Appendix 2:
2013 - 16 Community Outcomes for Christchurch

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What are Community Outcomes?

The community outcomes describe what the Christchurch City Council aims to achieve to promote the social, economic, environmental and cultural interests of the district, in the present and in the future. They focus on those areas that the Council has the ability to, and can afford to, influence and describe what the city aspires to be. Everything that the Council does in its day to day work is focussed on achieving these outcomes.

The community outcomes have been sourced from and align with Council's key planning documents including the Greater Christchurch Urban Development Strategy and the Christchurch Central Recovery Plan. Other key Council strategies such as the Public Open Spaces Strategy, Biodiversity Strategy and Social Housing Strategy have also been instrumental in defining the set of outcomes. These strategies have been developed as a result of consultation with the community and so reflect the aspirations and goals of the wider community.

The community outcomes are important as they set the direction for long term plans and this Three Year Plan. All activities that the Council plans to undertake as part of this Three Year Plan contribute towards achieving these outcomes.

The Community Outcomes

The community outcomes have been organised around four strategic directions – liveable city, strong communities, healthy environment and a prosperous economy. A fifth group – good governance – describes those outcomes that are important for the way that the Council operates as an organisation to do the best for the community. Within each of these five groups, the outcomes have also been organised into 18 high-level outcome areas.

Many of the community outcomes have also been significantly influenced by the earthquakes of 2010 and 2011. In some cases new outcomes have had to be developed to deal with the new environment. In other cases, the earthquakes have affected the progress the Council was previously making on achieving the outcomes. The impact of the earthquakes can also mean a greater emphasis by the Council on certain activities over others than would have been the case pre-earthquakes. This impact is reflected in either a change of capital expenditure or the Council undertaking different activities than it was pre-earthquake to meet the outcome goal.

The outcomes that have been identified as being particularly affected by the earthquakes are annotated with an ***(E).***

The 2013-16 community outcomes are as follows:

Liveable City

Christchurch has a strong central city

- The central city is a vibrant and prosperous business centre ***(E)***
- More people, including families, live in the central city ***(E)***
- The central city has a distinctive character and identity ***(E)***
- The central city is used by a wide range of people and for an increasing range of activities ***(E)***

An attractive and well-designed urban environment

- Urban areas are well-designed and meet the needs of the community
- Streetscapes, public open spaces and public buildings enhance the look and function of the city

The transport system meets the needs of the community

- There is a range of travel options that meet the needs of the community ***(E)***
- The transport system provides people with access to economic, social and cultural activities ***(E)***
- An increased proportion of journeys is made by active travel and public transport

Development is focussed on well-defined urban areas

- New urban areas are integrated with the existing urban land uses and towns ***(E)***
- Suburban centres provide the focus for services, employment and social interaction ***(E)***
- Household location and increased housing density is in line with urban development strategy targets

Christchurch has a range and choice of housing

- Christchurch has good quality housing ***(E)***
- Christchurch has a range of housing types ***(E)***
- There are affordable housing options in Christchurch ***(E)***
- There is sufficient housing to accommodate residents ***(E)***

A safe and reliable water supply

- The Council's water supplies meet the public's reasonable needs ***(E)***
- Christchurch has clean, safe drinking water

Strong Communities

Christchurch's culture and heritage are valued

- The city's identity is enhanced by its buildings and public spaces ***(E)***
- The city's heritage and taonga are conserved for future generations ***(E)***
- The garden city image and garden heritage of the district are enhanced
- Sites and places of significance to tangata whenua are protected
- Cultural and ethnic diversity is valued and celebrated
- Arts and culture thrive in Christchurch

People have a sense of connection to and participate in their community

- People have strong social networks ***(E)***
- Services are available locally within the urban areas ***(E)***
- People have the information and skills to enable them to participate in society
- People are actively involved in their communities and local issues

People participate in a wide range of recreational activities

- People have equitable access to parks, open spaces, recreation facilities and libraries ***(E)***
- There is increasing participation in recreation and sporting activities
- The public has access to places of scenic, natural, heritage, culture and educational interest

Communities are safe

- Risks from natural hazards, including earthquakes, flooding, tsunami and rock fall, are minimised ***(E)***
- People are safe from crime
- Injuries and risks to public health are minimised
- Transport safety is improved

Healthy Environment

Christchurch's unique landscapes and indigenous biodiversity are protected and enhanced

- Existing ecosystems and indigenous biodiversity are protected
- A range of indigenous habitats and species is enhanced
- Landscapes and natural features are protected and enhanced

Water quality and quantity are protected and restored

- Water quality in rivers, streams, lakes and wetlands is improved ***(E)***
- Ground water is safeguarded from the effects of land use ***(E)***
- Stream and river flows are maintained

The community values natural resources and uses them sustainably

- Earthquake demolition waste is safely disposed of with minimal adverse effects ***(E)***
- There is a reduction in waste
- Water is used efficiently and sustainably
- Energy is used more efficiently
- Christchurch is prepared for the future challenges and opportunities of climate change
- A greater proportion of energy used in the city is from renewable sources

Prosperous Economy

Christchurch is a good place to do business

- Christchurch's infrastructure supports sustainable economic growth ***(E)***
- Christchurch is recognised as a great place to work, live, visit, invest and do business ***(E)***

- There is adequate and appropriate land for residential, commercial, industrial and agricultural uses ***(E)***
- The council is responsive to the demands of the rebuild ***(E)***
- Christchurch has a highly skilled workforce

Christchurch has a strong, economic base

- There is a critical mass of innovative key business sectors
- Christchurch has globally competing businesses driving exports and generating wealth

Good Governance

Clear vision, strategic direction and leadership

- The Council provides leadership on issues affecting the community ***(E)***
- The Council has effective relationships with central government and other key partners ***(E)***
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken ***(E)***
- The special position of Ngāi Tahu is recognised

The public understands and has confidence in decision making

- The Council's goals and activities are clearly communicated to the community ***(E)***
- Decisions are transparent and informed by timely, accurate and robust information and advice
- Decisions take account of community views
- Māori have opportunities and the capacity to contribute to decision-making processes

Effective stewardship of Council resources

- City assets, financial resources and infrastructure are well-managed, now and in the future
- Statutory obligations are met by the Council

How do we achieve these outcomes?

As mentioned above, everything that the Council does must be focussed on meeting these outcomes. We do this through aligning our strategies with the activities that we, as an organisation, undertake. All capital and operating expenditure that the Council undertakes is directed towards a level of service that moves the community towards these outcomes now or at some future point.

These activities, levels of service, the capital and operating expenditure required to undertake these activities, and the links to the outcomes are all set out in this Three Year Plan.

Who do we work with to achieve our outcomes?

While the community outcomes are those that the Council aims to influence, the Council works with a wide range of community groups and other agencies so that it can achieve these outcomes. By promoting partnerships and working alongside

other local and regional organisations, central government, non-government organisations, Māori and the private sector, we are more likely to achieve lasting results in the community.

Liveable City

A good built environment improves the lives of Christchurch residents by ensuring the right mix of houses, buildings and urban spaces. Following the earthquakes, Christchurch has a unique opportunity to rebuild its urban form in a way that enhances our lives. In planning for future development, the Council needs to work very closely with neighbouring councils and Environment Canterbury, as well as with central government agencies such as CERA, the Ministry of Transport, the New Zealand Transport Agency and the Ministry of Business, Innovation and Employment (MBIE).

Professional bodies, such as the NZ Planning Institute and the NZ Institute of Architects, sector organisations such as the NZ Historic Places Trust, and educational and research institutes are important partners in planning good urban design.

Working with private developers and the wider community – who plan and build much of the city's urban environment – is also crucial to successful development.

Strong Communities

Making Christchurch a safe place to live, participation in a wide range of recreational activities and having a sense of connection to the community are important elements of what makes up a strong community. The Council helps build strong communities by working with central government agencies such as the Canterbury Earthquake Recovery Authority (CERA), the Ministry of Social Development, the Department of Internal Affairs, the Ministry of Health, the Canterbury District Health Board, the New Zealand Police, Creative New Zealand and Sport and Recreation New Zealand. The Council also works alongside a range of community groups. Working closely with these government and non-government agencies means our programmes will be complementary and effective.

Healthy Environment

The Christchurch district has landscapes and indigenous biodiversity that are unique and important to the area and Council works with a range of groups to protect the environment. Research centres such as National Institute of Water and Atmospheric Research (NIWA), Landcare Research and Canterbury and Lincoln Universities provide technical information; conservation and recreation groups organise projects to protect and restore the environment; and a Māori perspective helps the Council to understand and give consideration to cultural matters.

Prosperous Economy

A prosperous economy is integral to achieving our goals for the city. Much of the Council's economic development work is led for the Council by the Canterbury Development Corporation (CDC) and Christchurch and Canterbury Tourism (CCT). Through Christchurch City Holdings Ltd (CCHL) the Council is a major shareholder in a

number of key infrastructure companies including the Lyttelton port, Christchurch Airport and Orion.

Other organisations that the Council works with include the Crown Research Institutes, New Zealand Trade and Enterprise, the Foundation for Research, Science and Technology and the Ministries of Business, Innovation and Employment, Foreign Affairs and Trade and Social Development.

The Council also works with local business groups to ensure that Christchurch has a strong economic base and that it is a good place to do business.

Good governance

The Council also has a set of internally-focussed outcomes that it aims to achieve. Amongst other things, these outcomes ensure that all statutory obligations are being met, that the Council provides leadership on key issues for the district, that decisions are transparent and that all decisions take account of community views. The Council has key strategies, which themselves have been informed by community views, as well as a range of robust policies and processes to guide it in its decision making.

How do we know if we are achieving our community outcomes?

Our outcomes must be measurable. To do this we have set up a range of monitoring processes using a wide range of indicators. The Council will use these monitors to measure progress towards these outcomes. We will be publishing these monitoring outputs on an on-going basis through the Council's website. You can view the latest monitoring information online at:

www.ccc.govt.nz/LTP/Community Outcomes/Monitoring