



BANKS PENINSULA



GREATER METROPOLITAN CHRISTCHURCH

URBAN DEVELOPMENT STRATEGY

and

“UDS FORUM – TERMS OF REFERENCE” Scope, Structure and Process

12 March 2004

**GREATER METROPOLITAN CHRISTCHURCH
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Scope, Structure and Process**

1. Executive Summary

- 1.1 The Banks Peninsula, Selwyn and Waimakariri District Councils, the Christchurch City Council, ECan (Canterbury Regional Council), and Transit NZ have agreed to work collaboratively on setting a long-term direction and strategy for the growth and development of Metropolitan Christchurch. The Councils and Transit individually have, or are, completing plans or projects that provide for the immediate future growth of each Council’s area.
- 1.2 There is, however, neither an agreed longer term, integrated nor comprehensive view amongst the Councils, their respective communities, and Transit NZ of what is needed beyond the life of those documents, or those projects, to ensure that Metropolitan Christchurch will continue to provide for the well-being of its peoples.
- 1.3 The Councils and Transit NZ wish to move the planning horizons up to 30 years so that
 - A community dialogue can be focussed away from current pressing issues,
 - Future choices can be made explicit,
 - Sufficient timeframes are provided so that enduring responses to those choices can be shaped and implemented,
 - The costs of those choices can be determined and programmed in to necessary funding strategies, and
 - The implementing agencies can make on-going decisions that are internally consistent by reference to the long-term goals, and consistent between agencies.
- 1.4 The proposal to jointly prepare a greater metropolitan Urban Development Strategy recognises that the area functions geographically as one social, economic and cultural entity and that the natural and physical resources it draws on, or impacts on, include public resources that are not under the sole control of any one agency.
- 1.5 The Urban Development Strategy will be developed through the work of an Urban Development Forum whose task it is to bring together and integrate proposals on land use and settlement patterns, transport, utility servicing, business needs, recreation and community facilities, and the natural environment. The Forum will comprise representatives of the Councils, Transit NZ, and agencies who will be key shapers of the future metropolitan area. The Forum will recommend proposals to the Councils. A combined staff group will service it.
- 1.6 The Urban Development Strategy is most likely to be implemented through mechanisms of the Local Government Act 2002 and the Resource Management Act 1991. As a result the Strategy will be developed with extensive consideration of community views. The inclusion of a wide range of stakeholders through targeted workshops and other consultation processes will add rigour to the identification and consideration of options.
- 1.7 A key target for the Strategy is for its funding and project proposals to be included in the 2006/07 Long Term Council Community Plans due to be adopted by 30 June 2006.
- 1.8 This document outlines the purpose, scope, structure and process for progressing the Urban Development Strategy.

2. Introduction and Context

- 2.1 There is a need to address strategic long term planning for Greater Metropolitan Christchurch. Some significant urban development issues face our metropolitan urban area which, if not addressed by our Local Authorities in a collaborative and strategic fashion, will likely undermine our current quality of life.
- 2.2 The implications for many of these issues extend beyond the Christchurch City Council's boundaries and require a "metropolitan" approach with adjoining Local Authorities (LAs) to address cross-boundary planning and urban development. To achieve this a collaborative approach is required between Christchurch City Council (CCC), Waimakariri District Council (WDC), Selwyn DC, Banks Peninsula DC and Environment Canterbury (ECan).
- 2.3 The Urban Development Strategy (UDS) will focus on key physical and natural planning issues facing the greater metropolitan area including urban growth, transport, business distribution, open space planning, infrastructure services, etc. This document outlines a recommended scope, structure and process for the UDS, including the Terms of Reference for the governance group of elected members and stakeholders called the "UDS Forum".

3. Purpose and Scope

- 3.1 The *purpose* of the Urban Development Strategy is:

*to ensure an excellent quality of life in greater metropolitan Christchurch through an integrated and collaborative planning approach for future metropolitan urban development.*¹

Scope

- 3.2 The *scope* of the Urban Development Strategy will be to:
- (a) Produce a "proactive" Strategy that will provide direction and integration for existing and proposed urban development;
 - (b) Integrate future urban development including residential land use, transport, commercial/retail, open space and infrastructure activities, including assessments of social, environmental and economic impacts and associated threats;
 - (c) Produce a Strategy which is adopted by participating Councils and supported by other relevant agencies, to act as a commitment to the community regarding future urban development;
 - (d) Take account of, build upon and integrate existing relevant strategies and commitments of participating Councils;
 - (e) Ensure the continued protection and enhancement of natural and physical resources;
 - (f) Focus on the greater metropolitan area (see page 4);
 - (g) Have a forecast period of up to 30 years (see page 7);
 - (h) Engage with and achieve support from project partner agencies in achieving mutually beneficial outcomes;

¹ Where in this context "greater metropolitan" implies including and beyond Christchurch City Council boundaries.

- (i) Conduct appropriate consultation and discussion on Options for the UDS and for a Draft Strategy; and
- (j) Produce a Strategy which is robust and resilient to uncertainties.

Strategy Implementation

3.3 The UDS will be implemented through regulatory and non-regulatory methods including:

- (a) Broad fiscal requirements for the implementation of key priority actions or plans;
- (b) Providing a basis for funding requests and relevant significant activities for the Long Term Council Community Plans (LTCCPs);
- (c) Financial policies affecting urban development ;
- (d) Statutory planning policies such as City/District Plans and the Regional Policy Statement;
- (e) Councils asset planning;
- (f) Action priorities for major projects as appropriate;
- (g) To influence other relevant agency work programmes and forward planning; and
- (h) Partnership agreements with relevant agencies and organisations as appropriate.

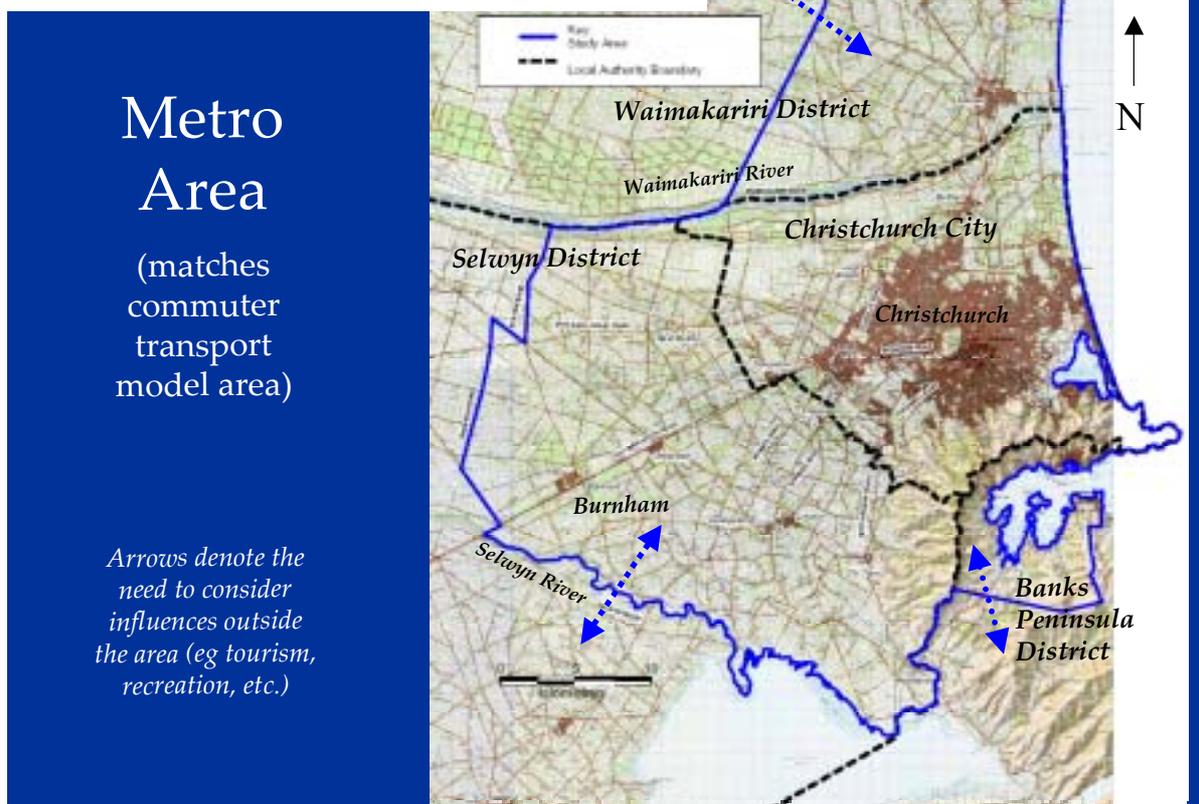
Guiding Questions for the UDS

The Urban Development Strategy will address the following guiding questions:

1. *How many residents will greater metropolitan Christchurch have in the next 20-30 years and what are the best options for providing for their residential, social, cultural, environmental and economic needs?*
2. *Who are our future residents and what imperatives will they bring to our choices in shaping and guiding urban development?*
3. *What quality of life and community outcomes do we want? How can managing urban development best achieve these?*
4. *How can we best achieve and “afford” the quality of life we want?*
5. *Are we currently progressing towards our agreed outcomes? If not, what are the gaps and what are the impediments?*
6. *What are key issues facing greater metropolitan Christchurch over the next 20-30 years? What are the emerging and likely threats and opportunities?*
7. *What values are to underpin the exercise of decisions for long-term choices?*
8. *What are the major assumptions we are relying on to identify options and to exercise choices?*
9. *What is needed to ensure that greater metropolitan Christchurch provides the basis for sustainable development in economic, social, cultural, and environmental terms?*
10. *What partnerships with other agencies or organisations will we need for managing urban development priorities?*
11. *What plans and proposals do these other relevant agencies or organisations have in place?*

4. Greater Metropolitan Area

4.1 The greater metropolitan Christchurch area for the UDS will cover all of Christchurch City and include “urban” parts of the adjoining areas in Waimakariri, Selwyn, and Banks Peninsula (and thus include a large area of Environment Canterbury jurisdiction). As shown in **Figure 1**, this encompasses the principal commuter, household and job catchment area between Christchurch and surrounding areas (e.g. Rangiora, Kaiapoi, Rolleston, Burnham, Lyttelton, Diamond Harbour). The boundaries of this metro area are the Ashley River to the north, to the Selwyn River to the south, and the Lyttelton basin to the east.

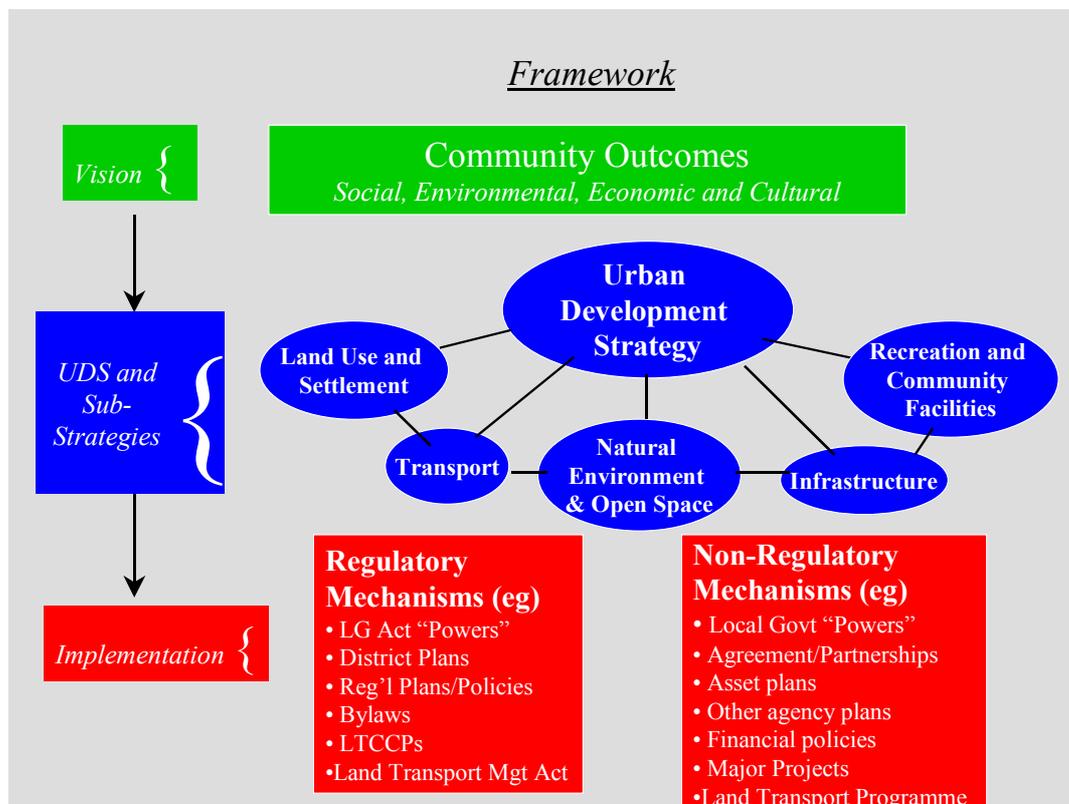
Figure 1: UDS Greater Metro Area

- 4.2 Note, this metro area is not intended at this stage to be a fixed boundary, but an area for focused assessment. There will undoubtedly be some issues and effects which need to be taken into account which may go slightly beyond this area (eg, the effects of recreation and tourism to/from Banks Peninsula may be appropriate to take into account in the UDS). In addition, as the project proceeds, an assessment of growth in areas outside the area indicated in the following map may suggest a need to extend the Metro Area.

5. General Framework (Vision, Strategies and Implementation)

5.1 The figure below outlines the general framework, where:

- (a) The “vision” will come from the Future Path Canterbury process and LTCCPs Community Outcomes (although there will likely be a need to clarify desired outcomes in urban development specific issues);
- (b) The UDS will integrate strategic planning across a number of component “sub-strategies” including land use, transport, infrastructure, open space and natural environment; and
- (c) Implementation will be carried out through a mix of Regulatory and Non Regulatory Mechanisms.



Sub-Strategies

5.2 As outlined in the framework above there are a number of sub-strategies envisioned as part of the UDS. These sub-strategies will provide a level of detail, options, and assessment in core areas for the UDS. The UDS and all sub-strategies will take account of, build upon and integrate existing relevant strategies and Council commitments. The sub-strategies of the UDS will include the following -

5.2.i **Land Use and Settlement Strategy** will:

- Develop options for population growth and land use for metro area (base case underway);
- Address residential, commercial and industrial land needs (eg, the Commercial Strategy will provide a framework for managing the City’s commercial resources, and address effects on transport, retail and facility distribution, social opportunity and amenity);
- Provide key input to other sub-strategies;
- Provide principles and guidance for future land use development (eg transport and land use integration, commercial development, strategic infrastructure, ground water protection, etc.); and
- Provide principles and guidance on urban design.

5.2.ii **Metropolitan-Christchurch Transport Statement/Strategy** (MCTS) will:

- Include implementing principles and objectives adopted in the Regional Land Transport Strategy (2002) for future development and operation of the transport system;
- Ensure integration of land use and transport planning; and

- (c) Focus on progressing appropriate cross-boundary transport issues (and as appropriate project planning).

5.2.iii ***Infrastructure Strategies*** will:

- (a) be integrated with land use, and address coordinated planning and provision of key infrastructure services, eg:
 - i. Wastewater and solid waste;
 - ii. Surface water management;
 - iii. Water supply;
 - iv. Airport, Port and Rail;
 - v. Energy supply;
 - vi. Utilities, etc

5.2.iv ***Natural Environment and Resources Strategy*** will:

- (a) Identify environmental constraints to development (eg soils, natural landscapes, ecological sites, water quality and quantity, natural hazards, etc.);
- (b) Identify sustainable development of natural resources (water use, energy use, etc.).

5.2.v ***Metropolitan Open Space Strategy*** will:

- (a) Coordinate planning and develop an appropriate approach to open space provision.

5.2.vi ***Community and Recreation Facilities Strategy*** will:

- (a) Assess and co-ordinate the needs and provision of community and recreation facilities.

5.3 There are already many statutory and non-statutory documents or processes in place for the City and adjoining Councils and ECan directly affecting urban development. The Urban Development Strategy will therefore identify existing relevant documents and provide a framework for integrating these where necessary.²

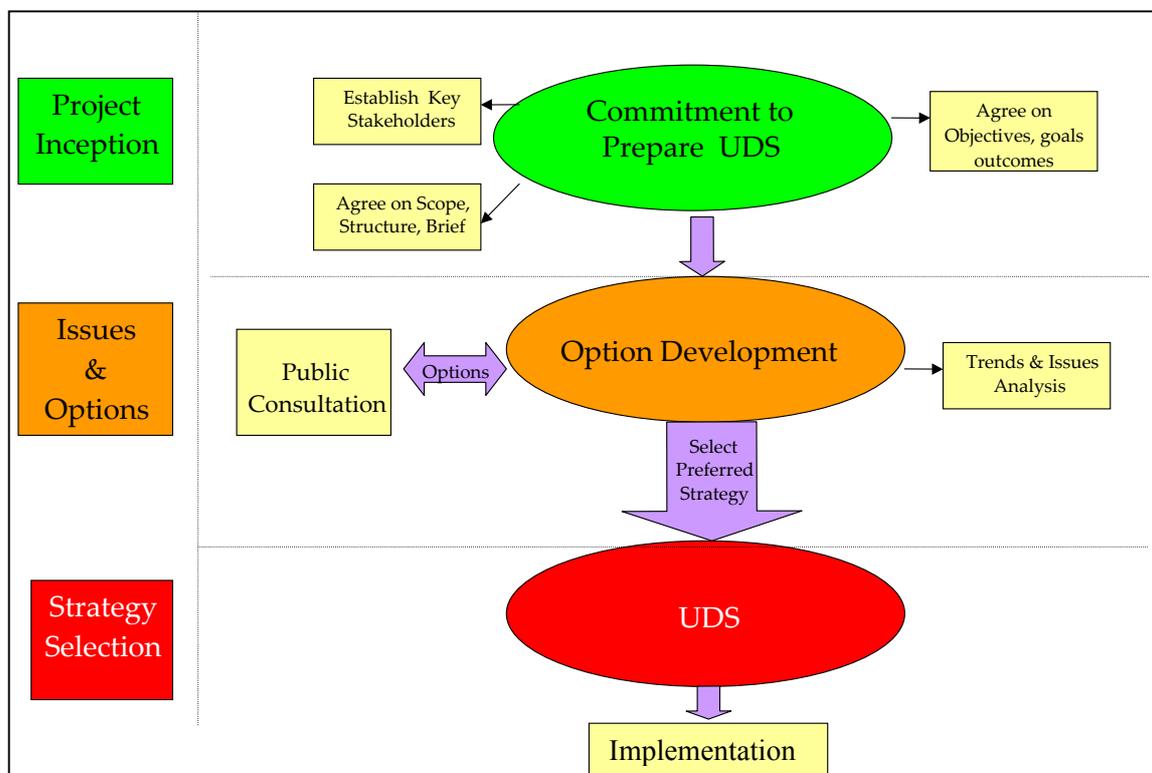
6. Planning Horizon

6.1 The planning horizon for the UDS needs to strike a balance of being far enough in the future to consider significant changes, but not too far out as to be mere speculation. On the basis of past experience, a time-frame of up to 30 years is recommended.

² For example district plans, regional policy statements, transport plans, asset management plans, etc.

7. The Process

7.1 A general outline of the process for the Urban Development Strategy is outlined in the figure below.



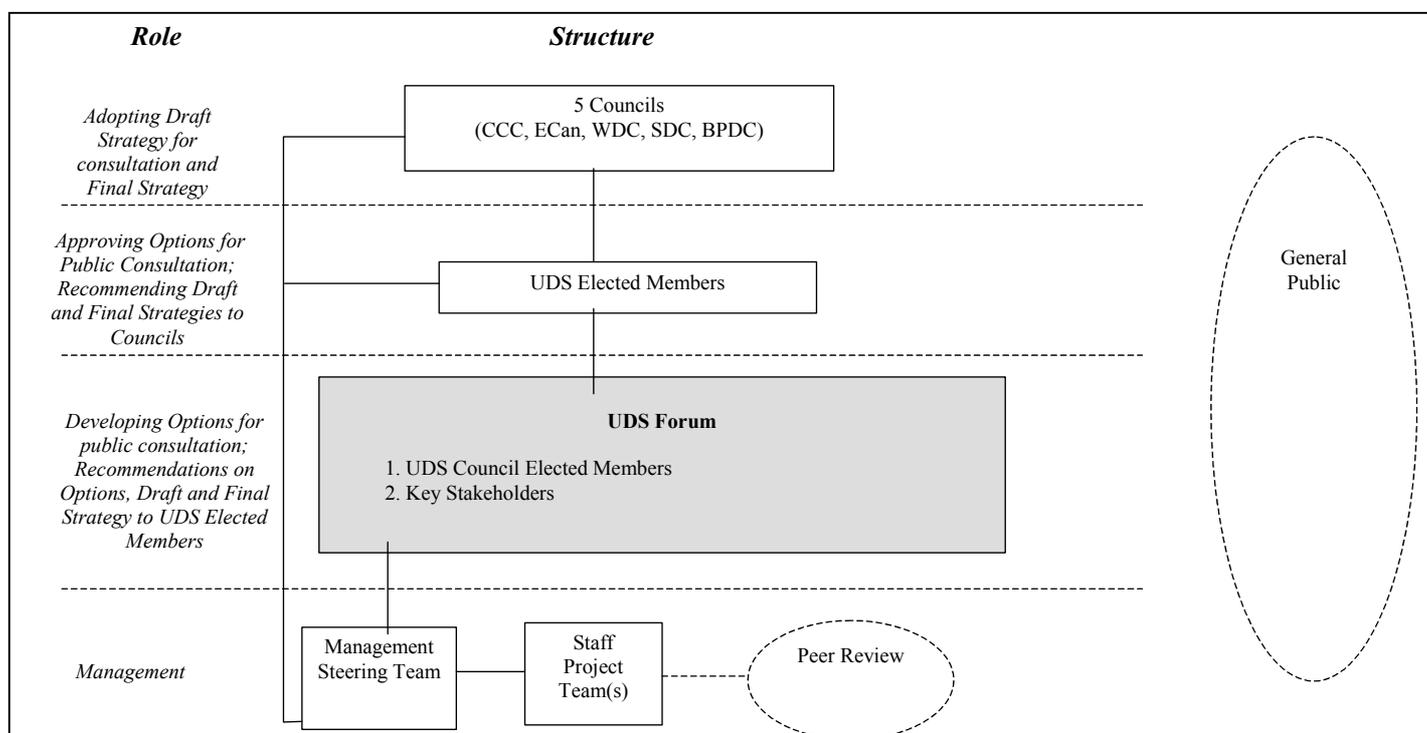
7.2 The detailed steps in the *process* for the UDS will require the following:

- (a) Agreement of the Scope, Structure and Process Brief including appropriate funding by respective Councils;
- (b) Establishment of membership and Terms of Reference for Elected Members, the UDS Forum (see below) and Staff;
- (c) Review and documentation of current relevant adopted policies and strategies;
- (d) Selection of Key Stakeholders for the UDS Forum;
- (e) Development of and agreement on shared objectives, goals and desired outcomes ("Vision") for Urban Development;
- (f) Development of appropriate targets and indicators;
- (g) Analysis of present and future trends, issues and challenges ensuring that information provided to the public and decision-makers is current, objective and technically robust;
- (h) Identification and exploration of options of urban development;
- (i) Evaluation of these options against desired outcomes;

- (j) Development of potential solutions, including packages or combinations of individual solutions seeking to integrate and maximize sustainable development outcomes;
- (k) Appropriate public engagement on options and draft strategies;
- (l) Selection of the adopted strategy and priorities for action; and
- (m) Development of an Implementation Plan – through adoption of a mix of regulatory and non-regulatory mechanisms by respective Councils including: identified priorities, action plans, partnership agreements and relevant funding for implementation of the adopted strategy.

8. Governance and Management Structure – Elected Members, Staff, Stakeholders and Public Involvement

- 8.1 The governance group of Elected Members will be called the UDS Elected Members; the UDS Elected Member group with Key Stakeholders will be called the “UDS Forum”.
- 8.2 The structure is presented below showing the relationship between the five Councils, the UDS Elected Members, the UDS Forum, management, staff and the public.



The UDS Elected Members

- 8.3 The UDS Elected Members will comprise 4 elected members from Christchurch City Council and 2 elected members from each Environment Canterbury, Waimakariri, Selwyn and Banks Peninsula District Councils.
- 8.4 In decision making at meetings of the UDS Elected Members:
- a) The aim shall be to reach consensus;
 - b) If consensus cannot be achieved, then in voting each Council will have one vote.

The UDS Forum

- 8.5 The UDS Forum will have sufficient numbers (12-18) to encompass the range of views needed for delivering a robust strategy, while be of a manageable size to ensure good participation, dialogue and decision-making from attending members. UDS Forum membership will comprise:
- (a) UDS Elected Members and
 - (b) 7-8 members representing Key Stakeholders.

Stakeholders

- 8.6 Due to the extended nature of the issues the UDS will address, stakeholder involvement will be through:
- 7-8 Key Stakeholders as part of the UDS Forum;
 - Regular (quarterly) meetings of 30-50 stakeholders to outline issues, explore topics, identify concerns; and
 - Stakeholder participation in Working Groups supporting the development of sub-strategies (see below).
- 8.7 The Key Stakeholder group will represent a cross-section of the community interested/involved in urban development matters.
- 8.8 The role of the Key Stakeholders will be to work toward integration across key sub-strategies, and to act as “partners” in progressing the UDS.
- 8.9 The UDS Management Team will recommend Key Stakeholders to the UDS Elected Members Group for involvement in the UDS Forum. The UDS Elected Members Group will review those recommendations and confirm as appropriate.

Chairman of the UDS Forum

- 8.10 The Chairman of the UDS Forum will be an Elected Member. The role of the Chairman shall be to:
- (a) facilitate a collaborative discussion and engagement by respective Councils and Key Stakeholders;

- (b) ensure UDS Forum meetings are well run in an orderly fashion, with appropriate agendas, minutes, etc.; and
- (c) be the principal point of contact for the public and media for the UDS Forum.

Management Steering Team and Staff Project Team

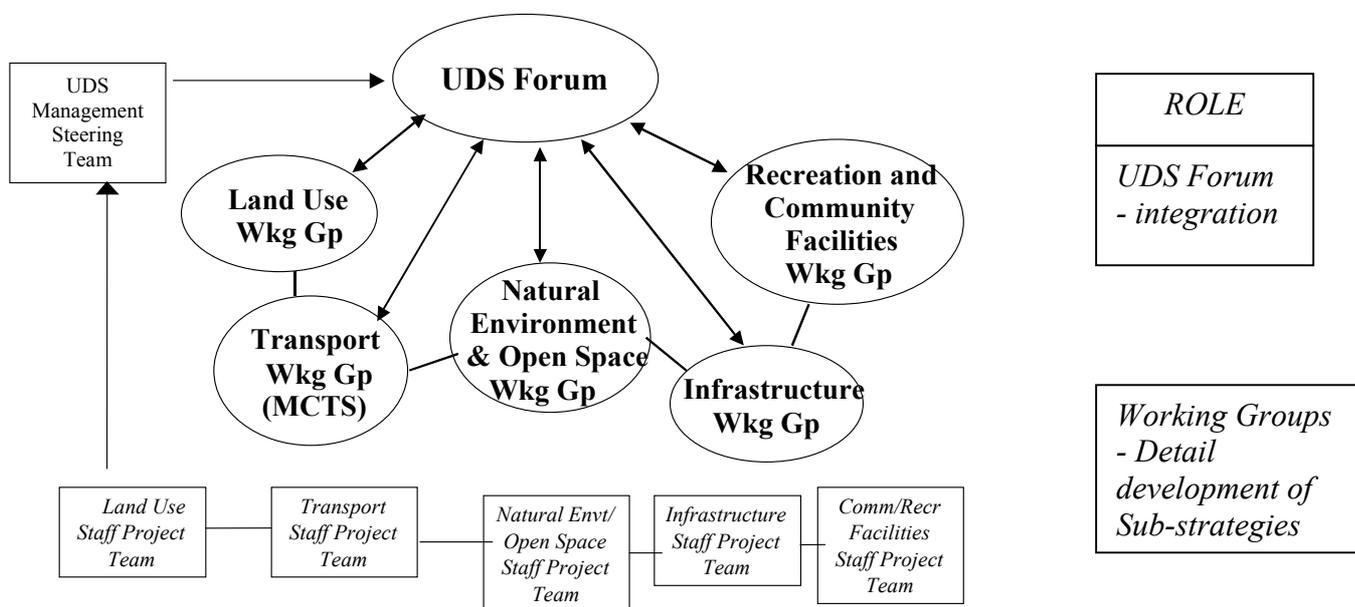
8.11 Senior management and staff from each of the Councils and Transit NZ will be involved in steering, leading, supporting and budget oversight of the UDS, including regular briefings to respective CEOs. Other staff and consultants operating in project teams will contribute to the work of each working group and sub-strategy.

Structure of the UDS Forum to Lead and Support the integration of the UDS sub-strategies

8.12 The following structure will be used in providing integration of, and additional appropriate stakeholder involvement in, development of the UDS. The structure would involve:

- (a) the UDS Forum in charge of integration between sub-strategies and responsible for making recommendations to the UDS Elected Members;
- (b) Sub-Strategy working groups composed of selected UDS Elected Members and Key Stakeholders (and as needed additional stakeholders); and
- (c) Each sub-strategy would be supported by an appropriate staff team with membership from across Councils, where reports and development of strategies would be overseen by the UDS Management Steering Team.

UDS Forum Structure including Working Groups



Role and Decision Making of the UDS Forum and the UDS Elected Members

8.13 The role of the UDS Forum shall be to:

- (a) Assist to develop different options for the UDS Elected Members to take through to consultation;
- (b) Recommend to the UDS Elected Members a Draft Strategy for consultation; and
- (c) Recommend to the UDS Elected Members a final Urban Development Strategy.

8.14 The UDS Elected Members Group will:

- (a) Adopt options for consultation
- (b) Recommend to Councils a Draft Strategy for consultation;
- (c) Recommend to Councils a final Urban Development Strategy;
- (d) Provide guidance to management and staff in progressing the UDS;
- (e) Establish preliminary Partnership Agreements with Stakeholders;
- (f) Recommend to Councils specific decisions to be made under the Local Government Act 2002 (including such measures as Annual Plan Asset Management decisions, major project initiatives, etc.); and
- (g) Recommend to Councils policy and rule changes for District and Regional Plans developed under the Resource Management Act 1991.

Key Milestone Decisions

8.15 Key milestone decisions for the UDS Forum, UDS Elected Members and the five Councils are:

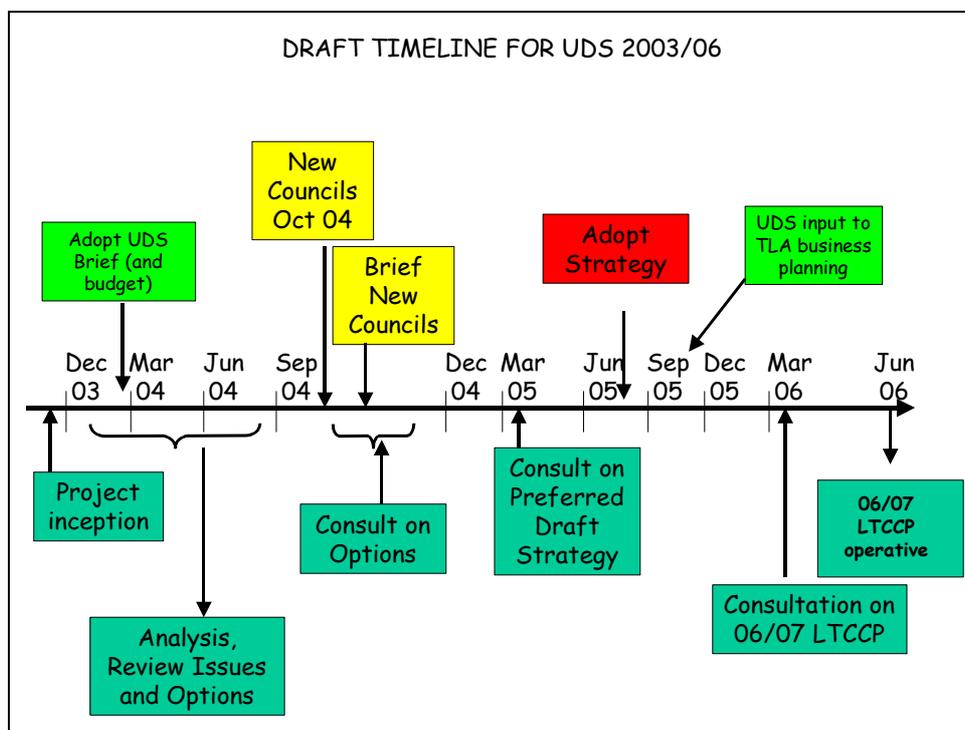
- (a) UDS Elected Members and Council signoff on the UDS Brief;
- (b) UDS Forum recommend to UDS Elected members Options for consultation, Draft Strategy and Adopted Strategy;
- (c) UDS Elected Members signing off Options for consultation (and not to go to all five Councils for this step); and
- (d) UDS Elected Members and Councils signoff on the Draft Strategy for consultation, and on the Adopted Strategy.

Key Milestone Decisions			
	UDS Forum	UDS Elected Members	Five Councils
UDS Brief (including structure, budget, process, etc.)		✓ (March 2004)	✓ (March 2004)
Options for consultation in Oct-Nov 2004	✓ (July 2004)	✓ (July 2004)	
Draft Strategy for consultation in March-April 2005	✓ (Feb/ March 2005)	✓ (Feb/ March 2005)	✓ (Feb/ March 2005)
Final Strategy (adoption)	✓ (July-Aug 2005)	✓ (July-Aug 2005)	✓ (July-Aug 2005)

Each Council shall receive a regular (quarterly) briefing/seminar to ensure Elected Members from all Councils are aware of the progress being made on the UDS.

9 Draft Timeline for the UDS

9.1 The UDS aims to influence the 2006/07 LTCCP and future regulatory plans (eg district plans) as appropriate. To achieve this a draft timeline for completion of the UDS is outlined below.



10 Consultation

10.1 The specific consultation process still needs to be developed but should include:

- i. Clarifying known community views including desired Community Outcomes as per the LTCCPs of each Council;
- ii. A likely mix of focus groups, surveys, public meetings, and significant stakeholder engagement;
- iii. Two formal consultation exercises seeking feedback on:
 - a. The Options for Urban Development
 - b. The Draft Urban Development Strategy

10.2 The new Local Government Act consultation requirements will also assist in determining the scale and content of consultation.

11 Project Overview – Roles and Responsibilities

11.1 The table below outlines the general roles and responsibilities of the Councils in formulation of the Urban Development Strategy including defining roles for: the UDS Forum, the Key Stakeholders, Management Steering Team and the Staff Project Team.

	Membership	Role	Tasks/Responsibilities	Outputs/Deliverables
Five Councils	Elected Members	Overall Project Sponsor	<ul style="list-style-type: none"> • Approve the project Brief, UDS Forum and funding • Receive and consider decisions at key milestone points • Consider recommendations from the UDS Forum as required/ appropriate 	<ul style="list-style-type: none"> • Establishing the UDS Forum • Approval of Draft Strategy for consultation • Adoption of the Urban Development Strategy
UDS Elected Members	Elected Members from respective Councils	Responsible for Development of the UDS	<ul style="list-style-type: none"> • To agree on the project Brief • To confirm levels of participation • To monitor progress • To commit resources and budgets • To advocate for strategy to Councils and appropriate agencies 	<ul style="list-style-type: none"> • Progress Options for the Urban Development Strategy through consultation • Recommend the Draft and Final Urban Development Strategy to the Councils
Urban Development Strategy “Forum”	Elected Members from respective Councils and <i>Key Stakeholder Group</i>	Responsible for Advising UDS Elected Members on Development of the UDS	<ul style="list-style-type: none"> • To provide integration advice in the development of the UDS, including Sub-Strategies • To advocate for the UDS to Councils • Peer review of proposals • Provide sound advice to Councils • Engage in a partnership approach with Councils and stakeholders in development of the UDS 	<ul style="list-style-type: none"> • Engagement with other Councils and key stakeholders • An ongoing integrated and collaborative process • Recommend the Options, a Draft and Final Urban Development Strategy to the UDS Elected Members • Robust proposals • Timely input by stakeholders on issues, options, and proposals
Management Steering Team	Senior Managers from respective Councils and Transit NZ	Project Management	<ul style="list-style-type: none"> • Budget management • Milestone management • Regular reporting to respective Councils • Regular briefings to CEOs • Reporting to UDS Forum and Councils 	<ul style="list-style-type: none"> • Ensure budgetary control • Ensure milestones and timetables are met. • Ensure deliverables are produced • Informed project sponsors

Staff Project Team	Staff from respective Councils and Transit NZ (with consultants as required)	Project Implementation	<ul style="list-style-type: none"> • Provide professional planning advice to the UDS Forum and Councils • Prepare analysis, documents, public engagement and relevant reports • Manage project and components • Report to Management Steering Team 	<ul style="list-style-type: none"> • Preparation of the Options, Draft Strategy and Final Strategy for consideration by the UDS Forum and Councils • Informed communities
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12 Council Sharing of Costs of the UDS

- 12.1 Estimated external project costs for the annual plan years 2003-04, 2004-05, and 2005-06 will approximate \$750,000.
- 12.2 The Summary Budget table below outlines the funding structure for each year based on the following:
- (a) CCC cover costs of UDS external expenses for 2003-04
- (b) Five Councils share the costs of the UDS for 2004-05 and 2005-06 with generally the following proportions:³
- CCC – 62.5%
 - ECan – 20%
 - WDC, SDC – 7.5% each
 - BPDC – 2.5%
- 12.3 For years 2004-2006, cost allocations are based upon a mix of population proportions in the Metro Area between the Councils and the overall issues to be addressed in the scope of the UDS.⁴

³ Note the funding figures included in the summary funding for each Council are those currently in each Council's draft annual plan; thus the actual funding proportions may vary slightly in each year. It may be required that the Christchurch City Council needs to equalise costs over the two years 2004-05 and 2005-06 (eg Waimakariri is likely to provide an overall budget equivalent to the total 2004-06 budget forecast, but have a shortfall in 2004-05 and overprovision in 2005-06).

⁴ To capture the overall issues outlined a 20% funding assumption is made for ECan as a general participant, with relative splits for the remaining costs by population for each respective Council.

SUMMARY EXTERNAL BUDGET FOR URBAN DEVELOPMENT STRATEGY JANUARY 2004-JUNE 2006									
Tasks		Costs							
OPTION DEVELOPMENT		\$	350,000	(see Note 1)					
CONSULTATION		\$	76,000						
PREFERRED STRATEGY DEVELOPMENT		\$	174,000						
GENERAL		\$	87,500						
CONTINGENCY (10%)		\$	68,750						
TOTAL		\$	756,250						
<u>Draft Annual Plan</u>									
<u>Budgets as at 12/3/04</u>									
Funding %		Years	2004-2006	2003-2004	2004-2005	2005-2006	2004-2005	2005-2006	2 year Diff
for 2004/05, 05/06									
62.5%	CCC (see notes)		\$ 544,555	\$ 191,730	\$ 275,413	\$ 77,413	\$ 275,413	\$ 77,413	\$ -
20.0%	ECAN		\$ 112,904	\$ -	\$ 88,132	\$ 24,772	\$ 50,000	\$ 50,000	-\$ 12,904
7.5%	Waimak DC		\$ 42,339	\$ -	\$ 33,050	\$ 9,290	\$ 21,000	\$ 21,000	-\$ 339
7.5%	Selwyn DC		\$ 42,339	\$ -	\$ 33,050	\$ 9,290			
2.5%	Banks Pen DC		\$ 14,113	\$ -	\$ 11,017	\$ 3,097	\$ 6,000	\$ 3,000	-\$ 5,113
	TOTAL		\$ 756,250	\$ 191,730	\$ 440,660	\$ 123,860			
Note 1: CCC separate 2003/04 budget for the Commercial Strategy, Metro Transport Statement and Natural Environment Strategy									
Note 2: CCC will cover UDS costs for 2003/04									

12.4 A more detailed budget is attached in Appendix 1. Note these costs exclude staff time. Also there is a separate report documenting a Management Steering Team and Staff Project Team comprised of staff from respective Councils and Transit to manage, lead and support the UDS.

EXTERNAL BUDGET FOR URBAN DEVELOPMENT STRATEGY JANUARY 2004-JUNE 2006

Issue	Description	Timing	Support/Consultant	TOTAL	2003-2004	2004-2005	2005-2006
OPTION DEVELOPMENT							
Option Development	Development and assessment of options	Jan-Dec04	Contract consultant assistance				
			Economic	\$ 20,000	\$ 5,000	\$ 15,000	\$ -
			Social/Cultural	\$ 20,000	\$ 5,000	\$ 15,000	\$ -
			Environmental	\$ 20,000	\$ 5,000	\$ 15,000	\$ -
Option Peer Review	Peer Review of Options by Experts	Jan-Dec04	Expert Consultant	\$ 30,000	\$ 10,000	\$ 20,000	\$ -
General Urban Development Issues/Trends Analysis	Assess various trends/impacts/implications	Jan-June 04	surveys, contract consultant(s)	\$ 40,000	\$ 20,000	\$ 20,000	\$ -
Community Facility Planning	Options assessment, etc for new facilities	Jan-Dec 04	consultant with Leisure/Libraries/etc	\$ 30,000	\$ 10,000	\$ 20,000	\$ -
Open Space Strategy Work	Assist development of strategy issues/options, etc	Jan-Dec 04	consultant input	\$ 20,000	\$ 10,000	\$ 10,000	\$ -
Land Use and Settlement Strategy	Option development	Mar 04-Sep 04	Contract consultant (Max Barber, etc.)	\$ 20,000	\$ 20,000	\$ -	\$ -
	Land use model development	Jan-June 04	Contract consultant	\$ 50,000	\$ 15,000	\$ 35,000	\$ -
	Base case forecast	Oct-Feb 04	Eg, incl initial work on MCTS, etc.	\$ 30,000	\$ 30,000	\$ -	\$ -
	Redevelopment opportunities assessment	Jan-Dec 04		\$ 20,000	\$ 5,000	\$ 15,000	\$ -
	Industrial land assessment	Jan-Dec 04		\$ 30,000	\$ 5,000	\$ 25,000	\$ -
	Residential demand study (infill vs greenfield)	Jan-Dec 04		\$ 20,000	\$ 5,000	\$ 15,000	\$ -
Metro Transport Statement/Strategy (see Note 1)	Strategic Transport Planning	Jan-Dec 05	CCC Funded Separately	see Note 1	\$ -	\$ -	\$ -
Commercial Strategy (see Note 1)	Strategic Commercial/Retail Planning	Jan-Dec 05	CCC Funded Separately	see Note 1	\$ -	\$ -	\$ -
Natural Env't Strategy (see Note 1)	Strategic Natural Env't Planning	Jan-Dec 04	CCC Funded Separately	see Note 1	\$ -	\$ -	\$ -
	SUBTOTAL			\$ 350,000	\$ 145,000	\$ 205,000	\$ -
CONSULTATION							
Public Discussion on Options	Develop and print discussion document on options	June-Aug 04	Contract PR consultant	\$ 20,000	\$ 10,000	\$ 10,000	\$ -
	Setup and advertising (document/public meetings/etc)	Aug-04	Contract PR consultant	\$ 15,000	\$ -	\$ 15,000	\$ -
	Feedback forms	Oct-04	Postage costs of \$0.40 on 5000	\$ 2,000	\$ -	\$ 2,000	\$ -
Public Discussion on DRAFT Strategy	Develop and print discussion document on draft	Nov 04-June 05	Contract PR consultant	\$ 20,000	\$ -	\$ 20,000	\$ -
	Setup and advertising (document/public meetings/etc)	March-June 05	Contract PR consultant	\$ 15,000	\$ -	\$ 15,000	\$ -
	Feedback forms	Jun-05	Postage costs of \$0.40 on 10000	\$ 4,000	\$ -	\$ -	\$ 4,000
	SUBTOTAL			\$ 76,000	\$ 10,000	\$ 62,000	\$ 4,000
PREFERRED STRATEGY DEVELOPMENT							
Assess Consultation response to Options		Nov 04/Jan05	Database consultant	\$ 15,000	\$ -	\$ 15,000	\$ -
Technical Assessment of Draft Strategy		Nov 04-Feb05	Additional work on tech economic assessmts	\$ 20,000	\$ -	\$ 20,000	\$ -
Peer Review		Feb-05	Expert consultants	\$ 10,000	\$ -	\$ 10,000	\$ -
Printing Final Strategy	20000 print at A5 4 colour 24 pages distribution	Aug-05	PR Consultant/Printing	\$ 20,000	\$ -	\$ -	\$ 20,000
		August-Oct 05	assume 10,000 at \$0.90 each	\$ 9,000	\$ -	\$ -	\$ 9,000
Develop Implementation Strategies	Eg, infrastructure cost assessments	Jan-June 05	Consultant?	\$ 40,000	\$ -	\$ 20,000	\$ 20,000
	Partnership Agreements	Jan-June 05	Consultant?	\$ 10,000	\$ -	\$ 5,000	\$ 5,000
	Planning for Pilot projects on preferred strategy	Sept 05-June 06	Consultant?	\$ 50,000	\$ -	\$ 25,000	\$ 25,000
	SUBTOTAL			\$ 174,000	\$ -	\$ 95,000	\$ 79,000
GENERAL							
Supporting the Meeting Process (Elected Members)	Costs of UDS Forum Mgs	Jan 04 - June06	Assumes 8 mtgs/year over at \$200/mtg	\$ 4,000	\$ 800	\$ 1,600	\$ 1,600
Postage	Assumes two mailings per year of 5,000 at \$0.40	Jan 04 - June06	\$4000 per year	\$ 10,000	\$ 2,000	\$ 4,000	\$ 4,000
Project Management/Integration	Inregrating timelines/work programmes/Gantt chart/etc	Jan 04 - June06	Proj Mgt Consultant - \$60/hr @ 5hrs/wk (\$15000/yr)	\$ 37,500	\$ 7,500	\$ 15,000	\$ 15,000
Media and PR General	Newsletter Production/Printing	March 04-Dec 05	4 newsletters per year at \$3500 each (\$15000/yr)	\$ 30,000	\$ 7,500	\$ 15,000	\$ 7,500
	FAQs and Media Releases		4 per year at \$700 ea (\$3000/yr)	\$ 6,000	\$ 1,500	\$ 3,000	\$ 1,500
	SUBTOTAL			\$ 87,500	\$ 19,300	\$ 38,600	\$ 29,600
OVERALL SUBTOTAL				\$ 687,500	\$ 174,300	\$ 400,600	\$ 112,600
CONTINGENCY	Contingencies (10%)			\$ 68,750	\$ 17,430	\$ 40,060	\$ 11,260
TOTAL				\$ 756,250	\$ 191,730	\$ 440,660	\$ 123,860

SUMMARY EXTERNAL BUDGET FOR URBAN DEVELOPMENT STRATEGY JANUARY 2004-JUNE 2006									
Tasks	Costs								
OPTION DEVELOPMENT	\$ 350,000 (see Note 1)								
CONSULTATION	\$ 76,000								
PREFERRED STRATEGY DEVELOPMENT	\$ 174,000								
GENERAL	\$ 87,500								
CONTINGENCY (10%)	\$ 68,750								
TOTAL	\$ 756,250								
Funding %									
for 2004/05, 05/06		Years	2004-2006	2003-2004	2004-2005	2005-2006	2004-2005	2005-2006	2 year Diff
62.5%	CCC (see notes)		\$ 544,555	\$ 191,730	\$ 275,413	\$ 77,413	\$ 275,413	\$ 77,413	\$ -
20.0%	ECAN		\$ 112,904	\$ -	\$ 88,132	\$ 24,772	\$ 50,000	\$ 50,000	-\$ 12,904
7.5%	Waimak DC		\$ 42,339	\$ -	\$ 33,050	\$ 9,290	\$ 21,000	\$ 21,000	-\$ 339
7.5%	Selwyn DC		\$ 42,339	\$ -	\$ 33,050	\$ 9,290			
2.5%	Banks Pen DC		\$ 14,113	\$ -	\$ 11,017	\$ 3,097	\$ 6,000	\$ 3,000	-\$ 5,113
	TOTAL		\$ 756,250	\$ 191,730	\$ 440,660	\$ 123,860			

Note 1: CCC separate 2003/04 budget for the Commercial Strategy, Metro Transport Statement and Natural Environment Strategy
 Note 2: CCC will cover UDS costs for 2003/04