

## **Resilient Communities (Including Community Grants)**

### **Resilient Communities: Activities, Rationale and Negative Effects**

#### **Activities included in Resilient Communities**

- Community grants
- Civil defence and emergency management
- Rural fire management
- Events and festivals
- Customer services and on-line channels
- Community facilities

#### **Resilient Communities contributes to these community outcomes**

- Services are available locally within the urban areas
- Cultural and ethnic diversity is valued and celebrated
- Arts and culture thrive in Christchurch
- People have strong social networks
- People have the information and skills to enable them to participate in society.
- There is increasing participation in recreation and sporting activities
- Risks from hazards, including earthquakes, flooding, tsunami, rock fall, are minimised
- Injuries and risks to public health are minimised
- People are actively involved in their communities and local issues
- Landscapes and natural features are protected and enhanced
- Existing ecosystems and indigenous biodiversity are protected
- Sites and places of significance to tangata whenua are protected
- Christchurch is recognised as a great place to work, live, visit, invest and do business
- Events and Festivals thrive in Christchurch
- People are actively involved in their communities
- Christchurch has globally competitive businesses driving exports and generating wealth
- Cultural and ethnic diversity is valued and celebrated
- Events help provide and promote the quality of lifestyle available in Christchurch, as an important factor in attracting the sharpest thinkers and innovators
- Profile Christchurch and its diverse localities, and build a sense of place
- The Council's goals and activities are clearly communicated to the community.

**Resilient Communities has these negative effects:**

Effect	Council's Mitigation Measure
Local disruption by events: traffic, noise, public misdemeanour, waste	Ensure that measures are in place to manage local disruption such as Public Communication Plans, Alcohol Management Plans, Traffic Management Plans and Noise Management Plans
Facilities captured by user groups if managed through the community.	Use management agreements, pricing policy and conditions of leases to ensure equitable access. Audit accessibility as a condition of operation and/or funding,
Perception of Council withdrawing services if number of Council owned facilities declines	Promote alternative local facilities not owned by Council, possibly a city wide guide to community facilities. Continue capacity building in local communities to develop alternatives and sustainably use the facilities already available.

## Resilient Communities Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Community grants	Delivery of the Council's Community Grants Schemes and the community loans scheme	Effectively administer the grants schemes	Manage and administer grants schemes in a manner consistent with the Strengthening Communities Strategy and the Creative NZ guidelines for the Creative NZ scheme (including the criteria, eligibility and funding rules for all other grant schemes under management	100% compliance with agreed management and administration procedures for grants schemes	100% compliance with agreed management and administration procedures for grants schemes	100% compliance with agreed management and administration procedures for grants schemes	100% compliance with agreed management and administration procedures for grants schemes
			New target	The distribution of community grant funding enables at least 550,000 volunteer hours to be contributed each year [1]	The distribution of community grant funding enables at least 550,000 volunteer hours to be contributed each year	The distribution of community grant funding enables at least 550,000 volunteer hours to be contributed each year	The distribution of community grant funding enables at least 550,000 volunteer hours to be contributed each year
			New target	Each \$1 of grant given leverages more than \$2.00 worth of services [2]	Each \$1 of grant given leverages more than \$2.00 worth of services	Each \$1 of grant given leverages more than \$2.00 worth of services	Each \$1 of grant given leverages more than \$2.00 worth of services

Proposed Changes for Community Grants	Rationale
[1] Measure the volunteer hours arising from the grants programme	Make the effectiveness of the grants programme visible to the community
[2] Measure the economic impact of the grants programme	Make the effectiveness of the grants programme visible to the community

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Civil defence and emergency management	Co-ordinate civil defence readiness, response and recovery	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies	CDEM Plans are reviewed annually by 1 October	CDEM Plans and procedures are reviewed annually	CDEM Plans and procedures are reviewed annually	CDEM Plans and procedures are reviewed annually	CDEM Plans and procedures are reviewed annually
			One primary and an alternate facility available to be activated within 60 minutes.	One primary and an alternate facility available to be activated within 60 minutes	One primary and an alternate facility available to be activated within 60 minutes	One primary and an alternate facility available to be activated within 60 minutes	One primary and an alternate facility available to be activated within 60 minutes
			At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).	At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).	At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).	At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).	At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).
	Public education to increase community awareness and preparedness	Improve the level of community and business awareness and preparedness of risks from hazards and their consequences	At least 50 CDEM public education activities occur annually.	At least 50 CDEM public education activities occur annually.	At least 50 CDEM public education activities occur annually.	At least 50 CDEM public education activities occur annually.	At least 50 CDEM public education activities occur annually.
			At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better	At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better	At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better	At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Rural fire management	Rural fire reduction, readiness, response and recovery	Reduce the incidence and consequence of damage causing fires through implementation of the policies and procedures contained within a statutory Fire Plan	Plan is reviewed annually, by 1 October	Rural Fire Plan is reviewed in accordance with legislative requirements (Readiness & Response sections)	N/A	Rural Fire Plan is reviewed in accordance with legislative requirements (Readiness & Response sections)	Rural Fire Plan is reviewed in accordance with legislative requirements (Readiness & Response sections in 2019/20, 2021/22 and 2023/24 and the Reduction & recovery sections in

							2019/20
Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Rural fire management (continued)	Rural fire reduction, readiness, response and recovery (continued)	Reduce the incidence and consequence of damage causing fires through implementation of the policies and procedures contained within a statutory Fire Plan.	Response turnout initiated within 30 minutes from NZ Fire Service call for assistance	Response turnout initiated within 30 minutes from NZ Fire Service call for assistance	Response turnout initiated within 30 minutes from NZ Fire Service call for assistance	Response turnout initiated within 30 minutes from NZ Fire Service call for assistance	Response turnout initiated within 30 minutes from NZ Fire Service call for assistance
		Reduce the incidence and consequence of damage causing fires through implementation of the policies and procedures contained within a statutory Fire Plan	At least 90% of fire permits issued within 3 working days.	At least 90% of fire permits issued within 3 working days	At least 90% of fire permits issued within 3 working days	At least 90% of fire permits issued within 3 working days	At least 90% of fire permits issued within 3 working days

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Events and festivals	Manage delivery of CCC Events and Festivals, provided by CCC	Attract, manage and sponsor the delivery of major events.	New target	Attract a range of regional, national and international events [1]	Attract a range of regional, national and international events	Attract a range of regional, national and international events	Attract a range of regional, national and international events
			Develop one other metropolitan community event to reach major event status by 2014/15; Two events in place at Major Event level	Two events in place at Major Event level	Two events in place at Major Event level	Two events in place at Major Event level (subject to revision once updated Events Strategy adopted)	Three events in place at Major Event level (subject to revision once updated Events Strategy adopted)
	Deliver, partner and produce events, programmes and festivals for the city	At least 90% attendee satisfaction with the content and delivery across four Council-funded events	At least 90% attendee satisfaction with the content and delivery across three Council-funded events	At least 90% attendee satisfaction with the content and delivery across three Council-funded events	At least 90% attendee satisfaction with the content and delivery across three Council-funded events	At least 90% attendee satisfaction with the content and delivery across three Council-funded events	
	Event promotion and marketing	Lead the promotion and marketing of Christchurch events and the city as an events destination	At least 90% residents satisfaction with range of events and festivals delivered	At least 90% residents satisfaction with range of events and festivals delivered	At least 90% residents satisfaction with range of events and festivals delivered	At least 90% residents satisfaction with range of events and festivals delivered	At least 90% residents satisfaction with range of events and festivals delivered
	Manage the central city event spaces	Manage and develop central city event spaces and advise on future venues and facilities for events	Events in the central city events spaces on average 2 days a week	Average of 2 event days per week in central city spaces	Average of 2 event days per week in central city spaces	Average of 2 event days per week in central city spaces	Average of 2 event days per week in central city spaces

Proposed Changes for events and festivals	Rationale
[1] Attract events from outside of Christchurch	Disclosure of existing practice

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Customer services and on-line channels	Provide a "first point of contact" Council customer service	Provide a walk-in customer service desk that meets future customer demand	Provide walk-in customer services at 12 locations: Permanent walk-in customer services at 9 locations (Civic, Beckenham Shirley, Papanui, Fendalton, Riccarton, Lyttelton, Little River, Halswell) Temporary walk-in customer services at 2 locations (Akaroa, Linwood. One site closed (Sockburn)	A minimum of 11 walk in customer service desks. Locations to be determined by population growth and demand. [1]	Subject to review: 7-13 walk in customer service desks.. Number of desks and locations determined by the Service Desk Strategic Plan	Subject to review: 7-13 walk in customer service desks.. Number of desks and locations determined by the Service Desk Strategic Plan	Subject to the Service Desk Strategic Plan to be delivered in 16/17.
		Ensure Council call centre is available to answer calls	Council call centre services are maintained 24/7, 100% of the time	Council call centre services are maintained 24 hours per day, 7 days per week	Council call centre services are maintained 24 hours per day, 7 days per week	Council call centre services are maintained 24 hours per day, 7 days per week	Council call centre services are maintained 24 hours per day, 7 days per week
		Answer call centre telephone enquiries within 25 seconds	New target	Answer at least 75% of call centre telephone enquiries within 25 seconds [2]	Answer at least 80% of call centre telephone enquiries within 25 seconds	Answer at least 80% of call centre telephone enquiries within 20 seconds	Answer at least 80% of call centre telephone enquiries within 20 seconds
		Customers are satisfied or very satisfied with the "first point of contact" council customer service	At least 90% of customers who contact the call centre via phone are satisfied or very satisfied with the service at first point of contact	85% of customers who interact with Customer Services are satisfied or very satisfied with the service at the first point of contact [3]	87% of customers who interact with Customer Services are satisfied or very satisfied with the service at the first point of contact	89% of customers who interact with Customer Services are satisfied or very satisfied with the service at the first point of contact	Greater than 89% of customers who interact with customer services are satisfied or very satisfied with the service at the first point of contact

Proposed Changes for customer services and on-line channels	Rationale
[1] Adjustments to the number and locations of walk-in customer service desks	Move resources to meet anticipated and actual customer demand
[2] Specify response time for answering telephone calls	Improved customer service
[3] Satisfaction is expected to decline initially but improve as new arrangements are bedded in	Improve customer satisfaction and cost-effectiveness over time

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Community facilities	Community facilities provision and operation	Provide community facilities.	Maintain at least a minimum of 25 community facilities	Provide a range of 56-68 community facilities (subject to maintenance and facility rebuild priorities) [1]	Provide a range of 54-66 community facilities (subject to maintenance and facility rebuild priorities)	Provide a range of 52-64 community facilities (subject to maintenance and facility rebuild priorities)	Existing facilities are retired when new facilities come on line or alternative provision is available maintaining a sustainable network
		Deliver a high level of customer satisfaction with the range and quality of Council operated community facilities	90% of customers are satisfied with the use and ease of booking a Council managed community facility	At least 80% of customers are satisfied with the range and quality of facilities [2]	At least 80% of customers are satisfied with the range and quality of facilities	At least 80% of customers are satisfied with the range and quality of facilities	At least 80% of customers are satisfied with the range and quality of facilities
	Provision of leased facilities for operating early learning centres	Provide and lease Early Learning Centre facilities at market rate.	New measure	12 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities) [3]	12 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities)	12 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities)	12 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities)
	Support volunteer libraries	Support volunteer libraries	Maintain voluntary library buildings rent free and maintain support for collections	9 voluntary library services supported. (subject to maintenance and facility rebuild priorities)	9 voluntary library services supported. (subject to maintenance and facility rebuild priorities)	9 voluntary library services supported. (subject to maintenance and facility rebuild priorities)	9 voluntary library services supported. (subject to maintenance and facility rebuild priorities)

Proposed Changes for community facilities	Rationale
[1] Increased facilities available	Facilities become available as earthquake repairs are completed
[2] Reduction in the level of customer satisfaction from 90% to 80%	More realistic target considering the need to re-build facilities following the earthquake
[3] Lease facilities to Early Learning Centre	Disclosure of existing practice

## Resilient communities

Plan 2014/15		Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000									
	<b>Cost of proposed services</b>										
10,457	Community Grants	9,637	9,302	9,048	9,110	9,217	9,252	9,334	9,457	9,515	9,618
8,355	Events and Festivals	6,803	6,954	6,943	7,007	7,116	7,193	7,325	7,488	7,614	7,778
1,533	Civil Defence and Emergency Management	1,414	1,511	1,693	1,781	1,811	1,738	1,783	1,827	1,873	1,935
2,088	Customer Services	7,688	7,719	8,058	8,293	8,581	8,672	8,919	9,212	9,407	9,706
3,839	Community Facilities	3,822	3,505	2,726	2,878	3,092	3,369	3,591	3,847	4,102	4,267
1,075	Rural Fire Management	1,074	1,092	1,126	1,181	1,218	1,231	1,255	1,292	1,338	1,378
<b>27,347</b>		<b>30,438</b>	<b>30,083</b>	<b>29,594</b>	<b>30,250</b>	<b>31,035</b>	<b>31,455</b>	<b>32,207</b>	<b>33,123</b>	<b>33,849</b>	<b>34,682</b>
	<b>Operating revenue from proposed services</b>										
224	Community Grants	214	219	224	230	236	242	249	256	264	273
566	Events and Festivals	216	221	225	231	238	243	250	258	266	275
-	Civil Defence and Emergency Management	-	-	-	-	-	-	-	-	-	-
32	Customer Services	32	32	33	34	35	36	37	38	39	40
1,591	Community Facilities	1,634	1,140	610	625	641	658	677	697	719	743
168	Rural Fire Management	163	167	171	180	185	190	195	201	207	214
<b>2,581</b>		<b>2,259</b>	<b>1,779</b>	<b>1,263</b>	<b>1,300</b>	<b>1,335</b>	<b>1,369</b>	<b>1,408</b>	<b>1,450</b>	<b>1,495</b>	<b>1,545</b>
1,261	Capital Revenues	186	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>23,505</b>	<b>Net cost of services</b>	<b>27,993</b>	<b>28,304</b>	<b>28,331</b>	<b>28,950</b>	<b>29,700</b>	<b>30,086</b>	<b>30,799</b>	<b>31,673</b>	<b>32,354</b>	<b>33,137</b>



## Resilient communities funding impact statement

Plan 2014/15		Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000									
<b>Sources of operating funding</b>											
21,980	General rates, uniform annual general charges, rates penalties	27,456	27,442	27,788	28,350	29,091	29,498	30,132	30,911	31,482	32,221
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
779	Subsidies and grants for operating purposes	369	378	387	396	406	417	429	442	456	471
569	Fees and charges	662	690	705	723	742	762	784	808	833	860
3,130	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,232	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	1,227	711	171	180	185	190	195	201	207	214
<b>27,690</b>	<b>Total operating funding</b>	<b>29,714</b>	<b>29,221</b>	<b>29,051</b>	<b>29,649</b>	<b>30,424</b>	<b>30,867</b>	<b>31,540</b>	<b>32,362</b>	<b>32,978</b>	<b>33,766</b>
<b>Applications of operating funding</b>											
17,296	Payments to staff and suppliers	16,783	16,309	16,109	16,600	17,109	17,478	17,969	18,502	19,003	19,611
208	Finance costs	125	152	191	270	336	388	441	487	547	567
-	Internal charges and overheads applied	988	1,075	1,006	1,022	1,134	1,061	1,089	1,220	1,156	1,189
11,701	Other operating funding applications	11,067	10,802	10,466	10,435	10,478	10,524	10,573	10,629	10,686	10,747
<b>29,205</b>	<b>Total applications of operating funding</b>	<b>28,963</b>	<b>28,338</b>	<b>27,772</b>	<b>28,327</b>	<b>29,057</b>	<b>29,451</b>	<b>30,072</b>	<b>30,838</b>	<b>31,392</b>	<b>32,114</b>
<b>(1,515)</b>	<b>Surplus (deficit) of operating funding</b>	<b>751</b>	<b>883</b>	<b>1,279</b>	<b>1,322</b>	<b>1,367</b>	<b>1,416</b>	<b>1,468</b>	<b>1,524</b>	<b>1,586</b>	<b>1,652</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
2,347	Increase (decrease) in debt	18,581	292	(500)	(426)	258	(170)	(302)	258	(402)	(147)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
1,264	Other dedicated capital funding	186	-	-	-	-	-	-	-	-	-
<b>3,611</b>	<b>Total sources of capital funding</b>	<b>18,767</b>	<b>292</b>	<b>(500)</b>	<b>(426)</b>	<b>258</b>	<b>(170)</b>	<b>(302)</b>	<b>258</b>	<b>(402)</b>	<b>(147)</b>
<b>Applications of capital funding</b>											
Capital expenditure											
4,174	- to replace existing assets (b)	19,258	749	779	896	1,625	1,246	1,166	1,782	1,184	1,505
-	- to improve the level of service	260	426	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
(2,078)	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>2,096</b>	<b>Total applications of capital funding</b>	<b>19,518</b>	<b>1,175</b>	<b>779</b>	<b>896</b>	<b>1,625</b>	<b>1,246</b>	<b>1,166</b>	<b>1,782</b>	<b>1,184</b>	<b>1,505</b>
<b>1,515</b>	<b>Surplus (deficit) of capital funding</b>	<b>(751)</b>	<b>(883)</b>	<b>(1,279)</b>	<b>(1,322)</b>	<b>(1,367)</b>	<b>(1,416)</b>	<b>(1,468)</b>	<b>(1,524)</b>	<b>(1,586)</b>	<b>(1,652)</b>
<b>-</b>	<b>Funding balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reconciliation to net cost of services</b>											
(1,515)	Surplus (deficit) of operating funding from funding impact statement	751	883	1,279	1,322	1,367	1,416	1,468	1,524	1,586	1,652
(21,980)	Remove rates funding	(27,456)	(27,442)	(27,788)	(28,350)	(29,091)	(29,498)	(30,132)	(30,911)	(31,482)	(32,221)
(1,274)	Deduct depreciation expense	(1,474)	(1,745)	(1,822)	(1,922)	(1,976)	(2,004)	(2,135)	(2,286)	(2,458)	(2,568)
1,264	Add capital revenues	186	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(23,505)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(27,993)</b>	<b>(28,304)</b>	<b>(28,331)</b>	<b>(28,950)</b>	<b>(29,700)</b>	<b>(30,086)</b>	<b>(30,799)</b>	<b>(31,673)</b>	<b>(32,354)</b>	<b>(33,137)</b>
<b>Footnotes</b>											
1,064	(a) Earthquake related operating recoveries	1,064	544	-	-	-	-	-	-	-	-
3,084	(b) Earthquake rebuild application of capital funding	17,850	-	-	-	-	-	-	-	-	-

Plan 2014/15 \$000	GRANTS SUMMARY	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000									
	<b>Rates-funded Discretionary Grants</b>										
5,698	Strengthening Communities	7,209	6,919	6,630	6,630	6,680	6,680	6,680	6,680	6,680	6,680
1,531	Strengthening Communities - Rates Remissions	1,531	1,566	1,603	1,642	1,685	1,730	1,780	1,834	1,890	1,953
1,416	Events	1,519	1,515	1,511	1,511	1,511	1,511	1,511	1,511	1,511	1,511
763	Heritage	741	741	719	698	698	695	695	695	695	695
208	Specified recipient/time period grants	206	204	163	103	103	103	103	103	103	103
<b>9,616</b>	<b>Total Rates-funded Discretionary Grants</b>	<b>11,206</b>	<b>10,945</b>	<b>10,626</b>	<b>10,584</b>	<b>10,677</b>	<b>10,719</b>	<b>10,769</b>	<b>10,823</b>	<b>10,879</b>	<b>10,942</b>
	<b>Canterbury Dvpt Corp / Christchurch &amp; Canterbury Tourism</b>										
3,369	Canterbury Development Corporation (CDC) base funding	3,379	3,387	3,399	3,481	3,571	3,668	3,774	3,887	4,008	4,140
1,752	Christchurch & Canterbury Tourism (CCT) base funding	1,867	1,874	1,883	1,928	1,978	2,032	2,090	2,153	2,220	2,293
100	CDC Special Projects	98	96	94	94	94	94	94	94	94	94
150	CCT Partnership agreement	150	150	150	150	150	150	150	150	150	150
<b>5,371</b>	<b>Canterbury Dvpt Corp / Christchurch &amp; Canterbury Tourism</b>	<b>5,494</b>	<b>5,507</b>	<b>5,526</b>	<b>5,653</b>	<b>5,793</b>	<b>5,944</b>	<b>6,108</b>	<b>6,284</b>	<b>6,472</b>	<b>6,677</b>
	<b>Statutory Grants</b>										
6,989	Canterbury Museum Trust Board	7,171	7,335	7,512	7,692	7,892	8,105	8,340	8,590	8,856	9,149
300	Riccarton Bush Trust	300	307	315	322	331	339	349	360	371	383
<b>7,289</b>	<b>Total Statutory Grants</b>	<b>7,471</b>	<b>7,642</b>	<b>7,827</b>	<b>8,014</b>	<b>8,223</b>	<b>8,444</b>	<b>8,689</b>	<b>8,950</b>	<b>9,227</b>	<b>9,532</b>
<b>22,276</b>	<b>Total Rates-Funded Grants</b>	<b>24,171</b>	<b>24,094</b>	<b>23,979</b>	<b>24,251</b>	<b>24,693</b>	<b>25,107</b>	<b>25,566</b>	<b>26,057</b>	<b>26,578</b>	<b>27,151</b>
	<b>Capital Endowment Fund Grants</b>										
1,050	Iconic Events	1,140	1,130	1,120	1,050	1,050	1,050	1,050	1,050	1,050	1,050
360	One-off Events	200	200	200	200	200	200	200	200	200	200
350	CDC Canterbury Regional Innovation System	342	335	329	329	329	329	329	329	329	329
650	CDC Special Projects	635	623	610	610	610	610	610	610	610	610
650	CCT Special Projects	635	623	610	610	610	610	610	610	610	610
350	CCT Partnership agreement	342	335	329	329	329	329	329	329	329	329
2,078	Civic and Community	-	-	-	-	-	-	-	-	-	-
<b>5,488</b>	<b>Total Capital Endowment Fund Grants</b>	<b>3,294</b>	<b>3,246</b>	<b>3,198</b>	<b>3,128</b>	<b>3,128</b>	<b>3,128</b>	<b>3,128</b>	<b>3,128</b>	<b>3,128</b>	<b>3,128</b>
	<b>Community Grants made on behalf of other organisations</b>										
214	Creative NZ (Arts Council) Scheme	214	214	214	214	214	214	214	214	214	214
10	Sports New Zealand	-	-	-	-	-	-	-	-	-	-
<b>224</b>	<b>Community Grants made on behalf of other organisations</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>
	<b>Capital Grants</b>										
2,538	Transitional Incentive Grants	2,545	2,861	2,550	536	550	565	582	599	618	638
-	Canterbury Museum Redevelopment	-	6,304	6,456	6,611	-	-	-	-	-	-
-	Riccarton Bush Trust	73	43	33	112	115	24	24	25	26	27
<b>2,538</b>	<b>Total Capital Grants</b>	<b>2,618</b>	<b>9,208</b>	<b>9,039</b>	<b>7,259</b>	<b>665</b>	<b>589</b>	<b>606</b>	<b>624</b>	<b>644</b>	<b>665</b>
<b>30,526</b>	<b>TOTAL GRANT FUNDING</b>	<b>30,297</b>	<b>36,762</b>	<b>36,430</b>	<b>34,852</b>	<b>28,700</b>	<b>29,038</b>	<b>29,514</b>	<b>30,023</b>	<b>30,564</b>	<b>31,158</b>