

# **Christchurch City Council Long-term Plan 2015-2025 (Draft)**

Volume 1 of 2

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**Please note:**

This Draft Long-term Plan covers the ten year period beginning 1 July 2015

This Draft Long-term Plan contains information that informed the Consultation Document published for public consultation on 17 March 2015. Persons wishing to make submissions on this Draft Long-term Plan should refer to the Consultation Document on the Council's web site for details of the submission process.

The information in this Draft Long-term Plan has been prepared for the purposes of public consultation. There are likely to be changes between this Draft Plan and the Long-term Plan as finally adopted, and the differences may be material.

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# Table of Contents

## Volume 1

	Page		Page
<b>Financial Strategy</b>	5	<b>Capital Programme</b>	215
<b>Financial Prudence Benchmarks</b>	39	Capital programme summary by activity	217
<b>Infrastructure Strategy</b>	53	Projects proposed for funding	221
<b>Funding Impact Statement</b>	55	Projects considered but not proposed	242
<b>Financial Overview</b>	67	<b>Financial Statements</b>	247
<b>Rating Policy</b>	75	Income statement	249
<b>Community Outcomes</b>	87	Statement of changes in equity	250
<b>Activities and Services</b>	93	Statement of financial position	251
Arts and Culture	95	Cash flow statement	252
Economic Development	102	Notes to the financial statements	253
Flood Protection	114	Funding impact statement	255
Heritage Protection	118	Statement of significant accounting policies	256
Housing	122	Significant forecasting assumptions	265
Natural Environment	128		
Parks and Open Spaces	132		
Refuse Minimisation and Disposal	139		
Regulation and Enforcement	145		
Resilient Communities (Including community grants)	155		
Roads and Footpaths	165		
Sewerage	169		
Sport and Recreation	175		
Stormwater Drainage	183		
Strategic Governance	187		
Strategic Planning	192		
Transport	197		
Water Supply	205		
Corporate Activities	213		





# Financial Strategy



# Financial Strategy

## 1. Overview

The challenge that the City faces over the 2015-2025 period and beyond is funding the rebuild and restoration of the City. This means returning the levels of service to roading and water, waste water and land drainage to at least their pre-earthquake condition, as well as meeting community expectations on facilities and services. There is the further challenge of funding the replacement of the underground pipes first installed in the building boom of the 1950s and 1960s which reach the end of their useful life within the next 30 years. This expenditure challenge is exacerbated by uncertainties around the quantum and timing of funding sources.

Fundamentally, the financial strategy needs to solve the relationship between the expenditure required to deliver levels of service, and the available funding levers of rates, debt, and sale of part of CCHL's investment portfolio. The four factors are inter-related and movement of one needs to be balanced by movement in at least one of the other variables. For example, if rate increases are reduced then some combination is required of reduced expenditure, more debt, and/or more capital released. As a further example if less capital is to be released then some combination is required of reduced expenditure, higher rates or more debt.

The proposed financial strategy that follows presents a solution to these challenges and outlines the key financial parameters and limits that the Council will operate within over the period of the Long Term Plan. For the purposes of consultation we have taken an approach that balances recovery with rates, debt, and capital release.

The draft financial strategy includes the partial sale of CCHL assets to realise a net value of \$750 million<sup>1</sup> together with rate increases to current ratepayers over the next three years of 8.75 per cent, 8.5 per cent, and 8.5 per cent. (This is \$199 million more than indicated on 5 December 2014 and is a requirement if Council is to create a solution within its known funding sources and without higher rates increases.) This proposal would result in net debt/ revenue peaking at 238% in 2020 and declining to under 150% by 2046. The Local Government Funding Authority benchmark for net debt to revenue is 250 per cent.

We have maintained \$150 million of headroom, in every year except 2019, 2020 and 2021. The value of headroom is that it allows future councils a degree of flexibility if unforeseen circumstances arise.

## 2. Key Factors Impacting on our Financial Position

### 2a Christchurch's Growth and Infrastructure Needs

#### Rating Base Growth

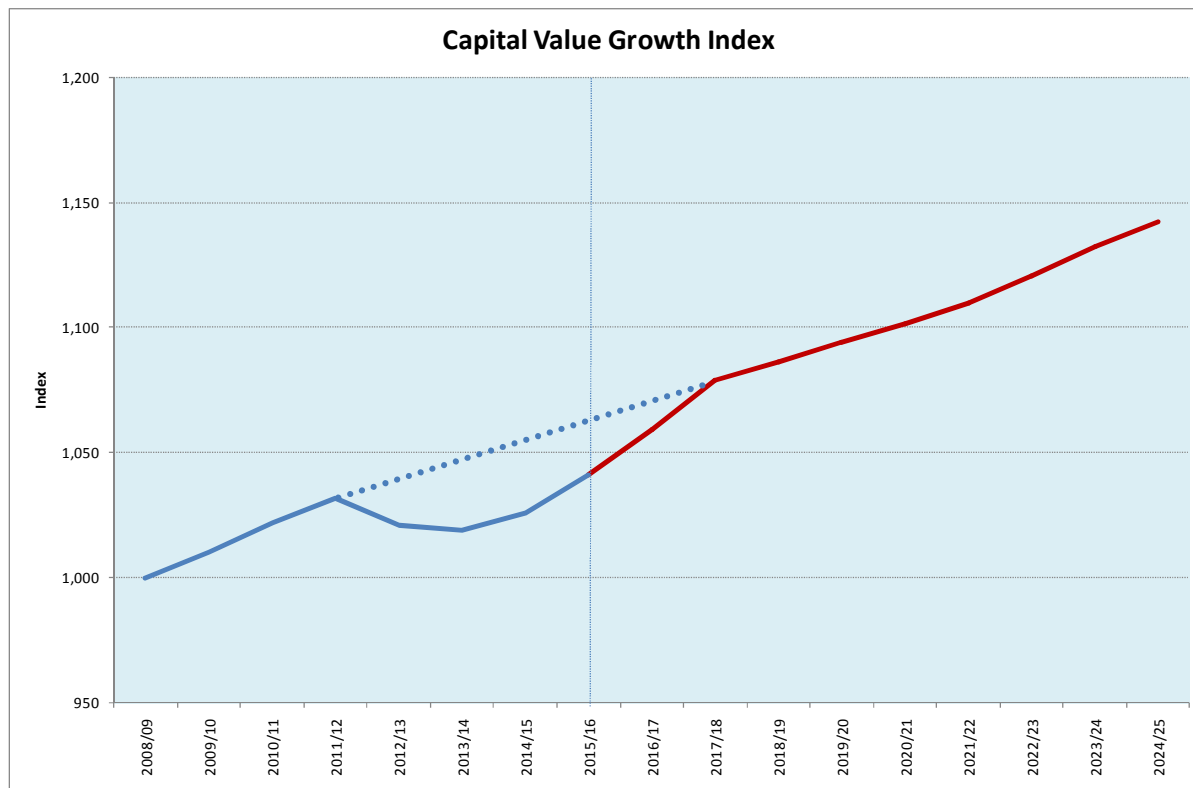
Before the earthquakes, Christchurch City Council enjoyed steady growth in its ratepayer base of

around 1 per cent a year, resulting in around \$3 million increase to rates revenue each year. However, this growth declined in recent years due to slower natural population growth (i.e. subdivisions, residential and commercial building activity) and the demolition of earthquake-damaged properties. Since September 2010 the city's capital value has reduced by \$2.29 billion as a result of 4,200 residential (value \$1.25 billion) and 1,350 commercial demolitions (valued at \$1.04 billion). An additional \$2.38 billion of capital value has been lost in the residential red zone through a combination of demolition and the revaluation of a further 7,000 properties (to 10% of their previous value) as part of the 2013 citywide revaluation. It had been expected that the rebuild/recovery from the earthquakes would have occurred at a greater rate than has occurred. Up until June 2014 the number and value of demolitions exceeded the number of properties being built or rebuilt. The outcome of this is that existing ratepayers have faced a higher rates increase than if there had been normal growth.

The following Capital Value Growth index demonstrates the slowdown and loss in capital value with the dotted line representing the expected growth in the city before the earthquakes hit. The red line shows the growth path that is assumed through this LTP.

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<sup>1</sup> Note that as at 30 June 2014 the net book value of CCHL was \$1.552 billion. The solution to realising the \$750 million cannot be determined at this stage but the portion sold could well gain a premium over book value if there is enough flexibility with regard to the sales process. For example the sale of a controlling interest in any company will realise a higher value per share than the sale of a smaller percentage. This in turn would mean that shares in other companies may not need to be sold at all.



During 2014-15 growth returned to and surpassed historical levels and is expected to continue to accelerate in the early years of the Long Term Plan as both the residential and commercial rebuild of the City takes shape. In 2018-19 growth is expected to return to pre-earthquake levels when it is assumed that the residential rebuild and repair programme will be complete. Commercial capital value is expected to grow rapidly in the early years. The expected growth is centred within the Four Avenues and dominated by office, retail, industrial and accommodation sectors. From 2018-19 it is expected growth will track long-term household and population growth forecasts for the remainder of the Plan.

An offsetting reduction of \$700,000 in rates revenue is assumed in 2015-16 to reflect the proposed amalgamation of residential red zone rating units acquired and subsequently cleared by the Crown.

Through an Order in Council, the Government has given Council the ability to decrease rates for a property the month after it is demolished and to increase rates the month following a rebuild or new build. Once this Order in Council expires, Council will revert to making alterations to rating unit valuations on an annual basis in line with the rest of New Zealand.

### **Expected Changes in Population and Use of Land**

Following the 2010 and 2011 earthquakes approximately 7,000 properties in Christchurch City were “red zoned” by the Canterbury Earthquake Recovery Authority (CERA) meaning

the land is not considered suitable for urban purposes (i.e. private or public, residential or commercial use) without substantial remediation. The Council has accelerated the amount of land made available for urban purposes so that people who have had their homes and businesses destroyed and have had to relocate, have alternative sites to move to. While much of this movement has already occurred it is still having some effect on land use demand.

Land is also needed for the natural growth of the Christchurch population which is predicted to reach 383,000 by 2025, an increase of 6 per cent over 2015 with the number of households increasing 13 per cent over the same period. In addition housing is required for many of the workers coming to the Greater Christchurch region for the rebuild over the next few years. It is estimated that there could be up to 8,000 additional workers required from September 2014 until the peak at the end of 2016.<sup>2</sup>

The supply of industrial business land (Zoned B3 – B8) has increased steadily since the earthquakes as new land has been rezoned. Take-up of this land was low in the two years immediately following 2011-12, at around nine hectares a year. Since then, take-up has increased to around 20 hectares a year which is approaching the pre-earthquake rate. The Land Use Recovery Plan (LURP) identified:

- approximately 600 hectares of business greenfield areas available for future business development. As at January 2015, 226 hectares of this was zoned and available for take-up.
- approximately 20,000 potential residential sections. As at November 2014, resource consents were either granted or in progress for around 5,000 of these, including more than 900 where building consents have been granted for new housing.

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<sup>2</sup>

<http://www.dol.govt.nz/publications/research/canterbury-rebuild/canterbury-job-matching-sep-2014.pdf>

## Rating Unit Projection

2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
157,369	159,044	160,719	161,919	163,120	164,320	165,521	167,120	168,719	170,318

The overall growth in rating units is not anticipated to match either the expected growth in households or capital value. The commercial rebuild is mainly taking place on existing, but demolished, rating units and the residential

housing stock still includes large numbers of unoccupied dwellings.

To provide infrastructure for the growth outlined above, the Plan includes \$602 million of capital

projects over the 10-year planning period which together, contain a growth component of \$309 million.

The breakdown by year is as follows:

Years to 30 June	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Growth Component (\$m)</b>	45.3	40.0	36.1	37.0	31.4	31.5	29.4	23.7	19.6	15.0

For further details on the specific projects please refer to the proposed capital programme.

## 2b Levels of Service

All costs associated with delivering levels of service were considered during the development of the draft Long Term Plan. Some efficiencies were found that helped offset the additional costs driven by cost inflation, earthquake recovery, facilities coming on line and growth. Pricewaterhouse Coopers was engaged in January 2015 to work with staff to identify operational efficiencies which will result in further savings. These have yet to be identified, and the extent they impact on the Council's levels of service will need to be debated. As such it would not be appropriate to embed them in the draft Long Term Plan. Any changes to

community expectations will be consulted on as part of the next Annual Plan process. If after consultation, the changes are agreed, they will reduce the cost to ratepayers.

Levels of Service for infrastructure assets, with the exception of water supply, are forecast to gradually improve over the period of the Plan. Water supply shows a gradual deterioration, in part due to the practical difficulties involved in putting cameras into pressurised pipes to identify any damage. (Note that the decline in levels of service for water supply does not apply to the quality of potable water itself; it applies to the frequency of pipe failures.) More information around the actual level of service for each activity can be found in the

Activity Management Plans. Links to specific levels of service for each activity (and their trends over time) are available at <http://www.ccc.govt.nz/ltpl>

Sport and recreation and Arts and culture are showing improved levels of service as a result of the new pools in the East and South West along with the new library in the South-West. The funding sources for these are set out in Appendix 1, Table 1 below. These Level of Service increases are funded mainly through additional borrowings of \$40 million over the next four years. The additional operational costs of these facilities will begin from 2017 with the overall impact on rates being 1per cent spread over four years.

## 2c Cost Share Ownership and Opex

The Cost Share Agreement is the underlying document between Council and the Crown that determines ownership and operating cost responsibilities for each of the Anchor Projects.

In most instances ownership is clear but where the Agreement is ambiguous Council has assumed as follows for the purposes of this Plan:

- **Bus Exchange**
  - Private ownership with Council operation.
- **The Frame, (Public realm)**
  - Council ownership and maintenance
- **The Square**
  - Council ownership and maintenance
- **Central Library**
  - Council ownership and operation
- **Car parking**
  - Council / private ownership and operation
- **Earthquake memorial**
  - Crown/ Council ownership and maintenance
- **Metro Sports Facility**
  - Council ownership and operation.
- **Avon River Precinct**
  - CDHB and Council ownership and operation.
- **Stadium**
  - For planning purposes we have assumed this will be completed towards the end of the Long Term Plan period, (although published Christchurch Central Development Unit updates indicate a completion date of Quarter 4 2019). The decision to push the construction to the end of the Long Term Plan period was used to assist Council's capital expenditure profile and avoid additional expenditure during the most constrained years. Council is currently in discussions

with the Crown on reaching mutual agreement on the delivery timetable.

We are not expecting any additional operating costs from any other anchor projects.

## 2d Capital Expenditure

The planned capital programme has been established through the Infrastructure Strategy, Activity Management Plans and Asset Management Plans prepared as part of the Long Term Plan process. These plans link the forecast rebuild outcomes, population growth, levels of service and Council strategies such as the Greater Christchurch Urban Development Strategy and the Government's Land Use Recovery Plan.

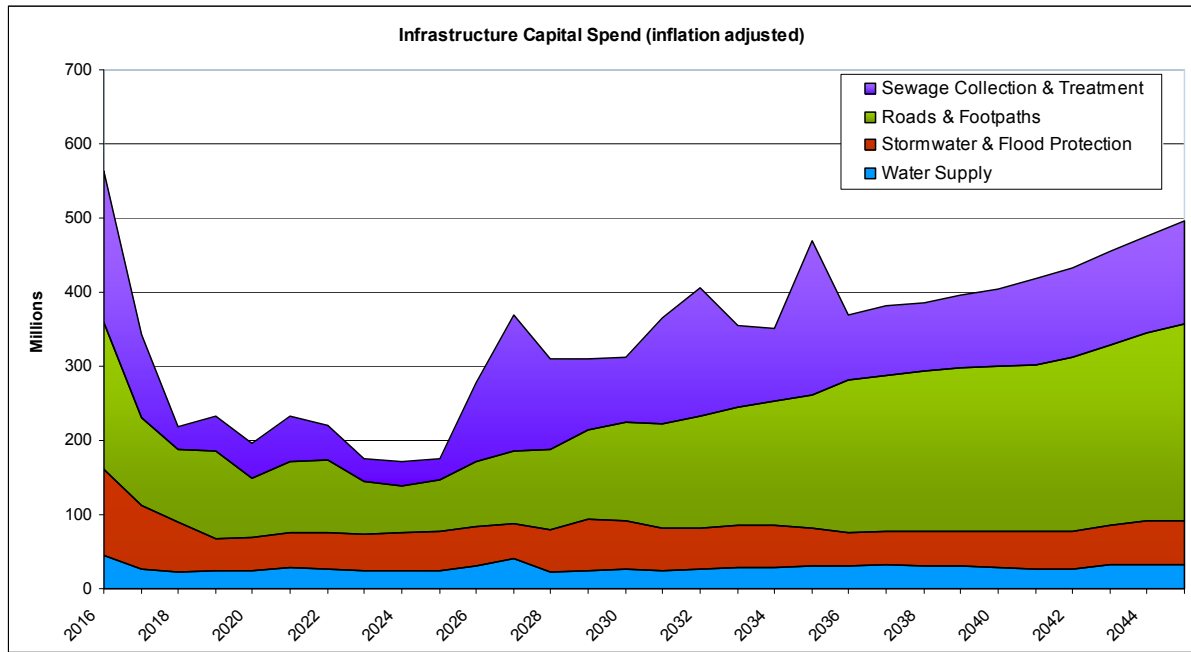
The programme has increased since the Three Year Plan was developed. As a result of our ongoing analysis we have a clearer picture of additional costs in the areas of land drainage and transport associated with the An Accessible City project, plus the cost to deliver the major cycleways has increased. We have provided a further \$398 million of cost associated with the Horizontal Infrastructure programme, the final costs of which will become known once the Independent Assessment is released later this year. This will then need to be discussed with the Crown. The level of required Horizontal Infrastructure spend is a key uncertainty at the time of completing this proposal. If the level of spend is higher than expected, the impact to ratepayers is a 0.25% increase in rates, (spread over two years), for every \$10 million of additional borrowing. This increase covers the interest cost and repayment of the borrowing.

The infrastructure programme of work for the next 30 years is depicted in the graph below, and is a summary of the findings contained within the

Infrastructure Strategy. Note that Council intends to pursue an end-to-end review of its capital project delivery process. The aim is to ensure that it is fully fit for purpose and capable of delivering its programme of work effectively.

The financial strategy includes provision for this work including the cost to replace the post-World War II infrastructure. The City's engineers were always aware of, and had planned for this replacement, but recent analysis has shown that the 2010/11 events reduced the useful life of many of these assets by up to 20 years although they remain in serviceable condition. This renewal programme begins to impact the Council's capital programme from the mid-2020s as shown. For further information please refer to the *Infrastructure Strategy, Financial Estimates and Assumptions*.

Graph of total infrastructure spend for the next 30 years, by class of asset



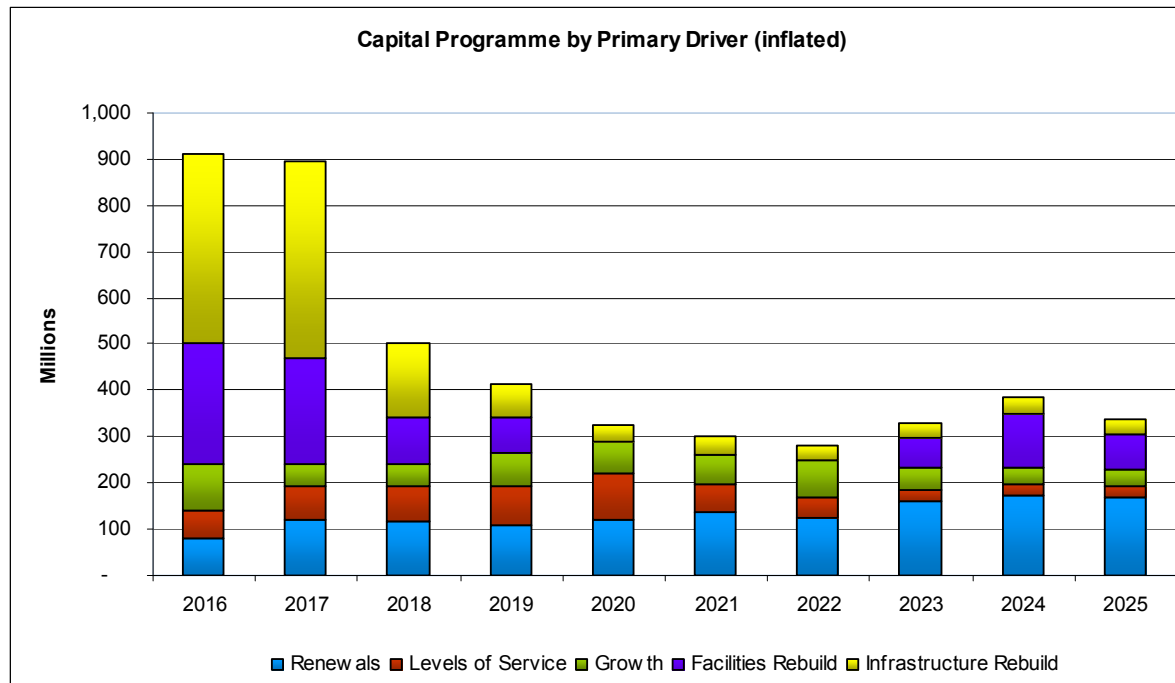


The total ten-year capital programme for the Long Term Plan includes the infrastructure projections above, along with the non-infrastructure programmes for community facilities and internal services such as

Information Technology , fleet and corporate accommodation. It includes provision for renewal of existing assets, plus additional capacity to meet demand growth and increasing levels of service. The planned capital

expenditure for the Long Term Plan is summarised by these categories in the graph below. Renewals are heavily impacted by the rebuild in the first four years of the Long Term Plan.

**Graph on renewals, level of service and growth for the 10 years of the LTP**



Major community facilities – the rebuild of facilities included under the Cost Share Agreement, are significantly behind schedule. Any delay in delivery reduces our borrowing and operating costs. The Council's commitment is set out in Appendix 1, Table 1.

## 2e Deferred Renewals

The Three Year Plan assumed that some of the income from rates to pay for the renewal of the City's infrastructure assets would be used instead to fund earthquake recovery costs, (referred to in the Three Year Plan as deferred renewals). The assumption was that because so much of the damage to roading and pipes was being addressed through the SCIRT programme, some of the rates funding could be used for recovery costs. However, this strategy now assumes that the deferral will stop in 2025, eight years earlier and with an associated reduction of \$395 million from the deferral identified in the Three Year Plan. The renewals programme cannot be reduced as much as previously thought without seriously compromising the long-term performance of the infrastructure assets. This is mainly because many assets, while not requiring immediate repair, now have much shorter lives than was previously the case. In addition, the standard of renewal that SCIRT was achieving initially has been reduced, meaning that many of the city's roads and pipes will need to be replaced sooner than predicted three years ago. A delay in renewing them results in significantly higher operating maintenance costs.

## 2f Funding Streams Uncertainties

All potential additional funding sources are uncertain especially in comparison to those such as rates and fees and charges.

As an example, the estimates of insurance proceeds in the draft LTP reflect the advice the Council has to date. However, not all cases have been agreed with the Council's insurers and Council staff continue to work with the insurers to present and settle claims.

Should additional funding be received from any source which is above the levels assumed in the proposed strategy, the options available are to either:

- reduce the sale of assets in CCHL, or
- maintain the \$750 million capital release and reduce our debt levels, or
- maintain the \$750 million capital release and reduce rates<sup>3</sup>.

For indicative purposes, receipt of \$200 million under the first option would enable rates to be held to 8.25%, 8% and 8% over the next three years as a result of the extra dividends; the second option, (reduction in debt) would allow for greater financial resilience with net debt/ revenue peaking at 205% in 2020 and declining to under 150% by 2038. The third option (reduce rates) would enable rates to be reduced to 7.5% for four years. While

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<sup>3</sup> Please note the draft Financial Strategy's parameters are rates for the first three years of 8.75%, 8.5% and 8.5%, which when combined with a capital release of \$750 million, all else being equal, results in the net debt/ revenue ratio peaking at 238% in 2020.

the ratio is not breached, we remain above 200% for the next 25 years. (see below under Draft Financial Strategy for the graphed projections which help put these debt/ revenue percentages into perspective).

Accurate figures are not available until a decision is made regarding the make-up of the sale of CCHL subsidiaries. For planning purposes we've assumed a conservative dividend revenue stream.

## 2g Other Assumptions

This Draft Financial Strategy is also based on the assumptions set out in the Significant Forecasting Assumptions' companion document.

## 3. Draft Financial Strategy Considerations

In developing proposals to provide for these changes and all required expenditure we were mindful of the following.

We believe it is important to:

- keep debt levels under control throughout the first ten years in order to provide the capacity to borrow from 2025 onwards when the next asset renewal peak begins.
- choose a solution that spreads the cost across those ratepayers who will benefit from the services the assets provide (intergenerational equity). Our policy is to retain this by funding renewals through rates and borrowing for the balance of the capital programme. This additional debt is repaid over 30 years.
- build in financial resilience over time. The challenge facing the City is to do this over an

appropriate timeframe while not over-burdening current ratepayers. Specifically, should another disaster event occur (a remote chance but no one was anticipating the earthquake sequence), we need to be in a position to fund our share of the repair and rebuild costs. The Government's Civil Defence Emergency Plan covers 60 per cent of the bill but only if we can meet the first 40 per cent. The Council holds a significant investment through Christchurch City Holdings Limited (CCHL) but this is not quickly convertible to cash during the first critical 12 month period when response costs are highest. We consider it is unrealistic to build a strategy which positions the Council to be in the financial position to withstand a significant disaster immediately after sustaining the first. The period of time to achieve this financial resilience is a key parameter of the financial strategy and realistically occurs around 2041 when our net debt/ revenue ratio falls below 180 per cent.

- set revenue at a level that will meet operational expenditure including a provision for depreciation and keep rates at a level which contributes towards the additional funding but does not unreasonably move the burden on to existing ratepayers.
- maintain a balanced budget; i.e. ensure that our revenue continues to exceed our expenses.

We currently rate for around 60 per cent of our estimated depreciation. Because we have not been able to revalue our assets since, in some cases 2009, we have estimated their value for the purposes of this plan. There is a possibility that the current costs, increased by a shortage of contractors, has resulted in us over-estimating the long term replacement cost.

This will become clearer with future valuations as the market settles at which point we can take steps to correct any under-provision. In the meantime the renewals rated for will steadily increase and be around 68 per cent of the estimated depreciation by 2025. This means that although we're moving towards fully funding depreciation, it could be some years before it's achieved. However, given the current uncertainty, we consider it prudent to achieve this over the medium to long term rather than make an immediate adjustment.

- maintain a policy of financial prudence; through managing revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community through all of the above.

## 4. Draft Financial Strategy Capital Release Assumptions

To access sufficient funds to meet expenditure while at the same time complying with our need for prudence, financial resilience and intergenerational equity, the decision was made to consult on selling part of the investment portfolio held by CCHL.

The draft financial strategy includes the partial sale of CCHL assets to realise a net value of \$750 million<sup>4</sup> together with rate increases to current

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<sup>4</sup> Note that as at 30 June 2014 the net book value of CCHL was \$1.552 billion. The solution to realising the \$750 million cannot be determined at this stage but the portion sold could well gain a premium over book value if there is enough flexibility with regard to the sales process. For example the sale of a controlling interest in any company will realise a higher value per share than the sale of a smaller percentage. This in turn would mean

ratepayers over the next three years of 8.75%, 8.5%, and 8.5%. (This is \$199 million more than indicated on 5 December 2014 and is a requirement if Council is to create a solution within its known funding sources and without higher rates increases). This proposal would result in net debt/ revenue peaking at 238% in 2020 and declining to under 150% by 2046.

We have maintained \$150 million of headroom in every year except 2019, 2020 and 2021.

To ensure that the Council gains the greatest return from any sale, it needs the flexibility to consider the sale of part, or all of its entire holdings. In comparison, sales of small shareholdings or retention of control by Council will limit the value that can be released. As part of the Long Term Plan we are therefore consulting on the potential divestment by CCHL of its interest in Orion New Zealand, Lyttelton Port Company, Christchurch International Airport Ltd, Eco Central, City Care, and Red Bus.

The process to be followed is one that ensures Council can make the best choice once it is fully informed. The Executive (and its advisors) will undertake the analysis and market testing of the capital recycling options (in parallel with the consultation and obtaining Council decisions as required). We expect this to include:

- establishing the hierarchy of strategic value to the Council
- analysing value available and the financial impact of various capital recycling options

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that shares in other companies may not need to be sold at all. On average the dividend stream foregone is around 3%, before capital increase, and the interest savings on avoided borrowing would be around 6.0%

(including potential value uplift from strategic / value adding partners)

- analysing structural options and impact on value
- identifying and assessing transaction issues (engaging with key stakeholders as necessary) to confirm ease of implementation.

Council would then make capital recycling decisions having received this advice and having taken into account community views.

Appendix 2 provides the reader with a reminder of the Cameron Partners' report framework for consideration of Asset Ownership. This report was released in August 2014.<sup>5</sup>

### **Proposed Rate Increases**

The draft strategy around levels of service, borrowing, and release of capital has been formulated after considering a wide range of options (please see the following section for explanation around alternative options). It is important to ensure that we remain within our financial ratios, without burdening current ratepayers with all of the recovery costs. It is recognised that the draft option imposes a relatively high rates increase in the first three years, but setting lower rates (for example capping rates at 5 per cent for the next five years) results in the net debt to revenue ratio exceeding its upper limit by 2019 and continuing to deteriorate to over 500 per cent by 2045. The solution is either to realise further capital from CCHL or cut back on the capital programme, neither of which are recommended. The draft option sets rates

increases over the long-term which remain within financially sustainable limits, and holds rates increases over the next three years as low as practicable given the balance that is required.

Financial projections show rates increases stabilising at around 4 per cent a year over the long term. This is higher than the expected Cost Price Index at the same period which allows for a gradual repayment of debt.

On the issue of affordability, Christchurch City Council rates are still well below most comparative metropolitan councils and our neighbouring District Councils, (see Chart of Estimated Average Residential Rates 2014-15 to 2024-25 by Metropolitan and District Council in Section 6 below).

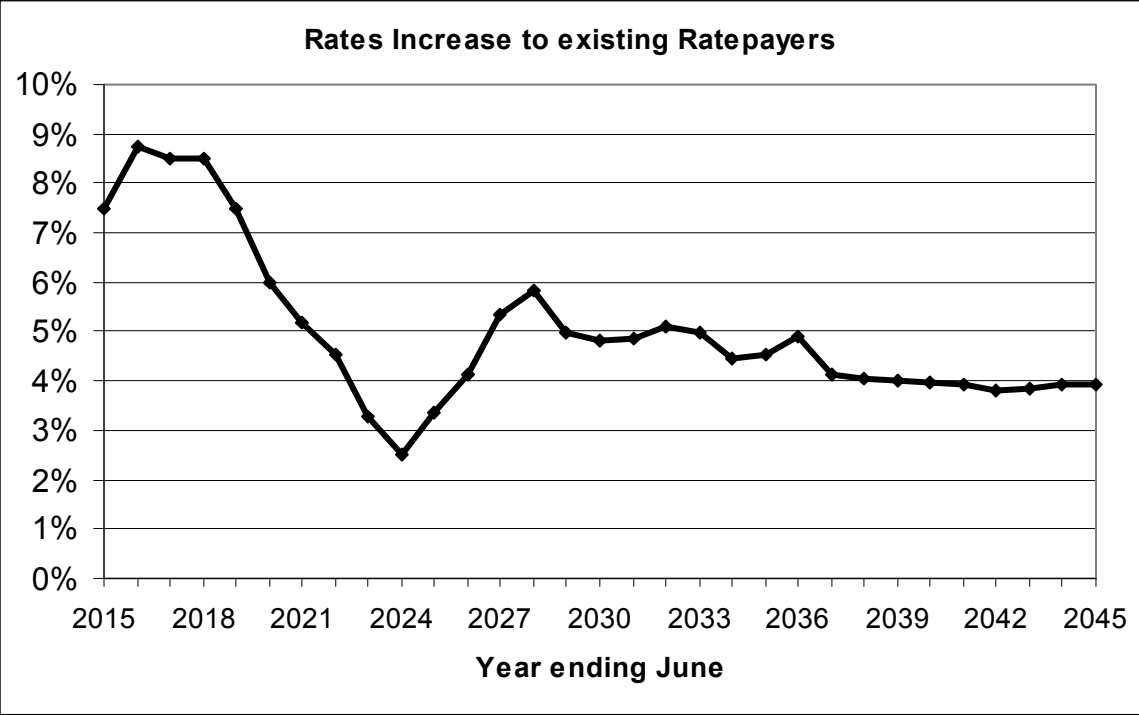
Rates rebates and other support mechanisms are available for those ratepayers on fixed incomes.

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<sup>5</sup>

<http://resources.ccc.govt.nz/files/TheCouncil/policiesreportsstrategies/reports/CameronPartnersReviewAugust2014.pdf>

Graph of rates increases to existing ratepayers for the next 30 years

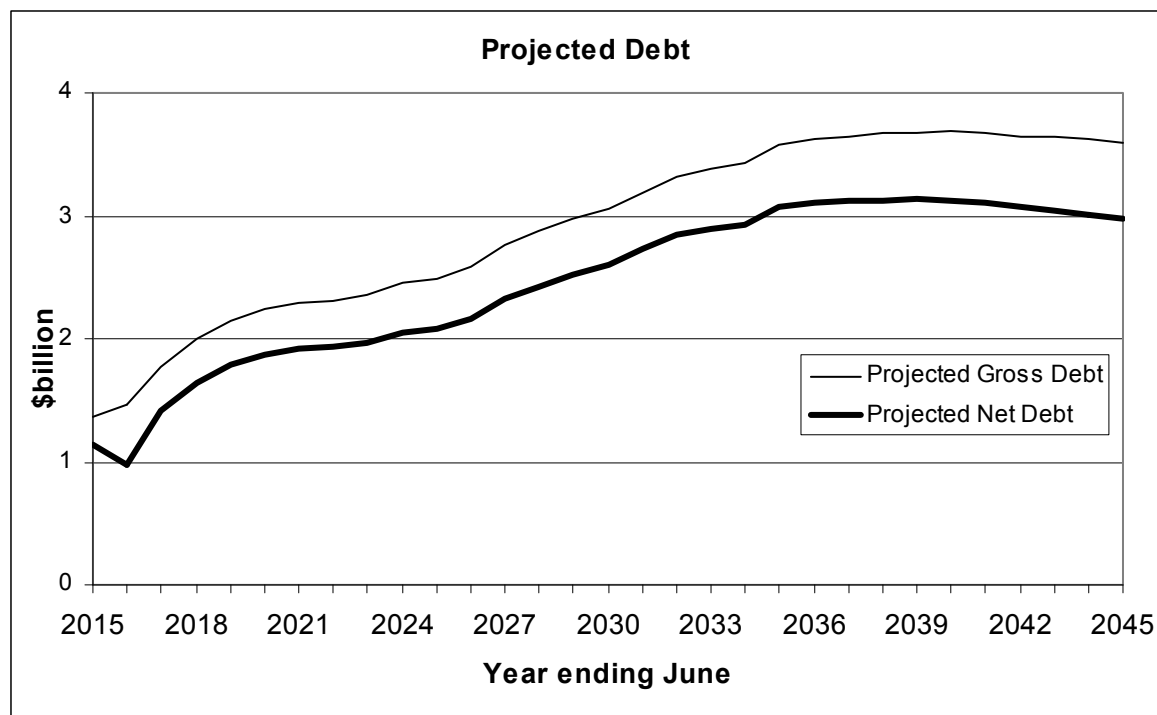


Note that rates increases in 2023-25 are lower than they would otherwise be due to an expected increase in dividend from CCHL relating to Enable. Rates increase from 2025 due to an extended peak of renewals over the following decade requiring further ratepayer-funded borrowing.

**Borrowing**

Debt is capped at 250 per cent of the net debt to revenue ratio, a key measure of financial resilience, with the maximum expected to be 238 per cent in 2020, thereby providing headroom for further borrowing in the event of an emergency.

The magnitude of the costs faced by the Council means that if we are to keep rates increases to an affordable level and deliver the rebuild within an acceptable period of time, we must increase our debt levels. The black line on the graph below shows Council’s total debt projection as a result of the infrastructure rebuild and facilities rebuild borrowing required.

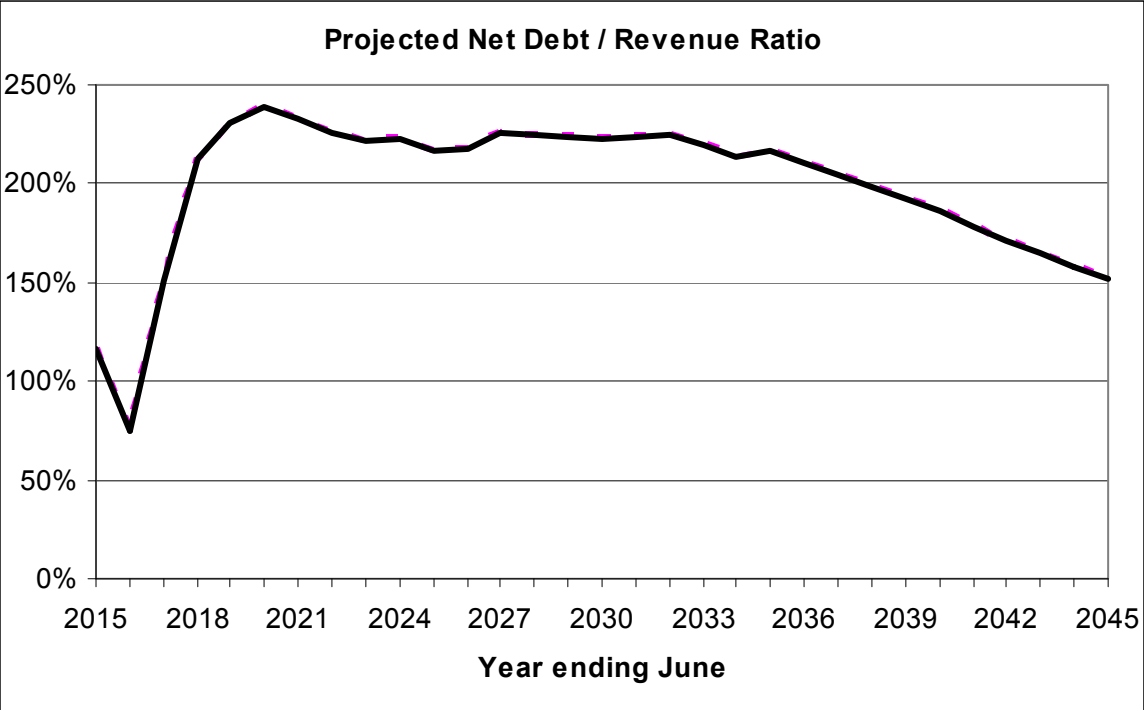


The graph shows that to fund our share of the rebuild and to continue investing in growth, we need to increase our borrowing out until 2040. We are conscious both of the amount of debt we need to take on, and the affordability of that debt. In its foundation policies, the Local Government Funding Agency (LGFA) established debt covenants that govern the total amount of debt a local authority may borrow from the Agency. Council has ensured that it remains within both the affordability (net interest as a proportion of rates) and quantum ratios (net debt as a proportion of total revenue). The Council's Liability Management Policy limits align with the Local Government Funding Authority foundation policy limits.

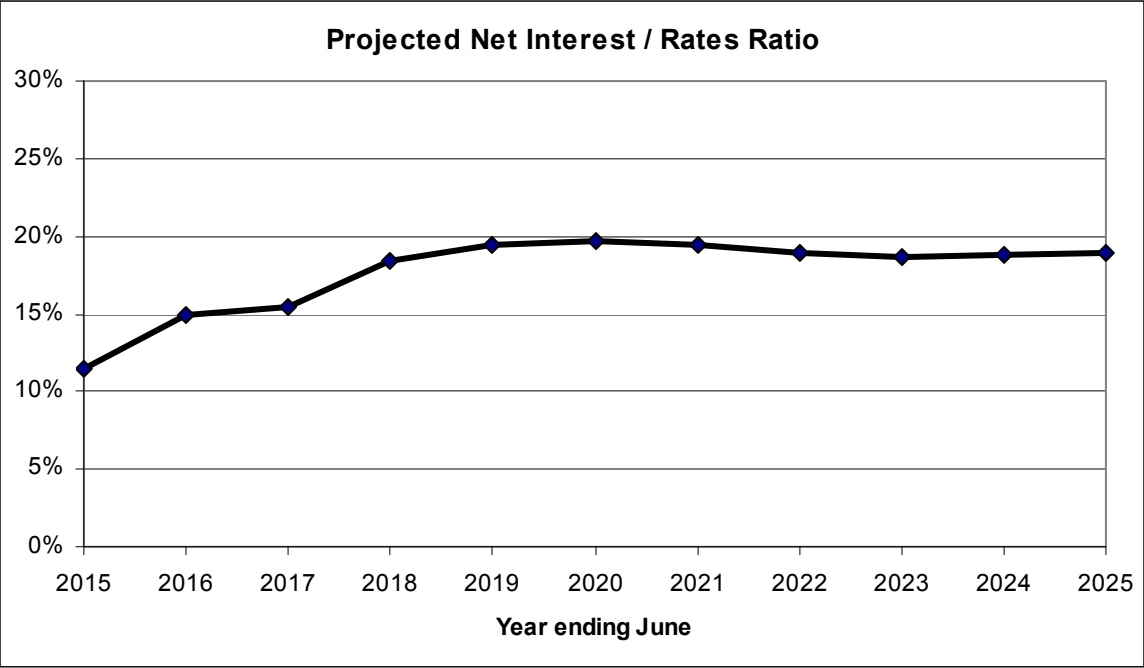
The LGFA limit is 250 per cent for net debt to total revenue and 30 per cent for net interest to rates income. The Council's debt is forecast to increase with the ratio peaking in 2020 at 238 per cent. The net interest ratio stabilises at around 19 per cent in the same year. We consider the net debt/ revenue ratio ceiling of 250 per cent is appropriate as most of the City's assets do not generate any return, and our debt repayment is largely funded through rates and CCHL dividends. As for any other borrower, it is important to consider the affordability of our debt. As mentioned above, our net interest ratio stabilises at 19 per cent but this is in an environment of extremely low interest rates. While we have much of our exposure hedged, our hedging contracts do not extend for the full 30

years and it is prudent to leave some headroom to meet our obligations when rates increase.

Graph of net debt to revenue for the next 30 years



Graph of net interest to rates income for the next 10 years



The charts above demonstrate that although the Council’s total debt levels climb as a result of the rebuild and growth, the strategy for repaying this debt ensures the City’s total debt stabilises over time. In addition, because the city continues to grow, so do its rates and total revenues. By controlling the increase of debt following the rebuild process, Council’s key debt covenants return to conservative levels later in the 30-year period.



## Local Government Funding Agency Policy Limit

The increase in debt in the short to medium term may lead to a further decrease in the Council's credit rating. In its review before the Three Year Plan, Standard & Poor's commented that while they consider the Council's financial strategy to be prudent, Council's credit rating would likely be reviewed if its net debt exceeded 180 per cent of revenue or net interest exceeded 9 per cent of revenue. (Standard and Poor's use different ratios and inputs for their purposes compared with those set by LGFA). Council debt ratio peaks in 2020 as a result of the rebuild borrowing. If the capital programme proceeds as forecast, Council will exceed these two ratios, but not the LGFA covenants. As a result it will come under close scrutiny by Standard & Poor's. However, it does not automatically follow that the Council will be downgraded. Standard & Poor's consider the group results which have improved ratios due to CCHL's strong operating revenues. Their assessment also includes the economy, the entity's financial management, liquidity, and budgetary performance, and flexibility. They also consider the stability of the governance and executive management and its willingness to make hard decisions.

The Significant Assumptions include an indication of the increased cost of borrowing should a downgrade occur.

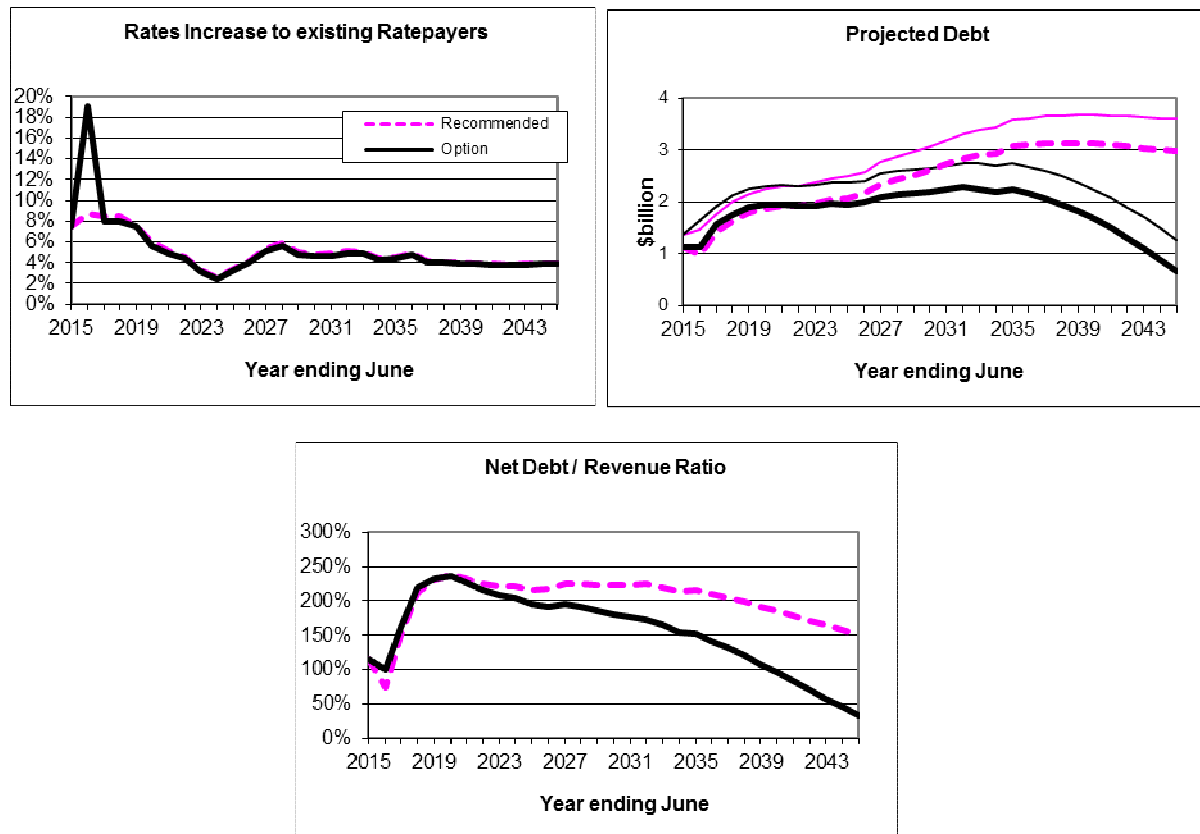
Any downgrade would have only a marginal impact on interest rates within the term of this Plan. This has not been incorporated into the financials. Notwithstanding this, even if a downgrade occurred, it is expected the Council's credit rating would be restored over time as the funding

uncertainty decreases and the net debt/ revenue ratio returns to more conservative levels.

## 5 Alternative Options

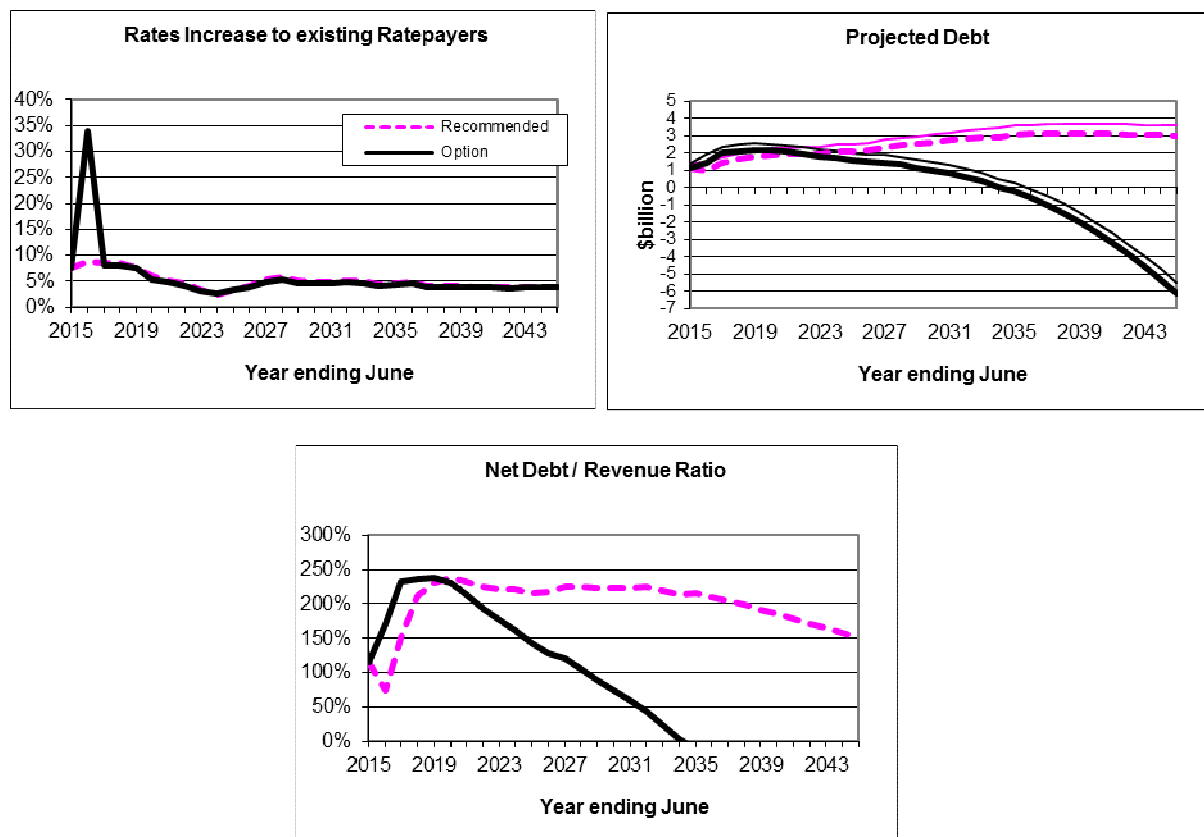
There are alternative options to fund the currently proposed expenditure and maintain or improve the Council's key ratio limit of net debt / revenue. In particular:

**Option A:** If instead of a capital release from CCHL of \$750 million Council was to release the \$551 million resolved in December 2014, rates increases over the next three years would need to be around 19 per cent, 8 per cent and 8 per cent to maintain net debt/ revenue at the same level as the draft financial strategy.<sup>6</sup> The graphs below show the impact of Option A.



<sup>6</sup> Please note the draft Financial Strategy's parameters are rates for the first three years of 8.75%, 8.5% and 8.5%, which when combined with a capital release of \$750 million, all else being equal, results in the net debt/ revenue ratio peaking at 238% in 2020.

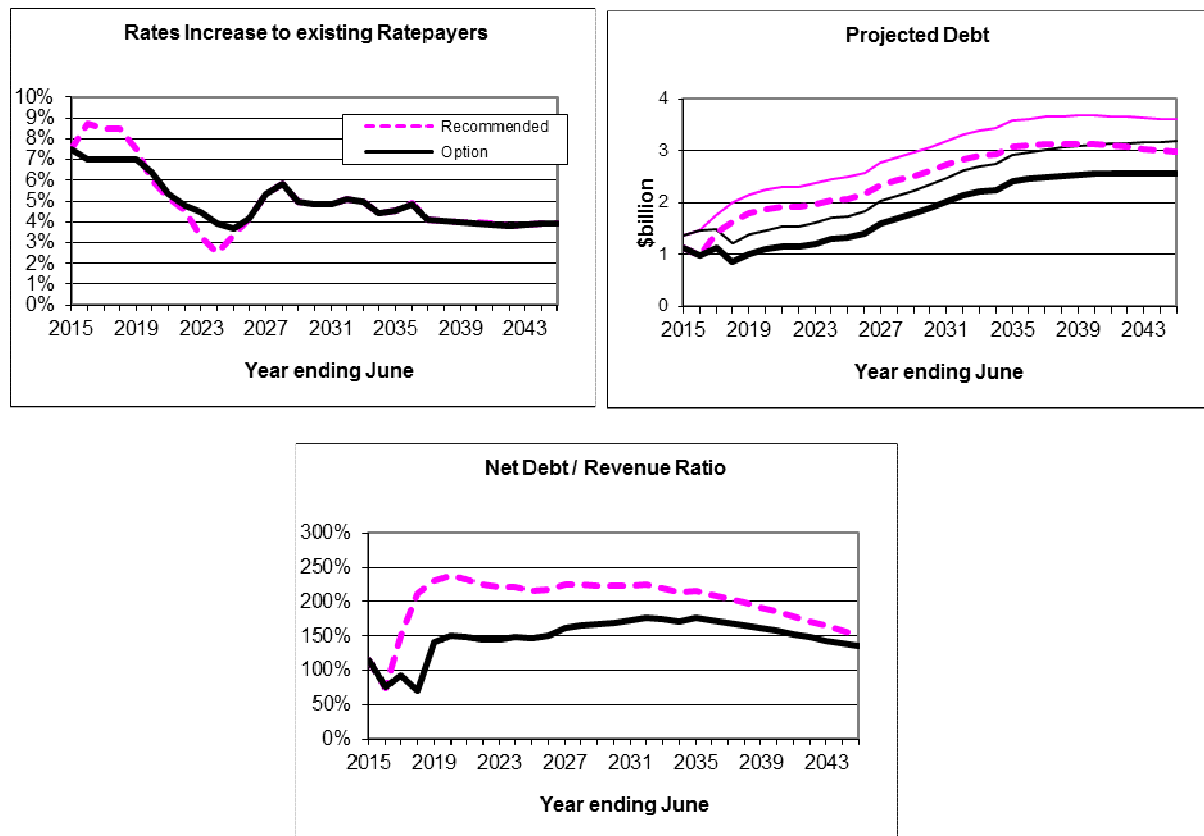
**Option B:** If the City wishes to maintain its current portfolio of CCHL assets, meaning no capital release, rate increases in the order of 34 per cent, 8 per cent, and 8 per cent would be required over the next three years to keep debt and ratios at an acceptable level. If we cannot reduce our debt, we need to increase our revenue. The graphs below show the impact of Option B.



It is envisaged that rates will be reduced below the levels shown in the graphs in both of Options A and B in order to rebalance the intergenerational equity issues. This reduction could occur from 2021 onwards, once the peak ratio has passed, and after considering the level of renewals funding against depreciation. As mentioned above it is our intention to increase the level of renewals expenditure to bring it to around 68 per cent of depreciation by 2025. If we did not adjust the rates then current ratepayers would be paying off debt related to long-life assets faster than necessary. Future ratepayers would not be paying a fair share for their use of those assets.

**Option C:** To create headroom in 2020 of \$150 million allowing for additional financial resilience would require either a further release of \$60 million of capital from CCHL or an increase in rates of 1.9 per cent over the next three years.

**Option D:** To create maximum debt headroom we could release all \$1.552 billion of the capital currently in CCHL. If rates are retained at 8.75 per cent, 8.5 per cent, 8.5 per cent the peak net debt/ revenue ratio is 132 per cent in 2020. However, if this was combined with rates increase of 7 per cent for the next four years, the ratio stays at around 150 per cent for the period of the Long-term Plan, climbing to 177 per cent around 2035 with the next infrastructure renewal peak. The graphs below show the impact of Option D.



The Draft Financial Strategy is recommended, rather than any of the four options above, as a balance between rates, net debt/ revenue, and capital release. We are seeking your feedback on the Draft Financial Strategy and the above or other options.

## 6 Quantified Limits on Rates and Rates Increases, and Borrowing: Debt Headroom

The quantified limits on rates and rates increases relate to total rates income, which includes penalties and rates collected during the year under the Order in Council. Please note these are particular definitions required to be disclosed under legislation. They are different to those used to produce the previous rate percentage information. For existing ratepayers the actual increase is always lower than the absolute increase

as long as the number of ratepayers continues to grow. For this reason existing ratepayers should focus on the previous graph rather than the table below. The quantified limit on rates is set at 1 per cent above the rates income contained in the Plan's financial statements. This allows Council some limited flexibility to cope with difficult to forecast changes in the pace of the rebuild.

The quantified limit on rates increases is similarly set at 1 per cent above the nominal year-on-year increase in rates income.

The quantified limit on borrowing is set at the sum of 250 per cent of annual revenue, liquid assets, and on-lending to Council Controlled Organizations.

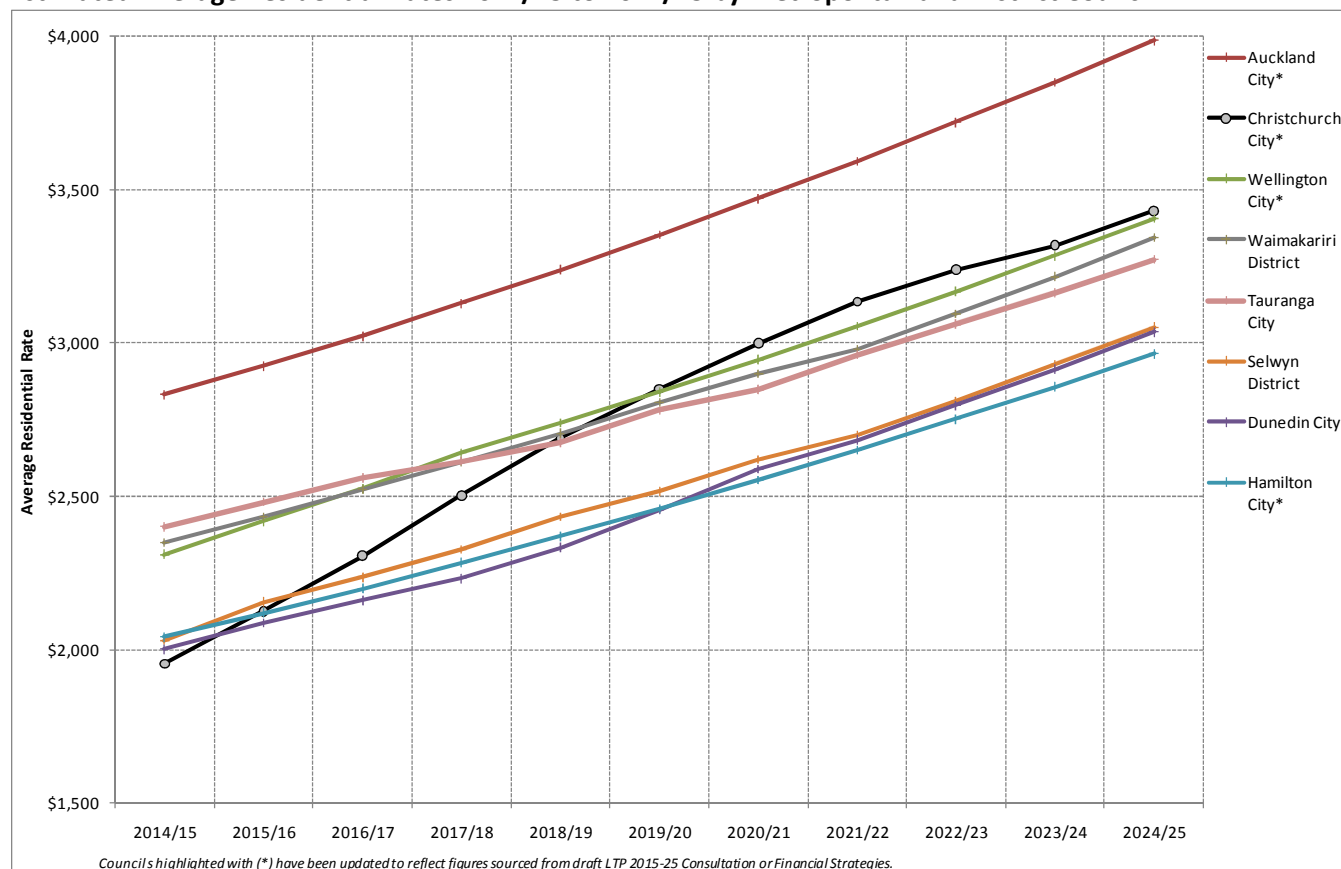
The quantified limits and debt headroom are as follows:

<b>Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Rates (\$m)</b>	401	439	485	523	557	589	619	643	663	689
<b>Rates Increase</b>	11.8%	10.6%	11.3%	9.0%	7.5%	6.7%	6.0%	4.9%	4.2%	4.9%
<b>Borrowing</b>	3,744	2,700	2,279	2,303	2,335	2,436	2,522	2,619	2,716	2,815
<b>Debt headroom (\$m)</b>	2,277	928	285	149	91	140	208	253	257	322

The large amount of debt headroom in 2016 and 2017 is due to the Council receiving the proceeds of sale of CCHL investments in those years. It also caters for significant rebuild borrowing in 2017 - 2019.

The following graph shows the estimated average residential rates for the period of the Long Term Plan 2015-25 by relevant metro and district council. Historically rates in Christchurch have been lower or broadly comparable to the other metro councils and neighbouring district councils. Our proposed rates increases mean Christchurch rates charges will overtake Hamilton, Dunedin and Selwyn this year; Wellington, Tauranga and Waimakariri by 2019-20; leaving only Auckland with higher rates by the end of the LTP.<sup>7</sup>

**Estimated Average Residential Rates 2014/15 to 2024/25 by Metropolitan and District Council**



<sup>7</sup> The average residential rate calculated by each individual council includes all revenue from charges made to residential ratepayers (including water where charged separately) and is divided by the number of residential properties liable for the charges. The 2013 base data has also been presented within the Ratepayers' Report as published by Fairfax Media in June 2014. The base average rates bill figures have been inflated by the indicated percentage increase as included in the LTP 2012-22 (and updated by the actual average increase as included in subsequent Annual Plans). Where a council has already released a draft Consultation Document or Financial Strategy for the LTP 2015-25, these rates increases have replaced the LTP 2012-22 figures. Other Council's forecasts will be updated as their Long Term Plans are released.

## Appendix 1

**Table 1: Major Community Facilities /Anchor Projects**

The Council remains committed to the rebuild or repair of the major community facilities listed below, either as part of the Cost Share Agreement with the Crown or on its own. Facilities which are part of the Cost Share are marked with an asterisk.

	<b>Council contribution</b>	<b>Insurance</b>	<b>Land</b>	<b>Improvement allowance</b>	<b>Borrowing</b>
Christchurch Art Gallery	56.7	24.0	-	32.4	0.3
Central library*	75.0	8.2	27.2	15.5	24.1
Athletic track	6.7	4.4		2.1	0.2
Eastern aquatic facility	30.5	7.0			23.5
Christchurch Town Hall	127.5	68.9		51.3	7.3
Performing arts*	30.0				30.0
South-west library and aquatic centre	16.4				16.4
Convention centre*	-	30.6	10.8		-41.4
Carparking *	70.0	41.7	15.0	12.9	0.4
Former AMI stadium*	253.0	143.0			110.0

	<b>Council contribution</b>	<b>Insurance</b>	<b>Land</b>	<b>Improvement allowance</b>	<b>Borrowing</b>
Central city multi-sport facility*	147.0	77.6			69.4
Avon river park*	6.4				6.4
Transport Interchange*	39.9		39.9		-
Transport Plan –phase 1*	27.0				27.0
The Square	4.6				4.6



## Insurance

Over the last four years we have sought to increase our level of insurance cover over the City's assets as the insurers and reinsurers re-enter the Christchurch market. This extends to full cover including earthquake cover for 751 above and below ground buildings, valued at \$1,436 million. We are currently seeking to place cover for fire and other perils, excluding earthquake, over a further 307 above-ground buildings valued at \$495 million. The remaining 537 buildings totalling \$157 million, with individual values of less than \$2 million, remain self-insured.

We do not yet have insurance cover on below-ground water and waste water pipes but anticipate being able to obtain at least limited cover over the next few years. In the meantime we are relying on having sufficient borrowing capacity to fund 40 per cent of any damage incurred through a disaster, thereby entitling the Council to the remaining 60 per cent under the Government's Civil Defence and Emergency Management Plan.

## Policy on Securities

Council secures its borrowing by way of a charge over the Council's rates revenue. This process is used when we borrow from the Local Government Funding Agency, and under the Debenture Trust Deed for our general borrowing programme.

From time to time, with the prior approval of Council and the Debenture Trustee, security may be offered by providing a charge over one or more of the Council's assets. This is only done where there is a direct relationship between the debt and the purchase or construction of the asset being funded, such as an operating lease or project finance, and the Council considers a charge over the asset to be appropriate.

## Investments

The Council's investments are in CCHL, other companies, and loans and securities.

### Investment in Companies

The Council's main investment is in CCHL which holds investments on behalf of the City. The Council's objective for owning CCHL is that the company monitors the Council's existing investments. CCHL's dividends provide a key source of revenue for funding Council's activities and services. The return on our CCHL investment from cash dividends has averaged 3% in the last three years and 4% in the last 10 years. When the appreciation in the capital value of its investments is taken into account, CCHL has achieved an internal rate of return over the past five years of 8.0% a year, or 25.9% a year since its inception in 1996. This significant return is due to asset growth. The sale by CCHL of some of its investments allows it to realise this increase in asset value and return it to Council as a cash dividend. Further information on CCHL's subsidiary companies is provided in the Long Term Plan and in the companies' Statements of Intent.

In addition the Council has shareholdings in a further eight companies. These are held principally to achieve efficiency and community outcomes and not to receive a financial return on investment.

We believe the risk to Council of investing in all of the above is low.

## Council Investments

<i>Company</i>	<i>Shareholding</i>	<i>Principal reason for investment</i>	<i>Budgeted Return</i>
<b>Council Controlled Trading Organisations</b>			
Christchurch City Holding Investments	100%	Return on capital Holding company for the Council's trading investments.	\$23.6 - \$46.0 million per annum as detailed in the forecast dividend table below. Plus special dividends of \$549.3 in 2015-16, and \$200.9 in 2016-17
Vbase Limited	100%	Economic Development Achieved through the provision of venue management and event hosting services at its own venues (Horncastle Arena and the earthquake damaged Town Hall and Lancaster Park) and those it manages	None in Long Term Plan period.
Civic Building Limited	100%	Property Investment The company holds the Council's 50% investment in the joint venture that owns the Civic Building offices. This is a long term investment.	None in Long Term Plan period. Returns expected from 2020 onwards.
Tuam Limited	100%	Property Investment Property has been sold. Awaiting insurance settlement before the Company's future is determined.	\$20 million return of capital funded by asset sale and insurance proceeds in 2016.
Canterbury Development Corporation Holdings Limited	100%	Economic Development Provides the Council and community with economic monitoring data. Certain Council levels of service are delivered by CDC.	None

Share Investments			
Transwaste Limited	38.9%	Regional landfill	\$4.2 - \$4.7 million per annum
New Zealand Local Government Funding Agency	8.3%	Borrowing	\$120,000 per annum
New Zealand Local Government Insurance Corporation	12.9%	Risk Management	None
Endeavour Icap	12.8%	Economic Development	None

The Council provides loan funding to its 100% subsidiaries as and when required. Interest is charged on this lending at a market rate.

The forecast dividend income is outlined below:

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>CCHL</b>	\$595.3 million <sup>1</sup>	\$226 million <sup>2</sup>	\$23.6 million	\$27.2 million	\$27.8 million	\$27.4 million	\$28 million	\$34.2 million	\$42.9 million	\$45.1 million
<b>LGFA</b>	\$120,000 per annum									
<b>Transwaste</b>	\$4.2 million	\$4.3 million	\$4.2 million	\$4.4 million	\$4.7 million	\$4.8 million	\$4.7 million	\$4.7 million	\$4.7 million	\$4.7 million

<sup>1</sup> includes \$549.3 million from the sale of investments.

<sup>2</sup> includes \$200.9 million from the sale of investments.

The Council is reviewing the following investments:

### CCHL

As discussed in the consultation document the Council is reviewing the investments held by CCHL with a view to releasing funds to assist with its funding needs over the period of the strategy.

### Tuam

The future need for Tuam is to be reviewed once its insurance claim is resolved.

### Christchurch City Holdings Limited Investments

The key purpose of CCHL is to invest in and promote the establishment of key infrastructure assets in a commercially viable manner to assist

proactively in the development and recovery of Christchurch. This involves the identification of infrastructural needs and then playing a role in helping to meet those needs. CCHL encourages appropriate investment by its trading companies when significant updates are required is existing infrastructural assets.

The dividends paid by each CCHL subsidiary in the last five years are shown below. Past information is

used as we do not yet have the Statements of Intent covering the three years 2016, 2017 and 2018.

These are due to be received by Council later in March. There is a level of uncertainty regarding

future dividend payments as these are dependent on the financial performance of the companies.

Company	Shareholding	Principal reasons for investment	Value of investment <sup>8</sup>	Total Dividends paid last 5 years <sup>9</sup>
<i>Infrastructure</i>				
Orion New Zealand Limited	89.3%	Regional Economic Development	\$753 million	2014 \$34 million 2013 \$32 million 2012 \$34 million 2011 \$38 million 2010 \$37 million
Christchurch International Airport Limited	75%	Regional Economic Development	\$534.2 million	2014 \$6.6 million 2013 \$8.8 million 2012 \$17.2 million 2011 \$8.5 million 2010 \$10.5 million
Lyttelton Port Company Limited	100% (Until 24 October 2014 CCHL had a 79.7% shareholding)	Regional Economic Development	\$260.8 million (for its 79.7% shareholding)	2014 \$2 million 2013 nil 2012 nil 2011 \$3 million 2010 \$5 million
Enable Services Limited	100%	Economic Development & Long Term Investment Returns	\$40.9 million	No dividends have been paid
<i>Contracting</i>				

<sup>8</sup> As recorded in the financial statements of CCHL at 30 June 2014.

<sup>9</sup> Total dividend paid by the companies to all shareholders.

Company	Shareholding	Principal reasons for investment	Value of investment <sup>8</sup>	Total Dividends paid last 5 years <sup>9</sup>
City Care Limited	100%	Investment and Certainty of supply of service	\$136.3 million	2014 \$5.7 million 2013 \$6.3 million 2012 \$7.9 million 2011 \$6.4 million 2010 \$1.9 million
Red Bus Limited	100%	Public Transport Investment	\$23 million	2010 \$0.7 million
EcoCentral Limited	100%	Certainty of supply of service	\$11.8 million	2014 \$0.2 million

### Considerations of Ongoing Council Ownership of its Trading Companies

Advantages of Council Ownership	Counter-arguments to Council Ownership
<b>Synergies.</b> Provides opportunities for broader Council / Community objectives to be reflected in the companies' objectives. Allows companies to proactively respond to community aspirations such as climate change, energy use, sustainability, and social equity in a more direct and binding manner.	<b>Synergies.</b> Community values should be reflected in regulation, policy and incentives that are transparent and contestable. The use of Statements of Intent to influence commercial behavior can lead to sub-optimal business performance.
<b>Local control.</b> While operating on a commercial basis, wider economic benefits to the region are taken into account – largely through the Statement of Intent process (eg. recognition of Council strategies etc). The CCHL model ensures that intervention is by way of guidance rather than direct lobbying or interference with recognised best practice board governance processes. The model reflects similar principles adopted for Crown commercial enterprises.	<b>Local Control.</b> This can lead to mixed messages for the companies and reduce efficiency or returns if companies are required to compromise their potential rate of return. Companies associated or linked to Council may also perceive an inability to act as commercially as competitors.
<b>Asset reliability.</b> A public owner of key infrastructure is more likely to accept a lower return in the short term to ensure there is sufficient investment into these assets for the long term (e.g. investment in increased network resilience, or proactive asset maintenance).	<b>Asset reliability.</b> The private sector has strong incentives to invest in asset reliability and maintain the performance of its assets to ensure it maximizes profits. Further it will not over-invest or gold-plate its assets. Council-controlled companies may be less inclined to reduce services, reduce quality of assets and infrastructure due to community expectation.

<b>Advantages of Council Ownership</b>	<b>Counter-arguments to Council Ownership</b>
<p><b>Investment returns.</b> CCHL has generated a return to shareholders (cash dividends and capital growth) of 25.9% since 1996. The current cash dividend forecasts (\$46 million in 15-16) excluding dividends from the sale of investments have the effect of lowering Council rates required by approximately 13%. The total shareholder returns exceeds the Council's cost of capital in investing in these companies. Independent professional directors appointed to CCTOs can be as effective at ensuring efficiency in Council-owned companies as those with private sector ownership.</p>	<p><b>Investment returns.</b> Notwithstanding that total returns (including capital growth) to Council are higher than the cost of capital, cash dividends paid to Council have averaged a 4% return in the last five years decreasing to 3% in the last three year. Cash dividends currently are less than interest forgone on potential sales proceeds. An alternative shareholder may bring additional value to these companies, and private sector ownership ensures better efficiency.</p>
<p><b>Pricing.</b> Where there is no effective competition in a market, the existence of a Council-owned company can stimulate pricing and help to ensure that pricing for Council tenders is competitive or control pricing where there is a monopoly provider.</p>	<p><b>Pricing.</b> This is only true where markets are not mature and in most instances of monopoly, pricing is regulated.</p>
<p><b>Future potential.</b> Also known as "option value", this enables future flexibility with these assets. Eg. Port redevelopment, and Enable investment. If they are sold this value is gone.</p>	<p><b>Future potential.</b> Council should not be exposed to unnecessary commercial risks – for example, Council's ownership may be questioned where it owns assets that are speculative, high risk or for purposes not connected to the well-being of the community.</p>
<p><b>Long-term investment horizon.</b> Because they have an owner who is focused on long-term outcomes, the companies have a greater ability to invest in the long-term, where profitability may take some time but creates gain where aligned to the strategies (Community outcomes) of the City.</p>	<p><b>Long-term investment horizon.</b> This investment exposes ratepayers to risk that the private sector is not prepared to accept. If the investment is made by the Council, it should be sold once it becomes commercially viable to reduce the commercial risk.</p>
<p><b>Stability of ownership.</b> Strong stable ownership can create a competitive advantage for the operating companies. Private sector owners are more likely to seek profit in a shorter timeframe and not be as prepared to invest in the long-term.</p>	<p><b>Stability of ownership.</b> Stability of ownership can also be achieved through a strong private-sector parent. A private sector parent may also bring other skills and experience that add value to the companies.</p>
<p><b>Availability of capital.</b> Council decision-making to make further capital available will be moderated by how the investment contributes to commercial and non-commercial outcomes for the City. The Council could choose to allow its companies to access normal capital markets (CCTOs already raise debt capital through the normal market).</p>	<p><b>Availability of capital.</b> A wider range of capital raising options is available to privately-held companies. Exposure to capital markets places stronger commercial disciplines on businesses.</p>

### Cash Investments

The Council typically holds a limited amount of surplus cash, to cover short-term working capital requirements or pre-fund the maturity of term borrowings. Cash may be invested for short periods to enhance returns, provided that this does not undermine the Council's liquidity position. Overall cash returns are expected to exceed the Reserve Bank's Official Cash Rate.

### Capital Endowment Fund

The Capital Endowment Fund was formed in 2001 using the proceeds received from the sale of Orion's gas subsidiary. The Fund provides an ongoing income stream which is applied by Council to economic development, and community events and projects. The Fund is invested according to the Council's Investment Policy, including internal lending to the Council to minimise Council's external borrowing. The Council pays the Fund interest on such internal loans at a market rate,

although no more than it would pay for a similar loan from an external lender. Fund investments are consolidated with those of the Council for reporting purposes.

The Fund is projected to make returns over the 10 years of the Long Term Plan of:

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Return	5.00%	5.45%	5.45%	5.40%	5.40%	5.40%	5.40%	5.40%	5.40%	5.40%

### Community Loans

From time to time the Council makes loans to community groups to enable them to pursue their stated objectives. The return on these loans ranges from interest free through to 4.4% depending on when they were granted and the conditions imposed on them at the time. The total face value of these loans at 1 July 2015 is estimated at \$4.9 million.

### Other Investments

Under the terms of its shareholding in the Local Government Funding Agency (LGFA), each time Council borrows from LGFA it must invest a portion of that borrowing back into LGFA in the form of Borrower Notes. Council earns interest on Borrower Notes at an interest rate equal to the base interest rate charged on the associated borrowing, (ie. excluding any margins).

## Appendix 2: Cameron Partners' Report

In its report of August 2014 Cameron Partners concludes that the Council will need to look at what its strategic objectives are for its assets in terms of quality, availability and price of services, and impact on regional economic development.

### Key questions:

- what are the Council's strategic objectives for its assets?
- does it need to retain ownership to ensure those objectives are met?
- can its objectives be met through regulation or policy?
- can it contract for or enter into partnerships to ensure its objectives are met?

Some assets may not require Council involvement because third parties can provide the same services, with regulation ensuring Council's required outcomes are met.

The Council may need to own / fund assets which provide public benefits that would be uneconomic or too risky for the private sector to provide, e.g. public open space, civic facilities, roads. Some assets may be able to be provided by the private sector with the Council contracting for the services it requires.

### Options for changing asset ownership while meeting the Council's strategic objectives:

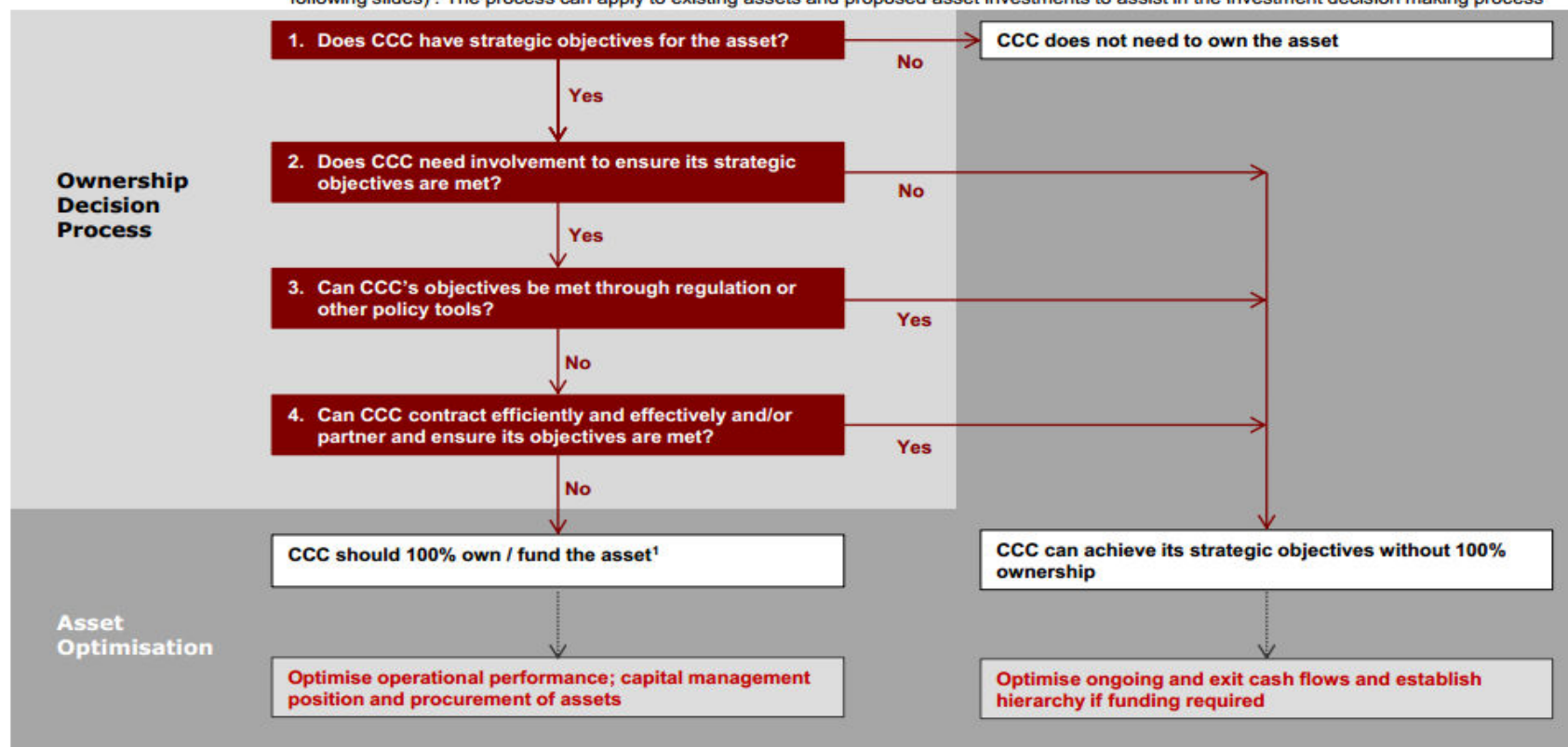
- set a sale price that reflects the need to meet Council objectives and ensure contracts with new owners of the business asset are suitably aligned
- partial sell-down with shareholders' agreement / changes to constitution to ensure the strategic objectives are met
- achieve Council's strategic aims through contractual arrangements
- partnering with other like-minded investors / long-term strategic partners (Crown, local authorities, iwi)
- this is shown diagrammatically on the next page, and the full report is available at <http://resources.ccc.govt.nz/files/TheCouncil/policiesreportsstrategies/reports/CameronPartnersReviewAugust2014.pdf>



## 7. Asset Optimisation

### Assets Requiring CCC Involvement – Decision Framework

- The process for assessing whether CCC involvement is required or not is broadly as outlined in the following flow chart (with commentary on the following slides). The process can apply to existing assets and proposed asset investments to assist in the investment decision making process



<sup>1</sup> An exception could be where an investor is aligned with CCC and is happy for its non-value maximising objectives to be pursued – e.g. Govt; other local authorities; iwi; philanthropic sources)



# **Financial Prudence Benchmarks**

## **Financial Prudence Benchmarks**

### **Long-term plan disclosure statement for period commencing 1 July 2015**

#### **What is the purpose of this statement?**

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The Council is required to include this statement in its Long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

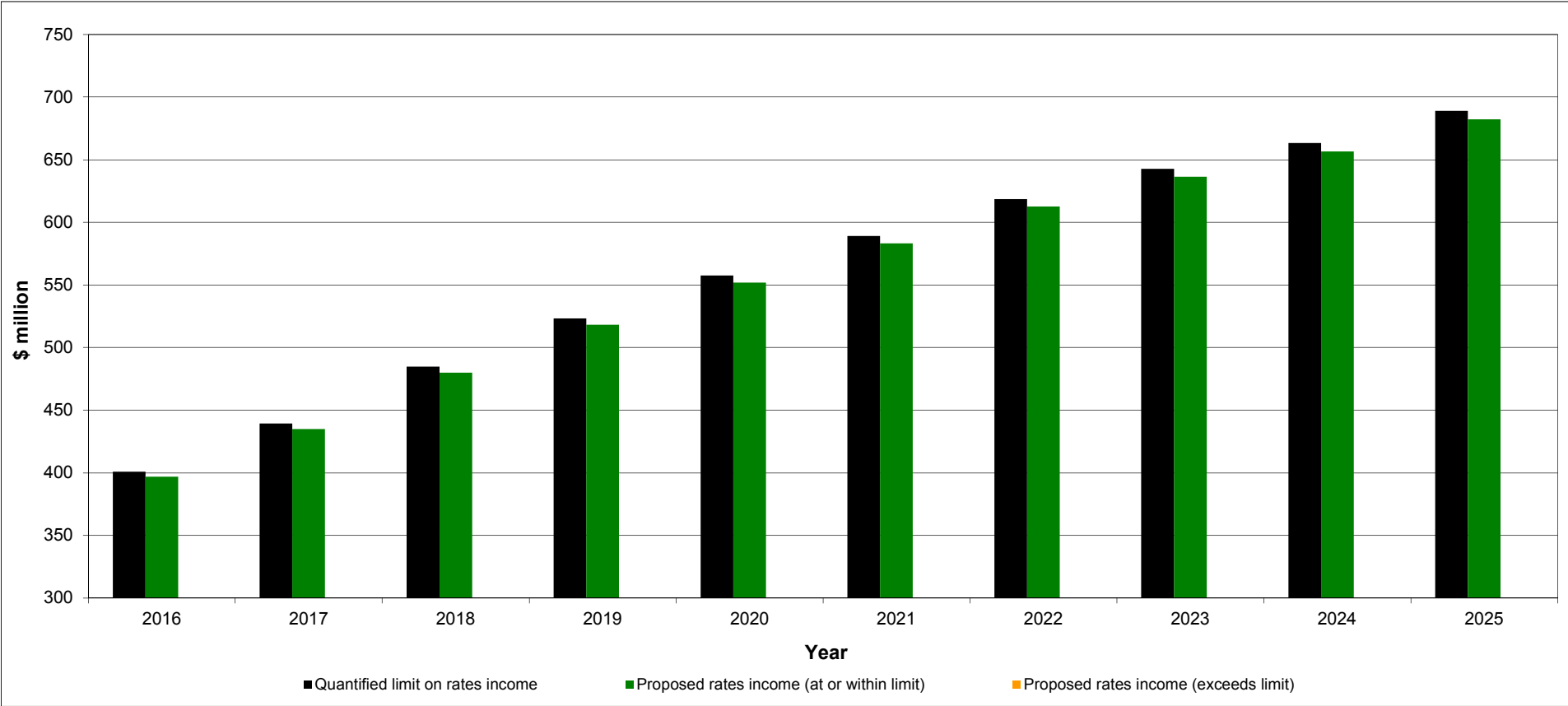
**Rates affordability benchmark**

The Council meets the rates affordability benchmark if—

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increases.

*Rates (income) affordability*

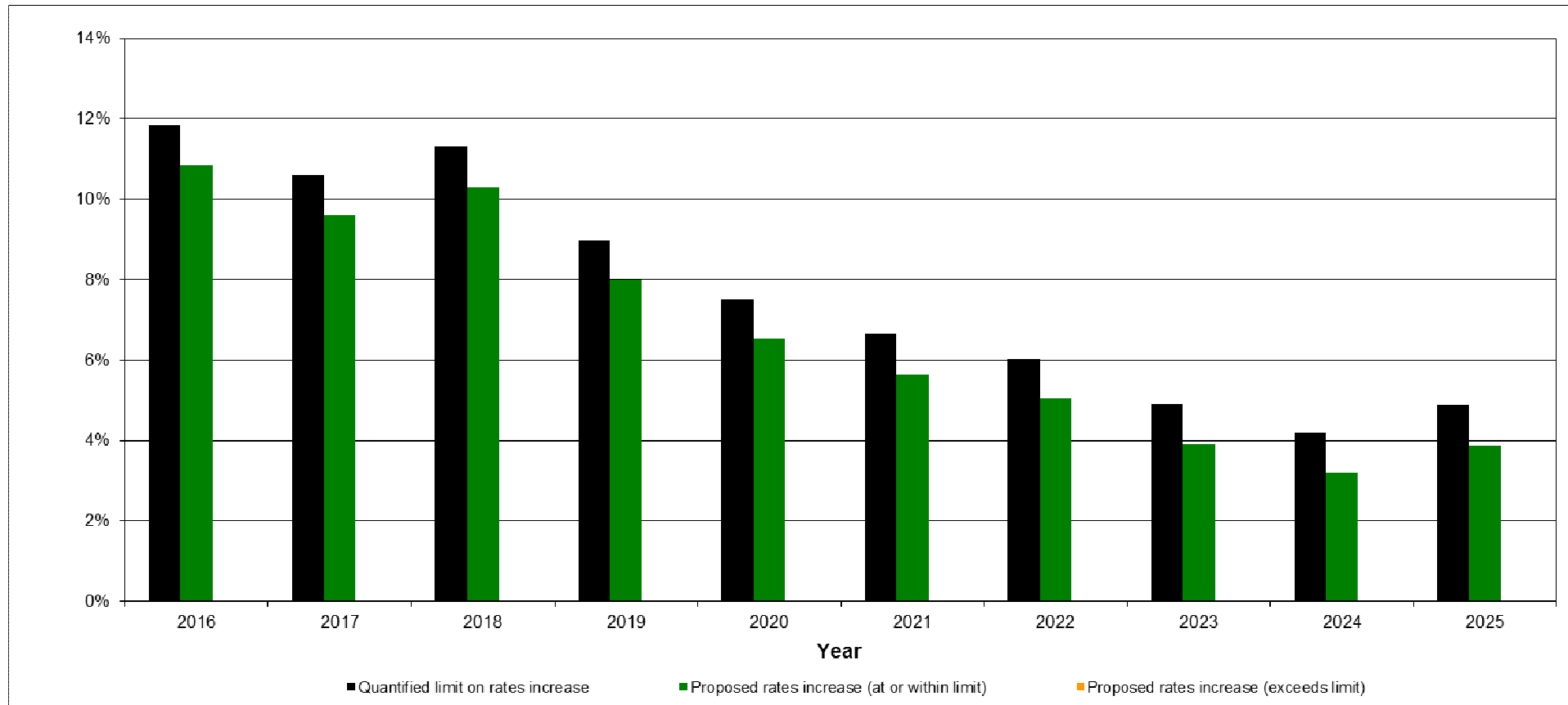
The following graph compares the Council’s planned rates with a quantified limit on rates contained in the financial strategy included in this long-term plan. The quantified limit is set at 1% above the rates income contained in the plan’s financial strategy.



### *Rates (increases) affordability*

The following graph compares the Council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan.

The quantified limit is set at 1% above the nominal year on year increase in rates income contained in the plan's financial strategy.



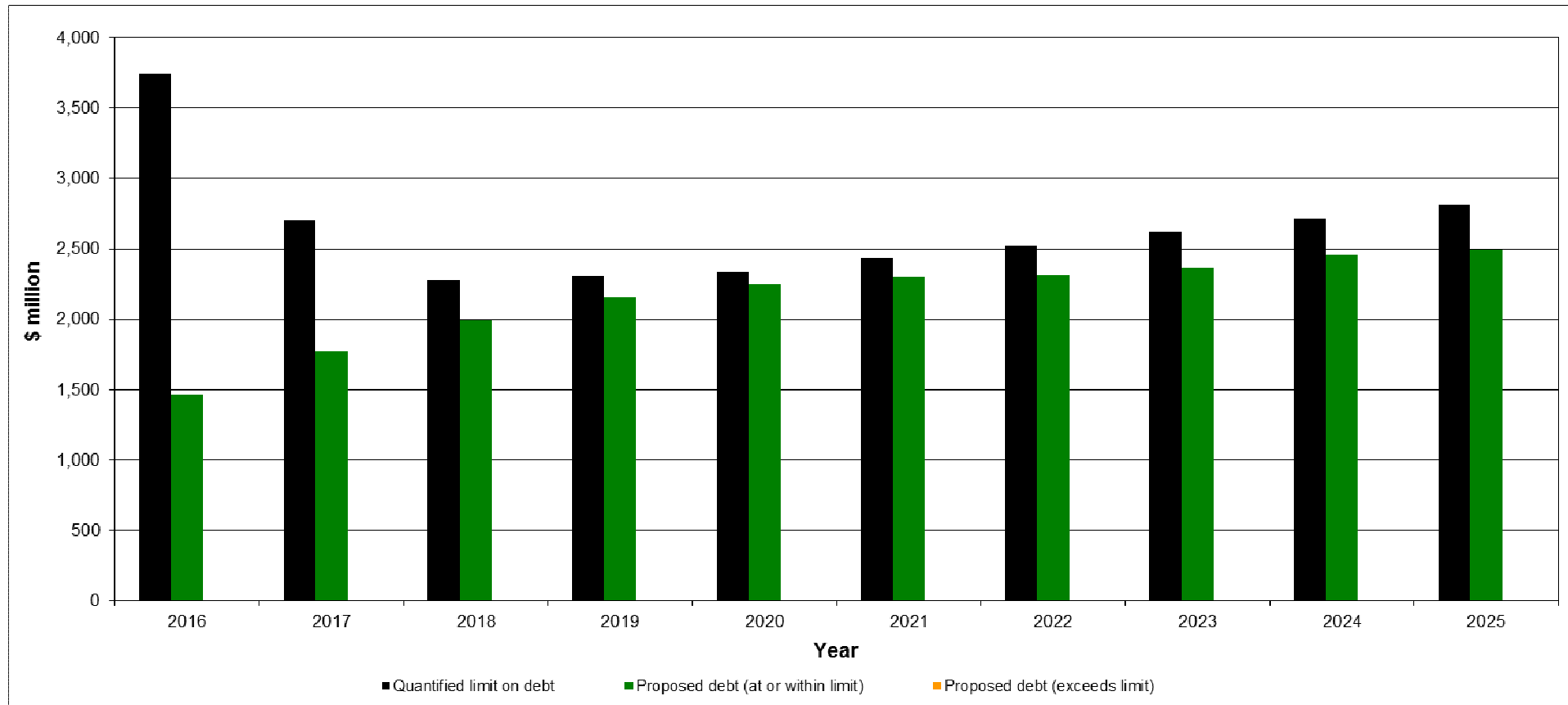
## Debt affordability benchmark

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. The Council has six measures for debt affordability and these are set out below.

The following graph compares the Council's planned borrowing with a quantified limit on borrowing contained in the financial strategy included in this long-term plan.

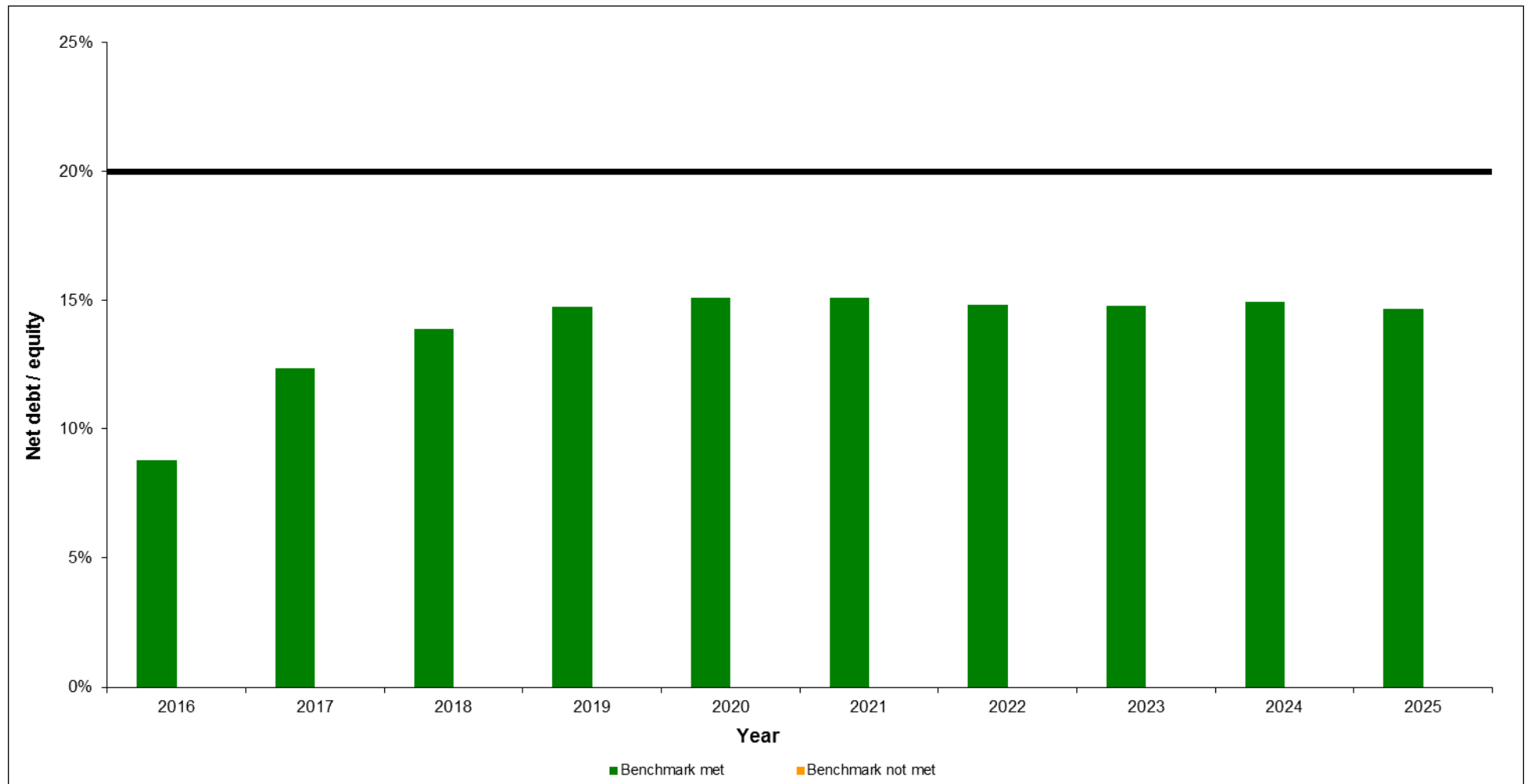
The quantified limit on borrowing has been set at 250% of the net debt to revenue ratio.

## Total borrowing



### Net debt as a percentage of equity

The following graph compares the Council's planned net borrowing with a quantified limit stated in the financial strategy included in this long-term plan. The quantified limit is net debt (comprised of total borrowings less liquid assets and investments) as a percentage of equity being less than or equal to 20%.

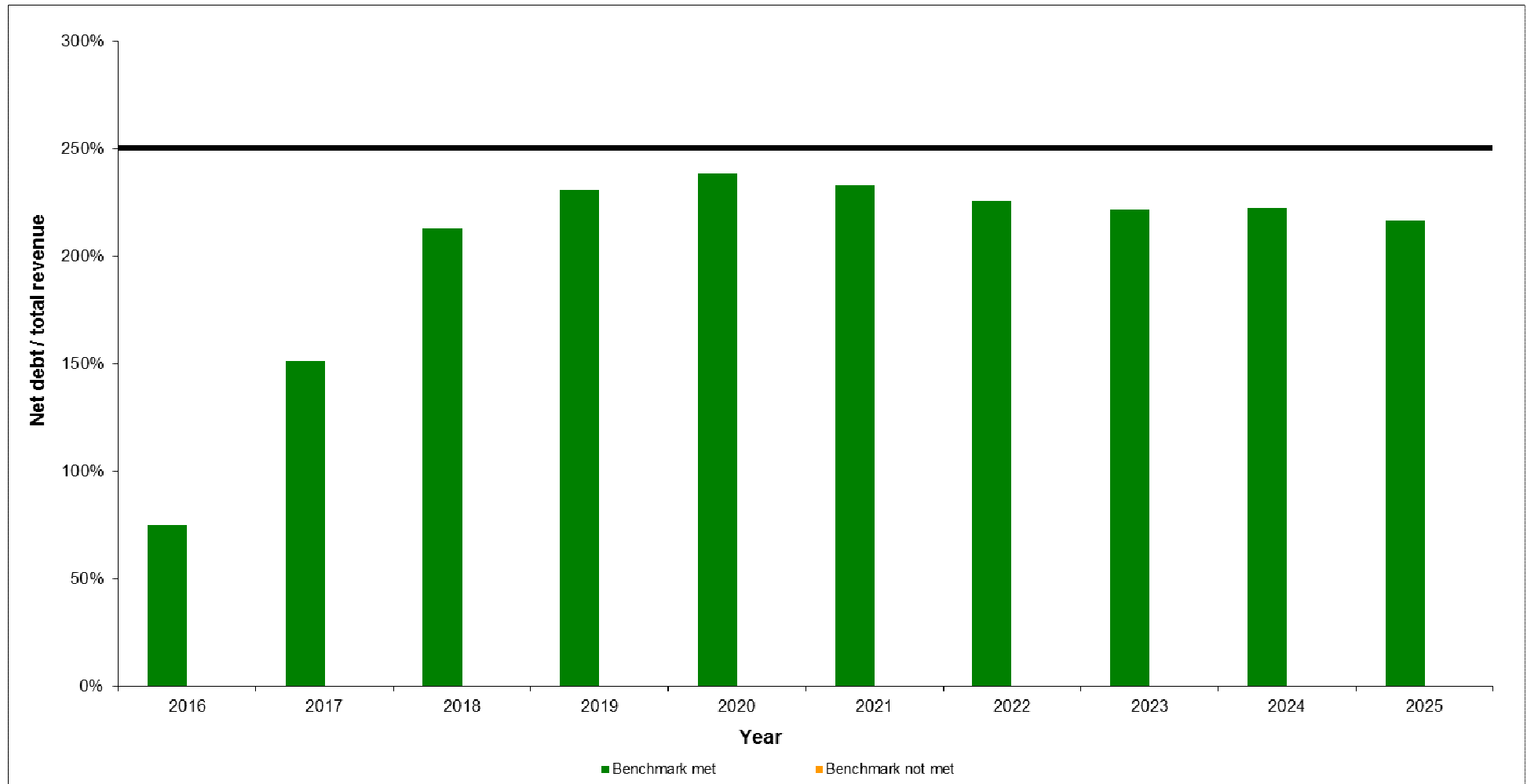




### Net debt as a percentage of total revenue

The following graph compares the Council's planned net borrowing with a quantified limit on borrowing stated in the financial strategy included in this long-term plan.

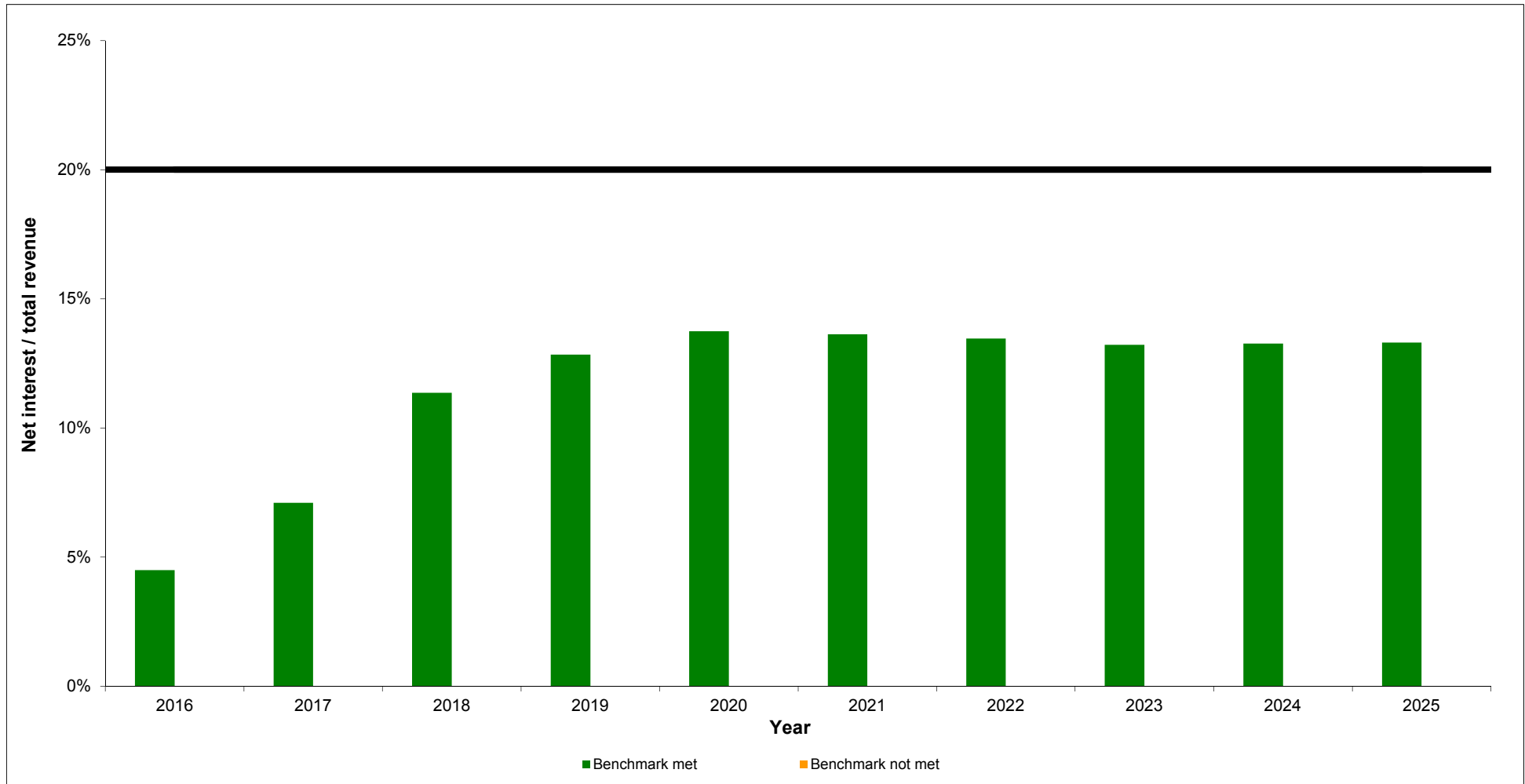
The quantified limit is net debt as a percentage of total revenue being less than or equal to 250%.



### Net interest as a percentage of total revenue

The following graph compares the Council's planned net borrowing with a quantified limit on borrowing stated in the financial strategy included in this long-term plan.

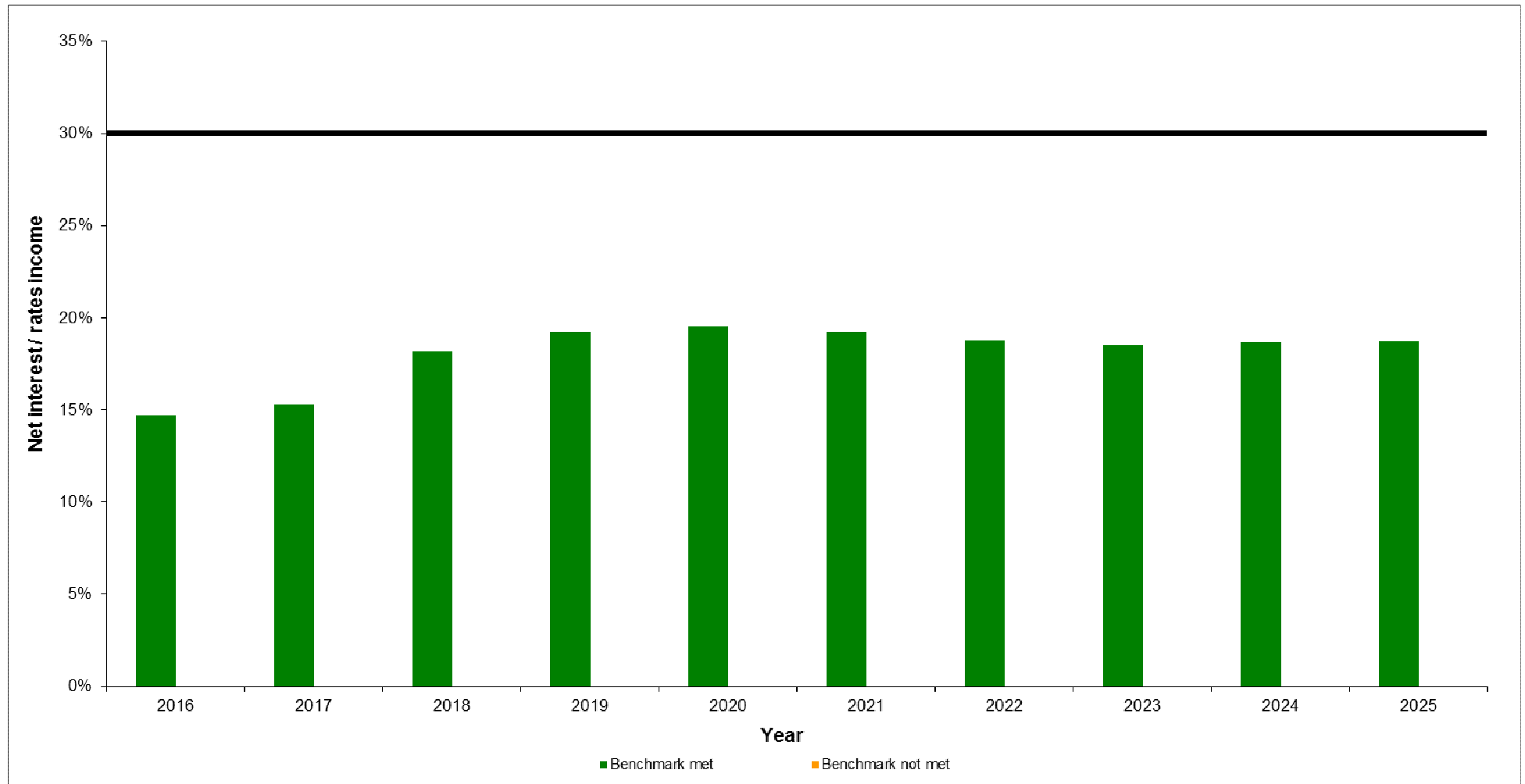
The quantified limit is net interest as a percentage of total operating revenue being less than or equal to 20%.



### Net interest as a percentage of annual rates income

The following graph compares the Council's net borrowing with a quantified limit on borrowing stated in the financial strategy included in this long-term plan.

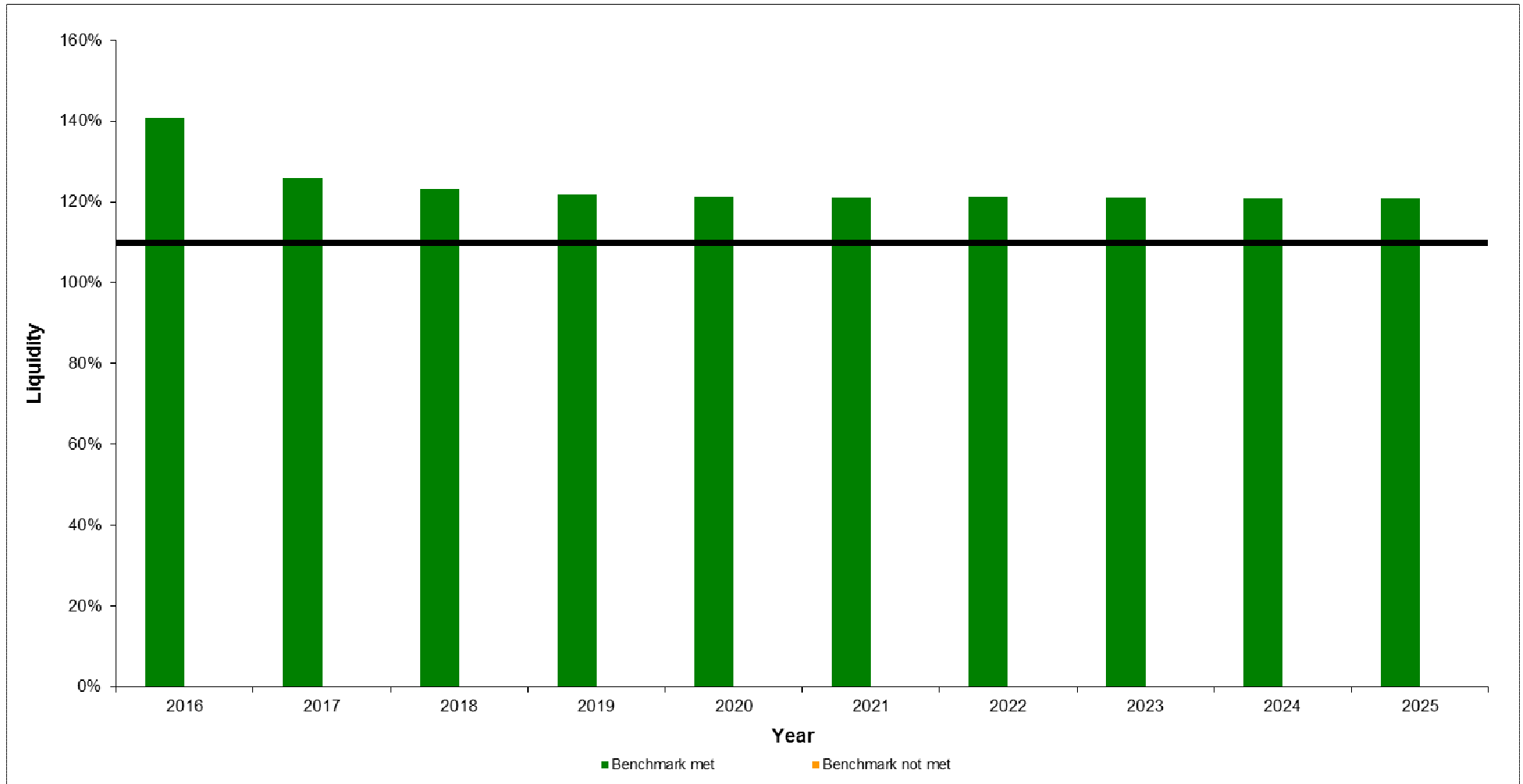
The quantified limit is net interest as a percentage of annual rates income being less than or equal to 30%.



## Liquidity

The following graph compares the Council's net borrowing with a quantified limit on borrowing stated in the financial strategy included in this long-term plan.

The quantified limit is liquidity being equal to or greater than 110%. For debt affordability liquidity is calculated as total borrowings including committed but undrawn facilities plus liquid assets and investments compared to total term borrowings.

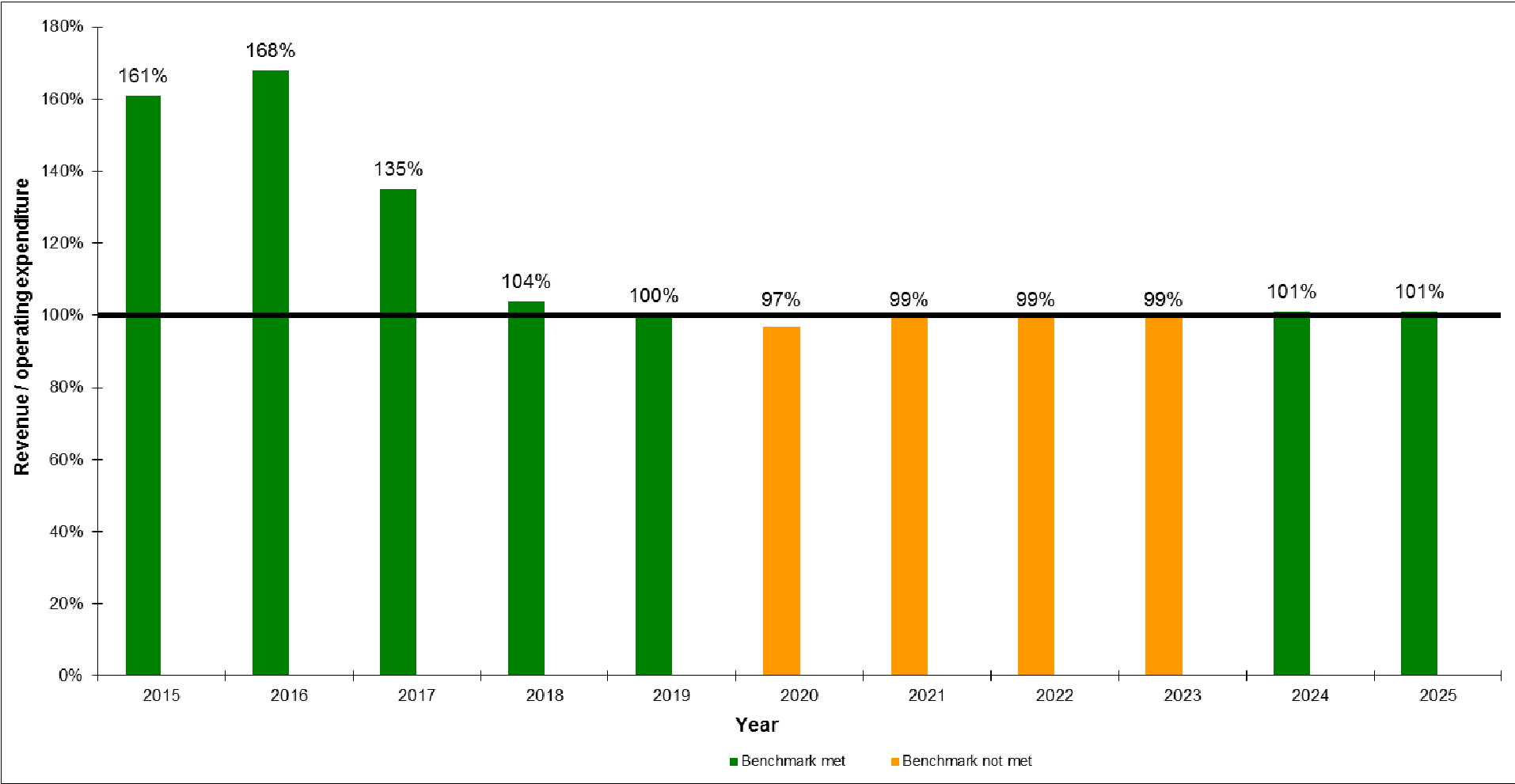


**Balanced budget benchmark**

The following graph displays the Council’s planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, and equipment) as a proportion of planned operating expenses (excluding losses on

derivative financial instruments and revaluations of property, plant, and equipment).

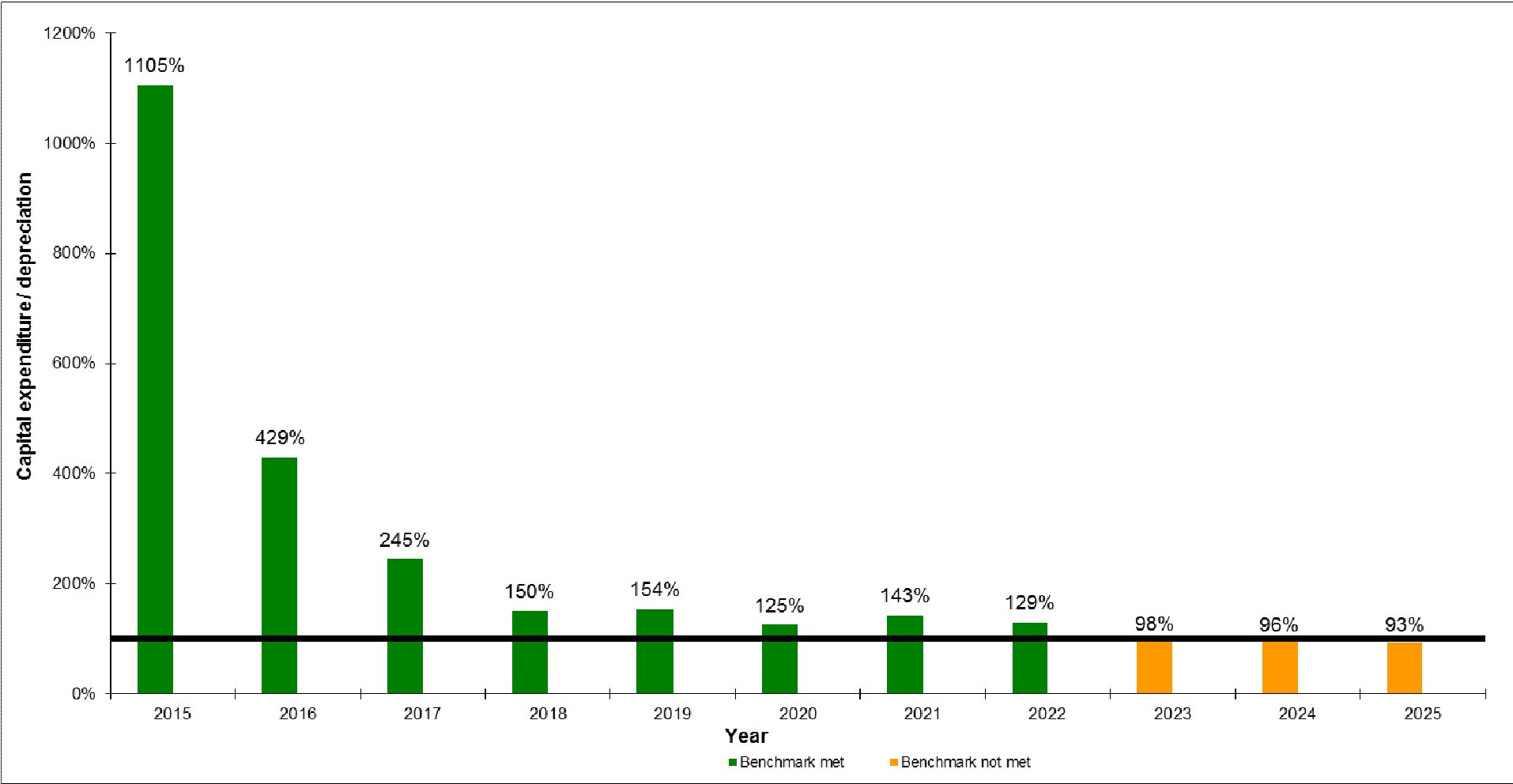
The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



**Essential services benchmark**

The following graph displays the Council’s planned capital expenditure on network services as a proportion of expected depreciation on network services. The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

The high proportion of capital expenditure to depreciation in the first years of the plan reflects the impact of the rebuild. The ratio normalises in later plan years.



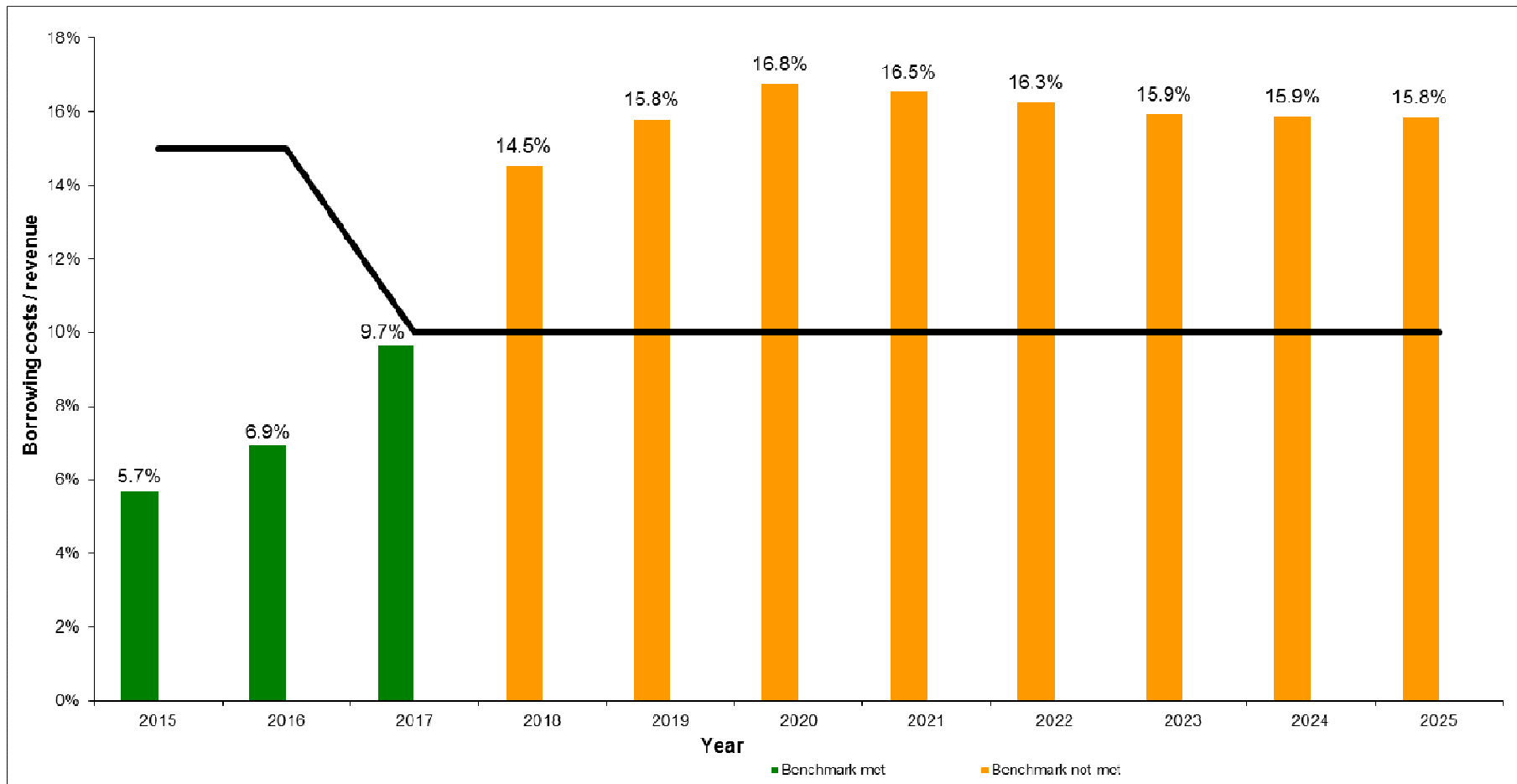
## Debt servicing benchmark

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, and equipment).

Because Statistics New Zealand projects the Council's population will grow faster than the national population is projected to grow in 2015 and 2016, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than

15% of its planned revenue. From 2017 onwards Statistics New Zealand projects the Council's population will grow more slowly than the national population, therefore it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.

The Council forecasts to exceed this benchmark from 2018 due to the amount of borrowing required to fund the rebuild. Council will remain within the debt affordability benchmarks.







# Infrastructure Strategy

The Infrastructure Strategy has been given its own web link:

<http://resources.ccc.govt.nz/files/TheCouncil/policiesreportsstrategies/ltccp/LTP2015/InfrastructureStrategy.pdf>

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# **Funding Impact Statement**



# Funding Impact Statement

Table of Rates Collected

	2015-16 LongTerm Plan \$000
<b>Rates Collected</b>	
General Rate	289,700
Uniform Annual General Charge	21,018
<b>Targeted Rates</b>	
Water Supply	
Full Charge	35,057
Half Charge	739
Restricted Supply	148
Excess Water <sup>1</sup>	-
Fire Service Connection	107
Land Drainage	19,887
Sewerage	55,737
Waste Minimisation	21,801
Active Travel	3,576
Governors Bay Water Loan	18
Governors Bay Sewer Loan	28
	447,818
including GST of	58,411
	<b>389,407</b>

## Note 1.

The total rates amount of \$389.4 million (excluding GST) in this table is based on the actual number of rating units across the city and their capital value at the date the draft Long Term Plan is adopted. Three items of rating income are excluded from this figure (and from the specific rates details provided on the following pages):

- Excess water rates – excluded because it is dependent on actual volumes consumed during the year. Excess water rates are budgeted to be \$2.8 million (excluding GST) in 2015-2016.
- Late payment penalties & surcharges – excluded because they are dependent on actual late rates payments occurring during the year. Late payment penalties and surcharges are budgeted to be \$2.2 million (excluding GST) in 2015-2016.
- Changes in capital values during the year – Council is required to adjust its rates charges for individual properties during the financial year to reflect any capital value change arising from demolition or substantial construction work; the impact of these adjustments on rates collected is excluded from the table because it is dependent on the extent of demolition and construction activity during the year. The net impact on rates of these adjustments is budgeted to be revenue of \$2.6 million (excluding GST) in 2015-2016.

This Funding Impact Statement sets out the sources of operating funding Council will use to fund its activities over the period of the Long Term Plan. These funding sources were developed from an analysis of the Council activities and funding requirements which is set out in the Revenue and Financing Policy in the draft Long Term Plan.

## Christchurch City Council

### Funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
246,946	General rates, uniform annual general charges, rates penalties		274,205	307,252	343,144	373,481	399,675	424,245	445,702	462,450	475,771	495,241
111,180	Targeted rates		122,757	127,801	136,794	144,731	152,305	158,915	166,834	174,024	180,954	186,991
21,321	Subsidies and grants for operating purposes		21,189	21,583	21,613	22,134	22,342	22,997	23,757	24,427	25,526	26,394
97,344	Fees, charges		97,004	97,122	100,765	112,885	119,145	126,193	130,783	136,384	140,568	146,081
74,886	Interest and dividends from investments		627,888	258,278	52,699	54,778	55,455	55,220	55,730	61,786	70,721	73,183
36,460	Local authorities fuel tax, fines, infringement fees, and other receipts		31,455	17,425	11,980	13,019	12,074	12,181	12,539	12,877	13,201	13,607
<b>588,137</b>	<b>Total operating funding</b>		<b>1,174,498</b>	<b>829,461</b>	<b>666,995</b>	<b>721,028</b>	<b>760,996</b>	<b>799,751</b>	<b>835,345</b>	<b>871,948</b>	<b>906,741</b>	<b>941,497</b>
<b>Applications of operating funding</b>												
414,558	Payments to staff and suppliers		406,850	391,240	378,692	393,377	413,798	428,419	442,116	458,594	470,754	486,444
60,482	Finance costs		86,213	94,678	112,179	123,195	131,676	136,139	139,081	141,747	146,950	152,226
67,346	Other operating funding applications		62,527	38,657	37,929	36,679	30,905	31,642	32,560	33,537	34,576	35,718
<b>542,386</b>	<b>Total applications of operating funding</b>		<b>555,590</b>	<b>524,575</b>	<b>528,800</b>	<b>553,251</b>	<b>576,379</b>	<b>596,200</b>	<b>613,757</b>	<b>633,878</b>	<b>652,280</b>	<b>674,388</b>
<b>45,751</b>	<b>Surplus (deficit) of operating funding</b>		<b>618,908</b>	<b>304,886</b>	<b>138,195</b>	<b>167,777</b>	<b>184,617</b>	<b>203,551</b>	<b>221,588</b>	<b>238,070</b>	<b>254,461</b>	<b>267,109</b>
<b>Sources of capital funding</b>												
20,615	Subsidies and grants for capital expenditure		16,896	17,149	15,357	17,436	17,496	15,382	14,144	12,606	12,570	13,087
18,766	Development and financial contributions		21,856	17,448	22,518	25,430	24,332	24,454	26,068	25,028	24,198	24,329
453,986	Increase (decrease) in debt		(12,419)	304,773	222,574	159,827	89,876	51,995	18,082	51,814	92,816	34,289
6,763	Gross proceeds from sale of assets		54,671	8,026	5,925	5,857	4,370	504	518	534	551	570
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
454,335	Other dedicated capital funding		50,154	132,603	97,902	39,925	6,447	7,501	4,387	4,509	4,659	4,814
<b>954,465</b>	<b>Total sources of capital funding</b>		<b>131,158</b>	<b>479,999</b>	<b>364,276</b>	<b>248,475</b>	<b>142,521</b>	<b>99,836</b>	<b>63,199</b>	<b>94,491</b>	<b>134,794</b>	<b>77,089</b>
<b>Applications of capital funding</b>												
878,842	Capital expenditure		751,965	773,229	375,309	259,550	156,376	175,619	156,551	252,474	324,980	278,970
36,585	- to replace existing assets		61,224	71,152	75,656	86,000	101,436	61,691	42,758	26,118	23,641	24,895
107,881	- to improve the level of service		99,667	51,635	49,409	70,056	66,460	62,736	82,055	49,704	35,652	34,844
(21,892)	- to meet additional demand		(162,390)	(110,731)	3,097	3,846	4,366	5,041	5,423	6,265	6,982	7,489
(1,200)	Increase (decrease) in reserves		(400)	(400)	(1,000)	(3,200)	(1,500)	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)
<b>1,000,216</b>	<b>Total applications of capital funding</b>		<b>750,066</b>	<b>784,885</b>	<b>502,471</b>	<b>416,252</b>	<b>327,138</b>	<b>303,387</b>	<b>284,787</b>	<b>332,561</b>	<b>389,255</b>	<b>344,198</b>
<b>(45,751)</b>	<b>Surplus (deficit) of capital funding</b>		<b>(618,908)</b>	<b>(304,886)</b>	<b>(138,195)</b>	<b>(167,777)</b>	<b>(184,617)</b>	<b>(203,551)</b>	<b>(221,588)</b>	<b>(238,070)</b>	<b>(254,461)</b>	<b>(267,109)</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>

## **Detailed information about sources of operating funding**

### **Rates, uniform annual general charges and rates penalties**

Rates, uniform annual general charges and rates penalties are derived in accordance with the Council's rating policy. In general they fund operating expenditure, but they also fund asset renewals and debt repayment which are included under Applications of capital funding in the table above.

### **Targeted rates**

Targeted rates are derived in accordance with Council's rating policy and are used to fund specific activities. More detail is set out in the revenue and Financing Policy.

### **Subsidies and grants**

Subsidies and grants are primarily received from New Zealand Transport Authority in support of the Road Network and Transport activities.

### **Fees and charges**

Fees and user charges are developed from the various pricing policies under the Activity Management Plans for each Group of Activities. The effect of any fee or charge levied by Council is to reduce the amount of funding the Council needs to source from rates. There are a number of increases proposed to fees and charges which are detailed in the Fees and Charges schedules.

### **Interest and dividends**

The Council receives interest from its financial investments and from loans to various council controlled and community organisations. The

Council also receives dividends from some of the various CCTOs that it owns or has an ownership interest in. The effect of any interest or dividends received by the Council is to reduce the amount of funding Council needs to source from rates, or in the case of special dividends from borrowing.

### **Other receipts**

Other receipts are largely comprised of earthquake recoveries which partly reimburse the Council for temporary works. The funds are received under the National Civil Defence and Emergency Management Plan, administered by CERA to reimburse local government for 60%- 100% of qualifying costs incurred as a result of a disaster.

The graphs below show the revenue planned for each class of operating revenue over the ten years of the plan along with the key classes of expense.

## **Detailed information about sources of capital funding**

### **Subsidies and grants**

The subsidies, grants, and other funds collected by the Council are set out in the various Activity Management Plans. The largest single subsidy received by the Council is from the New Zealand Transport Agency to support Council's Road Network and Transport activities. The effect of any grant or subsidy collected by the Council is to reduce the amount of funding Council needs to source from borrowings.

### **Development contributions**

Development contributions are charged to property developers to recover the estimated cost of increasing the capacity of the city's infrastructure and community facilities to meet the needs of growth. A detailed explanation of

development contributions is provided in the Development Contributions Policy.

### **Borrowing**

The Council's capital expenditure is financed as outlined in the Revenue and Financing Policy. As a general principle Council borrows to provide the funding necessary to purchase or construct new long-term or infrastructural assets. In some instances Council will also borrow to fund grant expenditure that is classified as operating expenditure in Council's financial statements, but is capital in nature. An example is the funding provided to the Canterbury Museum Trust Board for additions to the Museum buildings. In accordance with its financial strategy the Council is also borrowing to fund extra operational costs such as the District Plan update and operating deficits through until 2015/16. The deficits are principally the result of lost revenue due to the earthquakes and the borrowing to meet them is funded by the special earthquake charge which has been collected through rates for the last four years. The last of these surcharges (1.93%) is included in the rates levied in 2015/16

All borrowing is carried out in accordance with the Liability Management Policy.

### **Asset Sales**

These typically comprise sale of fleet vehicles and sale of surplus land.

### **Other dedicated capital funding**

These largely relate to earthquake recoveries, which are comprised of the proceeds from insurance policies, reimbursement from the Crown, and NZ Transport Agency subsidies. During the rebuild this source of funding is significant.

**Reserve funds (shown in the table as a net figure under Applications)**

Council maintains a number of reserve funds. Many of these have resulted from bequests or gifts to the city, while others are the result of specific decisions by Council (such as the Capital Endowment Fund) or the exercise by Council of its statutory powers (such as for the collection of financial contributions under the Resource Management Act). These funds are invested by the Council in accordance with its Investment Policy, and funds are drawn from individual reserves for operating or capital expenditure that meets the purpose of that reserve.

The graphs below show the revenue planned for each class of capital revenue over the ten years of the plan along with the key classes of expense.



## Where our funding will come from

Before the earthquakes, rates were the main source of funding for the Council's activities. As the earthquake recovery continues, earthquake rebuild recoveries (insurance, NZ Government reimbursements, and NZ Transport Agency subsidies), borrowing, and the release of funds from CCHL are significant sources of funding. These account for \$852 million or 53% of funding in 2015/16.

In the 2015/16 financial year, the Council is proposing to collect \$397 million in rates to help pay for essential services such as water supply, roading and wastewater treatment, as well as capital renewal and replacement projects and events and festivals. Included within the general rate is a 1.93 per cent surcharge that is used to fund the operating deficit. This income is supplemented with funding from fees and charges, Government subsidies, development contributions, interest and dividends from subsidiaries.

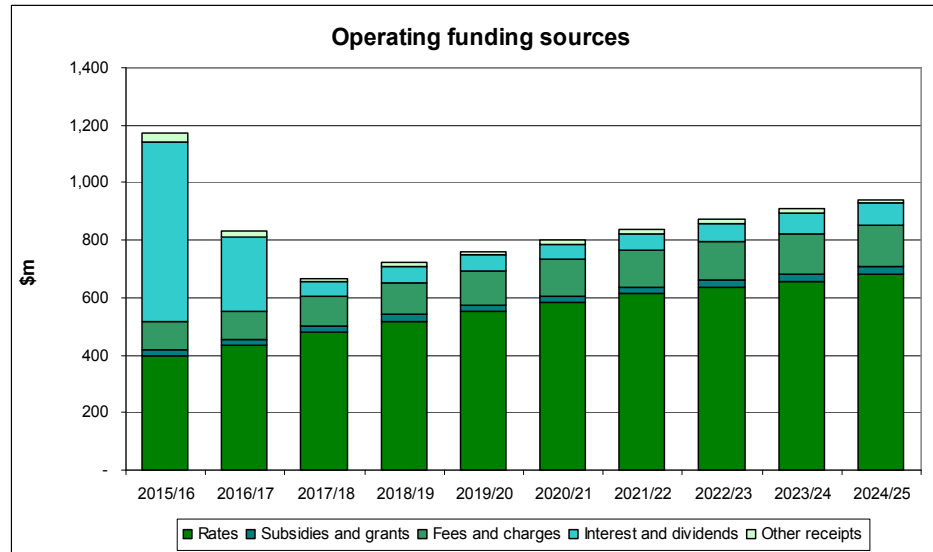
The Council has proposed rates increases at a level sufficient to ensure revenue is sufficient and debt low enough to not breach the key financial control ratios outlined in the Long Term Plan.

The Council owns shares in major local companies through its wholly-owned subsidiary Christchurch City Holdings Limited (CCHL). These companies include Christchurch International Airport, City Care, Lyttelton Port Company, Orion, Eco Central, Enable Services and Red Bus. CCHL is forecasting to pay dividends of \$46.0 million in 2015/16. This amount will decrease in later years as the capital release occurs.

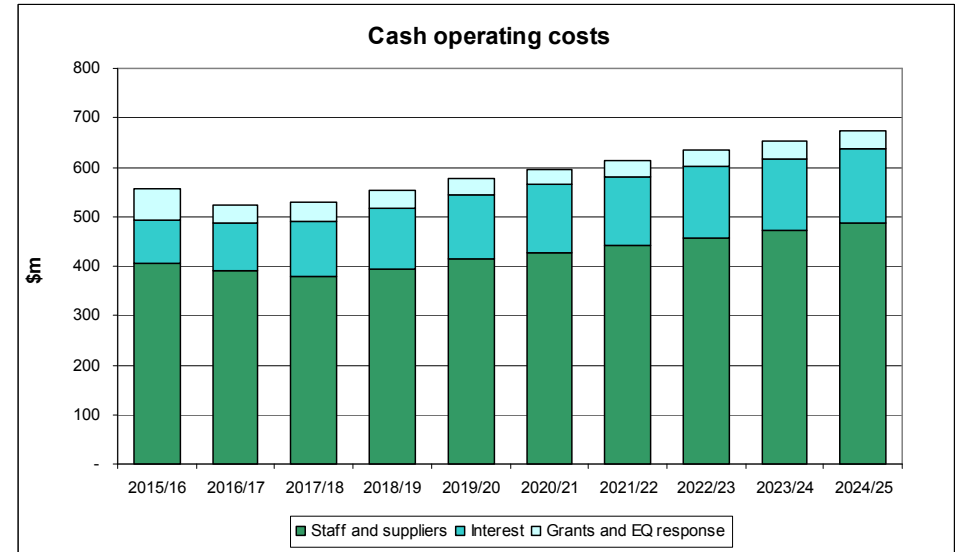
## Where our funding will come from:

<u>Funding Sources 2015/16</u>	<u>%</u>	<u>\$000</u>
Dividends and interest received	40%	627,888
Rates	25%	396,962
Borrowing	16%	253,000
Fees, charges and operational subsidies	9%	149,648
Earthquake rebuild recoveries	3%	49,377
Asset sales	3%	54,671
Transfers from reserves	2%	23,961
Development contributions	1%	21,856
Capital grants and subsidies	1%	17,673
	<b>100%</b>	<b>1,595,036</b>

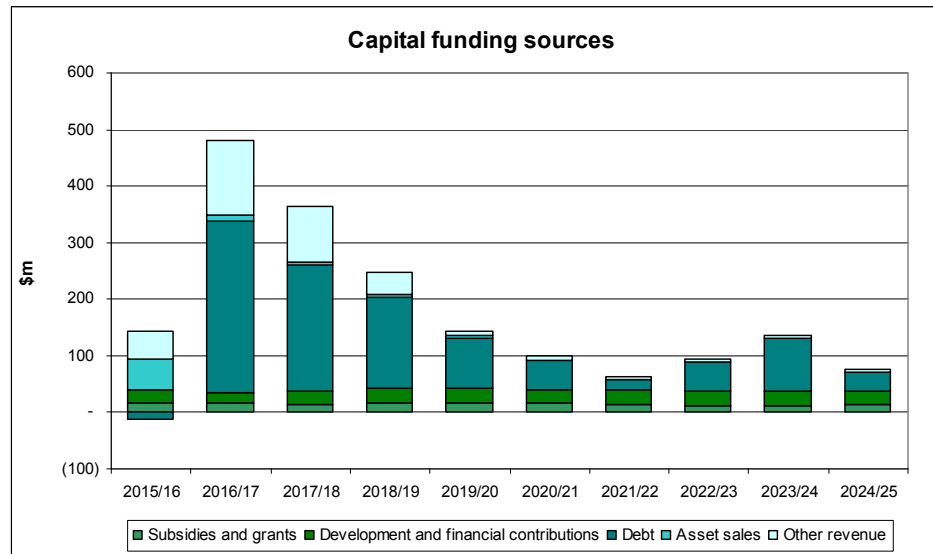
### Operating funding sources for 2015 to 2025:



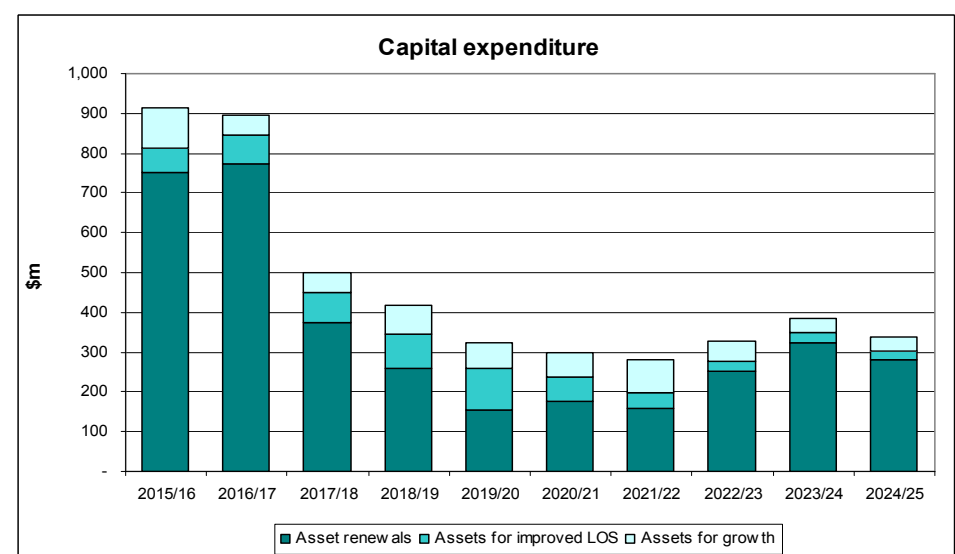
### Cash operating costs for 2015 to 2025:



### Capital funding sources for 2015 to 2025:



### Capital expenditure for 2015 to 2025:



## Where our funding will come from

Before the earthquakes, rates were the main source of funding for the Council's activities. As the earthquake recovery continues, earthquake rebuild recoveries (insurance, Central Government reimbursements, and NZ Transport Agency subsidies), borrowing, and the release of funds from CCHL are significant sources of funding. These account for \$852 million or 53% of funding in 2015/16.

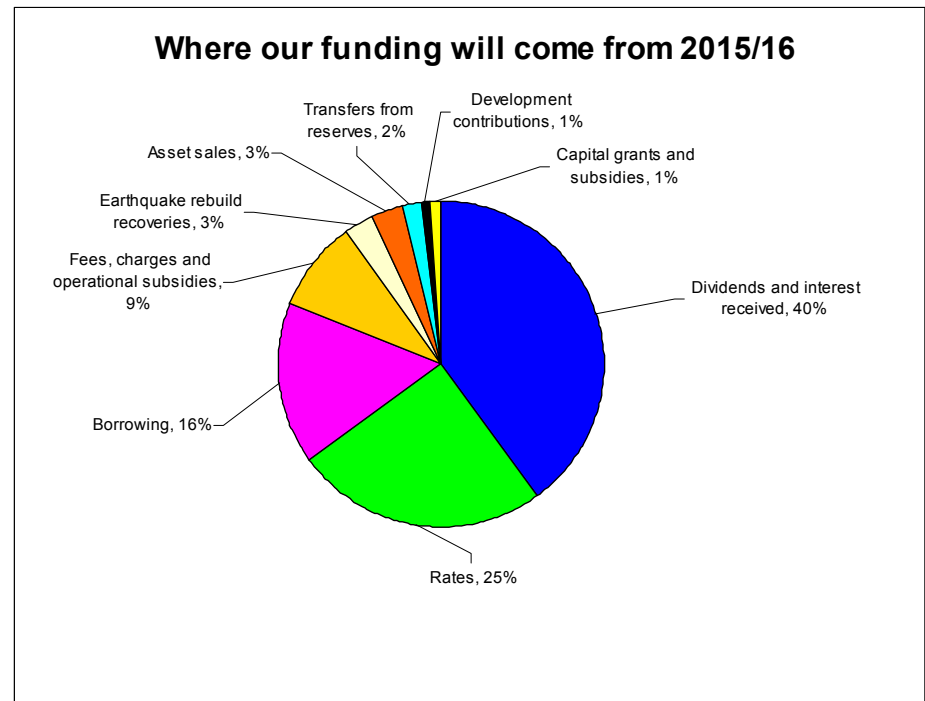
In the 2015/16 financial year, the Council is proposing to collect \$397 million in rates to help pay for essential services such as water supply, roading and wastewater treatment, as well as capital renewal and replacement projects and events and festivals. Included within the general rate is a 1.93 per cent surcharge that is used to fund the operating deficit. This income is supplemented with funding from fees and charges, Government subsidies, development contributions, interest and dividends from subsidiaries.

The Council has proposed rates increases at a level sufficient to ensure revenue is sufficient and debt low enough to not breach the key financial control ratios outlined in the Long Term Plan.

The Council owns shares in major local companies through its wholly-owned subsidiary Christchurch City Holdings Limited (CCHL). These companies include Christchurch International Airport, City Care, Lyttelton Port Company, Orion, Eco Central, Enable Services and Red Bus. CCHL is forecasting to pay dividends of \$46.0 million in 2015/16. This amount will decrease in later years as the capital release occurs.

## Where our funding will come from:

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Transfers from reserves	2%	23,961
Development contributions	1%	21,856
Capital grants and subsidies	1%	17,673
	<b>100%</b>	<b>1,595,036</b>



## How capital expenditure is funded

The Council will invest over \$4.6 billion in the city's infrastructure over the period of the Long Term Plan.

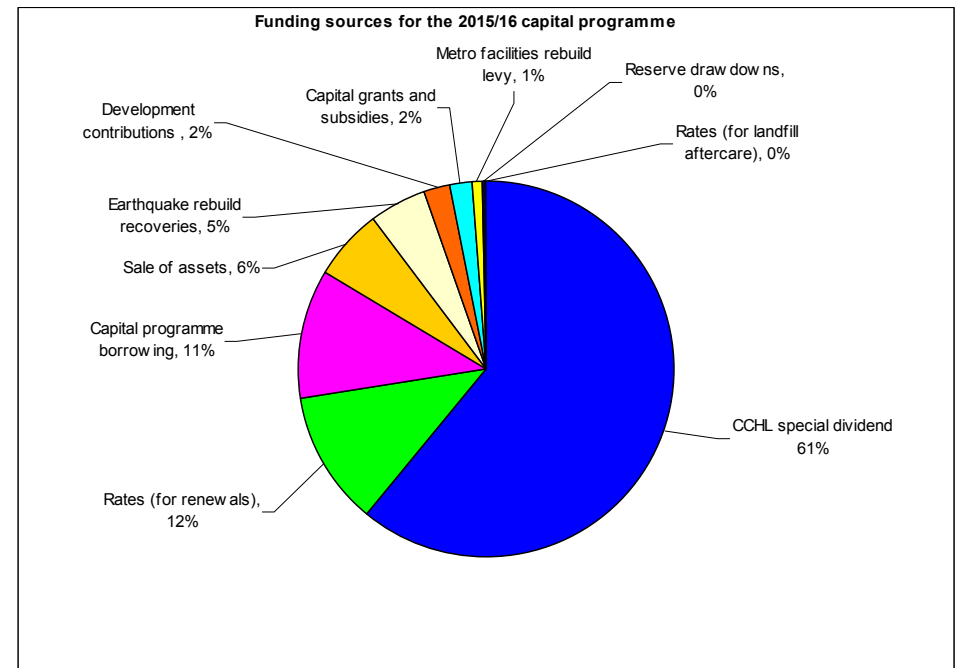
Capital expenditure funding is a subset of the Council's total funding. Earthquake rebuild recoveries, such as insurance, Central Government reimbursements and NZ Transport Agency subsidies, are a significant source of the Council's funding in the early years.

The capital release from CCHL is the largest source of funding in 2015/16.

A detailed analysis of the Council's policy for funding its capital programme is available in the Revenue and Financing Policy, and the funding of the rebuild is explained in the Financial Strategy. The table and graph below details funding for the Council's capital programme for 2015/16.

## How we fund our capital programme:

<b><u>Funding Sources 2015/16</u></b>	<b>%</b>	<b>\$000</b>
CCHL special dividend	61%	549,300
Rates (for renewals)	12%	108,678
Capital programme borrowing	11%	101,348
Sale of assets	6%	54,671
Earthquake rebuild recoveries	5%	49,377
Development contributions	2%	21,856
Capital grants and subsidies	2%	17,673
Metro facilities rebuild levy	1%	6,386
Reserve drawdowns	0%	3,229
Rates (for landfill aftercare)	0%	338
	<b>100%</b>	<b>912,856</b>



## Where your rates go

In 2015/16 the Council relies on rates for about 32 per cent of its income and is proposing to collect \$397 million (GST exclusive) in rates. This represents an average increase in rates of 8.75 per cent to existing ratepayers.

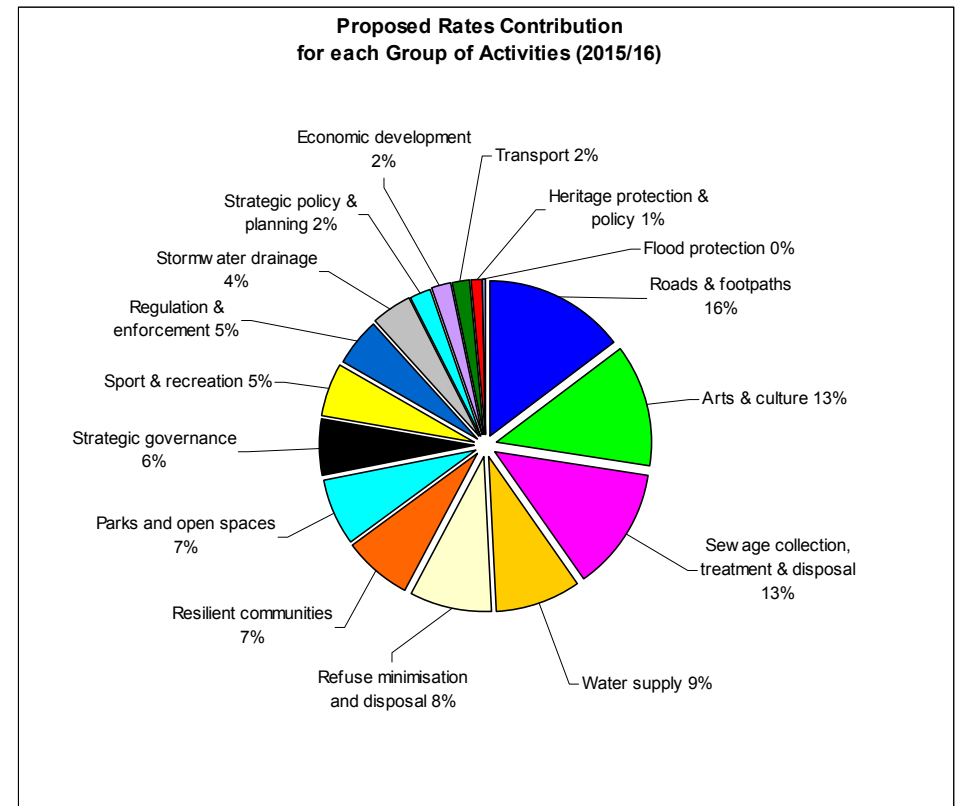
Much of the Council's spending goes toward providing essential services to keep the city running smoothly. This includes maintaining our roads, parks, sewerage systems and water supply.

1.93 per cent of the rates increase will fund borrowing to meet an operating deficit from additional earthquake recovery costs and the loss of several revenue sources, particularly parking. 2015/16 is the final year in which this surcharge will be incrementally applied.

The table and graph below show the activities the Council will provide during 2015/16 and how rates contribute to these activities:

### HOW YOUR RATES WILL BE SPENT 2015/16

GROUP OF ACTIVITIES	Cents per dollar of Rates	Average Residential Rates / week
Roads & footpaths	14.7c	\$6.24
Arts & culture	12.9c	\$5.48
Sewage collection, treatment & disposal	12.8c	\$5.44
Water supply	8.9c	\$3.78
Refuse minimisation and disposal	8.4c	\$3.57
Resilient communities	7.2c	\$3.06
Parks and open spaces	7.1c	\$3.02
Strategic governance	5.9c	\$2.51
Sport & recreation	5.3c	\$2.25
Regulation & enforcement	5.1c	\$2.17
Stormwater drainage	4.2c	\$1.79
Strategic policy & planning	2.2c	\$0.94
Economic development	2.0c	\$0.85
Transport	1.9c	\$0.81
Heritage protection & policy	1.1c	\$0.47
Flood protection	0.3c	\$0.13
	<b>100c</b>	<b>\$42.51</b>





# Financial Overview





Plan 2014/15	Financial Overview		Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000										
	<b>Funding Summary</b>											
481,903	Operating expenditure	1	469,377	429,896	416,620	430,056	444,703	460,061	474,676	492,131	505,330	522,162
1,023,308	Capital programme	5	912,856	896,016	500,374	415,606	324,272	300,046	281,364	328,296	384,273	338,709
10,620	Transfers to reserves	2	114,571	7,712	8,581	9,426	9,780	10,455	11,003	11,512	12,229	12,903
60,482	Interest expense	3	86,213	94,678	112,179	123,195	131,676	136,139	139,081	141,747	146,950	152,226
10,346	Debt repayment provision	4	12,019	14,611	14,115	19,797	25,006	30,123	34,105	37,654	40,167	42,271
<b>1,586,659</b>	<b>Total expenditure</b>		<b>1,595,036</b>	<b>1,442,913</b>	<b>1,051,869</b>	<b>998,080</b>	<b>935,437</b>	<b>936,824</b>	<b>940,229</b>	<b>1,011,340</b>	<b>1,088,949</b>	<b>1,068,271</b>
	<i>funded by :</i>											
155,124	Fees, charges and operational subsidies	6	149,648	136,129	134,357	148,038	153,561	161,371	167,079	173,688	179,295	186,082
74,886	Dividends and interest received		627,888	258,278	52,699	54,778	55,455	55,220	55,730	61,786	70,721	73,183
32,512	Transfers from reserves	7	23,961	118,443	5,484	5,580	5,414	5,414	5,580	5,247	5,247	5,414
6,763	Asset sales	8	54,671	8,026	5,925	5,857	4,370	504	518	534	551	570
18,766	Development contributions		21,856	17,448	22,518	25,430	24,332	24,454	26,068	25,028	24,198	24,329
453,558	Earthquake rebuild recoveries		49,377	131,808	97,088	39,091	5,592	6,623	3,484	3,578	3,699	3,823
21,392	Capital grants and subsidies		17,673	17,944	16,171	18,270	18,351	16,260	15,047	13,537	13,530	14,078
<b>763,001</b>	<b>Total funding available</b>		<b>945,074</b>	<b>688,076</b>	<b>334,242</b>	<b>297,044</b>	<b>267,075</b>	<b>269,846</b>	<b>273,506</b>	<b>283,398</b>	<b>297,241</b>	<b>307,479</b>
<b>823,658</b>	<b>Balance required</b>		<b>649,962</b>	<b>754,837</b>	<b>717,627</b>	<b>701,036</b>	<b>668,362</b>	<b>666,978</b>	<b>666,723</b>	<b>727,942</b>	<b>791,708</b>	<b>760,792</b>
110,108	Borrowing for capital programme and grants		(21,226)	(56,242)	115,349	122,220	136,093	106,780	86,498	66,031	54,309	40,151
354,748	Borrowing for earthquake recovery		273,025	376,026	122,340	60,604	(19,711)	(22,962)	(32,311)	25,437	80,674	38,409
676	Borrowing for operational costs		1,201	-	-	-	-	-	-	-	-	-
<b>358,126</b>	<b>Rates</b>	9	<b>396,962</b>	<b>435,053</b>	<b>479,938</b>	<b>518,212</b>	<b>551,980</b>	<b>583,160</b>	<b>612,536</b>	<b>636,474</b>	<b>656,725</b>	<b>682,232</b>
351,811	<b>Rates to be levied on 1 July</b>		389,407	429,958	474,721	513,009	546,642	577,678	606,895	630,663	650,735	676,044
5.13%	Nominal rates increase on 1 July		10.69%	10.41%	10.41%	8.07%	6.56%	5.68%	5.06%	3.92%	3.18%	3.89%
<b>7.48%</b>	<b>Percentage rate increase to existing ratepayers</b>		<b>8.75%</b>	<b>8.50%</b>	<b>8.50%</b>	<b>7.50%</b>	<b>6.00%</b>	<b>5.17%</b>	<b>4.53%</b>	<b>3.30%</b>	<b>2.50%</b>	<b>3.36%</b>

Plan 2014/15		Note 1 Operating Expenditure	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			\$000									
52,360	Arts and culture		55,174	66,738	69,743	72,296	67,857	70,924	72,870	75,297	77,542	79,991
9,635	Economic development		9,837	9,857	9,828	10,024	10,268	10,441	10,673	10,956	11,184	11,475
365	Flood protection and control works		366	375	384	401	420	436	458	484	507	533
4,501	Heritage protection and policy		4,221	4,605	4,635	2,629	2,741	2,756	2,803	2,864	2,901	2,915
29,780	Housing		37,586	27,359	21,719	21,551	22,318	22,842	23,586	24,516	24,822	25,759
527	Natural environment		396	413	429	441	454	461	475	490	502	518
34,891	Parks and open spaces		35,005	34,111	32,584	33,896	34,677	35,428	36,540	37,834	38,669	39,522
43,650	Refuse minimisation and disposal		42,723	44,193	45,841	47,105	49,071	50,735	53,774	54,661	56,658	59,048
72,504	Regulation and enforcement		72,034	61,540	58,484	58,494	59,953	60,660	62,325	64,125	65,766	67,711
27,347	Resilient communities		30,438	30,083	29,594	30,250	31,035	31,455	32,207	33,123	33,849	34,682
86,148	Roads and footpaths		119,717	124,089	129,035	137,437	145,273	151,279	159,893	168,430	167,662	173,935
63,084	Sewerage collection, treatment and disposal		70,293	67,491	67,578	71,397	75,657	79,594	83,438	87,106	90,624	93,840
34,476	Sport and recreation		33,745	35,624	41,630	57,669	65,993	72,119	74,491	77,708	80,879	84,476
25,207	Stormwater drainage		22,894	29,331	26,677	27,436	28,326	29,096	30,006	31,070	32,093	33,192
25,454	Strategic governance		22,599	24,612	24,396	24,760	27,000	26,180	26,565	28,837	28,127	28,942
12,070	Strategic policy and planning		11,535	12,946	13,046	13,022	13,469	13,528	13,747	14,245	14,855	15,109
16,421	Transport		19,232	20,766	22,886	23,556	25,774	27,747	29,104	30,630	32,208	33,559
31,547	Water supply		45,951	46,551	47,474	50,139	52,857	55,242	57,699	60,189	60,542	62,334
88,274	Corporate		105,795	84,719	97,437	95,855	96,781	95,252	94,162	94,063	98,524	103,848
<b>658,241</b>	<b>Total group of activity expenditure</b>		<b>739,541</b>	<b>725,403</b>	<b>743,400</b>	<b>778,358</b>	<b>809,924</b>	<b>836,175</b>	<b>864,816</b>	<b>896,628</b>	<b>917,914</b>	<b>951,389</b>
115,856	Less depreciation (non cash)		183,951	200,829	214,601	225,107	233,545	239,975	251,059	262,750	265,634	277,001
60,482	Less interest expense shown separately		86,213	94,678	112,179	123,195	131,676	136,139	139,081	141,747	146,950	152,226
-	Less other non cash expenditure		-	-	-	-	-	-	-	-	-	-
<b>481,903</b>	<b>Operating expenditure</b>		<b>469,377</b>	<b>429,896</b>	<b>416,620</b>	<b>430,056</b>	<b>444,703</b>	<b>460,061</b>	<b>474,676</b>	<b>492,131</b>	<b>505,330</b>	<b>522,162</b>

**Note 2**  
**Transfers to Reserves**

7,394	Interest credited to special funds and reserves		7,606	7,554	7,361	7,277	7,466	7,682	7,928	8,192	8,495	8,833
-	- Housing cash operating result		-	-	1,062	2,024	2,242	2,639	2,951	3,201	3,605	3,939
(95)	Dog Control cash operating result		78	87	134	125	72	134	124	119	129	131
-	- Earthquake rebuild fund		106,816	-	-	-	-	-	-	-	-	-
71	Burwood Landfill capping contribution		71	71	24	-	-	-	-	-	-	-
3,250	Operating deficit 2013/14		-	-	-	-	-	-	-	-	-	-
<b>10,620</b>			<b>114,571</b>	<b>7,712</b>	<b>8,581</b>	<b>9,426</b>	<b>9,780</b>	<b>10,455</b>	<b>11,003</b>	<b>11,512</b>	<b>12,229</b>	<b>12,903</b>

**Note 3**  
**Interest Expense**

18,192	Non Earthquake capital works programme		24,136	22,388	24,416	32,080	38,586	44,559	49,182	52,500	54,558	55,900
22,276	Earthquake related costs		35,652	43,651	57,686	61,408	63,061	61,371	59,699	59,242	62,145	66,154
8,217	Equity investments		10,101	10,048	9,649	9,286	9,239	9,243	9,268	9,276	9,545	9,575
11,796	Advances to Council organisations		16,324	18,591	20,428	20,421	20,790	20,966	20,932	20,729	20,702	20,597
1	Housing		-	-	-	-	-	-	-	-	-	-
<b>60,482</b>			<b>86,213</b>	<b>94,678</b>	<b>112,179</b>	<b>123,195</b>	<b>131,676</b>	<b>136,139</b>	<b>139,081</b>	<b>141,747</b>	<b>146,950</b>	<b>152,226</b>

**Note 4**  
**Debt Repayment provided for**

38	Targeted rates - loan principal	38	-	-	-	-	-	-	-	-
10,308	Existing capital works debt	11,979	14,611	14,115	19,797	25,006	30,123	34,105	37,654	42,271
-	Housing loan repayment	2	-	-	-	-	-	-	-	-
<b>10,346</b>		<b>12,019</b>	<b>14,611</b>	<b>14,115</b>	<b>19,797</b>	<b>25,006</b>	<b>30,123</b>	<b>34,105</b>	<b>37,654</b>	<b>42,271</b>

Plan 2014/15		Note 5 Capital Programme Summary	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			\$000									
46,228	Arts and culture		34,373	34,159	35,506	19,186	8,015	9,105	8,762	9,726	10,505	12,471
-	Economic development		-	-	-	-	-	-	-	-	-	-
31,528	Flood protection		50,394	52,475	43,081	37,525	39,647	41,307	43,562	43,622	44,372	43,949
3,417	Heritage protection and policy		11,537	-	-	32,244	-	-	-	-	-	-
12,718	Housing		16,023	5,335	2,398	2,636	2,521	2,589	2,858	2,545	2,626	2,928
-	Natural environment		-	-	-	-	-	-	-	-	-	-
15,410	Parks and open spaces		16,546	14,582	13,167	7,473	15,335	18,848	11,300	8,910	7,851	7,118
1,066	Refuse minimisation and disposal		841	980	833	985	1,091	1,366	1,181	1,014	1,352	964
217	Regulation and enforcement		421	27	12	6	58	-	-	-	-	-
4,174	Resilient communities		19,518	1,175	779	896	1,625	1,246	1,166	1,782	1,184	1,505
242,914	Roads and footpaths		197,210	117,208	98,326	118,935	79,883	95,564	97,799	72,602	63,652	69,267
411,905	Sewerage collection, treatment and disposal		205,418	113,800	30,193	46,683	47,121	60,964	46,629	29,275	32,342	29,896
9,504	Sport and recreation		42,031	75,979	76,287	45,460	34,907	13,961	16,856	16,168	15,450	19,052
51,363	Stormwater drainage		66,387	34,558	25,501	5,761	4,663	4,789	6,446	6,017	6,209	7,752
-	Strategic governance		-	-	-	-	-	-	-	-	-	-
496	Strategic policy and planning		577	305	313	321	329	338	348	358	370	382
29,537	Transport		61,152	50,215	39,174	35,453	44,973	14,568	8,091	6,730	8,513	8,157
34,273	Water supply		44,877	25,811	21,461	24,284	24,760	29,292	26,151	23,472	25,301	25,274
128,558	Corporate		145,551	369,407	113,343	37,758	19,344	6,109	10,215	106,075	164,546	109,994
<b>1,023,308</b>	<b>Total capital programme</b>		<b>912,856</b>	<b>896,016</b>	<b>500,374</b>	<b>415,606</b>	<b>324,272</b>	<b>300,046</b>	<b>281,364</b>	<b>328,296</b>	<b>384,273</b>	<b>338,709</b>
<i>funded by :</i>												
6,763	Sale of assets		54,671	8,026	5,925	5,857	4,370	504	518	534	551	570
101,716	Rates (for renewals)		108,678	112,756	117,199	124,460	132,248	140,623	149,763	159,617	170,397	182,209
350	Rates (for landfill aftercare)		338	351	360	353	615	701	679	496	721	412
5,996	Metro facilities rebuild levy		6,386	6,705	7,040	7,322	7,615	7,920	8,236	8,566	8,908	9,265
453,558	Earthquake rebuild recoveries		49,377	131,808	97,088	39,091	5,592	6,623	3,484	3,578	3,699	3,823
13,193	Reserve drawdowns		(103,587)	109,931	2,286	2,453	2,286	2,286	2,453	2,120	2,120	2,286
-	CCHL special dividend		549,300	200,900	-	-	-	-	-	-	-	-
18,766	Development contributions		21,856	17,448	22,518	25,430	24,332	24,454	26,068	25,028	24,198	24,329
21,392	Capital grants and subsidies		17,673	17,944	16,171	18,270	18,351	16,260	15,047	13,537	13,530	14,078
621,734	<b>Total funding available</b>		<b>704,692</b>	<b>605,869</b>	<b>268,587</b>	<b>223,236</b>	<b>195,409</b>	<b>199,371</b>	<b>206,248</b>	<b>213,476</b>	<b>224,124</b>	<b>236,972</b>
<b>401,574</b>	<b>Capital programme borrowing</b>		<b>208,164</b>	<b>290,147</b>	<b>231,787</b>	<b>192,370</b>	<b>128,863</b>	<b>100,675</b>	<b>75,116</b>	<b>114,820</b>	<b>160,149</b>	<b>101,737</b>
2,063	Borrowing for grants		2,541	9,132	9,037	6,722	114	24	24	25	26	26
61,219	Borrowing for earthquake response		41,094	20,505	(3,135)	(16,268)	(12,595)	(16,881)	(20,953)	(23,377)	(25,192)	(23,203)
676	Borrowing for operational costs		1,201	-	-	-	-	-	-	-	-	-
465,532	Total new borrowing		253,000	319,784	237,689	182,824	116,382	83,818	54,187	91,468	134,983	78,560
10,346	Less debt repayment		265,019	14,611	14,115	19,797	25,006	30,123	34,105	37,654	40,167	42,271
-	Plus new borrowing on behalf of subsidiaries		-	-	-	-	-	-	-	-	-	-
1,200	Less borrowing on behalf of subsidiaries repaid		400	400	1,000	3,200	1,500	1,700	2,000	2,000	2,000	2,000
<b>453,986</b>	<b>Net change in borrowing</b>		<b>(12,419)</b>	<b>304,773</b>	<b>222,574</b>	<b>159,827</b>	<b>89,876</b>	<b>51,995</b>	<b>18,082</b>	<b>51,814</b>	<b>92,816</b>	<b>34,289</b>
<b>1,366,346</b>	<b>Cumulative debt</b>		<b>1,467,238</b>	<b>1,772,011</b>	<b>1,994,585</b>	<b>2,154,412</b>	<b>2,244,288</b>	<b>2,296,283</b>	<b>2,314,365</b>	<b>2,366,179</b>	<b>2,458,995</b>	<b>2,493,284</b>

Note 6											
Plan	Fees, Charges and Operational Subsidies	Plan									
2014/15		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000										
3,302	Arts and culture	4,568	4,701	4,615	4,727	4,849	5,104	5,253	5,411	5,578	5,764
22	Economic development	147	150	154	157	162	166	171	176	182	188
-	Flood protection and control works	-	-	-	-	-	-	-	-	-	-
-	Heritage protection and policy	-	-	-	-	-	-	-	-	-	-
13,386	Housing	14,116	14,726	15,378	16,058	16,801	17,596	18,464	19,395	20,391	21,482
82	Natural environment	85	87	89	91	93	96	98	101	104	108
4,896	Parks and open spaces	5,034	3,873	2,655	2,719	2,790	2,865	2,948	3,035	3,130	3,234
9,481	Refuse minimisation and disposal	9,109	9,356	9,579	8,536	8,797	9,088	9,398	9,723	10,079	10,458
52,024	Regulation and enforcement	51,288	49,041	48,437	49,443	50,422	51,553	53,092	54,749	56,330	58,233
2,581	Resilient communities	2,259	1,779	1,263	1,300	1,335	1,369	1,408	1,450	1,495	1,545
13,799	Roads and footpaths	11,770	12,472	12,179	12,395	12,811	13,242	13,720	14,131	14,855	15,374
13,235	Sewerage collection, treatment and disposal	9,153	5,583	4,803	4,920	5,047	5,183	5,334	5,493	5,664	5,851
12,286	Sport and recreation	12,849	13,049	16,751	25,691	28,802	33,623	35,017	36,415	37,888	39,506
4,340	Stormwater drainage	1,570	813	21	21	17	17	12	12	12	13
300	Strategic governance	165	914	174	178	898	187	192	977	205	212
627	Strategic policy and planning	519	448	458	469	482	495	509	524	540	558
8,450	Transport	7,291	7,692	8,338	9,697	10,114	10,646	11,060	11,463	11,939	12,331
2,139	Water supply	1,579	884	617	363	373	384	395	406	419	432
15,119	Corporate	19,092	11,529	9,837	12,288	10,809	10,826	11,108	11,360	11,652	12,000
<b>156,069</b>	<b>Total group of activity operating revenue</b>	<b>150,594</b>	<b>137,097</b>	<b>135,348</b>	<b>149,053</b>	<b>154,602</b>	<b>162,440</b>	<b>168,179</b>	<b>174,821</b>	<b>180,463</b>	<b>187,289</b>
945	Less non cash revenue	946	968	991	1,015	1,041	1,069	1,100	1,133	1,168	1,207
<b>155,124</b>	<b>Fees, charges and operational subsidies</b>	<b>149,648</b>	<b>136,129</b>	<b>134,357</b>	<b>148,038</b>	<b>153,561</b>	<b>161,371</b>	<b>167,079</b>	<b>173,688</b>	<b>179,295</b>	<b>186,082</b>
Note 7											
Transfers from Reserves											
314	Reserves a/c - reserve purchases	22	-	-	-	-	-	-	-	-	-
12,718	Housing - net capital programme	2,792	3,115	2,286	2,453	2,286	2,286	2,453	2,120	2,120	2,286
10,382	Housing cash operating result	16,563	5,267	-	-	-	-	-	-	-	-
161	Dog Account - capital programme	415	-	-	-	-	-	-	-	-	-
8,517	Capital endowment fund - grants	4,167	3,245	3,198	3,127	3,128	3,128	3,127	3,127	3,127	3,128
420	Income equalisation fund - carry forward funding	-	-	-	-	-	-	-	-	-	-
-	Earthquake rebuild fund	-	106,816	-	-	-	-	-	-	-	-
-	Housing debt repayment	2	-	-	-	-	-	-	-	-	-
<b>32,512</b>		<b>23,961</b>	<b>118,443</b>	<b>5,484</b>	<b>5,580</b>	<b>5,414</b>	<b>5,414</b>	<b>5,580</b>	<b>5,247</b>	<b>5,247</b>	<b>5,414</b>
Note 8											
Asset Sales											
224	Plant and vehicle disposals	60	27	59	-	20	-	-	-	-	-
6,094	Surplus property sales	8,970	7,544	5,400	5,379	3,860	-	-	-	-	-
445	Surplus roading land sales	445	455	466	478	490	504	518	534	551	570
-	Earthquake related property settlements	45,196	-	-	-	-	-	-	-	-	-
<b>6,763</b>		<b>54,671</b>	<b>8,026</b>	<b>5,925</b>	<b>5,857</b>	<b>4,370</b>	<b>504</b>	<b>518</b>	<b>534</b>	<b>551</b>	<b>570</b>

**Note 9**  
**Rates**

351,811	Rates levied 1 July	389,407	429,958	474,721	513,009	546,642	577,678	606,895	630,663	650,735	676,044
1,465	Rates in year income per Order in Council	2,575	-	-	-	-	-	-	-	-	-
2,650	Excess water charges	2,780	2,844	2,912	2,843	2,917	2,995	3,082	3,175	3,273	3,381
2,200	Penalties	2,200	2,251	2,305	2,360	2,421	2,487	2,559	2,636	2,717	2,807
<b>358,126</b>		<b>396,962</b>	<b>435,053</b>	<b>479,938</b>	<b>518,212</b>	<b>551,980</b>	<b>583,160</b>	<b>612,536</b>	<b>636,474</b>	<b>656,725</b>	<b>682,232</b>

# Rating Policy





## Rating Policy

Rates are used by Council to fund the balance of its costs once all other funding sources are taken into account.

Christchurch City Council sets rates under Section 23 of the Local Government (Rating) Act 2002.

### Valuation system used for rating

Some of Council's rates are in the form of fixed charges, but most are charged in proportion to each rating unit's rating valuation, where:

- A rating unit is the property which is liable for rates (usually a separate property with its own certificate of title), and
- Rating valuations are set by independent valuers, based on property market conditions as at a specified date (currently 1 November 2013) – their purpose is to enable Council to allocate rates equitably between properties across the District; they are *not* intended to be an indication of current market value or cost of construction.

The Council uses capital value for rating purposes (commonly thought of as the value of the land plus any improvements).

Where parts of a rating unit can be allocated to different categories (Standard, Business, and Rural (Farming & Forestry)), the Council may apportion the rateable value of that rating unit among those parts in order to calculate the overall liability for the rating unit.

The current 2013 rating valuations were set under the requirements of the Canterbury Earthquake (Rating Valuation Act – Christchurch City Council) Order 2013, which enabled valuations to be updated despite the extent of earthquake damage

and unpaid insurance entitlements still existing across the city. This Order requires that:

- The independent valuers' assessment of market conditions includes sales where insurance benefits have been transferred to the new owner,
- Rating valuations for each rating unit exclude the effects of any earthquake damage to that unit, and
- Objections to rating valuations cannot be made on the grounds that the valuation has been assessed using the above methodology.

Legislation requires that rating valuations be updated at least every three years, so that the distribution of value-based rates reasonably reflects property market conditions. It is anticipated that updated rating valuations (based on the standard, non-earthquake methodology) will be based on market conditions in late 2016, to be applied to rates from 1 July 2017.

### Re-assessing rates within the rating year

The Canterbury Earthquake (Rating) Order 2012 allows the Council to re-assess rates on properties as the value of that property changes throughout the year as the result of demolition, new building, or subdivision. This means that, as a property is demolished, constructed or improved, or subdivided, rates would be reassessed on the new value from the first of the following month.

### Inspection of rates information

The capital values, the District Valuation Roll, and the Rating Information Database information, along with liability for current-year rates for each rating unit are available for inspection on the

Council's Internet site ([www.ccc.govt.nz](http://www.ccc.govt.nz), under the heading 'Rates info') or by enquiry at any Council Service Centre.

## Rates for 2015/16

All of the rates and amounts set out in this Policy are proposed to apply to the rating year commencing 1 July 2015 and ending 30 June 2016, and include GST of 15 percent.

### General rates

The general rate is set on capital values on a differential basis for rating units liable for the general rate under the Local Government (Rating) Act 2002.

#### *Purpose of general rate:*

The general rates, including the Uniform Annual General Charge (UAGC), provide for the majority of the total rate requirement of the Council, being the net rate requirement after targeted rates are determined. The general rates (including the UAGC) therefore fund all activities of the Council except those funded by targeted rates.

As a result of the series of Canterbury earthquakes Council has budgeted for an operating deficit each year since 2011/12. 2015/16 is the final year in which a deficit will be budgeted for. The borrowing is repaid by a 1.93 per cent special earthquake charge. The special earthquake charge forms part of the 2015/16 General rate.

### **Differential rates**

Differentials are applied to the value-based general rate. The objective of these differentials is to collect more from identified Business properties and less from identified Remote Rural properties than would be the case under an un-differentiated general rate, in accordance with Council's Revenue & Financing Policy.

The differential categories are defined as follows:

#### **Standard**

Any rating unit which is:

- (a) used for residential purposes (including home-ownership flats); or
- (b) a Council-operated utility network; or
- (c) land not otherwise classified as Business or Rural (Farming & Forestry).

#### **Business**

Any rating unit which is:

- (a) used for a commercial or industrial purpose (including travellers and special purpose accommodation, offices and administrative and associated functions, commercially-owned and operated utility networks, and quarrying operations); or
- (b) land zoned Business, Central City, Commercial, Industrial or Rural-Industrial (or equivalent zoning) in the City Plan administered by the Council, situated anywhere in the city, except where the predominant use is residential.

### **Rural (Farming & Forestry)**

- (a) Any rating unit which is zoned Rural in the City Plan administered by the Council, and where:
  - i. the area of the rating unit is 5 hectares or greater, *AND/OR*
  - ii. the rateable Land Value is more than two-thirds of the rateable Capital Value
- (b) Any rating unit which is zoned in the City Plan administered by the Council as Akaroa Hillslopes, Conservation, Lake, Open Space, Papakaia, Special Purpose (Ferryroad Park), or Special Purpose (South Halswell), and where:
  - i. the area of the rating unit is 5 hectares or greater, *AND*
  - ii. the rateable Land Value is more than two-thirds of the rateable Capital Value

For the purposes of clarity it should be noted that the Rural (Farming and Forestry) category does not include any rating unit which is:

- i. used principally for industrial (including quarrying) or commercial purposes (as defined in Business above); or
- ii. used principally for residential purposes (including home-ownership flats).

For the purposes of these differential sector definitions, the City Plan means the operative City Plan of the Christchurch City Council and any parts of the transitional or proposed district plans of any former local authority that are operative.

Liability for General Rates is calculated as a number of cents per dollar of capital value:

Differential category	Rate decimal (cents / \$)	Differential factor	Revenue (\$000)
Standard	0.302786	1.000	196,037
Business	0.502625	1.660	86,403
Rural	0.227090	0.750	7,262

### **Uniform Annual General Charge (UAGC)**

A portion of the general rate is assessed as a UAGC, which is set as a fixed amount per separately-used or inhabited part of a rating unit (as defined below). This is not based on a calculation of part of any activity costs but is assessed to be a reasonable amount to charge.

A separately used or inhabited part of a rating unit is defined as a part which can be separately let and permanently occupied; where the occupancy is an accessory to, or is ancillary to, another property or part thereof, then no separately used part exists. For example:

- not separately used parts of a rating unit include:
  - a residential sleep-out or granny flat without independent kitchen facilities;
  - rooms in a hostel with a common kitchen;
  - a hotel room with or without kitchen facilities;

- motel rooms with or without kitchen facilities;
- individual storage garages/sheds/partitioned areas of a warehouse;
- individual offices/premises of partners in a partnership.
- separately used parts of a rating unit include:
  - flats/apartments;
  - flats which share kitchen/bathroom facilities;
  - separately leased commercial areas even though they may share a reception.

The UAGC is set under section 15(1)(b) of the Local Government (Rating) Act 2002.

#### **Purpose of the UAGC:**

The uniform charge modifies the impact of rating on a city-wide basis ensuring all rating units are charged a fixed amount to recognize the costs, associated with each property, which are uniformly consumed by the inhabitants of the community.

#### **Multiple Uniform Annual General Charge per rating unit**

The Council will charge multiple uniform charges against each separately-used or inhabited part of a rating unit provided such UAGC is not subject to a rate remission under the policy.

#### **Uniform Annual General Charge (UAGC) for common usage rating units**

Section 20 of the Act precludes the Council from charging UAGCs where contiguous land is in common usage and in the same ownership. In addition, Council has resolved on a remission

policy that will allow it to remit the additional UAGCs on contiguous land in common usage where the rating units are not in the same ownership name.

Also, remission of the charge will be considered where Council has determined that a building consent will not be issued for the primary use of the land (under the City Plan).

Liability for the UAGC is calculated as a uniform amount for each separately used or inhabited part of a rating unit (SUIP):

Category	Rates (\$)	Revenue (\$000)
SUIP	117.56	21,018

#### **Targeted rates**

Targeted rates are set under sections 16, 18, and 19, and schedules 2 and 3 of the Local Government (Rating) Act 2002. The Council does not accept Lump Sum contributions (as defined by Section 117A of the Local Government (Rating) Act 2002) in respect of any targeted rate.

For all targeted rates except the Active Travel targeted rate, the rate is not uniformly imposed on all rating units, but only on those rating units that either receive the specified service or are located within the specified geographic area. The definition and objective of each of the Targeted rates is described below.

#### ***Water Supply Targeted Rate – full charge and half charge:***

The purpose of this rate is to (in conjunction with the separate targeted rates for Restricted Water Supply, Fire Connection, and Excess Water Supply

described below) recover the cash operating cost of water supply, plus a portion of the expected depreciation cost over the planning period. It is assessed on every separately rated property to which water is supplied through the on-demand water reticulation system. The half charge is assessed on rating units which are serviceable, i.e. situated within 100 metres of any part of the on-demand water reticulation system, but which are not connected to that system.

Liability for the Water Supply Targeted Rate is calculated as a number of cents per dollar of capital value.

Categories	Rates decimal (cents / \$)	Revenue (\$000)
Connected	0.042770	35,057
Serviceable	0.021385	739

**Restricted Water Supply Targeted Rate:**

The purpose of this rate is to contribute to the cost recovery of the activities described as being funded by the Water Supply Targeted Rate (above), by charging a uniform amount to properties receiving a restricted water supply. It is assessed on every rating unit receiving the standard level of service as defined by the City Water and Waste unit manager. Where a rating unit receives multiple levels of service, they will be assessed multiple Restricted Water Supply Targeted Rates.

Liability for the Restricted Water Supply Targeted Rate is calculated as a uniform amount for each standard level of service received by a rating unit.

Categories	Rates (\$)	Revenue (\$000)
Connected	175.00	148

**Water Supply Fire Connection Rate**

The purpose of the Water Supply Fire Connection Rate is to contribute to the cost recovery of the activities described as being funded by the Water Supply Targeted Rate (above), by charging a uniform amount to properties benefitting from a fire service connection. It is assessed on all rating units connected to the service on a per-connection basis.

Liability for the Water Supply Fire Connection Rate is calculated as a uniform amount for each rating unit:

Categories	Rates (\$)	Revenue (\$000)
Connected	109.56	107

**Excess Water Supply Targeted Rate**

The purpose of the Excess Water Supply Targeted Rate is to contribute to the cost recovery of the activities described as being funded by the Water Supply Targeted Rate (above), by assessing additional charges on those properties placing an unusually high demand on the water supply system. It is assessed as the water meters are read on every separately rated liable property as defined by the bylaw (see below) which has a metered water supply, and invoiced after each reading.

This targeted rate is set under section 19 of the Local Government (Rating) Act 2002, in addition to sections 16 and 18, and schedules 2 and 3 of the Local Government (Rating) Act 2002.

Liability for the Excess Water Supply Targeted Rate is calculated as a number of cents per cubic metre of water consumed in excess of the ordinary supply:

Categories	Rates (\$ per m <sup>3</sup> of excess water supplied)	Revenue (\$000)
Liable	0.71	3,197

Rating units having an ordinary supply as defined in the Water Related Services Bylaw 2008, i.e. non-commercial consumers being principally residential single units on a rating unit, will not be charged an excess water supply targeted rate.

Consumers having an extraordinary supply are the liable rating units for this rate. For the purposes of this policy extraordinary supply is defined as water that is not ordinary supply as defined in the

Water Related Services Bylaw 2008 and includes water supplied to:

- (a) land under single ownership on a single certificate of title and used for three or more household residential units
- (b) boarding houses
- (c) motels
- (d) rest homes
- (e) fire protection systems

Each liable rating unit has a water allowance. Water used in excess of this allowance will be charged at the rate of 71 cents per cubic metre.

The water allowance is determined by dividing the Water Supply Targeted Rate assessed on the rating unit by an allowance factor. The allowance factor unit rate will be determined by Council resolution from time to time and is now 71 cents. The water allowance is 1 cubic metre for each complete 71 cents (the factor) of the targeted water rate assessed. It is determined following the annual rates assessment and is expressed as a daily allowance that is the total water allowance for the rating unit divided by 365 with a minimum of 0.6986 cubic metres per day. The daily allowance shall continue until the next rates assessment is issued for the rating unit.

The annual rates assessment identifies those ratepayers who are potentially liable for excess water charges. It does not include the calculated liability as the water reading does not coincide with the assessment. Water meters are read progressively throughout the year. Following each reading, a water-excess charge invoice is issued for those rating units which are liable. The invoice will refer to the assessment and will bill for the consumption for the period of the reading.

The latest water allowance will be used, calculated on a daily basis.

Where two or more rating units share a water meter and have, in the opinion of the Council, a common usage, the readings and allowances may be aggregated, notwithstanding the charge is payable by the ratepayer of the rating unit to which the meter is attached.

#### **Land Drainage Targeted Rate:**

The purpose of this rate is to recover the cash operating cost of waterways and land drainage, plus a portion of the expected depreciation cost over the planning period. It is assessed on every separately rated property which is within the serviced area. The serviced area is that of the current land drainage area extended to include all developed land within the city or where there is a land drainage service and also includes:

- the areas of Banks Peninsula zoned:
  - Akaroa Hillslopes
  - Boat Harbour
  - industrial
  - Lyttelton Port
  - Papakaianga
  - recreation reserve
  - residential
  - residential conservation
  - small settlement
  - town centre
- those Land Drainage areas in Okains Bay and Purau that have been charged Land Drainage Targeted Rates

Liability for the Land Drainage Targeted Rate is calculated as a number of cents per dollar of capital value.

Categories	Rates decimal (cents / \$)	Revenue (\$000)
Within serviced area	0.024423	19,887

#### **Sewerage Targeted Rate:**

The purpose of this rate is to recover the cash operating cost of wastewater collection, treatment and disposal, plus a portion of the expected depreciation cost over the planning period. It is assessed on every separately rated property which is in the serviced area.

Liability for the Sewerage Targeted Rate is calculated as a number of cents per dollar of capital value.

Categories	Rates decimal (cents / \$)	Revenue (\$000)
Within serviced area	0.065595	55,737

#### **Waste Minimisation Targeted Rate:**

The purpose of this rate is to recover the cash operating cost of the collection and disposal of recycling and organic waste, plus a portion of the depreciation cost over the planning period.

The Full Charge is assessed on every separately used or inhabited part of a rating unit, as defined by the UAGC definition, in the serviced area.

The charge will be made to non-rateable rating units where the service is provided.

The charge will not be made to rating units in the serviced area which do not receive the service as defined by the City Water and Waste unit manager. These may include:

- rating units (land) on which a UAGC is not made,
- land which does not have improvements recorded,
- land with a storage shed only and the capital value is less than \$30,000,
- CBD properties (as defined by the CBD refuse map).

Where ratepayers elect and Council agrees, additional levels of service may be provided. Each additional level of service will be rated at the Full Charge and will be invoiced separately (per the Fees & Charges Schedule).

For rating units outside the kerbside collection area, where a limited depot collection service is available, a uniform targeted rate of 75% of the full rate will be made (referred to as a "part charge").

Liability for the Waste Minimisation Targeted Rate full charge and part charge is calculated as a uniform amount for each separately used or inhabited part of a rating unit receiving service.

Categories	Rates (\$)	Revenue (\$000)
Full charge	137.86	21,613
Part charge	103.40	188

**Active Travel Targeted Rate**

The purpose of this rate is to contribute to the operating cost of the Active Travel Programme (and particularly the cycleways projects).

The charge is assessed on every separately used or inhabited part of a rating unit, as defined by the UAGC definition, within the District.

Liability for the Active Travel Targeted Rate is calculated as a uniform amount for each separately used or inhabited part of a rating unit:

Category	Rates (\$)	Revenue (\$000)
SUIP	20.00	3,576

**Uniform Targeted Rates for loan servicing costs for the Governors Bay water and sewerage schemes**

The Uniform Targeted rates for loan servicing costs for the Governors Bay water and sewerage schemes is a continuation of the original agreements between liable ratepayers and the Banks Peninsula District Council to fund the capital costs of those schemes. It is assessed on those rating units where the ratepayer elected to pay the capital contribution over time rather than as a lump sum.

These rates will end on 30 June 2016.

Liability for the Uniform Targeted Rates for loan servicing for the Governors Bay water & sewerage schemes is calculated as a uniform charge per rating unit:

Categories	Rates (\$)	Revenue (\$000)
Liable rating units: sewerage loan	179.91	28
Liable rating units: water supply loan	113.47	18

## Indicative rates

The following tables show the impact of Christchurch City Council rates for 2015/16 against those for the 2014/15 financial year.

**Note: the tables below include GST at 15 percent; they do not include any late payment penalties, excess water rates, or rates assessed by Environment Canterbury and collected by the Council on Environment Canterbury's behalf.**

Standard	Capital Value	2014/15 Actual Rates (incl. GST) \$	2015/16 Draft Rates (incl. GST) \$	% change
	200,000	1,081	1,147	6.1%
	300,000	1,475	1,582	7.3%
	350,000	1,672	1,800	7.7%
median 2013	380,000	1,790	1,931	7.9%
	400,000	1,869	2,018	8.0%
avg 2013	441,655	2,033	2,199	8.2%
	450,000	2,066	2,235	8.2%
	500,000	2,263	2,453	8.4%
	550,000	2,460	2,671	8.6%
	600,000	2,657	2,889	8.7%
	650,000	2,854	3,107	8.9%
	700,000	3,051	3,324	9.0%
	800,000	3,445	3,760	9.2%
	900,000	3,839	4,196	9.3%
	1,000,000	4,233	4,631	9.4%

<b>Business</b>	<b>Capital Value</b>	<b>2014/15 Actual Rates (incl. GST) \$</b>	<b>2015/16 Draft Rates (incl. GST) \$</b>	<b>% change</b>
	200,000	1,440	1,546	7.4%
	300,000	2,014	2,182	8.3%
	400,000	2,587	2,817	8.9%
	500,000	3,161	3,452	9.2%
	600,000	3,735	4,088	9.5%
	700,000	4,308	4,723	9.6%
	800,000	4,882	5,359	9.8%
	900,000	5,456	5,994	9.9%
	1,000,000	6,029	6,630	10.0%
avg 2013	1,293,000	7,710	8,491	10.1%
	2,000,000	11,766	12,984	10.4%
	5,000,000	28,975	32,046	10.6%



<b>Rural</b>	<b>Capital Value</b>	<b>2014/15 Actual Rates (incl. GST) \$</b>	<b>2015/16 Draft Rates (incl. GST) \$</b>	<b>% change</b>
(not water, sewerage, or drainage rates, but includes part waste minimisation rate)				
	200,000	662	695	5.0%
	300,000	866	922	6.4%
	400,000	1,071	1,149	7.4%
	500,000	1,275	1,376	8.0%
	600,000	1,479	1,603	8.4%
	700,000	1,683	1,831	8.8%
	900,000	2,091	2,285	9.2%
	1,000,000	2,295	2,512	9.4%
avg 2013	1,041,000	2,379	2,605	9.5%
	2,000,000	4,337	4,783	10.3%
	3,000,000	6,378	7,054	10.6%



# Community Outcomes



# Community Outcomes

## Good Governance

### **Clear vision, strategic direction and leadership**

The Council provides leadership on issues affecting the community

The Council has effective relationships with central government and other key partners

The opportunities given by the earthquakes to rethink the shape of the city are fully taken

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

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

## Liveable City

### **Christchurch has a strong central city**

The Central City is a vibrant and prosperous business centre

More people, including families, live in the Central City

The Central City has a distinctive character and identity

The Central City is used by a wide range of people and for an increasing range of activities

### **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

The transport system provides people with access to economic, social and cultural activities

An increased proportion of journeys is made by active travel and public transport

### **Development is focused on well defined urban areas**

New urban areas are integrated with the existing urban land uses and towns

Suburban centres provide the focus for services, employment and social interaction

Household location and increased housing density are in line with urban development targets

### **Christchurch has a range and choice of housing**

Christchurch has good quality housing

Christchurch has a range of housing types

There are affordable housing options in Christchurch

There is sufficient housing to accommodate residents

### **A safe and reliable water supply**

The Council's water supplies meet the public's reasonable needs

Christchurch has clean, safe drinking water

## **Strong Communities**

### **Christchurch's culture and heritage are valued**

The city's identity is enhanced in its buildings and public spaces  
The city's heritage and taonga are conserved for future generations  
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  
Services are available locally within the urban areas  
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**

There is increasing participation in recreation and sporting activities  
People have equitable access to parks, open spaces, recreation facilities and libraries  
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  
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  
Groundwater is safeguarded from the effects of land use  
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  
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

Christchurch is recognised as a great place to work, live, visit, invest and do business

There is adequate and appropriate land for residential, commercial, industrial and agricultural uses

The Council is responsive to the demands of the rebuild

Christchurch has a highly skilled workforce

### **Christchurch has a strong economic base**

There is a critical mass of innovative key business sectors





# Activities and Services

## **Future Savings**

The *Great for Christchurch* project was launched in late January 2015. Its purpose is to work with PriceWaterhouseCoopers to identify efficiencies across Christchurch City Council.

At this stage it is too early to be specific about specific savings; however should any proposal affect the levels of service set out in this Draft Long-term Plan, Council will follow the requirements of the Local Government Act 2002. That would specifically mean obtaining the endorsement of elected members for any changes to the levels of service, followed if required by community consultation and feed back prior to any decision being made.

## **Arts and Culture**

### **Arts and Culture: Activities, Rationale and Negative Effects**

#### **Activities included in Arts and Culture**

- Christchurch Art Gallery
- Museums
- Libraries

#### **Arts and Culture contribute to these community outcomes**

- Arts and culture thrive in Christchurch;
- Christchurch is recognised as a great place to work, live, visit, invest and do business;
- The city's identity is enhanced by its buildings and public spaces;
- The central city is used by a wide range of people and for an increasing range of activities;
- The city's heritage and taonga are conserved for future generations;
- Cultural and ethnic diversity is valued and celebrated.
- People have access to information and skills to enable them to participate in society.
- People have equitable access to parks, open spaces, recreation facilities and libraries.
- There is an increasing participation in recreation and sporting activities
- People have strong social networks.

#### **Arts and Culture have these negative effects:**

There are no significant negative effects

## Arts and Culture Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Christchurch Art Gallery	Develop, maintain and provide access to a collection of nationally significant art	Hours of opening	Hours of opening: No fewer than 2,793 pa from re-opening (pro-rated from re-opening)	Hours of opening: No fewer than 2,749 pa from re-opening (pro-rated from re-opening)	Hours of opening: No fewer than 2,749 hours pa.	Hours of opening: No fewer than 2,749 hours pa.	Hours of opening: No fewer than 2,749 hours pa.
		Visitors per annum	Visitors per annum within a range of 370,000 – 410,000 (pro-rated from re-opening)	Visitors per annum within a range of 370,000 – 410,000 (pro-rated from re-opening)	Visitors per annum within a range of 380,000 – 420,000	Visitors per annum within a range of 385,000 – 430,000	Visitors per annum increasing within a range of 390,000 – 450,000
		Visitor satisfaction with the Gallery experience	At least 90% of visitors satisfied (after reopening)	At least 90% of visitors satisfied	At least 90% of visitors satisfied	At least 92% of visitors satisfied	At least 95% of visitors satisfied
	Develop and host art exhibitions and present a range of public programmes	Exhibitions and publications presented	During closure: No fewer than 6 Outer Spaces projects presented annually; Post-re-opening maintain: 15-18 exhibitions presented pa (pro-rated in first year of re-opening)	No fewer than 12 exhibitions presented pa (pro-rated from time of re-opening) [1],[2]	No fewer than 12 exhibitions presented pa	No fewer than 12 exhibitions presented pa	At least 15-18 exhibitions presented pa.
			4-6 publications pa, with at least 1 significant book or exhibition-related publication every 2 years	4-6 publications pa, with at least 1 significant book or exhibition-related publication every 2 years	4-6 publications pa, with at least 1 significant book or exhibition-related publication every 2 years	4-6 publications pa, with at least 1 significant book or exhibition-related publication every 2 years	4-6 publications pa, with at least 1 significant book or exhibition-related publication every 2 years
		Public programmes and school-specific programmes delivered	No fewer than 7,500 attend school specific programmes per annum	Average of at least 9,000 attend school specific programmes per annum. (pro-rated from re-opening) [3]	Average of at least 10,000 attend school specific programmes per annum	Average of at least 11,000 attend school specific programmes per annum.	Average of at least 13,000 attend school specific programmes per annum.
			No fewer than 1,500 attend advertised public programmes per annum	Average of at least 20,000 people attend advertised public programmes per annum (pro-rated from re-opening) [3]	Average of at least 22,000 people attend advertised public programmes per annum (pro-rated from re-opening)	Average of at least 25,000 people attend advertised public programmes per annum (pro-rated from re-opening)	Average of at least 28,000 people attend advertised public programmes per annum (pro-rated from re-opening)

Proposed Changes for the Art Gallery	Rationale
[1] The Outer Space programme will end and internal exhibitions resume	Re-opening of the Gallery
[2] Exhibitions will be reduced from 18 per annum to 12 per annum	Cost saving - \$22,000 per annum
[3] Return to pre-earthquake levels of service following re-opening	Resume intended level of service

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Museums	Hold and distribute the Canterbury Museum levy	Administer the Canterbury Museum levy and report on annual plan targets	Canterbury Museum levy funding paid as required	Canterbury Museum levy funding paid as required	Canterbury Museum levy funding paid as required	Canterbury Museum levy funding paid as required	Canterbury Museum levy funding paid as required
	Operate the Akaroa Museum	Visitors per annum to Akaroa Museum	Visitors per annum within a range 14,250 – 15,750	Visitors per annum of at least 20,000 pa (pro-rated from time of full re-opening)	Visitors per annum of at least 20,000 pa	Visitors per annum of at least 20,000 pa	Upward trend in visitors per annum within a range of +/- 5% of the average of the last five years
		Hours of opening at Akaroa Museum	Minimum of 2,093 opening hours per annum	Minimum of 2,093 opening hours per annum (pro-rated from time of full re-opening)	Minimum of 2,093 opening hours per annum	Minimum of 2,093 opening hours per annum	Minimum of 2,093 opening hours per annum
		Exhibitions presented	No fewer than 3 exhibitions presented pa	No fewer than 2 exhibitions presented pa [1]	No fewer than 2 exhibitions presented pa	No fewer than 2 exhibitions presented pa	No fewer than 3-4 exhibitions presented pa

Proposed Changes for Museums	Rationale
[1] The minimum number of exhibitions per annum will drop from 3 to 2	Cost saving

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Libraries	Print and digital collections and content readily available for loan, for use in libraries and via the Library's website	Collections in a variety of formats are available to meet the needs of the community	Maintain collections at 2.9 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita
			Maintain number of issues per capita of city population, per year, at national average or better (excluding periods of closure)	Maintain number of issues per capita of city population, per year, at national average or better (excluding periods of closure)	Maintain number of issues per capita of city population, per year, at national average or better (excluding periods of closure)	Maintain number of issues per capita of city population, per year, at national average or better (excluding periods of closure)	Maintain number of issues per capita of city population, per year, at national average or better (excluding periods of closure)
			New target	Increase current size of purchased downloadable e-format collection by at least 30% per year [1]	Increase current size of purchased downloadable e-format collection by at least 30% per year	Increase current size of purchased downloadable e-format collection by at least 30% per year	Increase current size of purchased downloadable e-format collection by at least 30% per year
		Library user satisfaction with library service at Metro, Suburban and Neighbourhood libraries	At least 90% of library users satisfied with the library service	At least 90% of library users satisfied with the library service	At least 90% of library users satisfied with the library service	At least 90% of library users satisfied with the library service	At least 90% of library users satisfied with the library service
	Community spaces through a comprehensive network of libraries, the mobile service and digitally	Residents have access to a physical and digital library relevant to local community need or profile – provide weekly opening hours (excluding periods of closure)	Temporary Metropolitan and Suburban Large 57 to 67 hrs	Temporary Metropolitan and Suburban Large 52 to 59 hrs [2]	Metropolitan and Suburban 72 to 52 hrs	Metropolitan and Suburban 72 to 52 hrs	Metropolitan and Suburban 72 to 52 hrs
			Suburban Medium 48 to 57 hrs	Suburban Medium 48 to 57 hrs	Suburban Medium 48 to 57 hrs	Suburban Medium 48 to 57 hrs	Suburban Medium 48 to 57 hrs
			Neighbourhood 36 to 57 hrs	Neighbourhood 36 to 57 hrs	Neighbourhood 36 to 57 hrs	Neighbourhood 36 to 57 hrs	Neighbourhood 36 to 57 hrs
			Maintain a mobile library service of a minimum of 40 per week	Maintain a mobile library service of a minimum of 40 per week	Maintain a mobile library service of a minimum of 40 per week	Maintain a mobile library service of a minimum of 40 per week	Maintain a mobile library service of a minimum of 40 per week
			Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries.

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Libraries (continued)	Equitable access to relevant, timely information and professional services	Access to information via walk-in, library website, phone, email, professional assistance and on-line customer self service. In library access to online information using public computing devices and the internet	Maintain ratio of public internet computers at least 2.5 per 5,000 of population	Maintain ratio of public internet computers at least 4 per 5,000 of population [3]	Maintain ratio of public internet computers at least 4 per 5,000 of population	Maintain ratio of public internet computers at least 4 per 5,000 of population	Maintain ratio of public internet computers at least 4 per 5,000 of population
	Equitable access to relevant, timely information and professional services (continued)		Free Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries 24/7	Free Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries 24/7	Free Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries 24/7	Free Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries 24/7	Free Wifi access is available at Metropolitan, Suburban, and Neighbourhood Libraries 24/7
	Programmes and events designed to meet customers' diverse lifelong learning needs	Provide programmes and events to meet customers' diverse lifelong learning needs	Maintain participation of 200-230 per 1000 of population (excluding periods of closure)	Maintain participation of 200-230 per 1000 of population (excluding periods of closure)	Maintain participation of 200-230 per 1000 of population (excluding periods of closure)	Maintain participation of 200-260 per 1000 of population (excluding periods of closure)	Maintain participation of 200-260 per 1000 of population (excluding periods of closure)
		Customer satisfaction with library programmes and events provided	90% of customers satisfied with library programmes and events provided	90% of customers satisfied with library programmes and events provided	90% of customers satisfied with library programmes and events provided	90% of customers satisfied with library programmes and events provided	90% of customers satisfied with library programmes and events provided
	Operation of Early Learning Centre	Provide five day a week half, full-day and flexible-hours care at the early learning centre	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre.	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre.	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre.	Between 18-25% of Early Learning Centre customers use Pioneer Recreation and Sport Centre.
		Provide a Quality, high standard of professional childcare that satisfies customers' needs.	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care	At least 85% of Early Learning Centre customers are satisfied with the quality of education and care

Proposed Changes for the Libraries	Rationale
[1] Increase the percentage of downloadable e-books	Increasing use of / demand for such technology by the community
[2] Hours will be reduced at temporary libraries and increased at permanent libraries	As the re-build / extension programmes are completed.
[3] Increase ratio of public internet computers to population	Increasing use of / demand for such technology by the community

## Arts and culture

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>										
35,057	Libraries	38,408	42,753	45,069	47,003	48,907	51,585	52,918	54,635	56,247	57,969
9,424	Art Gallery	8,809	9,257	9,625	9,889	10,178	10,424	10,779	11,186	11,556	11,965
7,879	Museums	7,957	14,728	15,049	15,404	8,772	8,915	9,173	9,476	9,739	10,057
<b>52,360</b>		<b>55,174</b>	<b>66,738</b>	<b>69,743</b>	<b>72,296</b>	<b>67,857</b>	<b>70,924</b>	<b>72,870</b>	<b>75,297</b>	<b>77,542</b>	<b>79,991</b>
	<b>Operating revenue from proposed services</b>										
3,121	Libraries	3,262	3,298	3,177	3,254	3,339	3,553	3,656	3,766	3,883	4,012
154	Art Gallery	1,278	1,375	1,409	1,443	1,480	1,520	1,564	1,611	1,660	1,716
27	Museums	28	28	29	30	30	31	33	34	35	36
<b>3,302</b>		<b>4,568</b>	<b>4,701</b>	<b>4,615</b>	<b>4,727</b>	<b>4,849</b>	<b>5,104</b>	<b>5,253</b>	<b>5,411</b>	<b>5,578</b>	<b>5,764</b>
406	Capital Revenues	959	778	13,187	3,372	-	-	-	-	-	-
-	Vested assets	-	-	19,400	-	-	-	-	-	-	-
<b>48,652</b>	<b>Net cost of services</b>	<b>49,647</b>	<b>61,259</b>	<b>32,541</b>	<b>64,197</b>	<b>63,008</b>	<b>65,820</b>	<b>67,617</b>	<b>69,886</b>	<b>71,964</b>	<b>74,227</b>



## Arts and culture funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
46,132	General rates, uniform annual general charges, rates penalties		49,134	53,919	57,502	59,480	61,336	64,243	66,223	68,455	70,349	72,613
-	Targeted rates		-	-	-	-	-	-	-	-	-	-
838	Subsidies and grants for operating purposes		887	908	930	952	977	1,003	1,032	1,063	1,096	1,132
1,753	Fees and charges		2,952	3,350	3,540	3,625	3,719	3,944	4,059	4,181	4,310	4,453
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-	-
712	Local authorities fuel tax, fines, infringement fees, and other receipts (a)		729	444	146	149	153	157	162	167	172	178
<b>49,435</b>	<b>Total operating funding</b>		<b>53,702</b>	<b>58,621</b>	<b>62,118</b>	<b>64,206</b>	<b>66,185</b>	<b>69,347</b>	<b>71,476</b>	<b>73,866</b>	<b>75,927</b>	<b>78,376</b>
<b>Applications of operating funding</b>												
32,622	Payments to staff and suppliers		37,035	40,934	42,344	43,525	44,674	47,176	48,584	50,013	51,410	53,092
1,624	Finance costs		863	919	1,208	1,698	2,095	2,406	2,571	2,713	2,940	2,999
2,463	Internal charges and overheads applied		1,909	2,491	2,455	2,478	2,482	2,373	2,426	2,708	2,564	2,633
7,004	Other operating funding applications		7,171	13,639	13,968	14,303	7,892	8,105	8,340	8,590	8,856	9,149
<b>43,713</b>	<b>Total applications of operating funding</b>		<b>46,978</b>	<b>57,983</b>	<b>59,975</b>	<b>62,004</b>	<b>57,143</b>	<b>60,060</b>	<b>61,921</b>	<b>64,024</b>	<b>65,770</b>	<b>67,873</b>
<b>5,722</b>	<b>Surplus (deficit) of operating funding</b>		<b>6,724</b>	<b>638</b>	<b>2,143</b>	<b>2,202</b>	<b>9,042</b>	<b>9,287</b>	<b>9,555</b>	<b>9,842</b>	<b>10,157</b>	<b>10,503</b>
<b>Sources of capital funding</b>												
-	Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-
406	Development and financial contributions		-	-	-	-	-	-	-	-	-	-
40,100	Increase (decrease) in debt		26,690	32,743	20,176	13,612	(1,027)	(182)	(793)	(116)	348	1,968
-	Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding		959	778	13,187	3,372	-	-	-	-	-	-
<b>40,506</b>	<b>Total sources of capital funding</b>		<b>27,649</b>	<b>33,521</b>	<b>33,363</b>	<b>16,984</b>	<b>(1,027)</b>	<b>(182)</b>	<b>(793)</b>	<b>(116)</b>	<b>348</b>	<b>1,968</b>
<b>Applications of capital funding</b>												
34,681	Capital expenditure		25,790	33,576	34,909	18,542	7,085	8,150	7,779	8,672	9,408	9,967
312	- to replace existing assets (b)		716	264	270	309	330	339	349	401	423	384
11,235	- to improve the level of service		7,867	319	327	335	600	616	634	653	674	2,120
-	- to meet additional demand		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments		-	-	-	-	-	-	-	-	-	-
<b>46,228</b>	<b>Total applications of capital funding</b>		<b>34,373</b>	<b>34,159</b>	<b>35,506</b>	<b>19,186</b>	<b>8,015</b>	<b>9,105</b>	<b>8,762</b>	<b>9,726</b>	<b>10,505</b>	<b>12,471</b>
<b>(5,722)</b>	<b>Surplus (deficit) of capital funding</b>		<b>(6,724)</b>	<b>(638)</b>	<b>(2,143)</b>	<b>(2,202)</b>	<b>(9,042)</b>	<b>(9,287)</b>	<b>(9,555)</b>	<b>(9,842)</b>	<b>(10,157)</b>	<b>(10,503)</b>
-	<b>Funding balance</b>		-	-	-	-	-	-	-	-	-	-
<b>Reconciliation to net cost of services</b>												
5,722	Surplus (deficit) of operating funding from funding impact statement		6,724	638	2,143	2,202	9,042	9,287	9,555	9,842	10,157	10,503
(46,132)	Remove rates funding		(49,134)	(53,919)	(57,502)	(59,480)	(61,336)	(64,243)	(66,223)	(68,455)	(70,349)	(72,613)
(8,648)	Deduct depreciation expense		(8,196)	(8,756)	(9,769)	(10,291)	(10,714)	(10,864)	(10,949)	(11,273)	(11,772)	(12,117)
406	Add capital revenues		959	778	13,187	3,372	-	-	-	-	-	-
-	Add vested assets / non cash revenue		-	-	19,400	-	-	-	-	-	-	-
<b>(48,652)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>		<b>(49,647)</b>	<b>(61,259)</b>	<b>(32,541)</b>	<b>(64,197)</b>	<b>(63,008)</b>	<b>(65,820)</b>	<b>(67,617)</b>	<b>(69,886)</b>	<b>(71,964)</b>	<b>(74,227)</b>
<b>Footnotes</b>												
590	(a) Earthquake related operating recoveries		590	302	-	-	-	-	-	-	-	-
27,594	(b) Earthquake rebuild application of capital funding		18,205	26,798	28,272	11,737	-	-	-	-	-	-

## Economic Development

### Economic Development: Activities, Rationale and Negative Effects

#### Activities included in Economic Development

- City promotions
- Civic and international relations
- Christchurch economic development coordination and leadership

#### Economic Development contributes to these community outcomes

- Christchurch is recognised as a great place to work, live, visit, invest and do business
- People have the information and knowledge to enable them to participate in society
- Cultural and ethnic diversity is valued and celebrated.
- The Council has effective relationships with central government and other key partners
- Christchurch has a highly skilled workforce
- Christchurch's infrastructure supports sustainable economic growth
- There is a critical mass of innovative key business sectors
- Christchurch has globally competitive businesses driving exports and generating wealth
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken

#### Economic Development has these negative effects:

Effect	Council's Mitigation Measure
Local disengagement –especially in suburbs who won't get any banners	Leverage all additional opportunities for visiting events and festivals to utilise the street banners in promotion throughout city
Visitor experience 'let down' due to less 'visible' banners	Digital offering provides high quality information (managed through current budget) and printed material provides relevant, useful and engaging content

## Economic Development Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
City promotions	Deliver Christchurch city promotional material with information about living, visiting and doing business in Christchurch	The Council produces and distributes city promotional material, for residents and visitors	Provide print, web and digital (social media such as Face book, YouTube) promotional material across information categories, including: Christchurch Facts, City and Events Guide, City and regional map, City Walks and Drives, City Parks and Gardens	Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens	Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens	Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens	Provide print, web and digital (social media such as Face Book) promotional material across information categories, examples: Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and Gardens
		Residents are satisfied with Council provision of information available to them about events, activities and attractions in Christchurch	85%	85%	85%	85%	85%
	Management of the CBD and city programme – Banners, Christmas decorations, City Hosts and Icons for the City	Manage the annual programme of street banners and seasonal decoration	Seasonal and event banners in place on banner sites all year (including Christmas decorations): Up to 16 events / seasonal change outs per annum.	Minimum of 37% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers [1]	Minimum of 52% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers	Minimum of 80% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers	Full usage 100% of available sites will be utilised over 12 months for seasonal decoration, management of event and festival banners on behalf of organisers
<b>Proposed changes for city promotions</b>			<b>Rationale</b>				
[1] Banner placement will be reduced initially, but gradually re-instated over the next four years			Cost saving initially, but restoring to facilitate community and resident engagement, celebration of city seasons, events and festivals				

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Civic and international relations	Maintain and develop strategic city-city programmes	Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links	Inform Council of opportunities for Christchurch in relationship networks based on disaster recovery	Investigate a new strategic city to city/region relationship with China where the opportunity exists for high value investment, growth, tourism and cultural links.	Establish a new strategic city to city/region relationship with China.	Strengthen the new strategic city to city/region relationship with China.	Strengthen the new strategic city to city/region relationship with China.
						Investigate a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links	Establish a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links
	Maintain and develop relationships with Antarctic partners	Maintain and develop relationships with partners currently using Christchurch as a base for Antarctic programmes	Maintain three active partnerships within Antarctic Link Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP) [1]	Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP) [1]	Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP)	Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP)	Maintain five active partnerships within Antarctic Community: United States of America, New Zealand, Italy, Korea, and the secretariat for the Council of Managers National Antarctic Programmes (COMNAP)
				All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury scholarship	All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.	All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship	All major support activities delivered annually - Season Opening function, Antarctic University of Canterbury (UC) scholarship.
	Antarctic Office	Christchurch is recognised by Antarctic programmes as an excellent/ globally competitive Antarctic gateway city.	New measure	Establish an Antarctic office that is recognised as the single point of contact for the Christchurch Antarctic industry [2]	Implement Antarctic strategy	Implement a city/region Antarctic Strategy	Implement a city/region Antarctic Strategy

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Civic and international relations (continued)			New measure	Develop and implement a city/region Antarctic Strategy [3]	Develop and implement a coordinated marketing programme which effectively communicates Christchurch's 'Antarctic product set' on behalf of all key stakeholders	Implement the coordinated marketing programme	Implement the coordinated marketing programme
	Delivery of Civic events - Citizenship Ceremonies, Anzac Day, Charter parades	Citizenship Ceremonies for Christchurch based 'new New Zealand citizens' delivered	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget	Deliver a regular schedule of Citizenship Ceremonies to confer citizenship for 'new New Zealand citizens' in Christchurch, within budget
		Support the RNZRSA and community in the delivery of commemorative events	ANZAC Day commemorations in central Christchurch supported with planning and delivery	ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery	ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery	ANZAC Day commemorations in central Christchurch and WW100 Activities supported with planning and delivery	ANZAC Day commemorations in central Christchurch and other official commemorations supported with planning and delivery
		Deliver functions / activities for visiting dignitaries	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council	Facilitate guests of government, members of the diplomatic and consular corps and other VIP guests in their visits to the Christchurch City Council

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Civic and international relations (continued)	Delivery of Civic events - Citizenship Ceremonies, Anzac Day, Charter parades	Annual programme of other civic events delivered	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events	Deliver Civic Awards, Apprentices Graduation, Charter Parades, Remembrance Day, February 22 commemorations, peace city commemorations, and other civic events

Proposed changes for civic and international relations	Rationale
[1] Increase the number of Antarctic partnerships from three to five	Increased opportunities for economic benefit to Christchurch from supporting Antarctic programmes
[2] Establish an Antarctic Office	As above. Initial cost of \$250,000 per annum for the first three years
[3] Develop and implement an Antarctic strategy	Increased opportunities for economic benefit to Christchurch from supporting Antarctic programmes

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Christchurch economic development coordination and leadership	Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration	CDC provides economic development leadership for Christchurch	Agreed work streams in the Economic Recovery Programme are delivered	Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2016 [1]		Review and update the Christchurch Economic Development Strategy with Council. CEDS revision completed by 30 June 2018	There is a wide understanding in the business and government community of the key city and regional economic drivers
			New target	Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly [2]	Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly	Economic knowledge and insights are regularly delivered to stakeholders via website, publications and update events by minimum quarterly	The City and business community has an economic development plan which has up-to-date information on all development related activity

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Christchurch economic development coordination and leadership (continued)	Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration (continued)	CDC provides economic development leadership for Christchurch (continued)	New target				Christchurch has a strong culture of innovation in business. Christchurch has more export focused businesses than other regions [3]
		CDC maintains Centres of Expertise in Economic Research, Workforce, and Infrastructure	Two reports per annum produced on the productivity of the rural sector and its connection to the Christchurch economy	Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year	Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year	Two projects that support the rural economy and its connection to the Christchurch economy are delivered each year	There are strong links between business and education.
			Key economic indicators for Christchurch published quarterly	Produce 3 economic reports using the CDC knowledge base per year.	Produce 3 economic reports using the CDC knowledge base per year.	Produce 3 economic reports using the CDC knowledge base per year.	
			Infrastructure: Update and expand the Canterbury economic infrastructure stock take annually by 30 June	Maintain and publish the Canterbury economic infrastructure situation report quarterly	Maintain and publish the Canterbury economic infrastructure situation report quarterly	Maintain and publish the Canterbury economic infrastructure situation report quarterly	
		CDC Leads the Canterbury Regional Innovation System (CRIS)	CRIS is responsible for commercialising 5 pieces of innovation per annum through new start ups or existing local businesses	CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in	CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in	CDC innovation provides access to capital, funding and resources for start-up ventures and innovation platforms in the region. At least 6 ventures or initiatives per year are identified and invested in	Canterbury has the most effective innovation and commercialisation system in New Zealand which leads to more opportunities, wealth and jobs in knowledge intensive areas.

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Christchurch economic development coordination and leadership (continued)	Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration (continued)	CDC Leads the Canterbury Regional Innovation System (CRIS) (continued)	New target	In conjunction with the MBIE, CDC Innovation provides an innovation hub for use by early stage business & entrepreneurs in the region. [4]	In conjunction with the MBIE, CDC Innovation provides an innovation hub for use by early stage business & entrepreneurs in the region.	In conjunction with the MBIE, CDC Innovation provides an innovation hub for use by early stage business & entrepreneurs in the region	The region has the best access to capital, funding and resources for start-up ventures and commercialisation
			New target				A full suite of early stage business support is available to support innovative business ideas in the region. [5]
		CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS	New target	Business mentoring services are provided to 600 businesses per year. [6]	Business mentoring services are provided to 600 businesses per year.	Business mentoring services are provided to 600 businesses per year.	Business growth and export is accelerated. They have access to training and resources to ensure they are innovating and exporting better than other regions
			10 clients per annum will be intensively case managed for each priority sector.	40 clients per annum will be intensively case managed	40 clients per annum will be intensively case managed	40 clients per annum will be intensively case managed	
			6 businesses utilise the distribution networks and contacts for promoting trade in China per annum	6 businesses utilise the distribution networks and contacts for promoting trade in China per annum	6 businesses utilise the distribution networks and contacts for promoting trade in China per annum	6 businesses utilise the distribution networks and contacts for promoting trade in China per annum	



Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Christchurch economic development coordination and leadership (continued)	Coordination and leadership of economic development programmes; economic development leadership, industry development and business acceleration (continued)	CDC facilitates the development of selected high growth potential businesses that align with the Government growth agenda and CEDS (continued)	Facilitate 10 local companies per annum to supply goods or services to the recovery programme.	Facilitate 10 local companies per annum to supply goods or services to the recovery programme	Facilitate 10 local companies per annum to supply goods or services to the recovery programme	Facilitate 10 local companies per annum to supply goods or services to the recovery programme	
	Tourism Development and Marketing	CCT provides leadership to the tourism sector in Christchurch	Three year strategic plan to be completed annually by 30 April	Five year CCT strategic plan updated to be completed by 30 June 2016	Five year CCT strategic plan to be updated by 30 June 2018	Five year CCT strategic plan to be updated by 30 June 2018	Five year strategic plan to be updated biennially in 2020, 2022 and 2024.
		CCCB (operated by CCT) promotes Christchurch and Canterbury as a desirable destination for business events and trade exhibitions	Achieve a share of national delegate days for meetings, incentive, conference & exhibitions market in the 3.5% to 5.0% range	Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range [7]	Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range	Achieve a share of domestic delegate days for Business Events) market in the 7% to 10% range	Annual growth of 2-3% per annum once the new convention centre is open
		CCT provides support to and works collaboratively with tourism business partners & suppliers	Hosting at least 3 Business Partner meetings annually to review progress of visitor recovery strategies and collaboratively identify new initiatives to improve the visitor economy	Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.	Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.	Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.	Hosting at least 3 Business Partner meetings annually to review progress with visitor sector performance and collaboratively identify new opportunities initiatives to improve the visitor economy.
			Engage with 15 tourism businesses per year on specific tourism projects and/or provision of marketing advice	Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant	Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant	Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant	Engage with 15 tourism businesses per year on specific tourism projects or issues and provide of marketing advice where relevant

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Christchurch economic development coordination and leadership (continued)	Tourism Development and Marketing (continued)	CCT facilitate cruise arrival arrangements at Akaroa and work with cruise lines to grow the cruise sector for Christchurch/Lyttelton & Akaroa	Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa	Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa	Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa	Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa	Provide wharf side visitor information mobile facility to support cruise ships arriving in Akaroa
			Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information	Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information	Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information	Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information	Provide printed collateral for arriving cruise passengers in Akaroa on regional activities & information
		Visitors utilise the services of the Christchurch Visitor Information Centre	Christchurch Visitor Centre will be open from 8.30 –5.00 daily (summer hours are 8.30 – 6.00)	Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600	Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600	Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600	Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 1000-1600
			Lyttelton (Community) Visitor Centre will be open 9.00-5.00 daily (with opening hours extended as necessary to accommodate cruise ship visits)	Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)	Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)	Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)	Lyttelton (Community) Visitor Centre will be open 10.00-4.00 Monday-Saturday and 11.00-3.00 Sunday (with opening hours extended as necessary to accommodate cruise ship visits)
		CCT work collaboratively with CIAL to deliver promotional activities in markets that have direct air routes or have high potential to be developed as a direct air routes.	Contribute to 3 joint ventures per annum that support or maintain direct air links	CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market	CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market	CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market	CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market

<b><i>Proposed changes for economic development</i></b>	<b><i>Rationale</i></b>
[1] Review and update the Canterbury Economic Development Strategy	Agreed levels of service set by CDC Board and aligned with the activity management plan
[2] Provide further economic knowledge and insights to stakeholders	
[3] Increase innovation and export focus	
[4] Provide an innovation hub	
[5] Provide early support to innovative business ideas	
[6] New business mentoring service introduced	Agreed levels of service set by CCT Board and aligned with the activity management plan
[7] Target market share increased	

## Economic development

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>										
423	City promotions	491	499	510	541	567	580	595	614	631	653
7,935	Christchurch Economic Development, Leadership and Coordination	7,892	7,895	7,853	7,983	8,156	8,289	8,464	8,678	8,850	9,067
1,277	Civic and International Relations	1,454	1,463	1,465	1,500	1,545	1,572	1,614	1,664	1,703	1,755
-	Venue Management (Vbase)	-	-	-	-	-	-	-	-	-	-
<b>9,635</b>		<b>9,837</b>	<b>9,857</b>	<b>9,828</b>	<b>10,024</b>	<b>10,268</b>	<b>10,441</b>	<b>10,673</b>	<b>10,956</b>	<b>11,184</b>	<b>11,475</b>
	<b>Operating revenue from proposed services</b>										
17	City promotion	17	17	18	18	19	19	20	20	21	22
-	Christchurch Economic Development, Leadership and Coordination	-	-	-	-	-	-	-	-	-	-
5	Civic and International Relations	30	31	31	32	33	34	35	36	37	38
-	Venue Management (Vbase)	100	102	105	107	110	113	116	120	124	128
<b>22</b>		<b>147</b>	<b>150</b>	<b>154</b>	<b>157</b>	<b>162</b>	<b>166</b>	<b>171</b>	<b>176</b>	<b>182</b>	<b>188</b>
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>9,613</b>	<b>Net cost of services</b>	<b>9,690</b>	<b>9,707</b>	<b>9,674</b>	<b>9,867</b>	<b>10,106</b>	<b>10,275</b>	<b>10,502</b>	<b>10,780</b>	<b>11,002</b>	<b>11,287</b>

## Economic development 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>											
7,511	General rates, uniform annual general charges, rates penalties	7,651	7,725	7,744	7,933	8,161	8,328	8,555	8,831	9,051	9,333
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
5	Subsidies and grants for operating purposes	30	31	31	32	33	34	35	36	37	38
17	Fees and charges	117	119	122	125	129	132	134	140	146	149
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	-	-	-	-	-	-	-	-	-	-
<b>7,533</b>	<b>Total operating funding</b>	<b>7,798</b>	<b>7,875</b>	<b>7,897</b>	<b>8,090</b>	<b>8,323</b>	<b>8,494</b>	<b>8,724</b>	<b>9,007</b>	<b>9,234</b>	<b>9,520</b>
<b>Applications of operating funding</b>											
1,494	Payments to staff and suppliers	1,754	1,796	1,835	1,898	1,953	1,997	2,054	2,116	2,178	2,248
-	Finance costs	-	-	-	-	-	-	-	-	-	-
491	Internal charges and overheads applied	359	385	356	358	397	372	381	426	403	414
7,548	Other operating funding applications	7,640	7,609	7,583	7,711	7,850	8,002	8,166	8,342	8,530	8,735
<b>9,533</b>	<b>Total applications of operating funding</b>	<b>9,753</b>	<b>9,790</b>	<b>9,774</b>	<b>9,967</b>	<b>10,200</b>	<b>10,371</b>	<b>10,601</b>	<b>10,884</b>	<b>11,111</b>	<b>11,397</b>
<b>(2,000)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(1,955)</b>	<b>(1,915)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>											
-	Capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets (b)	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
(2,000)	Increase (decrease) in reserves	(1,955)	(1,915)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>(2,000)</b>	<b>Total applications of capital funding</b>	<b>(1,955)</b>	<b>(1,915)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>	<b>(1,877)</b>
<b>2,000</b>	<b>Surplus (deficit) of capital funding</b>	<b>1,955</b>	<b>1,915</b>	<b>1,877</b>	<b>1,877</b>	<b>1,877</b>	<b>1,877</b>	<b>1,877</b>	<b>1,877</b>	<b>1,877</b>	<b>1,877</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>											
(2,000)	Surplus (deficit) of operating funding from funding impact statement	(1,955)	(1,915)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)	(1,877)
(7,511)	Remove rates funding	(7,651)	(7,725)	(7,744)	(7,933)	(8,161)	(8,328)	(8,555)	(8,831)	(9,051)	(9,333)
(102)	Deduct depreciation expense	(84)	(67)	(53)	(57)	(68)	(70)	(70)	(72)	(74)	(77)
-	Add capital revenues	-	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(9,613)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(9,690)</b>	<b>(9,707)</b>	<b>(9,674)</b>	<b>(9,867)</b>	<b>(10,106)</b>	<b>(10,275)</b>	<b>(10,502)</b>	<b>(10,780)</b>	<b>(11,002)</b>	<b>(11,287)</b>
<b>Footnotes</b>											
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
-	(b) Earthquake rebuild application of capital funding	-	-	-	-	-	-	-	-	-	-

## Flood Protection and River Control

### Flood Protection and River Control: Rationale, Activities and Negative Effects

#### Activities included in Flood Protection and River Control

- Flood protection and river control

#### Flood Protection and River Control contributes to these community outcomes

- Water quality in rivers, streams, lakes and wetlands is improved
- Stream and river flows are maintained
- Existing ecosystems and indigenous biodiversity are protected
- A range of indigenous habitats and species is enhanced
- Injuries and risks to public health are minimised
- Risks from flooding are minimised

#### Flood Protection and River Control has these negative effects:

Effect	Council's Mitigation Measure
Raised expectations within the community	Consultation with the community
False sense of security	Key messages to the community about flood risk – through campaigning and education and making hazard maps readily available to the public
Landscape changes	Liaise with affected residents
Environmental degradation	Working within the conditions of resource consents, Limiting damage through sensitive maintenance and operations. Monitoring the health of water environments and discharges to waterways
Not all properties will be protected	Protect new future properties by setting floor levels above the 1:50 year flood level. Excellent communication with affected property owners.

## Flood Protection and Control Works Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Flood protection and control works	Maintaining the natural waterways and associated structures and systems	Stopbank crest surveys are carried out	New measure [1]	Annually	Annually	Annually	Annually
		Cross sectional surveys of selective waterways are carried out	New measure [2]	2-5 yearly or as required	2-5 yearly or as required	2-5 yearly or as required	2-5 yearly or as required
	Ensure dwellings are safe from flooding during extreme rain events	Reported number of dwellings flooded in a 1 in 50 year event	≤ 4 dwellings per 1,000 are flooded [3]	30% reduction on 2014 "Above Floor" number	Additional 30% reduction on 2014 "Above Floor" number	Additional 20% reduction on 2014 "Above Floor" number	10% reduction
		Percentage of minimum specified floor levels for new dwelling consent applications which meet Building Act & District Plan requirements	New measure [4]	100%	100%	100%	100%

Proposed Changes for flood protection and control works	Rationale
[1] Stopbank crest surveys to be carried out annually	Mandatory performance measure pursuant to the Local Government Act 2002
[2] Cross-sectional surveys of selected waterways to be carried out as required	Mandatory performance measure pursuant to the Local Government Act 2002
[3] It is intended there be a steady reduction in the number of dwellings at risk from flooding	Minimise risks from flooding, especially minimise new risks following the earthquakes
[4] Ensure new dwellings meet Building Act and District Plan requirements regarding minimum floor levels	Avoid having new dwellings at risk from flooding to the extent envisaged in the Act and the Plan

Flood protection and control works

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>										
365	Natural Waterways, Structures and Systems	366	375	384	401	420	436	458	484	507	533
<b>365</b>		<b>366</b>	<b>375</b>	<b>384</b>	<b>401</b>	<b>420</b>	<b>436</b>	<b>458</b>	<b>484</b>	<b>507</b>	<b>533</b>
	<b>Operating revenue from proposed services</b>										
-	Natural Waterways, Structures and Systems	-	-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-	-
-	Capital revenues	7,594	5,466	5,695	6,011	5,446	5,004	5,333	5,509	5,279	5,186
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>365</b>	<b>Net cost of services</b>	<b>(7,228)</b>	<b>(5,091)</b>	<b>(5,311)</b>	<b>(5,610)</b>	<b>(5,026)</b>	<b>(4,568)</b>	<b>(4,875)</b>	<b>(5,025)</b>	<b>(4,772)</b>	<b>(4,653)</b>



## Flood protection and control works funding impact

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>										
208	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
365	Targeted rates	1,143	1,184	1,228	1,280	1,337	1,406	1,482	1,564	1,649	1,753
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	-	-	-	-	-	-	-	-	-	-
<b>573</b>	<b>Total operating funding</b>	<b>1,143</b>	<b>1,184</b>	<b>1,228</b>	<b>1,280</b>	<b>1,337</b>	<b>1,406</b>	<b>1,482</b>	<b>1,564</b>	<b>1,649</b>	<b>1,753</b>
	<b>Applications of operating funding</b>										
347	Payments to staff and suppliers	344	345	348	357	367	376	387	399	411	421
-	Finance costs	-	-	-	-	-	-	-	-	-	-
18	Internal charges and overheads applied	13	14	14	14	16	15	16	18	17	18
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>365</b>	<b>Total applications of operating funding</b>	<b>357</b>	<b>359</b>	<b>362</b>	<b>371</b>	<b>383</b>	<b>391</b>	<b>403</b>	<b>417</b>	<b>428</b>	<b>439</b>
<b>208</b>	<b>Surplus (deficit) of operating funding</b>	<b>786</b>	<b>825</b>	<b>866</b>	<b>909</b>	<b>954</b>	<b>1,015</b>	<b>1,079</b>	<b>1,147</b>	<b>1,221</b>	<b>1,314</b>
	<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	7,594	5,466	5,695	6,011	5,446	5,004	5,333	5,509	5,279	5,186
31,320	Increase (decrease) in debt	42,014	46,184	36,520	30,605	33,247	35,288	37,150	36,966	37,872	37,449
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>31,320</b>	<b>Total sources of capital funding</b>	<b>49,608</b>	<b>51,650</b>	<b>42,215</b>	<b>36,616</b>	<b>38,693</b>	<b>40,292</b>	<b>42,483</b>	<b>42,475</b>	<b>43,151</b>	<b>42,635</b>
	<b>Applications of capital funding</b>										
	Capital expenditure										
22,141	- to replace existing assets (b)	40,803	41,675	29,621	22,837	24,577	25,241	27,273	28,092	28,990	31,374
-	- to improve the level of service	-	532	545	782	803	824	1,212	1,248	2,576	2,664
9,387	- to meet additional demand	9,591	10,268	12,915	13,906	14,267	15,242	15,077	14,282	12,806	9,911
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>31,528</b>	<b>Total applications of capital funding</b>	<b>50,394</b>	<b>52,475</b>	<b>43,081</b>	<b>37,525</b>	<b>39,647</b>	<b>41,307</b>	<b>43,562</b>	<b>43,622</b>	<b>44,372</b>	<b>43,949</b>
<b>(208)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(786)</b>	<b>(825)</b>	<b>(866)</b>	<b>(909)</b>	<b>(954)</b>	<b>(1,015)</b>	<b>(1,079)</b>	<b>(1,147)</b>	<b>(1,221)</b>	<b>(1,314)</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>										
208	Surplus (deficit) of operating funding from funding impact statement	786	825	866	909	954	1,015	1,079	1,147	1,221	1,314
(573)	Remove rates funding	(1,143)	(1,184)	(1,228)	(1,280)	(1,337)	(1,406)	(1,482)	(1,564)	(1,649)	(1,753)
-	Deduct depreciation expense	(9)	(16)	(22)	(30)	(37)	(45)	(55)	(67)	(79)	(94)
-	Add capital revenues	7,594	5,466	5,695	6,011	5,446	5,004	5,333	5,509	5,279	5,186
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(365)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>7,228</b>	<b>5,091</b>	<b>5,311</b>	<b>5,610</b>	<b>5,026</b>	<b>4,568</b>	<b>4,875</b>	<b>5,025</b>	<b>4,772</b>	<b>4,653</b>
	<b>Footnotes</b>										
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
21,932	(b) Earthquake rebuild application of capital funding	40,000	40,920	28,312	21,496	22,054	22,650	23,306	24,006	24,774	25,616

## **Heritage Protection**

### **Heritage Protection: Activities, Rationale and Negative Effects**

#### **Activities included in Heritage Protection**

- Heritage protection

#### **Heritage Protection contributes to these community outcomes**

- The city's heritage and taonga are conserved for future generations
- Sites and places of significance to tangata whenua are protected
- The central city has a distinctive character and identity
- The city's identity is enhanced by its buildings and public spaces

#### **Heritage Protection has these negative effects:**

There are no negative effects for this activity.

## Heritage Protection Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Heritage protection	Heritage education, advocacy and advice	Implement a programme to ensure a consistent and broadened level of historic heritage protection within Banks Peninsula and Christchurch	Complete the statements of significance for all notable buildings by June 2015	Review 30-40 listed or potential heritage places per year [1]	Review 30-40 listed or potential heritage places per year	Review 30-40 listed or potential heritage places per year	Review 30-40 listed or potential heritage places per year
		Provide advice and advocacy on heritage conservation principles and priorities for the District's historic heritage, both internally and externally	Provide advice as required in a timely manner – within 10 working days.	Provide advice as required in a timely manner – within 10 working days for consents.	Provide advice as required in a timely manner – with 10 working days for consents.	Provide advice as required in a timely manner – with 10 working days for consents.	Provide advice as required in a timely manner – with 10 working days for consents.
		Heritage week is held annually	Number of attendees at Heritage Week. Baseline for level of attendance for 2014/15 was to be set in October 2013	Sponsorship obtained for heritage week [2]	Heritage week is held	Heritage week is held	Heritage week is held
	Heritage grants	All grants meet Heritage Incentives Grants policy and guidelines	100%	100%	100%	100%	100%
		Incentive grant recipients are satisfied with heritage advice and grant process	85% of grant recipients satisfied with the heritage advice and grants process"	75% of grant recipients satisfied with the heritage advice and grants process [3]	75% of grant recipients satisfied with the heritage advice and grants process	75% of grant recipients satisfied with the heritage advice and grants process	75% of grant recipients satisfied with the heritage advice and grants process

Proposed Changes for heritage protection and policy	Rationale
[1] Programme for reviewing listed or potential heritage places	The current listings are not broadly representative of the heritage of the city and Banks Peninsula and their have been significant losses through demolition
[2] Obtain sponsorship for Heritage Week	The extent of the programme depends upon sponsorship obtained
[3] Reduction in satisfaction with the advice and grants processes	The lower level of available funds is likely to lead to a reduction in satisfaction

Heritage protection and policy

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>										
4,501	Heritage Protection	4,221	4,605	4,635	2,629	2,741	2,756	2,803	2,864	2,901	2,915
<b>4,501</b>		<b>4,221</b>	<b>4,605</b>	<b>4,635</b>	<b>2,629</b>	<b>2,741</b>	<b>2,756</b>	<b>2,803</b>	<b>2,864</b>	<b>2,901</b>	<b>2,915</b>
	<b>Operating revenue from proposed services</b>										
-	Heritage Protection	-	-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>4,501</b>	<b>Net cost of services</b>	<b>4,221</b>	<b>4,605</b>	<b>4,635</b>	<b>2,629</b>	<b>2,741</b>	<b>2,756</b>	<b>2,803</b>	<b>2,864</b>	<b>2,901</b>	<b>2,915</b>

## Heritage protection and policy funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
4,501	General rates, uniform annual general charges, rates penalties		4,221	4,605	4,635	2,629	2,741	2,756	2,803	2,864	2,901	2,915
-	Targeted rates		-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-
-	Fees and charges		-	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts (a)		-	-	-	-	-	-	-	-	-	-
<b>4,501</b>	<b>Total operating funding</b>		<b>4,221</b>	<b>4,605</b>	<b>4,635</b>	<b>2,629</b>	<b>2,741</b>	<b>2,756</b>	<b>2,803</b>	<b>2,864</b>	<b>2,901</b>	<b>2,915</b>
<b>Applications of operating funding</b>												
1,494	Payments to staff and suppliers		1,319	1,393	1,445	1,486	1,535	1,561	1,605	1,654	1,697	1,710
-	Finance costs		-	-	-	-	-	-	-	-	-	-
139	Internal charges and overheads applied		91	101	95	95	108	100	103	115	109	110
2,868	Other operating funding applications		2,811	3,111	3,095	1,048	1,098	1,095	1,095	1,095	1,095	1,095
<b>4,501</b>	<b>Total applications of operating funding</b>		<b>4,221</b>	<b>4,605</b>	<b>4,635</b>	<b>2,629</b>	<b>2,741</b>	<b>2,756</b>	<b>2,803</b>	<b>2,864</b>	<b>2,901</b>	<b>2,915</b>
<b>-</b>	<b>Surplus (deficit) of operating funding</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sources of capital funding</b>												
-	Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions		-	-	-	-	-	-	-	-	-	-
3,417	Increase (decrease) in debt		11,537	-	-	32,244	-	-	-	-	-	-
-	Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-
<b>3,417</b>	<b>Total sources of capital funding</b>		<b>11,537</b>	<b>-</b>	<b>-</b>	<b>32,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>												
3,417	Capital expenditure		11,537	-	-	32,244	-	-	-	-	-	-
-	- to replace existing assets (b)		-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service		-	-	-	-	-	-	-	-	-	-
-	- to meet additional demand		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments		-	-	-	-	-	-	-	-	-	-
<b>3,417</b>	<b>Total applications of capital funding</b>		<b>11,537</b>	<b>-</b>	<b>-</b>	<b>32,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>-</b>	<b>Surplus (deficit) of capital funding</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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>												
-	Surplus (deficit) of operating funding from funding impact statement		-	-	-	-	-	-	-	-	-	-
(4,501)	Remove rates funding		(4,221)	(4,605)	(4,635)	(2,629)	(2,741)	(2,756)	(2,803)	(2,864)	(2,901)	(2,915)
-	Deduct depreciation expense		-	-	-	-	-	-	-	-	-	-
-	Add capital revenues		-	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue		-	-	-	-	-	-	-	-	-	-
<b>(4,501)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>		<b>(4,221)</b>	<b>(4,605)</b>	<b>(4,635)</b>	<b>(2,629)</b>	<b>(2,741)</b>	<b>(2,756)</b>	<b>(2,803)</b>	<b>(2,864)</b>	<b>(2,901)</b>	<b>(2,915)</b>
<b>Footnotes</b>												
-	(a) Earthquake related operating recoveries		-	-	-	-	-	-	-	-	-	-
3,417	(b) Earthquake rebuild application of capital funding		11,537	-	-	32,244	-	-	-	-	-	-

## Housing

### Housing: Rationale, Activities and Negative Effects

#### Activities included in Housing

- Housing

#### Housing contributes to these community outcomes

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

#### Housing has these negative effects:

Effect	Council's Mitigation Measure
Potential neighbourhood discomfort with proposed changes to housing type, density and community mix	Complete effective consultative processes with neighbourhoods and key stakeholders.

## Housing Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Housing	Social housing complexes	Provide a portfolio of Social Housing rental units that are fit for purpose	Maintain at least 2,100 units in Council housing stock. [1]	Maintain at least 2,270 units in Council Housing Portfolio and increase to at least 2,347 by year end (subject to contractor availability, Council rebuild priorities and timing of owner occupier unit acquisitions)	Maintain at least 2,347 units in Council Housing Portfolio and increase to at least 2,363 by year end (schedule subject to contractor availability, Council rebuild priorities and timing of owner occupier unit acquisitions)	Maintain at least 2,363 units in Council Housing Portfolio and increase to at least 2,366 by year end (schedule subject to contractor availability, Council rebuild priorities and timing of owner occupier unit acquisitions)	Maintain at least 2,366 units in Council Housing Portfolio
		Identify options for Council to implement a National Rental Housing WOF programme	New measure [2]	Housing WOF programme implemented for Council Portfolio	Housing WOF standards achieved for Council Portfolio	Housing WOF standards achieved for Council Portfolio	Housing WOF standards achieved for Council Portfolio
	Social housing tenancy services	Ensure tenants of Council housing complexes are well housed	At least 97% average occupancy rate in Council housing	At least 97% average occupancy rate in Council housing (occupancy rate based on units available to be tenanted exclusive of repair and maintenance schedules	At least 97% average occupancy rate in Council housing (occupancy rate based on units available to be tenanted exclusive of repair and maintenance schedules	At least 97% average occupancy rate in Council housing (occupancy rate based on units available to be tenanted exclusive of repair and maintenance schedules	At least 97% average occupancy rate in Council housing (occupancy rate based on units available to be tenanted exclusive of repair and maintenance schedules
			New target [3]	At least 300 houses have their energy efficiency improved over the first three years of the LTP	At least 300 houses have their energy efficiency improved over the first three years of the LTP	At least 300 houses have their energy efficiency improved over the first three years of the LTP	To be determined dependent upon funding streams
		Tenants of Council housing are satisfied with quality of tenancy service provided	At least 80% of tenants are satisfied with the quality of the tenancy service provided.	At least 80% of tenants are satisfied with the quality of the tenancy service provided	At least 80% of tenants are satisfied with the quality of the tenancy service provided	At least 80% of tenants are satisfied with the quality of the tenancy service provided	At least 80% of tenants are satisfied with the quality of the tenancy service provided

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Housing (continued)	Social housing tenancy services (continued)	Tenants of Council housing are satisfied with quality of tenancy service provided (continued)	At least 80% of Council housing tenants are satisfied with overall condition of their unit	At least 80% of Council housing tenants are satisfied with overall condition of their unit	At least 80% of Council housing tenants are satisfied with overall condition of their unit	At least 80% of Council housing tenants are satisfied with overall condition of their unit	At least 80% of Council housing tenants are satisfied with overall condition of their unit
		Maintain Council housing rentals at an affordable level and continue to be rates neutral	Council housing rents are set using a cost of consumption model and are set at no more than 80% of market rentals [4]	Council housing rents are set annually using a cost of consumption model, or if the portfolio is leased to a Community Housing Provider the rents will be set in line with the Ministry of Social Development Income Related Rent Subsidy policy	Council housing rents are set annually using a cost of consumption model, or if the portfolio is leased to a Community Housing Provider the rents will be set in line with the Ministry of Social Development Income Related Rent Subsidy policy	Council housing rents are set annually using a cost of consumption model, or if the portfolio is leased to a Community Housing Provider the rents will be set in line with the Ministry of Social Development Income Related Rent Subsidy policy	Council housing rents are set annually using a cost of consumption model, or if the portfolio is leased to a Community Housing Provider the rents will be set in line with the Ministry of Social Development Income Related Rent Subsidy policy
	Affordable housing services	Support the development of affordable housing	New measure [5]	Deliver Council 's Housing Accord responsibilities that will achieve a 10% reduction in the number of households at the 40 <sup>th</sup> percentile of household income paying more than 30% of household income on housing by the conclusion of the accord	Deliver Council 's Housing Accord responsibilities that will achieve a 10% reduction in the number of households at the 40 <sup>th</sup> percentile of household income paying more than 30% of household income on housing by the conclusion of the accord	Deliver Council 's Housing Accord responsibilities that will achieve a 10% reduction in the number of households at the 40 <sup>th</sup> percentile of household income paying more than 30% of household income on housing by the conclusion of the accord	Future performance targets will be agreed in light of future analysis
	Emergency/ transitional housing services	Identify options for Council to support the development of more emergency housing	New measure [6]	Facilitate at least 60 additional home spaces are provided in Christchurch over the first three years of the 2015/25 LTP	Facilitate at least 60 additional home spaces are provided in Christchurch over the first three years of the 2015/25 LTP	Facilitate at least 60 additional home spaces are provided in Christchurch over the first three years of the 2015/25 LTP	Future performance targets will be set in light of an updated supply and demand analysis



<b>Proposed Changes for the Housing activity</b>	<b>Rationale</b>
[1] Increase the number of housing units from 2,100 to 2,363 over the first three years of the plan	Restore number of units to as close to pre-quake as permitted by available funding
[2] Implement a housing warrant of fitness programme for the Council's portfolio	Improve / maintain the standard of Council-supplied housing
[3] Improve energy efficiency of the Council's housing stock	Reduced cost of operation / improved living conditions / sound environmental policy
[4] New formula for calculating Council housing rents	More accurately reflect costs of providing the service; achieve consistency with the Ministry of Social Development Income Related Rent Subsidy policy
[5] Contribute to achieving more affordable housing through participation in a housing accord with the Government	Increase affordable housing in Christchurch
[6] Facilitate providing additional emergency housing	The level of homelessness has increased following the earthquakes

## Housing

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									
Cost of proposed services											
29,780	Housing	37,586	27,359	21,719	21,551	22,318	22,842	23,586	24,516	24,822	25,759
29,780		37,586	27,359	21,719	21,551	22,318	22,842	23,586	24,516	24,822	25,759
Operating revenue from proposed services											
13,386	Housing	14,116	14,726	15,378	16,058	16,801	17,596	18,464	19,395	20,391	21,482
13,386		14,116	14,726	15,378	16,058	16,801	17,596	18,464	19,395	20,391	21,482
	Capital Revenues	13,231	2,148	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-	-
16,394	Net cost of services	10,239	10,485	6,341	5,493	5,517	5,246	5,122	5,121	4,431	4,277

## Housing funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
-	General rates, uniform annual general charges, rates penalties		-	-	-	-	-	-	-	-	-	-
-	Targeted rates		-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-
13,373	Fees and charges		14,080	14,688	15,338	16,018	16,760	17,554	18,420	19,350	20,345	21,434
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-	-
13	Local authorities fuel tax, fines, infringement fees, and other receipts (a)		37	39	39	40	41	42	44	45	46	48
<b>13,386</b>	<b>Total operating funding</b>		<b>14,117</b>	<b>14,727</b>	<b>15,377</b>	<b>16,058</b>	<b>16,801</b>	<b>17,596</b>	<b>18,464</b>	<b>19,395</b>	<b>20,391</b>	<b>21,482</b>
<b>Applications of operating funding</b>												
22,784	Payments to staff and suppliers		29,957	19,318	13,512	13,131	13,491	13,822	14,219	14,646	15,086	15,576
1	Finance costs		-	-	-	-	-	-	-	-	-	-
983	Internal charges and overheads applied		723	798	753	756	842	791	814	914	853	880
-	Other operating funding applications		-	-	-	-	-	-	-	-	-	-
<b>23,768</b>	<b>Total applications of operating funding</b>		<b>30,680</b>	<b>20,116</b>	<b>14,265</b>	<b>13,887</b>	<b>14,333</b>	<b>14,613</b>	<b>15,033</b>	<b>15,560</b>	<b>15,939</b>	<b>16,456</b>
<b>(10,382)</b>	<b>Surplus (deficit) of operating funding</b>		<b>(16,563)</b>	<b>(5,389)</b>	<b>1,112</b>	<b>2,171</b>	<b>2,468</b>	<b>2,983</b>	<b>3,431</b>	<b>3,835</b>	<b>4,452</b>	<b>5,026</b>
<b>Sources of capital funding</b>												
-	Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt		-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding		13,231	2,148	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>		<b>13,231</b>	<b>2,148</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>												
12,718	Capital expenditure											
-	- to replace existing assets (b)		16,023	5,335	2,398	2,636	2,521	2,589	2,858	2,545	2,626	2,928
-	- to improve the level of service		-	-	-	-	-	-	-	-	-	-
-	- to meet additional demand		-	-	-	-	-	-	-	-	-	-
(23,100)	Increase (decrease) in reserves		(19,355)	(8,576)	(1,286)	(465)	(53)	394	573	1,290	1,826	2,098
-	Increase (decrease) of investments		-	-	-	-	-	-	-	-	-	-
<b>(10,382)</b>	<b>Total applications of capital funding</b>		<b>(3,332)</b>	<b>(3,241)</b>	<b>1,112</b>	<b>2,171</b>	<b>2,468</b>	<b>2,983</b>	<b>3,431</b>	<b>3,835</b>	<b>4,452</b>	<b>5,026</b>
<b>10,382</b>	<b>Surplus (deficit) of capital funding</b>		<b>16,563</b>	<b>5,389</b>	<b>(1,112)</b>	<b>(2,171)</b>	<b>(2,468)</b>	<b>(2,983)</b>	<b>(3,431)</b>	<b>(3,835)</b>	<b>(4,452)</b>	<b>(5,026)</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>												
(10,382)	Surplus (deficit) of operating funding from funding impact statement		(16,563)	(5,389)	1,112	2,171	2,468	2,983	3,431	3,835	4,452	5,026
-	Remove rates funding		-	-	-	-	-	-	-	-	-	-
(6,012)	Deduct depreciation expense		(6,907)	(7,244)	(7,453)	(7,664)	(7,985)	(8,229)	(8,553)	(8,956)	(8,883)	(9,303)
-	Add capital revenues		13,231	2,148	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue		-	-	-	-	-	-	-	-	-	-
<b>(16,394)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>		<b>(10,239)</b>	<b>(10,485)</b>	<b>(6,341)</b>	<b>(5,493)</b>	<b>(5,517)</b>	<b>(5,246)</b>	<b>(5,122)</b>	<b>(5,121)</b>	<b>(4,431)</b>	<b>(4,277)</b>
<b>Footnotes</b>												
-	(a) Earthquake related operating recoveries		-	-	-	-	-	-	-	-	-	-
9,134	(b) Earthquake rebuild application of capital funding		13,570	2,996	-	-	-	-	-	-	-	-

## Natural Environment

### Natural Environment: Rationale, Activities and Negative Effects

#### Activities included in Natural Environment

- Environmental education

#### Natural Environment contributes to these community outcomes

- Existing ecosystems and indigenous biodiversity are protected
- There is a reduction in waste
- Water is used efficiently and sustainably
- Risks from natural hazards, including earthquakes, flooding, tsunami and rock fall, are minimised

#### Natural Environment has these negative effects:

Effect	Council's Mitigation Measure
Perception of risk in outdoor locations could reduce demand / effectiveness of the programme	Safety plans are in place for high risk sites of education delivery and feedback from users constantly sought to ensure that perception of risk is understood and responded to appropriately.
Any significant increase in demand for the LEOTC programme would have impacts on other Regional Park Rangers' activities.	Programmes are monitored and developed with external advisory group ensure that any changes in demand are known in advance and alternative delivery mechanisms can be offered.

## Natural Environment Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Environmental education	Environmental education programmes	Environmental education programmes are delivered to provide students with an understanding of their role in the environment	At least 4,000 students participate in green space education programmes each year [1]	At least 7,000 students participate in the education programmes each year	At least 7,000 students participate in the education programmes each year	At least 7,000 students participate in the education programmes each year	At least 7,000 students participate in the education programmes each year
		Environmental education programmes are delivered to provide students with an understanding of their role in the environment	At least 2,400 students participate in water and waste education programmes each year	At least 2,400 students participate in water and waste education programmes each year	At least 2,400 students participate in water and waste education programmes each year	At least 2,400 students participate in water and waste education programmes each year	At least 2,400 students participate in water and waste education programmes each year
		Educational programmes are delivered in schools - Stan's Got a Plan - about emergency preparedness, to encourage people and households to be better prepared for disasters and emergencies and to avoid risks from natural hazards.	At least six Christchurch primary schools participate in the Civil Defence and Emergency Management programme each year	At least six Christchurch primary schools participate in the Civil Defence and Emergency Management programme each year	At least six Christchurch primary schools participate in the Civil Defence and Emergency Management programme each year	At least six Christchurch primary schools participate in the Civil Defence and Emergency Management programme each year	At least six Christchurch primary schools participate in the Civil Defence and Emergency Management programme each year

Proposed Changes for Environmental education	Rationale
[1] Increase the number of students participating from 4,000 to 7,000	Restore participation to pre-quake levels

Natural environment

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									
Cost of proposed services											
527	Environmental Education	396	413	429	441	454	461	475	490	502	518
527		396	413	429	441	454	461	475	490	502	518
Operating revenue from proposed services											
82	Environmental Education	85	87	89	91	93	96	98	101	104	108
82		85	87	89	91	93	96	98	101	104	108
-	Capital Revenues	-	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-	-
445	Net cost of services	311	326	340	350	361	365	377	389	398	410

## Natural environment 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>										
445	General rates, uniform annual general charges, rates penalties	311	326	340	350	361	365	377	389	398	410
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
82	Fees and charges	85	87	89	91	93	96	98	101	104	108
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	-	-	-	-	-	-	-	-	-	-
<b>527</b>	<b>Total operating funding</b>	<b>396</b>	<b>413</b>	<b>429</b>	<b>441</b>	<b>454</b>	<b>461</b>	<b>475</b>	<b>490</b>	<b>502</b>	<b>518</b>
	<b>Applications of operating funding</b>										
500	Payments to staff and suppliers	382	397	413	426	437	445	459	472	485	500
-	Finance costs	-	-	-	-	-	-	-	-	-	-
27	Internal charges and overheads applied	14	16	16	15	17	16	16	18	17	18
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>527</b>	<b>Total applications of operating funding</b>	<b>396</b>	<b>413</b>	<b>429</b>	<b>441</b>	<b>454</b>	<b>461</b>	<b>475</b>	<b>490</b>	<b>502</b>	<b>518</b>
<b>-</b>	<b>Surplus (deficit) of operating funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>-</b>	<b>Total sources of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Applications of capital funding</b>										
-	Capital expenditure										
-	- to replace existing assets (b)	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>-</b>	<b>Total applications of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>-</b>	<b>Surplus (deficit) of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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>										
-	Surplus (deficit) of operating funding from funding impact statement	-	-	-	-	-	-	-	-	-	-
(445)	Remove rates funding	(311)	(326)	(340)	(350)	(361)	(365)	(377)	(389)	(398)	(410)
-	Deduct depreciation expense	-	-	-	-	-	-	-	-	-	-
-	Add capital revenues	-	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(445)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(311)</b>	<b>(326)</b>	<b>(340)</b>	<b>(350)</b>	<b>(361)</b>	<b>(365)</b>	<b>(377)</b>	<b>(389)</b>	<b>(398)</b>	<b>(410)</b>
	<b>Footnotes</b>										
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
-	(b) Earthquake rebuild application of capital funding	-	-	-	-	-	-	-	-	-	-

## **Parks and Open Spaces:**

### **Parks and Open Spaces Rationale, Activities and Negative Effects**

#### **Activities included in Parks and Open Spaces**

- Regional parks
- Garden and heritage parks
- Cemeteries
- Neighbourhood parks

#### **Parks and Open Spaces contribute to these community outcomes**

- The city's heritage and taonga are conserved for future generations
- The garden city image and garden heritage of the district are enhanced
- Sites and places of significance to tangata whenua are protected
- People are actively involved in their communities and local issues
- People have equitable access to parks, open spaces, recreation facilities and libraries
- There is increasing participation in recreation and sporting activities
- The public has access to places of scenic, natural, heritage, cultural and educational interest
- Risks from natural hazards, including earthquakes, flooding, tsunami and rock fall, are minimised
- 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 in rivers, streams, lakes and wetlands is improved
- Christchurch is recognised as a great place to work, live, visit, invest and do business
- City assets, financial resources and infrastructure are well-managed, now and in the future
- Statutory obligations are met by the Council
- The central city has a distinctive character and identity
- The central city is used by a wide range of people and for an increasing range of activities
- Streetscapes, public open spaces and public buildings enhance the look and function of the city
- Arts and culture thrive in Christchurch
- Cultural and ethnic diversity is valued and celebrated
- Injuries and risks to public health are minimised
- Urban areas are well-designed and meet the needs of the community
- People have strong social networks
- People are actively involved in their communities and local issues
- Christchurch is prepared for the future challenges and opportunities of climate change



**Parks and Open Spaces have these negative effects:**

<b>Effect</b>	<b>Council's Mitigation Measure</b>
Reducing budgets and resources	Work will be prioritised to ensure Health and Safety of visitors and protection of key recreation and ecologically areas of high value.
Antisocial behaviour in public places	Bylaws and signage are in place. The Ranger Service provides an on site presence. Apply crime prevention through environmental design (CPTED) principles to park design to discourage undesirable behaviour
Graffiti and vandalism	Apply CPTED principles to park design to discourage vandalism Prioritise reactive maintenance within given budgets

## Parks and Open Spaces Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Regional parks	Provide and manage a network of parks of regional significance	Provide, develop, and maintain facilities to the satisfaction of park users	At least 90% satisfaction	80% satisfaction [1]	80% satisfaction	80% satisfaction	80% satisfaction
		Provide a 24 hour, 7 day a week Park Ranger Service	Ranger service provided 24 hours, seven days per week to meet community needs for recreation and asset management	24 hour, 7 day a week Park Ranger Service provided	24 hour, 7 day a week Park Ranger Service provided	24 hour, 7 day a week Park Ranger Service provided	24 hour, 7 day a week Park Ranger Service provided
		Implement an annually updated Operational Pest Management Programme for Regional Parks	Nil notices of direction served following inspection of ECAN listed pests	Nil notices of direction served following inspection of ECAN listed pests	Nil notices of direction served following inspection of ECAN listed pests	Nil notices of direction served following inspection of ECAN listed pests	Nil notices of direction served following inspection of ECAN listed pests

Proposed Changes for regional parks	Rationale
[1] Expected reduction in public satisfaction	Spending is prioritised due to reduced budget

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Garden and heritage parks	Provide and manage The Botanic Gardens	Provision of a Botanic Garden that is open to the public	≥ 1.1M visits per annum	≥ 1.1M visits per annum	≥ 1.1M visits per annum	≥ 1.1M visits per annum	≥ 1.1M visits per annum
		The Botanic Gardens are maintained so they are clean, tidy, safe, functional and fit for purpose	≥ 95% of internal monthly checklist requirements pertaining to park facilities are met.	≥ 95% of internal monthly checklist requirements pertaining to park facilities are met.	≥ 95% of internal monthly checklist requirements pertaining to park facilities are met.	≥ 95% of internal monthly checklist requirements pertaining to park facilities are met.	≥ 95% of internal monthly checklist requirements pertaining to park facilities are met.
		Proportion of visitors satisfied with the appearance of The Botanic Gardens	At least 92%	≥ 95% satisfaction [1]	≥ 95% satisfaction	≥ 95% satisfaction	≥ 95% satisfaction
	Provide and manage garden and heritage parks	Garden and Heritage Parks are maintained to specifications so parks are clean, tidy, safe and functional	≥ 95% of Urban Parks contract technical specifications pertaining to Garden and Heritage park facilities are met.	≥ 95% of Urban Parks contract technical specifications pertaining to Garden and Heritage park facilities are met.	≥ 95% of Urban Parks contract technical specifications pertaining to Garden and Heritage park facilities are met.	≥ 95% of Urban Parks contract technical specifications pertaining to Garden and Heritage park facilities are met.	≥ 95% of Urban Parks contract technical specifications pertaining to Garden and Heritage park facilities are met.
		Proportion of visitors satisfied with the appearance of garden & heritage parks	At least 85%	≥ 70% satisfaction [2]	≥ 80% satisfaction	≥ 90% satisfaction	≥ 90% satisfaction

Proposed changes for garden and heritage parks	Rationale
[1] Improved visitor satisfaction with the Botanic Gardens	Likely to increase following developments in 2014, especially the new visitor centre.
[2] Initial reduction in visitor satisfaction, returning to higher levels in 2017-18	Likely impact of cost-saving measures

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Cemeteries	Provide and manage cemetery grounds	Cemetery grounds are secured and maintained to specifications so they are clean, tidy, safe and functional and can be appropriately enjoyed by the community	At least 95% of Urban Parks contract technical specifications pertaining to cemetery grounds facilities are met	≥ 95% of Parks & Tree maintenance contract technical specifications pertaining to cemetery grounds facilities and trees maintenance are met	≥ 95% of Parks & Tree maintenance contract technical specifications pertaining to cemetery grounds facilities and trees maintenance are met	≥ 95% of Parks & Tree maintenance contract technical specifications pertaining to cemetery grounds facilities and trees maintenance are met	≥ 95% of Parks & Tree maintenance contract technical specifications pertaining to cemetery grounds facilities and trees maintenance are met
		Customer satisfaction with maintenance and appearance of Council cemeteries	Review customer satisfaction levels based on results for 2012/13 baseline year.	≥ 65% satisfaction with cemetery appearance [1]	≥ 75% satisfaction with cemetery appearance	≥ 85% satisfaction with cemetery appearance	≥ 90% satisfaction with cemetery appearance
		Interment capacity to meet the city's needs	Maintain a 2 year interment capacity	min 5 year capacity [2]	min 4 year capacity	min 4 year capacity	min 5 year capacity
		Response time to burial plot applications	All applications for interment will be confirmed within one working day of receiving the application	All applications for interment will be confirmed within one working day of receiving the application	All applications for interment will be confirmed within one working day of receiving the application	All applications for interment will be confirmed within one working day of receiving the application	All applications for interment will be confirmed within one working day of receiving the application

Proposed Changes for cemeteries	Rationale
[1] Initial reduction in customer satisfaction, restoring over time	Likely impact of cost-saving measures
[2] Increased interment capacity	Provide for changes in demographics

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Neighbourhood parks	Provide and manage neighbourhood parks	Neighbourhood Parks are maintained to specifications so parks are clean, tidy, safe and functional	≥ 95% of contract technical specifications pertaining to neighbourhood parks are met	≥ 95% of contract technical specifications pertaining to neighbourhood parks are met.	≥ 95% of contract technical specifications pertaining to neighbourhood parks are met	≥ 95% of contract technical specifications pertaining to neighbourhood parks are met.	≥ 95% of contract technical specifications pertaining to neighbourhood parks are met
		Customer satisfaction with the range of recreation facilities	At least 85%	> 90% satisfaction with the mix of recreation facilities	> 90% satisfaction with the mix of recreation facilities	> 90% satisfaction with the mix of recreation facilities	>90 % satisfaction with the mix of recreation facilities
		Overall customer satisfaction with neighbourhood parks	At least 85%	≥70% satisfaction [1]	≥ 80% satisfaction	≥ 90% satisfaction	≥ 90% satisfaction

Proposed Changes for neighbourhood parks	Rationale
[1] Initial reduction in customer satisfaction, restoring over time	Likely impact of cost-saving measures

## Parks and open spaces

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>										
1,996	Cemeteries	1,912	1,943	2,065	2,134	2,172	2,213	2,289	2,362	2,442	2,533
8,264	Regional Parks	8,760	8,878	9,158	9,485	9,781	9,958	10,300	10,663	11,027	11,300
12,209	Garden and Heritage Parks	11,807	11,433	10,742	11,217	11,502	11,763	12,124	12,531	12,895	13,295
12,422	Neighbourhood Parks	12,526	11,857	10,619	11,060	11,222	11,494	11,827	12,278	12,305	12,394
<b>34,891</b>		<b>35,005</b>	<b>34,111</b>	<b>32,584</b>	<b>33,896</b>	<b>34,677</b>	<b>35,428</b>	<b>36,540</b>	<b>37,834</b>	<b>38,669</b>	<b>39,522</b>
	<b>Operating revenue from proposed services</b>										
1,002	Cemeteries	910	932	954	977	1,002	1,029	1,059	1,090	1,124	1,162
470	Regional Parks	484	495	506	518	533	547	563	579	597	617
2,561	Garden and Heritage Parks	2,778	1,746	665	681	698	717	738	760	784	810
863	Neighbourhood Parks	862	700	530	543	557	572	588	606	625	645
<b>4,896</b>		<b>5,034</b>	<b>3,873</b>	<b>2,655</b>	<b>2,719</b>	<b>2,790</b>	<b>2,865</b>	<b>2,948</b>	<b>3,035</b>	<b>3,130</b>	<b>3,234</b>
6,435	Capital revenues	1,268	983	1,686	2,000	1,240	991	944	711	557	551
1,100	Vested assets	101,187	1,938	3,916	4,854	4,846	5,141	5,503	5,539	5,294	5,266
<b>22,460</b>	<b>Net cost of services</b>	<b>(72,484)</b>	<b>27,317</b>	<b>24,327</b>	<b>24,323</b>	<b>25,801</b>	<b>26,431</b>	<b>27,145</b>	<b>28,549</b>	<b>29,688</b>	<b>30,471</b>

## Parks and open spaces funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
25,217	General rates, uniform annual general charges, rates penalties		26,721	27,609	29,088	30,190	31,319	32,296	33,318	34,460	35,416	36,437
-	Targeted rates		-	-	-	-	-	-	-	-	-	-
11	Subsidies and grants for operating purposes		9	10	10	10	10	11	11	11	12	12
2,385	Fees and charges		2,524	2,583	2,645	2,710	2,780	2,854	2,935	3,024	3,118	3,222
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-	-
2,500	Local authorities fuel tax, fines, infringement fees, and other receipts (a)		2,500	1,279	-	-	-	-	-	-	-	-
<b>30,113</b>	<b>Total operating funding</b>		<b>31,754</b>	<b>31,481</b>	<b>31,743</b>	<b>32,910</b>	<b>34,109</b>	<b>35,161</b>	<b>36,264</b>	<b>37,495</b>	<b>38,546</b>	<b>39,671</b>
<b>Applications of operating funding</b>												
25,124	Payments to staff and suppliers		25,612	24,678	22,962	23,626	24,370	25,148	25,874	26,632	27,451	28,308
1,175	Finance costs		738	732	873	1,202	1,371	1,541	1,683	1,792	1,862	1,841
1,452	Internal charges and overheads applied		1,087	1,185	1,138	1,148	1,258	1,175	1,204	1,346	1,267	1,291
843	Other operating funding applications		537	514	511	597	609	526	535	548	560	573
<b>28,594</b>	<b>Total applications of operating funding</b>		<b>27,974</b>	<b>27,109</b>	<b>25,484</b>	<b>26,573</b>	<b>27,608</b>	<b>28,390</b>	<b>29,296</b>	<b>30,318</b>	<b>31,140</b>	<b>32,013</b>
<b>1,519</b>	<b>Surplus (deficit) of operating funding</b>		<b>3,780</b>	<b>4,372</b>	<b>6,259</b>	<b>6,337</b>	<b>6,501</b>	<b>6,771</b>	<b>6,968</b>	<b>7,177</b>	<b>7,406</b>	<b>7,658</b>
<b>Sources of capital funding</b>												
-	Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-
6,435	Development and financial contributions		1,268	983	1,686	2,000	1,240	991	944	711	557	551
7,142	Increase (decrease) in debt		11,476	9,227	5,222	(864)	7,594	11,086	3,388	1,022	(112)	(1,091)
-	Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-
<b>13,577</b>	<b>Total sources of capital funding</b>		<b>12,744</b>	<b>10,210</b>	<b>6,908</b>	<b>1,136</b>	<b>8,834</b>	<b>12,077</b>	<b>4,332</b>	<b>1,733</b>	<b>445</b>	<b>(540)</b>
<b>Applications of capital funding</b>												
11,550	Capital expenditure		12,988	11,901	11,637	5,367	13,858	14,363	5,748	7,058	5,939	5,142
1,368	- to replace existing assets (b)		1,245	500	273	-	-	-	-	-	-	-
2,492	- to improve the level of service		2,313	2,181	1,257	2,106	1,477	4,485	5,552	1,852	1,912	1,976
(314)	- to meet additional demand		(22)	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments		-	-	-	-	-	-	-	-	-	-
<b>15,096</b>	<b>Total applications of capital funding</b>		<b>16,524</b>	<b>14,582</b>	<b>13,167</b>	<b>7,473</b>	<b>15,335</b>	<b>18,848</b>	<b>11,300</b>	<b>8,910</b>	<b>7,851</b>	<b>7,118</b>
<b>(1,519)</b>	<b>Surplus (deficit) of capital funding</b>		<b>(3,780)</b>	<b>(4,372)</b>	<b>(6,259)</b>	<b>(6,337)</b>	<b>(6,501)</b>	<b>(6,771)</b>	<b>(6,968)</b>	<b>(7,177)</b>	<b>(7,406)</b>	<b>(7,658)</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>												
1,519	Surplus (deficit) of operating funding from funding impact statement		3,780	4,372	6,259	6,337	6,501	6,771	6,968	7,177	7,406	7,658
(25,217)	Remove rates funding		(26,721)	(27,609)	(29,088)	(30,190)	(31,319)	(32,296)	(33,318)	(34,460)	(35,416)	(36,437)
(6,297)	Deduct depreciation expense		(7,030)	(7,001)	(7,100)	(7,324)	(7,069)	(7,038)	(7,242)	(7,516)	(7,529)	(7,509)
6,435	Add capital revenues		1,268	983	1,686	2,000	1,240	991	944	711	557	551
1,100	Add vested assets / non cash revenue		101,187	1,938	3,916	4,854	4,846	5,141	5,503	5,539	5,294	5,266
<b>(22,460)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>		<b>72,484</b>	<b>(27,317)</b>	<b>(24,327)</b>	<b>(24,323)</b>	<b>(25,801)</b>	<b>(26,431)</b>	<b>(27,145)</b>	<b>(28,549)</b>	<b>(29,688)</b>	<b>(30,471)</b>
<b>Footnotes</b>												
2,500	(a) Earthquake related operating recoveries		2,500	1,279	-	-	-	-	-	-	-	-
7,380	(b) Earthquake rebuild application of capital funding		6,862	7,020	7,195	-	-	-	-	-	-	-

## Refuse Minimisation and Disposal

### Refuse Minimisation and Disposal: Activities, Rationale and Negative Effects

#### Activities included in Refuse Minimisation and Disposal

- Residual waste collection and disposal
- Recyclable materials collection and processing
- Organic material collection and composting

#### Refuse Minimisation and Disposal contribute to these community outcomes

- Injuries and risks to public health are minimised
- Convenient, reliable and safe residual waste collection services are provided
- Public have access to transfer stations and community collection points in the city and across Banks Peninsula for dropping off residual waste.
- Earthquake demolition waste is safely disposed of with minimal adverse effects
- Statutory obligations are met by the council.
- City assets, financial resources and infrastructure are well managed, now and in the future.
- Groundwater is safeguarded from the effects of land use.
- Christchurch's infrastructure supports sustainable economic growth.

#### Refuse Minimisation and Disposal has these negative effects:

Effect	Council's Mitigation Measure
Continued use of red bins to dispose of recyclable and organic material	An audit of the red bins in 2011-2012 showed that there is still approx 3.8kg per bin – or 32% which could be composted and 1.6 kg per bin – or 14% which could be recycled instead of going to landfill. We will continue to promote the use of the green and yellow bins correctly in order maximise diversion from landfill while keeping contamination at a minimum. Council continues to fund promotions and education programme in order to further reduce waste going to Kate Valley. This will in turn reduce disposal costs.
Use of biodegradable and compostable plastics	We continue to be concerned at the increased use and promotion of biodegradable and compostable plastic packaging by manufacturers and suppliers who do not consider the life cycle of the product. These products can not easily be identified or separated from 'real' plastic – resulting in downgrade of product and reduced sale price of recyclable plastics. They also cannot be handled at the compost plant
Organic material still being placed in the red bin	An audit of the red bins in 2011-2012 showed that there is still approx 3.8 kg per bin – or 32% of the contents of the red bins – which could be composted instead of going to landfill. We will continue to promote the use of the green and yellow bins correctly in order maximise diversion from landfill while keeping contamination at a minimum.

Effect	Council's Mitigation Measure
Organics bin contamination	Clopyralid and arsenic contaminate the final compost product which must achieve NZS Compost standard. Continuing education programme to increase public awareness is required.



## Refuse Minimisation and Disposal Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Residual waste collection and disposal	Domestic kerbside collection service or community collection points for residual waste (refuse) for households and businesses (domestic quantities only)	Tonnage of residual waste collected by Council services	No more than 120 kg / person / year from collection services disposed to Kate Valley	No more than 120 kg / person / year from collection services disposed to Kate Valley	No more than 120 kg / person / year from collection services disposed to Kate Valley	No more than 120 kg / person / year from collection services disposed to Kate Valley	No more than 120 kg / person / year from collection services disposed to Kate Valley
		Kerbside residual waste collection – emptied by Council services	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection
		Customer satisfaction with kerbside collection service for residual waste	At least 90% customers satisfied with Council's kerbside collection service for residual waste each year	At least 90% customers satisfied with Council's kerbside collection service for residual waste each year	At least 90% customers satisfied with Council's kerbside collection service for residual waste each year	At least 90% customers satisfied with Council's kerbside collection service for residual waste each year	At least 90% customers satisfied with Council's kerbside collection service for residual waste each year

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Recyclable materials collection and processing	Domestic kerbside collection service for recyclable materials	Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility	120 kg +40%/-10% recyclable materials / person / year collected and received by Council services	110 kg +40%/-10% recyclable materials / person / year collected and received by Council services [1]	108 kg +40%/-10% recyclable materials / person / year collected and received by Council services	105 kg +40%/-10% recyclable materials / person / year collected and received by Council services	100 kg +40%/-10% recyclable materials / person / year collected and received by Council services
		Kerbside wheelie bins for recyclables emptied by Council services	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection
		Customer satisfaction with the Council's kerbside collection service for recyclable materials	At least 90% customers satisfied	At least 90% customers satisfied	At least 90% customers satisfied	At least 90% customers satisfied	At least 90% customers satisfied

Proposed Changes for recyclable materials collection and processing	Rationale
[1] Reduction in recyclable materials collected	More realistic targets based on experience to date

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Organic material collection and composting	Domestic kerbside collection for organic material (food and garden waste)	Amount of organic material collected at Council facilities and diverted for composting	Greater than 175 kg +30%/- 10% organic material collected at Council facilities and diverted for composting facility / person / year	Greater than 185 kg +30%/- 10% organic material collected at Council facilities and diverted for composting facility / person / year [1]	Greater than 185 kg +30%/- 10% organic material collected at Council facilities and diverted for composting facility / person / year	Greater than 185 kg +30%/- 10% organic material collected at Council facilities and diverted for composting facility / person / year	Greater than 186 kg +30%/- 10% organic material collected at Council facilities and diverted for composting facility / person / year
		Kerbside wheelie bins for organic material emptied by Council	At least 99.5% kerbside wheelie bins for organic material, emptied when correctly placed at the kerbside each week	At least 99.5% kerbside wheelie bins for organic material, emptied when correctly placed at the kerbside each week	At least 99.5% kerbside wheelie bins for organic material, emptied when correctly placed at the kerbside each week	At least 99.5% kerbside wheelie bins for organic material, emptied when correctly placed at the kerbside each week	At least 99.5% kerbside wheelie bins for organic material, emptied when correctly placed at the kerbside each week
		Customer satisfaction with kerbside collection service for organic material	At least 80% of customers satisfied with Council's kerbside collection service for organic material each year	At least 80% of customers satisfied with Council's kerbside collection service for organic material each year	At least 80% of customers satisfied with Council's kerbside collection service for organic material each year	At least 80% of customers satisfied with Council's kerbside collection service for organic material each year	At least 80% of customers satisfied with Council's kerbside collection service for organic material each year

Proposed Changes for organic material collection and composting	Rationale
[1] Increase in organic material collected	Continue to increase amount of waste sent to landfill

## Refuse minimisation and disposal

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>										
7,874	Recyclable Materials Collection and Processing	7,442	7,663	7,977	8,359	8,698	9,064	9,680	9,877	10,279	10,770
17,238	Residual Waste Collection and Disposal	17,373	17,922	18,567	18,670	19,410	19,897	21,056	21,093	21,780	22,649
18,538	Organic Material Collection and Composting	17,908	18,608	19,297	20,076	20,963	21,774	23,038	23,691	24,599	25,629
<b>43,650</b>		<b>42,723</b>	<b>44,193</b>	<b>45,841</b>	<b>47,105</b>	<b>49,071</b>	<b>50,735</b>	<b>53,774</b>	<b>54,661</b>	<b>56,658</b>	<b>59,048</b>
	<b>Operating revenue from proposed services</b>										
1,316	Recyclable Materials Collection and Processing	1,318	1,350	1,386	1,420	1,460	1,503	1,549	1,598	1,650	1,708
3,777	Residual Waste Collection and Disposal	3,403	3,516	3,596	2,409	2,508	2,624	2,745	2,867	3,009	3,151
4,388	Organic Material Collection and Composting	4,388	4,490	4,597	4,707	4,829	4,961	5,104	5,258	5,420	5,599
<b>9,481</b>		<b>9,109</b>	<b>9,356</b>	<b>9,579</b>	<b>8,536</b>	<b>8,797</b>	<b>9,088</b>	<b>9,398</b>	<b>9,723</b>	<b>10,079</b>	<b>10,458</b>
-	Capital Revenues	229	118	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>34,169</b>	<b>Net cost of services</b>	<b>33,385</b>	<b>34,719</b>	<b>36,262</b>	<b>38,569</b>	<b>40,274</b>	<b>41,647</b>	<b>44,376</b>	<b>44,938</b>	<b>46,579</b>	<b>48,590</b>

## Refuse minimisation and disposal 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>											
12,705	General rates, uniform annual general charges, rates penalties	13,121	13,560	14,012	15,188	16,011	16,387	17,357	17,330	18,081	18,460
21,224	Targeted rates	18,974	19,743	20,579	21,572	22,612	23,586	25,247	25,862	26,922	28,167
1,030	Subsidies and grants for operating purposes	1,030	1,054	1,079	1,105	1,134	1,164	1,198	1,234	1,272	1,314
6,515	Fees and charges	6,143	6,320	6,472	6,645	6,855	7,092	7,344	7,610	7,898	8,205
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,200	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	1,200	1,228	1,257	-	-	-	-	-	-	-
<b>42,674</b>	<b>Total operating funding</b>	<b>40,468</b>	<b>41,905</b>	<b>43,399</b>	<b>44,510</b>	<b>46,612</b>	<b>48,229</b>	<b>51,146</b>	<b>52,036</b>	<b>54,173</b>	<b>56,146</b>
<b>Applications of operating funding</b>											
38,976	Payments to staff and suppliers	38,203	39,471	41,019	42,022	43,561	45,092	47,876	48,802	50,766	52,969
399	Finance costs	288	291	357	496	610	714	780	753	800	817
2,188	Internal charges and overheads applied	1,549	1,707	1,631	1,637	1,830	1,733	1,829	2,011	1,921	1,992
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>41,563</b>	<b>Total applications of operating funding</b>	<b>40,040</b>	<b>41,469</b>	<b>43,007</b>	<b>44,155</b>	<b>46,001</b>	<b>47,539</b>	<b>50,485</b>	<b>51,566</b>	<b>53,487</b>	<b>55,778</b>
<b>1,111</b>	<b>Surplus (deficit) of operating funding</b>	<b>428</b>	<b>436</b>	<b>392</b>	<b>355</b>	<b>611</b>	<b>690</b>	<b>661</b>	<b>470</b>	<b>686</b>	<b>368</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
26	Increase (decrease) in debt	255	497	465	630	480	676	520	544	666	596
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	229	118	-	-	-	-	-	-	-	-
<b>26</b>	<b>Total sources of capital funding</b>	<b>484</b>	<b>615</b>	<b>465</b>	<b>630</b>	<b>480</b>	<b>676</b>	<b>520</b>	<b>544</b>	<b>666</b>	<b>596</b>
<b>Applications of capital funding</b>											
1,040	Capital expenditure										
-	- to replace existing assets (b)	814	952	805	957	1,062	1,337	1,151	983	1,320	931
26	- to improve the level of service	27	28	28	28	29	29	30	31	32	33
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
71	Increase (decrease) in reserves	71	71	24	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>1,137</b>	<b>Total applications of capital funding</b>	<b>912</b>	<b>1,051</b>	<b>857</b>	<b>985</b>	<b>1,091</b>	<b>1,366</b>	<b>1,181</b>	<b>1,014</b>	<b>1,352</b>	<b>964</b>
<b>(1,111)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(428)</b>	<b>(436)</b>	<b>(392)</b>	<b>(355)</b>	<b>(611)</b>	<b>(690)</b>	<b>(661)</b>	<b>(470)</b>	<b>(686)</b>	<b>(368)</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>											
1,111	Surplus (deficit) of operating funding from funding impact statement	428	436	392	355	611	690	661	470	686	368
(33,929)	Remove rates funding	(32,095)	(33,303)	(34,591)	(36,760)	(38,623)	(39,973)	(42,604)	(43,192)	(45,003)	(46,627)
(2,087)	Deduct depreciation expense	(2,683)	(2,723)	(2,834)	(2,953)	(3,072)	(3,196)	(3,289)	(3,097)	(3,171)	(3,270)
-	Add capital revenues	229	118	-	-	-	-	-	-	-	-
736	Add vested assets / non cash revenue	736	753	771	789	810	832	856	881	909	939
<b>(34,169)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(33,385)</b>	<b>(34,719)</b>	<b>(36,262)</b>	<b>(38,569)</b>	<b>(40,274)</b>	<b>(41,647)</b>	<b>(44,376)</b>	<b>(44,938)</b>	<b>(46,579)</b>	<b>(48,590)</b>
<b>Footnotes</b>											
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
-	(b) Earthquake rebuild application of capital funding	-	-	-	-	-	-	-	-	-	-

## **Regulation and Enforcement**

### **Regulation and Enforcement: Activities, Rationale and Negative Effects**

#### **Activities included in Regulation and Enforcement**

- Regulatory Compliance, Licensing and Registration
- Land and property Info services
- Building consenting, inspections and monitoring
- Building policy
- Resource consenting
- District Planning

#### **Regulation and Enforcement contributes to these community outcomes**

- Minimise risks from natural hazards, including earthquakes, flooding, tsunami and rock fall
- Minimise injuries and risks to public health
- Earthquake demolition waste is safely disposed of with minimal adverse effects
- The transport system provides people with access to economic, social and cultural activities
- Council's statutory obligations are met.
- Christchurch has good quality housing
- The Council is responsive to the demands of the rebuild
- Injuries and risks to public health are minimised
- There is sufficient housing to accommodate residents
- There is adequate and appropriate land for residential, commercial, industrial and agricultural uses
- Decisions are transparent and informed by timely, accurate and robust information and advice.
- Groundwater quality is safeguarded from the effects of land use
- Household location and increased housing density is in line with Urban Development Strategy targets
- Landscapes and natural features are protected and enhanced
- New urban expansion areas are integrated with existing urban land uses and communities
- Sites and places of significance to tangata whenua are protected
- Statutory obligations of the Council are met
- Suburban centres provide a focus for services, employment and social interaction
- The city's natural and cultural heritage and taonga are conserved for future generations
- Urban areas are well-designed and meet the needs of the community

## Regulation and enforcement has these negative effects:

Effect	Council's Mitigation Measure
Continued legislative noncompliance	Some members of our community choose not to adhere to rules and regulations. We will continue to promote and educate our community on the wide range of legislative responsibilities/obligations they have in relation to various activities, e.g. like owning a dog, undertaking building work, having a spa pool. We will continue to utilise a graduated compliance model when considering how each noncompliant situation will be managed including considerations around evidence and public interest. We will use punitive compliance/enforcement tools prudently and responsibly when required.
Increasing compliance costs to regulated sectors	Where people or communities undertake high risk activities, they may likely face increasing costs for compliance. More recent and pending legislative regimes are tailored towards this risk based approach. Requiring local government to more intensely focus on high risk issue for more specific activities will drive increased costs for resourcing and effort. In adopting user pays models, such costs will impact across the regulated sector. Council will continue to benchmark fees and charges with other territorial authorities and focus on streamlining administration to deliver best value for mommy services to each regulated sector.
Poor quality and timeliness of consent and inspection procedures can delay and add additional costs to development	Accreditation as a 'Building Control Authority' ensures our processes are robust, leading to improved services
Poor quality of consent and inspection procedures can put building users at risk	Peer reviewing of some building consent applications will also ensure that our processes are robust
General Litigation and Claims	Database enhancements to deliver greater facility for claims management. Technical experts from areas of weathertightness and general claims litigation will be providing training modules to staff in the near future.
Some members of the community may not agree with the outcome of a resource management application.	Transparent processes and clear public information
Costs of legislative changes may impact on resource management fees.	Continuous review of processes to reduce costs.
Policies objectives and rule may not deliver the efficiencies or outcomes intended.	Maintain an active monitoring program and report every five years in accordance with Section 35 of the RMA.

## Regulation and Enforcement Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Regulatory compliance, licensing and registration	Animal management	Percent of priority 1 complaints (aggressive behaviour by dogs & wandering stock) responded to within 10 minutes	95%	95%	95%	95%	95%
		Re-inspect properties of dogs classified as dangerous and high risk or menacing to check for compliance	95%	98% per annum [1]	98% per annum	98% per annum	98% per annum
	Compliance of legislative breaches including Building Act, Resource Management Act / City Plan, freedom camping, Local Government Act and bylaws	Investigations into reports of matters that pose a serious risk to public safety are started within 24 hours (for Building Act and resource management Act matters)	100%	100%	100%	100%	100%
		Minimum percentage of swimming pools and spa pools inspected annually	25%	33% [2]	33%	33%	33%
		Monitor all high risk Resource Management Act consents/permits at least once every six months	95%	95%	95%	95%	95%
	Alcohol licencing	Inspect all high risk alcohol licensed premises at least twice per year (assessed using risk assessment methodology)	95%	100% [3]	100%	100%	100%
	Food safety and health licencing	Inspect registered food premises once per year	75%	Inspect at least 75% of all registered food premises once per year	Inspect at least 75% of all registered food premises once per year	To be replaced with new KPI relevant to new legislation	To be replaced with new KPI relevant to new legislation
		All other Health Licenses, e.g. Hairdressers, Funeral Directors and Camping Grounds, are inspected bi-annually	New target	Inspect 100% of these registered premises at least once every 24 months [4]	Inspect 100% of these registered premises at least once every 24 months	Inspect 100% of these registered premises at least once every 24 months	Inspect 100% of these registered premises at least once every 24 months
	Environmental health, including noise and environmental nuisance	Complaints in relation to excessive noise are responded to within one hour	90%	90%	90%	90%	90%
	Parking enforcement & administration	Parking officers respond to high priority requests for service	City: 95% response within 15 minutes	City: Respond to 95% of requests for service within an average of 15 minutes	City: Respond to 95% of requests for service within an average of 15 minutes	City: Respond to 95% of requests for service within an average of 15 minutes	City: Respond to 95% of requests for service within an average of 15 minutes
			Suburbs: 95% response within 20 minutes	Suburbs: Respond to 95% of requests for service within an average of 20 minutes	Suburbs: Respond to 95% of requests for service within an average of 20 minutes	Suburbs: Respond to 95% of requests for service within an average of 20 minutes	Suburbs: Respond to 95% of requests for service within an average of 20 minutes

Proposed Changes for regulatory compliance, licensing and registration	Rationale
[1] Increase inspection of properties of dogs classified as dangerous, etc	Enhanced public safety
[2] Increase minimum percentage of swimming pools inspected annually	Enhanced public safety
[3] Increase inspection of high risk alcohol licensed premises	Enhanced public safety; reduction in unacceptable behaviour associated with misuse of alcohol
[4] Disclose inspection activities for other than food and alcohol premises	Make these levels of service visible to the community

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Land and property information services	Land information memoranda (LIMs)	Process Land Information Memorandum applications within statutory timeframes	Process 100% of Land Information Memorandum applications within 10 working days (excl Christmas period of closure)	Process 100% of Land Information Memorandum applications within 10 working days (excl Christmas period of closure)	Process 100% of Land Information Memorandum applications within 10 working days (excl Christmas period of closure)	Process 100% of Land Information Memorandum applications within 10 working days (excl Christmas period of closure)	Process 100% of Land Information Memorandum applications within 10 working days (excl Christmas period of closure)
	Project information memoranda (PIMs)	Process Project Information Memorandum within statutory timeframes	Process 100% of Project Information Memorandum applications within 20 working days (excl Christmas period of closure)	Process 100% of Project Information Memorandum applications within 20 working days (excl Christmas period of closure)	Process 100% of Project Information Memorandum applications within 20 working days (excl Christmas period of closure)	Process 100% of Project Information Memorandum applications within 20 working days (excl Christmas period of closure)	Process 100% of Project Information Memorandum applications within 20 working days (excl Christmas period of closure)
	Issuing property files	Provide residential property files to customers in electronic format	Provide 90% of residential property files to customers in electronic format within three working days of request	Provide 90% of residential property files to customers in electronic format within three working days of request	Provide 98% of customers with access to digitised residential property files via online portal within 48 hours of request	Provide 98% of customers with access to digitised residential property files via online portal within 48 hours of request	Provide 98% of customers with access to digitised residential property files via online portal within 48 hours of request.
		Retrieve and provide commercial property files in hard copy for customers)	Retrieve and provide 95% of optional requests for scanning of records within five working days (charges apply)	Retrieve and provide 95% of optional requests for scanning of records within five working days (charges apply)	Retrieve and provide 95% of optional requests for scanning of records within three working days (charges apply)	Retrieve and provide 95% of optional requests for scanning of records within three working days (charges apply)	Retrieve and provide 95% of optional requests for scanning of records within three working days (charges apply)
		Provide viewing services to customers requesting to view Commercial property files	Access to documents available between the hours of 8.30am – 5.00pm, Monday to Friday (excluding public holidays)	Access to documents available between the hours of 8.00am – 5.00pm, Monday to Friday (excluding public holidays)	Access to documents available between the hours of 8.00am – 5.00pm, Monday to Friday (excluding public holidays)	Access to documents available between the hours of 8.00am – 5.00pm, Monday to Friday (excluding public holidays)	Access to documents available between the hours of 8.00am – 5.00pm, Monday to Friday (excluding public holidays)



Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Building consenting, inspections and monitoring	Building consents	Grant building consents within 20 days working days	Grant 95% of all building consents within 20 working days	The minimum is to issue 90% of building consents within 19 working days from the date of lodgement [1]	The minimum is to issue 90% of building consents within 19 working days from the date of lodgement	The minimum is to issue 90% of building consents within 19 working days from the date of lodgement	The minimum is to issue 90% of building consents within 19 working days from the date of lodgement
		Ensure % satisfaction with building consents process	Ensure 75% of customers satisfied	70% [2]	80%	80%	80%
Building consenting, inspections and monitoring (continued)	Building inspections and code compliance certificates	Carry out building inspections in a timely manner	Carry out 99% of inspections within 3 working days	Carry out 85% of inspections within three working days [3]	Carry out 85% of inspections within three working days	Carry out 90% of inspections within three working days	Carry out 95% of inspections within three working days
		Grant Code Compliance Certificates within 20 working days	The minimum level of service is the statutory requirement to issue 100% of CCCs within 20 working day from the date of request (note: once the new processes are in place, new quantitative levels of service will be set with Council)	The minimum is to issue 90% of Code Compliance Certificates within 19 working days from the date of lodgement [4]	The minimum is to issue 90% of Code Compliance Certificates within 19 working days from the date of lodgement	The minimum is to issue 90% of Code Compliance Certificates within 19 working days from the date of lodgement	The minimum is to issue 90% of Code Compliance Certificates within 19 working days from the date of lodgement
	Building consenting public advice	Provide public advice service to support building consenting customers (First 30 minutes of pre-application meetings is free public advice)	Counter service at Civic Offices between the hours of 8.00am – 5.00pm, Monday to Friday (excluding public holidays)	Between the hours of 9.00am – 5.00pm, Monday to Friday (excluding public holidays) [5]	Between the hours of 9.00am – 5.00pm, Monday to Friday (excluding public holidays)	Between the hours of 9.00am – 5.00pm, Monday to Friday (excluding public holidays)	Between the hours of 9.00am – 5.00pm, Monday to Friday (excluding public holidays)
	Annual building warrants of fitness	Ensure that Building Warrants of Fitness are accurate through the use of desktop and physical audits	Once the new processes are in place, new quantitative levels of service will be set with Council	240 commercial audits per annum [6]	360 commercial audits per annum	360 commercial audits per annum	360 commercial audits per annum

<b>Proposed Changes for building consenting, inspections and monitoring</b>	<b>Rationale</b>
[1] Reduced level of service within a reduced time frame	More realistic expectation considering there are times when a building consent will run over time due to factors beyond the Council's control, for example waiting for an MBIE decision.
[2] Reduced level of satisfaction initially, then an increased level	New systems and processes will lead to increased satisfaction once they are bedded in.
[3] Reduce the percentage of inspections carried out within 3 working days	More realistic target considering the high cost of maintaining capacity to cover spikes in demand.
[4] Reduced level of service within a reduced time frame	More realistic expectation considering there are times when processing code compliance certificates will run over time due to factors beyond the Council's control
[5] Specify the hours when advice to support building consenting customers is available	The public counter opens earlier than consenting advice is available.
[6] Target set now that new processes are in place	Based on what's achievable with the new processes

<b>Activity</b>	<b>Services provided</b>	<b>Performance Measures</b>	<b>Performance Targets</b>				
			<b>Current</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-2025</b>
Building policy	Building accreditation review	Achieve Building Consent Authority status	Achieve 'Building Consent Authority' status	'Building Consent Authority' status is achieved	'Building Consent Authority' status is achieved	'Building Consent Authority' status is achieved	'Building Consent Authority' status is achieved
	Building policy development	CCC building policy meets Building Act requirements	CCC building policy meets Building Act requirements at all times	CCC building policy meets Building Act requirements at all times	CCC building policy meets Building Act requirements at all times	CCC building policy meets Building Act requirements at all times	CCC building policy meets Building Act requirements at all times
	Claim Management – building-related	Notify relevant building related claims to insurer	Notify 100% of building related claims to brokers within 10 working days	Notify 100% of building-related claims to brokers within 10 working days	Notify 100% of building-related claims to brokers within 10 working days	Notify 100% of building-related claims to brokers within 10 working days	Notify 100% of building-related claims to brokers within 10 working days
		Manage the processing of general negligence (building related) claims under the appropriate forum	Settlement contributions are agreed in accordance with Financial Delegation Authority prior to attending negotiations	Processing the general negligence (building related) claims to agreed timeframes to settle or remove Council as a party	Processing the general negligence (building related) claims to agreed timeframes to settle or remove Council as a party	Processing the general negligence (building related) claims to agreed timeframes to settle or remove Council as a party	Processing the general negligence (building related) claims to agreed timeframes to settle or remove Council as a party

Building policy (continued)	Claim Management – building-related (continued)	Manage the resolution of Weathertight Homes Resolution Services (WHRS) Financial Assistance Package (FAP) Scheme claims	Assess and process 100% of Weathertight Homes Resolution Service (WHRS) Financial Assistance Package (FAP) claims within timeframes stipulated in the Ministry of Business, Innovation and Employment (MBIE) FAP contracts	Assess and process 95% of Weathertight Homes Resolution Service (WHRS) Financial Assistance Package (FAP) claims within timeframes stipulated in the Ministry of Business, Innovation and Employment (MBIE) FAP contracts [1]	Assess and process 95% of Weathertight Homes Resolution Service (WHRS) Financial Assistance Package (FAP) claims within timeframes stipulated in the Ministry of Business, Innovation and Employment (MBIE) FAP contracts	Assess and process 95% of Weathertight Homes Resolution Service (WHRS) Financial Assistance Package (FAP) claims within timeframes stipulated in the Ministry of Business, Innovation and Employment (MBIE) FAP contracts	To be advised
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Proposed Changes for building policy	Rationale
[1] Percentage of claims resolved within specified timeframes reduced from 100% to 95%	More realistic expectation considering there are times when the process will run over time due to factors beyond the Council's control.

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Resource consenting	Resource management applications (notified, non-notified and appeals, and temporary accommodation)	% of simple land use resource management applications processed within timeframes	100% within 10 working days	99% within 10 working days [1]	99% within 10 working days	99% within 10 working days	99% within 10 working days
		% of complex non-notified resource management applications processed within statutory timeframes (including Central City Consents)	100% within the statutory timeframes	99% within statutory timeframes [1]	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes
		% of notified resource consents processed within statutory timeframes	100% within 10 working days	99% within statutory timeframes [1]	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes
		% of subdivision consents processed within statutory timeframes	100% within 10 working days	99% within statutory timeframes [1]	99% within statutory timeframes	99% within statutory timeframes	99% within statutory timeframes
		% satisfaction with resource consenting process	75% satisfaction	75% satisfaction achieved	76% satisfaction achieved	77% satisfaction achieved	78% satisfaction achieved

Proposed Changes for resource consenting	Rationale
[1] Percentage of applications etc processed within 10 days reduced from 100% to 99%	More realistic expectation considering there are times when processing an application will run over time due to factors beyond the Council's control, for example waiting for an MBIE decision.

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
District Planning	Maintain the operative Christchurch City Plan and Banks Peninsula District Plan - including processing of Council-led plan changes	Prepare the Replacement District Plan in two stages	Ensure both territorial sections of the Plan are fully operative	Phase 2 chapters are publicly notified [1]	Participate in any subsequent High Court proceedings e.g. Judicial reviews	Maintain Operative Plan through LOS categories that follow.	Maintain operative Plan through LOS categories that follow.
			New target	Evidence prepared and presented to Hearings panel on Stages 1 and 2, and legal submissions for any High Court Appeals [2]			
			New target	Ensure Replacement Plan is fully operative [2]			
		Development and processing of all Council-led plan changes complies with statutory processes and timeframes	100% of development and processing of Council-led plan changes comply with statutory processes and timeframes	100% of development and processing of Council-led plan changes comply with statutory processes and timeframes.	100% of development and processing of Council-led plan changes comply with statutory processes and timeframes	100% of development and processing of Council-led plan changes comply with statutory processes and timeframes	100% of development and processing of Council-led plan changes comply with statutory processes and timeframes
		Processing of all privately-requested plan changes complies with statutory processes and timeframes	processing of privately-requested plan changes comply with statutory processes and timeframes	100% of processing of privately-requested plan changes comply with statutory processes and timeframes	100% of processing of privately-requested plan changes comply with statutory processes and timeframes	100% of processing of privately-requested plan changes comply with statutory processes and timeframes	100% of processing of privately-requested plan changes comply with statutory processes and timeframes

Proposed Changes for district planning	Rationale
[1] Work programme has changed to preparing a replacement District Plan	Imposed by Central Government to streamline resource management processes to assist earthquake recovery thereby seeking to create market certainty over the Recovery period.
[2] Specific targets in support of preparing the replacement District Plan	As above.

## Regulation and enforcement

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>										
13,477	Licensing and Enforcement	13,088	13,585	13,843	14,353	14,872	15,081	15,520	16,021	16,426	16,929
35,520	Building Consenting	31,890	28,520	27,555	28,234	28,520	28,882	29,612	30,594	31,310	32,286
7,254	Resource Consenting	7,308	7,218	7,243	7,306	7,527	7,593	7,806	8,065	8,255	8,514
4,702	Building Policy	5,108	6,128	3,578	2,167	2,383	2,341	2,495	2,330	2,484	2,461
3,792	Land and Property Information Services	3,490	3,510	3,595	3,670	3,795	3,800	3,906	4,036	4,133	4,263
7,759	District Planning	11,150	2,579	2,670	2,764	2,856	2,963	2,986	3,079	3,158	3,258
<b>72,504</b>		<b>72,034</b>	<b>61,540</b>	<b>58,484</b>	<b>58,494</b>	<b>59,953</b>	<b>60,660</b>	<b>62,325</b>	<b>64,125</b>	<b>65,766</b>	<b>67,711</b>
	<b>Operating revenue from proposed services</b>										
9,092	Licensing and Enforcement	10,205	10,957	11,330	11,548	11,848	12,168	12,521	12,897	13,296	13,736
32,979	Building Consenting	30,177	26,581	25,501	26,110	26,422	27,007	27,816	28,688	29,500	30,519
5,254	Resource Consenting	5,248	5,250	5,239	5,404	5,598	5,651	5,831	6,029	6,182	6,384
400	Building Policy	640	512	419	429	440	452	465	479	494	510
4,299	Land and Property Information Services	4,840	5,081	5,117	5,239	5,376	5,521	5,681	5,851	6,033	6,232
-	District Planning	178	660	831	713	738	754	778	805	825	852
<b>52,024</b>		<b>51,288</b>	<b>49,041</b>	<b>48,437</b>	<b>49,443</b>	<b>50,422</b>	<b>51,553</b>	<b>53,092</b>	<b>54,749</b>	<b>56,330</b>	<b>58,233</b>
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>20,480</b>	<b>Net cost of services</b>	<b>20,746</b>	<b>12,499</b>	<b>10,047</b>	<b>9,051</b>	<b>9,531</b>	<b>9,107</b>	<b>9,233</b>	<b>9,376</b>	<b>9,436</b>	<b>9,478</b>

## Regulation and enforcement 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>											
19,701	General rates, uniform annual general charges, rates penalties	19,561	12,491	10,080	9,070	9,494	9,131	9,246	9,386	9,455	9,518
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
47,009	Fees and charges	45,675	42,821	41,839	42,878	43,679	44,632	45,969	47,410	48,768	50,421
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
5,015	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	5,613	6,220	6,599	6,565	6,742	6,920	7,123	7,340	7,562	7,812
<b>71,725</b>	<b>Total operating funding</b>	<b>70,849</b>	<b>61,532</b>	<b>58,518</b>	<b>58,513</b>	<b>59,915</b>	<b>60,683</b>	<b>62,338</b>	<b>64,136</b>	<b>65,785</b>	<b>67,751</b>
<b>Applications of operating funding</b>											
67,952	Payments to staff and suppliers	68,522	58,263	55,474	55,501	56,730	57,568	59,157	60,698	62,432	64,309
-	Finance costs	-	-	-	-	-	-	-	-	-	-
3,667	Internal charges and overheads applied	2,610	2,323	2,030	1,986	2,189	2,031	2,080	2,313	2,186	2,239
820	Other operating funding applications	820	839	859	880	902	927	954	982	1,013	1,046
<b>72,439</b>	<b>Total applications of operating funding</b>	<b>71,952</b>	<b>61,425</b>	<b>58,363</b>	<b>58,367</b>	<b>59,821</b>	<b>60,526</b>	<b>62,191</b>	<b>63,993</b>	<b>65,631</b>	<b>67,594</b>
<b>(714)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(1,103)</b>	<b>107</b>	<b>155</b>	<b>146</b>	<b>94</b>	<b>157</b>	<b>147</b>	<b>143</b>	<b>154</b>	<b>157</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
676	Increase (decrease) in debt	1,187	7	(9)	(15)	36	(23)	(23)	(24)	(25)	(26)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>676</b>	<b>Total sources of capital funding</b>	<b>1,187</b>	<b>7</b>	<b>(9)</b>	<b>(15)</b>	<b>36</b>	<b>(23)</b>	<b>(23)</b>	<b>(24)</b>	<b>(25)</b>	<b>(26)</b>
<b>Applications of capital funding</b>											
56	Capital expenditure	6	27	12	6	58	-	-	-	-	-
161	- to replace existing assets (b)	415	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
(255)	Increase (decrease) in reserves	(337)	87	134	125	72	134	124	119	129	131
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>(38)</b>	<b>Total applications of capital funding</b>	<b>84</b>	<b>114</b>	<b>146</b>	<b>131</b>	<b>130</b>	<b>134</b>	<b>124</b>	<b>119</b>	<b>129</b>	<b>131</b>
<b>714</b>	<b>Surplus (deficit) of capital funding</b>	<b>1,103</b>	<b>(107)</b>	<b>(155)</b>	<b>(146)</b>	<b>(94)</b>	<b>(157)</b>	<b>(147)</b>	<b>(143)</b>	<b>(154)</b>	<b>(157)</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>											
(714)	Surplus (deficit) of operating funding from funding impact statement	(1,103)	107	155	146	94	157	147	143	154	157
(19,701)	Remove rates funding	(19,561)	(12,491)	(10,080)	(9,070)	(9,494)	(9,131)	(9,246)	(9,386)	(9,455)	(9,518)
(65)	Deduct depreciation expense	(82)	(115)	(122)	(127)	(131)	(133)	(134)	(133)	(135)	(117)
-	Add capital revenues	-	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(20,480)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(20,746)</b>	<b>(12,499)</b>	<b>(10,047)</b>	<b>(9,051)</b>	<b>(9,531)</b>	<b>(9,107)</b>	<b>(9,233)</b>	<b>(9,376)</b>	<b>(9,436)</b>	<b>(9,478)</b>
<b>Footnotes</b>											
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
-	(b) Earthquake rebuild application of capital funding	-	-	-	-	-	-	-	-	-	-

## **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>											
4,174	Capital expenditure										
-	- 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>



## Roads and Footpaths

### Roads and Footpaths: Activities, Rationale and Negative Effects

#### Activities included in Roads and Footpaths

- Roads and Footpaths

#### Roads and Footpaths contribute to these community outcomes

- The transport system provides people with access to economic, social and cultural activities.
- An increased proportion of journeys is made by active travel and public transport
- Streetscapes, public open spaces and public buildings enhance the look and function of the city
- Transport safety is improved
- Christchurch's infrastructure supports sustainable economic growth
- City assets, financial resources and infrastructure are well-managed, now and in the future

#### Roads and Footpaths have these negative effects:

Effect	Council's Mitigation Measure
Rougher Roads	<p>A rougher road network than pre earthquake levels will contribute to increased travel times and vehicle operating costs and has an overall cost to the economy. Environmental issues are also associated with this due to vibration levels for residents and commercial premises.</p> <p>A localised programme of smoothing works reactive to specific issues will need to be delivered</p>

## Roads and Footpaths Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Roads and footpaths	Maintain road infrastructure	Maintain resident satisfaction with roadway condition	Maintain baseline established in 2013 (35%)	≥ 25% [1]	≥ 28%	≥ 32%	≥ 55%
		Maintain roadway condition measured by smooth travel exposure	New measure	≥ 70% [2]	≥ 71%	≥ 72%	≥ 80%
		The percentage of the sealed local road network that is resurfaced per year	New measure	≥ 2% [3]	≥ 2%	≥ 2%	≥ 4%
	Maintain walking network	Maintain resident satisfaction with footpath condition	Maintain baseline established in 2013 (45%) (excluding red zone)	≥ 45%	≥ 46%	≥ 47%	≥ 65%
		Maintain the condition of footpaths – percent rated 1 or 2 on a scale of 1 (excellent) to 5 (poor)	New measure	≥ 57% [4]	≥ 58%	≥ 59%	≥ 65%
		Maintain resident perception that Christchurch is a walking-friendly city	≥ 82% agree or strongly agree	≥ 78% [5]	≥ 79%	≥ 80%	≥ 85%
	Maintenance response	Respond within appropriate timeframes - percentage of customer service requests relating to roads and footpaths that are responded to within contractually agreed timeframes	New measure	≥ 95% [6]	≥ 96%	≥ 97%	≥ 99%

Proposed changes for roads and footpaths	Rationale
[1] Reduced level of satisfaction with roadway condition	On-going earthquake damage repairs
[2] Measuring travel on smooth roads	Mandatory performance measure pursuant to the Local Government Act 2002
[3] Percent of sealed road re-surfaced each year	Mandatory performance measure pursuant to the Local Government Act 2002
[4] Footpath condition	Mandatory performance measure pursuant to the Local Government Act 2002
[5] Reduction in perception that Christchurch is a walking friendly city	A more realistic target considering post-earthquake condition of the footpaths. Will improve as footpaths are repaired
[6] Time for responding to customer requests	Mandatory performance measure pursuant to the Local Government Act 2002

## Roads and footpaths

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>											
86,148	Road Network	119,717	124,089	129,035	137,437	145,273	151,279	159,893	168,430	167,662	173,935
<b>86,148</b>		<b>119,717</b>	<b>124,089</b>	<b>129,035</b>	<b>137,437</b>	<b>145,273</b>	<b>151,279</b>	<b>159,893</b>	<b>168,430</b>	<b>167,662</b>	<b>173,935</b>
<b>Operating revenue from proposed services</b>											
13,799	Road Network	11,770	12,472	12,179	12,395	12,811	13,242	13,720	14,131	14,855	15,374
<b>13,799</b>		<b>11,770</b>	<b>12,472</b>	<b>12,179</b>	<b>12,395</b>	<b>12,811</b>	<b>13,242</b>	<b>13,720</b>	<b>14,131</b>	<b>14,855</b>	<b>15,374</b>
143,697	Capital revenues	83,892	51,951	36,305	38,763	8,728	9,862	6,886	6,678	6,655	6,731
1,725	Vested assets	6,325	1,765	1,809	1,854	1,902	1,954	2,010	2,071	2,137	2,209
<b>(73,073)</b>	<b>Net cost of services</b>	<b>17,730</b>	<b>57,901</b>	<b>78,742</b>	<b>84,425</b>	<b>121,832</b>	<b>126,221</b>	<b>137,277</b>	<b>145,550</b>	<b>144,015</b>	<b>149,621</b>

## Roads and footpaths 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>											
46,971	General rates, uniform annual general charges, rates penalties	55,735	59,047	63,688	70,958	78,259	83,749	89,797	95,860	87,001	104,560
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
9,383	Subsidies and grants for operating purposes	10,358	11,025	11,034	11,220	11,601	11,998	12,436	12,810	13,492	13,965
711	Fees and charges	690	706	540	552	568	582	598	616	636	657
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
3,705	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	722	741	605	623	642	662	685	705	727	751
<b>60,770</b>	<b>Total operating funding</b>	<b>67,505</b>	<b>71,519</b>	<b>75,867</b>	<b>83,353</b>	<b>91,070</b>	<b>96,991</b>	<b>103,516</b>	<b>109,991</b>	<b>101,856</b>	<b>119,933</b>
<b>Applications of operating funding</b>											
41,841	Payments to staff and suppliers	39,990	42,205	43,037	44,781	46,997	48,572	50,328	51,882	53,452	55,194
6,508	Finance costs	7,273	7,444	9,127	12,685	15,454	17,954	20,130	21,783	22,058	22,775
3,733	Internal charges and overheads applied	4,072	4,516	4,289	4,376	4,896	4,402	4,493	5,103	4,654	4,806
-	Other operating funding applications	15	15	15	15	15	15	15	15	15	15
<b>52,082</b>	<b>Total applications of operating funding</b>	<b>51,350</b>	<b>54,180</b>	<b>56,468</b>	<b>61,857</b>	<b>67,362</b>	<b>70,943</b>	<b>74,966</b>	<b>78,783</b>	<b>80,179</b>	<b>82,790</b>
<b>8,688</b>	<b>Surplus (deficit) of operating funding</b>	<b>16,155</b>	<b>17,339</b>	<b>19,399</b>	<b>21,496</b>	<b>23,708</b>	<b>26,048</b>	<b>28,550</b>	<b>31,208</b>	<b>21,677</b>	<b>37,143</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	2,525	2,185	2,766	3,044	3,136	3,239	3,402	3,100	2,956	2,908
90,529	Increase (decrease) in debt	97,163	47,918	42,622	58,676	47,447	59,654	62,363	34,716	35,320	25,393
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
143,697	Other dedicated capital funding	81,367	49,766	33,539	35,719	5,592	6,623	3,484	3,578	3,699	3,823
<b>234,226</b>	<b>Total sources of capital funding</b>	<b>181,055</b>	<b>99,869</b>	<b>78,927</b>	<b>97,439</b>	<b>56,175</b>	<b>69,516</b>	<b>69,249</b>	<b>41,394</b>	<b>41,975</b>	<b>32,124</b>
<b>Applications of capital funding</b>											
-	Capital expenditure	-	-	-	-	-	-	-	-	-	-
203,091	- to replace existing assets (b)	136,440	93,956	77,487	85,739	47,194	52,610	47,185	50,063	53,071	56,306
5,224	- to improve the level of service	13,878	12,457	16,878	21,854	17,585	17,715	11,136	8,474	6,298	7,044
34,599	- to meet additional demand	46,892	10,795	3,961	11,342	15,104	25,239	39,478	14,065	4,283	5,917
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>242,914</b>	<b>Total applications of capital funding</b>	<b>197,210</b>	<b>117,208</b>	<b>98,326</b>	<b>118,935</b>	<b>79,883</b>	<b>95,564</b>	<b>97,799</b>	<b>72,602</b>	<b>63,652</b>	<b>69,267</b>
<b>(8,688)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(16,155)</b>	<b>(17,339)</b>	<b>(19,399)</b>	<b>(21,496)</b>	<b>(23,708)</b>	<b>(26,048)</b>	<b>(28,550)</b>	<b>(31,208)</b>	<b>(21,677)</b>	<b>(37,143)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>Reconciliation to net cost of services</b>											
8,688	Surplus (deficit) of operating funding from funding impact statement	16,155	17,339	19,399	21,496	23,708	26,048	28,550	31,208	21,677	37,143
(46,971)	Remove rates funding	(55,735)	(59,047)	(63,688)	(70,958)	(78,259)	(83,749)	(89,797)	(95,860)	(87,001)	(104,560)
(34,065)	Deduct depreciation expense	(68,367)	(69,909)	(72,567)	(75,580)	(77,911)	(80,336)	(84,926)	(89,647)	(87,483)	(91,144)
143,697	Add capital revenues	83,892	51,951	36,305	38,763	8,728	9,862	6,886	6,678	6,655	6,731
1,724	Add vested assets / non cash revenue	6,325	1,765	1,809	1,854	1,902	1,954	2,010	2,071	2,137	2,209
<b>73,073</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(17,730)</b>	<b>(57,901)</b>	<b>(78,742)</b>	<b>(84,425)</b>	<b>(121,832)</b>	<b>(126,221)</b>	<b>(137,277)</b>	<b>(145,550)</b>	<b>(144,015)</b>	<b>(149,621)</b>
<b>Footnotes</b>											
3,135	(a) Earthquake related operating recoveries	149	153	-	-	-	-	-	-	-	-
186,920	(b) Earthquake rebuild application of capital funding	116,916	73,755	51,972	54,084	14,006	16,590	8,727	8,963	9,275	9,593

## Sewerage Collection, Treatment and Disposal

### Sewerage Collection Treatment and Disposal: Activities, Rationale and Negative Effects

#### Activities included in Sewerage Collection, Treatment and Disposal

- Wastewater collection
- Wastewater treatment and disposal

#### Sewerage Collection, Treatment and Disposal contribute to these community outcomes

- Injuries and risks to public health are minimised
- Water quality in rivers, streams, lakes and wetlands is improved
- Statutory obligations are met by Council;
- City assets, financial resources and infrastructure are well managed, now and in the future;
- Energy is used more efficiently.
- A greater proportion of energy used in the city is from renewable sources;
- There is a reduction in waste to landfill.

#### Sewerage Collection, Treatment and Disposal have these negative effects:

Effect	Council's Mitigation Measure
Social, Cultural and Environmental effects of wastewater overflows	Processes for signage erection and public notification where overflows could result in health risks. Optimising asset capacity through improved network control and optimisation. Maintaining resource consent compliance.
Odours from Sewers	Odour control systems installed in problem areas. Maintenance to remove build-ups of odour causing compounds. Good design of servers to prevent creation of anaerobic conditions.
Environmental effects of treated effluent discharge.	Maintain resource consent compliance. Monitor trade waste discharges to ensure potential pollutants are not released to the waste water treatment plant
Environmental and social impacts of discharges to air.	Operate odour control systems in accordance with procedures. Robust work planning to avoid odour events.
Environmental and economic impacts of biosolid disposal.	Dry biosolids to reduce volume, kill pathogens and enable reuse. Monitor trade waste discharges to ensure potential pollutants are not released to the WWTP and carried over into the biosolids. This maintains quality of dried biosolids. Investigate disposal to land where possible.

Effect	Council's Mitigation Measure
Cultural impact of effluent discharge to water bodies.	Work with local Iwi to find cost effective solutions that recognise cultural sensitivities.
Illegal discharges to wastewater systems	Illegal discharge of chemicals or toxins to the wastewater system can cause inefficiencies, odours or process failure in the treatment systems leading to discharge of untreated or undertreated effluent.

## Sewerage Collection, Treatment and Disposal Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Wastewater collection	Collecting wastewater from properties within the reticulated area	Proportion of customers satisfied with the wastewater services	≥ 80%	≥ 75% [2]	≥ 75%	≥ 75%	≥ 80%
		Attendance time: Median response time from the time that the territorial authority receives notification to the time that service personnel reach the site	New measure	< 1 hour [3]	< 1 hour	< 1 hour	< 1 hour
		Resolution time: Median response time from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault	New measure	< 24 hours [3]	< 24 hours	< 24 hours	< 24 hours
		Number of blockage complaints received per 1000 connected properties per year	New measure	≤ 10 [4]	≤ 10	≤ 10	≤ 10
		Number of odour complaints received per 1000 connected properties per year	≤ 2	≤ 0.3 [5]	≤ 0.3	≤ 0.3	≤ 0.3
		Number of sewerage system faults received per 1000 connected properties per year. <i>(excludes blockages &amp; odours)</i>	New measure	≤ 0.3 [6]	≤ 0.3	≤ 0.3	≤ 0.3
		Proportion of complaints remediated to the customers satisfaction	New measure	≥ 95% [7]	≥ 95%	≥ 95%	≥ 95%
		Minimise number of dry weather sewerage overflows: Number of dry weather sewerage overflows from the CCC sewer system per 1000 connected properties per year	New measure	0.7 [8]	0.7	0.7	0.6

Proposed changes wastewater collection	Rationale
[1] Reduction in properties affected by blowbacks	Expected improvement as the system is repaired
[2] Reduction in customer satisfaction	More realistic target in the light of on-going repairs. Expected to improve over time
[3] Response times from notification to resolution	Mandatory performance measure pursuant to the Local Government Act 2002
[4] Complaints about blockages	Mandatory performance measure pursuant to the Local Government Act 2002
[5] Reduction in number of odour complaints	The situation is expected to improve as earthquake repairs are completed
[6] Number of faults in the system received in a year	Mandatory performance measure pursuant to the Local Government Act 2002
[7] Proportion of complaints remediated to customer satisfaction	Mandatory performance measure pursuant to the Local Government Act 2002
[8] Minimise dry weather sewerage overflows	Mandatory performance measure pursuant to the Local Government Act 2002

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Wastewater treatment and disposal	Operate and maintain treatment plants discharge structures/outfalls and biosolids reuse/disposal	Number of major and/or persistent breaches of resource consent for wastewater treatment plants or associated discharges	0	0	0	0	0
		Number of abatement notices	New measure [1]	0	0	0	0
		Number of infringement notices	New measure [1]	0	0	0	0
		Number of enforcement orders	New measure [1]	0	0	0	0
		Number of convictions	New measure [1]	0	0	0	0
	Minimise odour complaints from wastewater treatment plants	Number of odour events per 1,000 properties served	≤.01	≤.01	≤.01	≤.01	≤.01
		Compliance with ECAN resource consents for discharges to air:	100%	100%	100%	100%	100%

<b>Proposed changes wastewater treatment and disposal</b>	<b>Rationale</b>
[1] Notices and convictions for infringements	Mandatory performance measure pursuant to the Local Government Act 2002



## Sewerage collection, treatment and disposal

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>										
40,830	Wastewater Collection	44,969	41,655	40,684	42,972	45,472	47,722	49,821	52,072	54,253	56,294
22,254	Wastewater Treatment and Disposal	25,324	25,836	26,894	28,425	30,185	31,872	33,617	35,034	36,371	37,546
<b>63,084</b>		<b>70,293</b>	<b>67,491</b>	<b>67,578</b>	<b>71,397</b>	<b>75,657</b>	<b>79,594</b>	<b>83,438</b>	<b>87,106</b>	<b>90,624</b>	<b>93,840</b>
	<b>Operating revenue from proposed services</b>										
7,763	Wastewater Collection	4,209	935	43	44	46	47	49	50	52	54
5,472	Wastewater Treatment and Disposal	4,944	4,648	4,760	4,876	5,001	5,136	5,285	5,443	5,612	5,797
<b>13,235</b>		<b>9,153</b>	<b>5,583</b>	<b>4,803</b>	<b>4,920</b>	<b>5,047</b>	<b>5,183</b>	<b>5,334</b>	<b>5,493</b>	<b>5,664</b>	<b>5,851</b>
219,038	Capital revenues	7,308	5,629	7,837	9,148	9,487	10,123	11,190	11,391	11,331	11,783
210	Vested assets	140,210	215	220	226	232	238	245	252	260	269
<b>(169,399)</b>	<b>Net cost of services</b>	<b>(86,378)</b>	<b>56,064</b>	<b>54,718</b>	<b>57,103</b>	<b>60,891</b>	<b>64,050</b>	<b>66,669</b>	<b>69,970</b>	<b>73,369</b>	<b>75,937</b>

## Sewerage collection, treatment and disposal 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>											
(7,065)	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
43,578	Targeted rates	48,851	51,042	54,031	57,795	61,213	64,199	67,671	71,251	74,734	76,857
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
4,221	Fees and charges	4,316	4,415	4,522	4,632	4,751	4,879	5,021	5,170	5,331	5,507
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
9,014	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	4,837	1,168	281	288	296	304	313	323	333	344
<b>49,748</b>	<b>Total operating funding</b>	<b>58,004</b>	<b>56,625</b>	<b>58,834</b>	<b>62,715</b>	<b>66,260</b>	<b>69,382</b>	<b>73,005</b>	<b>76,744</b>	<b>80,398</b>	<b>82,708</b>
<b>Applications of operating funding</b>											
38,220	Payments to staff and suppliers	31,716	27,387	25,541	26,228	27,057	27,880	28,709	29,648	30,631	31,713
3,629	Finance costs	3,530	3,642	4,440	6,155	7,611	8,993	9,994	10,667	11,525	11,852
2,260	Internal charges and overheads applied	2,153	2,371	2,263	2,289	2,567	2,443	2,533	2,849	2,716	2,799
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>44,109</b>	<b>Total applications of operating funding</b>	<b>37,399</b>	<b>33,400</b>	<b>32,244</b>	<b>34,672</b>	<b>37,235</b>	<b>39,316</b>	<b>41,236</b>	<b>43,164</b>	<b>44,872</b>	<b>46,364</b>
<b>5,639</b>	<b>Surplus (deficit) of operating funding</b>	<b>20,605</b>	<b>23,225</b>	<b>26,590</b>	<b>28,043</b>	<b>29,025</b>	<b>30,066</b>	<b>31,769</b>	<b>33,580</b>	<b>35,526</b>	<b>36,344</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
5,361	Development and financial contributions	6,691	5,629	7,837	9,148	9,487	10,123	11,190	11,391	11,331	11,783
187,227	Increase (decrease) in debt	177,505	84,946	(4,234)	9,492	8,609	20,775	3,670	(15,696)	(14,515)	(18,231)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
213,678	Other dedicated capital funding	617	-	-	-	-	-	-	-	-	-
<b>406,266</b>	<b>Total sources of capital funding</b>	<b>184,813</b>	<b>90,575</b>	<b>3,603</b>	<b>18,640</b>	<b>18,096</b>	<b>30,898</b>	<b>14,860</b>	<b>(4,305)</b>	<b>(3,184)</b>	<b>(6,448)</b>
<b>Applications of capital funding</b>											
-	Capital expenditure	-	-	-	-	-	-	-	-	-	-
375,907	- to replace existing assets (b)	189,652	99,391	16,556	11,365	14,416	23,845	13,062	17,408	28,055	25,625
7,292	- to improve the level of service	1,805	1,202	1,887	13,000	7,947	14,547	13,004	2,284	194	173
28,706	- to meet additional demand	13,961	13,207	11,750	22,318	24,758	22,572	20,563	9,583	4,093	4,098
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>411,905</b>	<b>Total applications of capital funding</b>	<b>205,418</b>	<b>113,800</b>	<b>30,193</b>	<b>46,683</b>	<b>47,121</b>	<b>60,964</b>	<b>46,629</b>	<b>29,275</b>	<b>32,342</b>	<b>29,896</b>
<b>(5,639)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(20,605)</b>	<b>(23,225)</b>	<b>(26,590)</b>	<b>(28,043)</b>	<b>(29,025)</b>	<b>(30,066)</b>	<b>(31,769)</b>	<b>(33,580)</b>	<b>(35,526)</b>	<b>(36,344)</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>											
5,639	Surplus (deficit) of operating funding from funding impact statement	20,605	23,225	26,590	28,043	29,025	30,066	31,769	33,580	35,526	36,344
(36,513)	Remove rates funding	(48,851)	(51,042)	(54,031)	(57,795)	(61,213)	(64,199)	(67,671)	(71,251)	(74,734)	(76,857)
(18,976)	Deduct depreciation expense	(32,894)	(34,091)	(35,334)	(36,725)	(38,422)	(40,278)	(42,202)	(43,942)	(45,752)	(47,476)
219,039	Add capital revenues	7,308	5,629	7,837	9,148	9,487	10,123	11,190	11,391	11,331	11,783
210	Add vested assets / non cash revenue	140,210	215	220	226	232	238	245	252	260	269
<b>169,399</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>86,378</b>	<b>(56,064)</b>	<b>(54,718)</b>	<b>(57,103)</b>	<b>(60,891)</b>	<b>(64,050)</b>	<b>(66,669)</b>	<b>(69,970)</b>	<b>(73,369)</b>	<b>(75,937)</b>
<b>Footnotes</b>											
8,523	(a) Earthquake related operating recoveries	4,568	894	-	-	-	-	-	-	-	-
363,997	(b) Earthquake rebuild application of capital funding	168,271	73,695	-	-	-	-	-	-	-	-

## **Sport and Recreation**

### **Sport and Recreation: Activities, Rationale and Negative Effects**

#### **Activities included in Sport and Recreation**

- Recreation and sport facilities
- Sports parks

#### **Sport and Recreation contribute to these community outcomes**

- Give people equitable access to parks, open spaces, recreation facilities and libraries.
- Increase participation in recreation and sporting activities.
- Ensure Christchurch is recognised as a great place to work, live, visit, invest and do business.
- Provide services that are available locally within the urban areas.
- Support the Central City being used by a wide range of people for an increasing range of activities.
- Urban areas are well-designed and meet the needs of the community
- The garden city image and the garden heritage image of the district are enhanced
- People have strong social networks
- People are actively involved in their communities and local issues
- People have equitable access to parks, open spaces, recreation facilities and libraries
- There is increasing participation in recreation and sporting activities
- A range of indigenous habitats and species is enhanced
- Christchurch is prepared for the future challenges and opportunities of climate change
- Christchurch is recognised as a great place to work, live, invest and do business
- City assets, financial resources and infrastructure are well-managed, now and in the future
- Statutory obligations are met by the Council

### Sport and Recreation have these negative effects:

Effect	Council's Mitigation Measure
User safety issues	Manage and implement industry specific and general safety strategies and standards.
Increased demand for green field land	Aim for land purchases to complement other land uses; and for management of land use to support and encourage sustainable initiatives such as facility hubbing. Work with third parties such as MOE to use potential sites for more activities. Where possible use brown field land.
Site Contamination and Pollution – motor vehicle emissions, noise, vibration, sediment, light, air, water, chemicals (including trade-waste and wash-down water, and water-borne sediments).	<p>Manage air, water and soil pollutants:</p> <p>Management of congestion which generates air pollutants</p> <p>Landscaping treatments as pollutant 'sinks'</p> <p>Manage storm water run-off quality from street surfaces with on-street storm water treatment systems</p> <p>Manage existing contaminants on site</p> <p>Manage soil quality/disposal</p> <p>Manage on-street activity and adjacent construction to minimise pollution.</p> <p>Management of storm water run-off quality from adjacent properties, trade wastes and public and private off-street pre-treatment systems</p> <p>Limit the use of agrochemicals</p> <p>Manage hazardous spills</p>
Impacts on neighbours.	Design projects around economies of scale, natural buffers such as playing fields, waterways or vegetation. Control of construction site issues, safe traffic management, use of recycled resource materials, and responsible waste disposal.
Graffiti and vandalism	<p>Apply crime prevention through economic design (CPTED) principles to park design to discourage vandalism</p> <p>Prioritise reactive maintenance within given budgets</p>
Anti-social behaviour	Apply CPTED principles to park design to discourage undesirable behaviour
Exclusive use of parks by sports groups	Ensure parks are available for public use outside of formal sports use

## Sport and Recreation Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Recreation and sport facilities	Provide sporting facilities	Provide residents access to fit-for-purpose recreation and sporting facilities	Graham Condon, Jellie Park and Pioneer (includes new Learn to Swim pool, since Mar 2012): Open 364 days per year 99-106 hrs/week Monday to Friday: 5.30am-9.30pm Saturday/ Sunday: 7.00am-8.00pm (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Graham Condon, Jellie Park and Pioneer : Open 364 days per year 99-106 hrs/week Monday to Friday: 5.30am-9.30pm Saturday/ Sunday: 7.00am-8.00pm (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Graham Condon, Jellie Park and Pioneer : Open 364 days per year 99-106 hrs/week Monday to Friday: 5.30am-9.30pm Saturday/ Sunday: 7.00am-8.00pm (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Graham Condon, Jellie Park and Pioneer : Open 364 days per year 99-106 hrs/week Monday to Friday: 5.30am-9.30pm Saturday/ Sunday: 7.00am-8.00pm (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Graham Condon, Jellie Park, Pioneer, Metro Sports Facility, North East and Western: Open 364 days per year 99-106 hrs/week Monday to Friday: 5.30am-9.30pm Saturday/ Sunday: 7.00am-8.00pm (opening hours subject to maintenance, public holiday schedules and rebuild priorities)
			Five public outdoor pools open seasonally: Jellie Park, Lyttelton, Halswell and Waltham; open November to March Templeton; open December to February (subject to maintenance, public holiday schedules and rebuild priorities)	Five public outdoor pools open seasonally: Jellie Park, Lyttelton, Halswell, Templeton and Waltham; open Nov to Mar (subject to maintenance, public holiday schedules and rebuild priorities)	Five public outdoor pools open seasonally: Jellie Park, Lyttelton, Halswell, Templeton and Waltham; open Nov to Mar (subject to maintenance, public holiday schedules and rebuild priorities)	Five public outdoor pools open seasonally: Jellie Park, Lyttelton, Halswell, Templeton and Waltham; open Nov to Mar (subject to maintenance, public holiday schedules and rebuild priorities)	Five public outdoor pools open seasonally: Jellie Park, Lyttelton, Halswell, Templeton and Waltham; open Nov to Mar (subject to maintenance, public holiday schedules and rebuild priorities)
			Two community outdoor pools open seasonally: Governors Bay, Port Levy (subject to maintenance, public holiday schedules and rebuild priorities)	Two community outdoor pools open seasonally: Governors Bay, Port Levy (subject to maintenance, public holiday schedules and rebuild priorities)	Two community outdoor pools open seasonally: Governors Bay, Port Levy (subject to maintenance, public holiday schedules and rebuild priorities)	Two community outdoor pools open seasonally: Governors Bay, Port Levy (subject to maintenance, public holiday schedules and rebuild priorities)	Two community outdoor pools open seasonally: Governors Bay, Port Levy (subject to maintenance, public holiday schedules and rebuild priorities)

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Recreation and sport facilities (continued)	Provide sporting facilities (continued)	Provide residents access to fit-for-purpose recreation and sporting facilities (continued)	Eight paddling pools open seasonally: open November to March (subject to maintenance, public holiday schedules and rebuild priorities)	7 paddling pools open seasonally: open Nov to Mar New Brighton, Scarborough, Spenser, Abberley, Botanic Gardens, Edgar MacIntosh, Woodham (subject to maintenance, public holiday schedules and rebuild priorities) [1]	7 paddling pools open seasonally: open Nov to Mar New Brighton, Scarborough, Spenser, Abberley, Botanic Gardens, Edgar MacIntosh, Woodham (subject to maintenance, public holiday schedules and rebuild priorities)	7 paddling pools open seasonally: open Nov to Mar New Brighton, Scarborough, Spenser, Abberley, Botanic Gardens, Edgar MacIntosh, Woodham (subject to maintenance, public holiday schedules and rebuild priorities)	Abberley, Woodham and Edgar mackintosh will not be replaced at the end of their life.
			Four stadia available for hire 364 days per year (subject to maintenance, public holiday schedules and rebuild priorities)	Five stadia Cowles, Lyttelton, Pioneer, Graham Condon, Hagley available for hire 364 days per year (subject to maintenance, public holiday schedules and rebuild priorities) [2]	Five stadia Cowles, Lyttelton, Pioneer, Graham Condon, Hagley available for hire 364 days per year (subject to maintenance, public holiday schedules and rebuild priorities)	Five stadia Cowles, Lyttelton, Pioneer, Graham Condon, Hagley available for hire 364 days per year (subject to maintenance, public holiday schedules and rebuild priorities)	Five stadia Cowles, Lyttelton, Pioneer, Graham Condon, Hagley available for hire 364 days per year (subject to maintenance, public holiday schedules and rebuild priorities)
			QEII Fitness @ Parklands: Open 364 days per year, 70-84 hrs/week Monday to Thursday: 6.00am-9.00pm, Friday: 6.00am-6.00pm, Saturday/ Sunday: 8.00am-2.00pm, (opening hours subject to satisfactory levels of demand, maintenance, public holiday schedules and rebuild priorities)	QEII Fitness @ Parklands: Open 364 days per year 70-84 hrs/week Monday to Thursday: 6.00am-9.00pm Friday: 6.00am-6.00pm Saturday/Sunday: 8.00am-2.00pm (opening hours subject to satisfactory levels of demand, maintenance, public holiday schedules and rebuild priorities)	QEII Fitness @ Parklands: Open 364 days per year 70-84 hrs/week Monday to Thursday: 6.00am-9.00pm Friday: 6.00am-6.00pm Saturday/Sunday: 8.00am-2.00pm (opening hours subject to satisfactory levels of demand, maintenance, public holiday schedules and rebuild priorities)	QEII Fitness @ Parklands: Open 364 days per year 70-84 hrs/week Monday to Thursday: 6.00am-9.00pm Friday: 6.00am-6.00pm Saturday/Sunday: 8.00am-2.00pm (opening hours subject to satisfactory levels of demand, maintenance, public holiday schedules and rebuild priorities)	QEII Fitness @ Parklands will close when the NE Recreation and Sports Centre is opened in 2018.

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Recreation and sport facilities (continued)	Provide sporting facilities (continued)	Provide well utilised facility based recreational and sporting programmes and activities	Seventeen sporting and recreation facilities maintained and available for lease (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Fifteen sporting and recreation facilities maintained and available for lease (opening hours subject to maintenance, public holiday schedules and rebuild priorities <b>Note</b> Rawhiti Golf Closes Sept 2015 <b>Note</b> South Brighton Camp, South Brighton Camp, may close in 2015 [3]	Fifteen sporting and recreation facilities maintained and available for lease (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Fifteen sporting and recreation facilities maintained and available for lease (opening hours subject to maintenance, public holiday schedules and rebuild priorities)	Wharenui will close in 2018 when the Metro Sports facility opens Council will either find a new home for Canterbury Rugby League or continue to lease Rugby League Park to Canterbury Rugby League when the Temporary Stadium is no longer needed
			The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia: At least 3.11 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia: 2015/2016: At least 3.32 million [4]	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia: 2016/2017: At least 3.4 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia: 2017/2018: At least 3.43 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia will rise as new facilities are opened.
			At least 4.46 visits to aquatic facilities/head of population	At least 4.82 visits to aquatic facilities/head of population [5]	At least 4.82 visits to aquatic facilities/head of population	At least 4.82 visits to aquatic facilities/head of population	
			At least 104,000 participations in Swimsafe lessons	At least 100,000 participations in Swimsafe lessons [6]	At least 100,000 participations in Swimsafe lessons	At least 100,000 participations in Swimsafe lessons	At least 107,000 participations in Swimsafe lessons
	Provide sporting programmes	Support community based organisations and networks to develop, promote and deliver recreation and sport in Christchurch	8,300-9,200 staff hours of support provided to at least 500 organisations	4000 staff hours of support provided to at least 100 organisations [7]	4000 staff hours of support provided to at least 100 organisations	4000 staff hours of support provided to at least 100 organisations	4000 staff hours of support provided to at least 100 organisations
		Deliver a high level of customer satisfaction with the range and quality of programmes	At least 90% of participants are satisfied with the range, content and delivery of accessible community based recreation and sport programmes, events and campaigns	At least 80% of customers are satisfied with the range and quality of facilities (5.6 on a 7 point scale using CERM international benchmark [8])	At least 80% of customers are satisfied with the range and quality of facilities (5.6 on a 7 point scale using CERM international benchmark)	At least 80% of customers are satisfied with the range and quality of facilities (5.6 on a 7 point scale using CERM international benchmark)	At least 82.5% of customers are satisfied with the range and quality of facilities Reflects new facilities coming on line

Proposed Changes for recreation and sport facilities	Rationale
[1] Reduction in the number of paddling pools	Avery Park pool will not be re-opened – not viable to repair following earthquake damage
[2] An additional stadium will be open	Completion of earthquake repairs
[3] Two fewer sporting and recreation facilities will be open	Two facilities out of action due to earthquake damage
[4] Increase in participants using multi-purpose facilities	Expected growth due to population increase
[5] Increase participation rate	Expected as the population becomes aware facilities are back in operation
[6] Fewer participants in Swimsafe lessons expected	Moderation in subsidies from third parties; some demand will be met by neighbouring authorities
[7] Reduction in staff hours providing support; fewer organisations supported	Some of the services have been moved from this activity to Community Support. The net effect is communities will still receive the same level of service
[8] Reduction in customer satisfaction	Facilities are being used at maximum capacity and all but essential maintenance deferred due to earthquake damage. It is unrealistic to expect 90% satisfaction in these circumstances

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Sports parks	Provide and manage sports parks, including the facilities on them	Provide access to fit-for-purpose sports parks	New measure	112 Sports Parks with an area of 1230 hectares (subject to grounds allocation, closure, maintenance, and rebuild priorities) [1]	112 Sports Parks with an area of 1230 hectares (subject to grounds allocation, closure, maintenance, and rebuild priorities)	112 Sports Parks with an area of 1230 hectares (subject to grounds allocation, closure, maintenance, and rebuild priorities)	Number and area of sports parks will be reviewed once the Sports Park Plan is completed
			At least 95% of Urban Parks contract technical specifications pertaining to sports parks are met	More than 95% of Urban Parks contract technical specifications pertaining to sports park facilities are met.	More than 95% of Urban Parks contract technical specifications pertaining to sports park facilities are met.	More than 95% of Urban Parks contract technical specifications pertaining to sports park facilities are met.	This figure may lower over time with the introduction of a more rigorous audit.
		Provide well utilised sports parks	New measure	Sports parks are allocated to sporting codes seasonally, summer and winter (subject to closure, maintenance, and rebuild priorities) [2]	Sports parks are allocated to sporting codes seasonally, summer and winter (subject to closure, maintenance, and rebuild priorities)	Sports parks are allocated to sporting codes seasonally, summer and winter (subject to closure, maintenance, and rebuild priorities)	Number of allocated sports parks will either remain constant or decline.
		Deliver a high level of customer satisfaction with the range and quality of sports parks	At least 85%	90% customer satisfaction with the range and quality of sports parks [3]	90% customer satisfaction with the range and quality of sports parks	90% customer satisfaction with the range and quality of sports parks	90% customer satisfaction with the range and quality of sports parks

Proposed Changes for sports parks	Rationale
[1] Number of available parks specified	Make these levels of service visible to the community
[2] Service of allocating parks to sporting codes specified	Clarify the role of CCC for sports park allocations
[3] Increase in customer satisfaction	Expected increase as parks recover from earthquake damage



## Sport and recreation

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									
Cost of proposed services											
24,393	Recreation and Sports Services	24,506	26,217	31,988	47,624	55,804	61,586	63,515	66,322	69,207	72,491
10,083	Sports Parks	9,239	9,407	9,642	10,045	10,189	10,533	10,976	11,386	11,672	11,985
34,476		33,745	35,624	41,630	57,669	65,993	72,119	74,491	77,708	80,879	84,476
Operating revenue from proposed services											
12,022	Recreation and Sports Services	12,624	12,819	16,516	25,450	28,555	33,369	34,756	36,146	37,610	39,219
264	Sports Parks	225	230	235	241	247	254	261	269	278	287
12,286		12,849	13,049	16,751	25,691	28,802	33,623	35,017	36,415	37,888	39,506
3,212	Capital revenues	11,770	525	919	1,098	758	667	664	449	333	308
-	Vested assets	-	-	-	104,300	-	-	-	-	-	-
18,978	Net cost of services	9,126	22,050	23,960	(73,420)	36,433	37,829	38,810	40,844	42,658	44,662

## Sport and recreation 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>											
19,523	General rates, uniform annual general charges, rates penalties	20,349	21,876	24,612	31,168	35,815	37,338	38,597	40,550	42,411	44,542
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
40	Subsidies and grants for operating purposes	40	41	42	43	44	45	47	48	49	51
11,472	Fees and charges	12,035	12,540	16,576	25,512	28,618	33,434	34,822	36,215	37,681	39,292
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
774	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	774	468	133	136	140	144	148	152	157	162
<b>31,809</b>	<b>Total operating funding</b>	<b>33,198</b>	<b>34,925</b>	<b>41,363</b>	<b>56,859</b>	<b>64,617</b>	<b>70,961</b>	<b>73,614</b>	<b>76,965</b>	<b>80,298</b>	<b>84,047</b>
<b>Applications of operating funding</b>											
26,594	Payments to staff and suppliers	26,314	27,064	31,708	45,336	51,317	56,436	57,842	59,666	61,770	64,106
948	Finance costs	572	664	909	1,446	1,992	2,383	2,672	2,938	3,265	3,473
1,639	Internal charges and overheads applied	1,161	1,320	1,460	1,974	2,417	2,416	2,480	2,791	2,670	2,772
217	Other operating funding applications	217	217	217	217	217	217	217	217	217	217
<b>29,398</b>	<b>Total applications of operating funding</b>	<b>28,264</b>	<b>29,265</b>	<b>34,294</b>	<b>48,973</b>	<b>55,943</b>	<b>61,452</b>	<b>63,211</b>	<b>65,612</b>	<b>67,922</b>	<b>70,568</b>
<b>2,411</b>	<b>Surplus (deficit) of operating funding</b>	<b>4,934</b>	<b>5,660</b>	<b>7,069</b>	<b>7,886</b>	<b>8,674</b>	<b>9,509</b>	<b>10,403</b>	<b>11,353</b>	<b>12,376</b>	<b>13,479</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
795	Development and financial contributions	670	525	919	1,098	758	667	664	449	333	308
2,470	Increase (decrease) in debt	23,987	68,464	66,979	35,226	24,225	2,535	4,539	3,116	1,491	4,015
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
2,418	Other dedicated capital funding	11,100	-	-	-	-	-	-	-	-	-
<b>5,683</b>	<b>Total sources of capital funding</b>	<b>35,757</b>	<b>68,989</b>	<b>67,898</b>	<b>36,324</b>	<b>24,983</b>	<b>3,202</b>	<b>5,203</b>	<b>3,565</b>	<b>1,824</b>	<b>4,323</b>
<b>Applications of capital funding</b>											
9,138	Capital expenditure	37,738	68,214	57,838	28,667	12,489	13,160	14,132	15,972	15,248	18,843
-	- to replace existing assets (b)	-	576	1,400	1,649	17,214	616	-	-	-	-
366	- to improve the level of service	4,293	7,189	17,049	15,144	5,204	185	2,724	196	202	209
(1,410)	- to meet additional demand	(1,340)	(1,330)	(1,320)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>8,094</b>	<b>Total applications of capital funding</b>	<b>40,691</b>	<b>74,649</b>	<b>74,967</b>	<b>44,210</b>	<b>33,657</b>	<b>12,711</b>	<b>15,606</b>	<b>14,918</b>	<b>14,200</b>	<b>17,802</b>
<b>(2,411)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(4,934)</b>	<b>(5,660)</b>	<b>(7,069)</b>	<b>(7,886)</b>	<b>(8,674)</b>	<b>(9,509)</b>	<b>(10,403)</b>	<b>(11,353)</b>	<b>(12,376)</b>	<b>(13,479)</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>											
2,411	Surplus (deficit) of operating funding from funding impact statement	4,934	5,660	7,069	7,886	8,674	9,509	10,403	11,353	12,376	13,479
(19,523)	Remove rates funding	(20,349)	(21,876)	(24,612)	(31,168)	(35,815)	(37,338)	(38,597)	(40,550)	(42,411)	(44,542)
(5,079)	Deduct depreciation expense	(5,481)	(6,359)	(7,336)	(8,696)	(10,050)	(10,667)	(11,280)	(12,096)	(12,956)	(13,907)
3,213	Add capital revenues	11,770	525	919	1,098	758	667	664	449	333	308
-	Add vested assets / non cash revenue	-	-	-	104,300	-	-	-	-	-	-
<b>(18,978)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(9,126)</b>	<b>(22,050)</b>	<b>(23,960)</b>	<b>73,420</b>	<b>(36,433)</b>	<b>(37,829)</b>	<b>(38,810)</b>	<b>(40,844)</b>	<b>(42,658)</b>	<b>(44,662)</b>
<b>Footnotes</b>											
661	(a) Earthquake related operating recoveries	661	338	-	-	-	-	-	-	-	-
4,849	(b) Earthquake rebuild application of capital funding	30,000	62,608	50,500	15,000	-	-	-	-	-	-

## Stormwater Drainage

### Stormwater Drainage: Activities, Rationale and Negative Effects

#### Activities included in Stormwater Drainage

- Stormwater drainage

#### Stormwater Drainage contributes to these community outcomes

- Water quality in rivers, streams, lakes and wetlands is improved
- Streams and river flows are maintained
- Existing ecosystems and indigenous biodiversity are protected
- A range of indigenous habitats and species is enhanced
- Injuries and risks to public health are minimised
- Risks from flooding are minimised
- Sites and places of significance to tangata whenua are protected.

#### Stormwater Drainage has these negative effects:

Effect	Council's Mitigation Measure
Environmental Degradation	Working within the conditions of resource consents, Limiting damage through sensitive maintenance and operations. Monitoring the health of water environments. Work with the dischargers to improve site containment and work practices.
Reduction in water quality	Working within the conditions of resource consents. Maintenance and operational practices to safeguard water quality. Regular monitoring of water quality. One of the main contamination sources to the main rivers on a day to day basis is birdlife and dogs rather than sewer overflows. Whilst of concern sewer overflow affects are transitory in nature.

## Stormwater Drainage Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Stormwater drainage	Stormwater system is adequate to deal with flood events up to a 1 in 5 year event.	Total number of flooding events per annum, measured as a 10 year rolling average	New measure	< 2 [1]	< 2	< 2	< 2
		Flooding event, the number of habitable floors affected, expressed as an average per 100,000 properties connected to the territorial authority's stormwater system	New measure	< 1 [2]	< 0.5	0	0
	Water quality is maintained and/or improved	Resource consent compliance for consents held by Land Drainage Operations for discharge from stormwater system	100%	100%	100%	100%	100%
	Response times to attend a flooding event	Median response time to attend a flooding event, from time notification received	New measure	30 Minutes [3]	30 Minutes	30 Minutes	30 Minutes
	A well maintained stormwater drainage system is provided	Number of complaints about the performance of the stormwater systems, per 1000 connected properties	New measure	9 [4]	8.5	8	5
		Customer satisfaction with Stormwater Drainage Management	66%	≥ 65%	≥ 70%	≥ 75%	≥ 90%

Proposed changes for stormwater drainage	Rationale
[1] Maximum number of flooding events to be experienced	Mandatory measure pursuant to the Local Government Act 2002
[2] Ratio of number of habitable floors affected by flooding	Mandatory measure pursuant to the Local Government Act 2002
[3] Time for responding to an event	Mandatory measure pursuant to the Local Government Act 2002
[4] Complaints about performance of the stormwater system	Mandatory measure pursuant to the Local Government Act 2002

Stormwater drainage

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>											
25,207	Stormwater Drainage	22,894	29,331	26,677	27,436	28,326	29,096	30,006	31,070	32,093	33,192
<b>25,207</b>		<b>22,894</b>	<b>29,331</b>	<b>26,677</b>	<b>27,436</b>	<b>28,326</b>	<b>29,096</b>	<b>30,006</b>	<b>31,070</b>	<b>32,093</b>	<b>33,192</b>
<b>Operating revenue from proposed services</b>											
4,340	Stormwater Drainage	1,570	813	21	21	17	17	12	12	12	13
<b>4,340</b>		<b>1,570</b>	<b>813</b>	<b>21</b>	<b>21</b>	<b>17</b>	<b>17</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>
40,759	Capital revenues	93	123	-	-	-	-	-	-	-	-
420	Vested assets	420	430	440	451	463	476	489	504	520	538
<b>(20,312)</b>	<b>Net cost of services</b>	<b>20,811</b>	<b>27,965</b>	<b>26,216</b>	<b>26,964</b>	<b>27,846</b>	<b>28,603</b>	<b>29,505</b>	<b>30,554</b>	<b>31,561</b>	<b>32,641</b>

## Stormwater drainage 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>											
(2,593)	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
17,851	Targeted rates	16,150	17,056	20,661	21,276	22,069	22,741	23,539	24,423	25,277	26,080
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
20	Fees and charges	20	21	21	21	17	17	12	12	12	13
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
4,320	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	1,550	793	-	-	-	-	-	-	-	-
<b>19,598</b>	<b>Total operating funding</b>	<b>17,720</b>	<b>17,870</b>	<b>20,682</b>	<b>21,297</b>	<b>22,086</b>	<b>22,758</b>	<b>23,551</b>	<b>24,435</b>	<b>25,289</b>	<b>26,093</b>
<b>Applications of operating funding</b>											
18,713	Payments to staff and suppliers	17,508	18,011	15,116	15,523	16,002	16,503	17,026	17,539	18,111	18,631
905	Finance costs	-	-	-	-	-	-	-	-	-	-
858	Internal charges and overheads applied	607	894	855	861	957	902	927	1,038	988	1,016
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>20,476</b>	<b>Total applications of operating funding</b>	<b>18,115</b>	<b>18,905</b>	<b>15,971</b>	<b>16,384</b>	<b>16,959</b>	<b>17,405</b>	<b>17,953</b>	<b>18,577</b>	<b>19,099</b>	<b>19,647</b>
<b>(878)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(395)</b>	<b>(1,035)</b>	<b>4,711</b>	<b>4,913</b>	<b>5,127</b>	<b>5,353</b>	<b>5,598</b>	<b>5,858</b>	<b>6,190</b>	<b>6,446</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
2,057	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
11,482	Increase (decrease) in debt	66,689	35,470	20,790	848	(464)	(564)	848	159	19	1,306
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
38,702	Other dedicated capital funding	93	123	-	-	-	-	-	-	-	-
<b>52,241</b>	<b>Total sources of capital funding</b>	<b>66,782</b>	<b>35,593</b>	<b>20,790</b>	<b>848</b>	<b>(464)</b>	<b>(564)</b>	<b>848</b>	<b>159</b>	<b>19</b>	<b>1,306</b>
<b>Applications of capital funding</b>											
Capital expenditure											
49,916	- to replace existing assets (b)	65,490	33,641	24,561	4,797	3,674	3,773	5,401	4,940	5,098	6,603
42	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
1,405	- to meet additional demand	897	917	940	964	989	1,016	1,045	1,077	1,111	1,149
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>51,363</b>		<b>66,387</b>	<b>34,558</b>	<b>25,501</b>	<b>5,761</b>	<b>4,663</b>	<b>4,789</b>	<b>6,446</b>	<b>6,017</b>	<b>6,209</b>	<b>7,752</b>
<b>878</b>	<b>Surplus (deficit) of capital funding</b>	<b>395</b>	<b>1,035</b>	<b>(4,711)</b>	<b>(4,913)</b>	<b>(5,127)</b>	<b>(5,353)</b>	<b>(5,598)</b>	<b>(5,858)</b>	<b>(6,190)</b>	<b>(6,446)</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>											
(878)	Surplus (deficit) of operating funding from funding impact statement	(395)	(1,035)	4,711	4,913	5,127	5,353	5,598	5,858	6,190	6,446
(15,258)	Remove rates funding	(16,150)	(17,056)	(20,661)	(21,276)	(22,069)	(22,741)	(23,539)	(24,423)	(25,277)	(26,080)
(4,731)	Deduct depreciation expense	(4,779)	(10,427)	(10,706)	(11,052)	(11,367)	(11,691)	(12,053)	(12,493)	(12,994)	(13,545)
40,759	Add capital revenues	93	123	-	-	-	-	-	-	-	-
420	Add vested assets / non cash revenue	420	430	440	451	463	476	489	504	520	538
<b>20,312</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(20,811)</b>	<b>(27,965)</b>	<b>(26,216)</b>	<b>(26,964)</b>	<b>(27,846)</b>	<b>(28,603)</b>	<b>(29,505)</b>	<b>(30,554)</b>	<b>(31,561)</b>	<b>(32,641)</b>
<b>Footnotes</b>											
4,320	(a) Earthquake related operating recoveries	1,550	793	-	-	-	-	-	-	-	-
47,778	(b) Earthquake rebuild application of capital funding	61,824	29,994	20,972	-	-	-	-	-	-	-

## **Strategic Governance**

### **Strategic Governance: Activities, Rationale and Negative Effects**

#### **Activities included in Strategic Governance**

- Public participation in democratic processes, City Governance and Decision-making

#### **Strategic Governance contributes to these community outcomes**

- Decisions take account of community views
- People are actively involved in their communities and local issues
- The Council's goals and activities are clearly communicated to the community
- The special position of Ngāi Tahu is recognised
- Maori have opportunities and the capacity to contribute to decision-making processes
- Statutory obligations are met by the Council
- Decisions are transparent and informed by timely, accurate and robust information and advice.
- People have the information and skills to enable them to participate in society
- Cultural and ethnic diversity is valued and celebrated
- People have strong social networks
- People are safe from crime
- There is increasing participation in recreation and sport activities
- Decisions take account of community views

#### **Strategic Governance has these negative effects:**

There are no negative effects for Strategic Governance

## Strategic Governance Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Public participation in democratic processes, City Governance and Decision-making	Provide advice, leadership and support for engagement and consultation planning and processes	Percentage of residents that feel they can participate in and contribute to Council decision-making	At least 46%	At least 41% of Residents that feel they can participate in and contribute to Council decision-making [1]	At least 50% of Residents that feel they can participate in and contribute to Council decision-making	At least 50% of Residents that feel they can participate in and contribute to Council decision-making	At least 60% of Residents that feel they can participate in and contribute to Council decision-making
		Percentage of residents that understand how Council makes decisions	At least 40%	At least 35% based on nationwide survey [2]	At least 37%	At least 40%	At least 42%
			New target	Targeted survey 65% [3]	67%		
		Percentage of residents that feel the public has some or a large influence on the decisions the Council makes	At least 55%	At least 55%	At least 55%	At least 55%	At least 55%
			New target	Targeted survey 65% [3]	67%		
	Coordinate, plan and manage communication to/from the media	Provide media with information about the Council	Issue media releases, prepare perspective articles, hold media briefings	Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within 3 hours of public decisions [4]	Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within 3 hours of public decisions	Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within 3 hours of public decisions	Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within 3 hours of public decisions
			Respond to 90% of media calls within 24 hours	Respond to 90% of media calls within 24 hours seven days a week	Respond to 90% of media calls within 24 hours seven days a week	Respond to 90% of media calls within 24 hours seven days a week	Respond to 90% of media calls within 24 hours seven days a week
	Provide external communications to inform the Christchurch community about Council, services, decisions, and opportunities to participate	Provide external communications and marketing that are timely, relevant, accurate and cost effective	At least 65% of residents are satisfied that Council communications are timely, relevant and accurate	At least 65% of residents are satisfied that Council communications are timely, relevant and accurate	At least 67% of residents are satisfied that Council communications are timely, relevant and accurate	At least 67% of residents are satisfied that Council communications are timely, relevant and accurate	At least 70% of residents are satisfied that Council communications are timely, relevant and accurate



<b>Proposed Changes for public participation in democratic processes ...</b>	<b>Rationale</b>
[1] Reduction in agreement initially, improving over time	Cognizance of past results; expected improvement over time
[2] Reduction in understanding initially, improving over time	Cognizance of past results; expected improvement over time
[3] Christchurch – specific survey	The need to obtain local feedback, as well as participate in nation-wide surveys
[4] Introduce specific targets for media releases	Improved public awareness of Council decisions

Strategic governance

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									
Cost of proposed services											
25,454	Public Participation in Democratic Processes	22,599	24,612	24,396	24,760	27,000	26,180	26,565	28,837	28,127	28,942
25,454		22,599	24,612	24,396	24,760	27,000	26,180	26,565	28,837	28,127	28,942
Operating revenue from proposed services											
300	Public Participation in Democratic Processes	165	914	174	178	898	187	192	977	205	212
300		165	914	174	178	898	187	192	977	205	212
-	Vested assets	-	-	-	-	-	-	-	-	-	-
25,154	Net cost of services	22,434	23,698	24,222	24,582	26,102	25,993	26,373	27,860	27,922	28,730

## Strategic governance funding impact statement

Plan 2014/15		Plan 2015/16	Plan 2016/17	Plan 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000										
<b>Sources of operating funding</b>											
22,654	General rates, uniform annual general charges, rates penalties	22,434	23,698	24,222	24,582	26,102	25,993	26,373	27,860	27,922	28,730
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
288	Subsidies and grants for operating purposes	153	157	161	165	169	173	178	184	190	196
12	Fees and charges	12	757	13	13	729	14	14	793	15	16
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	-	-	-	-	-	-	-	-	-	-
<b>22,954</b>	<b>Total operating funding</b>	<b>22,599</b>	<b>24,612</b>	<b>24,396</b>	<b>24,760</b>	<b>27,000</b>	<b>26,180</b>	<b>26,565</b>	<b>28,837</b>	<b>28,127</b>	<b>28,942</b>
<b>Applications of operating funding</b>											
24,109	Payments to staff and suppliers	21,773	23,655	23,521	23,890	25,980	25,273	25,648	27,761	27,160	27,952
-	Finance costs	-	-	-	-	-	-	-	-	-	-
1,310	Internal charges and overheads applied	826	957	875	870	1,020	907	917	1,076	967	990
35	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>25,454</b>	<b>Total applications of operating funding</b>	<b>22,599</b>	<b>24,612</b>	<b>24,396</b>	<b>24,760</b>	<b>27,000</b>	<b>26,180</b>	<b>26,565</b>	<b>28,837</b>	<b>28,127</b>	<b>28,942</b>
<b>(2,500)</b>	<b>Surplus (deficit) of operating funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>											
-	Capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets (b)	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
(2,500)	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>(2,500)</b>	<b>Total applications of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2,500</b>	<b>Surplus (deficit) of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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>											
(2,500)	Surplus (deficit) of operating funding from funding impact statement	-	-	-	-	-	-	-	-	-	-
(22,654)	Remove rates funding	(22,434)	(23,698)	(24,222)	(24,582)	(26,102)	(25,993)	(26,373)	(27,860)	(27,922)	(28,730)
-	Deduct depreciation expense	-	-	-	-	-	-	-	-	-	-
-	Add capital revenues	-	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(25,154)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(22,434)</b>	<b>(23,698)</b>	<b>(24,222)</b>	<b>(24,582)</b>	<b>(26,102)</b>	<b>(25,993)</b>	<b>(26,373)</b>	<b>(27,860)</b>	<b>(27,922)</b>	<b>(28,730)</b>
<b>Footnotes</b>											
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
-	(b) Earthquake rebuild application of capital funding	-	-	-	-	-	-	-	-	-	-

## Strategic Planning

### Strategic Planning: Activities, Rationale and Negative Effects

#### Activities included in Strategic Planning

- Strategic Policy and Planning

#### Strategic Planning contributes to these community outcomes

Strategic Planning contributes to the achievement of all of the Council's community outcomes

#### Strategic Planning has these negative effects:

Effect	Council's Mitigation Measure
Recommendations in strategies, policies or plans may have cost implications for the Council beyond business as usual.	Capital and operational costs that arise from natural environment strategies, policies or plans are considered as part of the Council's long-term planning and annual plan budget prioritisation process.
Implications of land acquisitions (land not available for other uses; affects demand / property market).	Aim for land purchases to complement other land uses such as recreation, water supply catchment protection, stormwater treatment and for management of land use to support and encourage sustainable transport systems
Increase in public open space standards can put pressure on operational budgets especially in urban areas	Ensure that open space provision is linked to development growth Ensure that policy supports minimisation of impact on operational budgets Ensure standards prioritise areas of public open space need and urban open space deficiency areas Policy guidance is provided to encourage alternative methods of achieving publically accessible open space in addition to the parks network.
Misalignment with other strategic partners policies and plans	Communicate regularly and work closely with strategic partners to ensure that policies and plans are aligned
Public condemnation of the strategies, policies and plans	Ongoing public engagement and consultation through the development of strategies, policies and plans

## Strategic Planning Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Strategic policy and planning	Strategic Policy and Planning	Advice is provided to Council on high priority policy and planning issues that affect the City.	Recommended work programme submitted by 30 June for the following financial year.	Recommended work programme submitted by 30 June for the following financial year.	Recommended work programme submitted by 30 June for the following financial year.	Recommended work programme submitted by 30 June for the following financial year.	Recommended work programme submitted by 30 June for the following financial year.
	Regulations and Bylaws Policy and Planning	Bylaws and regulatory policies are reviewed to meet statutory timeframes and changing needs			Review the ten-year bylaw review schedule with Council [1]		
			Maintain a ten-year bylaw review schedule and carry out reviews in accordance with it and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements
	Natural Hazards Policy and Planning	Development of new policies, strategies and plans.	New measure	Development of Natural Hazards Strategy and Implementation Plan by Dec 2015. [2]	Wider Port Hills slope stability study June 2017	Wider Banks Peninsula slope stability study June 2018	Tsunami inundation modelling (localised) June 2019
	Urban Regeneration Policy and Planning	Place based policy and planning advice is provided to decision makers to support integrated urban planning	New measure	Present an update on suburban master plan priority actions on a six-monthly basis [3]	Present an update on suburban master plan priority actions on a six-monthly basis	Present an update on suburban master plan priority actions on a six-monthly basis	Present an update on suburban master plan priority actions on a six-monthly basis
	Central City Policy and Planning	Provide advice on central city recovery to facilitate an integrated CCC view that aligns with strategic outcomes	New measure	Deliver initial response to request for policy, planning or design advice on central city, anchor projects, community facilities, or major facilities within 5 working days [4]	Deliver initial response to request for policy, planning or design advice on central city, anchor projects, community facilities, or major facilities within 5 working days	Deliver initial response to request for policy, planning or design advice on central city, anchor projects, community facilities, or major facilities within 5 working days	

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Strategic policy and planning (continued)	Urban Design Policy and Planning	Provide design review advice for developments across the city	Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications
						A review of the Urban Design Panel is undertaken as part of the preparation of the Long Term Plan (three-yearly)	

Proposed Changes for strategic policy and planning	Rationale
[1] Review bylaw review schedule	Ensure all bylaws are reviewed as required by statute
[2] Develop hazard management strategies; undertake necessary studies	Christchurch is susceptible to significant impacts and consequences from natural hazards
[3] Provide place-based policy advice	Support integrated urban planning
[4] Provide policy, planning or design advice	Support integrated operational planning and delivery.

Strategic policy and planning

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									
Cost of proposed services											
12,070	Combined Strategic Policy and Planning	11,535	12,946	13,046	13,022	13,469	13,528	13,747	14,245	14,855	15,109
12,070		11,535	12,946	13,046	13,022	13,469	13,528	13,747	14,245	14,855	15,109
Operating revenue from proposed services											
627	Combined Strategic Policy and Planning	519	448	458	469	482	495	509	524	540	558
627		519	448	458	469	482	495	509	524	540	558
-	Vested assets	-	-	-	-	-	-	-	-	-	-
11,443	Net cost of services	11,016	12,498	12,588	12,553	12,987	13,033	13,238	13,721	14,315	14,551

## Strategic policy and planning funding impact statement

Plan 2014/15		Plan 2015/16	Plan 2016/17	Plan 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000										
<b>Sources of operating funding</b>											
9,343	General rates, uniform annual general charges, rates penalties	8,503	9,643	9,951	12,448	12,863	12,889	13,072	13,532	14,102	14,311
-	Targeted rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
100	Fees and charges	101	103	105	107	112	114	116	120	123	127
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
527	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	419	345	354	362	371	381	393	404	417	431
<b>9,970</b>	<b>Total operating funding</b>	<b>9,023</b>	<b>10,091</b>	<b>10,410</b>	<b>12,917</b>	<b>13,346</b>	<b>13,384</b>	<b>13,581</b>	<b>14,056</b>	<b>14,642</b>	<b>14,869</b>
<b>Applications of operating funding</b>											
11,017	Payments to staff and suppliers	10,213	11,453	11,847	11,861	12,218	12,285	12,458	12,852	13,443	13,641
-	Finance costs	-	-	-	-	-	-	-	-	-	-
595	Internal charges and overheads applied	417	543	516	506	563	519	526	589	565	573
421	Other operating funding applications	863	881	597	550	565	580	597	615	634	655
<b>12,033</b>	<b>Total applications of operating funding</b>	<b>11,493</b>	<b>12,877</b>	<b>12,960</b>	<b>12,917</b>	<b>13,346</b>	<b>13,384</b>	<b>13,581</b>	<b>14,056</b>	<b>14,642</b>	<b>14,869</b>
<b>(2,063)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(2,470)</b>	<b>(2,786)</b>	<b>(2,550)</b>	-	-	-	-	-	-	-
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
2,559	Increase (decrease) in debt	3,047	3,091	2,863	321	329	338	348	358	370	382
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>2,559</b>	<b>Total sources of capital funding</b>	<b>3,047</b>	<b>3,091</b>	<b>2,863</b>	<b>321</b>	<b>329</b>	<b>338</b>	<b>348</b>	<b>358</b>	<b>370</b>	<b>382</b>
<b>Applications of capital funding</b>											
-	Capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets (b)	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
496	- to meet additional demand	577	305	313	321	329	338	348	358	370	382
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>496</b>	<b>Total applications of capital funding</b>	<b>577</b>	<b>305</b>	<b>313</b>	<b>321</b>	<b>329</b>	<b>338</b>	<b>348</b>	<b>358</b>	<b>370</b>	<b>382</b>
<b>2,063</b>	<b>Surplus (deficit) of capital funding</b>	<b>2,470</b>	<b>2,786</b>	<b>2,550</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>											
(2,063)	Surplus (deficit) of operating funding from funding impact statement	(2,470)	(2,786)	(2,550)	-	-	-	-	-	-	-
(9,343)	Remove rates funding	(8,503)	(9,643)	(9,951)	(12,448)	(12,863)	(12,889)	(13,072)	(13,532)	(14,102)	(14,311)
(37)	Deduct depreciation expense	(43)	(69)	(87)	(105)	(124)	(144)	(166)	(189)	(213)	(240)
-	Add capital revenues	-	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-	-
<b>(11,443)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(11,016)</b>	<b>(12,498)</b>	<b>(12,588)</b>	<b>(12,553)</b>	<b>(12,987)</b>	<b>(13,033)</b>	<b>(13,238)</b>	<b>(13,721)</b>	<b>(14,315)</b>	<b>(14,551)</b>
<b>Footnotes</b>											
-	(a) Earthquake related operating recoveries	-	-	-	-	-	-	-	-	-	-
-	(b) Earthquake rebuild application of capital funding	-	-	-	-	-	-	-	-	-	-



## **Transport**

### **Transport: Activities, Rationale and Negative Effects**

#### **Activities included in Transport**

- Road Operations
- Major Cycleways
- Parking
- Public Transport Infrastructure
- Transport education
- Harbours and Marine Structures

#### **Transport contributes to these community outcomes**

- There is a range of travel options that meet the needs of the community
- The transport system provides people with access to economic, social and cultural activities
- An increased proportion of journeys is made by active travel and public transport
- Transport safety is improved
- Christchurch's infrastructure supports sustainable economic growth
- City assets, financial resources and infrastructure are well-managed, now and in the future
- Christchurch is prepared for the future challenges and opportunities of climate change
- The central city is a vibrant and prosperous business centre
- The city is used by a wide range of people and for an increasing range of activities.
- People are safe from crime
- Energy is used more efficiently.
- Christchurch is recognised as a great place to work, live, visit, invest and do business.
- The public has access to places of scenic, natural, heritage, culture and educational interest
- The city's heritage and taonga are conserved for future generations
- Statutory obligations are met by the Council.

**Transport has these negative effects:**

<b>Effect</b>	<b>Council's Mitigation Measure</b>
User safety issues.	Manage / implement safety strategies/standards and provide designs that allow maximum separation of user groups and a hierarchy of users to allocate road space.
Visual effects.	Design facades and locate parking facilities to integrate the surroundings to address the visual effects.

## Transport Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Road operations	Safety improvements	Reduce the number of reported crashes on the network	New measure	Report the change in number of fatalities and serious injury crashes on the local road network (from the previous financial year, expressed as a number [1])	Report the change in number of fatalities and serious injury crashes on the local road network (from the previous financial year, expressed as a number)	Report the change in number of fatalities and serious injury crashes on the local road network (from the previous financial year, expressed as a number)	Report the change in number of fatalities and serious injury crashes on the local road network (from the previous financial year, expressed as a number)
		Percentage reduction of fatal and serious injury crashes per annum	New measure	≥5% Reduction from previous yr [2]	≥5% Reduction from previous yr	≥5% Reduction from previous yr	≥5% Reduction from previous yr
	Monitoring, managing, optimising, informing customers and future planning.	Provide journey reliability on specific strategic routes: Airport to City, Barrington St to Innes Rd, Hornby to City and Belfast to City	New measure	Establish baseline [3]	TBA once baseline established	TBA once baseline established	TBA once baseline established
		Promote modal shift – decrease the percentage share of car trips	New Measure	≤76.5% [3]	≤76.0%	≤75.5%	≤70.0%
	Christchurch Transport Operations Centre	Traveller information is sufficient and delivered in a timely fashion to allow travellers to make travel choices - unplanned events	New measure	Information is delivered in ≤ 5 minutes > 95% of the time [4]	Information is delivered in ≤ 5 minutes > 95% of the time	Information is delivered in ≤ 5 minutes > 95% of the time	Information is delivered in ≤ 5 minutes > 95% of the time
		Traveller information is sufficient and delivered in a timely fashion to allow travellers to make travel choices - planned events	New measure	Information is delivered ≥1 week ahead of the event > 95% of the time [5]	Information is delivered ≥1 week ahead of the event > 95% of the time	Information is delivered ≥1 week ahead of the event > 95% of the time	Information is delivered ≥1 week ahead of the event > 95% of the time

Proposed changes for road operations	Rationale
[1] Introduce a measure on fatality and serious injury crashes	Mandatory performance measure pursuant to the Local Government Act 2002
[2] Track the reduction in fatal and serious injury crashes	Mandatory performance measure pursuant to the Local Government Act 2002
[3] Reduce percentage of car trips	Reduce congestion over time; contribute to long term transport strategy
[4] Track journey time on selected routes	Improve journey times over time
[5] Provide information for travellers	Allow travellers to make informed travel choices

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Major cycleways	Major and local cycleways	Improve the perception that Christchurch is a cycling friendly city	≥ 42% agree or strongly agree	≥26% agree or strongly agree [1]	≥28% agree or strongly agree	≥35% agree or strongly agree	≥60% agree or strongly agree
		Reduce the number of fatal and serious crashes involving cyclists on the network	2013/14: 45 serious 2 fatal	≥5% reduction per annum [2]	≥5% reduction per annum	≥5% reduction per annum	≥5% reduction per annum

Proposed changes for major cycleways	Rationale
[1] Reduction in Christchurch's being perceived as a cycle-friendly city	Realistic starting point following recent results. Improvement expected as new cycleways introduced
[2] Reduction in fatal and serious injuries involving cyclists	Reduced risk of injury or death; make cycling more attractive

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Parking	Council owned on-street and off-street parking	Provide appropriate number of metered parking spaces within the four Avenues (central city)	Not defined in Three Year Plan	≥2,500	≥2,500	≥2,500	≥2,500
		Improve customer perception of the ease of use of Council parking facilities	Not defined in Three Year Plan	≥54%	≥58%	≥62%	≥85% agree
		Improve customer perception of motor vehicle and personal security at parking facilities	Not defined in Three Year Plan	≥61%	≥61%	≥65%	≥85% satisfied

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Public transport infrastructure	Bus stops, shelters, travel information and priority systems	Provide journey reliability on high frequency core services – average % variation from the scheduled time to complete the route for specific routes Blue, Orbiter, 3, 5, and 7	Peak Travel Time no more than 26 minutes 4 seconds	$B \leq 3.2\%$ $O \leq -6.2\%$ $3 \leq 14.6\%$ $5 \leq 6.5\%$ $7 \leq 7.0\%$ [1]	$B \leq 3.0\%$ $O \leq -6.0\%$ $3 \leq 14.4\%$ $5 \leq 6.3\%$ $7 \leq 6.8\%$	$B \leq 2.8\%$ $O \leq -5.8\%$ $3 \leq 14.2\%$ $5 \leq 6.1\%$ $7 \leq 6.6\%$	$B \leq 2\%$ $O \leq -5\%$ $3 \leq 10\%$ $5 \leq 5\%$ $7 \leq 5\%$
		Ensure user satisfaction with the number and quality of bus shelters	Re-establish baseline	$\geq 65\%$ [2]	$\geq 67\%$	$\geq 70\%$	$\geq 70\%$ satisfied
		Ensure user satisfaction with appearance, safety and ease of use transport interchange(s) and suburban hubs	Re-establish baseline	$\geq 85\%$ [2]	$\geq 87\%$	$\geq 90\%$	$\geq 90\%$ satisfied

Proposed changes for public transport infrastructure	Rationale
[1] Travel times for specific routes	Continue reducing peak travel time
[2] Measures set following base-line re-establishment	Continue improving user satisfaction

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Transport education	Travel Choice - Travel Planning and Advisory services	Mode shift: Contribute to overall increase in percentage of trips made by alternative transport modes - walking	Increase baseline result from 2013/14 by 0.5%	$\geq 16.8\%$ walking [1]	$\geq 17.1\%$ walking	$\geq 17.4\%$ walking	$\geq 20\%$ walking
		Mode shift: Contribute to overall increase in percentage of trips made by alternative transport modes – cycling	Increase baseline result from 2013/14 by 0.5%	$\geq 3.3\%$ cycling [2]	$\geq 3.4\%$ cycling	$\geq 3.5\%$ cycling	$\geq 5\%$ cycling
		Mode shift: Contribute to overall increase in percentage of trips made by alternative transport modes – public transport	Increase baseline result from 2013/14 by 0.5%	$\geq 3.4\%$ public transport [3]	$\geq 3.5\%$ public transport	$\geq 3.6\%$ public transport	$\geq 5\%$ public transport
	Road User safety programmes	Provide road user safety education programmes	Deliver six road user safety programmes per year	$\geq 5$ campaigns per year [4]	$\geq 5$ campaigns per year	$\geq 5$ campaigns per year	$\geq 5$ campaigns per year
		Provide school 'Cycle Safe' education programme	$\geq 2,600$ students per year	$\geq 3,000$ students per year [5]	$\geq 3,000$ students per year	$\geq 3,000$ students per year	$\geq 3,000$ students per year

Proposed changes for transport education	Rationale
[1] Increase the overall percentage of trips made by walking	Reduce congestion; support long term transport strategies
[2] Increase the overall percentage of trips made by cycling	Reduce congestion; support long term transport strategies
[3] Increase the overall percentage of trips made by public transport	Reduce congestion; support long term transport strategies
[4] Reduction in the specified target for road safety campaigns	Overall review of road safety activities across Council in response to the strategic direction in the Christchurch Transport Strategic Plan
[5] Increase the number of students taking the 'Cycle Safe' education programme	Reduce the number of accidents involving cyclists; improve the perception of Christchurch as a cycle-friendly city

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Harbours and marine structures	Provide, manage and maintain marine structures and facilities	Provide a sustainable planned network of marine structures	Existing harbour and marine structures remain open for commercial and recreational use (unless assessment deems the structure unsafe)	Existing harbour and marine structures remain open for commercial and recreational use (unless assessment deems the structure unsafe)	Existing harbour and marine structures remain open for commercial and recreational use (unless assessment deems the structure unsafe)	Existing harbour and marine structures remain open for commercial and recreational use (unless assessment deems the structure unsafe)	Marine structures are renewed or closed in accordance with approved plan
		Proportion of customers satisfied with the state of marine structures provided by Council	At least 53%	55%	55%	55%	65%
		Plan for partnering with the community for marine structures	New target	Completed by 30 June 2018 [1]	Completed by 30 June 2018	Completed by 30 June 2018	

Proposed changes for harbours and marine structures	Rationale
[1] Develop plans for partnering with the community	Seek alternative methods for maintaining these structures

## Transport

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>											
8,507	Road Operations	9,670	9,918	10,357	9,260	9,760	10,139	10,585	11,101	11,577	12,097
737	Major Cycleways	997	1,749	2,711	3,668	4,677	5,692	6,204	6,555	6,921	7,306
2,313	Parking	2,606	2,832	2,955	3,415	3,671	3,795	4,031	4,317	4,603	4,871
2,743	Public Transport Infrastructure	3,254	3,455	3,942	4,191	4,528	4,843	4,838	5,088	5,430	5,498
1,339	Transport Education	1,732	1,801	1,865	1,917	1,980	2,006	2,058	2,124	2,180	2,244
782	Harbour & Marine Structures	973	1,011	1,056	1,105	1,158	1,272	1,388	1,445	1,497	1,543
<b>16,421</b>		<b>19,232</b>	<b>20,766</b>	<b>22,886</b>	<b>23,556</b>	<b>25,774</b>	<b>27,747</b>	<b>29,104</b>	<b>30,630</b>	<b>32,208</b>	<b>33,559</b>
<b>Operating revenue from proposed services</b>											
2,642	Road Operations	2,595	2,667	2,556	2,622	2,567	2,599	2,676	2,753	2,862	2,953
102	Major Cycleways	133	165	200	234	269	306	346	356	375	387
3,793	Parking	2,341	2,574	3,228	4,763	5,144	5,548	5,781	6,029	6,293	6,501
370	Public Transport Infrastructure	822	853	886	908	933	960	988	1,018	1,062	1,098
720	Transport Education	720	737	755	773	793	814	838	863	890	919
823	Harbour & Marine Structures	680	696	713	397	408	419	431	444	457	473
<b>8,450</b>		<b>7,291</b>	<b>7,692</b>	<b>8,338</b>	<b>9,697</b>	<b>10,114</b>	<b>10,646</b>	<b>11,060</b>	<b>11,463</b>	<b>11,939</b>	<b>12,331</b>
22,493	Capital revenues	37,592	18,368	16,664	18,775	18,814	16,679	15,476	13,568	13,443	13,861
-	Vested assets	-	-	-	-	-	-	-	-	-	-
<b>(14,522)</b>	<b>Net cost of services</b>	<b>(25,651)</b>	<b>(5,294)</b>	<b>(2,116)</b>	<b>(4,916)</b>	<b>(3,154)</b>	<b>422</b>	<b>2,568</b>	<b>5,599</b>	<b>6,826</b>	<b>7,367</b>

## Transport funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
5,098	General rates, uniform annual general charges, rates penalties		3,693	3,641	3,866	3,259	3,861	4,201	4,428	4,769	5,055	5,158
-	Targeted rates		3,576	3,658	3,746	3,836	3,936	4,042	4,159	4,284	4,417	4,563
2,631	Subsidies and grants for operating purposes		3,148	3,257	3,416	3,532	3,666	3,792	3,939	4,058	4,229	4,364
5,819	Fees and charges		4,144	4,433	4,922	6,166	6,448	6,855	7,122	7,405	7,707	7,968
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts (a)		-	-	-	-	-	-	-	-	-	-
<b>13,548</b>	<b>Total operating funding</b>		<b>14,561</b>	<b>14,989</b>	<b>15,950</b>	<b>16,793</b>	<b>17,911</b>	<b>18,890</b>	<b>19,648</b>	<b>20,516</b>	<b>21,408</b>	<b>22,053</b>
<b>Applications of operating funding</b>												
10,887	Payments to staff and suppliers		12,072	12,231	12,846	13,314	13,776	14,246	14,607	15,043	15,596	15,954
741	Finance costs		630	750	1,035	1,361	1,838	2,307	2,605	2,847	3,146	3,315
793	Internal charges and overheads applied		659	760	769	764	886	865	898	1,018	981	1,016
-	Other operating funding applications		-	-	-	-	-	-	-	-	-	-
<b>12,421</b>	<b>Total applications of operating funding</b>		<b>13,361</b>	<b>13,741</b>	<b>14,650</b>	<b>15,439</b>	<b>16,500</b>	<b>17,418</b>	<b>18,110</b>	<b>18,908</b>	<b>19,723</b>	<b>20,285</b>
<b>1,127</b>	<b>Surplus (deficit) of operating funding</b>		<b>1,200</b>	<b>1,248</b>	<b>1,300</b>	<b>1,354</b>	<b>1,411</b>	<b>1,472</b>	<b>1,538</b>	<b>1,608</b>	<b>1,685</b>	<b>1,768</b>
<b>Sources of capital funding</b>												
20,615	Subsidies and grants for capital expenditure		16,896	17,149	15,357	17,436	17,496	15,382	14,144	12,606	12,571	13,086
1,879	Development and financial contributions		1,519	1,220	1,306	1,339	1,318	1,297	1,333	962	874	774
5,916	Increase (decrease) in debt		22,360	30,598	21,211	15,324	24,748	(3,583)	(8,924)	(8,446)	(6,617)	(7,471)
-	Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding		19,177	-	-	-	-	-	-	-	-	-
<b>28,410</b>	<b>Total sources of capital funding</b>		<b>59,952</b>	<b>48,967</b>	<b>37,874</b>	<b>34,099</b>	<b>43,562</b>	<b>13,096</b>	<b>6,553</b>	<b>5,122</b>	<b>6,828</b>	<b>6,389</b>
<b>Applications of capital funding</b>												
25,333	Capital expenditure		35,516	11,404	948	1,261	1,311	1,365	1,424	1,486	1,555	1,629
4,204	- to replace existing assets (b)		25,116	38,811	38,226	34,080	42,859	11,672	2,304	1,125	1,161	1,200
-	- to improve the level of service		520	-	-	112	803	1,531	4,363	4,119	5,797	5,328
-	- to meet additional demand		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves		-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments		-	-	-	-	-	-	-	-	-	-
<b>29,537</b>	<b>Total applications of capital funding</b>		<b>61,152</b>	<b>50,215</b>	<b>39,174</b>	<b>35,453</b>	<b>44,973</b>	<b>14,568</b>	<b>8,091</b>	<b>6,730</b>	<b>8,513</b>	<b>8,157</b>
<b>(1,127)</b>	<b>Surplus (deficit) of capital funding</b>		<b>(1,200)</b>	<b>(1,248)</b>	<b>(1,300)</b>	<b>(1,354)</b>	<b>(1,411)</b>	<b>(1,472)</b>	<b>(1,538)</b>	<b>(1,608)</b>	<b>(1,685)</b>	<b>(1,768)</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>												
1,127	Surplus (deficit) of operating funding from funding impact statement		1,200	1,248	1,300	1,354	1,411	1,472	1,538	1,608	1,685	1,768
(5,098)	Remove rates funding		(7,269)	(7,299)	(7,612)	(7,095)	(7,797)	(8,243)	(8,587)	(9,053)	(9,472)	(9,721)
(4,001)	Deduct depreciation expense		(5,872)	(7,024)	(8,235)	(8,118)	(9,274)	(10,330)	(10,996)	(11,722)	(12,484)	(13,274)
22,494	Add capital revenues		37,592	18,369	16,663	18,775	18,814	16,679	15,477	13,568	13,445	13,860
-	Add vested assets / non cash revenue		-	-	-	-	-	-	-	-	-	-
<b>14,522</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>		<b>25,651</b>	<b>5,294</b>	<b>2,116</b>	<b>4,916</b>	<b>3,154</b>	<b>(422)</b>	<b>(2,568)</b>	<b>(5,599)</b>	<b>(6,826)</b>	<b>(7,367)</b>
<b>Footnotes</b>												
-	(a) Earthquake related operating recoveries		-	-	-	-	-	-	-	-	-	-
24,206	(b) Earthquake rebuild application of capital funding		34,478	10,197	-	-	-	-	-	-	-	-



## Water Supply

### Water Supply: Activities, Rationale and Negative Effects

#### Activities included in Water Supply

Water supply (including water conservation)

#### Water Supply contributes to these community outcomes

- The Council's water supplies meet the public's reasonable needs;<sup>55</sup>
- Christchurch has clean, safe drinking water;
- Injuries and risks to public health are minimised;
- Statutory obligations are met by the Council;
- Stream and river flows are maintained;
- Water is used efficiently and sustainably;
- City assets, financial resources and infrastructure are well managed, now and in the future; and
- Energy is used more efficiently.

#### Water Supply has these negative effects:

Effect	Council's Mitigation Measure
Effects of water abstraction on the environment.	Network maintenance and water conservation measures to minimise wastage. Annual leak detection programme to monitor water loss. Maintain resource consent compliance and avoid over abstraction
Land use compromises aquifer security and/or quality.	Ensure land use documents at City and Regional level recognise virtue of water supply. Work with Canterbury Water Forum to improve risk understanding in land use.
Over extraction limits water available for growth of the City.	Maintain network in good condition to reduce leaks. Operate within consents.
Salt-water intrusion in coastal regions compromises water quality.	Monitor well takes in coastal areas for salinity (conductivity) and investigate any changes. Long term strategy to move wells away from coast if possible.

## Water Supply Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Water supply (including water conservation)	Supplying potable water to properties	Supply continuous potable water to all customers	New measure	Median response time for attendance for urgent call-outs following notification: ≤ 1 hour [1]	Median response time for attendance for urgent call-outs following notification: ≤ 1 hour	Median response time for attendance for urgent call-outs following notification: ≤ 1 hour	Median response time for attendance for urgent call-outs following notification: ≤ 1 hour
			New measure	Median time to resolve urgent call-outs following notification: ≤ 5 hours [1]	Median time to resolve urgent call-outs following notification: ≤ 5 hours	Median time to resolve urgent call-outs following notification: ≤ 5 hours	Median time to resolve urgent call-outs following notification: ≤ 5 hours
			New measure	Median response time for attendance for non-urgent call-outs following notification: ≤ 3 days [1]	Median response time for attendance for non-urgent call-outs following notification: ≤ 3 days	Median response time for attendance for non-urgent call-outs following notification: ≤ 3 days	Median response time for attendance for non-urgent call-outs following notification: ≤ 3 days
			New measure	Median time to resolve non-urgent call-outs following notification: ≤ 4 days [1]	Median time to resolve non-urgent call-outs following notification: ≤ 4 days	Median time to resolve non-urgent call-outs following notification: ≤ 4 days	Median time to resolve non-urgent call-outs following notification: ≤ 4 days
			New measure	Number of continuity of supply complaints per 1,000 customers per year: ≤ 2.5 [2]	Number of continuity of supply complaints per 1,000 customers per year: ≤ 2.5	Number of continuity of supply complaints per 1,000 customers per year: ≤ 3	Number of continuity of supply complaints per 1,000 customers per year: ≤ 4
			New measure	Number of pressure or flow complaints per 1000 connections per year: ≤ 2 [2]	Number of pressure or flow complaints per 1000 connections per year: ≤ 2	Number of pressure or flow complaints per 1000 connections per year: ≤ 3	Number of pressure or flow complaints per 1000 connections per year: ≤ 4
		Ensure potable water is supplied in accordance with the Drinking Water Standards for New Zealand	'Ba' grading for all City supplies, excluding the Northwest supply zone	MoH risk grading of the urban water supplies (excluding NW zone): Ba	MoH risk grading of the urban water supplies (excluding NW zone): Ba	MoH risk grading of the urban water supplies (excluding NW zone): Ba	MoH risk grading of the urban water supplies (excluding NW zone): Ba
			Move 'Da' to 'Ba' grading for the Northwest supply zone by December 2015	MoH risk grading of the NW water supply zone: Da [3]	MoH risk grading of the NW water supply zone: Da	MoH risk grading of the NW water supply zone: Ba	MoH risk grading of the NW water supply zone: Ba

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Water supply (including water conservation) (continued)	Supplying potable water to properties (continued)	Ensure potable water is supplied in accordance with the Drinking Water Standards for New Zealand (continued)	Undertake improvements to achieve 'Cc', or better, risk grading from the Ministry of Health for all rural area water supplies by December 2014	MoH grading of rural water supplies: Uu	MoH grading of rural water supplies: Uu	MoH grading of rural water supplies: Cc	MoH grading of rural water supplies: Cc
			New target	Number of water clarity complaints per 1,000 customers per year: ≤ 1.5 [2]	Number of water clarity complaints per 1,000 customers per year: ≤ 1.5	Number of water clarity complaints per 1,000 customers per year: ≤ 1	Number of water clarity complaints per 1,000 customers per year: ≤ 1
			New target	Number of water taste complaints per 1,000 customers per year: ≤ 1 [2]	Number of water taste complaints per 1,000 customers per year: ≤ 1	Number of water taste complaints per 1,000 customers per year: ≤ 1	Number of water taste complaints per 1,000 customers per year: ≤ 1
			New target	Number of water odour complaints per 1,000 customers per year: ≤ 0.5 [2]	Number of water odour complaints per 1,000 customers per year: ≤ 0.5	Number of water odour complaints per 1,000 customers per year: ≤ 0.5	Number of water odour complaints per 1,000 customers per year: ≤ 0.5
			New target	Number of drinking water pressure or flow complaints per 1,000 customers per year: ≤ 2 [2]	Number of drinking water pressure or flow complaints per 1,000 customers per year: ≤ 2	Number of drinking water pressure or flow complaints per 1,000 customers per year: ≤ 3	Number of drinking water pressure or flow complaints per 1,000 customers per year: ≤ 4
			New target	Number of continuity of supply complaints per 1,000 customers per year: ≤ 2.5 [2]	Number of continuity of supply complaints per 1,000 customers per year: ≤ 2.5	Number of continuity of supply complaints per 1,000 customers per year: ≤ 3	Number of continuity of supply complaints per 1,000 customers per year: ≤ 4
			New target	Proportion of complaints remediated to the customers' satisfaction: ≥95% [2]	Proportion of complaints remediated to the customers' satisfaction: ≥95%	Proportion of complaints remediated to the customers' satisfaction: ≥95%	Proportion of complaints remediated to the customers' satisfaction: ≥95%

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Water supply (including water conservation) (continued)	Supplying potable water to properties (continued)	Ensure potable water is supplied in accordance with the Drinking Water Standards for New Zealand (continued)	Microbiological and health significant chemical water quality meets current NZ Drinking Water Standards within the City each year as assessed by Community and Public Health	Proportion of urban residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$	Proportion of urban residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$	Proportion of urban residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$	Proportion of urban residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$
				Proportion of rural residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.5\%$	Proportion of rural residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$	Proportion of rural residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$	Proportion of rural residents supplied water compliant with the DWSNZ bacterial compliance criteria: $\geq 99.8\%$
			Microbiological and health significant chemical water quality meets current NZ Drinking Water Standards within the City each year as assessed by Community and Public Health	Proportion of urban residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 79\%$	Proportion of urban residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 79\%$	Proportion of urban residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 99.8\%$	Proportion of urban residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 99.8\%$
				Proportion of rural residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 80\%$ (subject to Akaroa treatment plant successfully completed on time)	Proportion of rural residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 99.8\%$	Proportion of rural residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 99.8\%$	Proportion of rural residents supplied water compliant with the DWSNZ protozoan compliance criteria: $\geq 99.8\%$

Activity	Services provided	Performance Measures	Performance Targets				
			Current	2015-16	2016-17	2017-18	2018-2025
Water supply (including water conservation) (continued)	Supplying potable water to properties (continued)	Ensure consent compliance	No major or persistent breaches of resource consents regarding the operation of the water supply network each year, as reported by ECAN or the Council	Number of infringement notices for major or persistent breaches of resource consents regarding water supply network operation as reported by ECAN or CCC: Zero	Number of infringement notices for major or persistent breaches of resource consents regarding water supply network operation as reported by ECAN or CCC: Zero	Number of infringement notices for major or persistent breaches of resource consents regarding water supply network operation as reported by ECAN or CCC: Zero	Number of infringement notices for major or persistent breaches of resource consents regarding water supply network operation as reported by ECAN or CCC: Zero
		Maintenance of the reticulation network - Reduce the percentage of real water loss from the local authority's networked reticulation system	New measure	≤ 15% water loss	≤ 15.2% water loss	≤ 15.4% water loss	≤ 20% water loss
		Demand Management -Manage the average consumption of drinking water per day, per residents	New measure	Average 298 litres per day, per resident	Average 298 litres per day, per resident	Average 298 litres per day, per resident	Average 298 litres per day, per resident

Proposed Changes for water supply (including water conservation)	Rationale
[1] Measures for response times	Mandatory measures pursuant to the Local Government Act 2002
[2] Measure for complaints	Mandatory measures pursuant to the Local Government Act 2002
[3] Moving the northwest zone to Ba has been delayed by two years	Funds / contractors stretched because of the rebuild

## Water supply

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>										
107	Water Conservation	106	109	111	114	118	121	124	128	132	136
31,440	Water Supply	45,845	46,442	47,363	50,025	52,739	55,121	57,575	60,061	60,410	62,198
<b>31,547</b>		<b>45,951</b>	<b>46,551</b>	<b>47,474</b>	<b>50,139</b>	<b>52,857</b>	<b>55,242</b>	<b>57,699</b>	<b>60,189</b>	<b>60,542</b>	<b>62,334</b>
	<b>Operating revenue from proposed services</b>										
-	Water Conservation	-	-	-	-	-	-	-	-	-	-
2,139	Water Supply	1,579	884	617	363	373	384	395	406	419	432
<b>2,139</b>		<b>1,579</b>	<b>884</b>	<b>617</b>	<b>363</b>	<b>373</b>	<b>384</b>	<b>395</b>	<b>406</b>	<b>419</b>	<b>432</b>
11,781	Capital revenues	10,663	2,234	3,122	3,622	3,802	4,011	4,106	3,838	3,827	3,810
210	Vested assets	10,210	215	220	226	232	238	245	252	260	269
<b>17,417</b>	<b>Net cost of services</b>	<b>23,499</b>	<b>43,218</b>	<b>43,515</b>	<b>45,928</b>	<b>48,450</b>	<b>50,609</b>	<b>52,953</b>	<b>55,693</b>	<b>56,036</b>	<b>57,823</b>

## Water supply 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>										
(7,267)	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
28,162	Targeted rates	34,063	35,117	36,549	38,971	41,138	42,942	44,736	46,640	47,955	49,572
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
339	Fees, charges	589	603	617	363	373	384	395	406	419	432
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
-	Earthquake recoveries	-	-	-	-	-	-	-	-	-	-
1,800	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	990	281	-	-	-	-	-	-	-	-
<b>23,034</b>	<b>Total operating funding</b>	<b>35,642</b>	<b>36,001</b>	<b>37,166</b>	<b>39,334</b>	<b>41,511</b>	<b>43,326</b>	<b>45,131</b>	<b>47,046</b>	<b>48,374</b>	<b>50,004</b>
	<b>Applications of operating funding</b>										
17,239	Payments to staff and suppliers	16,238	15,922	15,410	15,852	16,348	16,821	17,362	18,040	18,698	19,472
2,082	Finance costs	2,736	2,799	3,407	4,699	5,750	6,713	7,398	7,859	8,064	8,201
1,336	Internal charges and overheads applied	1,512	1,661	1,579	1,595	1,778	1,679	1,734	1,950	1,802	1,848
4	Other operating funding applications	4	4	4	4	4	5	5	5	5	5
<b>20,661</b>	<b>Total applications of operating funding</b>	<b>20,490</b>	<b>20,386</b>	<b>20,400</b>	<b>22,150</b>	<b>23,880</b>	<b>25,218</b>	<b>26,499</b>	<b>27,854</b>	<b>28,569</b>	<b>29,526</b>
<b>2,373</b>	<b>Surplus (deficit) of operating funding</b>	<b>15,152</b>	<b>15,615</b>	<b>16,766</b>	<b>17,184</b>	<b>17,631</b>	<b>18,108</b>	<b>18,632</b>	<b>19,192</b>	<b>19,805</b>	<b>20,478</b>

<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
1,833	Development and financial contributions	1,590	1,439	2,308	2,789	2,947	3,133	3,203	2,907	2,868	2,819
20,119	Increase (decrease) in debt	19,062	7,962	1,573	3,477	3,327	7,173	3,413	442	1,669	985
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
9,948	Other dedicated capital funding	9,073	795	814	834	855	878	903	931	959	992
<b>31,900</b>	<b>Total sources of capital funding</b>	<b>29,725</b>	<b>10,196</b>	<b>4,695</b>	<b>7,100</b>	<b>7,129</b>	<b>11,184</b>	<b>7,519</b>	<b>4,280</b>	<b>5,496</b>	<b>4,796</b>
<b>Applications of capital funding</b>											
Capital expenditure											
18,683	- to replace existing assets (b)	31,552	16,327	14,704	17,446	18,553	19,453	19,908	19,677	20,612	21,226
	- earthquake rebuild										
9,756	- to improve the level of service	4,463	2,751	2,204	2,203	2,260	3,205	268	276	285	294
5,834	- to meet additional demand	8,862	6,733	4,553	4,635	3,947	6,634	5,975	3,519	4,404	3,754
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-
<b>34,273</b>	<b>Total applications of capital funding</b>	<b>44,877</b>	<b>25,811</b>	<b>21,461</b>	<b>24,284</b>	<b>24,760</b>	<b>29,292</b>	<b>26,151</b>	<b>23,472</b>	<b>25,301</b>	<b>25,274</b>
<b>(2,373)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(15,152)</b>	<b>(15,615)</b>	<b>(16,766)</b>	<b>(17,184)</b>	<b>(17,631)</b>	<b>(18,108)</b>	<b>(18,632)</b>	<b>(19,192)</b>	<b>(19,805)</b>	<b>(20,478)</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>											
2,373	Surplus (deficit) of operating funding from funding impact statement	15,152	15,615	16,766	17,184	17,631	18,108	18,632	19,192	19,805	20,478
(20,895)	Remove rates funding	(34,063)	(35,117)	(36,549)	(38,971)	(41,138)	(42,942)	(44,736)	(46,640)	(47,955)	(49,572)
(10,886)	Deduct depreciation expense	(25,461)	(26,165)	(27,074)	(27,990)	(28,977)	(30,024)	(31,200)	(32,335)	(31,973)	(32,809)
11,781	Add capital revenues	10,663	2,234	3,122	3,623	3,802	4,011	4,106	3,838	3,827	3,811
210	Add vested assets / non cash revenue	10,210	215	220	226	232	238	245	252	260	269
<b>(17,417)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(23,499)</b>	<b>(43,218)</b>	<b>(43,515)</b>	<b>(45,928)</b>	<b>(48,450)</b>	<b>(50,609)</b>	<b>(52,953)</b>	<b>(55,693)</b>	<b>(56,036)</b>	<b>(57,823)</b>
<b>Footnotes</b>											
1,800	(a) Earthquake related operating recoveries	990	281	-	-	-	-	-	-	-	-
15,066	(b) Earthquake rebuild application of capital funding	16,676	1,595	-	-	-	-	-	-	-	-

## Corporate activities

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									
	Cost of proposed services										
42,263	Interest - onlending and equity investments	69,459	77,285	90,632	93,183	94,620	92,740	90,806	89,909	92,744	96,384
9,525	Internal service providers	9,225	7,177	6,698	6,878	6,579	6,516	6,704	6,859	7,052	7,297
36,486	Property costs and other expenses	27,111	257	107	(4,206)	(4,418)	(4,004)	(3,348)	(2,705)	(1,272)	167
88,274		105,795	84,719	97,437	95,855	96,781	95,252	94,162	94,063	98,524	103,848
	Revenue from proposed services										
9,525	Internal service providers	9,225	7,177	6,698	6,878	6,579	6,516	6,704	6,859	7,052	7,297
2,815	Other income	2,867	2,852	2,839	2,910	2,980	3,060	3,154	3,251	3,350	3,453
2,779	Subvention receipts	7,000	1,500	300	2,500	1,250	1,250	1,250	1,250	1,250	1,250
15,119		19,092	11,529	9,837	12,288	10,809	10,826	11,108	11,360	11,652	12,000
55,504	Dividends	600,049	230,224	27,707	31,132	31,654	31,216	31,582	37,627	46,385	48,643
11,889	Interest from onlending	17,748	17,756	17,553	16,294	16,253	16,238	16,129	15,871	15,739	15,601
7,493	General and special fund interest	10,091	10,299	7,438	7,353	7,547	7,767	8,018	8,288	8,597	8,940
74,886		627,888	258,279	52,698	54,779	55,454	55,221	55,729	61,786	70,721	73,184
90,005	Operating revenue	646,980	269,808	62,535	67,067	66,263	66,047	66,837	73,146	82,373	85,184
44,628	Capital Revenues	(85,878)	78,875	50,362	-	-	-	-	-	-	-
-	Vested assets	30,000	-	-	-	-	-	-	-	-	-
(46,359)	Net cost of services	(485,307)	(263,964)	(15,460)	28,788	30,518	29,205	27,325	20,917	16,151	18,664



## Corporate activities funding impact statement

Plan 2014/15		\$000	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>												
21,888	General rates, uniform annual general charges, rates penalties		15,314	41,672	65,617	77,877	84,262	97,069	105,425	107,252	122,149	116,031
-	Targeted rates		-	-	-	-	-	-	-	-	-	-
6,316	Subsidies and grants for operating purposes		5,165	4,722	4,523	4,679	4,302	4,360	4,452	4,541	4,693	4,851
2,946	Fees and charges		2,859	2,886	2,699	2,704	2,772	2,848	2,940	3,023	3,122	3,217
20,823	Internal charges and overheads recovered		20,801	23,181	22,188	24,852	27,471	25,908	26,577	27,635	25,989	26,784
74,886	Interest and dividends from investments		627,888	258,278	52,699	54,778	55,455	55,220	55,730	61,786	70,721	73,183
5,648	Local authorities fuel tax, fines, infringement fees, and other receipts (a)		10,858	3,708	2,395	4,674	3,503	3,384	3,474	3,542	3,579	3,668
<b>132,507</b>	<b>Total operating funding</b>		<b>682,885</b>	<b>334,447</b>	<b>150,121</b>	<b>169,564</b>	<b>177,765</b>	<b>188,789</b>	<b>198,598</b>	<b>207,779</b>	<b>230,253</b>	<b>227,734</b>
<b>Applications of operating funding</b>												
17,353	Payments to staff and suppliers		11,115	10,408	4,205	20	1,876	1,740	1,952	2,229	974	1,037
42,264	Finance costs		69,458	77,285	90,632	93,183	94,619	92,740	90,807	89,908	92,743	96,386
-	Internal charges and overheads applied		52	64	88	105	114	110	111	134	154	180
35,884	Other operating funding applications		31,382	1,026	614	919	1,275	1,646	2,063	2,499	2,965	3,481
<b>95,501</b>	<b>Total applications of operating funding</b>		<b>112,007</b>	<b>88,783</b>	<b>95,539</b>	<b>94,227</b>	<b>97,884</b>	<b>96,236</b>	<b>94,933</b>	<b>94,770</b>	<b>96,836</b>	<b>101,084</b>
<b>37,006</b>	<b>Surplus (deficit) of operating funding</b>		<b>570,878</b>	<b>245,664</b>	<b>54,582</b>	<b>75,337</b>	<b>79,881</b>	<b>92,553</b>	<b>103,665</b>	<b>113,009</b>	<b>133,417</b>	<b>126,650</b>
<b>Sources of capital funding</b>												
-	Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions		-	-	-	-	-	-	-	-	-	-
48,656	Increase (decrease) in debt		(533,972)	(62,626)	8,896	(39,323)	(58,933)	(81,008)	(88,115)	(1,485)	36,732	(10,839)
6,763	Gross proceeds from sale of assets		54,671	8,026	5,925	5,857	4,370	504	518	534	551	570
-	Lump sum contributions		-	-	-	-	-	-	-	-	-	-
44,628	Other dedicated capital funding		(85,878)	78,875	50,362	-	-	-	-	-	-	-
<b>100,047</b>	<b>Total sources of capital funding</b>		<b>(565,179)</b>	<b>24,275</b>	<b>65,183</b>	<b>(33,466)</b>	<b>(54,563)</b>	<b>(80,504)</b>	<b>(87,597)</b>	<b>(951)</b>	<b>37,283</b>	<b>(10,269)</b>
<b>Applications of capital funding</b>												
	Capital expenditure											
106,999	- to replace existing assets (b)		128,358	356,081	103,054	26,790	7,953	8,487	9,464	93,796	151,874	96,891
8,200	- to improve the level of service		13,299	13,605	13,945	12,095	12,409	12,744	14,455	12,279	12,672	13,103
13,360	- to meet additional demand		3,894	(279)	(3,656)	(1,127)	(1,018)	(15,122)	(13,704)	-	-	-
9,694	Increase (decrease) in reserves		(139,452)	(99,068)	7,422	7,313	7,474	7,640	7,853	7,983	8,154	8,387
(1,200)	Increase (decrease) of investments		(400)	(400)	(1,000)	(3,200)	(1,500)	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)
<b>137,053</b>	<b>Total applications of capital funding</b>		<b>5,699</b>	<b>269,939</b>	<b>119,765</b>	<b>41,871</b>	<b>25,318</b>	<b>12,049</b>	<b>16,068</b>	<b>112,058</b>	<b>170,700</b>	<b>116,381</b>
<b>(37,006)</b>	<b>Surplus (deficit) of capital funding</b>		<b>(570,878)</b>	<b>(245,664)</b>	<b>(54,582)</b>	<b>(75,337)</b>	<b>(79,881)</b>	<b>(92,553)</b>	<b>(103,665)</b>	<b>(113,009)</b>	<b>(133,417)</b>	<b>(126,650)</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>												
37,006	Surplus (deficit) of operating funding from funding impact statement		570,878	245,664	54,582	75,337	79,881	92,553	103,665	113,009	133,417	126,650
(21,888)	Remove rates funding		(15,314)	(41,672)	(65,617)	(77,877)	(84,262)	(97,069)	(105,425)	(107,252)	(122,149)	(116,031)
(13,596)	Deduct depreciation expense		(14,589)	(19,118)	(24,087)	(26,473)	(26,368)	(24,926)	(25,809)	(26,926)	(27,678)	(29,551)
44,628	Add capital revenues		(85,878)	78,875	50,362	-	-	-	-	-	-	-
209	Add vested assets / non cash revenue		30,210	215	220	225	231	237	244	252	259	268
<b>46,359</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>		<b>485,307</b>	<b>263,964</b>	<b>15,460</b>	<b>(28,788)</b>	<b>(30,518)</b>	<b>(29,205)</b>	<b>(27,325)</b>	<b>(20,917)</b>	<b>(16,151)</b>	<b>(18,664)</b>
<b>Footnotes</b>												
1,863	(a) Earthquake related operating recoveries		2,009	79	-	-	-	-	-	-	-	-
88,674	(b) Earthquake rebuild application of capital funding		136,068	323,694	70,911	17,935	-	-	-	60,610	118,090	74,300



# Capital Programme

## **Proposed Capital Programme**

The following pages show

1. The proposed capital programme summarised by activity
2. The projects the Council proposes to fund in the 2015-16 financial year.
3. The projects considered for funding, but not included in the proposed programme.

## Proposed Capital Programme Summary by Activity

													(\$'000)
Portfolio	Group of Activities	Activity	Category	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
Day-to-Day													
Arts & Culture													
	Art Gallery and Museums	Core		2,498	1,589	874	945	1,213	1,203	1,455	1,250	2,161	1,402
		Increased Levels of Service		2	2	2	6	2	2	2	19	3	3
		Special Projects		0	6,304	6,462	6,623	0	0	0	0	0	0
	Libraries	Core		6,113	5,770	6,358	6,495	6,801	7,901	7,304	8,457	8,341	9,642
		Growth		7,555	0	0	0	0	0	0	0	0	1,424
Corporate													
	Corporate Support	Core		133	136	140	143	147	151	155	160	165	171
		Growth		3,894	-279	-3,656	-1,127	-1,018	-15,121	-13,704	0	0	0
		Increased Levels of Service		0	0	0	0	0	0	2,534	0	0	0
		Internal		1,880	1,277	2,299	2,418	1,391	1,746	2,591	2,047	1,685	2,150
	IM&CT	Increased Levels of Service		13,299	13,605	13,945	12,095	12,408	12,744	11,921	12,279	12,672	13,103
		Internal		10,236	10,503	8,669	6,199	6,359	6,531	6,720	6,922	7,144	7,387
	Manage Capital Programme	Internal		42	8	64	95	55	58	0	50	16	72
Flood Protection & Control Works													
	Flood Protection and Control Works	Core		272	213	218	224	229	236	331	341	351	430
		Growth		5,954	6,395	6,189	6,707	6,881	7,067	6,666	6,866	7,085	3,996
	Stormwater Drainage	Growth		4,168	4,417	7,817	8,318	9,680	10,531	12,047	11,161	9,586	11,243
		Legal		0	532	545	782	803	824	1,212	1,248	2,576	2,664
Housing													
	Social Housing	Core		2,453	2,339	2,397	2,637	2,521	2,589	2,858	2,545	2,626	2,928
Parks & Open Spaces													
	Cemeteries	Core		317	332	482	450	538	582	412	424	470	493
		Growth		754	694	166	754	175	180	817	190	196	203
	Garden & Heritage Parks	Core		2,215	1,740	1,248	1,518	3,076	2,941	1,392	1,457	1,786	1,366
		Growth		18	48	48	23	24	25	25	26	27	28
		Increased Levels of Service		260	266	273	0	0	0	0	0	0	0
	Harbours & Marine Structures	Core		1,392	573	615	719	5,215	7,941	696	457	471	133
		Neighbourhood Parks	Core		2,166	1,743	1,205	1,876	4,374	1,994	2,314	2,484	2,119
		Growth		287	293	301	425	436	3,157	3,946	1,126	1,164	1,203
		Increased Levels of Service		278	500	513	316	300	308	316	326	336	348
		New Services		112	21	0	0	0	0	0	0	0	0
	Regional Parks	Core		1,329	1,008	1,092	1,030	1,162	1,343	1,340	2,399	1,268	1,227
		Increased Levels of Service		327	334	23	351	24	369	25	0	0	0
	Rural Fire Management	Core		12	12	9	9	15	9	10	17	10	10
		Legal		21	0	0	0	0	0	0	0	0	0

## Proposed Capital Programme Summary by Activity

(\$000)													
Portfolio	Group of Activities	Activity	Category	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
	Sports Parks		Growth	196	0	0	0	0	0	0	0	0	0
	Refuse Minimisation & Disposal												
	Residual Waste Collection and Disposal		Core	813	952	804	958	1,062	1,338	1,150	983	1,321	930
			Legal	27	28	28	28	29	29	30	31	32	33
	Regulation & Enforcement												
	Licencing and Enforcement		Core	421	27	12	6	58	0	0	0	0	0
	Resilient Communities												
	City Promotion		Core	188	191	197	201	207	213	219	225	232	240
	Civil Defence Emergency Management		Committed	260	426	0	0	0	0	0	0	0	0
			Core	131	186	133	124	127	131	135	139	143	148
	Community Facilities		Core	984	318	395	514	1,233	843	752	1,355	743	1,050
	Early Learning Centres		Core	105	54	55	56	58	59	61	63	65	67
	Roads & Footpaths												
	Active Travel		Core	1,806	2,224	2,280	2,337	2,398	3,078	3,167	3,262	3,367	3,481
	Road Network		Committed	18,963	532	0	0	0	0	0	0	0	0
			Core	19,617	20,013	25,321	31,454	32,984	35,428	37,851	40,469	43,145	46,045
			Growth	27,361	9,675	3,487	10,725	14,606	24,590	38,951	13,376	3,723	5,181
			Increased Levels of Service	13,729	10,082	16,507	20,332	15,367	15,873	9,104	6,526	4,138	4,966
			New Services	0	2,138	0	0	528	0	0	0	0	0
	Sewage Collection, Treatment & Disposal												
	Wastewater Collection		Committed	4,842	0	0	0	0	0	0	0	0	0
			Core	5,472	6,206	6,763	7,893	9,932	11,262	11,310	13,647	14,599	22,635
			Growth	7,861	8,372	5,487	5,879	4,369	3,603	3,716	3,828	3,564	3,663
			Legal	1,768	4,713	6,141	16,159	20,103	18,405	12,387	5,405	194	173
	Wastewater Treatment & Disposal		Core	8,554	4,181	2,079	3,895	4,918	13,032	2,248	4,273	13,984	3,425
			Legal	8,650	16,634	9,725	12,855	7,798	14,663	16,967	2,122	0	0
	Sports & Recreation												
	Recreation and Sports Services		Core	5,925	4,257	5,629	10,791	9,449	9,452	11,622	12,878	11,348	15,276
			Growth	0	1,064	8,888	12,845	0	0	0	0	0	0
			Increased Levels of Service	1,560	6,375	3,254	3,326	0	0	0	0	0	0
			New Services	0	0	0	0	17,202	0	0	0	0	0
	Sports Parks		Core	1,795	1,348	1,710	2,873	3,041	3,708	2,509	3,092	3,900	3,568
			Growth	2,679	217	5,923	564	5,144	123	2,661	130	135	139
			Increased Levels of Service	54	56	57	58	72	678	63	65	67	70
			Legal	21	0	0	0	0	0	0	0	0	0

## Proposed Capital Programme Summary by Activity

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			New Services	0	53	327	0	0	0	0	0	0	0
	Stormwater Drainage												
		Stormwater Drainage	Core	3,666	3,647	3,589	4,796	3,675	3,774	5,402	4,940	5,097	6,604
			Growth	897	918	940	964	989	1,016	1,045	1,076	1,111	1,149
	Strategic Planning												
		City & Community Long-Term Policy & Planning	Growth	577	305	313	321	329	338	348	358	370	382
	Transport												
		Active Travel	Core	144	173	202	224	232	241	250	260	271	283
			Growth	520	0	0	112	802	1,532	4,364	4,118	5,796	5,328
			Increased Levels of Service	27,329	37,769	32,346	25,505	37,288	8,255	0	0	0	0
		Parking	Core	591	639	241	430	450	472	494	519	545	575
			New Services	36	37	38	559	573	589	606	624	644	666
		Public Transport Infrastructure	Core	303	395	504	607	629	653	680	707	738	771
			Increased Levels of Service	948	2,830	4,697	4,663	3,277	2,533	1,699	500	516	535
			New Services	104	1,064	1,146	3,352	1,721	294	0	0	0	0
	Water Supply												
		Water Supply	Committed	2,569	2,516	1,963	1,956	2,007	2,945	0	0	0	0
			Core	16,227	14,733	14,703	17,445	18,552	19,453	19,908	19,677	20,610	21,226
			Growth	8,737	6,688	4,553	4,589	3,947	6,584	5,975	3,518	4,404	3,754
			Legal	667	279	241	294	253	310	267	276	285	294
Day-to-Day Total				265,084	232,690	228,976	269,721	288,220	260,808	249,326	210,693	207,345	216,394
Facility Rebuilds													
	Arts & Culture												
		Libraries	Committed	2,945	0	0	0	0	0	0	0	0	0
			Core	15,260	26,798	28,272	11,737	0	0	0	0	0	0
	Corporate												
		Corporate Investments	Committed	44,554	53,196	10,905	0	0	0	0	60,610	118,090	74,300
		Corporate Support	Committed	2,786	12,214	0	0	0	0	0	0	0	0
			Core	38,434	38,847	9,602	0	0	0	0	0	0	0
			Increased Levels of Service	1,040	2,128	3,272	0	0	0	0	0	0	0
	Heritage Protection & Policy												
		Heritage Protection	Core	11,537	0	0	32,244	0	0	0	0	0	0
	Housing												
		Social Housing	Core	13,570	2,996	0	0	0	0	0	0	0	0
	Resilient Communities												
		Community Facilities	Core	17,850	0	0	0	0	0	0	0	0	0

## Proposed Capital Programme Summary by Activity

													(\$000)
Portfolio	Group of Activities	Activity	Category	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
	Roads & Footpaths												
		Road Network	Increased Levels of Service	14,663	15,005	15,297	17,761	14,005	16,589	8,727	8,963	9,275	9,593
	Sports & Recreation												
		Recreation and Sports Services	Core	30,000	62,608	50,500	15,000	0	0	0	0	0	0
	Transport												
		Parking	Committed	27,177	6,707	0	0	0	0	0	0	0	0
		Public Transport Infrastructure	Increased Levels of Service	4,000	600	0	0	0	0	0	0	0	0
Facility Rebuilds Total				223,816	221,099	117,848	76,742	14,005	16,589	8,727	69,573	127,365	83,893
Infrastructure Rebuild													
	Flood Protection & Control Works												
		Stormwater Drainage	Core	40,000	40,920	28,312	21,496	22,054	22,650	23,306	24,006	24,774	25,616
	Parks & Open Spaces												
		Parks & Open Spaces	Core	6,862	7,020	7,195	0	0	0	0	0	0	0
	Roads & Footpaths												
		Road Network	Core	101,073	57,545	35,439	36,323	0	0	0	0	0	0
	Sewage Collection, Treatment & Disposal												
		Wastewater Collection	Core	307,865	73,695	0	0	0	0	0	0	0	0
		Wastewater Treatment & Disposal	Core	406	0	0	0	0	0	0	0	0	0
	Stormwater Drainage												
		Stormwater Drainage	Core	61,824	29,994	20,972	0	0	0	0	0	0	0
	Water Supply												
		Water Supply	Core	26,676	1,595	0	0	0	0	0	0	0	0
Infrastructure Rebuild Total				544,706	210,769	91,918	57,819	22,054	22,650	23,306	24,006	24,774	25,616
Grand Total				1,033,606	664,558	438,742	404,282	324,279	300,047	281,359	304,272	359,484	325,903



## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
<b>Day-to-Day</b>															
	Arts & Culture														
	Art Gallery and Museums	Core		2	CSAG Art in Public Places	225	230	236	241	305	313	322	332	343	354
				550	CSAG FA NA Collections Acquisitions	312	319	327	335	600	616	634	653	674	697
				2097	CSAG Art Gallery Replacements and renewals	1,383	947	215	245	218	188	398	150	992	240
				2107	CSAG R&R Exhibition equipment	27	28	28	29	30	31	32	33	34	35
				2112	CSAG Design and photography equipment	28	0	7	0	7	0	8	0	8	8
				2113	CSAG R&R Security upgrade	489	32	33	61	23	24	24	50	77	27
				2119	Akaroa Museum R&R Roof and equipment	12	11	5	11	6	6	12	6	6	13
				2398	CSAG Art Gallery Collection storage and fittings	22	22	23	23	24	25	25	26	27	28
		Increased Levels of Service													
				2121	Akaroa Museum Heritage Buildings conservation, reinterpretation and restoration	2	2	2	6	2	2	2	19	3	3
		Special Projects		2974	Canterbury Museum Capital Grant	0	6,304	6,462	6,623	0	0	0	0	0	0
	Libraries	Core		472	FA RR Furniture & Equipment Library	95	97	100	102	105	108	111	114	118	122
				473	Library Resources (Books, Serials, AV, Electronic)	4,871	5,014	5,662	5,803	5,954	6,115	6,292	6,481	6,688	6,909
				531	FA AI Libraries	171	222	228	234	240	246	253	261	269	278
				532	Library Resources - restricted assets (books, serials, AV, electronic & digital)	224	230	235	241	247	254	261	269	278	287
				533	Library Built Asset Renewal & Replacement	752	207	133	115	255	1,178	387	1,332	988	2,046
		Growth		534	Halswell Library & Service Centre	3,856	0	0	0	0	0	0	0	0	0
				838	Belfast Library & Service Centre	3,699	0	0	0	0	0	0	0	0	1,424
<b>Arts &amp; Culture Total</b>						<b>16,168</b>	<b>13,665</b>	<b>13,696</b>	<b>14,069</b>	<b>8,016</b>	<b>9,106</b>	<b>8,761</b>	<b>9,726</b>	<b>10,505</b>	<b>12,471</b>
	Corporate														
	Corporate Support	Core		451	Surplus Property Development	133	136	140	143	147	151	155	160	165	171
				67	Strategic Land Acquisitions	15,869	9,994	13,299	9,039	12,967	5,090	0	0	0	0
				69	SLP Land Value Offset	-11,975	-10,273	-16,955	-10,166	-13,985	-20,211	-13,704	0	0	0
		Increased Levels of Service		830	Corp Accom - Council Storage/Archive Facility	0	0	0	0	0	0	2,534	0	0	0
		Internal		445	Fleet and Plant Asset Purchases	1,052	722	1,380	815	672	1,007	1,464	1,264	877	912
				462	Corporate Property R&R	513	555	919	1,265	719	739	760	783	808	835
				829	Aerial Photography	315	0	0	338	0	0	367	0	0	403

## Proposed Capital Programme - Funded

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	IM&CT		Increased Levels of Service												
				434	IMCT BusSolutions Delivery Programme	10,230	10,465	10,727	8,796	9,024	9,268	7,153	7,367	7,603	7,862
				435	IMCT MidLevel Enhancement Programme	3,069	3,140	3,218	3,299	3,384	3,476	4,768	4,912	5,069	5,241
			Internal												
				436	IMCT Renewals and Replacements Programme	10,236	10,503	8,669	6,199	6,359	6,531	6,720	6,922	7,144	7,387
	Manage Capital Programme		Internal												
				446	Digital Survey Equipment Replacement & Renewal	42	8	64	95	55	58	0	50	16	72
<b>Corporate Total</b>						<b>29,484</b>	<b>25,250</b>	<b>21,461</b>	<b>19,823</b>	<b>19,342</b>	<b>6,109</b>	<b>10,217</b>	<b>21,458</b>	<b>21,682</b>	<b>22,883</b>
Flood Protection & Control Works															
	Flood Protection and Control Works		Core												
				336	SW Pumping Station Reactive Renewals	94	96	98	101	103	106	149	154	158	164
				510	Detention and Treatment Facility Renewals	113	117	120	123	126	130	182	187	193	266
				2340	Beckenham Pond Naturalisation	65	0	0	0	0	0	0	0	0	0
			Growth												
				973	South West SMP - Waterways Detention and Treatment Facilities	5,954	6,395	6,189	6,707	6,881	7,067	6,666	6,866	7,085	3,996
	Stormwater Drainage		Growth												
				369	Piped Systems - Pipe Drains (New)	870	890	912	935	959	985	1,013	1,044	1,077	1,114
				990	Open Water Systems - open drains reactive	109	111	114	117	120	123	127	130	135	139
				2415	STYX SMP - Waterway Detention and Treatment facilities	2,236	2,873	5,700	6,148	6,307	7,067	7,271	6,242	4,509	4,662
				2416	AVON SMP - Waterways Detention and Treatment facilities	530	543	1,091	1,118	2,294	2,356	3,636	3,745	3,865	5,328
				2679	Prestons/Clare Park Stormwater	423	0	0	0	0	0	0	0	0	0
			Legal												
				19398	Heathcote, Estuary and Coast SMP	0	532	545	782	803	824	1,212	1,248	2,576	2,664
<b>Flood Protection &amp; Control Works Total</b>						<b>10,394</b>	<b>11,557</b>	<b>14,769</b>	<b>16,031</b>	<b>17,593</b>	<b>18,658</b>	<b>20,256</b>	<b>19,616</b>	<b>19,598</b>	<b>18,333</b>
Housing															
	Social Housing		Core												
				452	Owner Occupier Housing - Purchases Back	333	170	174	358	183	188	388	0	0	213
				454	Internal Improvements - Project	2,120	2,169	2,223	2,279	2,338	2,401	2,470	2,545	2,626	2,715
<b>Housing Total</b>						<b>2,453</b>	<b>2,339</b>	<b>2,397</b>	<b>2,637</b>	<b>2,521</b>	<b>2,589</b>	<b>2,858</b>	<b>2,545</b>	<b>2,626</b>	<b>2,928</b>
Parks & Open Spaces															
	Cemeteries		Core												
				2224	Cemeteries Buildings Component Renewal Programme	16	16	21	21	22	48	53	55	57	68
				2225	Ruru Lawn Cemetery Footpaths Renewal	0	0	114	117	120	123	0	0	0	0
				2227	Cemetery Buildings Renewals to align with EQ repairs	54	56	57	0	0	0	0	0	0	0

## Proposed Capital Programme - Funded

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				2229	Cemeteries Furniture Renewal Programme	7	2	20	2	72	73	5	4	4	3
				2230	Ruru Cemetery Beam Renewals	52	53	55	84	86	88	91	94	129	133
				2231	Cemeteries Green Assets Renewal Programme	12	13	13	13	14	14	15	15	15	16
				2232	Cemeteries Hard Surface Renewal Programme	26	27	27	28	29	29	30	31	32	33
				2236	Cemeteries Structures Renewal Programme	10	11	11	11	11	12	12	12	13	13
				2244	Cemeteries Water Supply Renewals	0	16	17	17	17	18	18	19	20	20
				2248	Cemeteries Backflow Preventer Renewals	11	0	0	0	0	0	0	0	0	0
				3111	Cemeteries Tree Renewal Programme	103	111	120	129	138	148	158	163	168	174
				17907	Cemetery mutual boundary fence renewals	26	27	27	28	29	29	30	31	32	33
			Growth												
				395	Cemeteries - Green Assets (New)	104	106	109	112	115	118	121	125	129	133
				1339	New cemetery purchase	544	0	0	584	0	0	633	0	0	0
				1340	Cemetery Beams	54	56	57	58	60	62	63	65	67	70
				15749	Belfast Cemetery Extension	31	319	0	0	0	0	0	0	0	0
				17908	Diamond harbour cemetery drainage works	21	213	0	0	0	0	0	0	0	0
	Garden & Heritage Parks		Core												
				1433	Botanic Gardens Tree Renewals	35	36	36	37	38	39	41	42	43	45
				1436	Takapuneke Reserve Renewals	22	22	23	23	24	25	25	26	27	28
				2259	Garden and Heritage Parks - Furniture	16	17	17	18	18	18	19	20	20	21
				2261	Garden and Heritage Parks - Hard Surfaces	178	22	23	23	24	25	25	26	27	28
				2271	Garden & Heritage Park Buildings renewals to align with EQ repair	109	111	114	0	0	0	0	0	0	0
				2282	Garden & Heritage Parks Furniture Renewal Programme	53	54	55	57	58	60	61	63	65	68
				2298	Mona Vale Carpark Renewal	0	0	0	0	120	0	0	0	0	0
				2299	Garden & Heritage Parks Play and Recreation Facilities Renewals Programme	27	28	28	29	30	31	32	33	34	35
				2301	Botanic Gardens Playground Renewal	0	0	23	29	1,798	1,231	0	0	0	0
				2302	Risingholme Park Playground Renewal (to accessible stds)	0	0	0	0	0	0	32	0	0	0
				2303	Garden & Heritage Park Backflow Preventer Renewals	11	11	11	12	12	12	13	13	13	14
				3112	Garden & Heritage Parks Structures Renewal Programme	52	53	55	56	57	59	61	62	64	67
				3113	Garden of Tane Renewals	24	0	34	93	108	147	33	34	35	36
				3182	Botanic Gardens Irrigation Renewal	54	56	57	58	60	62	63	65	67	70
				3183	Garden & Heritage Parks Tree Renewal Programme	79	81	83	85	88	90	92	95	98	63
				3186	Garden & Heritage Parks Green Assets Renewal Programme	83	85	87	89	92	94	97	100	103	107
				3192	Garden & Heritage Parks Buildings Component Renewal Programme	112	115	147	151	155	177	182	218	225	266
				3197	Garden & Heritage Parks Hard Surface Renewal Programme	54	56	85	88	120	123	127	130	135	139
				3199	Hagley Park Tree Renewal Programme	88	90	92	95	97	100	103	106	109	113

## Proposed Capital Programme - Funded

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				3200	Hagley Park Green Assets Renewal	22	22	23	23	24	25	25	26	27	28
				3201	Mona Vale Irrigation Renewal	38	39	40	41	42	43	44	46	47	49
				17518	Garden & Heritage Parks Playground Renewals	22	0	0	0	0	0	0	0	0	0
				17723	Garden and Heritage Water Supply and Electrical Renewals Programme	52	53	55	56	57	118	121	125	129	133
				17735	Garden & Heritage Parks Mutual Boundary Fence renewals	21	21	22	22	23	24	24	25	26	27
				17737	Abberley Park Playground Renewal	10	117	0	0	0	0	0	0	0	0
				17738	Carmen Reserve Playground Renewal	21	154	0	0	0	0	0	0	0	0
				17743	Artworks and Heritage renewal Programme	595	284	138	433	31	438	172	202	492	29
				18098	Linwood nursery clearance and land reinstatement	416	0	0	0	0	0	0	0	0	0
				18100	Purau foreshore and reserves project	21	213	0	0	0	0	0	0	0	0
			Growth												
			Increased Levels of Service	2260	Garden and Heritage Parks - Green Assets (New)	18	48	48	23	24	25	25	26	27	28
				21128	Botanic Gardens uplighting	260	266	273	0	0	0	0	0	0	0
	Harbours & Marine Structures		Core												
				357	Lyttelton Marina Environs Development	832	0	0	0	0	0	0	0	0	0
				994	Marine Structures Renewal Programme	560	573	587	602	420	431	443	457	471	133
				2356	Akaroa Wharf Renewal	0	0	28	117	4,795	7,387	0	0	0	0
				2367	Scarborough Beach Concrete Access Ramp Renewal	0	0	0	0	0	123	0	0	0	0
				2368	Scarborough Beach Rock Wall Revetment Renewal	0	0	0	0	0	0	253	0	0	0
	Neighbourhood Parks		Core												
				320	Neighbourhood Park Mutual Boundary Fence Renewals	21	21	22	22	23	24	24	25	26	27
				358	Westmoreland Re-vegetation	54	56	57	58	60	62	63	65	67	70
				405	Coronation Reserve development	33	33	34	35	120	123	127	0	0	0
				421	Stanley Park Renewal	54	56	57	58	252	172	139	72	74	77
				422	Robinsons Bay Reserve Renewals	39	111	0	0	0	0	0	0	0	0
				423	Okains Bay Renewal	43	43	44	45	46	47	48	0	0	0
				424	New Brighton Playground Renewal	104	168	0	559	2,408	0	0	0	0	0
				426	The Groynes Renewals	0	56	57	58	60	62	63	65	67	70
				506	Brownlee Reserve Renewals	87	0	0	0	0	0	0	0	0	0
				521	Neighbourhood Parks Tree Renewal Programme	21	21	22	88	90	92	95	98	101	104
				966	Neighbourhood Parks Structures Renewal Programme	16	21	16	112	150	10	331	343	27	71
				967	Neighbourhood Parks Green Assets Renewal Programme	52	53	55	112	115	118	121	125	129	133
				1386	Scarborough Park Playground Renewal	0	11	98	0	0	0	0	0	0	0
				1410	Mid Heathcote Masterplan Implementation	109	111	114	117	120	123	127	130	135	139
				2234	Craighead Reserve Playground Renewal	87	0	0	0	0	0	0	0	0	0
				2251	Neighbourhood Parks Furniture Renewal Programme	32	87	92	56	57	59	61	62	64	67

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				2255	Neighbourhood Parks Hard Surface Renewal Programme	163	167	171	204	210	215	222	228	236	72
				2265	Neighbourhood Parks Sports Facilities Renewal Programme	23	21	23	22	23	174	24	169	56	27
				2266	Kirk Park Netball Court Renewal	0	0	0	0	0	0	114	0	0	0
				2268	Neighbourhood Parks Backflow Preventer Renewals	33	33	34	35	36	37	38	39	40	42
				3194	Neighbourhood Park Building Component Renewal Programme	120	122	157	161	165	363	396	408	421	513
				9901	Neighbourhood Parks - Play and Recreation Facilities Renewal Programme	9	99	125	89	221	284	291	624	644	666
				17741	Neighbourhood Parks Water Supply Renewals	26	27	27	28	29	29	30	31	32	33
				17916	Port Levy toilet block renewal	0	0	0	17	189	0	0	0	0	0
				18453	Tullet park surface water and drainage project	52	426	0	0	0	0	0	0	0	0
				21132	Lower Heathcote masterplan implementation	988	0	0	0	0	0	0	0	0	0
		Growth		404	Landscape Design Plans	109	111	114	117	120	123	127	130	135	139
				1437	Banks Peninsula Walkways Development	0	0	0	117	120	123	127	130	135	139
				1454	Carrs Reserve Kart Club Relocation	0	0	0	0	0	1,847	2,534	0	0	0
				2142	Neighbourhood Parks - Green Assets (New)	156	160	164	168	172	177	182	187	193	200
				2150	Carrs Reserve Greyhounds relocation	0	0	0	0	0	246	317	0	0	0
				2179	Neighbourhood Parks - Sports Facilities (New)	22	22	23	23	24	25	25	26	27	28
				3177	Neighbourhood Reserve Purchases	0	0	0	0	0	616	634	653	674	697
		Increased Levels of Service													
				965	Neighbourhood Parks - Play and Recreation Facilities (New)	163	222	228	234	240	246	253	261	269	278
				977	Neighbourhood Parks - Furniture (New)	33	56	57	82	60	62	63	65	67	70
				2397	Sydenham Natural Environment - Buchan Park Remodel	82	222	228	0	0	0	0	0	0	0
		New Services													
				19307	Selwyn street suburban master plan open space projects	112	21	0	0	0	0	0	0	0	0
	Regional Parks	Core		1396	Estuary Margin Revegetation	0	0	0	23	24	25	25	26	27	28
				1439	Regional Parks Fencing Renewal Programme	50	51	53	54	55	57	58	60	62	64
				2228	Banks Peninsula Track Renewals	54	56	57	89	92	94	97	100	103	107
				2341	Regional Parks Buildings Renewals to align with EQ Repairs	163	133	57	0	0	0	0	0	0	0
				2344	Bottle Lake Forest Park Rangers HQ Replacement	0	0	0	0	0	0	32	999	0	0
				2345	Regional Parks Furniture Renewal Programme	30	2	127	47	131	28	140	260	92	9
				2347	Regional Parks Play and Recreation Facilities Renewal Programme	0	0	0	0	20	148	0	0	0	0
				2351	Groynes Timber Fort Renewal	76	0	0	0	0	0	0	0	0	0
				2352	Regional Parks Grazing Fences Renewal	0	56	57	58	60	62	63	65	67	70
				2354	Regional Parks Water Supply Renewal Programme	11	27	27	28	29	29	30	31	32	33

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				2361	Spencer Park Recreation Facilities renewal	0	0	0	0	0	92	0	0	0	0
				2364	Spencer Park Mini Golf Renewal	0	0	0	0	0	0	63	0	0	0
				2366	Thomson Scenic Reserve Water Tank Replacement	16	0	0	0	0	0	0	0	0	0
				3179	Regional Parks Structures Renewal Programme	128	131	134	137	141	145	149	154	158	164
				3181	Regional Parks Sign Renewals Programme	52	53	55	56	57	59	61	62	64	67
				3184	Regional Parks Green Assets Renewal Programme	125	128	131	134	138	141	145	150	155	160
				3193	Regional Parks Equipment Renewal	33	6	6	6	6	6	6	7	7	7
				3195	Regional Parks Buildings Component Renewal Programme	56	57	73	75	77	118	121	125	129	133
				8445	Victoria Park Driveway Renewal	234	0	0	0	0	0	0	0	0	0
				9903	Regional Parks Hard Surface Renewal Programme	260	266	273	279	287	294	303	312	322	333
				17734	Regional Parks Mutual Boundary Fence Renewals	26	27	27	28	29	29	30	31	32	33
				17739	Regional Parks Sports Facilities Renewals	15	15	15	16	16	16	17	17	18	19
			Increased Levels of Service												
				408	Head to Head Walkway	327	334	23	351	24	369	25	0	0	0
		Rural Fire Management	Core												
				3049	RF - Fire Fighting Equipment	8	8	9	9	9	9	10	10	10	10
				3050	RF - Radio Communications Equipment	4	4	0	0	6	0	0	7	0	0
			Legal												
				3051	RF - Port Hills Remote Automated Weather Station	21	0	0	0	0	0	0	0	0	0
		Sports Parks	Growth												
				411	Roto Kohatu Reserve (ex landfill site)	196	0	0	0	0	0	0	0	0	0
					<b>Parks &amp; Open Spaces Total</b>	<b>9,684</b>	<b>7,564</b>	<b>5,975</b>	<b>7,471</b>	<b>15,339</b>	<b>18,849</b>	<b>11,293</b>	<b>8,906</b>	<b>7,847</b>	<b>7,122</b>
			Refuse Minimisation & Disposal												
			Residual Waste Collection and Disposal	Core											
				106	Waste Transfer Stations (R&R)	380	389	399	391	401	412	424	437	451	466
				107	SW Closed landfill Monitoring	16	17	17	17	17	18	18	19	19	20
				109	SW Miscellaneous Renewals	27	28	28	28	29	29	30	31	32	33
				161	Closed Landfills Aftercare	126	129	132	130	115	118	121	125	129	133
				162	Closed Landfill Aftercare Burwood Stg	212	222	228	224	500	584	557	371	593	278
				2598	Burwood Gas Treatment Plant - Chiller Renewal	52	167	0	168	0	177	0	0	97	0
			Legal												
				111	Solid Waste new equipment	27	28	28	28	29	29	30	31	32	33
					<b>Refuse Minimisation &amp; Disposal Total</b>	<b>840</b>	<b>980</b>	<b>832</b>	<b>986</b>	<b>1,091</b>	<b>1,367</b>	<b>1,180</b>	<b>1,014</b>	<b>1,353</b>	<b>963</b>
			Regulation & Enforcement												
			Licensing and Enforcement	Core											
				470	Compliance Equipment	6	27	12	6	58	0	0	0	0	0
				2082	Animal Facilities Upgrade	415	0	0	0	0	0	0	0	0	0

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
	Regulation & Enforcement Total					421	27	12	6	58	0	0	0	0	0
	Resilient Communities														
	City Promotion		Core												
				467	Banner Replacement	62	63	65	66	68	70	72	74	76	79
				468	Banner Installation	60	61	63	64	66	68	70	72	74	77
				469	Events equipment replacement	66	67	69	71	73	75	77	79	82	84
	Civil Defence Emergency Management		Committed												
				448	Chch Justice & Emergency Services Precinct (including an Emergency Operations Centre)	260	426	0	0	0	0	0	0	0	0
			Core												
				3055	CDEM Civil Defence R & R	131	186	133	124	127	131	135	139	143	148
	Community Facilities		Core												
				544	Community Facilities Community Centres R&R	984	318	395	514	1,233	843	752	1,355	743	1,050
	Early Learning Centres		Core												
				545	Community Facilities Pioneer and Leased ELC's R&R	105	54	55	56	58	59	61	63	65	67
	Resilient Communities Total					1,668	1,175	780	895	1,625	1,246	1,167	1,782	1,183	1,505
	Roads & Footpaths														
	Active Travel		Core												
				164	Footpath Renewals	1,806	2,224	2,280	2,337	2,398	3,078	3,167	3,262	3,367	3,481
	Road Network		Committed												
				279	Wigram Magdala Link Replacement and Improvements to Ferrymead Bridge	17,332	532	0	0	0	0	0	0	0	0
				3291		1,631	0	0	0	0	0	0	0	0	0
			Core												
				163	Carriageway Smoothing	819	851	927	1,006	1,089	1,178	1,309	1,373	1,417	1,465
				166	Retaining Walls Renewals	208	319	436	559	573	589	606	624	644	666
				177	Signs Parking & Non-Regulatory	47	48	49	50	52	53	55	56	58	60
				178	Signs Regulatory	156	160	164	168	172	177	182	187	193	200
				179	Advanced Direction Signage	73	74	76	78	80	82	85	87	90	93
				181	Carriageway Sealing and Surfacing	6,087	7,660	9,597	11,625	11,927	12,249	12,604	12,982	13,398	13,853
				185	Road Pavement Renewals & Replacements	795	2,128	3,272	4,471	4,587	4,711	4,848	4,993	5,153	5,328
				204	New Road Markings	79	85	87	89	92	94	97	100	103	107
				205	Kerb & Channel Renewal Programme	1,086	2,128	3,272	5,030	5,734	7,067	8,483	9,986	11,594	13,320
				210	Culvert Renewal	104	133	164	168	172	177	182	187	193	200
				213	Signs Renewals	197	213	218	279	287	294	303	374	386	400
				214	Landscaping Renewals	260	266	273	279	287	294	303	374	386	400
				215	Berms Renewals	156	160	164	168	172	177	182	187	193	200
				217	Traffic Signals Renewals	1,046	1,423	1,820	2,236	2,317	2,403	2,497	2,598	2,708	2,828
				240	Road Metalling Renewals	724	745	791	838	889	942	1,000	1,061	1,127	1,199
				257	Street Tree Renewals	416	426	436	447	459	471	485	499	515	533
				283	Bridge Renewals	624	895	1,181	1,509	1,577	1,649	1,728	1,812	1,903	2,003

## Proposed Capital Programme - Funded

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				284	Drainage - Rural	58	59	60	62	64	65	67	69	71	74
				295	Chevron Boards Renewals	22	22	23	23	24	25	25	26	27	28
				913	Marshland Road Bridge Renewal	4,605	0	0	0	0	0	0	0	0	0
				933	Central City Historic Bridges	86	88	90	92	95	97	100	103	106	110
				3098	Traffic Counters	39	40	41	42	43	44	46	47	48	50
				3105	Road Lighting Reactive Renewals	255	261	267	274	281	289	297	306	316	326
				3106	Streetlight Conversion	342	350	358	367	377	387	398	410	423	438
				3107	Road Lighting Renewals	954	1,064	1,091	1,118	1,147	1,413	1,454	1,498	1,546	1,598
				3108	Road Lighting Safety	208	213	218	224	229	236	242	250	258	266
				18339	Guardrail Renewals	0	27	55	56	57	59	61	62	64	67
				18340	Railway Crossing Renewals	145	148	164	168	172	177	182	187	193	200
				19037	ITS system renewals	26	27	27	28	29	29	30	31	32	33
			Growth												
				165	Subdivisions (Transport Infrastructure)	597	638	654	671	688	707	727	749	773	799
				232	Cranford Street Upgrade (4 Laning)	312	213	218	224	573	2,356	14,543	3,745	0	0
				233	Northern Arterial Extension (Cranford - QEII)	728	319	171	175	360	16,489	20,603	6,242	0	0
				235	Intersection Improvement: Belfast / Marshland	0	27	55	112	1,720	0	0	0	0	0
					Intersection Improvement: Greers / Northcote / Sawyers Arms	4,452	0	0	0	0	0	0	0	0	0
				243											
				246	New Kerb & Channel - Rural	42	43	44	45	46	47	48	50	52	53
				915	Northcote Road 4 laning	4,717	2,495	0	0	0	0	0	0	0	0
				917	Lincoln Road Widening (Curletts to Wrights)	0	106	109	5,335	4,817	0	0	0	0	0
				921	Wigram Road Extension: Halswell Junction to Marshs	562	0	0	0	0	0	0	0	0	0
				924	Halswell Junction Road Extension	3,328	1,064	0	0	0	0	0	0	0	0
				925	Awatea Route Upgrade	727	0	0	0	0	0	0	0	0	0
				926	Wigram Road Upgrade	1,087	0	0	0	0	0	0	0	0	0
				1341	Annex / Birmingham / Wrights Route Upgrade	7,099	2,222	0	0	0	0	0	0	0	0
				1347	Intersection Improvement: Lower Styx / Marshland	1,401	0	0	0	0	0	0	0	0	0
				1350	Intersection Improvement: Highsted / Sawyers Arms	0	0	218	1,677	573	0	0	0	0	0
				2034	Intersection Improvement: Burwood / Mairehau	0	0	27	168	975	0	0	0	0	0
				2161	Intersection Improvements	1,087	1,112	0	0	0	0	0	0	0	0
					RONs Downstream Safety Improvements: Sawyers Arms Pedestrian Crossing Points	26	319	0	0	0	0	0	0	0	0
				2446	Intersection Improvement: Blakes / Radcliffe	156	0	0	0	0	0	0	0	0	0
				2447	Intersection Improvement: Greers / Harewood	0	0	0	28	180	1,280	0	0	0	0
					Network Management Improvements : Dunbars Road	0	106	654	0	0	0	0	0	0	0
					Network Management Improvements : Blenheim Road - Main South Road Corridor	0	53	55	112	115	1,178	1,212	1,248	1,288	1,332
				17041											
				17042	Network Management Improvements : Halswell Junction Road (Copper Ridge-Whincops)	0	0	0	0	0	0	0	0	0	1,199
					Network Management Improvements : Main North Road Corridor	0	0	0	112	1,147	1,178	1,212	1,248	1,288	1,332
				17043											
				17049	Network Management Improvements : Prestons	364	0	0	0	0	0	0	0	0	0



## Proposed Capital Programme - Funded

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				17053	Network Management Improvements : Waterloo Park	416	426	0	0	0	0	0	0	0	0
				17080	New Links : Halswell Junction Road to Connaught	0	0	0	279	860	0	0	0	0	0
				17082	New Links : Main South Road to CB2/7	0	0	0	0	1,147	1,178	0	0	0	0
				17086	RONs Downstream Route Improvements : Cotswold Avenue	0	0	0	0	0	0	0	94	129	133
				17088	RONs Downstream Intersection Improvements : Cranford Street Downstream	26	53	55	279	573	0	0	0	0	0
				17089	RONs Downstream Intersection Improvements : Crofton/ Sawyers Arms	0	0	0	0	29	177	606	0	0	0
				17091	RONs Downstream Route Improvements : Harewood Road	0	27	164	279	0	0	0	0	0	0
				17092	RONs Downstream Route Improvements : Marshland (Queen Elizabeth II - Shirley)	0	27	273	782	0	0	0	0	0	0
				17095	Route Improvements : Old Main North Road	0	0	0	0	0	0	0	0	193	333
				17098	RONs Downstream Intersection Improvements : Memorial / Orchard	0	0	27	279	803	0	0	0	0	0
				17100	RONs Downstream Intersection Improvements : Sawyers Arms / Waimakariri	26	106	763	168	0	0	0	0	0	0
				17402	Intersection Improvements: Curries/ Tanner	208	319	0	0	0	0	0	0	0	0
			Increased Levels of Service												
				176	Traffic Signal Cameras	54	56	57	58	60	62	63	65	67	70
				180	School Crossing Equipment	25	26	26	27	28	28	29	30	31	32
				198	School Speed Zone Signs	137	140	144	148	151	155	160	165	170	176
				199	Blackspot Remedial Works	156	160	164	168	172	177	182	187	193	200
				200	Minor Safety Projects	132	135	138	142	146	150	154	159	164	169
				201	Pedestrian Safety Initiatives	196	200	205	210	216	221	228	235	242	250
				202	Road Safety At Schools	298	305	313	321	329	338	348	358	370	382
				203	Safe Routes To School	92	95	97	99	102	105	108	111	114	118
				207	Safety Improvements Programme	83	85	87	89	92	94	97	100	103	107
				224	New Grassed Berms	217	160	164	168	172	177	182	187	193	200
				245	Inner Harbour Road Improvement (Lyttelton to Diamond Harbour)	170	532	545	559	573	589	0	0	0	0
				259	Pole Relocation	104	106	109	112	115	118	121	125	129	133
				260	Intersection Safety: Cashmere/ Centaurus/ Colombo/ Dyers Pass	0	27	49	1,753	0	0	0	0	0	0
				292	Pedestrian Priority	24	24	25	26	26	27	28	29	30	31
				294	New Residential Street Trees	24	24	25	26	26	27	28	29	30	31
				916	Network Management Improvements: Ferry & Moorhouse Road Widening (Aldwins to Fitzgerald)	42	53	218	3,353	3,440	3,533	0	0	0	0
				918	Intersection Improvement: Simeon / Godley Quay	0	0	0	28	1,216	1,298	0	0	0	0
				941	Strategic Directional Signage	122	124	0	131	0	138	0	146	0	156
				944	New Footpaths	156	160	164	321	329	338	348	358	370	382
				1029	CCP - Transitional City projects	1,180	1,207	1,237	0	0	0	0	0	0	0

## Proposed Capital Programme - Funded

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				1346	Intersection Improvement: Cashmere/ Hoon Hay/ Worsleys	0	0	0	0	172	707	0	0	0	0
				1351	Intersection Safety: Cavendish/ Styx Mill (28)	0	0	0	0	0	29	182	624	0	0
				1970	Suburban Masterplan: Ferry Road (Transport Activities)	187	777	2,857	2,593	0	0	0	0	0	0
				1971	Suburban Masterplan: Sumner Streets & Lanes (Transport Activities)	2,444	2,500	3,108	0	0	0	0	0	0	0
				1973	Suburban Masterplan: Linwood (Transport Activities)	423	434	76	0	0	0	0	0	0	0
				1974	Suburban Masterplan: Selwyn Street (Transport Activities)	224	64	0	0	0	0	0	0	0	0
				2018	Transport Corridor Optimisation Works	156	160	164	168	172	589	606	374	258	266
				2381	Suburban Masterplan: Edgeware (Transport Activities)	2,960	85	0	0	0	0	0	0	0	0
				2383	Suburban Masterplan: New Brighton (Transport Activities)	2,184	0	0	0	0	0	0	0	0	0
				2413	Footpath Extensions	56	57	59	60	62	64	65	67	70	72
				2414	Tactile Pavers	23	23	24	25	25	26	27	27	28	29
				2420	Crime Prevention Cameras	113	116	119	122	125	128	132	136	140	145
				17103	Intersection Safety: Aldwins/ Buckleys/ Linwood (13)	0	0	27	279	803	0	0	0	0	0
				17104	Intersection Safety: Aldwins/ Ensors/ Ferry	26	1,064	3,272	0	0	0	0	0	0	0
				17108	Intersection Safety: Barbadoes/ Bealey (16)	0	0	0	28	287	824	0	0	0	0
				17112	Intersection Safety: Barrington/ Lincoln/ Whiteleigh (3)	0	27	273	1,118	0	0	0	0	0	0
				17114	Intersection Safety: Bealey/ Madras (6)	0	27	273	782	0	0	0	0	0	0
				17115	Intersection Safety: Bealey/ Manchester (15)	0	0	0	28	287	824	0	0	0	0
				17117	Intersection Safety: Bealey/ Papanui/ Victoria (14)	0	0	27	279	803	0	0	0	0	0
				17118	Intersection Safety: Blenheim/ Matipo (24)	0	0	0	0	29	294	848	0	0	0
				17119	Intersection Safety: Byron/ Gasson (11)	0	0	27	279	1,147	0	0	0	0	0
				17120	Intersection Safety: Cashel/ Fitzgerald (2)	0	27	273	782	0	0	0	0	0	0
				17121	Intersection Safety: Clarence/ Riccarton/ Straven (27)	0	0	0	0	0	29	303	0	0	0
				17122	Intersection Safety: Clyde/ Creyke/ Kotare (12)	0	0	27	279	0	0	0	0	0	0
				17124	Intersection Safety: Deans/ Riccarton/ Riccarton (31)	0	0	0	0	0	29	303	874	0	0
				17126	Intersection Safety: Durham/ Moorhouse (20)	0	0	0	28	287	824	0	0	0	0
				17127	Intersection Safety: Falsgrave/ Fitzgerald/ Moorhouse (21)	0	0	0	0	29	294	848	0	0	0
				17133	Intersection Safety: Ferry/ St Johns	0	0	0	0	0	0	30	187	193	0
				17135	Intersection Safety: Fitzgerald/ Hereford (17)	0	0	0	28	287	824	0	0	0	0
				17136	Intersection Safety: Gasson/ Madras/ Moorhouse (1)	0	27	273	782	0	0	0	0	0	0
				17138	Intersection Safety: Gloucester/ Stanmore (19)	0	0	0	28	287	0	0	0	0	0
				17142	Intersection Safety: Hills/ North Avon (25)	0	0	0	0	29	294	1,212	0	0	0

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				17144	Intersection Safety: Ilam/ Middleton/ Riccarton (7)	0	27	273	782	0	0	0	0	0	0
				17147	Intersection Safety: Manchester/ Moorhouse/ Pilgrim (5)	0	27	273	782	0	0	0	0	0	0
				17166	Intersection Safety: Marshland/ New Brighton/ North Parade/ Shirley (8)	0	0	27	279	0	0	0	0	0	0
				17175	Intersection Safety: Moorhouse/ Selwyn (22)	0	0	0	0	29	294	848	0	0	0
				17190	Intersection Safety: Riccarton/ Waimairi (18)	0	0	0	28	287	0	0	0	0	0
				17192	RONs Downstream Intersection Safety: Cotswold/ Sawyers Arms	0	0	27	168	573	0	0	0	0	0
				17199	RONs Downstream Intersection Safety: Main North/ Marshland/ Spencerville (Chaney's Corner) (4)	988	0	0	0	0	0	0	0	0	0
				17200	RONs Downstream Intersection Safety: Orchard/ Wairakei (29)	0	27	109	782	172	0	0	0	0	0
				17207	RONs Downstream Safety Improvements: Sawyers Arms Route	26	160	273	0	0	0	0	0	0	0
				17208	Safety Improvements: Guardrails - Dyers Pass route	312	319	327	838	0	0	0	0	0	0
				17209	Safety Improvements: Guardrails - new assets	0	0	0	0	860	883	909	936	966	999
				17211	Safety Improvements: Pedestrian/ Cycle Safety Fences - Dyers Pass route	156	160	164	279	0	0	0	0	0	0
				17748	Intersection Improvements: Blenheim/ Foster/ Mandeville	0	0	0	0	0	0	0	0	0	33
				17858	Intersection Improvements: Blenheim/ Hansons	0	0	0	0	0	0	0	0	0	33
				17859	Intersection Improvements: Blenheim/ Wharenui	0	0	0	0	0	0	0	0	0	33
				17862	Intersection Improvements: Clyde/ Riccarton/ Wharenui	0	57	55	615	0	0	0	0	0	0
				17877	Intersection Improvements: Cranford / Main North	0	0	0	0	0	29	182	624	0	0
				17880	Intersection Improvements: Deans / Moorhouse	0	266	273	0	0	0	0	0	0	0
				17883	Intersection Improvements: Ferry / Humphreys / Main	0	0	0	0	0	0	0	0	32	200
				17884	Intersection Improvements: Ferry / Moorhouse / Wilsons	0	0	0	0	0	0	0	31	193	666
				17887	Intersection Improvements: Harewood / Main North / Papanui	0	0	0	28	401	766	0	0	0	0
				17888	Intersection Improvements: Harewood / Railway	0	0	0	0	0	29	182	312	0	0
				17889	Intersection Improvements: Harewood / Stanleys	0	0	0	0	172	294	0	0	0	0
				17903	Intersection Improvements: Matipo / Riccarton	0	0	27	279	803	0	0	0	0	0
				17904	Intersection Improvements: Memorial / Roydvale	0	0	0	0	0	177	303	0	0	0
				18770	Main North Road Corridor Optimisation	208	0	0	0	0	0	0	0	0	0
				19035	ITS Installations	31	32	33	45	46	47	48	50	52	53
			New Services												
				19137	Suburban Masterplan: Main Road (Transport Activities)	0	2,138	0	0	528	0	0	0	0	0
			Roads & Footpaths Total			81,476	44,664	47,595	64,848	65,883	78,969	89,073	63,633	54,373	59,673

## Proposed Capital Programme - Funded

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Sewage Collection, Treatment & Disposal															
Wastewater Collection Committed															
				895	WW SCIRT Wairakei Diversion	4,233	0	0	0	0	0	0	0	0	0
				2300	PM15 Relocation for EQ Resilience	609	0	0	0	0	0	0	0	0	0
Core															
				35	WW Infra R&R Wastewater Reticulation	2,525	3,192	3,817	4,471	5,734	8,245	8,483	9,986	11,594	13,320
				63	WW Pumping Stations - Electronic Equipment R&R	255	260	267	425	436	447	497	512	528	434
				2350	WW Reticulation Structure Renewals	88	90	93	95	97	100	103	106	110	113
				2375	WW Pump Station MEICA - Reactive Renewals	30	31	31	44	45	47	37	38	39	56
				3116	WW Pumping Buildings & Civil R & R	52	53	55	427	438	450	463	477	492	487
				17863	WW Station MEICA R&R	520	532	401	559	573	589	606	624	644	666
				17865	WW EQ Legacy Lateral Renewals	2,002	2,048	2,099	1,872	1,634	1,384	1,121	843	548	233
				17873	WW PS65 Upgrade	0	0	0	0	975	0	0	0	0	0
				17875	WW PS58 Upgrade	0	0	0	0	0	0	0	1,061	0	0
				17876	WW PS20 Upgrade	0	0	0	0	0	0	0	0	644	7,326
Growth															
				58	WW SCIRT Pumping Station 60 Upgrade	0	0	164	1,037	0	0	0	0	0	0
				60	WW New Mains Programme	1,248	1,277	2,454	2,236	2,294	2,120	2,181	2,247	1,932	1,998
				61	WW New Pumping Stations for Growth	1,924	3,032	2,454	1,677	1,720	1,178	1,212	1,248	1,288	1,332
				94	WW Subdivisions Additional Infrastructure	364	372	382	335	344	294	303	312	322	333
				884	WW PS92 Cracroft Rising Main Extension	0	0	0	584	0	0	0	0	0	0
				3119	WW pumping stations - Electronic new	31	32	33	10	11	11	20	21	22	0
				9388	WW SE Halswell Sewer	3,422	3,290	0	0	0	0	0	0	0	0
				14648	WW Prestons Infrastructure Provision Agreement	618	369	0	0	0	0	0	0	0	0
				17878	WW Automation Improvement Works	254	0	0	0	0	0	0	0	0	0
Legal															
				56	WW Northern Relief Grassmere	0	319	1,636	3,353	11,468	12,367	12,119	5,243	0	0
				874	WW Riccarton Trunk Main Project	572	3,192	3,272	5,701	1,434	0	0	0	0	0
				880	WW Heathcote Wet Weather Overflow Reduction	1,040	1,064	1,091	6,960	7,052	5,860	110	0	0	0
				1376	WW New Reticulation Odour Control - Waste Gen O/H	135	138	142	145	149	153	158	162	167	173
				2435	WW - Wetwell Safety Improvements	21	0	0	0	0	25	0	0	27	0
Wastewater Treatment & Disposal Core															
				37	LW Laboratory Renewals and Replacements	52	47	48	49	50	52	53	55	57	59
				114	Grit Tank Upgrade for EQ Resilience	3,214	0	0	0	0	0	0	0	0	0
				115	WW CWTP Electrical Instrumentation and Control Renewals	609	624	639	655	672	690	710	732	755	781
				117	WW CWTP Ongoing Renewals Programme	1,092	1,117	1,145	1,174	1,204	1,237	1,273	1,311	1,353	1,399
				879	General Civil/Building Renewals	54	56	57	58	60	62	63	65	67	70
				899	Step Screen Renewal	0	0	57	1,285	1,232	0	0	0	0	0
				2304	Trickling Filter Media Renewal	0	0	0	0	1,559	10,711	0	1,814	11,594	0
				2308	Gravity Belt Thickeners Renewal	0	0	0	409	0	0	0	0	0	0
				2310	Digesters 1-4 Covers Renewal	0	0	0	0	0	0	0	0	0	799

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25			
				2313	Biogas Boilers Renewal	402	0	0	0	0	0	0	0	0	0			
				2316	Trade Waste Reception Facility Renewal and EQ Resilience	2,962	0	0	0	0	0	0	0	0	0			
				2318	Health and Safety Renewals	65	67	68	70	72	74	76	78	81	84			
				2343	Roading Renewals	0	111	0	117	0	124	0	131	0	140			
				3117	Biosolids Dewatering Renewal	42	2,085	0	0	0	0	0	0	0	0			
				17881	WW Banks Peninsula WTP Asset Renewals	62	74	65	78	69	82	73	87	77	93			
			Legal															
				596	WW New Akaroa Wastewater Treatment Plant	7,610	15,570	7,980	0	0	0	0	0	0	0			
				890	WW Lyttelton Harbour WWTP	1,040	1,064	1,745	12,855	7,798	14,369	12,846	2,122	0	0			
				2214	WW Duvauchelle Treatment and Disposal Upgrade	0	0	0	0	0	294	4,121	0	0	0			
				Sewage Collection, Treatment & Disposal Total					37,147	40,106	30,195	46,681	47,120	60,965	46,628	29,275	32,341	29,896
			Sports & Recreation															
			Recreation and Sports Services	Core														
				857	Community Facilities Athletics Track Surface R&R	0	0	0	80	103	151	156	162	167	174			
				2094	Community Facilities Metro Sports Centre R&R	0	0	0	3,947	4,725	4,853	4,993	5,143	5,308	5,488			
				2108	Community Facilities Cricket Ground and Equipment R&R	0	0	0	252	0	0	0	112	580	0			
				2109	Community Facilities South West Leisure Centre & R&R	0	0	0	0	103	159	218	449	464	480			
				2123	Community Facilities Addington Stadium Modifications	281	0	0	0	0	0	0	0	0	0			
				2741	Community Facilities Eastern Aquatics Facility R&R	0	0	109	168	229	294	303	312	322	333			
				2749	Community Facilities Nga Puna Wai R&R	0	0	788	836	244	0	1,545	615	0	2,264			
				9030	Community Facilities Buildings & Plant R&R	751	618	2,224	2,780	1,958	1,773	2,252	3,658	2,185	4,895			
				9031	Community Facilities Mechanical & Electrical	2,991	1,806	994	1,145	289	278	294	1,465	1,297	312			
				9032	Community Facilities Grounds R&R	824	1,263	674	829	928	869	902	52	59	56			
				9033	Community Facilities Equipment R&R	1,078	570	840	754	870	1,075	959	910	966	1,274			
			Growth															
				862	Community Facilities South West Leisure Centre	0	1,064	8,888	12,845	0	0	0	0	0	0			
			Increased Levels of Service															
				2174	Community Facilities Nga Puna Wai Hub Infrastructure	1,560	5,852	2,181	1,677	0	0	0	0	0	0			
				21131	St Albans Permanent Community Centre	0	523	1,073	1,649	0	0	0	0	0	0			
			New Services															
				21129	Woolston/Linwood Pool	0	0	0	0	17,202	0	0	0	0	0			
			Sports Parks	Core														
				387	Sports Parks Tree Renewal Programme	95	111	114	117	120	123	127	130	135	57			
				955	Sport Parks Buildings Component Renewal Programme	304	311	399	409	419	919	1,004	1,034	1,067	1,298			
				1415	Papanui Domain Playground Renewal	0	16	114	0	0	0	0	0	0	0			
				1427	Sports Parks Water Supply Renewal Programme	108	152	155	159	163	168	173	178	184	190			

## Proposed Capital Programme - Funded

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				1455	Linwood Park Pavilion	0	0	16	335	0	0	0	0	0	0
				1456	Burnside Park Playground Renewal	0	0	0	12	156	0	0	0	0	0
				2241	St Albans Park Sport Turf Renewal	0	0	0	503	459	0	0	0	0	0
				2242	Middleton Park Drainage Renewal	0	0	0	0	0	123	0	0	0	0
				2243	Elmwood Park Sports Turf Renewal	0	0	0	0	180	0	0	0	0	0
				2247	Rawhiti Domain Tennis Court Renewal	0	0	0	0	0	222	0	0	0	0
				2249	Bishopdale Park Skateboard Area Renewal	0	0	0	23	240	0	0	0	0	0
				2307	Sports Parks Furniture Renewal Programme	15	2	56	3	516	226	5	7	5	32
				2309	Sports Parks Green Assets Renewal Programme	194	198	203	208	214	219	226	232	240	248
				2312	Sports Parks Hard Surface Renewals Programme	99	101	104	106	109	224	230	237	245	253
				2314	Hagley Park Hard Surface Renewals	33	33	34	0	0	0	0	0	0	0
				2331	Barrington Park Playground Renewal (accessibility standard)	0	0	0	0	18	246	0	0	0	0
				2333	Sports Parks Structures Renewal Programme	99	101	104	106	109	112	115	119	122	127
				2335	Clare Park Vehicle Bridge Renewal	0	0	0	245	0	0	0	0	0	0
				3115	Sports Parks Play and Recreation Facilities Renewal Programme	12	62	50	28	21	253	260	768	1,325	879
				3180	Sports Parks Sport Facilities Renewal Programme	544	6	82	106	42	36	115	124	178	70
				8388	Sports Parks Turf Renewals	99	101	104	106	109	112	115	119	122	127
				8394	Artificial Cricket Wicket Renewals	31	32	33	0	0	0	0	0	0	0
				17521	Sports Parks Playground Renewals	42	0	0	0	0	0	0	0	0	0
				17724	Sports Parks Boundary Fences Renewals	21	21	22	22	23	24	24	25	26	27
				17925	Fendalton park pavilion and toilet renewal	0	0	16	279	0	0	0	0	0	0
				17926	Sports park drainage mitigation	99	101	104	106	109	112	115	119	122	127
				17927	Halswell Domain pavilion and toilet renewal	0	0	0	0	34	589	0	0	0	0
				17929	Sand turf renewals	0	0	0	0	0	0	0	0	129	133
			Growth	335	Ferrymead Park Development	16	106	109	0	0	0	0	0	0	0
				354	Halswell Domain Car Park	380	0	0	447	229	0	0	0	0	0
				2186	Sports Parks - Structures (New)	109	111	114	117	120	123	127	130	135	139
				3178	District Sports Park Purchases	2,174	0	5,700	0	4,795	0	2,534	0	0	0
			Increased Levels of Service	502	New backflow preventers	54	56	57	58	60	62	63	65	67	70
				2245	Rawhiti Domain Sports Turf Upgrade to Premier Park	0	0	0	0	12	616	0	0	0	0
			Legal	12510	Sports parks boundary fences	21	0	0	0	0	0	0	0	0	0
			New Services	17928	Halswell skate park	0	53	327	0	0	0	0	0	0	0
			<b>Sports &amp; Recreation Total</b>			<b>12,034</b>	<b>13,370</b>	<b>25,788</b>	<b>30,457</b>	<b>34,908</b>	<b>13,961</b>	<b>16,855</b>	<b>16,165</b>	<b>15,450</b>	<b>19,053</b>
			Stormwater Drainage												
			Stormwater Drainage	Core	324	Stormwater Pipe Renewals	1,040	1,064	1,091	1,677	1,720	1,767	2,424	2,497	3,330

## Proposed Capital Programme - Funded

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				325	Cashmere Stream Green Corridor	174	0	0	0	0	0	0	0	0	0
				327	Technical Equipment - Replacement	27	28	28	29	30	31	32	33	34	35
				333	Minor Piping Projects	156	160	142	145	149	153	158	162	167	173
				388	Unlined Drains Renewals	281	287	294	302	310	318	327	337	348	360
				390	Banks Peninsula Stormwater Renewals	339	372	382	391	401	412	424	437	451	466
				479	Lyttelton Brick Barrels	566	625	641	657	0	0	0	0	0	0
				481	Structural Replacements	164	133	164	727	172	177	788	187	193	866
				483	Shepards Stream	54	56	0	0	0	0	0	0	0	0
				484	Travis Wetland	33	33	34	35	36	37	38	39	40	42
				485	Styx Mill Conservation Reserve	54	56	68	70	72	74	76	78	81	84
				488	Charlesworth Wetland and Drain	21	0	0	0	0	0	0	0	0	0
				982	Piped Systems - Pipe Drains (R&R)	0	213	109	112	115	118	121	125	129	133
				984	Open Water Systems - Box Drains (R&R)	256	262	269	275	283	290	606	624	644	666
				985	Open Water Systems - Utility drains	163	167	171	175	180	185	190	196	202	209
				992	Natural Waterways (R&R)	104	106	109	112	115	118	121	125	129	133
				2131	Jacksons Creek @ Addington park	27	0	0	0	0	0	0	0	0	0
				2649	Hill and Gully Waterway Planting	174	85	87	89	92	94	97	100	103	107
				8603	Drayton Reserve Gully Planting	33	0	0	0	0	0	0	0	0	0
			Growth												
				329	Technical Equipment - new	27	28	28	29	30	31	32	33	34	35
				989	Natural Waterways (New)	326	334	342	351	360	369	380	391	404	418
				3412	Waterways & Wetlands Purchases	544	556	570	584	599	616	633	652	673	696
					<b>Stormwater Drainage Total</b>	<b>4,563</b>	<b>4,565</b>	<b>4,529</b>	<b>5,760</b>	<b>4,664</b>	<b>4,790</b>	<b>6,447</b>	<b>6,016</b>	<b>6,208</b>	<b>7,753</b>
			Strategic Planning												
					City & Community Long-Term Policy & Planning										
					Growth										
				66	Urban Renewal	577	305	313	321	329	338	348	358	370	382
					<b>Strategic Planning Total</b>	<b>577</b>	<b>305</b>	<b>313</b>	<b>321</b>	<b>329</b>	<b>338</b>	<b>348</b>	<b>358</b>	<b>370</b>	<b>382</b>
			Transport												
					Active Travel										
					Core										
				211	Off Road Cycleway Surfacing	82	93	109	112	117	123	129	135	142	150
				212	Coloured Cycleways	62	80	93	112	115	118	121	125	129	133
					Growth										
				2411	Local Cycleway: Northern Arterial Link Belfast to Waimakariri	0	0	0	0	229	589	1,818	1,248	644	0
				12692	Belfast Park Plan Change 43: Cycle/Pedestrian Rail Underpass	520	0	0	0	0	0	0	0	0	0
				17057	Local Cycleway: Development Connections - East	0	0	0	0	57	177	1,212	1,248	1,288	1,332
				17058	Local Cycleway : Development Connections - North	0	0	0	0	0	0	61	187	1,288	1,332
				17059	Local Cycleway: Development Connections - South	0	0	0	0	57	177	1,212	1,248	1,288	1,332
				17060	Local Cycleway: Development Connections - West	0	0	0	0	0	0	61	187	1,288	1,332

## Proposed Capital Programme - Funded

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				17214	Local Cycleway: Northern Arterial Link Cranford to Rutland Reserve	0	0	0	112	459	589	0	0	0	0
			Increased Levels of Service												
				1972	Major Cycleway: Opawaho River Route (Heathcote River Trail)	25	289	1,472	7,992	8,717	0	0	0	0	0
				1980	Major Cycleway: Rapanui-Shag Rock Cycleway (Sumner to City)	7,140	5,852	7,400	0	0	0	0	0	0	0
				1981	Major Cycleway: Quarryman's Trail (Halswell to City)	603	8,033	829	8,943	0	0	0	0	0	0
				1982	Major Cycleway: Avon - Otakaro Route (Avon River Route - New Brighton to City)	25	238	550	3,655	16,227	3,239	0	0	0	0
				1983	Major Cycleway: South Express (Hornby Rail Route - Templeton to City)	31	463	3,141	291	0	0	0	0	0	0
				1984	Major Cycleway: Papanui Parallel (Grassmere Route) - Papanui to City	4,992	4,631	0	0	0	0	0	0	0	0
				1986	Major Cycleway: Northern Line Cycleway (Northern Rail Route) - Belfast to Riccarton Suburbs	943	3,817	0	0	0	0	0	0	0	0
				1987	Major Cycleway: Heathcote Expressway (Heathcote Rail Route to City)	25	815	6,107	1,341	5,463	0	0	0	0	0
				1988	Major Cycleway: Uni-Cycle (University to City)	7,332	492	0	0	0	0	0	0	0	0
				1989	Major Cycleway: Wheels to Wings (Airport Route)	25	26	120	1,654	6,881	5,016	0	0	0	0
				1990	Major Cycleway: Little River Link (Little River Route)	1,974	1,921	0	0	0	0	0	0	0	0
				1991	Major Cycleway: Southern Lights (South to City)	31	110	404	1,384	0	0	0	0	0	0
				1993	Major Cycleway: Nor'West Arc (Western Inner Orbital)	883	8,192	12,323	245	0	0	0	0	0	0
				9146	Coastal Pathway Project	3,300	2,890	0	0	0	0	0	0	0	0
	Parking		Core												
				471	Parking Renewals: Off Street	26	27	27	210	216	222	228	235	242	251
				833	Parking Renewals: On Street	565	612	214	220	234	250	266	284	303	324
			New Services												
				17101	Suburban Parking Facilities and Management	36	37	38	559	573	589	606	624	644	666
	Public Transport Infrastructure		Core												
				216	Bus Shelter Renewals	157	246	351	450	468	488	509	532	557	584
				296	ITS System Renewal - PT	135	138	142	145	149	153	158	162	168	173
				1001	Public Transport Renewals & Replacements	11	11	11	12	12	12	13	13	13	14
			Increased Levels of Service												
				172	Public Transport Minor Works	11	11	11	12	12	12	13	13	13	14
				173	Bus Stop Installation	76	78	80	82	84	86	89	91	94	97
				174	Shelter Installation	207	211	217	222	228	234	241	248	256	265
				182	Bus Stop Seating	33	33	34	35	36	37	38	39	40	42
				255	ITS Installations Bus Finders	57	58	60	50	51	53	54	56	58	60
				256	ITS Sign-Board Installations	44	45	47	48	49	50	52	53	55	57



## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				914	Core PT Route & Facilities: South (Colombo St)	0	0	0	0	122	1,178	1,212	0	0	0
				938	Core PT Route & Facilities: Orbiter	520	2,128	2,726	0	0	0	0	0	0	0
				940	Core PT Route & Facilities: South-West (Wigram & Halswell)	0	266	1,522	3,823	2,294	0	0	0	0	0
				2274	Core PT Route & Facilities: North (Papanui & Belfast)	0	0	0	391	401	883	0	0	0	0
		New Services		17152	PT Facilities : Northlands Hub	0	532	545	0	0	0	0	0	0	0
				17153	PT Facilities : New Brighton Layover	104	0	0	0	0	0	0	0	0	0
				17154	PT Facilities : Barrington	0	0	55	2,794	1,147	0	0	0	0	0
				17157	PT Bus Priority Electronic Installations	0	0	273	279	287	0	0	0	0	0
				17158	Transitional PT Infrastructure to support Hubs & Spokes	0	532	273	279	287	294	0	0	0	0
		Transport Total				29,975	42,907	39,174	35,452	44,972	14,569	8,093	6,728	8,510	8,158
		Water Supply													
		Water Supply	Committed	102	NW NZDWS Compliance	0	601	0	0	0	0	0	0	0	0
				2201	WS City Water Supply Re-zoning	1,872	1,915	1,963	1,956	2,007	2,945	0	0	0	0
				10541	Avonhead PS well replacement ( NWDWS )	697	0	0	0	0	0	0	0	0	0
			Core	51	WS Mains Renewals	9,261	9,979	6,877	8,398	13,595	12,417	12,668	12,579	12,212	15,394
				52	WS Headworks Well Renewals	162	644	660	693	711	730	770	793	0	0
				53	WS Infra R&R Reticulation Submains	1,556	1,557	1,568	1,564	1,571	1,621	1,659	1,705	1,720	1,748
				73	WS Pumping Civils and Buildings R&R	815	834	570	876	899	923	950	0	0	0
				89	WS R&R Submains Meter Renew	273	279	286	307	315	323	333	343	353	365
				888	WS Lyttelton R&R Rail Tunnel Pipeline	0	0	0	254	556	2,509	2,582	2,659	2,744	0
				2355	WS Pumping Stations - Reactive Renewals	30	31	31	44	45	47	37	38	39	56
				2742	Burnside PS Well Replacement Project	139	0	0	0	0	0	0	0	0	0
				2743	Farrington PS Well Replacement Project	467	0	0	0	0	0	0	0	0	0
				6340	Wrights Pump station Well Renewal	1,352	0	0	0	0	0	0	0	0	0
				7521	Grampian PS well replacement ( NWDWS )	624	0	0	0	0	0	0	0	0	0
				17885	WS Eastern Tce Trunk Main Renewal	0	266	4,362	4,471	0	0	0	0	0	0
				17901	WS Pump Station MEICA R&R	1,081	1,143	349	838	860	883	909	936	966	999
				17924	WS Averill Station Replacement	0	0	0	0	0	0	0	624	2,576	2,664
				19405	WS Estuary Pump Station Well 1 Renewal	467	0	0	0	0	0	0	0	0	0
			Growth	45	WS New Connections	1,674	1,358	1,392	1,282	1,243	1,203	1,164	1,199	1,238	1,280
				49	WS Subdivisions Add Infra for Development	312	319	327	279	287	294	303	312	322	333
				50	WS Reticulation New Mains	780	2,128	2,181	1,677	1,720	1,178	1,212	1,248	1,288	1,332
				64	WS Land Purchase for Pump Stations	624	0	0	671	0	0	0	0	773	0
				870	WS New Wells for Growth	1,843	628	644	671	688	1,413	727	749	773	799
				897	WS - Electronic Equipment Improvements	8	9	9	9	9	9	10	10	10	10
				1258	WS New Pump Stations for Growth	2,196	2,246	0	0	0	2,487	2,559	0	0	0
				19600	WS Prestons Marshlands Rd Link Main	1,300	0	0	0	0	0	0	0	0	0

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
Legal															
				865	WS Water Supply Security	22	22	23	23	24	25	25	26	27	28
				2363	WS - Reservoir Safety Improvements	125	44	0	47	0	49	0	0	0	0
				18281	WS Land Purchase for Catchment Protection	208	213	218	224	229	236	242	250	258	266
				18760	WS Duvauchelle DWSNZ upgrade Stage 2	312	0	0	0	0	0	0	0	0	0
Water Supply Total						28,200	24,216	21,460	24,284	24,759	29,292	26,150	23,471	25,299	25,274
Day-to-Day Total						265,084	232,690	228,976	269,721	288,220	260,808	249,326	210,693	207,345	216,394
Facility Rebuilds															
Arts & Culture															
	Libraries		Committed												
				1019	South West Library and Service Centre (Ex Sockburn Service Centre)	2,945	0	0	0	0	0	0	0	0	0
			Core												
				1020	Central Library Rebuild (New Central Library)	15,000	26,000	25,000	0	0	0	0	0	0	0
				20836	South Library and Service Centre EQ	260	798	3,272	11,737	0	0	0	0	0	0
Arts & Culture Total						18,205	26,798	28,272	11,737	0	0	0	0	0	0
Corporate															
	Corporate Investments		Committed												
				1024	Town Hall Rebuild	44,554	53,196	10,905	0	0	0	0	0	0	0
				1026	AMI Stadium Rebuild	0	0	0	0	0	0	0	60,610	118,090	74,300
	Corporate Support		Committed												
				10370	Performing Arts Precinct	2,786	12,214	0	0	0	0	0	0	0	0
			Core												
				2089	Facilities Rebuild Plan: Insurance Funded Community Facilities (incl Heritage) Rebuild Programme	1,469	22,888	9,602	0	0	0	0	0	0	0
				19590		36,400	15,959	0	0	0	0	0	0	0	0
				20119	Lyttelton service centre and integration with library	565	0	0	0	0	0	0	0	0	0
			Increased Levels of Service												
				21133	Aspirational Red Zone and other catalyst projects	1,040	2,128	3,272	0	0	0	0	0	0	0
Corporate Total						86,814	106,385	23,779	0	0	0	0	60,610	118,090	74,300
Heritage Protection & Policy															
	Heritage Protection		Core												
				3371	Mona Vale Homestead	1,227	0	0	0	0	0	0	0	0	0
				3380	Sign of the Takahe	310	0	0	0	0	0	0	0	0	0
				22167	Canterbury Provincial Chambers Protective Structures	10,000	0	0	32,244	0	0	0	0	0	0
Heritage Protection & Policy Total						11,537	0	0	32,244	0	0	0	0	0	0

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
Housing		Social Housing	Core												
				2405	Facilities Rebuild Plan: Social Housing: Insurance Funded	13,570	2,996	0	0	0	0	0	0	0	0
Housing Total						13,570	2,996	0	0	0	0	0	0	0	0
Resilient Communities		Community Facilities	Core												
				8385	Bishopdale Library and Community Centre Rebuild	5,301	0	0	0	0	0	0	0	0	0
				9381	Sumner Community Facility (Centre & Library) Rebuild	8,424	0	0	0	0	0	0	0	0	0
				10029	Aranui Community Centre Rebuild	3,605	0	0	0	0	0	0	0	0	0
				20053	Shirley community centre	520	0	0	0	0	0	0	0	0	0
Resilient Communities Total						17,850	0	0	0	0	0	0	0	0	0
Roads & Footpaths		Road Network	Increased Levels of Service												
				1969	AAC Central City: Wayfinding	391	4,256	1,091	894	1,147	0	0	0	0	0
				18323	AAC Hereford Street (Montreal-Rolleston)	0	106	640	0	0	0	0	0	0	0
				18324	AAC Victoria Street	843	6,384	0	0	0	0	0	0	0	0
				18325	AAC Salisbury Street	0	664	5,780	0	0	0	0	0	0	0
				18326	AAC Antigua Street (St Asaph-Moorhouse)	208	1,256	0	0	0	0	0	0	0	0
				18334	AAC Hereford Street (Cambridge-Montreal)	0	146	1,418	0	0	0	0	0	0	0
				18335	AAC Hereford Street (Manchester-Madras)	0	0	191	1,849	0	0	0	0	0	0
				18336	AAC Colombo Street (Bealey-Kilmore)	0	0	545	2,017	0	0	0	0	0	0
				18338	AAC Colombo Street (St Asaph-Moorhouse)	0	0	354	2,893	0	0	0	0	0	0
				18341	AAC Ferry Road (St Asaph-Fitzgerald)	0	0	191	1,831	0	0	0	0	0	0
				18342	AAC High Street (Manchester-St Asaph)	0	0	354	2,780	0	0	0	0	0	0
				18343	AAC High Street (Hereford-Manchester)	0	0	327	2,670	0	0	0	0	0	0
				18360	AAC Riccarton Avenue	0	0	0	168	4,485	0	0	0	0	0
				18361	AAC Rolleston Avenue (Hereford-Armagh)	0	0	0	101	1,288	0	0	0	0	0
				18362	AAC Park Terrace	0	0	0	89	1,055	0	0	0	0	0
				18363	AAC Rolleston Avenue (Cambridge-Hereford)	0	0	0	34	378	0	0	0	0	0
				18364	AAC Armagh Street (Manchester-Colombo)	0	0	0	56	780	0	0	0	0	0
				18365	AAC Armagh Street (Durham-Montreal)	0	0	109	2,089	0	0	0	0	0	0
				18366	AAC Armagh Street (Montreal-Park)	0	0	0	22	214	0	0	0	0	0
				18367	AAC Durham Street (Tuam-St Asaph)	0	0	0	56	787	0	0	0	0	0
				18370	AAC Gloucester Street (Madras-Manchester)	0	0	0	0	34	1,054	0	0	0	0
				18371	AAC Gloucester Street (Manchester-Colombo)	0	0	0	0	115	2,139	0	0	0	0
				18372	AAC Gloucester Street (Oxford-Montreal)	0	0	0	0	229	2,567	0	0	0	0
				18373	AAC Central City connecting roads & lanes	0	0	0	0	138	1,083	0	0	0	0
				18374	AAC Cambridge Terrace (Montreal-Rolleston)	0	0	0	0	69	531	0	0	0	0
				18375	AAC Chester Street (Durham-Cranmer)	0	0	0	0	23	92	0	0	0	0
				18376	AAC Chester street (Madras-Oxford)	0	0	0	0	92	496	0	0	0	0

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				18377	AAC Chester Street (Cranmer-Park)	0	0	0	0	34	173	0	0	0	0
				18378	AAC Lichfield Street (Madras-Manchester)	0	0	0	45	443	0	0	0	0	0
				18379	AAC Worcester Street (Oxford-Montreal)	0	0	0	89	841	0	0	0	0	0
				18380	AAC Worcester Street (Montreal-Rolleston)	0	0	0	78	783	0	0	0	0	0
				18381	AAC Cashel Street (Manchester-Cambridge)	0	0	0	0	344	4,879	0	0	0	0
				18382	AAC Montreal Street (Beveridge-Cambridge)	0	0	0	0	0	171	1,212	1,248	2,576	1,865
				18383	AAC Montreal Street (Cambridge-Tuam)	0	0	0	0	172	691	0	0	0	0
				18384	AAC Montreal Street (Tuam-St Asaph)	0	0	0	0	172	691	0	0	0	0
					AAC Montreal Street (Bealey-Beveridge & St Asaph-Moorhouse)	0	0	0	0	0	57	606	2,559	0	0
				18390	AAC Cashel Street (Cambridge-Montreal)	0	0	0	0	0	0	0	0	258	1,401
				18395	AAC Bealey Avenue	0	0	0	0	267	942	3,151	1,623	1,932	3,197
				18396	AAC Madras Street (Kilmore-Lichfield)	0	0	0	0	0	0	607	1,036	2,834	0
				18397	AAC Moorhouse Avenue	0	0	0	0	0	824	3,151	2,497	1,675	3,130
				19845	AAC Oxford Terrace (Kilmore-Madras)	0	99	0	0	0	0	0	0	0	0
				19846	AAC Cambridge Terrace (Kilmore-Barbadoes)	0	0	0	0	115	199	0	0	0	0
				19847	AAC Hereford St (Manchester-Cambridge)	0	362	4,297	0	0	0	0	0	0	0
					AAC Kilmore Street (Fitzgerald-Park) two way conversion	13,221	1,732	0	0	0	0	0	0	0	0
				21119		13,221	1,732	0	0	0	0	0	0	0	0
					<b>Roads &amp; Footpaths Total</b>	<b>14,663</b>	<b>15,005</b>	<b>15,297</b>	<b>17,761</b>	<b>14,005</b>	<b>16,589</b>	<b>8,727</b>	<b>8,963</b>	<b>9,275</b>	<b>9,593</b>
					<b>Sports &amp; Recreation</b>										
					Recreation and Sports Services										
					Core										
				1016	Community Facilities Eastern Aquatics Facility	15,000	12,608	0	0	0	0	0	0	0	0
				1017	Central City Metro Sport Facility	15,000	50,000	50,500	15,000	0	0	0	0	0	0
					<b>Sports &amp; Recreation Total</b>	<b>30,000</b>	<b>62,608</b>	<b>50,500</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>Transport</b>										
					Parking										
					Committed										
				1022	Parking "Replacement" Capex	10,534	6,707	0	0	0	0	0	0	0	0
				16888	Crossing Carpark	16,643	0	0	0	0	0	0	0	0	0
					Public Transport Infrastructure										
					Increased Levels of Service										
				2735	The Square	4,000	600	0	0	0	0	0	0	0	0
					<b>Transport Total</b>	<b>31,177</b>	<b>7,307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>Facility Rebuilds Total</b>	<b>223,816</b>	<b>221,099</b>	<b>117,848</b>	<b>76,742</b>	<b>14,005</b>	<b>16,589</b>	<b>8,727</b>	<b>69,573</b>	<b>127,365</b>	<b>83,893</b>
					<b>Infrastructure Rebuild</b>										
					Flood Protection & Control Works										
					Stormwater Drainage										
					Core										
				1007	LDRP Budget Only - EQ Stormwater Retic Capex	40,000	40,920	28,312	21,496	22,054	22,650	23,306	24,006	24,774	25,616
					<b>Flood Protection &amp; Control Works Total</b>	<b>40,000</b>	<b>40,920</b>	<b>28,312</b>	<b>21,496</b>	<b>22,054</b>	<b>22,650</b>	<b>23,306</b>	<b>24,006</b>	<b>24,774</b>	<b>25,616</b>

## Proposed Capital Programme - Funded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
Parks & Open Spaces															
	Parks & Open Spaces		Core	1009	Budget Only - EQ Greenspace Capex	6,862	7,020	7,195	0	0	0	0	0	0	0
Parks & Open Spaces Total						6,862	7,020	7,195	0	0	0	0	0	0	0
Roads & Footpaths															
	Road Network		Core	1008	Post SCIRT Surfacing Works	0	34,574	35,439	36,323	0	0	0	0	0	0
				3286	Budget Only - SCIRT Roading Capex	101,073	22,971	0	0	0	0	0	0	0	0
Roads & Footpaths Total						101,073	57,545	35,439	36,323	0	0	0	0	0	0
Sewage Collection, Treatment & Disposal															
	Wastewater Collection		Core	3283	Budget Only - SCIRT WW Reticulation Capex	307,163	73,359	0	0	0	0	0	0	0	0
				3284	Budget Only - SCIRT WW Pump Station Capex	702	336	0	0	0	0	0	0	0	0
	Wastewater Treatment & Disposal		Core	593	WP0000131 - CWTP Trickling Filter Repairs	406	0	0	0	0	0	0	0	0	0
Sewage Collection, Treatment & Disposal Total						308,271	73,695	0	0	0	0	0	0	0	0
Stormwater Drainage															
	Stormwater Drainage		Core	2584	LDRP Land Drainage Recovery Investigations Programme	0	20,460	20,972	0	0	0	0	0	0	0
				3285	Budget Only - SCIRT Stormwater Retic Capex	61,206	9,393	0	0	0	0	0	0	0	0
				3315	Budget Only - SCIRT Stormwater Pump Station Capex	618	141	0	0	0	0	0	0	0	0
Stormwater Drainage Total						61,824	29,994	20,972	0	0	0	0	0	0	0
Water Supply															
	Water Supply		Core	1002	Budget Only - EQ WS Reticulation Capex	8,499	0	0	0	0	0	0	0	0	0
				3282	Budget Only - SCIRT WS Reticulation Capex	18,177	1,595	0	0	0	0	0	0	0	0
Water Supply Total						26,676	1,595	0	0	0	0	0	0	0	0
Infrastructure Rebuild Total						544,706	210,769	91,918	57,819	22,054	22,650	23,306	24,006	24,774	25,616
Grand Total						1,033,606	664,558	438,742	404,282	324,279	300,047	281,359	304,272	359,484	325,903

## Proposed Capital Programme - Unfunded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
<b>Day-to-Day</b>															
Parks & Open Spaces															
	Garden & Heritage Parks	Increased Levels of Service													
				14475	Botanic Gardens to Hagley Park & Hospital footbridge	31	319	0	0	0	0	0	0	0	0
				14711	Botanic Gardens Centre visitor pedestrian footbridge	31	319	0	0	0	0	0	0	0	0
	Harbours & Marine Structures	Increased Levels of Service													
				17918	Naval point breakwater and marine project	0	0	0	0	0	47	2,424	2,497	0	0
	Neighbourhood Parks	Increased Levels of Service													
				1446	Scott Park redevelopment as per master plan for main road	364	1,064	0	0	0	0	0	0	0	0
		New Services													
				18010	Development of 441 Colombo street public space	21	426	0	0	0	0	0	0	0	0
				19320	Sumner master plan open space projects	1,144	0	0	0	0	0	0	0	0	0
				19321	New Brighton master plan open space projects	208	532	0	0	0	0	0	0	0	0
<b>Parks &amp; Open Spaces Total</b>						<b>1,799</b>	<b>2,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>	<b>2,424</b>	<b>2,497</b>	<b>0</b>	<b>0</b>
Roads & Footpaths															
	Road Network	Growth													
				230	Northern Arterial Links	56	56	58	65	241	5,889	6,060	0	0	0
				258	Intersection Improvement: Frankleigh / Lyttelton	0	0	0	39	688	0	0	0	0	0
				287	Carrs Rd Cycle & Pedestrian Bridge	2,526	2,149	0	0	0	0	0	0	0	0
				923	Intersection Improvement: Hoon Hay / Sparks	26	53	109	447	0	0	0	0	0	0
				927	Pages Road Upgrade	0	0	0	28	1,436	1,167	984	0	0	0
				930	Intersection Improvement: Sockburn Roundabout	0	0	0	0	398	5,889	6,060	11,235	0	0
				1344	Intersection Improvements: Milns/ Sparks / Sutherlands	0	0	0	0	0	0	0	0	0	666
				2000	Intersection Improvement: Amyes / Awatea / Springs	0	27	55	1,565	0	0	0	0	0	0
				2002	Intersection Improvement: Grimseys / Prestons	0	0	0	0	0	29	364	936	0	0
				2030	Intersection Improvement: Gardiners / Styx Mill	0	0	59	112	0	0	0	0	0	0
				2427	New Access: Main South Road to South West	0	53	55	0	0	0	0	0	0	0
				10768	Intersection Improvement: Awatea /Wigram	0	0	0	0	0	0	0	0	0	200
				17044	Network Management Improvements : McLeans Island Road	0	0	0	224	0	0	0	0	0	0
				17051	Network Management Improvements : Shands Road Corridor	0	0	0	559	573	589	0	0	0	0
				17052	Network Management Improvements : Sparks Road Corridor	0	0	0	0	573	589	606	0	0	0
				17055	New Access : Northcote Road (PC71)	26	532	545	0	0	0	0	0	0	0

## Proposed Capital Programme - Unfunded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				17076	New Links : Canada Crescent	0	0	0	0	0	0	30	125	515	0
				17079	New Links : Candys to Quaifes	0	0	0	0	0	0	30	62	64	533
				17083	New Links : Selwyn District to South West	0	0	0	0	0	0	606	624	644	0
				17085	New Links : Sutherlands Road	0	0	0	0	0	236	2,424	2,497	0	0
				17087	RONs Downstream Intersection Improvements : Breens / Gardiners / Harewood	0	0	164	279	0	0	0	0	0	0
				17090	RONs Intersection Improvements : Downstream Projects	0	27	109	559	573	0	0	0	0	0
				17093	Route Improvements : Marshs Road realignment	0	0	0	0	0	0	0	0	644	1,332
				17094	Route Improvements : Milns Road	0	0	0	0	0	0	0	0	644	0
				17096	RONs Downstream Intersection Improvements : Greers / Memorial	0	0	0	0	0	0	0	31	193	666
				17097	RONs Downstream Intersection Improvements : Greers / Wairakei	0	0	0	0	0	0	0	31	193	666
				17099	RONs Downstream Intersection Improvements : Northcote / Railway	0	0	27	279	803	0	0	0	0	0
				17400	Intersection Improvement: Amyes / Goulding / Shands	0	0	0	0	172	294	0	0	0	0
				17742	Intersection Improvements: Lincoln/ Lyttelton/ Wrights	0	0	27	56	860	0	0	0	0	0
				18761	Road Corridor Improvements - Growth	0	0	1,140	1,168	1,199	1,231	1,267	1,305	1,347	1,392
			Increased Levels of Service												
				208	Neighbourhood Improvements Programme	275	281	301	321	329	338	348	358	370	382
				241	Banks Peninsula: Seal Extension	0	192	205	219	225	231	238	245	252	261
				261	Glandovey/Heaton/Rossall/Strowan Intersection	0	0	0	0	29	177	0	0	0	0
				288	New Retaining Walls	208	213	218	224	0	236	0	250	0	266
				919	Lyttelton Port Access Road	0	149	237	0	0	1,650	4,139	4,263	0	0
				1975	Suburban Masterplan: Sydenham (Transport Activities)	1,058	4,746	2,070	0	0	0	0	0	0	0
				1976	Suburban Masterplan: Lyttelton (Transport Activities)	0	926	1,349	0	0	0	0	0	0	0
				2027	Intersection Improvement: Hawkins / Radcliffe	0	0	0	28	172	294	0	0	0	0
				2442	Red Rock Retaining Wall Renewal	312	319	327	335	344	353	364	374	386	400
				2448	Taylor's Mistake Road Upgrade	0	0	0	0	0	589	606	0	0	0
				17105	Intersection Safety: Aldwins/ Marlborough (51)	0	0	0	0	0	0	0	0	32	666
				17106	Intersection Safety: Armagh/ Fitzgerald (52)	0	0	0	0	0	0	0	0	32	333
				17107	Intersection Safety: Avonside/ Linwood/ Woodham (30)	0	0	0	0	0	29	303	874	0	0
				17109	Intersection Safety: Barbadoes/ Gloucester (43)	0	0	0	0	0	0	0	31	322	932
				17110	Intersection Safety: Barbadoes/ Hereford (50)	0	0	0	0	0	0	0	0	32	333
				17111	Intersection Safety: Barbadoes/ Lichfield (45)	0	0	0	0	0	0	0	31	322	932
				17113	Intersection Safety: Bealey/ Carlton Mill/ Harper/ Park (26)	0	0	0	0	29	294	848	0	0	0
				17116	Intersection Safety: Bealey/ Montreal (33)	0	0	0	0	0	29	303	874	0	0

## Proposed Capital Programme - Unfunded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				17123	Intersection Safety: Colombo/ Moorhouse (41)	0	0	0	0	0	0	30	312	902	0
				17125	Intersection Safety: Durham/ St Asaph (49)	0	0	0	0	0	0	0	0	32	333
				17128	Intersection Safety: Ferry/ Hargood/ Radley (56)	0	0	0	0	0	0	0	0	0	33
				17129	Intersection Safety: Ferry/ Randolph (57)	0	0	0	0	0	0	0	0	0	33
				17134	Intersection Safety: Fitzgerald/ Gloucester (48)	0	0	0	0	0	0	0	31	322	932
				17137	Intersection Safety: Gloucester/ Manchester (34)	0	0	0	0	0	0	30	312	902	0
				17139	Intersection Safety: Grahams/ Wairakei (32)	0	0	0	0	0	29	303	0	0	0
				17140	Intersection Safety: Hagley/ Oxford/ Riccarton/ Tuam (23)	0	0	0	0	29	294	848	0	0	0
				17141	Intersection Safety: Hereford/ Stanmore (35)	0	0	0	0	0	0	30	312	1,288	0
				17143	Intersection Safety: Hills/ Shirley/ Warrington (53)	0	0	0	0	0	0	0	0	32	333
				17145	Intersection Safety: Linwood/ St Johns (42)	0	0	0	0	0	0	0	31	322	1,332
				17146	Intersection Safety: Main South/ Riccarton/ Yaldhurst (38)	0	0	0	0	0	0	30	312	1,932	0
				17159	Intersection Safety: Manchester/ Salisbury (9)	0	0	27	279	803	0	0	0	0	0
				17173	Intersection Safety: Marshs/ Shands (58)	0	0	0	0	0	0	0	0	0	33
				17174	Intersection Safety: Milton/ Strickland (54)	0	0	0	0	0	0	0	0	32	333
				17176	Intersection Safety: Normans/ Strowan/ Wairakei (55)	0	0	0	0	0	0	0	0	0	33
				17183	Intersection Safety: Puriri/ Ratray/ Riccarton (39)	0	0	0	0	0	0	30	312	1,288	0
				17191	Intersection Safety: Troup/ Whiteleigh (47)	0	0	0	0	0	0	0	31	322	932
				17197	RONs Downstream Intersection Safety: Halswell Junction/ Springs/ Wilmers (40)	0	27	164	894	0	0	0	0	0	0
				17198	RONs Downstream Intersection Safety: Hawkins/ Lower Styx/ Marshland (10)	0	27	109	782	229	0	0	0	0	0
				17201	Central City Commercial Rebuild - Street Frontage Alterations	0	213	164	112	115	0	0	0	0	0
				17202	Freight Hub - Northern Connections	0	0	0	0	573	589	0	0	0	0
				17204	Freight Network Improvements	0	106	545	1,118	1,147	1,178	1,212	1,248	1,288	1,332
				17205	Freight Route Improvements : Sumner to Ferrymead	36	532	0	0	0	0	0	0	0	0
				17210	Safety Improvements: Harewood Pedestrian Crossing Points	0	0	0	0	0	0	0	125	97	0
				17212	Safety Improvements: Pedestrian/ Cycle Safety Fences - new assets	0	0	0	0	287	294	303	312	322	333
				17213	Seal Widening	260	160	273	0	0	0	0	0	0	0
				17219	Core Walking Routes	78	80	109	224	229	236	242	250	258	266
				17223	Lyttleton - Pedestrian Links	0	0	0	0	0	0	0	0	129	266
				17229	Walkable Centres	52	106	109	224	229	236	242	250	258	266
				17230	Walkway Connections	208	213	218	224	229	236	0	0	0	0
				17745	Intersection Improvements: Annex/ Blenheim	0	0	0	0	0	0	0	0	0	33
				17746	Intersection Improvements: Augustine/ Halswell	0	0	0	0	172	294	0	0	0	0
				17747	Intersection Improvements: Blenheim / Clarence	0	0	0	0	0	0	0	0	0	33
				17860	Intersection Improvements: Charlesworth/ Ferry	0	0	0	0	0	0	0	0	0	33
				17861	Intersection Improvements: Clyde/ Fendalton/ Memorial	0	0	0	0	0	0	0	0	0	33



## Proposed Capital Programme - Unfunded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
				17871	Intersection Improvements: Colombo/ Huxley/ Milton	0	0	0	0	0	0	0	0	0	33
				17872	Intersection Improvements: Colombo/ Strickland	0	0	0	0	0	0	0	0	0	33
				17874	Intersection Improvements: Colombo / Tennyson	0	0	0	0	0	0	0	0	0	33
				17879	Intersection Improvements: Creyke / Ilam / Maidstone	0	0	0	0	0	0	0	0	0	33
				17882	Intersection Improvements: Fendalton / Idris	0	0	0	0	0	0	0	0	32	200
				17890	Intersection Improvement: Heaton / Innes / Papanui	0	0	0	0	0	0	0	0	32	200
				17893	Intersection Improvements: Homestead / Ilam	0	0	0	0	0	0	0	0	32	200
				17894	Intersection Improvement: Ilam / Memorial	0	0	0	0	0	0	0	0	32	333
				17895	Intersection Improvement: Ilam / University	0	0	0	0	0	0	0	0	32	333
				17896	Intersection Improvement: Inwoods / Mairehau	0	0	0	0	0	0	0	0	32	333
				17897	Intersection Improvements: Kahu / Kilmarlock / Straven	0	0	0	0	0	0	0	0	32	333
				17898	Intersection Improvements: Kahu / Kotare	0	0	0	0	0	0	0	0	32	333
				17899	Intersection Improvements: Kilmarlock / Railway	0	0	0	0	0	0	0	0	32	333
			New Services												
				17217	Lyttelton Access - Freight	0	53	55	503	1,147	0	0	0	0	0
				17218	Memorial Gateway	0	27	55	782	229	0	0	0	0	0
				17258	Network Management Improvements : City Wide	0	0	0	0	0	0	0	0	0	133
				17263	Network Management Improvements : Ferry Road	36	53	55	503	573	0	606	2,497	2,576	2,664
				17264	Network Management Improvements : Riccarton Road Corridor	0	0	0	0	115	1,178	1,212	1,248	1,288	1,332
				17269	Route Improvements : Blakes Road	0	0	0	559	0	0	0	0	0	0
				17270	Route Improvements : Innes Road	0	0	0	0	0	0	0	31	193	666
				17272	Route Improvements : Stanleys Road	0	0	0	0	0	0	606	624	644	0
				17273	Road Upgrade : Leistrella Road	0	0	0	0	0	0	0	187	322	0
Roads & Footpaths Total						5,157	11,320	8,938	12,711	14,750	24,697	31,304	32,571	21,029	24,407
Transport															
	Active Travel	Increased Levels of Service													
				1995	Local Cycleway: Linwood College Connections	0	53	55	559	0	0	0	0	0	0
				1996	Local Cycleway: Prestons Road	0	0	1,140	0	0	0	0	0	0	0
				1998	Cycle & Pedestrian Monitoring Infrastructure	31	85	0	0	0	0	0	0	0	0
				1999	Major Cycleway: End of Trip Facilities	198	202	0	0	0	0	0	0	0	0
				2438	Major Cycleway: Avon River - Pedestrian & Cycle Bridges	0	0	55	112	3,211	1,254	0	0	0	0
				17215	Major Cycleway: Park & Ride/ Stands/ PT Connections & Facilities	52	53	109	224	229	2,356	2,424	2,497	0	0
				17220	Cycleway Improvements: East Orbital	0	0	0	0	57	177	3,636	1,248	0	0
				17221	Cycleway Improvements: West Orbital	0	0	0	0	57	177	2,424	2,497	0	0
				17224	Major Cycleway: Strategic Connections	0	0	0	224	573	589	1,212	1,248	2,576	0
				17226	Local Cycleway: Nga Puna Wai Links	0	0	55	391	0	0	0	0	0	0
				17228	Waimakariri Bridges - Cycle Connectivity & Safety	52	106	0	0	0	118	1,091	624	0	0

## Proposed Capital Programme - Unfunded

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Portfolio	Group of Activities	Activity	Category	ID	Description	Plan 2015/16	Plan 2016/17	Plan 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
		Public Transport Infrastructure	Increased Levels of Service												
				931	Core PT Route & Facilities: East (New Brighton)	0	0	0	0	0	0	0	437	451	999
				932	Core PT Route & Facilities: South-East (Sumner)	0	0	0	0	0	0	2,500	2,815	0	0
				939	Core PT Route & Facilities: Comet	0	0	0	0	0	0	0	0	313	1,997
				2007	Core PT Route & Facilities: North-East	0	0	0	0	0	0	0	624	2,576	3,330
				2273	Core PT Route & Facilities: North-West (Airport)	0	0	0	0	0	589	606	0	0	0
			New Services												
				2005	Core PT Route & Facilities : Park & Ride	0	106	109	1,118	1,147	1,178	1,212	1,248	1,288	1,332
				17148	Bus Priority	0	0	0	0	172	1,178	2,424	2,497	0	0
				17149	Core PT Route & Facilities : Cranford Street Corridor	0	0	0	0	0	0	0	403	2,922	0
				17151	PT Facilities : Belfast (Styx Centre)	0	0	0	0	0	0	0	0	6,982	0
				17155	PT Facilities : Lyttelton	0	0	0	1,677	1,720	0	0	0	0	0
				17156	PT Facilities : PC68	0	0	0	1,677	1,720	0	0	0	0	0
				17206	Central City Free Bus Infrastructure	52	53	55	279	229	0	0	0	0	0
				17216	Rapid Public Transport System	0	53	55	56	57	59	61	49,932	51,530	53,281
		Transport Total				385	711	1,633	6,317	9,172	7,675	17,590	66,070	68,638	60,939
Day-to-Day Total						7,341	14,691	10,571	19,028	23,922	32,419	51,318	101,138	89,667	85,346
Facility Rebuilds															
		Heritage Protection & Policy													
		Heritage Protection	Core												
				3348	Canterbury Provincial Chambers	2,080	2,128	9,815	23,474	25,230	25,912	19,391	0	0	0
				3373	Our City	1,040	1,596	4,907	5,030	0	0	0	0	0	0
		Heritage Protection & Policy Total				3,120	3,724	14,722	28,504	25,230	25,912	19,391	0	0	0
Facility Rebuilds Total						3,120	3,724	14,722	28,504	25,230	25,912	19,391	0	0	0
Grand Total						10,461	18,415	25,293	47,532	49,152	58,331	70,709	101,138	89,667	85,346

# Financial Statements



**Christchurch City Council**  
**Prospective statement of comprehensive revenue and expense**

Plan 2014/15		Note	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000											
<b>REVENUE</b>												
358,126	Rates revenue		396,962	435,053	479,938	518,212	551,980	583,160	612,536	636,474	656,725	682,232
18,766	Development contributions		21,856	17,448	22,518	25,430	24,332	24,454	26,068	25,028	24,198	24,329
435,251	Grants and subsidies		155,039	131,503	121,510	75,289	45,430	45,002	41,384	40,611	41,794	43,304
267,877	Other revenue	1	683,493	412,124	179,496	183,403	187,320	194,291	199,806	211,861	225,369	233,819
<b>1,080,020</b>	<b>Total operating income</b>		<b>1,257,350</b>	<b>996,128</b>	<b>803,462</b>	<b>802,334</b>	<b>809,062</b>	<b>846,907</b>	<b>879,794</b>	<b>913,974</b>	<b>948,086</b>	<b>983,684</b>
<b>EXPENDITURE</b>												
60,482	Finance costs		86,213	94,678	112,179	123,195	131,676	136,139	139,081	141,747	146,950	152,226
115,856	Depreciation	2	183,951	200,829	214,601	225,107	233,545	239,975	251,059	262,750	265,634	277,001
481,903	Other expenses	3	469,377	429,896	416,620	430,056	444,703	460,061	474,676	492,131	505,330	522,162
<b>658,241</b>	<b>Total operating expenditure</b>		<b>739,541</b>	<b>725,403</b>	<b>743,400</b>	<b>778,358</b>	<b>809,924</b>	<b>836,175</b>	<b>864,816</b>	<b>896,628</b>	<b>917,914</b>	<b>951,389</b>
<b>421,779</b>	<b>Surplus before asset contributions</b>		<b>517,809</b>	<b>270,725</b>	<b>60,062</b>	<b>23,976</b>	<b>(862)</b>	<b>10,732</b>	<b>14,978</b>	<b>17,346</b>	<b>30,172</b>	<b>32,295</b>
3,665	Vested assets		288,352	4,563	26,005	111,911	7,675	8,047	8,492	8,617	8,472	8,552
<b>425,444</b>	<b>Surplus before income tax expense</b>		<b>806,161</b>	<b>275,288</b>	<b>86,067</b>	<b>135,887</b>	<b>6,813</b>	<b>18,779</b>	<b>23,470</b>	<b>25,963</b>	<b>38,644</b>	<b>40,847</b>
(2,779)	Income tax expense		(7,000)	(1,500)	(300)	(2,500)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)
<b>428,223</b>	<b>Net surplus for year</b>		<b>813,161</b>	<b>276,788</b>	<b>86,367</b>	<b>138,387</b>	<b>8,063</b>	<b>20,029</b>	<b>24,720</b>	<b>27,213</b>	<b>39,894</b>	<b>42,097</b>
<b>Other Comprehensive Revenue and Expense</b>												
55,627	Changes in Revaluation Reserve		183,445	75,623	229,087	234,817	250,313	266,700	294,189	313,159	344,057	377,260
<b>483,850</b>	<b>Total Comprehensive Revenue and Expense</b>		<b>996,606</b>	<b>352,411</b>	<b>315,454</b>	<b>373,204</b>	<b>258,376</b>	<b>286,729</b>	<b>318,909</b>	<b>340,372</b>	<b>383,951</b>	<b>419,357</b>

Christchurch City Council

Prospective statement of changes in net assets/equity

Plan 2014/15		Note	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000										
7,354,178	<b>RATEPAYERS EQUITY AT JULY 1</b>		10,093,933	11,090,539	11,442,950	11,758,404	12,131,608	12,389,984	12,676,713	12,995,622	13,335,994	13,719,945
	Net surplus attributable to:											
	<b>Reserves</b>											
55,627	Revaluation reserve		183,445	75,623	229,087	234,817	250,313	266,700	294,189	313,159	344,057	377,260
	<b>Retained earnings</b>											
428,223	Surplus		813,161	276,788	86,367	138,387	8,063	20,029	24,720	27,213	39,894	42,097
483,850	Total comprehensive income for the year		996,606	352,411	315,454	373,204	258,376	286,729	318,909	340,372	383,951	419,357
<b>7,838,028</b>	<b>RATEPAYERS EQUITY AT JUNE 30</b>	7	<b>11,090,539</b>	<b>11,442,950</b>	<b>11,758,404</b>	<b>12,131,608</b>	<b>12,389,984</b>	<b>12,676,713</b>	<b>12,995,622</b>	<b>13,335,994</b>	<b>13,719,945</b>	<b>14,139,302</b>

**Christchurch City Council**  
**Prospective statement of financial position**

Plan 2014/15		Note	Plan 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000											
<b>Current assets</b>												
24,400	Cash and cash equivalents		5,990	17,946	19,944	21,957	24,111	26,364	28,774	31,300	33,948	36,781
149,516	Trade receivables and prepayments	4	74,294	76,003	77,830	79,695	81,768	83,975	86,411	89,004	91,761	94,792
6,024	Inventories		3,238	3,311	3,391	3,475	3,567	3,661	3,768	3,879	4,000	4,134
40,205	Other financial assets		169,792	18,991	22,065	25,911	30,277	35,319	40,742	47,007	53,989	61,479
<b>Non-current assets</b>												
Investments												
1,844,437	- Investments In CCOs and other similar entities		1,673,599	1,558,386	1,550,934	1,549,734	1,548,234	1,546,534	1,544,534	1,603,144	1,719,234	1,791,534
86,582	- Other investments		90,478	90,478	90,478	88,478	88,478	88,478	88,478	88,478	88,478	88,478
78,634	Intangible assets		50,714	58,057	61,813	63,566	63,985	63,584	62,948	62,654	62,255	62,014
1,325,521	Operational assets		1,356,489	1,576,147	1,704,743	1,781,561	1,825,426	1,849,946	1,871,922	1,905,340	1,940,085	1,983,339
5,064,860	Infrastructural assets		8,218,255	8,843,602	9,194,002	9,481,924	9,747,445	10,024,295	10,295,697	10,550,029	10,826,139	11,111,122
884,410	Restricted assets		1,119,791	1,149,345	1,207,725	1,372,352	1,406,388	1,439,152	1,478,329	1,516,695	1,558,198	1,602,606
<b>9,504,589</b>	<b>TOTAL ASSETS</b>		<b>12,762,640</b>	<b>13,392,266</b>	<b>13,932,925</b>	<b>14,468,653</b>	<b>14,819,679</b>	<b>15,161,308</b>	<b>15,501,603</b>	<b>15,897,530</b>	<b>16,378,087</b>	<b>16,836,279</b>
<b>Current liabilities</b>												
113,748	Trade and other payables	5	125,839	98,043	100,401	102,806	105,480	108,327	111,470	114,815	118,371	122,281
160,993	Borrowings		76,159	76,263	84,144	87,654	92,971	97,253	100,801	103,315	105,419	105,419
17,923	Other liabilities and provisions		17,832	16,188	16,554	17,170	17,663	18,053	18,391	19,099	19,412	20,043
<b>Non-current liabilities</b>												
1,205,353	Borrowings		1,391,079	1,695,748	1,910,441	2,066,758	2,151,317	2,199,030	2,213,564	2,262,864	2,353,576	2,387,865
164,613	Other liabilities and provisions	6	57,210	59,000	58,805	58,377	57,873	57,422	57,115	56,663	56,431	56,269
3,931	Deferred tax liability		3,982	4,074	4,176	4,280	4,391	4,510	4,640	4,780	4,933	5,100
7,838,028	<b>Ratepayers Equity</b>	7	11,090,539	11,442,950	11,758,404	12,131,608	12,389,984	12,676,713	12,995,622	13,335,994	13,719,945	14,139,302
<b>9,504,589</b>	<b>TOTAL EQUITY AND LIABILITIES</b>		<b>12,762,640</b>	<b>13,392,266</b>	<b>13,932,925</b>	<b>14,468,653</b>	<b>14,819,679</b>	<b>15,161,308</b>	<b>15,501,603</b>	<b>15,897,530</b>	<b>16,378,087</b>	<b>16,836,279</b>

**Christchurch City Council**  
**Prospective cash flow 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>OPERATING ACTIVITIES</b>											
<b>Cash was provided from:</b>											
529,898	Rates, grants, subsidies, and other sources	573,003	601,096	652,069	709,017	747,102	784,011	819,288	847,155	872,039	904,764
19,382	Interest received	27,839	28,054	24,992	23,646	23,801	24,004	24,148	24,159	24,336	24,540
24,456	Earthquake recoveries	14,081	4,663	-	-	-	-	-	-	-	-
55,504	Dividends	600,049	230,224	27,707	31,132	31,654	31,216	31,582	37,627	46,385	48,643
629,240		1,214,972	864,037	704,768	763,795	802,557	839,231	875,018	908,941	942,760	977,947
<b>Cash was disbursed to:</b>											
482,253	Payments to suppliers and employees	469,715	457,547	414,090	427,463	442,042	457,274	471,503	488,529	501,694	517,783
60,482	Interest paid	86,213	94,678	112,179	123,195	131,676	136,139	139,081	141,747	146,950	152,226
542,735		555,928	552,225	526,269	550,658	573,718	593,413	610,584	630,276	648,644	670,009
<b>86,505</b>	<b>NET CASH FLOW FROM OPERATIONS</b>	<b>659,044</b>	<b>311,812</b>	<b>178,499</b>	<b>213,137</b>	<b>228,839</b>	<b>245,818</b>	<b>264,434</b>	<b>278,665</b>	<b>294,116</b>	<b>307,938</b>
<b>INVESTING ACTIVITIES</b>											
<b>Cash was provided from:</b>											
6,763	Sale of assets	54,671	8,026	5,925	5,857	4,370	504	518	534	551	570
453,558	Earthquake recoveries	302,377	131,808	97,088	39,091	5,592	6,623	3,484	3,578	3,699	3,823
32,027	Investments realised	3,686	151,201	7,452	3,200	1,500	1,700	2,000	2,000	2,000	2,000
492,348		360,734	291,035	110,465	48,148	11,462	8,827	6,002	6,112	6,250	6,393
<b>Cash was applied to:</b>											
1,028,643	Purchase of assets	915,804	880,078	506,466	415,253	323,657	299,345	280,685	267,190	265,462	263,997
-	Purchase of investments	-	15,586	-	-	-	-	-	60,610	118,090	74,300
-	Purchase of investments (special funds)	90,540	-	3,074	3,846	4,366	5,042	5,423	6,265	6,982	7,490
1,028,643		1,006,344	895,664	509,540	419,099	328,023	304,387	286,108	334,065	390,534	345,787
<b>(536,295)</b>	<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>(645,610)</b>	<b>(604,629)</b>	<b>(399,075)</b>	<b>(370,951)</b>	<b>(316,561)</b>	<b>(295,560)</b>	<b>(280,106)</b>	<b>(327,953)</b>	<b>(384,284)</b>	<b>(339,394)</b>
<b>FINANCING ACTIVITIES</b>											
<b>Cash was provided from:</b>											
465,532	Raising of loans	253,000	319,784	237,689	182,824	116,382	83,818	54,187	91,468	134,983	78,560
465,532		253,000	319,784	237,689	182,824	116,382	83,818	54,187	91,468	134,983	78,560
<b>Cash was applied to:</b>											
11,546	Repayment of term liabilities	265,419	15,011	15,115	22,997	26,506	31,823	36,105	39,654	42,167	44,271
11,546		265,419	15,011	15,115	22,997	26,506	31,823	36,105	39,654	42,167	44,271
<b>453,986</b>	<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>(12,419)</b>	<b>304,773</b>	<b>222,574</b>	<b>159,827</b>	<b>89,876</b>	<b>51,995</b>	<b>18,082</b>	<b>51,814</b>	<b>92,816</b>	<b>34,289</b>
4,196	Increase/(decrease) in cash	1,015	11,956	1,998	2,013	2,154	2,253	2,410	2,526	2,648	2,833
20,204	Add opening cash	4,975	5,990	17,946	19,944	21,957	24,111	26,364	28,774	31,300	33,948
<b>24,400</b>	<b>ENDING CASH BALANCE</b>	<b>5,990</b>	<b>17,946</b>	<b>19,944</b>	<b>21,957</b>	<b>24,111</b>	<b>26,364</b>	<b>28,774</b>	<b>31,300</b>	<b>33,948</b>	<b>36,781</b>
<b>Represented by:</b>											
24,400	Cash and cash equivalents	5,990	17,946	19,944	21,957	24,111	26,364	28,774	31,300	33,948	36,781



## Notes to the prospective financial statements

Plan 2014/15		Plan \$000	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>NOTE 1</b>												
<b>Other revenue</b>												
192,991	Fees and charges		55,605	153,846	126,797	128,625	131,865	139,071	144,076	150,075	154,648	160,636
Interest:												
11,889	Subsidiaries		17,748	17,755	17,554	16,293	16,254	16,237	16,130	15,871	15,739	15,600
7,401	Special and other fund investments		10,010	10,226	7,361	7,277	7,466	7,683	7,928	8,192	8,496	8,833
92	Short term investments		81	73	77	76	81	84	90	96	101	107
19,382	Total interest revenue		27,839	28,054	24,992	23,646	23,801	24,004	24,148	24,159	24,336	24,540
Dividends:												
52,000	Christchurch City Holdings Ltd		595,300	226,000	23,600	27,200	27,800	27,400	28,000	34,200	42,900	45,100
3,384	Transwaste Ltd		4,629	4,104	3,987	3,812	3,734	3,696	3,462	3,307	3,365	3,423
120	Other		120	120	120	120	120	120	120	120	120	120
55,504	Total dividend revenue		600,049	230,224	27,707	31,132	31,654	31,216	31,582	37,627	46,385	48,643
267,877	Total other revenue		683,493	412,124	179,496	183,403	187,320	194,291	199,806	211,861	225,369	233,819
<b>NOTE 2</b>												
<b>Depreciation</b>												
8,648	Arts and culture		8,196	8,756	9,769	10,291	10,714	10,864	10,949	11,273	11,772	12,117
102	Economic development		84	67	53	57	68	70	70	72	74	77
-	Flood protection and control works		9	16	22	30	37	45	55	67	79	94
-	Heritage protection and policy		-	-	-	-	-	-	-	-	-	-
6,012	Housing		6,907	7,244	7,453	7,664	7,985	8,229	8,553	8,956	8,883	9,303
-	Natural environment		-	-	-	-	-	-	-	-	-	-
6,297	Parks and open spaces		7,030	7,001	7,100	7,324	7,069	7,038	7,242	7,516	7,529	7,509
2,087	Refuse minimisation and disposal		2,683	2,723	2,834	2,953	3,072	3,196	3,289	3,097	3,171	3,270
65	Regulation and enforcement		82	115	122	127	131	133	134	133	135	117
1,274	Resilient communities		1,474	1,745	1,822	1,922	1,976	2,004	2,135	2,286	2,458	2,568
34,065	Roads and footpaths		68,367	69,909	72,567	75,580	77,911	80,336	84,926	89,647	87,483	91,144
18,976	Sewerage collection, treatment and disposal		32,894	34,091	35,334	36,725	38,422	40,278	42,202	43,942	45,752	47,476
5,079	Sport and recreation		5,481	6,359	7,336	8,696	10,050	10,667	11,280	12,096	12,956	13,907
4,731	Stormwater and drainage		4,779	10,427	10,706	11,052	11,367	11,691	12,053	12,493	12,994	13,545
-	Strategic governance		-	-	-	-	-	-	-	-	-	-
37	Strategic policy and planning		43	69	87	105	124	144	166	189	213	240
4,001	Transport		5,872	7,024	8,235	8,118	9,274	10,330	10,996	11,722	12,484	13,274
10,886	Water supply		25,461	26,165	27,074	27,990	28,977	30,024	31,200	32,335	31,973	32,809
13,596	Corporate		14,589	19,118	24,087	26,473	26,368	24,926	25,809	26,926	27,678	29,551
115,856	Total Depreciation		183,951	200,829	214,601	225,107	233,545	239,975	251,059	262,750	265,634	277,001
<b>NOTE 3</b>												
<b>Other expenses</b>												
Operating expenditure:												
166,313	Personnel costs		177,842	181,063	189,025	204,649	210,524	221,321	227,386	234,105	241,655	249,857
34,724	Donations, grants and levies		32,512	38,323	37,311	35,755	29,626	29,989	30,493	31,032	31,605	32,235
280,866	Other operating costs		259,023	210,510	190,284	189,652	204,553	208,751	216,797	226,994	232,070	240,070
481,903	Total other expenses		469,377	429,896	416,620	430,056	444,703	460,061	474,676	492,131	505,330	522,162
<b>NOTE 4</b>												
<b>Current assets</b>												

**Trade receivables and prepayments**

12,647	Rates debtors	15,175	16,884	18,711	20,576	22,649	24,856	27,292	29,885	32,642	35,673
26,951	Other trade debtors	12,577	12,577	12,577	12,577	12,577	12,577	12,577	12,577	12,577	12,577
3,834	Amount owing by subsidiaries	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964
100,090	Other receivables/prepayments	35,878	36,171	40,830	42,178	43,314	43,314	43,314	43,314	43,314	43,314
-	Dividends receivable	-	-	-	-	-	-	-	-	-	-
7,200	GST receivable	7,578	7,285	2,626	1,278	142	142	142	142	142	142
150,722		76,172	77,881	79,708	81,573	83,646	85,853	88,289	90,882	93,639	96,670
(1,206)	Less provision for doubtful debts	(1,878)	(1,878)	(1,878)	(1,878)	(1,878)	(1,878)	(1,878)	(1,878)	(1,878)	(1,878)
<b>149,516</b>	<b>Total trade receivables and prepayments</b>	<b>74,294</b>	<b>76,003</b>	<b>77,830</b>	<b>79,695</b>	<b>81,768</b>	<b>83,975</b>	<b>86,411</b>	<b>89,004</b>	<b>91,761</b>	<b>94,792</b>

**NOTE 5**
**Current liabilities**

99,584	Trade creditors	124,189	96,393	98,751	101,156	103,830	106,677	109,820	113,165	116,721	120,631
14,164	Owing to subsidiaries	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650
-	GST payable	-	-	-	-	-	-	-	-	-	-
113,748		125,839	98,043	100,401	102,806	105,480	108,327	111,470	114,815	118,371	122,281
160,993	Current portion of gross debt	76,159	76,263	84,144	87,654	92,971	97,253	100,801	103,315	105,419	105,419
325	Provision for landfill aftercare	344	344	329	557	619	582	413	582	321	321
3,047	Provision for weathertight homes	2,032	32	32	32	32	-	-	-	-	-
14,551	Provision for employee entitlements	15,456	15,812	16,193	16,581	17,012	17,471	17,978	18,517	19,091	19,722
17,923		17,832	16,188	16,554	17,170	17,663	18,053	18,391	19,099	19,412	20,043
<b>292,664</b>	<b>Total current liabilities</b>	<b>219,830</b>	<b>190,494</b>	<b>201,099</b>	<b>207,630</b>	<b>216,114</b>	<b>223,633</b>	<b>230,662</b>	<b>237,229</b>	<b>243,202</b>	<b>247,743</b>

**NOTE 6**
**Non-current other liabilities and provisions**

19,442	Provision for landfill aftercare	19,728	21,409	21,095	20,545	19,902	19,269	18,760	18,094	17,634	17,222
5,884	Provision for employee entitlements	6,140	6,281	6,432	6,586	6,758	6,940	7,142	7,356	7,584	7,834
2,432	Provision for weathertight homes	129	97	65	33	-	-	-	-	-	-
127,779	Hedge and other liabilities	24,239	25,185	26,131	27,076	28,022	28,968	29,914	30,553	30,763	30,973
2,760	Revenue in advance	2,130	1,920	1,710	1,500	1,290	1,080	870	660	450	240
6,316	Service concession arrangement	4,844	4,108	3,372	2,637	1,901	1,165	429	-	-	-
<b>164,613</b>	<b>Total non-current other liabilities and provisions</b>	<b>57,210</b>	<b>59,000</b>	<b>58,805</b>	<b>58,377</b>	<b>57,873</b>	<b>57,422</b>	<b>57,115</b>	<b>56,663</b>	<b>56,431</b>	<b>56,269</b>

**NOTE 7**
**Equity**

1,733,853	Capital reserve	1,733,853	1,733,853	1,733,853	1,733,853	1,733,853	1,733,853	1,733,853	1,733,853	1,733,853	1,733,853
146,658	Reserve funds	255,542	144,741	147,815	151,661	156,027	161,069	166,492	172,757	179,739	187,229
2,672,310	Asset revaluation reserves	5,903,975	6,109,997	6,339,084	6,573,901	6,824,214	7,090,914	7,385,103	7,698,262	8,042,319	8,419,579
3,285,207	Retained earnings	3,197,169	3,454,359	3,537,652	3,672,193	3,675,890	3,690,877	3,710,174	3,731,122	3,764,034	3,798,641
<b>7,838,028</b>	<b>Total equity</b>	<b>11,090,539</b>	<b>11,442,950</b>	<b>11,758,404</b>	<b>12,131,608</b>	<b>12,389,984</b>	<b>12,676,713</b>	<b>12,995,622</b>	<b>13,335,994</b>	<b>13,719,945</b>	<b>14,139,302</b>

**NOTE 8**
**Revenues from exchange and non-exchange transactions**

157,550	Revenue from exchange transactions	708,115	337,511	134,979	148,736	154,855	160,795	164,933	175,570	187,594	194,369
928,914	Revenue from non-exchange transactions	844,587	664,680	694,788	768,009	663,132	695,409	724,603	748,271	770,214	799,117
<b>1,086,464</b>	<b>Total revenue</b>	<b>1,552,702</b>	<b>1,002,191</b>	<b>829,767</b>	<b>916,745</b>	<b>817,987</b>	<b>856,204</b>	<b>889,536</b>	<b>923,841</b>	<b>957,808</b>	<b>993,486</b>

# Christchurch City Council

## 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>											
246,946	General rates, uniform annual general charges, rates penalties	274,205	307,252	343,144	373,481	399,675	424,245	445,702	462,450	475,771	495,241
111,180	Targeted rates	122,757	127,801	136,794	144,731	152,305	158,915	166,834	174,024	180,954	186,991
21,321	Subsidies and grants for operating purposes	21,189	21,583	21,613	22,134	22,342	22,997	23,757	24,427	25,526	26,394
97,344	Fees, charges	97,004	97,122	100,765	112,885	119,145	126,193	130,783	136,384	140,568	146,081
74,886	Interest and dividends from investments	627,888	258,278	52,699	54,778	55,455	55,220	55,730	61,786	70,721	73,183
36,460	Local authorities fuel tax, fines, infringement fees, and other receipts (a)	31,455	17,425	11,980	13,019	12,074	12,181	12,539	12,877	13,201	13,607
<b>588,137</b>	<b>Total operating funding</b>	<b>1,174,498</b>	<b>829,461</b>	<b>666,995</b>	<b>721,028</b>	<b>760,996</b>	<b>799,751</b>	<b>835,345</b>	<b>871,948</b>	<b>906,741</b>	<b>941,497</b>
<b>Applications of operating funding</b>											
414,558	Payments to staff and suppliers	406,850	391,240	378,692	393,377	413,798	428,419	442,116	458,594	470,754	486,444
60,482	Finance costs	86,213	94,678	112,179	123,195	131,676	136,139	139,081	141,747	146,950	152,226
67,346	Other operating funding applications	62,527	38,657	37,929	36,679	30,905	31,642	32,560	33,537	34,576	35,718
<b>542,386</b>	<b>Total applications of operating funding</b>	<b>555,590</b>	<b>524,575</b>	<b>528,800</b>	<b>553,251</b>	<b>576,379</b>	<b>596,200</b>	<b>613,757</b>	<b>633,878</b>	<b>652,280</b>	<b>674,388</b>
<b>45,751</b>	<b>Surplus (deficit) of operating funding</b>	<b>618,908</b>	<b>304,886</b>	<b>138,195</b>	<b>167,777</b>	<b>184,617</b>	<b>203,551</b>	<b>221,588</b>	<b>238,070</b>	<b>254,461</b>	<b>267,109</b>
<b>Sources of capital funding</b>											
20,615	Subsidies and grants for capital expenditure	16,896	17,149	15,357	17,436	17,496	15,382	14,144	12,606	12,570	13,087
18,766	Development and financial contributions	21,856	17,448	22,518	25,430	24,332	24,454	26,068	25,028	24,198	24,329
453,986	Increase (decrease) in debt	(12,419)	304,773	222,574	159,827	89,876	51,995	18,082	51,814	92,816	34,289
6,763	Gross proceeds from sale of assets	54,671	8,026	5,925	5,857	4,370	504	518	534	551	570
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
454,335	Other dedicated capital funding	50,154	132,603	97,902	39,925	6,447	7,501	4,387	4,509	4,659	4,814
<b>954,465</b>	<b>Total sources of capital funding</b>	<b>131,158</b>	<b>479,999</b>	<b>364,276</b>	<b>248,475</b>	<b>142,521</b>	<b>99,836</b>	<b>63,199</b>	<b>94,491</b>	<b>134,794</b>	<b>77,089</b>
<b>Applications of capital funding</b>											
878,842	Capital expenditure										
-	- to replace existing assets (b)	751,965	773,229	375,309	259,550	156,376	175,619	156,551	252,474	324,980	278,970
36,585	- to improve the level of service	61,224	71,152	75,656	86,000	101,436	61,691	42,758	26,118	23,641	24,895
107,881	- to meet additional demand	99,667	51,635	49,409	70,056	66,460	62,736	82,055	49,704	35,652	34,844
(21,892)	Increase (decrease) in reserves	(162,390)	(110,731)	3,097	3,846	4,366	5,041	5,423	6,265	6,982	7,489
(1,200)	Increase (decrease) of investments	(400)	(400)	(1,000)	(3,200)	(1,500)	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)
<b>1,000,216</b>	<b>Total applications of capital funding</b>	<b>750,066</b>	<b>784,885</b>	<b>502,471</b>	<b>416,252</b>	<b>327,138</b>	<b>303,387</b>	<b>284,787</b>	<b>332,561</b>	<b>389,255</b>	<b>344,198</b>
<b>(45,751)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(618,908)</b>	<b>(304,886)</b>	<b>(138,195)</b>	<b>(167,777)</b>	<b>(184,617)</b>	<b>(203,551)</b>	<b>(221,588)</b>	<b>(238,070)</b>	<b>(254,461)</b>	<b>(267,109)</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>Footnotes</b>											
24,456	(a) Earthquake related operating recoveries	14,081	4,663	-	-	-	-	-	-	-	-
804,030	(b) Earthquake rebuild application of capital funding	672,257	653,272	258,134	152,496	36,060	39,240	32,033	93,579	152,139	109,509

## Statement of significant accounting policies

Christchurch City Council ("Council") is a territorial authority governed by the Local Government Act 2002. The primary objective of the Council is to provide goods or services for the community or for social benefit rather than to make a financial return. As such, it is a Public Benefit Entity.

These prospective financial statements are for the Council as a separate legal entity. Consolidated prospective financial statements comprising the Council and its subsidiaries and associates have not been prepared as the services which Council provides to the City are fully reflected within the Council's financial statements.

### Basis of preparation

#### i) Statement of compliance

These prospective financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice.

The prospective financial statements have been prepared to comply with Public Benefit Entity Standards (PBE Standards) for a Tier 1 entity, with the exception of the departures detailed below.

#### ii) Prospective Financial Statements

The prospective financial statements comply with Tier 1 PBE Standards, (including PBE FRS 42 – Prospective Financial Statements) with the exception of PBE IPSAS 26 – Impairment of Cash-Generating Assets, PBE IPSAS 21 –

Impairment of Non-Cash Generating Assets and PBE IPSAS 17 – Property, Plant and Equipment as detailed below.

In accordance with PBE FRS 42, the following information is provided:

#### Description of the nature of the entity's current operation and its principal activities

The Council is a territorial local authority, as defined in the Local Government Act 2002. The Council's principal activities are outlined within this Long Term Plan.

#### Purpose for which the prospective financial statements are prepared

It is a requirement of the Local Government Act 2002 to present prospective financial statements that span 10 years and include them within the Long Term Plan. This provides an opportunity for ratepayers and residents to review the projected financial results and position of the Council. Prospective financial statements are revised annually to reflect updated assumptions and costs.

#### Bases for assumptions, risks and uncertainties

The prospective financial statements have been prepared on the basis of best estimate assumptions of future events which the Council expects to take place. The Council has considered factors that may lead to a material difference between information in the prospective financial statements and actual results. These factors, and the assumptions made in relation to the sources of uncertainty and potential effect, are outlined in this Long Term plan.

#### Cautionary Note

The financial information is prospective. Actual results are likely to vary from the information presented and the variations may be material.

#### Other Disclosures

The draft prospective financial statements were authorised for issue on 10 March 2015 by Christchurch City Council. The Council is responsible for the prospective financial statements presented, including the assumptions underlying prospective financial statements and all other disclosures. The Long Term Plan is prospective and as such contains no actual operating results.

#### iii) Measurement base

The reporting period for these prospective financial statements is the ten year period ending 30 June 2025. The prospective financial statements are presented in New Zealand dollars, rounded to the nearest thousand (\$000), unless otherwise stated. The functional currency of the Council is New Zealand dollars.

The prospective financial statements have been prepared based on the historical cost, modified by the revaluation of certain assets and liabilities as identified in this statement of significant accounting policies.

The Canterbury Earthquakes of 2010 and 2011 have impacted the Council's ability to account for its property, plant and equipment in accordance with PBE Standards. Details of these departures are outlined below:

- PBE IPSAS 21 – Impairment of Non-Cash Generating Assets and PBE IPSAS 26 – Impairment of Cash-Generating Assets
  - Assets with earthquake damage have been written off only when it is certain that they have been destroyed.
  - An impairment provision was recognised in 2012, 2013 and 2014 for damage to certain classes of infrastructure assets. These provisions are being reversed and replaced with the final journals as more information becomes available.
- PBE IPSAS 17 – Property, Plant and Equipment
  - Asset classes have been progressively revalued since the earthquakes with the revaluations of land, buildings, wastewater and roading classes to be revalued as at 30 June 2015. The remaining non-material asset classes will be revalued in 2016 therefore no material departures are expected for the period of the Long Term Plan
  - PBE IPSAS 17 requires the Council to review the useful lives and residual values of its assets annually. Since the earthquakes the Council has been unable to comply with this requirement but no material departures from the standard are expected for the period of the Long Term Plan.

It is expected that the Council will be in full compliance with PBE Standards from 2016 onwards.

All of the above have flow on effects to depreciation, impairment of assets carrying values, revaluation reserves, and retained earnings.

The prospective financial statements do not disclose audit fees or imputation credits, and no comment is included regarding the effect on the community of the Council's existence or operations. This information is fully disclosed in the Annual Report.

## Revenue

Revenue comprises rates, revenue from operating activities, investment revenue, gains and finance income and is measured at the fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

### Revenue from exchange transactions

Revenue from exchange transactions arises where the Council provides goods or services to another entity and directly receives approximately equal value (primarily in the form of cash) in exchange.

### Revenue from non-exchange transactions

Revenue from non-exchanges transactions arises from transactions that are not exchange transactions. These are transactions where the Council receives value from another party without giving approximately equal value directly in exchange for the value received.

Approximately equal value is considered to reflect a fair or market value, which is normally akin with an arm's length commercial transaction between a willing buyer and willing seller. Some services which Council provides for a fee are charged below market value as they are subsidised by rates. Other services operate on a cost recovery or breakeven basis which may not be considered to reflect a market return. A

significant portion of the Council's revenue will be categorised non-exchange.

An inflow of resources from a non-exchange transaction recognised as an asset, is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the Council satisfies an obligation which has been recognised as a liability, it reduces the carrying amount of the liability and recognises an amount of revenue equal to the reduction.

Specific accounting policies for the major categories of revenue are outlined below:

### **i) Rates**

Rates are set annually by resolution from the Council and relate to a particular financial year. All ratepayers are invoiced within the financial year for which the rates have been set. Rates revenue is recognised at the time of invoicing.

Rates are a tax as they are payable under the Local Government Ratings Act 2002 and are therefore defined as non-exchange.

### **ii) Goods sold and services rendered**

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from services rendered is recognised in proportion to the stage of completion of the transaction at the balance date. The stage of completion is assessed by reference to surveys of work performed.

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods or continuing management involvement with the goods.

Where the revenue received is considered to reflect market value it will be categorised as exchange income otherwise it will be non-exchange.

### **iii) Finance Income**

Finance income comprises interest receivable on funds invested and on loans advanced. Finance income is recognised using the effective interest rate method.

### **iv) Rental income**

Rental income from investment property is classified as exchange revenue and recognised proportionately over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income.

Rental income from social housing properties is classified as non-exchange revenue as the rental received is lower than market rentals.

### **v) Grants income (including government grants)**

Grant revenue is recognised on receipt, except to the extent that a liability is also recognised in respect of the same inflow. A liability is recognised when the resources received are subject to a condition such that the Council has the obligation to return those resources received in the event that the conditions attached are breached. As the Council satisfies the conditions, the carrying amount of the liability is reduced and an equal amount is recognised as revenue.

Grant income is categorised as non-exchange revenue.

### **vi) Dividend income**

Dividend income is classified as exchange revenue and is recognised when the shareholder's right to receive payment is established.

### **vii) Finance lease income**

Finance lease income is classified as exchange revenue and is allocated over the lease term on a systematic and rational basis. This income allocation is based on a pattern reflecting a constant periodic return on the Council's net investment in the finance lease.

### **viii) Development Contributions**

Development contributions are classified as non-exchange revenue and recognised as revenue in the year in which they are received.

### **ix) Other gains**

Other gains include gains from the sale of property, plant and equipment and investments and gains arising from derivative financial instruments (see Hedging Policy).

### **x) Earthquake subsidies and recoveries**

Earthquake subsidies and recoveries include payments from Government agencies, Ministries and Departments as well as payments from Council's insurers. Earthquake subsidies and recoveries are recognised in the financial statements when received or when it is probable or virtually certain that they will be received under the insurance contracts in place.

The classification of earthquake subsidies and recoveries as exchange or non-exchange is dependent on the nature of the subsidy or recovery.

### **xi) Vested assets and donated goods**

Where a physical asset is received by Council for no or minimal consideration, the fair value of the asset received is recognised as income. Assets vested and goods donated to Council are recognised as revenue when control over the asset is obtained. Vested assets and donated goods are categorised as non-exchange revenue.

## **Expenses**

Specific accounting policies for major categories of expenditure are outlined below:

### **i) Operating lease payments**

Payments made under operating leases are recognised proportionally over the term of the lease. Lease incentives received are recognised within surplus or deficit as an integral part of the total lease expense.

### **ii) Finance lease payments**

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

### **iii) Finance costs**

Finance costs comprise interest payable on borrowings calculated using the effective interest rate method. The interest expense component of finance lease payments is recognised using the effective interest rate method. Interest payable on borrowings is recognised as an expense as it accrues.

#### iv) Other losses

Other losses include losses on the sale of property, plant and equipment and investments and losses arising from derivative financial instruments (see Hedging Policy).

#### v) Grant expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the Council and the approval has been communicated to the applicant and any grant criteria are met.

#### Income tax

Income tax on the surplus or deficit for the year comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and

liabilities, using tax rates enacted or substantively enacted at the reporting date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

#### Property, plant and equipment

The following assets are shown at fair value, based on periodic valuations by external independent valuers, less subsequent depreciation:

- Land (other than land under roads)
- Buildings
- Infrastructure assets
- Heritage assets
- Works of art

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Under normal conditions, valuations are performed with sufficient regularity to ensure revalued assets are carried at a value that is not materially different from fair value. As mentioned above the revaluation programme has recommenced and revaluations will now be undertaken on a regular cycle.

All other property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains/losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged within surplus or deficit during the financial period in which they are incurred.

Where the Council has elected to account for revaluations of property, plant and equipment on a class of asset basis, increases in the carrying amounts arising on revaluation of a class are credited directly to reserves under the heading revaluation reserve. However, the net revaluation increase shall be recognised in surplus or deficit to the extent it reverses a net revaluation decrease of the same class of assets previously recognised in surplus or deficit.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives as shown in the following table:

##### Operational Assets:

Buildings	1-100 yrs
Office and computer equipment	1-10 yrs
Mobile plant including vehicles	2-30 yrs
Sealed surfaces (other than roads)	9-100 yrs
Harbour structures	3-50 yrs
Seawalls	100 yrs
Leasehold land improvements	5-100 yrs
Library books	3-8 yrs
Vessels	5-25 yrs
Resource consents and easements	5-10 yrs

**Infrastructure Assets:**

Formation	not depreciated
Pavement sub-base	not depreciated
Base course	40-120 yrs
Footpaths and cycleways	20-80 yrs
Surface	1-25 yrs
Streetlights and signs	15-40 yrs
Kerb, channel, sumps and berms	80 yrs
Landscape/medians	8-80 yrs
Drain pipes/culverts/retaining walls	20-100 yrs
Bridges	70-100 yrs
Bus shelters and furniture	15-30 yrs
Water supply	55-130 yrs
Water meters	20-25 yrs
Stormwater	20-150 yrs
Waterways	15-120 yrs
Sewer	50-150 yrs
Treatment plant	15-100 yrs
Pump stations	10-100 yrs

**Restricted Assets:**

Planted areas	5-110 yrs
Reserves – sealed areas	10-40 yrs
Reserves – structures	25-150 yrs
Historic buildings	100 yrs

Gains and losses on disposal are determined by comparing proceeds with the carrying amount. These are included as revenue or expenses. When

revalued assets are sold, the amounts included in the revaluation reserve in respect of those assets are transferred to retained earnings.

## Distinction between capital and revenue expenditure

Capital expenditure is defined as all expenditure incurred in the creation of a new asset and any expenditure that results in a significant restoration or increased service potential for existing assets. Constructed assets are included in property, plant and equipment as each becomes operational and available for use. Revenue expenditure is defined as expenditure that is incurred in the maintenance and operation of the property, plant and equipment of the Council.

## Intangible assets

### i) Computer software

Acquired computer software licences are capitalised on the basis of costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives.

Costs associated with maintaining computer software programs are recognised as an expense as incurred. Costs that are directly associated with the production of identifiable and unique software products controlled by the Council, and that will generate economic benefits exceeding costs beyond one year, are capitalised and recognised as intangible assets. Capitalised costs include the software development employee direct costs and an appropriate portion of relevant overheads.

Computer software development costs recognised as assets are amortised over their estimated useful lives.

### ii) Other intangible assets

Other intangible assets that are acquired by the Council are stated at cost less accumulated amortisation (see below) and impairment losses (see Impairment Policy).

### iii) Subsequent expenditure

Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates, and it meets the definition of, and recognition criteria for, an intangible asset. All other expenditure is expensed as incurred.

### iv) Amortisation

An intangible asset with a finite useful life is amortised on a straight-line basis over the period of that life. The asset is reviewed annually for indicators of impairment, and tested for impairment if these indicators exist. The asset is carried at cost less accumulated amortisation and accumulated impairment losses. Estimated useful lives are:

Software	1-10 yrs
Resource consents and easements	5-10 yrs
Patents, trademarks and licenses	10-20 yrs

An intangible asset with an indefinite useful life is not amortised, but is tested for impairment annually, and is carried at cost less accumulated impairment losses.



## Derivative financial instruments

The Council uses derivative financial instruments to hedge its exposure to interest rate risks arising from operational, financing and investment activities. In accordance with its treasury policy the Council does not hold or issue derivative financial instruments for trading purposes. However, derivatives that do not qualify for hedge accounting are accounted for as trading instruments and changes in value are recognised in surplus or deficit.

### Hedging

The Council uses derivatives to hedge its exposure to interest rate risks. The derivatives are designated as either cashflow hedges (hedging highly probable future transactions (borrowing)) or fair value hedges (hedging the fair value of recognised assets or liabilities).

Changes in the fair value of cashflow hedges are recognised in other comprehensive revenue and expenses. When the instrument is no longer an effective hedge or is sold or cancelled, the cumulative gain or loss recognised to date on the instrument is recognised in surplus or deficit.

Changes in the fair value of fair value hedges are recorded in surplus or deficit, together with changes in the fair value of the hedged asset or liability.

## Investments

The Council classifies its investments in the following categories:

- (a) *Financial assets at fair value through surplus or deficit*

This category has two sub-categories: financial assets held for trading, and those designated at fair through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. Derivatives are also categorised as held for trading unless they are designated as hedges.

- (b) *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

- (c) *Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that management has the positive intention and ability to hold to maturity.

- (d) *Financial assets at fair value through other comprehensive revenue and expense*

Financial assets at fair value through other comprehensive revenue and expense are non-derivatives that are either designated in this category or not classified in any of the other categories. This category also includes available-for-sale assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

### i) Investment in subsidiaries

The Council's equity investments in its subsidiaries are designated as financial assets at fair value

through other comprehensive revenue and expense. They are measured at fair value, with valuations performed by an independent, external valuer with sufficient regularity to ensure no investments are included at a valuation that is materially different from fair value. The valuation changes are held in a revaluation reserve until the subsidiary is sold.

### ii) Investments in debt and equity securities

Financial instruments held for trading are classified as current assets and are stated at fair value, with any resultant gain or loss recognised within surplus or deficit.

General and community loans are designated as loans and receivables. They are measured at initial recognition at fair value, and subsequently carried at amortised cost less impairment losses.

Financial instruments classified as held-for-trading or fair value through other comprehensive revenue and expense investments are recognised/derecognised by the Council on the date it commits to purchase/sell the investments. Securities held-to-maturity are recognised/derecognised on the day they are transferred to/by the Council.

## Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment (see Impairment Policy).

## Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of

business, less the estimated costs of completion and selling expenses.

Inventories held for distribution at no charge, or for a nominal amount, are stated at the lower of cost and current replacement cost.

The cost of other inventories is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

## Impairment

Normally the carrying amounts of the Council's assets, other than investment property (see Investments Policy) and deferred tax assets (see Income Tax Policy), are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

Impairment losses on property, plant and equipment are recognised within surplus or deficit. Impairment losses on revalued assets offset any balance in the asset revaluation reserve for that class of assets, with any remaining impairment loss being recognised within surplus or deficit. The opening balance for fixed assets includes a general provision of \$694 million. This provision will be reversed and replaced with the correct accounting treatment as the condition of assets is identified.

For intangible assets that have an indefinite useful life and intangible assets that are not yet available for use, the recoverable amount is estimated at each reporting date.

## Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits, and other short-term highly liquid investments with maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of the Council's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows, and in current liabilities on the statement of financial position.

## Borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between cost and redemption value being recognised through surplus or deficit over the period of the borrowing on an effective interest basis.

## Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

## Provisions

A provision is recognised in the statement of financial position when the Council has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money

and, where appropriate, the risks specific to the liability. The Council maintains provisions for landfill aftercare and building related (including but not limited to weathertight homes) claims.

## Employee entitlements

The employee compensation policy is based on total cash remuneration: a single cash payment in compensation for work, where the employee is responsible for and able to individually decide how best to use their remuneration to meet their needs over time in the mix and type of benefits purchased. Provision is made in respect of the Council's liability for the following short and long-term employee entitlements.

### i) Short-term entitlements

Liabilities for annual leave and time off in lieu are accrued at the full amount owing at the pay period ending immediately before the reporting date.

Liabilities for accumulating short-term compensated absences (e.g. sick leave) are measured as the amount of unused entitlement accumulated at the pay period ending immediately before the reporting date that the entity anticipates employees will use in future periods, in excess of the days that they will be entitled to in each of those periods.

### ii) Long-term entitlements

The retiring gratuity and long-service leave liabilities are assessed on an actuarial basis using current rates of pay taking into account years of service, years to entitlement and the likelihood staff will reach the point of entitlement.

These estimated amounts are discounted to their present value using an interpolated 10-year government bond rate.

Superannuation is provided as a percentage of remuneration.

## **Leases**

### **i) As lessee**

Leases in which substantially all of the risks and rewards of ownership transfer to the lessee are classified as finance leases. At inception, finance leases are recognised as assets and liabilities on the statement of financial position at the lower of the fair value of the leased property and the present value of the minimum lease payments. Any additional direct costs of the lessee are added to the amount recognised as an asset. Subsequently, assets leased under a finance lease are depreciated as if the assets are owned.

### **ii) As lessor**

Leases in which substantially all of the risks and rewards of ownership transfer to the lessor are classified as finance leases. Amounts due from lessees under finance leases are recorded as receivables. Finance lease payments are allocated between interest revenue and reduction of the lease receivable over the term of the lease in order to reflect a constant periodic rate of return on the net investment outstanding in respect of the lease.

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

## **Equity**

Equity is the community's and ratepayers' interest in the Council. It is measured as the difference

between total assets and total liabilities. Equity includes the following components:

- Asset revaluation reserve
- Fair value through equity reserve
- Hedging reserves
- Reserve funds
- Capital reserves
- Retained earnings

## **Third party transfer payment agencies**

The Council collects monies for many organisations. Where collections are processed through the Council's books, any monies held are shown as Accounts Payable in the prospective statement of financial position. Amounts collected on behalf of third parties are not recognised as revenue, but commissions earned from acting as agent are recognised in revenue.

## **Goods and Services Tax**

The prospective financial statements are prepared exclusive of GST with the exception of receivables and payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

## **Donated services**

The Council receives the benefit of many services provided by volunteers. These services are greatly valued. They are, however, difficult to measure in monetary terms, and for this reason are not included in the prospective financial statements, as their value from an accounting point of view is considered immaterial in relation to total expenditure.

## **Cost allocations**

The costs of all internal service activities are allocated or charged directly to external service type activities. External service activities refer to activities which provide a service direct to the public. Internal service activities provide support for the external service activities.

Where the recipient of an internal service can be identified, the cost recovery is made by way of a direct charge. Where this is not practical or the linkage is indirect, the costs are allocated by way of corporate overhead.

Two primary drivers for allocating corporate overhead are used. Services related to people are reallocated based on employee costs, and those related to finance are reallocated based on external service activity gross cost.

## **Critical judgements, estimates and assumptions in applying Council's accounting policies**

Preparing prospective financial statements to conform to PBE Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions have been based on historical experience and other factors that are believed to be reasonable under the circumstances. These are outlined in the Significant Forecasting Assumptions section. These estimates and assumptions have formed the basis for making judgements about the carrying values of assets and liabilities, where these are not readily apparent from other sources. Subsequent actual results may differ from these estimates.

Estimates and underlying assumptions are regularly reviewed. Any change to estimates is recognised in the period if the change affects only that period, or into future periods if it also affects future periods.

## Significant Forecasting Assumptions

In preparing this draft Long Term Plan it was necessary for Council to make a number of assumptions about the future. The following tables identify those forecasting assumptions which are significant in that if actual future events differ from the assumptions, it will result in material variances to this Plan. The table also identifies the risks that underlie those assumptions, the reason for that risk, and an estimate of the potential impact on the Plan if the assumption is not realised.

A number of assumptions have such a high level of uncertainty the financial impact of a change in the assumption is not able to be quantified. In these situations a description of the impact has been provided.

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<b>Capital Programme and infrastructure assets</b>			
<b>Capital Works, including the SCIRT programme.</b> Programmes and projects are delivered within budget and on time.	<p>Actual costs will vary from estimates, due to higher input prices and/or delivery delays, resulting in budget shortfalls. These are partially offset by the delay in borrowing.</p> <p>Some projects which are to repair earthquake damage are still to be finally costed.</p> <p>Depending on the asset a delay in the rebuild capital works programme could result in higher reactive maintenance and operating costs for the essential services.</p>	High	<p>At the time this Plan was adopted Council, insurers, and central Government were still refining estimates of the cost to repair earthquake related asset damage and the timing of these repairs. Final capital works and ongoing related operating impact estimates will vary from this Plan.</p> <p>Any additional financial subsidies would have a positive impact for rate payers by reducing the amount of new borrowing required.</p> <p>There are also market capacity issues in delivering the volume of work planned.</p> <p>Should the level of capital works be unable to be completed as planned in any year of the long term plan this will result in projects being carried forward. The implications of this are:</p> <ul style="list-style-type: none"> <li>• projects may cost more than planned due to inflation.</li> <li>• less funds will need to be borrowed in the short term. Delaying new borrowing will impact on the timing of financing costs.</li> </ul> <p>For Anchor projects we have assumed that the Council's contribution is its maximum contribution (in line with the Cost Share Agreement). However, for some of the assets, in particular the Stadium, delays in construction could result either in Council's contribution increasing due to inflation and other cost increases, or the project being reduced in scope to meet the budget.</p>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<b>Sources of funds for replacing assets.</b> The sources of funds will occur as projected.	Funding does not occur as projected.	Moderate	<p>Council, insurers, and Central Government are still refining cost estimates of earthquake related asset damage and the associated funding sources. The risk is that Council assumes a higher share of the cost. This will be funded by additional borrowing provided the Council has sufficient capacity to borrow the additional funds. In the event that the Council cannot borrow additional funds it would need to consider other sources of funding or reductions in the planned capital programme or levels of service.</p> <p>The impact to ratepayers of every \$10 million of additional borrowing for capital works is a 0.25% increase to rates spread over two years. This increase accounts for the interest cost and repayment of the borrowing.</p>
<b>Asset life.</b> Useful life of assets is as recorded in asset management plans or based upon professional advice (The Accounting Policies detail the useful lives by asset class)	Damage to assets as a result of the earthquake is such that their useful lives are shortened significantly.	Moderate	<p>Work has yet been completed to determine the condition of assets in the lesser affected areas. Earlier replacement would put more pressure on the Council's capital programme, leading to higher depreciation expense and financing costs.</p> <p>[This is also discussed in the Infrastructure Strategy.]</p>
<p><b>Carrying value of assets.</b> The opening balance sheet reflects the correct asset values.</p> <p>The carrying value of assets are revalued on a regular basis</p>	<p>Some assets are not correctly recorded at their revalued amounts.</p> <p>Asset revaluations will change projected carrying values of the assets and depreciation expense.</p>	High	<p>An impairment provision has been recognised since June 2012. At 30 June 2014 the provision totalled \$694 million. The provision represents the best estimate of the value of assets to be replaced or repaired.</p> <p>An adjustment has been made for the expected increase in value of assets as a result of their first post earthquake revaluation. With land and buildings, wastewater and roading being revalued at 30 June 2015 there is uncertainty as to whether the estimated increase in assets will be in line with the revaluations.</p> <p>Differences in carrying value will affect levels of depreciation.</p>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty																											
<b>Insurance Recoveries.</b> The Council has submitted claims or indicative claims for all material assets and is continuing to negotiate with the insurers to settle the claims. The cash settlement of the recoveries is expected in 2016, 2017 and 2018.	That the Council is: <ul style="list-style-type: none"><li>unable to settle its insurance claims within the timeframe expected; and</li><li>receives less than it believes it is entitled to under its insurance contracts.</li></ul>	High	The nature of insurance settlement negotiations are such that there is a significant level of uncertainty over the amount that it will receive.  In the event that the cash settlement realises less than has been planned the Council will need to fund the shortfall. The options for funding the shortfall are: <ul style="list-style-type: none"><li>borrowing further funds subject to the Council having the capacity to borrow more funds.</li><li>considering other funding sources including rates and asset sales.</li><li>making changes to the planned capital programme or levels of service.</li></ul>																											
<b>Inflation. Growth and Population</b>																														
<b>Inflation.</b> The price level changes projected will occur. In developing this plan Council based its inflation projections on information provided by Business Economic Research Limited to all local authorities with an adjustment in early years for the rebuild factor. Different weighted average inflation figures for capital and operational items are used due to the potential impact of the rebuild on capital costs. Inflation adjustments used are: <table><tr><td></td><td>Capital</td><td>Opex</td></tr><tr><td>2016/17</td><td>2.3%</td><td>2.3%</td></tr><tr><td>2017/19</td><td>2.5%</td><td>2.4%</td></tr><tr><td>2019/20</td><td>2.6%</td><td>2.6%</td></tr><tr><td>2020/21</td><td>2.7%</td><td>2.7%</td></tr><tr><td>2021/22</td><td>2.9%</td><td>2.9%</td></tr><tr><td>2022/23</td><td>3.0%</td><td>3.0%</td></tr><tr><td>2023/24</td><td>3.2%</td><td>3.1%</td></tr><tr><td>2024/25</td><td>3.4%</td><td>3.3%</td></tr></table>		Capital	Opex	2016/17	2.3%	2.3%	2017/19	2.5%	2.4%	2019/20	2.6%	2.6%	2020/21	2.7%	2.7%	2021/22	2.9%	2.9%	2022/23	3.0%	3.0%	2023/24	3.2%	3.1%	2024/25	3.4%	3.3%	Inflation will be higher or lower than anticipated  Inflation on costs will not be offset by inflation on revenues.	Moderate  Moderate	Any inflationary increase in Council's costs that is not offset by efficiency gains or revenue increases is likely to impact on rates.
	Capital	Opex																												
2016/17	2.3%	2.3%																												
2017/19	2.5%	2.4%																												
2019/20	2.6%	2.6%																												
2020/21	2.7%	2.7%																												
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2022/23	3.0%	3.0%																												
2023/24	3.2%	3.1%																												
2024/25	3.4%	3.3%																												
The following BERL rates were used in determining the weighted average for capital expenditure:																														
	Weighting	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25																			
Roads	25%	0.4	1.2	1.4	2.2	2.4	2.6	2.8	2.9	3.1	3.3																			
Earthmoving	10%	1.7	1.8	2.6	2.4	2.0	2.1	2.3	2.4	2.5	2.9																			
Pipelines	44%	1.8	2.1	2.5	2.6	2.8	2.9	3.1	3.2	3.4	3.5																			
Other	22%	1.5	2.3	2.5	2.6	2.7	2.9	3.0	3.1	3.3	3.4																			
	100%																													

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<p><b>Economic Environment.</b> At the time of finalising this Plan the performance of the New Zealand economy is driven by the Auckland expansion and the Canterbury rebuild. Council has prepared this Plan on the basis that the current predictions about the economy and speed of recovery will prove correct.</p>	<p>The current rebuild and recovery slows or the economy moves into a new recession.</p>	<p>Moderate</p>	<p>While the New Zealand economy is currently in a strong position the availability and cost of resources including labour and materials could constrain the speed of the recovery. Building costs have increased due to the demand on resources and may impact rebuild and non-earthquake related projects, while accommodation issues along with the labour demand by Auckland could affect the ability of the region to secure and retain the temporary workforce required for the rebuild. Any slow down in recovery will impact on the rating base. Current housing demand will peak and may correct itself through value adjustment downwards – possibly over the next 3-5 years.</p>
<p><b>Growth and land use change on development contributions.</b> Council collects development contributions from property developers to fund the capital costs of growth in the City's infrastructure. The amount collected is dependent on the forecast growth in the number of residential, commercial, industrial, and other properties. This forecast is based on Council's Growth Model adjusted for expected post-earthquake activity.</p> <p>The location and timing of future residential and business development.</p>	<p>If growth in the number of properties varies considerably from forecasts there is a possibility that revenue collected from development contributions will be too much or too little to fund Council's capital programme.</p> <p>If the timing of growth differs significantly from forecast this will impact on Council's cash flows and may necessitate changes to planned borrowing.</p> <p>The location and timing of development is determined by a number of factors outside the control of the council such as market factors.</p>	<p>High</p> <p>High</p>	<p>The timing of growth, and its impact on Council's development contributions revenue, can impact on the borrowing and interest expense assumptions in this Plan.</p> <p>This may mean that growth could occur in different areas or at different rates than projected. This would have an impact on planned infrastructure provision by either requiring projects to be brought forward or delayed.</p>
<p><b>Population.</b> Planning for activities, and thus the likely cost of providing those activities is on the assumption that the population of Christchurch will increase at the rate forecast by Council's growth model. That model predicts the population of Christchurch to reach 383,700 by 2025, an increase of 6% over 2015 with the number of households increasing 13% over the same period.</p>	<p>That population growth is higher than projected, and Council will need to provide additional unplanned services and infrastructure.</p> <p>That population growth is lower than projected, and the Council will be required to support excess levels of infrastructure and service delivery.</p>	<p>Moderate</p> <p>Moderate</p>	<p>Population projections are based upon a standard set of demographic assumptions. However, the impact of the earthquake and the speed of the rebuild could alter these assumptions. Therefore the level of risk is moderate and could impact the cost of providing activities</p> <p>Net increases in inward migration fuelled by a rebuild are difficult to predict as is their sustainability in the medium term.</p>



Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty																																	
<p><b>Rating Base</b> The capital value of Christchurch (post revaluation) is expected to increase across the years of the LTP. The projected percentage increase in rates includes the assumption that growth in the capital value of the city will have generated the additional rates revenue as outlined in table below,</p> <table><tr><td>Year</td><td>Growth %</td><td>\$m</td></tr><tr><td>2015</td><td>1.8%</td><td>6.3</td></tr><tr><td>2016</td><td>1.9%</td><td>6.9</td></tr><tr><td>2017</td><td>2.1%</td><td>7.6</td></tr><tr><td>2018</td><td>0.7%</td><td>2.5</td></tr><tr><td>2019</td><td>0.7%</td><td>2.7</td></tr><tr><td>2020</td><td>0.7%</td><td>2.6</td></tr><tr><td>2021</td><td>0.8%</td><td>2.9</td></tr><tr><td>2022</td><td>0.9%</td><td>3.6</td></tr><tr><td>2023</td><td>1.1%</td><td>4.2</td></tr><tr><td>2024</td><td>0.9%</td><td>3.3</td></tr></table> <p>The growth in the early years is mainly due to the rebuild of the city following the 2011 earthquakes and returns to more moderate levels in the medium and later years of the plan.</p>	Year	Growth %	\$m	2015	1.8%	6.3	2016	1.9%	6.9	2017	2.1%	7.6	2018	0.7%	2.5	2019	0.7%	2.7	2020	0.7%	2.6	2021	0.8%	2.9	2022	0.9%	3.6	2023	1.1%	4.2	2024	0.9%	3.3	The rating base grows at a rate different to that projected.	Moderate	Variances between the forecast and actual growth in the rating base are likely to cause changes to the total rates revenue collected.
Year	Growth %	\$m																																		
2015	1.8%	6.3																																		
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2024	0.9%	3.3																																		
<p><b>Aging population.</b> A quarter of the population of Christchurch is expected to be over 65 years by 2041, compared with 15% at present. The number of people over 80 years of age is expected to double in the next 20 years</p>	If the rate of aging is different then the range and types of services that have factored in the needs of older persons may need to change.	Low	<p>Age projections are provided by Statistics New Zealand on a nation-wide basis. The projections for people who will be in post retirement age groups is determined by the current population structure which does not change significantly, especially in the ages from 45 to 65 years, which will be the retirement age group in the next 20 years.</p> <p>The impact on Christchurch may be different from the rest of New Zealand due to the effect of the rebuild. There is the potential for a younger demographic to remain in the City at the completion of the rebuild projects.</p>																																	
Impact of policies and external factors																																				
<p><b>Council policy.</b> There will be no significant changes to Council policy as summarised in this plan.</p>	New legislation is enacted that requires a significant policy response or business change from Council or, CERA uses its statutory powers such that a change is required to Council policy.	Low	Dealing with changes in legislation is part of normal Council operations.																																	
<p><b>New Zealand Transport Agency subsidies.</b> Requirements and specifications for the performance of subsidised work will not alter to the extent they impact adversely on operating costs.</p>	Changes in subsidy rate and variation in criteria for inclusion in subsidised works programme.	Low	Changes to the funding priorities of New Zealand Transport Agency are outside Council control. The maximum financial impact would be elimination of the subsidy, estimated at \$40 million per annum.																																	

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<b>Resource Consents.</b> Conditions of resource consents held by Council will not be significantly altered.	Conditions required to obtain/maintain the consents will change, resulting in higher costs than projected, and these costs will not be covered by planned funding.	Moderate	Advance warning of likely changes is anticipated.  The financial impact of failing to obtain/renew resource consents cannot be quantified.
<b>Legislative change.</b> Council will continue to operate within the same general legislative environment, and with the same authority, as it does at the time this Plan is published.	Should the local government legislative environment change, the activities and services the Council plans to provide over the period of this Plan could change.	Moderate	The Government has several taskforces reviewing different aspects of local government, with some legislative change having occurred and further is expected to occur within the period of this Plan.  At the time of preparing this Plan the Council is unable to determine how potential legislative change might impact its operations or quantify the potential financial impact.
<b>Potential climate change impacts.</b> In its Climate Smart Strategy, the Council follows New Zealand Government advice about anticipated changes for Christchurch and is meeting legal obligations placed on the Council to consider the impacts of climate change.  Following this advice, our community within the next 90 years must prepare for: a. 100 centimetre rise in sea-level; b. a temperature increase of 2 degrees Celsius; and c. changes in rainfall and extreme weather events.	The timing or severity of any climate change may vary.	Low	If the effect of climate change has been underestimated the financial effect will be significant over the longer term but not within the period of this Plan.  Similarly, should the effect have been overestimated there is little impact on the period of this Plan.
<b>Borrowing Related</b>			
<b>Credit Rating.</b> The current rating is maintained.	Council's credit rating with Standard and Poor's is downgraded.	Moderate	There is still some uncertainty around the final rebuild costs. A downgrade would increase costs of borrowing.  If the Council falls one notch from its current credit rating (i.e. from A to A-) the cost of new borrowing will increase between 0.1 and 0.2 per cent per annum for the life of the borrowing. Increases in interest rates flow through to higher debt servicing costs and higher rates funding requirements. The total cost increase each year will depend on how much debt has been borrowed or refinanced since the rating downgrade. The additional cost is estimated to be between \$0.5 million to \$3 million per annum.

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<p><b>Borrowing Costs.</b> Net cost of borrowing (i.e. including current and projected debt) is projected to be:  5.8% for financial years 2016 &amp; 2017  5.9% for financial year 2018  5.7% for financial years 2019 – 2021 inclusive, and  5.8% for financial years 2022 – 2025 inclusive</p> <p>These include market rates, (inclusive of credit margin) for new borrowing of;  6.3% for 2016,  6.6% for 2017,  6.5% for 2018,  6.0% thereafter</p>	Interest rates will vary from those projected.	Moderate	Projections are based on conservative assumptions about future market interest rates. The cost of projected debt is hedged to minimise exposure to market rate fluctuations. Council manages interest rate exposure in accordance with its Liability Management Policy, and in line with advice from an independent external advisor.
<b>Securing External Funding.</b> New, or renewal of existing borrowings on acceptable terms can be achieved.	That new borrowings cannot be accessed to refinance existing debt or fund future capital requirements.	Low	The Council minimises its liquidity risk by maintaining a mix of current and non-current borrowings in accordance with its Liability Management Policy.
<b>Philanthropic Funding.</b> Philanthropic funding will be able to be secured to assist with the funding for anchor projects.	That philanthropic funding cannot be secured	Moderate	<p>The Crown Cost Share Agreement provides for \$10 million of philanthropic funding for the Central Library project.</p> <p>If such funding cannot be secured additional funding may be required by the Council in order to deliver the project.</p> <p>The options available to Council to replace this funding include:</p> <ul style="list-style-type: none"> <li>• Additional borrowing if sufficient capacity within limits exists.</li> <li>• Sale of investments or assets;</li> <li>• Changes to levels of service or the capital programme.</li> </ul>
<b>LGFA Guarantee.</b> Each of the shareholders of the LGFA is a party to a deed of Guarantee, whereby the parties to the deed guarantee the obligations of the LGFA and they guarantee obligations of other participating local authorities to the LGFA, in the event of default.	In the event of a default by the LGFA, each guarantor would be liable to pay a proportion of the amount owing. The proportion to be paid by each respective guarantor is set in relation to each guarantor's relative rates income.	Low	The Council believes the risk of the guarantee being called on and any financial loss arising from the guarantee is low. The likelihood of a local authority borrower defaulting is extremely low and all of the borrowings by a local authority from the LGFA are secured by a rates charge.
<p><b>Opening Debt:</b> The opening debt of \$1,480 million is made up of;</p> <ul style="list-style-type: none"> <li>• \$154 million of equity investments, mainly in CCTOs (Vbase \$130 million),</li> <li>• \$285 million of money borrowed for on-lending to CCTOs, (in accordance with the Council's Liability Management Policy),</li> <li>• \$645 million of earthquake related borrowings.</li> <li>• \$294 million of borrowing for capital works.</li> <li>• \$102 million finance lease (Civic Building).</li> </ul>	Actual opening debt differs from forecast.	Low	Council's debt requirements are well understood and closely managed. It is unlikely that opening debt will be significantly different to forecast.

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<b>Investment related</b>			
<b>Return on investments.</b> Interest on general funds invested is calculated at 4.5%, other than 2016/18 - 5%.  The return on the Capital Endowment Fund is calculated at 5% for 2015/16, and 5.4% thereafter.	Interest rates will vary from those projected.	Moderate	Rates used are based on expert advice.  If actual interest rates differ from those anticipated the impact will largely fall on the Capital Endowment Fund.
<b>CCTO income.</b> CCHL will deliver dividend income at the levels forecast in this Plan.	CCHL will deliver a lower than projected dividend and Council will need to source alternate funding. Our estimate of the reduced dividend stream may be incorrect as a result of the eventual selection of CCTOs to be either sold or sold down.  Alternatively the investment by strategic partners in CCHL's investments could result in higher than projected dividends.	Low	CCTOs are monitored by their Statements of Intent and a quarterly reporting process. Returns are expected to continue as forecast in this Plan.  Should additional dividend income be received the level of borrowing forecast in this plan will be reduced.
<b>CCHL capital release</b> The Council will receive \$750 million as a result of it selling down some of its investments.	That \$750 million cannot be released from the divestiture within the planned time frame.          A change in tax legislation or policy changes the tax treatment by Council of the dividends.	High          Moderate	CCHL has been asked to provide the Council with a maximum of \$750 million through divesting some of its investments. In undertaking this exercise Council will take expert advice on the availability of a market, and the method of sale.  This plan assumes that the \$750 million released by CCHL will be paid to Council by way of dividends with \$549.3 million being received in 2015/16 and \$200.9 million in 2016/17). The timing of receipt could change depending on the availability of a market and the methods of sale selected which would impact Council's total debt and the Debt to Revenue ratio.  A change in tax legislation or policy could result in the funds being returned to Council in a different manner or requiring the development of an alternative approach to maximising the value to Council from the \$750 million release. A tax cost of approximately \$65 million would be the result, if no alternative was possible.
<b>Tax planning.</b> The Council (parent) will be operating at a tax loss for the period covered by this Plan due to the availability of tax deductions on some Council expenditure. This allows the Council's profit-making subsidiaries to make payments (known as subvention payments) to Council instead of tax payments. It has been assumed that sufficient profits will be made within the wider group to ensure that subvention receipts are available.	Subvention payments will be lower than planned.	Moderate	CCTOs are monitored by the Statement of Intent and a quarterly reporting process. Returns are expected to continue as forecast in this Plan.

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<b>Services and Operations</b>			
<p><b>Social housing.</b> This Plan has been prepared on the basis that Council's existing policy in relation to social housing continues. Specifically, that social housing operating and capital costs are funded solely through rental income.</p> <p>The current assumptions for Social Housing is a 3.3% growth of available housing stock in 2015/16, a 2% rental increase and inflation as per BERL rates. For 2016/17 onwards rents have been assumed to increase by 2% per year plus BERL inflation.</p>	<p>These rent increases are not sufficient to enable the social housing portfolio to be financially viable in the long term.</p>	<p>High</p>	<p>The Council has consulted on setting up an entity to become a Community Housing Provider (CHP) which will be able to access Government's Income Related Rent Subsidy (IRRS) which over a period of time will allow social housing to be financially viable. Council will have a 49% stake in the entity.</p> <p>A report is going to Council in March 2015 seeking a final decision on whether to proceed with the Community Housing Provider model given Minister Bennett's decision not to extend IRRS to current tenants..</p> <p>A rent review report is also being drafted for a Council decision in March 2015 which will recommend rental increases to make social housing financially viable in the short term, medium and long term. The recommended rent increase is above the national market's 2% plus BERL inflation and would bring portfolio rents closer to alignment with housing market rents. The recommended increase is closer to the Christchurch housing market's 47% rent increase in the past few years.</p> <p>Between the release of the draft LTP and the Final LTP, the impacts of the decisions above will be known and built into the LTP and until that time it is prudent to continue with the status quo.</p> <p>Should the Council proceed with the Community Housing Provider model this will have the following financial impact which will be reflected in the final LTP:</p> <ul style="list-style-type: none"> <li>- establishment costs for the CHP</li> <li>- costs in operating the Housing Management Board (overseeing establishment of the CHP)</li> <li>- division of asset, property and tenancy management costs based on the respective roles of the CHP and Council</li> <li>- a Ground lease will be received by Council representing the leasing of the housing portfolio.</li> </ul>
<p><b>Regional Land Transport Plan.</b> Council's Long Term Plan aligns with the Council's submission to the Regional Transport Committee.</p>	<p>The Regional Land Transport Plan is not finalised until late March, which could mean that not all projects are approved by the Regional Transport Committee.</p>	<p>Moderate</p>	<p>Any change to the approved projects would require a review of priorities as New Zealand Transport Agency funding is guided by the Regional Land Transport Plan. If projects are not included co-funding is unlikely to be available.</p>
<p><b>Contract Rates.</b> Re-tendering of major contracts will not result in cost increases other than those comparable with the rate of inflation.</p>	<p>There is a significant variation in price from re-tendering contracts.</p>	<p>Moderate</p>	<p>Council would review the amount of work planned and undertaken.</p>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<p><b>Anchor project ownership and operating costs</b> The Cost Share Agreement is the underlying document that the Council has used to determine ownership and operating cost requirements.</p> <p>In most instances ownership is clear but where the Agreement is ambiguous Council has assumed as follows for the purposes of this Plan:</p> <ul style="list-style-type: none"> <li>• <b>Bus Exchange</b> Private ownership with Council operation</li> <li>• <b>The Frame, (Public realm)</b> Council ownership and maintenance</li> <li>• <b>The Square</b> Council ownership and maintenance</li> <li>• <b>Central Library</b> Council ownership and operation</li> <li>• <b>Car parking</b> Council / private ownership and operation</li> <li>• <b>Earthquake memorial</b> Crown/ Council ownership and maintenance</li> <li>• <b>Metro Sports Facility</b> Council ownership and operation</li> <li>• <b>Avon River Precinct</b> CDHB and Council ownership and operation</li> <li>• <b>Stadium</b> For planning purposes we have assumed this will be completed towards the end of the LTP period, (although published CCDU updates indicate a completion date of Quarter 4 2019). The decision to push the construction to the end of the LTP period was used to assist Council's capital expenditure profile and avoid additional expenditure during the most constrained years. Council is currently in discussions with the Crown to enable mutual agreement to be reached on the delivery timetable.</li> </ul>	<p>The Cost Share is changed and Council is assigned responsibility for meeting the operating costs of additional venues.</p>	<p>Low</p>	<p>We are not expecting any additional operating or ownership costs from any other of the anchor projects.</p>
<p><b>Operational efficiency project</b> The purpose of this project is to identify opportunities for improved processes and efficiencies. This should also reduce overall operating costs through efficiencies.</p>	<p>Efficiencies or savings are not found or not able to be implemented in the expected time frame</p>	<p>Medium</p>	<p>No allowance has been made within the Plan because of the difficulty in identifying which areas will be affected, hence all savings found will benefit the ratepayers from year 2 onwards.</p> <p>The outcome of the cost savings project may result in the Council undertaking consultation with the community regarding changes in levels of service.</p>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<b>Insurance cover and natural disaster financing</b>			
<b>Insurance cover</b> The Council has Material Damage cover for all above ground buildings which are undamaged and will have fire cover for all other buildings by June 2015.	Risk of major loss through fire	Low	Financial impact is not expected to be significant.
<b>Riskpool membership obligations</b> The Council is a member of Riskpool and has a portion of its public liability and professional indemnity insurance cover placed with it. Riskpool is a mutual liability trust fund, and calls can be made on members if necessary to meet unforeseen obligations.	That the Riskpool fund determines that additional contributions from members are necessary as the result of unexpected or exceptional circumstances.	Low	No allowance has been made within the Plan for additional contributions as the likelihood is considered to be low.
<b>Natural disaster financial implications.</b> The Christchurch region is susceptible to further damage from earthquake, flooding and tsunamis.	Limited insurance cover is in place for flooding and tsunami. There is currently no cover for earthquake because of the difficulty in identifying the assets to be insured, however, we expect to be able to insure water infrastructure assets as at 30 June 2015, subject to finding a provider.  Council is self insuring on the basis of the strength of its balance sheet but could not meet the cost of another event similar to those in 2010 and 2011.	Low	Financial implications of another significant event are large, particularly in the first 10 years when our ability to borrow will be limited due to the high debt to revenue ratios forecast.  Creating this ability within ten years from rates would unfairly burden the current ratepayer but it could be achieved by the further sell down of CCHL's investments.