for New Zealand councils to use as guidelines/benchmarks, and Council is using the BERL figures (for a long-run trend in the average) to shape the decision on where to set the rate of inflation for our forecasts. The actual inflation figures used are set out on page 199.

Perhaps the biggest factor in any rates increase is the Council’s capital programme, which is the construction and development of major infrastructure projects. In developing Our Community Plan, the Council has reviewed and prioritised a range of community and infrastructure projects. The result totals \$1.90 billion worth of projects over the next 10 years (please see page 71 for more detail).

It is important to note that the impact on rates from these projects is *on top of* any other rates increases arising from normal pressures such as inflation, city growth and increased day-to-day operating costs. Because of this the Council has redefined how it views capital expenditure.

Our proposed capital projects can be divided into two major categories. The first category “Base” projects, are those which focus on maintaining public assets at the agreed standard; they are reviewed by the Council each year. These are primarily renewal and replacement programmes, and are described in the “Groups of activities” section of this document. The second, “Discretionary”, category includes projects which improve existing or create additional assets. Please see the “Capital works programme” section.

The combination of “Base” and “Discretionary” projects supports our Community Outcomes. With the city continuing to grow, demand for our base capital programme likewise increases. The impact of this is that for any level of capital expenditure set by the Council, the amount available for any “discretionary” projects is somewhat limited.

The Council has also provided a list of capital projects that, while they were considered by the Council to be important, have not been included in the 2006 to 2016 capital works programme.



As part of formulating this LTCCP, the Council reviewed all Activity Management Plans and the service levels provided, searching for areas where 5 to 10% cost savings could be made and rates increases moderated. Following this specific review, \$14.6 million worth of savings were considered by Council.

Of these, Council determined that a number of proposals to reduce spending and increase revenue would be presented in this LTCCP. For further details, please see the section “Proposed Cost Savings and Revenue Increases”, in this document (page 86).

The Council has requested a review of a number of key strategies to determine where it can deliver more, or differently for the same cost, in the future. Some of the strategy areas for review include Parks, Open Spaces and Waterways, major festivals and events, community grants and water conservation.

It is important to signal in this LTCCP that other reviews may take place to consider how best



to deliver housing, water and waste. Any proposals for change relating to how the Council will deliver these services will be presented to the public as an amendment to this LTCCP or in the 2009 to 2019 LTCCP to be prepared in 3 year's time.

While water and waste services are critical for all ratepayers, the capital requirement for them is \$499 million over the next 10 years. It is worthwhile investigating these services to identify if any improvements can be made. For example other major cities have separated their water supply activity into a Council Controlled Trading Organisation - CCTO.

This LTCCP sees us make changes to 4 major policies:

Policy on determining significance

The guidance level for budget decisions for allocating expenditure has been increased from \$0.5 to \$1 million, to better reflect an operation of our size with a turnover in excess of \$380 million.

The Council has also reviewed its list of strategic assets, removing City Care and the Red Bus company from the list. While they are still important companies and activities, as the market has matured, the need to consider them strategic is no longer appropriate.

Development contributions policy

This has undergone a complete review. The changes are significant, and the Council's proposed revised policy is published as Volume 2 of this plan. The policy adopts the principle that “growth should fund growth”, The Council believes that where growth is a contributing factor, developers must pay their share towards financing the capital costs incurred through this growth (for example new roads, water and sewerage infrastructure), rather than the general ratepayer meeting all the costs.



Revenue and financing policy

The inclusion of Banks Peninsula into the city has seen us make a slight change to our rating policy relating to Maori land (where the Banks Peninsula District Council had numerous Maori land units, the city only had one).

Council has also established that when determining its capital-expenditure financing, it will move away from its 20-year average capital expenditure approach. Fully rating for depreciation has been reinforced. The average approach worked well with a one year focus, but is restrictive (and tended to underestimate the size of the capital programme) when used for the 10-year approach required under the Local Government Act 2002.

A new concept being considered in this LTCCP is the establishment of a targeted rate to fund the Central City Mall redevelopment. This particular project did not make the approved capital programme that will be funded as normal because of the potential impact on general rates.

Council does, however, believe that it is important that our city has a vibrant heart. The redevelopment of the Central City Mall is seen as an important part of achieving many of Council's strategies in support of a strong central city.

To enable this to happen, a targeted rate has been identified as the most suitable funding mechanism. The targeted rate would primarily be met by the ratepayers in the central business district. In determining how the rate is structured, it was necessary to determine who the beneficiaries would be and therefore who should meet the costs.

Council has assessed the mix of direct and general benefit at 70% direct, 30% general. This means that 70% of the recoverable cost (\$10 million by way of a table mortgage,) would be met by the businesses within the central business district. The 30% would be met by all ratepayers as part of the normal rate process.

The charge on ratepayers will be phased in as the project progresses; the first full year of the new targeted rate will be 2008/09.

For a central city business having a capital value of \$500,000, the rate increase percentage for this targeted rate only is 6.83% in addition to the normal rate increase of that year.

By comparison, all other business and residential rates would consequently reduce by a small amount of 0.3%.

By way of comparison, if the mix was say 60% direct benefit to ratepayers, or 50% be selected, the percentage increase is 5.85% and 4.88% respectively. The decrease remains at approximately 0.3%.

See the chart of rate impacts on page 241 for full details.

Liability management policy

We have also reviewed our liability management section and determined that it is more prudent to have the ability to repay loans on assets that have a long life such as streets, water and sewer pipes, and leisure facilities, over a longer term of up to 30 years (previously 20 years). This spreads the cost of an asset over the several generations of people who will benefit from it.

Conclusion

The Council is confident that in putting this plan together staff and elected members have worked hard to find efficiencies and, where possible, offset the effects of increased costs.

However, many of the factors mentioned already in this section, plus lower than average rate increase since the early 2000s, have culminated in a significant rate increase for 2006/07 projections for increases for the next few years above those experienced in the past. Rates increases from 2010 to 2016 are forecast to return to more usual levels.

This LTCCP shows the Council adopting a very much back-to-basics approach to ensure that it can deliver the challenging capital programme that is proposed. Despite cost pressures, the Council will continue to provide an agreed level of service to the community. It is well placed to deliver an ambitious program for the future while remaining in a strong financial position.



How the Council works



How the Council works



The Council and Community Boards

Thirteen city councillors and the Mayor represent the people of Christchurch. These 14 elected members govern the Council's activities, and oversee and consider plans and strategies for the Council's staff (officers) to deliver. Representation at a more local level is provided by 40 elected members in eight community boards.

In local body elections every three years, voters across the city and Banks Peninsula elect the Mayor, and the city is divided into seven wards for the election of the 13 councillors. The seven wards are:

- Burwood/Pegasus;
- Fendalton/Waimairi;
- Hagley/Ferrymead;
- Spreydon/Heathcote;
- Shirley/Papanui;
- Riccarton/Wigram; and
- Banks Peninsula.

Ward boundaries reflect communities of interest (please see the following two maps: Christchurch City Council – Ward Boundaries and Service Centres, and Banks Peninsula Ward).

There are eight Community Boards, comprising five elected board members each. Six of the boards also have two councillors appointed by the Council. The Banks Peninsula Ward's councillor is appointed to the two Peninsula Boards.

The City Council meets weekly, while Community Boards meet either fortnightly or monthly. The City Council's meeting timetable is available on the Council website at www.ccc.govt.nz/Council/Members/Meetings/ScheduleOfMeetings.pdf

Community Board meeting dates and venues are available at www.ccc.govt.nz/Council/CommunityBoards/Meetings/ on the Council website.

Each of the 13 city councillors are members of one or more of four Portfolio Groups. The responsibilities of these groups correspond with and seek to further the Council's Strategic Directions. The portfolio groups are:

- Creating Strong Communities;
- Environmental Diversity;
- Liveable City; and
- Economic Prosperity.

The portfolio groups initiate reviews and updates of strategies and monitor the progress of work as it is being prepared for presentation at full Council meetings.

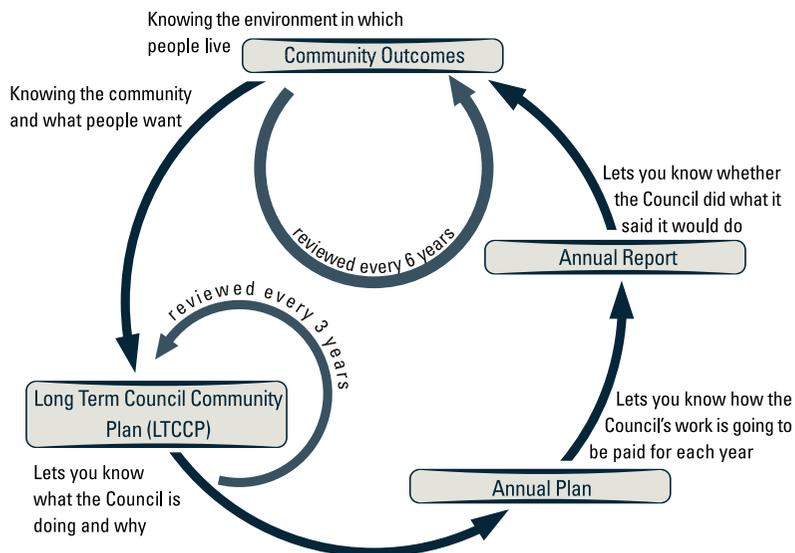
The Council and Community Board meetings are generally open to the public.

The Council also regularly holds seminars for elected members. At seminars, staff and others present material to inform the elected members. These are not decision-making meetings and are generally open to the public.

The Community Boards represent and advocate on behalf of the interests of their communities, watch over Council services provided in their areas, deal with issues sent to them by the Council, and other matters of interest, and are responsible for some funding and projects within their areas.



The Council's planning cycle



The Local Government Act 2002 made changes to the way councils have to work with their communities. The Act sets out a clear purpose for local government – to promote their community’s social, economic, cultural and environmental wellbeing. This means that the Council will be considering how everyone can work together to do the things that local communities think are important for their future.

The **Community Outcomes** process provides a way for the community to have its say about what it wants its city to be like in the future. The outcomes identified by the community will be used to guide the planning done by the Council and will inform central government and others about community needs. Once the outcomes are identified, which happens at least every six years, councils will show which outcomes they can contribute to and how they will do that.

Relationship of Community Outcomes to other Planning Documents and Processes

Over time, Community Outcomes will form the basis of Council planning and, it is expect, the planning of other agencies as well.

A simplified model is:

- Community identifies its desired outcomes; Council decides what its role will be in furthering community outcomes, including aligning its policies and processes to achieve community outcomes.
- Council prepares business plans for the activities it intends to undertake, and publishes these for community consultation.
- Council carries out its planned activities and services.
- Council collaborates with other agencies to deliver community outcomes.
- Other agencies consider the community’s desired outcomes, and consider how they can influence their own planning.

There is already a degree of alignment between the community outcomes and other Council planning documents and processes. The Council’s significant policies, including its City Plan, are themselves the outcome of processes in which the community was involved. Submissions on these policies were included in the background research done when identifying the community outcomes. The outcomes may therefore be regarded as a high-level re-statement of principles included in other policies.

How the Council works



The Long Term Council Community Plan gives a picture of all the things that a council does and how they fit together. The plan will show why the council is doing things, what the cost will be and what will be done over the 10-year period of the plan. The LTCCP is the main way people can influence what your council does. Every three years the community has a chance to share your views on this plan. The Annual Plan process continues but focuses on year-to-year budgets.

The Council's **Significance Policy** indicates when an issue is very important to the Council or community, and makes sure that the Council thinks very carefully about how it will consult you.

The **Annual Report** shows whether the Council has done what it said it was going to do in the LTCCP and what it has spent, as well as showing progress on achieving Community Outcomes.



Economic strength

The Council holds controlling stakes in a number of trading companies which form part of the city's key infrastructure – electricity delivery, the port and airport, public transport and general city facilities such as the Convention Centre, Jade Stadium and Westpac Centre. These are managed for the long-term benefit of the community and aim to help ensure a healthy regional economy. Together, these companies pay about \$30 million a year to the Council in dividends and so help reduce the Council's reliance on rates to fund its activities. Over the last 10 years, the companies have also paid to the Council more than \$600 million in special dividends and capital returns.

Christchurch City Holdings Ltd, the Council's investment arm, has been working with business and community leaders to consider the region's long-term infrastructural needs. The aim is to use this to test the effectiveness of current investments, spot possible gaps over the next 10-20 years, and as a tool for weighing up future investments.

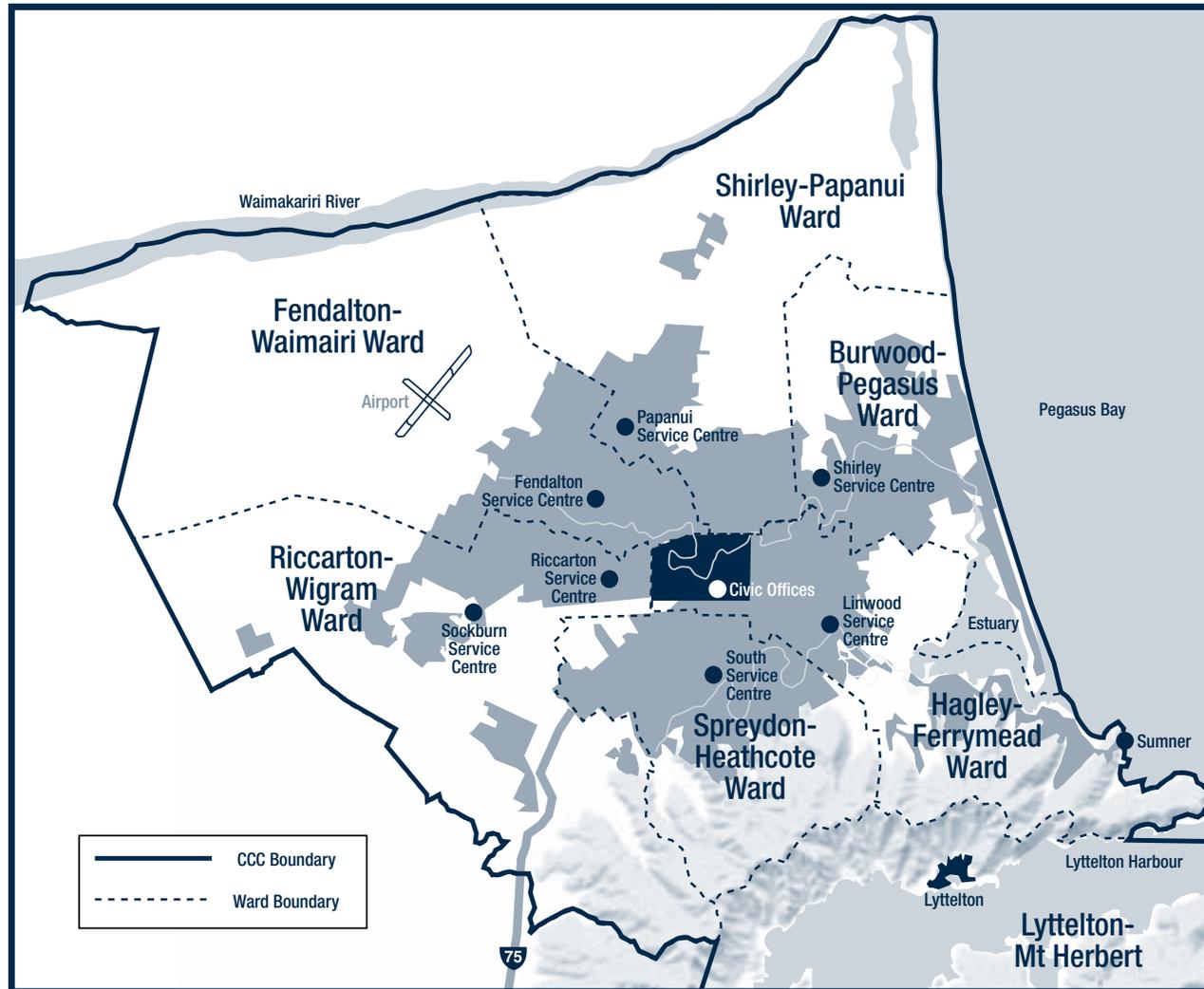
The trading companies are run commercially, at arm's length from the Council. Details may be found on page 229. For more information, look online at www.ccc.govt.nz/ChristchurchCityHoldings

Through the Canterbury Development Corporation (CDC), the Council seeks to promote economic growth by attracting business to the city and offering a wide range of free services and advice to commercial and community organisations. It is working to ensure all the city's school leavers are going into work or on to further their education.

With its support of the regional tourism organization, Christchurch and Canterbury Marketing, the Council seeks to ensure tourism continues to play a positive, sustainable role in the local economy by boosting the numbers of visitors, their length of stay and how much they spend while here.

Christchurch and Banks Peninsula Map

Christchurch City Council - Ward Boundaries and Service Centres



Source: Christchurch City Map



Our community today



Our community today



Our Community Today

Introduction

There is archaeological evidence that Maori were in the Christchurch area 1,000 years ago. These first inhabitants were moa-hunting tribes. They were followed by the Waitaha, who migrated from the east coast of the North Island in the 16th century, 500 years ago. This migration was joined by the Ngati Mamoe and Ngai Tahu people and continued until about 1830.

The first Europeans landed in Canterbury in 1815, 45 years after Captain James Cook sighted what is now known as Banks Peninsula from his ship, the *Endeavour*. He incorrectly named it “Banks Island” after the expedition’s famous botanist, Joseph Banks.

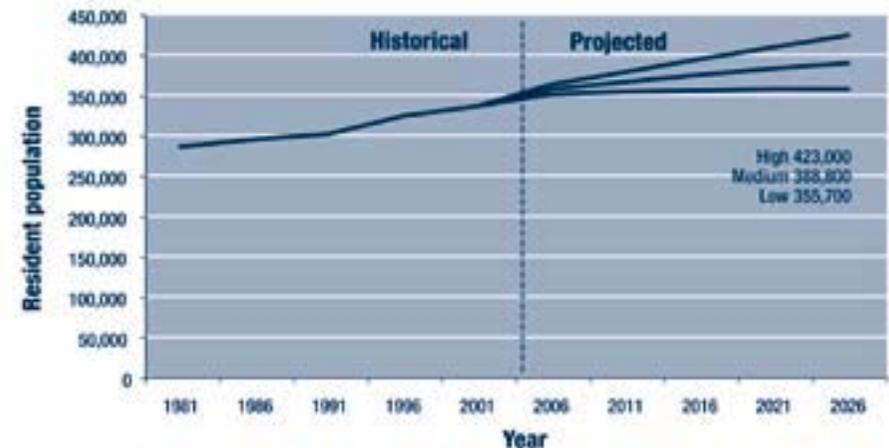
In the late 1840s the City of Christchurch was planned, from England, to be a model Anglican (church) settlement. The city’s English links are still evident in the design of our older buildings and gardens. Christchurch became a city by Royal Charter on 31 July 1856, making it officially the oldest established city in New Zealand. The original municipal district was bounded by the “four avenues”; Bealey Avenue, Moorhouse Avenue, Fitzgerald Avenue and Rolleston Avenue. It was laid out in a north/south, east/west grid patternⁱ.

Our Community Today

- Christchurch is the largest city in the South Island, with a population of 344,100 peopleⁱⁱ. It is the second largest city in New Zealand.
- Christchurch’s population increased by nearly 12% between 1991 and 2001, and is projected to grow by another 16% by 2026 (to 388,800, medium projection). Population growth is projected to occur at 2.3% per annum between 2001 and 2016, and then at a slower annual rate of 0.8% between 2016 and 2026ⁱⁱⁱ. The main reason for the city’s population growth is external migration.

Please note that, unless otherwise stated, “Christchurch” and “the city” refer to Christchurch City Council’s entire area, including Banks Peninsula.

Christchurch Historical and Projected Population (2001 Base)



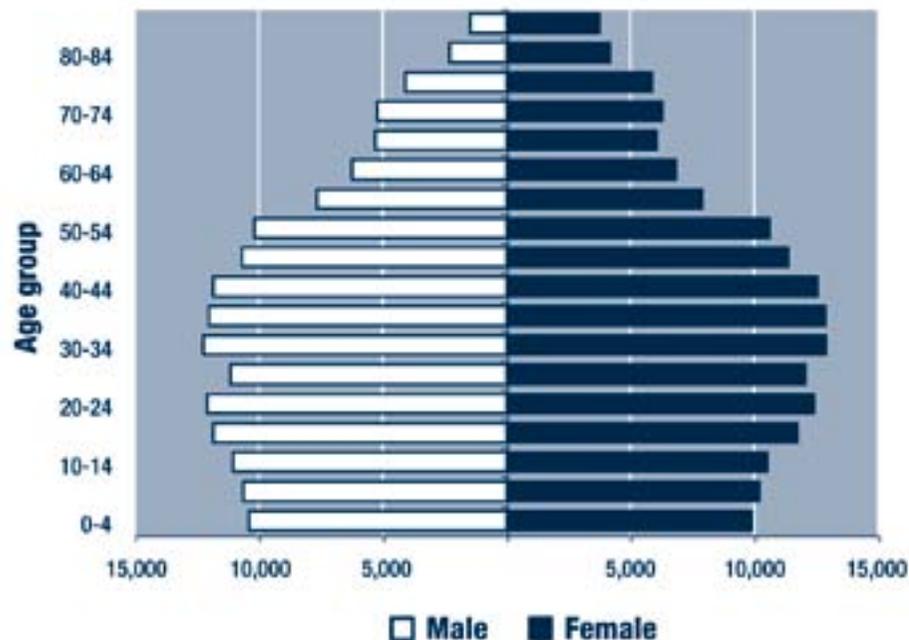
Note: Historical figures are estimates. Pre 1996 figures are for the March year and exclude Census undercount. Post 1996 figures are for the June year and include Census undercount.

- Christchurch’s population is less ethnically diverse than the New Zealand population. It is dominated by Europeans, with this group making up 90% of the city’s population. Maori make up 7% of the population, Asians 6%, Pacific people 2.5%, and other ethnicities 3%. In comparison, 70% of the New Zealand population identify as Europeans, 8% Maori, 5% Pacific people and 6% Asian. (Note percentages can add to more than 100% as people can identify with more than one ethnicity)ⁱⁱⁱ.
- The city has an ageing population, which is consistent with national trends. Christchurch’s median age was 35.5 years in 2001, compared with 34.8 for all of New Zealandⁱⁱ. By 2026, Christchurch’s median age is projected to be 42.5 yearsⁱⁱⁱ.
- Christchurch has a larger proportion of older people and a smaller proportion of younger people than the national average. By 2016 the elderly (65 years and over) will outnumber children (under 15 years) in Christchurchⁱⁱⁱ.

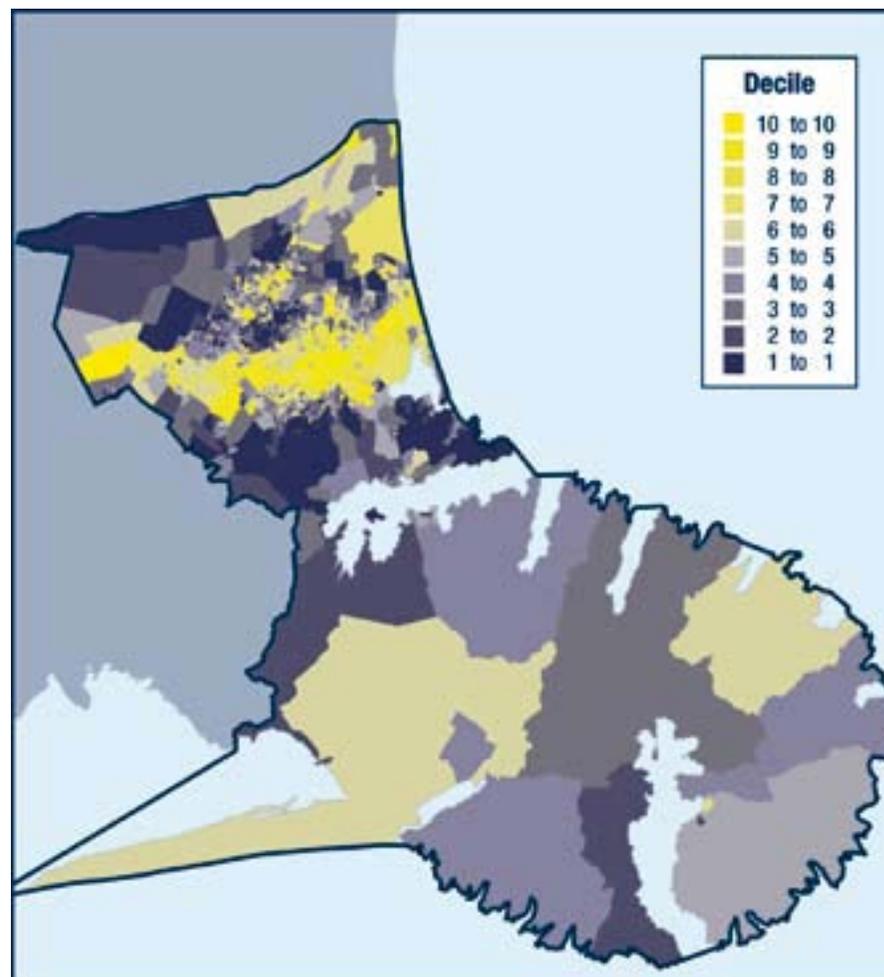


Our community today

Age and Gender, 2001



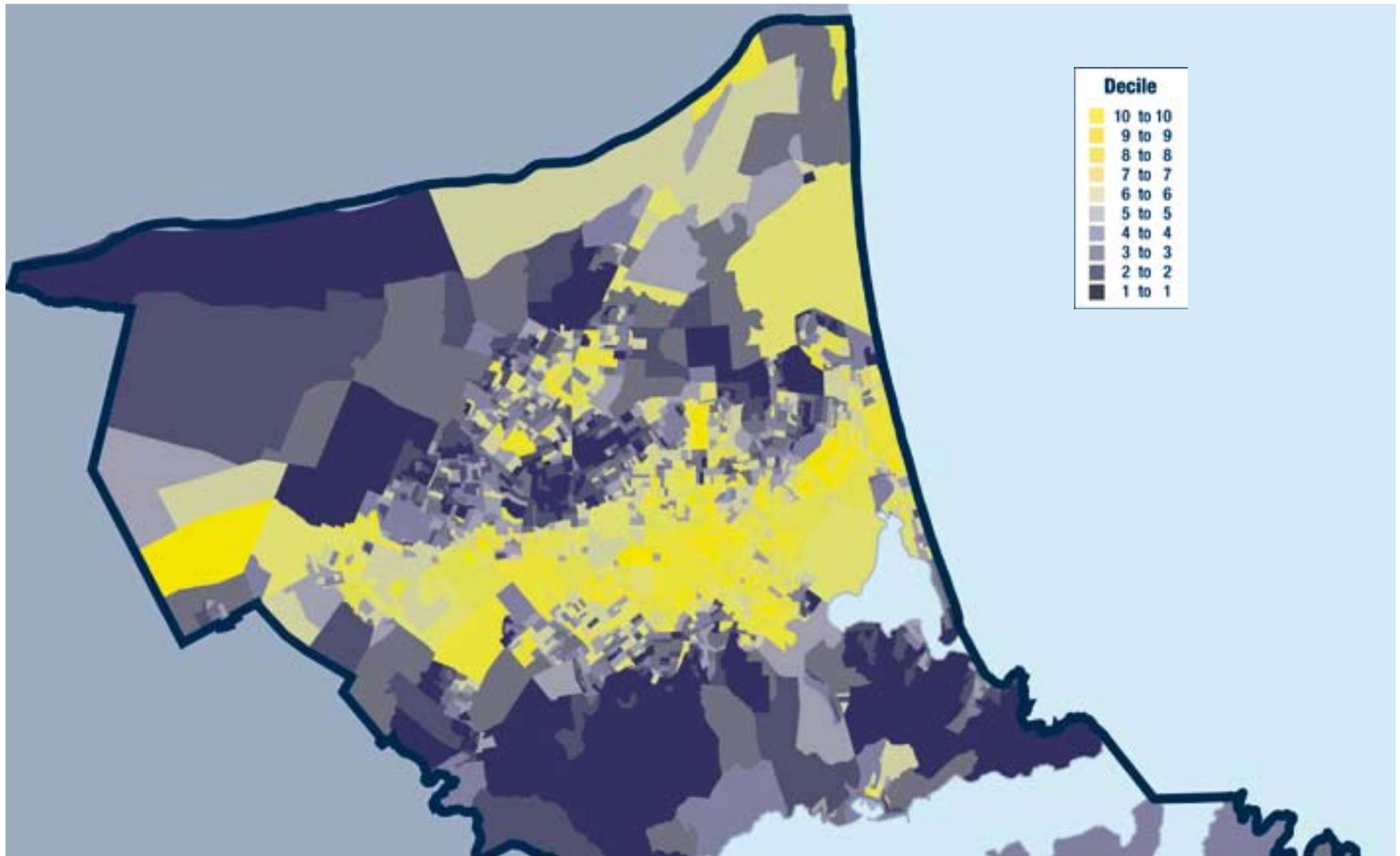
New Zealand Social Deprivation Index 2001



- In 2001, 29% of Christchurch residents aged 15 years and over had some form of tertiary qualification, compared with 28% nationally. The proportion without a qualification was slightly lower than the national average (23% compared with 24%)ⁱⁱ.
- Christchurch has less poverty than New Zealand as a whole. Thirteen percent of Christchurch residents live in areas of high deprivation (deciles 9 and 10), compared with 20% nationally^{iv}. Twenty-one percent of people live in the least deprived areas of Christchurch (deciles 1 and 2).

Source: Health Services Research Centre, Victoria University
(See next page for more details)

Our community today

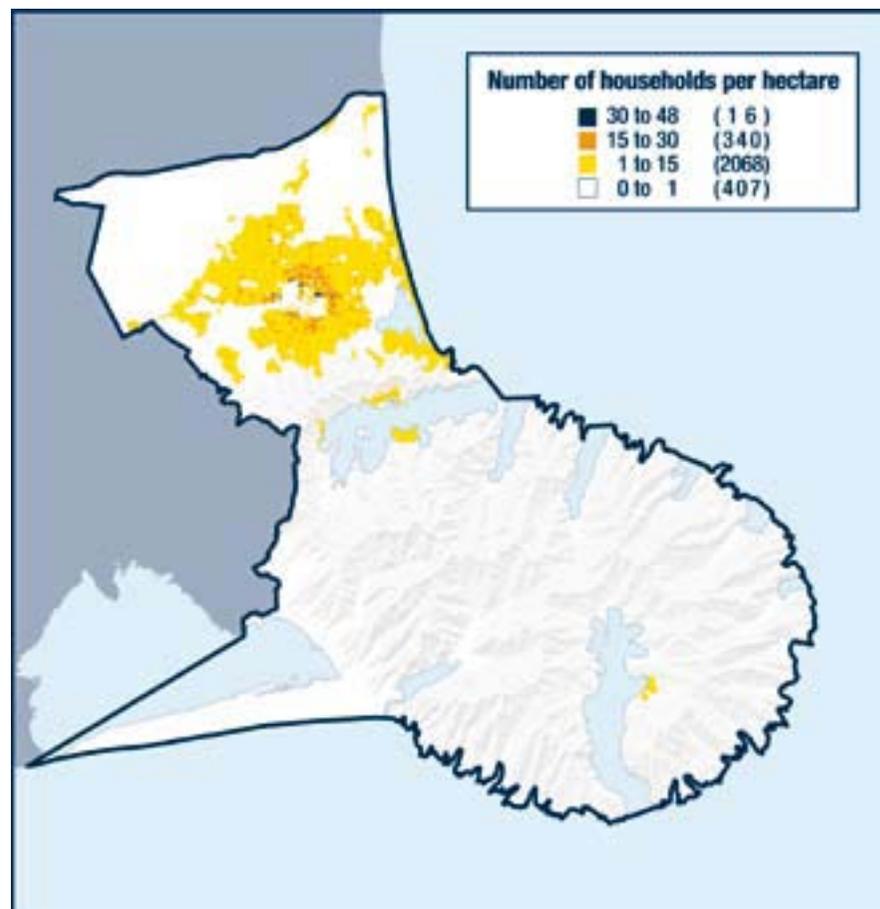




Our community today

- Ninety-seven percent of the city’s population is concentrated within the urban area, which covers about one third of the land area of Christchurch (excluding Banks Peninsula).
- The city’s population density increased from 20.3 to 20.9 people per hectare between 1996 and 2001 (figures exclude Banks Peninsula). Areas close to the central city or around some of the suburban commercial centres (such as Riccarton) tend to have higher population densities. Banks Peninsula has a comparatively low population density of 2.5 people per hectare.
- The average number of people living in each household is getting progressively smaller. In 1981, there was an average of 2.9 people per household, decreasing to 2.6 in 2001. It is projected to drop to 2.4 people by 2021^v. This reflects a nationwide decrease in household size.
- One-person households make up an increasing share of total households. In the 10 years to 2001, the proportion of one-person households grew from 23% to 26% of all households. During this time there was a national increase from 20% to 23%.
- High-density housing (30 to 48 households per hectare), surrounds the central city, becoming less dense towards the outskirts. Banks Peninsula has a sparse household density. Lyttelton and Akaroa areas have the least sparse household density on the peninsula with one to 15 households per hectare.

Housing Density 2001



Source: Statistics New Zealand, 2001 Census of Population and Dwellings.
(See next page for more details)

ⁱ <http://www.christchurch.org.nz/About/>

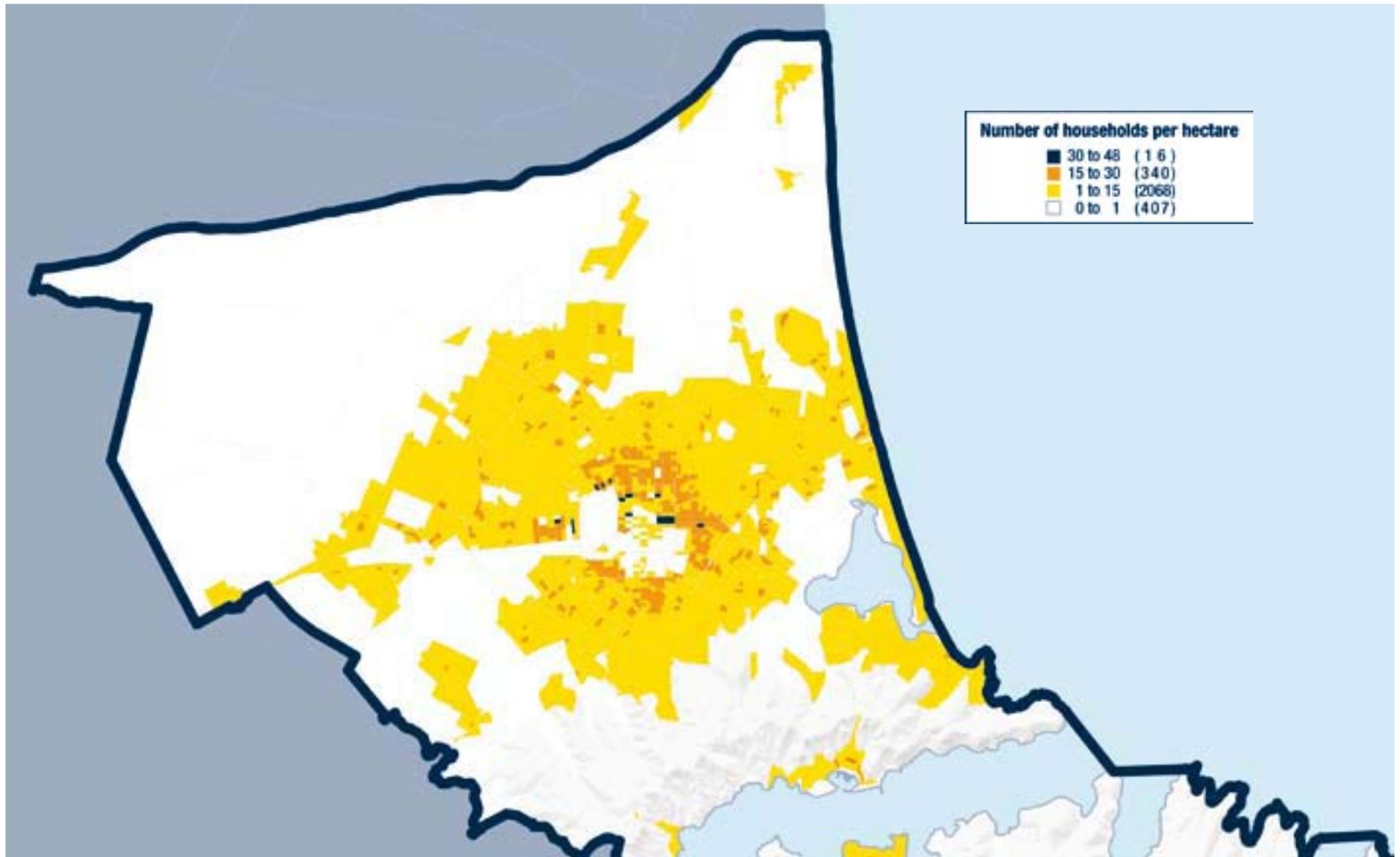
ⁱⁱ Statistics New Zealand, Census of Population and Dwellings, 2001

ⁱⁱⁱ Statistics New Zealand, Sub-National Population Projections, 2001 base, February 2005

^{iv} The New Zealand Index of Deprivation was developed by the Health Services Research Centre, Victoria University. The Deprivation Index is split into 10 deciles with decile 1 being the least deprived and decile 10 being the most deprived. Each decile contains 10% of the national, usually resident, population.

^v Statistics New Zealand, Sub-National Household Projections (2001 base).

Our community today





Our Environment Today^{vi}

Christchurch was an extensive wetland area and a good source of mahinga kai (food and other resources) for Maori. The early Europeans' impression of the original settlement site was of "heavy wet land" and "rank swamp grasses"^{vii}

Introduction

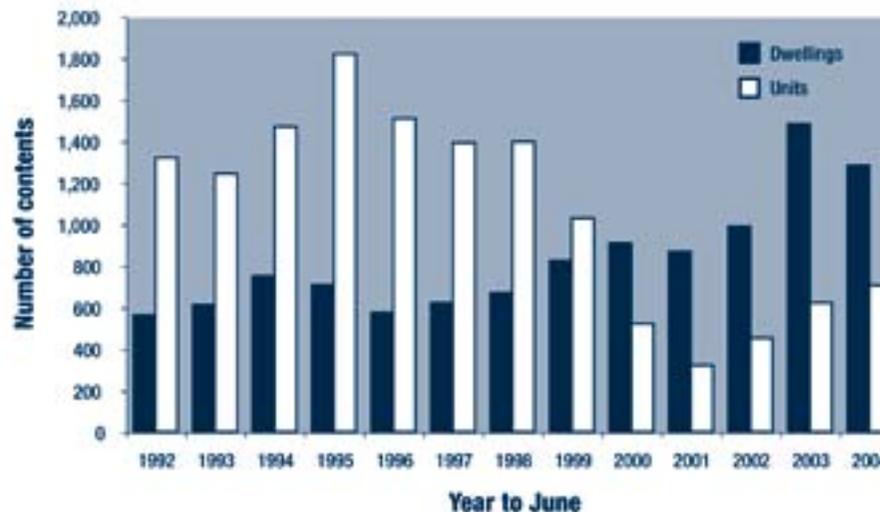
Much of the city's natural habitat was modified by the European settlers. They drained the wetlands and cleared bush, scrub and tussock. Riccarton Bush (Putaringamotu) is all that remains of the wetland podocarp forest in Christchurch. The changes made by the settlers reduced the number of natural sites available for indigenous fish, bird and invertebrates. This caused a significant decline (and, in some cases, extinction) of some plant and animal species.

Our Environment Today

- Christchurch City Council covers an area of 152,837 hectares. Of this, 44,223 hectares (29%) are in urban use and 108,614 hectares (71%) in non-urban use. The majority of the land in non-urban use is located on Banks Peninsula.
- The city's boundaries are the Waimakariri River to the north, the Pacific Ocean to the east and Banks Peninsula to the south. To the west, the city's boundary includes McLeans Island, Templeton, Islington, Halswell West and Kennedy's Bush area units. It does not include Prebbleton.
- Christchurch is within the Canterbury region. The region extends from the Clarence River in the north to the Waitaki River in the south. The Main Divide (Southern Alps) forms the western boundary and the region extends 12 nautical miles into the Pacific Ocean to the east.
- Significant geographical features of the city include the Avon-Heathcote estuary, the characteristic volcanic peaks of the Port Hills and Banks Peninsula and the coastline and dry plains to the north-west.
- The city has an average annual rainfall of 650mm and an average of 2,100 sunshine hours a year. The average daily temperature during summer is 21°C and during winter it is 10°C.

- Within Christchurch (the area excluding Banks Peninsula), 70% of the land is zoned for housing, 13% for industrial and commercial activity, and the remainder for a variety of uses such as schools and open spaces. Within the Banks Peninsula area, 1% is zoned residential with 88% of the land zoned rural. About 3% of the land on Banks Peninsula is zoned conservation.
- The number of residential building consents has remained around 2,000 a year between 1992 and 2004, except for the period between 2000 and 2001 where the number of residential building consents dropped to below 1,500 per year (excludes consents issued in Banks Peninsula).
- Since 2000, building consent trends have reversed, with consents for dwellings outnumbering consents for units^{viii}. This may reflect a trend away from infill housing (because there are fewer sub-divisible properties) and the increased supply of residential land on the outskirts of the city's urban fringe, due to amendments to the City Plan in 1999.

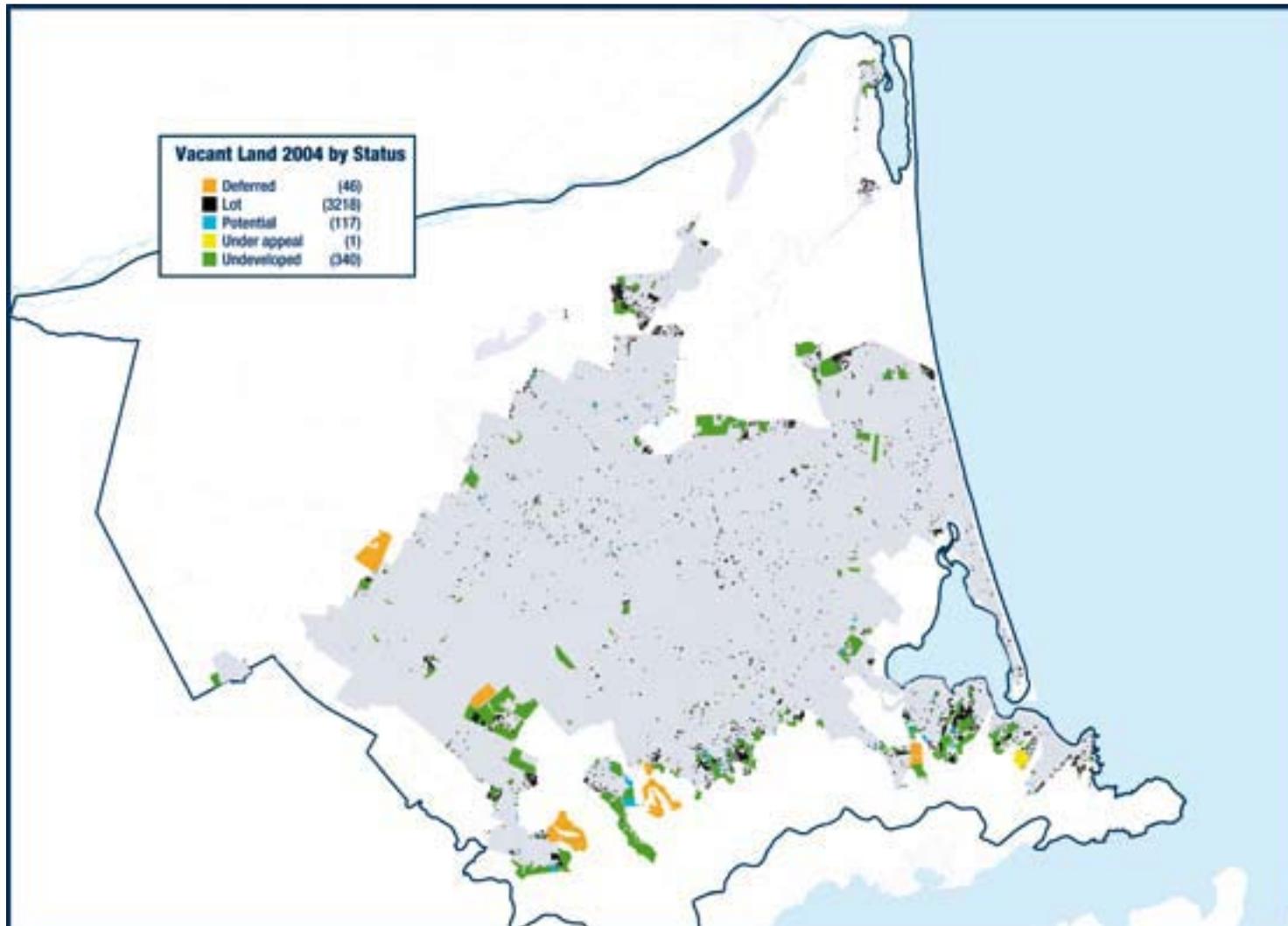
New Residential Development
(Excludes figures for Banks Peninsula)



- There were 1,462 hectares of vacant residential land ready to be either built on or developed in June 2004.

Our environment today

Vacant Residential Land 2004



Source: Christchurch City Council, Vacant Land Register 2004

Our environment today

- The City deserves its reputation as “The Garden City”. There are over 3,000 hectares of parkland in Christchurch (not including Banks Peninsula), with 13 major metropolitan parks (including the Botanic Gardens and Hagley Park), 89 major district parks and about 300 local and neighbourhood reserves. Banks Peninsula also has a significant number of parks and conservation reserves, equating to about 3,000 hectares also.
- Almost 800 buildings, places or objects have been identified as having heritage value worth protecting in the city.
- Christchurch is a centre for wading birds and sea birds. Both the Avon-Heathcote Estuary and Te Waihora (Lake Ellesmere) are of international importance as they support a large and varied wildlife population. The estuary and oxidation ponds regularly support over 1% of the world’s population of at least 17 species or sub-species of wetland birds.
- There are 395 native plant species growing in the city. Of these, 31 have been identified as threatened.
- Christchurch has over one-third of New Zealand’s 35 indigenous freshwater fish species.
- During winter, the Christchurch metropolitan area experiences poor air quality. On an average of 28 days each winter, the level of pollution (smog) exceeds the guideline set by the Ministry for the Environment.
- The growth and changing lifestyles of Christchurch’s population is creating pressures on the city’s infrastructure and natural environment. A growing population, increasing urban development, the growth of private motor car use and sustainability issues, such as energy and resource consumption and waste generation, provide many challenges for the protection and enhancement of the environment.

^{vi} Information in this section is from the Christchurch City Council, Christchurch City Draft Environmental Trends Report, 2003: <http://www.ccc.govt.nz/reports/2003/environmentalTrendsReport/>

^{vii} Christchurch City Council, Draft Citywide Planting Strategy.

^{viii} Unit development falls into three major categories: two or more units built on a new site, two or more units built on a site where a house may have been demolished (i.e. redevelopment), and units added to a section with an existing house (i.e. infill).



Our economy today



Our Economy Today

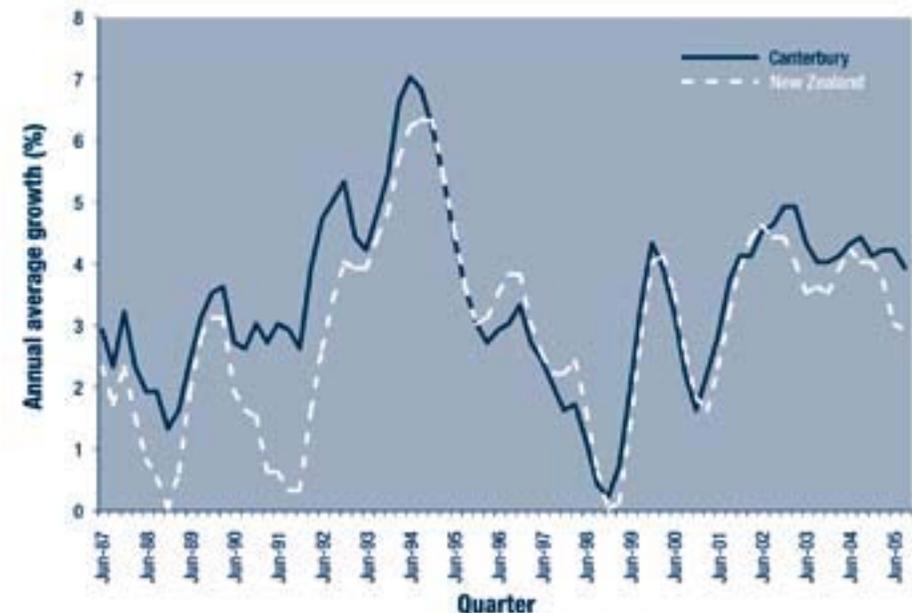
Introduction

Sealers and then flax traders were the first Europeans to exploit the resources of Christchurch, on Banks Peninsula in 1815. The first significant trading links were established between Europeans and Maori from 1836 when American, French, English and Australian whaling ships began to use the bays and harbours for bay whaling and for shore whaling stations. However, Canterbury's regional economy was built on the production of primary goods and it was recognised for a long time as living "off the sheep's back". Although its economic beginnings were in refrigerated sheep and dairy products, Canterbury now has a diversified regional economy, with growth across a range of "new economy" sectors such as tourism, software development, electronics and education.

Our Economy Today

- The strength of Christchurch's economy is built on a long association with the large rural economy of the Canterbury Region, and the city's export-oriented manufacturing.
- The Canterbury Region's Gross Domestic Product (GDP) was estimated to be almost \$16 billion in 2005. This equates to just under 13% of national GDP^x.

Economic Growth June 1990 - June 2005
Average annual growth by quarter



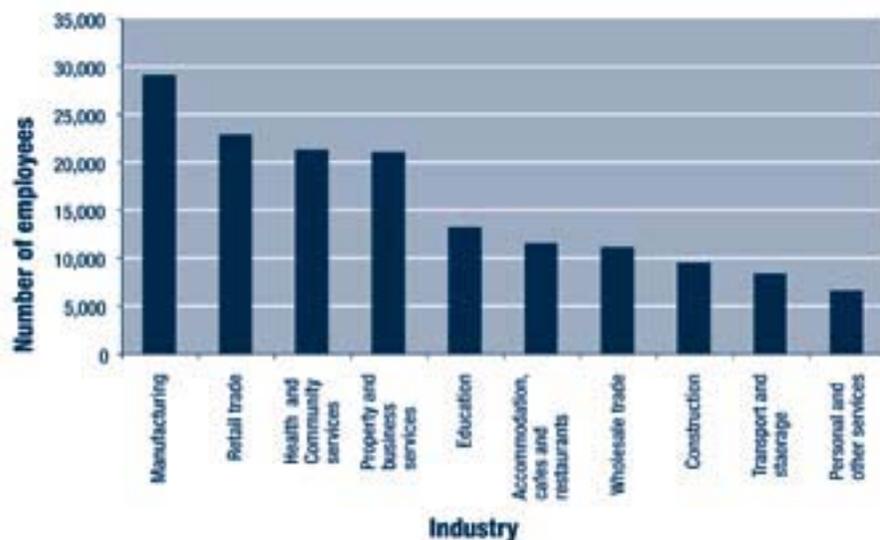
- In the five years to March 2005, total employment in Canterbury increased by almost 24% to 233,350 workers. Construction, property and business, agriculture, and forestry and fishing, all had significant increases in employment during this period^x.
- In September 2005, the unemployment rate in Canterbury was 2.7%. For Christchurch (excluding Banks Peninsula), the unemployment rate was 3.5%, slightly higher than the national average of 3.2%^{xi}.
- For the March 2005 quarter, the average annual income of wage and salary earners in Christchurch (excluding Banks Peninsula) was \$38,200, compared with \$40,000 for all of New Zealand, \$44,600 for Auckland and \$50,800 for Wellington^{xii}.



Our economy today

- Canterbury's average annual household income was \$59,600 in 2003, compared with \$60,900 for the whole country^{xiii}.
- During the year ended June 2001, each household in Christchurch (excluding Banks Peninsula) spent an average of \$779 per week, 7.3% lower than the national average of \$840 per week^{xiv}.
- Manufacturing and retail trade are the two industry sectors that employ the most workers in Christchurch and Canterbury^x.

Employment by Industry Chart

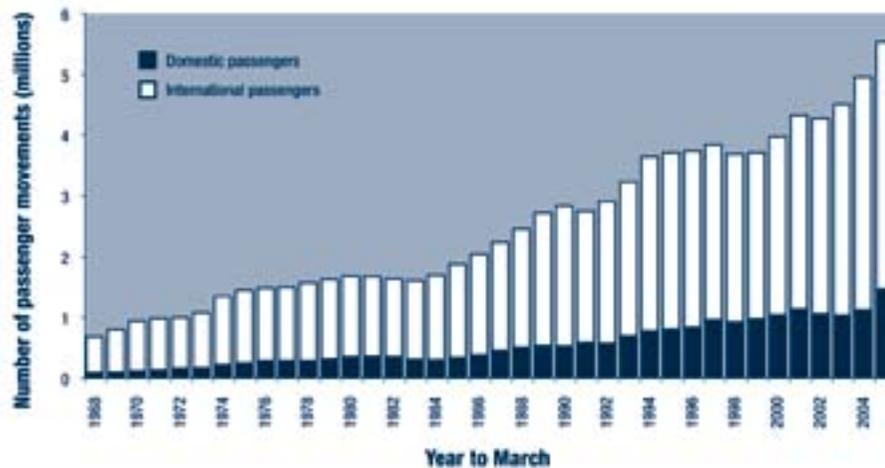


- Christchurch's central city continues to have the greatest concentration of workers in the city, with 29% of the city's employees working within the four avenues^x.
- Banks Peninsula had an employee count of 4,029 people in 2001ⁱⁱ with Lyttelton's employee count making up a large proportion of this figure (1,680 people in 2004³).
- The central city is the largest retail centre in Christchurch, employing 25% of people who work in retail. This is almost four times the size of the city's largest suburban centre at Northlands. However, retailing in suburban centres is growing at a much higher rate than in the central city.
- Christchurch is the main distribution centre for the South Island, with its international airport, main roads, rail links and nearby sea port at Lyttelton, which exports \$2,034 million of goods per year.
- Tourism continues to be a significant component of the city's economy. The number of nights spent in the city's accommodation in March 2005 was almost 1.2 million, 60% higher than in March 1997^{xv}. Christchurch's position as the "Gateway to the Antarctic" has contributed significantly to the city's reputation and tourism earnings.

Our economy today

- Christchurch International Airport has seen a continual increase in the number of domestic and international passenger movements from 1968 to 2005. Since 2000, passenger movements have increased by 28% at Christchurch International Airport.

Airport Passenger Movements, Christchurch International Airport



- Ngai Tahu is the Maori tribe of the southern islands of New Zealand. Te Runanga o Ngai Tahu is the governing body of the Ngai Tahu tribe, within which Ngai Tahu Holdings Corporation holds significant land and sea-based assets, and operates businesses in tourism, property, equities and seafood sectors.



^{ix} Infometrics New Zealand, Christchurch City GDP Estimates, February 2006.

^x Statistics New Zealand, Annual Business Frame Update, February 2004 by 1-digit ANZSIC Industry Code, 1997 Survey Coverage (excludes ANZSIC 01 Agriculture).

^{xi} Statistics New Zealand, Household Labour Force Survey, June 2004

^{xii} Statistics New Zealand, Quarterly Economic Survey, March 2005. Figures are calculated by multiplying the average weekly earnings for each city by 52 to produce an average annual income. These figures are indicative only due to a limited sample size.

^{xiii} Statistics New Zealand, New Zealand Income Survey, 2003. This data is based on the three months prior to June 2003. It is calculated by multiplying the average weekly household income by 52 weeks.

^{xiv} Statistics New Zealand, Household Economic Survey, 2001.

^{xv} Statistics New Zealand, Accommodation Survey, March 2005.



Community outcomes





Community Outcomes for Christchurch to 2012

Community Outcomes describe the kind of society, community, environment and economy that the people of our community want to live in. They are the things which the community thinks are important for its wellbeing.

The Council has led a process to find out what we, as a community, wish for Christchurch now and in the future. These Community Outcomes belong to the people of Christchurch - they were identified by, and belong to, the community. The whole community will need to work together to achieve these outcomes - individuals, as well as many groups and organisations, including the Council.

A list of indicators, or outcome measures, has been developed to track progress towards the outcomes we all want to achieve. Achieving the outcomes means working with other agencies such as the Department of Conservation, Ministry of Social Development and Ministry of Housing.

Identifying Community Outcomes

For the LTCCP 2006 to 2016, work was undertaken to bring together what people of Christchurch have been telling us for the past few years about the community they want to live in. We reviewed information gained through consultation on proposed Community Outcomes for 2006 to 2012 in mid-2005, from prior council consultations on plans and strategies and research, including:

- Results from monitoring trends and other information (more than 500 measures);
- Reviews of prior consultations (5000 submissions, 54 reports);
- Reviews of reports and literature (300 reports);
- Reviews of government strategies (187 strategies);
- Review of existing Council strategies and Community Board statements;
- Stock-take of existing services and funding from the Council and government agencies;
- Interviews with key stakeholders;

- Interviews and workshops with elected members;
- Research with key groups such as people with disabilities, Maori and Pacific people;
- A review of the Banks Peninsula Community Outcomes 2006 to 2012;
- Discussion papers developed with external stakeholders and reference groups;
- Feedback on the 2004 to 2014 LTCCP and the Community Outcomes developed in 2004;
- Feedback from a specially designed section on the Council's website.

There is already a degree of alignment between the Community Outcomes and other Council planning documents and processes. The Council's significant policies and its City Plan, are themselves the products of processes which involved the community. Submissions on these policies and plans were considered along with background research done when identifying the Community Outcomes. The outcomes may, therefore, be regarded as a high-level affirmation of principles included in other policies.

A draft set of Community Outcomes was developed from the information gathered and following discussions with elected members. The final Community Outcomes were released to the Christchurch community in July 2005. They will be reviewed in 2012.

All Community Outcomes need to have indicators which measure progress towards achieving the outcomes. The Council has already gathered together some information against which we will measure our progress in contributing towards achieving the Community Outcomes. The Council will produce an initial Community Outcomes Report in February 2007 (which will include 2006 Census data) with information about monitoring our progress and noting the situation in 2006. It is a requirement that this report be redone in 2009 so that progress on attaining the outcomes is reported on.

More information about community Outcomes is on the Council website at www.ccc.govt.nz/communityoutcomes.



Community outcomes



Community Outcome	We will know we are succeeding when	Progress will be measured using these headline indicators
 A Safe City		
<p>We live free from crime, violence, abuse and injury. We are safe at home and in the community. Risks from hazards are managed and mitigated.</p>	<p>Rates of crime and injury decline. People feel safe at all times in Christchurch. We have excellent safety networks, support people and services.</p>	<ul style="list-style-type: none"> • Hospital treatment for accidents • Total offences • Notifications to Child Protection Agencies • Perceptions of safety • Road casualty statistics
 A City of Inclusive and Diverse Communities		
<p>Our diversity is seen, heard, valued and celebrated. All people feel a sense of belonging and participate in the community.</p>	<p>Our city is built on strong communities. A diverse range of people feel at home in Christchurch. Everybody is able to participate, particularly those who are most vulnerable.</p>	<ul style="list-style-type: none"> • New Zealand Deprivation Index • Income gap between low and high income earners • Perceptions of ethnic diversity • Maori language speakers • Perceptions of quality of life • Perceptions of community support
 A City of People who Value and Protect the Natural Environment		
<p>Our lifestyles reflect our commitment to guardianship of the natural environment in and around Christchurch. We actively work to protect, enhance and restore our environment for future generations.</p>	<p>Everybody takes responsibility for their impact on the natural environment. Biodiversity is restored, protected and enhanced. We manage our city to minimise damage to the environment.</p>	<ul style="list-style-type: none"> • Tonnes of waste to landfill • Liquid waste • Total ground water use • Renewable versus non-renewable energy consumption • Waste recycling • Recreational water quality • Number and area of ecological heritage sites

Community outcomes



Community Outcome	We will know we are succeeding when	Progress will be measured using these headline indicators
 <h2>A Well-Governed City</h2>		
<p>Our values and ideas are reflected in the actions of our decision-makers.</p> <p>Our decision-makers manage public funds responsibly, respond to current needs and plan for the future.</p>	<p>Everybody actively participates in public decision-making.</p> <p>Everybody feels represented by their decision-makers.</p> <p>Our decision-makers plan for a sustainable Christchurch.</p>	<p>Confidence in council decision-making.</p> <p>Representation on school boards of trustees.</p> <p>Census response rates.</p> <p>Voter turnout at council elections.</p> <p>Voter turnout at general elections.</p>
 <h2>A Prosperous City</h2>		
<p>We have a strong economy that is based on a range of successful and innovative businesses.</p> <p>We value sustainable wealth creation, invest in ourselves and in our future.</p>	<p>Christchurch has a strong, healthy economy.</p> <p>Standards of living improve for everyone. Our economic development prioritises future wellbeing.</p>	<ul style="list-style-type: none"> • Economic Activity Index • Full and part-time employment rates • Unemployment rate • Personal, family and household income • Volume of commercial waste recycling
 <h2>A Healthy City</h2>		
<p>We live long, healthy and happy lives.</p>	<p>We all have access to affordable health services that meet our needs.</p> <p>More people in Christchurch live healthy lifestyles.</p> <p>Our city environment supports the health of the community.</p>	<ul style="list-style-type: none"> • Self reported health status • Life expectancy • Frequency of physical activity • Type 2 diabetes rates • Barriers to accessing medical services • Number of days exceeding air quality guidelines



Community outcomes



Community Outcome	We will know we are succeeding when	Progress will be measured using these headline indicators
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A City for Recreation, Fun and Creativity

We value leisure time and recognise that the arts, sports and other recreational activities contribute to our economy, identity, health and wellbeing.	More people participate in leisure activities. More people participate in physical and sporting activities. Everybody is included in the creation and enjoyment of the arts.	<ul style="list-style-type: none"> • Main leisure pursuits in free time • Satisfaction with free time • Numbers of people taking part in the arts • Culturally rich and diverse arts scene
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A City of Lifelong Learning

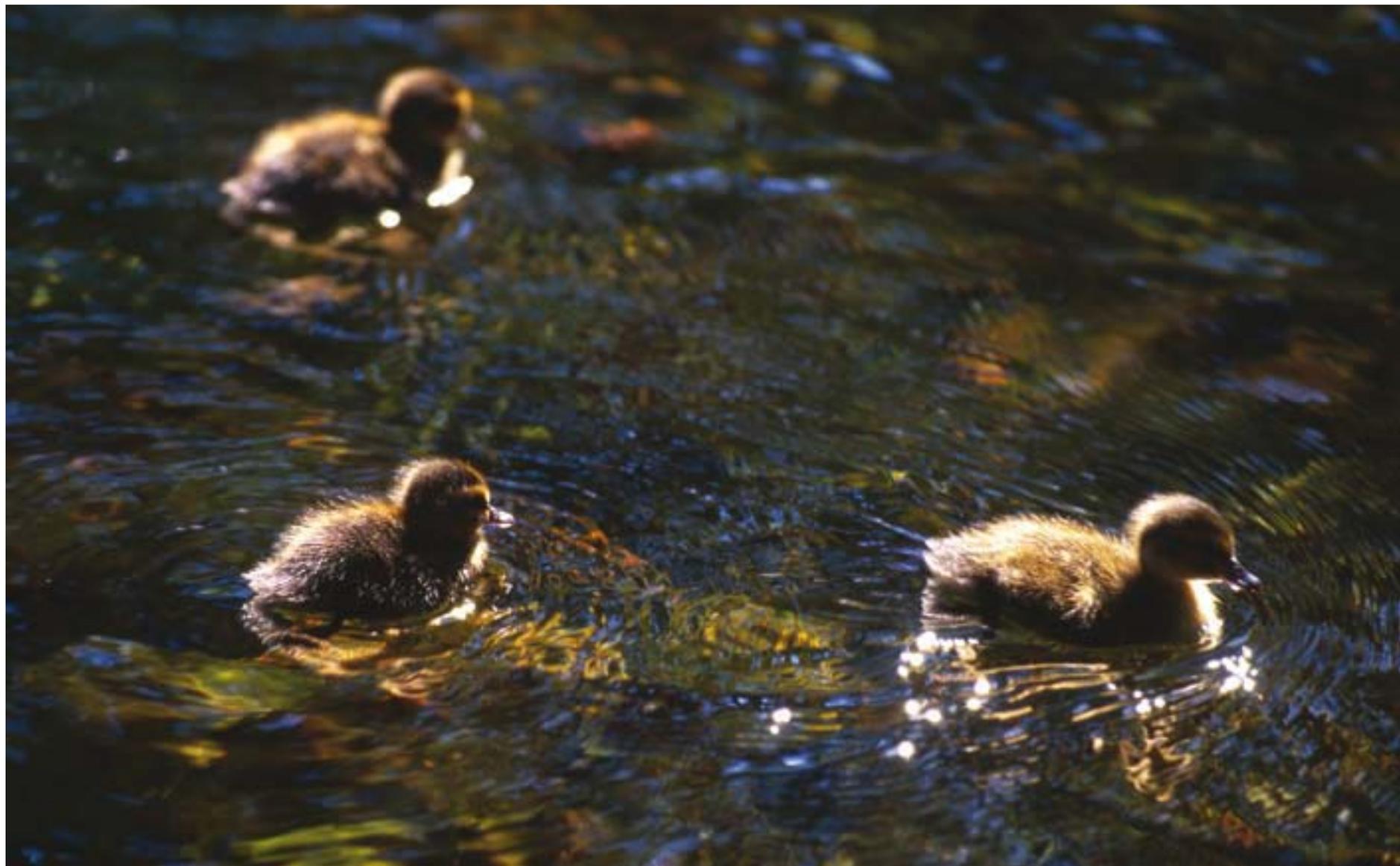
Our learning opportunities help us to participate in the community and the economy. Quality education is available for people of all ages.	Everybody receives a good basic education. Christchurch people are skilled people. A broad range of learning opportunities is available in Christchurch.	<ul style="list-style-type: none"> • Highest qualification gained • Numbers of children who have attended early childhood education • School leavers with no qualifications • Literacy and numeracy performance
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An Attractive and Well-designed City

Christchurch has a vibrant centre, attractive neighbourhoods and well-designed transport networks. Our lifestyles and heritage are enhanced by our urban environment.	Christchurch is attractive and well-maintained. Our heritage is protected for future generations. We design our city to meet current needs and future challenges.	<ul style="list-style-type: none"> • Perceptions of look and feel of the city • Bus patronage figures • Modes of transport to work • Residual income after housing costs • Hectares of public open space • Perceptions of problems in Christchurch • Number of heritage buildings, sites and objects
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Community outcomes





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

Strategic directions

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.

Strategic directions

- **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;

Strategic directions

- 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;
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.

Strategic directions



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.