



Christchurch City  
Amendments to the  
Long Term Plan

**2015**

**2025**

Christchurch Ōtautahi

**Volume 1 of 3**

Christchurch  
City Council 

**Amendments to the Long Term Plan 2015–2025**  
**Christchurch Ōtautahi**

For the period 1 July 2016 to 30 June 2025  
Adopted on 23 June 2016

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**Volume 1 of 3**

The Amendments to this Long Term Plan were adopted by Christchurch City Council on 23 June 2016. It covers the period 1 July 2016 to 30 June 2025.

This plan is contained in three volumes:

**Volume 1** contains a summary of changes, rating information, activities and services, the planned capital programme and financial projections for the remaining 9 years covered by the plan;

**Volume 2** contains the Finance Strategy and the Infrastructure Strategy;

**Volume 3** contains the Significance and Engagement Policy, detailed rating and financial management policies, information about the council controlled organisations for which the Council is responsible, fees and charges and other information.





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### Cautionary note

The forecast financial statements in this amended 2015–2025 Long Term Plan have been prepared on the basis of the best information available at the time of preparing the accounts, including the latest available information on cost and revenue forecasts.

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

The purpose of this plan is to inform the community on the spending priorities outlined in the plan, and may not be appropriate for any other purpose.

# Summary of Changes in Christchurch City Amended Long Term Plan 2015–2025

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## Capital Programme

Several factors have combined to affect delivery of projects in the 2015–2016 year, including land acquisition, project planning, and the need for extensive community consultation on key projects. This meant there was unspent capital expenditure at the end of 2015–2016. In the Financial Strategy, this sum has been carried forward, mostly to 2016–2017, but with some funding in future years based on reprioritisation and feasible delivery dates for individual projects.

The Capital Programme has been amended to represent these changes and the full programme for 2016–2017 and future years approved by Council (from page 197).

Examples of specific major projects that have changed are:

- South West Leisure Centre and New Hornby Library and Service Centre
- Coastal Pathway Project
- Shirley Community Centre
- Central Library
- Major cycleways
- The Northern Arterial
- Woolston/Linwood Pool
- Mt Pleasant War Memorial Community Centre
- Akaroa Museum
- New Brighton Surf Bathing and Lifesaving Club
- Proposed pedestrian bridge: Lower Heathcote
- Intersection Improvement: Cashmere/Hoon Hay/Worsleys
- Kerb and channel and footpath renewals

## Activities and Services

A small number of level of service changes for Council Activities and Services have mainly been minor changes or clarifications, or discontinuation of services no longer provided. Within Economic Development, changes in funding for promotional marketing mean CCT no longer have control over airline conversion opportunities. Parking activity has moved from Regulatory Services to Transport. Other changes adjust targets due to volumes (Customer Services Call Centre), timing of delivery (Natural Hazards planning) or provide clarification where a target had been misrepresented in error (Transport, Sewerage, Roads and Footpaths, Housing and Economic Development).

The following changes were adopted by Council at their meeting of 21–23 June 2016, in amending the Christchurch City Long Term Plan 2015–2025.

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# Independent Auditor's Report

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## To the Readers of Christchurch City Council's Amended 2015–25 Long-Term Plan

I am the Auditor-General's appointed auditor for Christchurch City Council (the Council). I use the staff and resources of Audit New Zealand to audit information that the Council is required to have audited.

The Council adopted its 2015–25 long-term plan (the plan) on 26 June 2015. We issued a qualified opinion on that plan in our report dated 26 June 2015. We also drew attention to the high level of uncertainty over the assumptions and underlying information relating to assets, including the estimated costs to repair and rebuild those assets, on which the plan was based.

The Council has since consulted on proposed amendments to the plan. The amendments to the plan involved rescheduling the Council's projected capital expenditure programme and a reduction and timing of the capital release programme. These resulted in changes to the Council's financial strategy, including the forecast expenditure over the remaining nine years of the plan for renewing, replacing, and building new facilities and infrastructure and how that will be funded.

Following the consultation process on the proposed amendments, the Council has decided to amend its plan. The amended plan replaces the plan adopted on 26 June 2015.

The amended plan must contain a report from the auditor that either confirms or amends the previous audit report.

We considered the impact of the proposed amendments on our previous audit report. We completed our audit on 23 June 2016 and our report is below.

### Report amending our previous audit report of 26 June 2015

Our previous audit report on the plan adopted by the Council on 26 June 2015 is affected by the amendments to the plan. It is no longer necessary for us to draw readers' attention to uncertainties over the assumptions and underlying information noted above. In our view, there is no longer a high degree of uncertainty because the Council has settled its insurance claim, and has better information about the delivery and funding of its infrastructure asset repair programme.

Other than this, our previous audit report on the plan, including the qualification about property, plant and equipment assets, is not affected by the amendments to the plan. Our previous audit report on the plan, without the text that drew attention to the high level of uncertainty about the estimated costs to repair and rebuild the Council's assets, is attached.

### Basis of this report

Our audit focused only on the amendments and their effects on the plan. We did not repeat the audit that we carried out on the plan when it was originally adopted.

We carried out our audit in accordance with the Auditor-General's Auditing Standards and the:

- International Standard on Assurance Engagements (New Zealand) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information;
- International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information; and
- Ethical requirements in those standards.

We did not evaluate the security and controls over the electronic publication of the amended plan. This report does not provide assurance that the forecasts in the amended plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the amended plan.

### Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures and other actions relating to amending the plan;
- presenting forecast financial information relating to the amendments in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the amended plan to be free from material misstatement.

We are responsible for reporting on whether the amendments to the plan affects our previous audit report on the plan as originally adopted. We do not express an opinion on the merits of the amended plan's policy content.



## Independence

In carrying out our audit, we complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 (Revised); and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended).

Other than carrying out all legally required external audits and related assurance engagements, we have no relationship with or interests in the Council or any of its subsidiaries.



**Julian Tan, Audit New Zealand**

On behalf of the Auditor-General  
Christchurch, New Zealand

# Independent Auditor's Report (continued)

**ATTACHMENT – PREVIOUS AUDIT REPORT WITHOUT THE TEXT THAT DREW ATTENTION TO THE HIGH LEVEL OF UNCERTAINTY ABOUT THE ESTIMATED COSTS TO REPAIR AND REBUILD THE COUNCIL'S ASSETS.**

## To the reader:

### Independent auditor's report on Christchurch City Council's 2015–25 Long-Term Plan

I am the Auditor-General's appointed auditor for Christchurch City Council (the Council). Section 94 of the Local Government Act 2002 (the Act) requires an audit report on the Council's 2015-25 long-term plan (the plan). I have carried out this audit using the staff and resources of Audit New Zealand. I completed the audit on 26 June 2015.

Every three years a local authority is required to prepare a long-term plan. Due to the significant damage caused by the series of earthquakes from 2010 and the resulting uncertainties over the extent of the damage and the estimated cost of the rebuild, the Council faces unique circumstances in which to prepare its plan.

#### Opinion

In my opinion, and recognising the unique circumstances facing the Council:

- the plan provides a reasonable basis for:
  - long-term, integrated decision-making and coordination of the Council's resources; and
  - accountability of the Council to the community;
- the disclosures on pages 37 to 49 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 and accurately reflect the information drawn from the Council's audited information;

- except for property, plant and equipment assets (the assets), where the Council:
  - does not have the necessary underlying asset information; and
  - is unable to comply with generally accepted accounting practice in the valuation of its assets damaged by the earthquakes;

the information and assumptions underlying the forecast information in the plan are reasonable.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the plan.

#### Basis of Opinion

I carried out my work in accordance with the Auditor-General's Auditing Standards, the International Standard on Assurance Engagements (New Zealand) 3000 (Revised): *Assurance Engagements Other Than Audits or Reviews of Historical Information*, the International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*, and the ethical requirements in those standards.

I assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate audit procedures, I assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

My audit procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;

- the Council’s infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face over the next 30 years;
- the information in the plan is based on materially complete and reliable asset and activity information;
- the Council’s key plans and policies have been consistently applied in the development of the forecast information;
- the assumptions set out within the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council’s activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council’s intended service delivery and performance; and
- the relationship between the levels of service, performance measures and forecast financial information has been adequately explained within the plan.

I did not evaluate the security and controls over the electronic publication of the plan.

### Responsibilities of the Council and Auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures and other actions relating to the preparation of the plan;

- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

The Council is also responsible for the publication of the plan, whether in printed or electronic form.

I am responsible for expressing an independent opinion on aspects of the plan, as required by sections 94 and 259C of the Act. I do not express an opinion on the merits of the plan’s policy content.

### Independence

I have followed the independence requirements of the Auditor-General, which incorporate those of the External Reporting Board.

In addition to this audit, I reported on the Council’s consultation document, reported on the statutory annual report, provided a report to the Council’s debenture trustee, and completed audit and assurance engagements for subsidiary companies in compliance with regulatory requirements. These engagements are compatible with those independence requirements.

Other than this audit and these engagements, I have no relationship with or interests in the Council or any of its subsidiaries.

**Julian Tan, Audit New Zealand**  
On behalf of the Auditor-General  
Christchurch, New Zealand



# Financial Overview





## Financial Overview

### Significant Changes

As signalled in the 2015/25 Long Term Plan (LTP) the capital programme has been reviewed over the last 12 months for both for timing and cost which has resulted in a number of significant differences from that adopted last year. The programme has been smoothed so that it is better aligned with our ability to deliver. The under-delivery of projects in the current year and settlement of the insurance claim at better than budget means that our opening debt is \$201 million lower than planned. This, when combined with the smoothing of future years has substantially reduced our future short term borrowing requirement.

### Capital Programme:

Overall the ten year programme has reduced by \$131 million. This is due to a reduction in the expected infrastructure repair cost, largely offset by the inclusion of the Northern Arterial project (\$76 million) primarily in 2021 – 2023, and higher inflation on work that has been retimed to later years.

After taking into account the \$502 million shifted from 2015/16 following review of deliverability of the programme, we plan to invest \$3.97 billion in the capital programme over the remaining nine years of the Long Term Plan, an increase of \$371 million over the amount in the LTP for the comparable period.

### Impact on Funding Levers

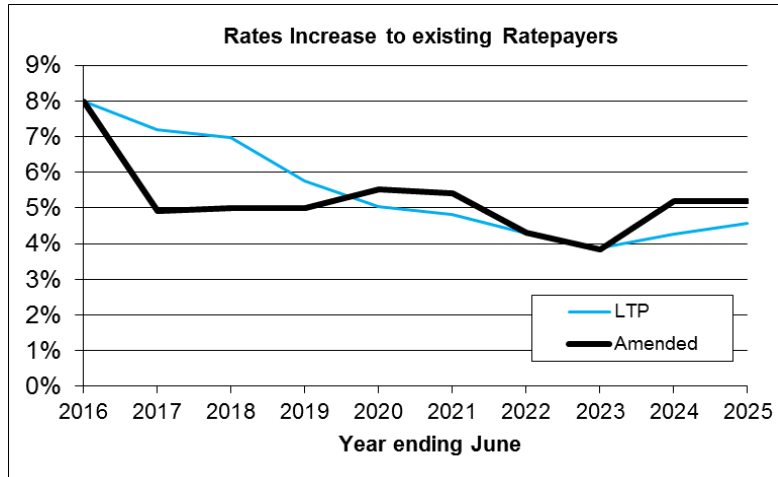
The changes above have allowed us to reconsider the mix of the three funding levers, capital release, rates, and borrowing, to achieve a fair and prudent funding outcome for ratepayers.

### Capital Release:

The \$750 million capital release programme has been reduced to \$600 million. \$110 million has been retimed from 2015/16 to 2016/17 and the remaining \$400 million has been moved to \$200 million in each of 2017/18 and 2018/19. This deferral allows us more time to gain further certainty as to both the amount and method of release required.

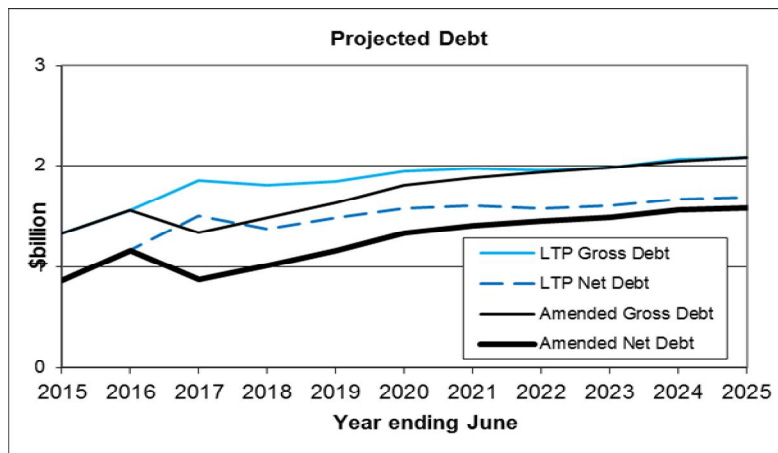
### Rate Increases:

The consequential reduction in interest and debt repayment costs have enabled rate increases to be reduced for the next three years to 4.9%, 5% and 5% p.a. to existing ratepayers, a cumulative reduction of 5.6% over that period, and a cumulative reduction over the nine years of 3.4% compared to the original Long Term Plan.(see graph below)



**Borrowing:**

While there is a short-term reduction in borrowing, long term debt is forecast to remain at very similar levels to the original LTP.



The amended Long Term Plan forecasts a net increase in debt of \$726 million over the remaining nine years, an increase of \$198 million on the Long Term Plan amount. This is largely due to the retimed capital programme and capital release reduction. Although opening debt is \$201 million lower, cumulative debt at the end of 2024/25 is still planned to be \$2.1 billion, only \$4 million lower than the original Long Term Plan projected.

We are continuing to ensure prudent and sustainable financial management of our operations with debt levels being held well within our ability to service and repay that borrowing.

#### Surplus, operating deficits, and sustainability

This Amended Long Term Plan shows accounting surpluses before revaluations in all years. Under accounting standards we are required to show all revenue, including earthquake-related recoveries from central Government and NZ Transport Agency, as income for the year. However, some of these recoveries reimburse us for rebuild expenditure. After adjusting for these capital revenues we're budgeting for an operating deficit of \$25.2 million for earthquake response costs in the 2016/17 year only. We borrow to fund this deficit. We do not consider that this operating deficit will undermine our financial sustainability.

(Note that the balanced budget benchmark shown in the Financial Prudence Benchmarks section is calculated on a slightly different basis and shows a small deficit in 2020. This is primarily due to our policy of rating for renewals rather than depreciation.)

Changes have also been made to the operational costs and revenues. Details of the change by Group of Activity for capital expenditure and for operational net cost are shown in the tables below.

For further information on the above, including our options please refer to the Financial Strategy.

## Changes between 2015/25 Long Term Plan and Amended Long Term Plan

### Changes by Group of Activity

	Changes between LTP and Amended LTP											
	\$000	Note	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Capital Programme expenditure												
Libraries, arts and culture		1	(32,472)	20,064	31,814	(464)	428	207	(71)	163	(168)	19,501
Economic development			-	-	-	-	-	-	-	-	-	-
Flood protection		2	(37,101)	(23,324)	1,592	1,660	1,547	1,195	(617)	(2,981)	(2,447)	(60,476)
Heritage protection and policy		3	(3,853)	(5,996)	13,249	5,305	-	-	-	-	-	8,705
Housing		4	(11,914)	1,036	4,470	4,726	4,999	5,280	5,584	5,907	6,027	26,115
Natural environment			-	-	-	-	-	-	-	-	-	-
Parks and open spaces		5	(1,718)	11,091	6,382	2,697	1,055	1,037	(7)	(25)	(60)	20,452
Refuse minimisation and disposal			(3)	(3)	(4)	(4)	(5)	(6)	(8)	(13)	(14)	(60)
Regulation and enforcement			(1)	(1)	-	(3)	-	-	-	-	-	(5)
Resilient communities		6	342	4,600	2,767	47	104	(11)	(14)	(13)	(24)	7,798
Roads and footpaths		7	(47,416)	44,662	18,737	4,576	20,404	40,842	17,158	(6,681)	(4,336)	87,946
Sewerage collection, treatment and disposal		8	(41,218)	17,951	779	(12,465)	(7,739)	13,807	9,954	9,067	5,359	(4,505)
Sport and recreation		9	(20,611)	(6,096)	33,122	22,482	2,379	(93)	(128)	(159)	(300)	30,596
Stormwater drainage		10	15,414	40,684	(602)	(615)	(633)	(37)	(51)	(84)	(138)	53,938
Strategic governance			-	-	-	-	-	-	-	-	-	-
Strategic policy and planning			(155)	19	19	20	20	20	20	19	18	-
Transport		11	(13,694)	27,164	(10,823)	9,528	10,947	17,813	(53)	(89)	(138)	40,655
Water supply		12	(13,948)	(2,056)	1,387	3,313	(1,166)	2,185	2,216	3,732	2,790	(1,547)
Corporate		13	(54,405)	15,470	115,827	46,839	29,320	6,060	(6,585)	(15,243)	4,653	141,936
Total capital programme expenditure increase/(decrease)			(262,753)	145,265	218,716	87,642	61,660	88,299	27,398	(6,400)	11,222	371,049
<i>Capital Programme funding</i>												
Sale of assets			(23)	(23)	(22)	(17)	(2)	(3)	(4)	(6)	(9)	(109)
Rates		14	(1)	(118)	(124)	(127)	(134)	(425)	(767)	(1,309)	(2,278)	(5,283)
Earthquake rebuild recoveries		15	(22,783)	3,542	(20,886)	14,078	5,597	3,653	4,018	(2,739)	(1,192)	(16,712)
Reserve drawdowns		16	153,362	78,442	(73,055)	4,771	4,271	5,015	4,842	4,981	4,957	187,586
CCHL special dividend		17	(90,000)	(150,200)	200,000	-	-	-	-	-	-	(40,200)
Development contributions			284	381	368	325	262	129	(12)	(200)	(409)	1,128
Capital grants and subsidies		18	(8,027)	11,411	(6,995)	(1,472)	8,978	22,324	7,398	513	310	34,440
Total funding increase/(decrease)			32,812	(56,565)	99,286	17,558	18,972	30,693	15,475	1,240	1,379	160,850
Capital Programme borrowing increase/(decrease)			(295,565)	201,830	119,430	70,084	42,688	57,606	11,923	(7,640)	9,843	210,199

Notes: (further details on individual projects are shown in the Capital Programme section of the Amended Long Term Plan)

- 1 New Central and South West libraries costs rephased to 2018 & 2019. New Brighton Library added to 2017.
- 2 Transfer of budget for land drainage programme from Flood Protection to Stormwater (incl Dudley Creek).
- 3 Work carried forward from 2016 to 2017 (Mona Vale, Sign of Takahe), Old Municipal Chambers added to 2018 & 2019, Canterbury Provincial Chambers work pushed out to 2019 & 2020.
- 4 Housing work rephased from 2016 and 2017 to later years.
- 5 Avon River project contribution rephased from 2016 to 2018. New Brighton Pier 2018 & 2019. Red Zone EQ parks added to 2018.
- 6 Sumner library and Shirley community centre rephased.
- 7 SCIRT programme reduced in 2017. Sumner Road corridor increase in 2018. Transitional transport plan c/fwd from 2016 to 2023. Accessible cities projects rephased. \$9 million for footpath renewals added over first three years.
- 8 Akaroa WWTP rephased from 2016 & 2017 to 2018 & 2019. Lyttleton rephased to 2019. SCIRT programme reduced by \$26 million in 2017. Northern relief reticulation rephased to 2022 onwards. Major trunk expansion rephased to 2022.
- 9 South West leisure centre and Woolston/Linwood pool pushed to 2019 & 2020.
- 10 Transfer of budget for land drainage programme from Flood Protection.
- 11 Parking pushed out from 2016 to 2018. Some cycleways pushed out from 2016 -2019 to 2021 & 22. Coastal pathway pushed out from 2017 & 18 to 2019 & 2020. The Square Anchor Project has been increased by \$4.3 million in 2019/20 to reflect the change of project leadership from Crown to Council. This increase is offset by an increase in capital subsidies reflecting the Crown's contribution in the cost share agreement.
- 12 Brooklands/Averill station pump stations removed, some used for Bexley pump station. Gardiners pump station rephased from 2017 to 2018. Some reticulation rephased to 2019/20.
- 13 Improvement allowance removed (2017- \$20 million). Performing Arts Precinct pushed out to 2018/19. Town Hall completion pushed out to 2018/19. Strategic land significant changes in every year. IT budget reduction of \$38 million. Post Draft the Council has continued to review the deliverability of its capital programme and have identified a further \$56 million of works that will not be delivered in the 2016/17 year and have allocated these to the following two years. This work will be progressively moved from Corporate into the appropriate activities over the next month.
- 14 Impact from lower inflation rates.
- 15 Insurance removed due to settlement. Crown contribution timing and quantum changes relating to cost share agreement, funding of accessible cities and Sumner corridor.
- 16 Housing capex funding increased in line with note 4 above.
- 17 Capital release timing and quantum changes.
- 18 NZTA funding of capital works programme, particularly Northern Arterial in 2021 - 2023.

## Changes by Group of Activity

Operational net cost of service	\$000	Note	Changes between LTP and Amended LTP									Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Libraries, arts and culture		1	(4,385)	(4,724)	(3,614)	(3,192)	(2,785)	(2,879)	(3,531)	(4,313)	(4,637)	(34,060)
Economic development		2	5,057	4,980	5,070	5,159	5,235	9,912	10,141	10,275	10,445	66,274
Flood protection and control works			1	86	305	313	325	345	346	357	357	2,435
Heritage protection and policy			(339)	(305)	(318)	(347)	(353)	(373)	(395)	(418)	(439)	(3,287)
Housing			(641)	(1,236)	(612)	(300)	(1,894)	(1,534)	(1,136)	(173)	345	(7,181)
Natural environment			123	120	125	125	123	120	120	116	116	1,088
Parks and open spaces		3	4,721	3,258	2,570	2,528	445	327	237	216	73	14,375
Refuse minimisation and disposal		4	209	13	(196)	(919)	(1,307)	(1,727)	(2,363)	(2,634)	(3,078)	(12,002)
Regulation and enforcement		5	3,864	(169)	1,848	1,039	977	823	737	419	400	9,938
Resilient communities		6	569	(302)	(1,016)	(1,158)	(1,912)	(2,129)	(2,305)	(2,519)	(2,741)	(13,513)
Roads and footpaths		7	12,586	11,506	12,885	14,933	17,493	19,489	21,656	27,535	28,953	167,036
Sewerage collection, treatment and disposal		8	1,891	644	(187)	(880)	(2,729)	(2,528)	(1,404)	(1,421)	(949)	(7,563)
Sport and recreation		9	3,851	2,682	1,189	3,170	1,827	2,527	2,037	1,488	1,385	20,156
Stormwater drainage		10	(5,891)	597	667	759	1,002	1,140	1,359	1,375	1,405	2,413
Strategic governance		11	99	(110)	(64)	(353)	(546)	(698)	(922)	(1,227)	(1,483)	(5,304)
Strategic policy and planning		12	(323)	(567)	(732)	(586)	(645)	(725)	(840)	(1,033)	(1,118)	(6,569)
Transport		13	(2,232)	(2,633)	(2,159)	(2,388)	(2,203)	(2,205)	(2,107)	(2,226)	(5,049)	(23,202)
Water supply		14	(2,340)	(3,200)	(2,953)	(2,916)	(2,685)	(2,607)	(2,524)	(2,503)	(2,602)	(24,330)
Corporate		15	(1,891)	(10,225)	3,091	6,566	6,492	7,391	8,862	12,522	14,532	47,340
Operational net cost of service increase/(decrease)			14,929	415	15,899	21,553	16,860	24,669	27,968	35,836	35,915	194,044
Represented by:												
Revenues												
Fees, charges and operational subsidies			(3,016)	(5,706)	(11,450)	(7,586)	(6,269)	(5,423)	(6,551)	(8,184)	(9,893)	(64,078)
Non cash revenue			522	567	621	675	720	720	732	720	717	5,994
Net Increase/(decrease) operating revenues			(2,494)	(5,139)	(10,829)	(6,911)	(5,549)	(4,703)	(5,819)	(7,464)	(9,176)	(58,084)
Expenditure (excl'dg depreciation & interest)												
Depreciation			14,804	(3,564)	(4,435)	(1,440)	888	5,437	2,885	(332)	(3,399)	10,844
Interest			10,559	16,195	18,844	21,899	14,744	16,213	18,006	22,336	20,810	159,606
Net increase/(decrease) in expenditure			(12,928)	(17,355)	(9,339)	(5,817)	(4,321)	(1,684)	1,258	6,368	9,328	(34,490)
			12,435	(4,724)	5,070	14,642	11,311	19,966	22,149	28,372	26,739	135,960
			14,929	415	15,899	21,553	16,860	24,669	27,968	35,836	35,915	194,044



## Notes

- 1 Rephasing of Central and Hornby libraries in the earlier years.
- 2 Additional costs for Regenerate Christchurch, starting at \$4 million p.a. and increasing to \$8 million from 2022.
- 3 Increased depreciation due to higher capex. Removal of insurance recoveries in 2017 due to claim settlement in 2016. Lower inflation impacting on later years.
- 4 Lower inflation.
- 5 District Plan review costs added in 2017. Lower inflation impacting on outer years.
- 6 Lower inflation impacting on outer years.
- 7 Depreciation higher due to 2016 revaluation and higher capex.
- 8 Depreciation higher 2017 - 2019. Interest expense lower.
- 9 Higher depreciation of \$2 - \$4 million p.a. due to 2015 revaluation. Rephasing of Linwood, South West, Eastern and Metro facilities.
- 10 Reduction in depreciation in 2017 due to delayed revaluation.
- 11 Lower inflation.
- 12 Addition of carbon mitigation measurement programme. Addition of Council Energy Management programme costs/savings. Lower inflation.
- 13 Increased costs and NZTA funding due to addition of Riccarton bus lounges. Lower depreciation and interest expense due to timing of capex
- 14 Lower interest and depreciation expense.
- 15 Lower interest and depreciation expense, Rockfall costs removed from 2018 (\$5 million), Restructure savings offset by additional insurance and alternative weed spraying provisions

Changes between LTP and Amended LTP

Financial Overview

	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Funding Summary</b>									
\$000									
Operating expenditure	14,804	(3,564)	(4,435)	(1,440)	888	5,437	2,885	(332)	(3,399)
Capital programme	(262,752)	145,266	218,715	87,642	61,660	88,298	27,398	(6,400)	11,224
Transfers to reserves	(735)	(75,650)	1,303	1,361	1,345	1,228	1,025	794	557
Interest expense	(12,928)	(17,355)	(9,339)	(5,817)	(4,321)	(1,684)	1,258	6,368	9,328
Debt repayment	(1,129)	15,671	(2,303)	(3,850)	(2,799)	(9,739)	(5,833)	(1,088)	5,189
<b>Total expenditure</b>	<b>(262,740)</b>	<b>64,368</b>	<b>203,941</b>	<b>77,896</b>	<b>56,773</b>	<b>83,540</b>	<b>26,733</b>	<b>(658)</b>	<b>22,899</b>
<b>funded by :</b>									
Fees, charges and operational subsidies	(3,016)	(5,705)	(11,450)	(7,585)	(6,269)	(5,426)	(6,549)	(8,184)	(9,895)
Dividends and interest received	(78,534)	(137,280)	212,934	12,319	13,239	12,058	17,831	19,512	22,479
Transfers from reserves	152,628	1,514	(73,058)	4,804	4,396	5,396	5,158	5,346	5,257
Asset sales	(23)	(23)	(22)	(17)	(2)	(3)	(4)	(6)	(9)
Development contributions	284	381	368	325	262	129	(12)	(200)	(409)
Earthquake rebuild recoveries	(22,783)	3,542	(20,886)	14,078	5,597	3,653	4,018	(2,739)	(1,192)
Capital grants and subsidies	(8,027)	11,411	(6,995)	(1,472)	8,978	22,324	7,398	513	310
<b>Total funding available</b>	<b>40,529</b>	<b>(126,160)</b>	<b>100,891</b>	<b>22,452</b>	<b>26,201</b>	<b>38,131</b>	<b>27,840</b>	<b>14,242</b>	<b>16,541</b>
<b>Balance required</b>	<b>(303,269)</b>	<b>190,528</b>	<b>103,050</b>	<b>55,444</b>	<b>30,572</b>	<b>45,409</b>	<b>(1,107)</b>	<b>(14,900)</b>	<b>6,358</b>
Borrowing	(302,827)	201,672	119,365	70,084	42,685	57,602	11,924	(7,641)	9,844
Working Capital reduction	-	-	-	-	-	-	(429)	-	-
<b>Rates</b>	<b>(442)</b>	<b>(11,144)</b>	<b>(16,315)</b>	<b>(14,640)</b>	<b>(12,113)</b>	<b>(12,193)</b>	<b>(12,602)</b>	<b>(7,259)</b>	<b>(3,486)</b>
<b>Rates to be levied on 1 July</b>	(4,499)	(12,492)	(16,264)	(14,567)	(12,017)	(12,062)	(12,433)	(7,047)	(3,220)
Nominal rates increase on 1 July	-1.17%	-1.83%	-0.67%	0.56%	0.67%	0.10%	0.03%	1.04%	0.68%
<b>Percentage rate increase to existing ratepayers</b>	<b>-2.28%</b>	<b>-1.98%</b>	<b>-0.74%</b>	<b>0.48%</b>	<b>0.60%</b>	<b>0.04%</b>	<b>-0.04%</b>	<b>0.94%</b>	<b>0.62%</b>

## Updated Financial Overview

Plan 2015/16	Financial Overview		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000									
	<b>Funding Summary</b>										
486,114	Operating expenditure	1	447,097	406,576	410,088	427,135	442,097	459,432	471,884	480,871	492,860
958,208	Capital programme	2	535,530	640,034	593,630	427,691	334,831	337,403	346,853	385,233	372,858
7,137	Transfers to reserves	3	5,679	8,892	9,372	9,770	10,569	11,120	11,453	11,966	12,435
78,574	Interest expense	4	78,051	82,547	89,210	96,912	104,209	108,727	111,265	118,370	123,843
23,718	Debt repayment	5	32,269	59,794	48,496	46,586	54,280	62,960	73,754	90,306	107,146
<b>1,553,751</b>	<b>Total expenditure</b>		<b>1,098,626</b>	<b>1,197,843</b>	<b>1,150,796</b>	<b>1,008,094</b>	<b>945,986</b>	<b>979,642</b>	<b>1,015,209</b>	<b>1,086,746</b>	<b>1,109,142</b>
	<b>funded by :</b>										
154,559	Fees, charges and operational subsidies	6	136,329	131,950	140,682	150,444	158,717	164,413	168,969	173,061	178,184
277,957	Dividends and interest received		185,660	281,415	258,068	57,021	57,875	65,619	71,098	75,598	80,070
30,945	Transfers from reserves	7	173,032	6,146	9,044	9,366	9,262	10,059	9,467	9,655	9,732
54,671	Asset sales	8	8,003	5,902	5,835	4,353	502	515	530	545	561
17,231	Development contributions		13,115	18,113	24,262	23,082	24,097	25,537	24,375	23,407	23,352
118,249	Earthquake rebuild recoveries		105,786	58,643	11,412	14,078	5,917	6,018	8,367	5,588	5,160
23,522	Capital grants and subsidies		21,874	42,809	21,515	21,173	26,223	36,860	22,950	17,919	18,559
<b>677,134</b>	<b>Total funding available</b>		<b>643,799</b>	<b>544,978</b>	<b>470,818</b>	<b>279,517</b>	<b>282,593</b>	<b>309,021</b>	<b>305,756</b>	<b>305,773</b>	<b>315,618</b>
<b>876,617</b>	<b>Balance required</b>		<b>454,827</b>	<b>652,865</b>	<b>679,978</b>	<b>728,577</b>	<b>663,393</b>	<b>670,621</b>	<b>709,453</b>	<b>780,973</b>	<b>793,524</b>
483,855	Borrowing	9	30,927	202,259	205,716	225,239	129,975	110,988	124,349	160,889	137,666
<b>392,762</b>	<b>Rates</b>	10	<b>423,900</b>	<b>450,606</b>	<b>474,262</b>	<b>503,338</b>	<b>533,418</b>	<b>559,633</b>	<b>585,104</b>	<b>620,084</b>	<b>655,858</b>
384,357	<b>Rates to be levied on 1 July</b>		414,748	444,041	469,110	498,073	528,032	554,123	579,462	614,306	649,936
9.25%	Nominal rates increase on 1 July		7.91%	7.06%	5.65%	6.17%	6.01%	4.94%	4.57%	6.01%	5.80%
<b>7.98%</b>	<b>Percentage rate increase to existing ratepayers</b>		<b>4.90%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.52%</b>	<b>5.41%</b>	<b>4.32%</b>	<b>3.84%</b>	<b>5.19%</b>	<b>5.18%</b>

<b>Plan 2015/16</b>	<b>Note 1 Operating Expenditure</b>	<b>\$000</b>	<b>Plan 2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
54,019	Libraries, arts and culture		60,426	63,161	67,273	63,232	64,864	66,465	68,050	69,292	71,290
9,942	Economic development		15,024	14,924	15,209	15,548	15,794	20,706	21,221	21,584	22,043
8,036	Flood protection and control works		5,157	2,540	897	930	961	1,008	1,042	1,081	1,114
4,153	Heritage protection and policy		4,154	4,167	2,235	2,317	2,324	2,347	2,384	2,397	2,386
37,499	Housing		23,746	16,659	16,972	17,915	16,679	17,586	18,691	19,710	20,864
387	Natural environment		525	538	554	567	571	581	595	603	617
35,023	Parks and open spaces		37,751	35,938	36,261	36,887	35,381	36,218	37,316	38,052	38,767
43,664	Refuse minimisation and disposal		45,548	46,780	48,251	49,205	50,072	52,120	51,735	53,354	55,236
68,907	Regulation and enforcement		66,531	57,311	58,326	58,984	59,543	60,584	61,937	62,907	64,239
30,853	Resilient communities		30,955	30,665	30,500	31,123	30,728	31,217	31,944	32,424	33,047
89,730	Roads and footpaths		106,745	109,828	115,602	122,803	129,986	137,991	145,926	153,299	160,616
80,389	Sewerage collection, treatment and disposal		80,941	80,882	82,787	85,919	87,638	90,981	94,804	98,046	101,995
33,598	Sport and recreation		38,342	40,095	48,402	61,804	70,756	75,082	77,388	79,611	82,711
23,483	Stormwater drainage		24,229	28,887	29,607	30,720	31,762	32,879	34,059	35,228	36,513
22,468	Strategic governance		24,944	24,569	24,893	26,836	25,905	26,080	28,079	27,281	27,715
11,382	Strategic policy and planning		12,576	12,284	12,062	12,643	12,615	12,714	13,082	13,474	13,605
20,392	Transport		21,103	22,603	25,016	27,830	29,884	31,531	33,035	33,949	32,466
46,747	Water supply		45,258	45,613	47,346	49,414	51,508	53,633	55,765	56,036	57,846
105,183	Corporate		70,677	59,918	59,331	63,172	64,847	65,451	65,219	68,861	70,830
<b>725,855</b>	<b>Total group of activity expenditure</b>		<b>714,632</b>	<b>697,362</b>	<b>721,524</b>	<b>757,849</b>	<b>781,818</b>	<b>815,174</b>	<b>842,272</b>	<b>867,189</b>	<b>893,900</b>
161,166	Less depreciation (non cash)		189,484	208,239	222,226	233,802	235,512	247,015	259,123	267,948	277,197
78,574	Less interest expense shown separately		78,051	82,547	89,210	96,912	104,209	108,727	111,265	118,370	123,843
<b>486,115</b>	<b>Operating expenditure</b>		<b>447,097</b>	<b>406,576</b>	<b>410,088</b>	<b>427,135</b>	<b>442,097</b>	<b>459,432</b>	<b>471,884</b>	<b>480,871</b>	<b>492,860</b>
<b>Note 2</b>											
<b>Capital Programme</b>											
63,639	Libraries, arts and culture		33,133	42,268	44,700	19,955	13,291	9,363	9,187	10,733	10,729
-	Economic development		-	-	-	-	-	-	-	-	-
45,836	Flood protection		13,296	20,911	39,768	42,893	44,401	46,618	45,474	47,371	46,773
10,569	Heritage protection and policy		7,297	11,453	25,083	5,393	-	-	-	-	-
23,423	Housing		3,782	3,434	7,106	7,247	7,588	8,138	8,129	8,533	8,955
-	Natural environment		-	-	-	-	-	-	-	-	-
33,699	Parks and open spaces		12,554	24,553	15,397	11,713	10,433	11,181	8,180	7,819	7,723
3,309	Refuse minimisation and disposal		977	830	981	1,087	1,361	1,175	1,006	1,339	950
421	Regulation and enforcement		26	11	6	55	-	-	-	-	-
17,163	Resilient communities		13,800	5,388	3,672	1,687	1,359	1,164	1,784	1,181	1,492
276,923	Roads and footpaths		118,697	123,297	82,301	76,705	89,460	110,699	104,215	85,207	81,500
185,410	Sewerage collection, treatment and disposal		113,945	75,511	51,717	40,258	40,442	54,280	34,997	37,333	47,244
18,245	Sport and recreation		69,912	75,775	91,210	72,245	18,289	16,144	16,463	14,876	19,244
72,467	Stormwater drainage		62,349	67,925	4,325	3,964	4,410	6,399	6,674	7,848	8,857
-	Strategic governance		-	-	-	-	-	-	-	-	-
577	Strategic policy and planning		150	332	340	349	358	368	378	389	400
81,880	Transport		32,115	74,584	63,599	49,882	40,568	25,700	6,818	8,444	8,819
40,222	Water supply		23,675	27,370	25,349	28,073	27,441	29,897	28,065	29,633	28,335
84,425	Corporate		29,822	86,392	138,076	66,185	35,430	16,277	75,483	124,527	101,837
<b>958,208</b>	<b>Total capital programme</b>		<b>535,530</b>	<b>640,034</b>	<b>593,630</b>	<b>427,691</b>	<b>334,831</b>	<b>337,403</b>	<b>346,853</b>	<b>385,233</b>	<b>372,858</b>

Plan 2015/16	Note 3	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	<b>Transfers to Reserves</b>									
		\$000								
6,764	Interest credited to special funds and reserves	5,341	5,333	5,400	5,541	5,814	6,077	6,120	6,201	6,295
-	Housing cash operating result	-	3,170	3,851	4,132	4,613	4,968	5,259	5,678	6,052
58	Dog control cash operating result	22	73	55	31	76	75	74	87	88
65	Burwood Landfill capping contribution	66	66	66	66	66	-	-	-	-
250	Flood defence fund	250	250	-	-	-	-	-	-	-
<b>7,137</b>		<b>5,679</b>	<b>8,892</b>	<b>9,372</b>	<b>9,770</b>	<b>10,569</b>	<b>11,120</b>	<b>11,453</b>	<b>11,966</b>	<b>12,435</b>
	<b>Note 4</b>									
	<b>Interest Expense</b>									
52,149	General borrowing	49,412	52,470	59,503	66,883	74,000	78,527	81,260	88,123	93,671
10,101	Equity investments	10,048	9,649	9,286	9,239	9,243	9,268	9,276	9,545	9,575
16,324	Advances to Council organisations	18,591	20,428	20,421	20,790	20,966	20,932	20,729	20,702	20,597
-	Housing	-	-	-	-	-	-	-	-	-
<b>78,574</b>		<b>78,051</b>	<b>82,547</b>	<b>89,210</b>	<b>96,912</b>	<b>104,209</b>	<b>108,727</b>	<b>111,265</b>	<b>118,370</b>	<b>123,843</b>
	<b>Note 5</b>									
	<b>Debt Repayment provided for</b>									
38	Targeted rate loans	-	-	-	-	-	-	-	-	-
23,678	Ratepayer funded loans	32,269	59,794	48,496	46,586	54,280	62,960	73,754	90,306	107,146
2	Housing	-	-	-	-	-	-	-	-	-
<b>23,718</b>		<b>32,269</b>	<b>59,794</b>	<b>48,496</b>	<b>46,586</b>	<b>54,280</b>	<b>62,960</b>	<b>73,754</b>	<b>90,306</b>	<b>107,146</b>
	<b>Note 6</b>									
	<b>Fees, Charges and Operational Subsidies</b>									
3,828	Libraries, arts and culture	3,156	3,371	3,610	3,747	3,834	3,921	4,017	4,113	4,216
147	Economic development	150	153	156	160	163	167	171	175	180
-	Flood protection and control works	-	-	-	-	-	-	-	-	-
-	Heritage protection and policy	-	-	-	-	-	-	-	-	-
14,871	Housing	12,532	12,109	12,703	13,336	14,011	14,717	15,471	16,264	17,109
85	Natural environment	86	88	90	92	94	96	98	101	103
4,734	Parks and open spaces	2,330	2,376	2,426	2,479	2,537	2,596	2,658	2,721	2,788
12,029	Refuse minimisation and disposal	12,076	11,919	11,663	11,400	10,807	10,103	9,026	8,845	9,109
46,248	Regulation and enforcement	49,549	46,897	46,922	47,838	48,919	50,051	51,254	52,471	53,785
2,257	Resilient communities	1,294	1,322	1,352	1,383	1,416	1,447	1,482	1,518	1,554
12,854	Roads and footpaths	13,581	13,252	13,462	13,811	14,212	14,891	15,246	15,607	15,997
9,152	Sewerage collection, treatment and disposal	4,836	4,806	4,904	4,994	5,109	5,226	5,352	5,481	5,617
13,667	Sport and recreation	13,251	13,620	17,937	25,218	31,767	34,550	35,799	37,004	38,269
1,570	Stormwater drainage	20	21	21	16	17	11	12	12	12
165	Strategic governance	911	172	176	885	183	188	948	196	202
519	Strategic policy and planning	581	465	475	486	497	508	520	533	546
12,288	Transport	12,854	13,664	15,017	15,802	16,414	16,979	17,453	17,932	18,374
1,579	Water supply	601	613	360	368	377	385	394	404	413
19,512	Corporate	9,989	8,615	10,975	10,050	10,026	10,243	10,439	10,614	10,837
<b>155,505</b>	<b>Total group of activity operating revenue</b>	<b>137,797</b>	<b>133,463</b>	<b>142,249</b>	<b>152,065</b>	<b>160,383</b>	<b>166,079</b>	<b>170,340</b>	<b>173,991</b>	<b>179,111</b>
946	Less non cash revenue	1,468	1,513	1,567	1,621	1,666	1,666	1,371	930	927
<b>154,559</b>	<b>Fees, charges and operational subsidies</b>	<b>136,329</b>	<b>131,950</b>	<b>140,682</b>	<b>150,444</b>	<b>158,717</b>	<b>164,413</b>	<b>168,969</b>	<b>173,061</b>	<b>178,184</b>

Plan 2015/16	Note 7 Transfers from Reserves	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
327	Reserves a/c - reserve purchases	50	326	22	348	22	326	-	-	-
10,192	Housing - net capital programme	3,783	3,353	6,771	6,730	6,861	7,165	6,961	7,102	7,243
15,777	Housing cash operating result	3,707	-	-	-	-	-	-	-	-
415	Dog Account - capital programme	-	-	-	-	-	-	-	-	-
4,167	Capital endowment fund - grants	2,328	2,401	2,185	2,222	2,313	2,568	2,506	2,553	2,489
	- Debt repayment reserve	163,098	-	-	-	-	-	-	-	-
2	Housing debt repayment	-	-	-	-	-	-	-	-	-
65	Burwood Landfill remediation	66	66	66	66	66	-	-	-	-
<b>30,945</b>		<b>173,032</b>	<b>6,146</b>	<b>9,044</b>	<b>9,366</b>	<b>9,262</b>	<b>10,059</b>	<b>9,467</b>	<b>9,655</b>	<b>9,732</b>
<b>Note 8</b>										
<b>Asset Sales</b>										
60	Plant and vehicle disposals	27	58	-	20	-	-	-	-	-
8,970	Surplus property sales	7,522	5,379	5,359	3,844	-	-	-	-	-
445	Surplus roading land sales	454	465	476	489	502	515	530	545	561
45,196	Earthquake related property settlements	-	-	-	-	-	-	-	-	-
<b>54,671</b>		<b>8,003</b>	<b>5,902</b>	<b>5,835</b>	<b>4,353</b>	<b>502</b>	<b>515</b>	<b>530</b>	<b>545</b>	<b>561</b>
<b>Note 9</b>										
<b>Borrowing</b>										
958,208	Capital Programme	535,530	640,034	593,630	427,691	334,831	337,403	346,853	385,233	372,858
2,542	Capital grants	9,052	8,878	6,658	114	22	22	26	25	26
43,992	Earthquake response	25,225	-	-	-	-	-	-	-	-
12,801	Operational costs	-	-	-	-	-	-	-	-	-
<b>1,017,543</b>	<b>Total funding requirement</b>	<b>569,807</b>	<b>648,912</b>	<b>600,288</b>	<b>427,805</b>	<b>334,853</b>	<b>337,425</b>	<b>346,879</b>	<b>385,258</b>	<b>372,884</b>
<b>Funding sources</b>										
54,671	Sale of assets	8,003	5,902	5,835	4,353	502	515	530	545	561
108,678	Rates (for renewals)	112,756	117,082	124,337	132,124	140,491	149,342	158,854	169,095	179,938
338	Rates (for landfill aftercare)	350	359	352	612	699	675	492	714	405
118,249	Earthquake rebuild recoveries	105,786	58,643	11,412	14,078	5,917	6,018	8,367	5,588	5,160
10,999	Reserve drawdowns	166,996	3,745	6,859	7,144	6,949	7,490	6,962	7,101	7,243
200,000	CCHL special dividend	110,000	200,000	200,000	-	-	-	-	-	-
17,231	Development contributions	13,115	18,113	24,262	23,082	24,097	25,537	24,375	23,407	23,352
23,522	Capital grants and subsidies	21,874	42,809	21,515	21,173	26,223	36,860	22,950	17,919	18,559
<b>533,688</b>	<b>Total funding available</b>	<b>538,880</b>	<b>446,653</b>	<b>394,572</b>	<b>202,566</b>	<b>204,878</b>	<b>226,437</b>	<b>222,530</b>	<b>224,369</b>	<b>235,218</b>
<b>483,855</b>	<b>Borrowing requirement</b>	<b>30,927</b>	<b>202,259</b>	<b>205,716</b>	<b>225,239</b>	<b>129,975</b>	<b>110,988</b>	<b>124,349</b>	<b>160,889</b>	<b>137,666</b>
276,718	Less debt repayment	32,269	59,794	48,496	46,586	54,280	62,960	73,754	90,306	107,146
-	- Plus new borrowing on behalf of subsidiaries	-	-	-	-	-	-	-	-	-
400	Less borrowing on behalf of subsidiaries repaid	14,485	-	6,000	1,000	1,000	1,000	1,000	1,100	1,100
<b>206,737</b>	<b>Net change in borrowing</b>	<b>(15,827)</b>	<b>142,465</b>	<b>151,220</b>	<b>177,653</b>	<b>74,695</b>	<b>47,028</b>	<b>49,595</b>	<b>69,483</b>	<b>29,420</b>
1,351,914	Opening gross debt	1,356,657	1,340,830	1,483,295	1,634,515	1,812,168	1,886,863	1,933,891	1,983,486	2,052,969
<b>1,558,651</b>	<b>Closing gross debt</b>	<b>1,340,830</b>	<b>1,483,295</b>	<b>1,634,515</b>	<b>1,812,168</b>	<b>1,886,863</b>	<b>1,933,891</b>	<b>1,983,486</b>	<b>2,052,969</b>	<b>2,082,389</b>



<b>Plan Note 10</b>		<b>Plan</b>								
<b>2015/16</b>	<b>Rates</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
		<b>\$000</b>								
384,357	Rates levied 1 July	414,748	444,041	469,110	498,073	528,032	554,123	579,462	614,306	649,936
3,425	Rates in year income per Order in Council	4,072	1,384	-	-	-	-	-	-	-
2,780	Excess water charges	2,836	2,892	2,815	2,877	2,943	3,011	3,083	3,157	3,236
2,200	Penalties	2,244	2,289	2,337	2,388	2,443	2,499	2,559	2,621	2,686
<b>392,762</b>		<b>423,900</b>	<b>450,606</b>	<b>474,262</b>	<b>503,338</b>	<b>533,418</b>	<b>559,633</b>	<b>585,104</b>	<b>620,084</b>	<b>655,858</b>



# Funding Impact Statement



## Funding Impact Statement

This Funding Impact Statement sets out the sources of operating funding Council will use to fund its activities over the period of the Amended 2015/25 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 Amended Long Term Plan.

### Christchurch City Council Funding impact statement

Plan 2015/16		Plan 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>										
269,786	General rates, uniform annual general charges, rates penalties	294,968	310,634	331,384	354,650	378,735	397,725	416,858	445,582	475,260
122,976	Targeted rates	128,932	139,972	142,878	148,688	154,683	161,908	168,246	174,502	180,598
19,809	Subsidies and grants for operating purposes	20,802	20,939	21,472	22,270	22,881	23,891	24,461	25,028	25,644
98,371	Fees, charges	99,704	97,347	103,937	114,295	122,803	128,103	132,860	136,162	140,391
277,957	Interest and dividends from investments	185,138	280,848	257,447	56,346	57,155	64,899	70,378	74,878	79,350
36,379	Local authorities fuel tax, fines, infringement fees, and other receipts	16,345	14,232	15,895	14,554	13,752	13,139	12,368	12,592	12,869
<b>825,278</b>	<b>Total operating funding</b>	<b>745,889</b>	<b>863,972</b>	<b>873,013</b>	<b>710,803</b>	<b>750,009</b>	<b>789,665</b>	<b>825,171</b>	<b>868,744</b>	<b>914,112</b>
<b>Applications of operating funding</b>										
421,831	Payments to staff and suppliers	401,996	368,410	369,371	392,433	406,914	419,023	430,912	439,197	450,570
78,574	Finance costs	78,051	82,547	89,210	96,912	104,209	108,727	111,265	118,370	123,843
64,283	Other operating funding applications	45,101	38,167	40,718	34,702	35,182	40,409	40,972	41,675	42,290
<b>564,688</b>	<b>Total applications of operating funding</b>	<b>525,148</b>	<b>489,124</b>	<b>499,299</b>	<b>524,047</b>	<b>546,305</b>	<b>568,159</b>	<b>583,149</b>	<b>599,242</b>	<b>616,703</b>
<b>260,590</b>	<b>Surplus (deficit) of operating funding</b>	<b>220,741</b>	<b>374,848</b>	<b>373,714</b>	<b>186,756</b>	<b>203,704</b>	<b>221,506</b>	<b>242,022</b>	<b>269,502</b>	<b>297,409</b>
<b>Sources of capital funding</b>										
21,848	Subsidies and grants for capital expenditure	20,520	41,428	20,248	19,949	25,043	35,725	21,788	16,728	17,339
17,231	Development and financial contributions	13,115	18,113	24,262	23,082	24,097	25,537	24,375	23,407	23,352
206,737	Increase (decrease) in debt	(15,827)	142,465	151,220	177,653	74,695	47,028	49,595	69,483	29,420
54,671	Gross proceeds from sale of assets	8,003	5,902	5,835	4,353	502	515	530	545	561
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
119,923	Other dedicated capital funding	107,140	60,024	12,679	15,302	7,097	7,153	9,529	6,779	6,380
<b>420,410</b>	<b>Total sources of capital funding</b>	<b>132,951</b>	<b>267,932</b>	<b>214,244</b>	<b>240,339</b>	<b>131,434</b>	<b>115,958</b>	<b>105,817</b>	<b>116,942</b>	<b>77,052</b>
<b>Applications of capital funding</b>										
Capital expenditure										
800,763	- to replace existing assets (a)	428,890	471,945	463,687	286,398	187,541	180,697	247,770	303,737	296,375
60,846	- to improve the level of service	45,893	100,214	88,052	92,857	74,967	50,847	24,370	27,177	27,465
96,599	- to meet additional demand	60,747	67,875	41,891	48,436	72,323	105,859	74,713	54,319	49,018
(276,808)	Increase (decrease) in reserves	(167,353)	2,746	328	404	1,307	1,061	1,986	2,311	2,703
(400)	Increase (decrease) of investments	(14,485)	-	(6,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,100)	(1,100)
<b>681,000</b>	<b>Total applications of capital funding</b>	<b>353,692</b>	<b>642,780</b>	<b>587,958</b>	<b>427,095</b>	<b>335,138</b>	<b>337,464</b>	<b>347,839</b>	<b>386,444</b>	<b>374,461</b>
<b>(260,590)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(220,741)</b>	<b>(374,848)</b>	<b>(373,714)</b>	<b>(186,756)</b>	<b>(203,704)</b>	<b>(221,506)</b>	<b>(242,022)</b>	<b>(269,502)</b>	<b>(297,409)</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>

## Changes between Long Term Plan and Amended Long Term Plan

### Funding impact statement

	Plan								
\$000	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	904	(9,652)	(14,884)	(12,831)	(10,903)	(11,295)	(12,272)	(6,778)	(2,859)
Targeted rates	(1,346)	(1,492)	(1,431)	(1,809)	(1,210)	(898)	(330)	(481)	(627)
Subsidies and grants for operating purposes	(39)	(283)	(187)	(329)	(419)	(208)	(360)	(948)	(1,173)
Fees, charges	1,387	(4,695)	(10,298)	(6,307)	(4,780)	(4,055)	(4,960)	(5,908)	(7,264)
Earthquake recoveries	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	(79,056)	(137,847)	212,313	11,644	12,519	11,338	17,111	18,792	21,759
Local authorities fuel tax, fines, infringement fees, an	(3,842)	(157)	(343)	(273)	(351)	(444)	(508)	(608)	(738)
<b>Total operating funding</b>	<b>(81,992)</b>	<b>(154,126)</b>	<b>185,170</b>	<b>(9,905)</b>	<b>(5,144)</b>	<b>(5,562)</b>	<b>(1,319)</b>	<b>4,069</b>	<b>9,098</b>
<b>Applications of operating funding</b>									
Payments to staff and suppliers	10,089	(2,370)	(8,357)	(5,557)	(3,459)	(3,788)	(6,559)	(10,154)	(13,524)
Finance costs	(12,928)	(17,355)	(9,339)	(5,817)	(4,321)	(1,684)	1,258	6,368	9,328
Other operating funding applications	4,715	(1,191)	3,923	4,118	4,346	9,224	9,445	9,822	10,125
<b>Total applications of operating funding</b>	<b>1,876</b>	<b>(20,916)</b>	<b>(13,773)</b>	<b>(7,256)</b>	<b>(3,434)</b>	<b>3,752</b>	<b>4,144</b>	<b>6,036</b>	<b>5,929</b>
<b>Surplus (deficit) of operating funding</b>	<b>(83,868)</b>	<b>(133,210)</b>	<b>198,943</b>	<b>(2,649)</b>	<b>(1,710)</b>	<b>(9,314)</b>	<b>(5,463)</b>	<b>(1,967)</b>	<b>3,169</b>
<b>Sources of capital funding</b>									
Subsidies and grants for capital expenditure	(8,024)	11,419	(6,981)	(1,455)	8,998	22,352	7,433	556	362
Development and financial contributions	284	381	368	325	262	129	(12)	(200)	(409)
Increase (decrease) in debt	(315,783)	187,001	118,868	74,434	46,184	68,341	18,757	(5,653)	5,555
Gross proceeds from sale of assets	(23)	(23)	(22)	(17)	(2)	(3)	(4)	(6)	(9)
Lump sum contributions	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	(22,787)	3,533	(20,899)	14,061	5,577	3,626	3,983	(2,782)	(1,246)
<b>Total sources of capital funding</b>	<b>(346,333)</b>	<b>202,311</b>	<b>91,334</b>	<b>87,348</b>	<b>61,019</b>	<b>94,445</b>	<b>30,157</b>	<b>(8,085)</b>	<b>4,253</b>
<b>Applications of capital funding</b>									
Capital expenditure									
- to replace existing assets	(205,845)	130,661	229,245	86,237	24,459	(1,666)	6,810	(5,983)	5,513
- earthquake rebuild	-	-	-	-	-	-	-	-	-
- to improve the level of service	(34,458)	(678)	(781)	11,368	10,955	20,478	(2,764)	(2,517)	(4,783)
- to meet additional demand	(22,450)	15,282	(9,748)	(9,963)	26,246	69,487	23,352	2,100	10,492
Increase (decrease) in reserves	(153,363)	(77,164)	74,361	(3,443)	(3,051)	(4,168)	(4,133)	(4,552)	(4,700)
Increase (decrease) of investments	(14,085)	1,000	(2,800)	500	700	1,000	1,429	900	900
<b>Total applications of capital funding</b>	<b>(430,201)</b>	<b>69,101</b>	<b>290,277</b>	<b>84,699</b>	<b>59,309</b>	<b>85,131</b>	<b>24,694</b>	<b>(10,052)</b>	<b>7,422</b>
<b>Surplus (deficit) of capital funding</b>	<b>83,868</b>	<b>133,210</b>	<b>(198,943)</b>	<b>2,649</b>	<b>1,710</b>	<b>9,314</b>	<b>5,463</b>	<b>1,967</b>	<b>(3,169)</b>
<b>Funding balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The changes above are explained in the Financial Overview.



### *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 NZTA 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 table above shows the revenue planned for each class of operating revenue and the key classes of expense over the remaining nine years of the plan. These are also illustrated in the graphs below.

#### *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 which is provided to fund capital expenditure. 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 some earthquake response costs until 2016/17.

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

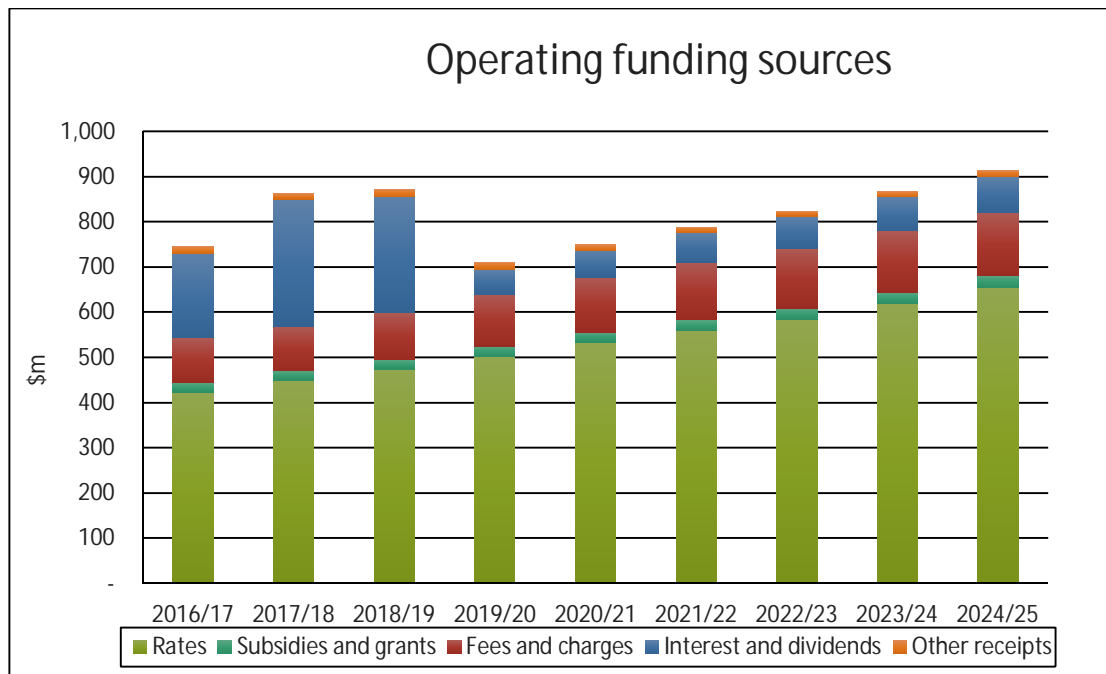
These largely relate to earthquake recoveries, which are comprised of the reimbursement from the Crown, and NZ Transport Agency subsidies. During the rebuild this source of funding is significant.

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.

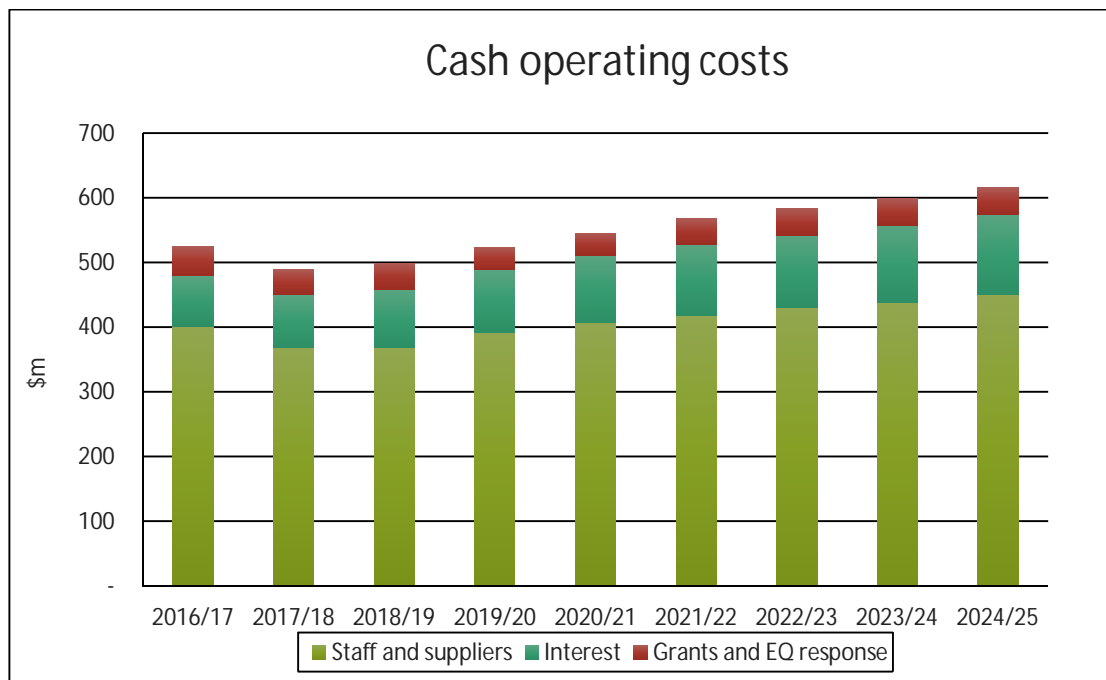
The table above shows the revenue planned for each class of capital revenue over the remaining nine years of the long term plan along with the key classes of expense.

Operating funding sources for 2017 to 2025:

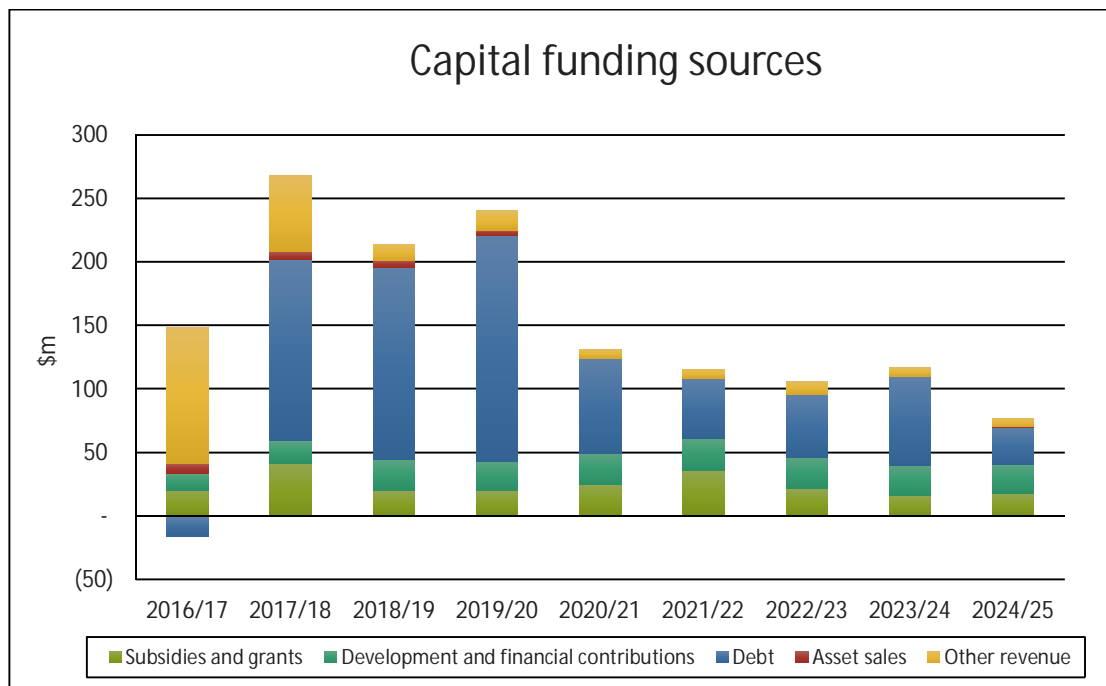


The higher interest and dividends in 2016/17, 2017/18 and 2018/19 are due to the CCHL capital release which will be used as a capital funding source.

Cash operating costs for 2017 to 2025:

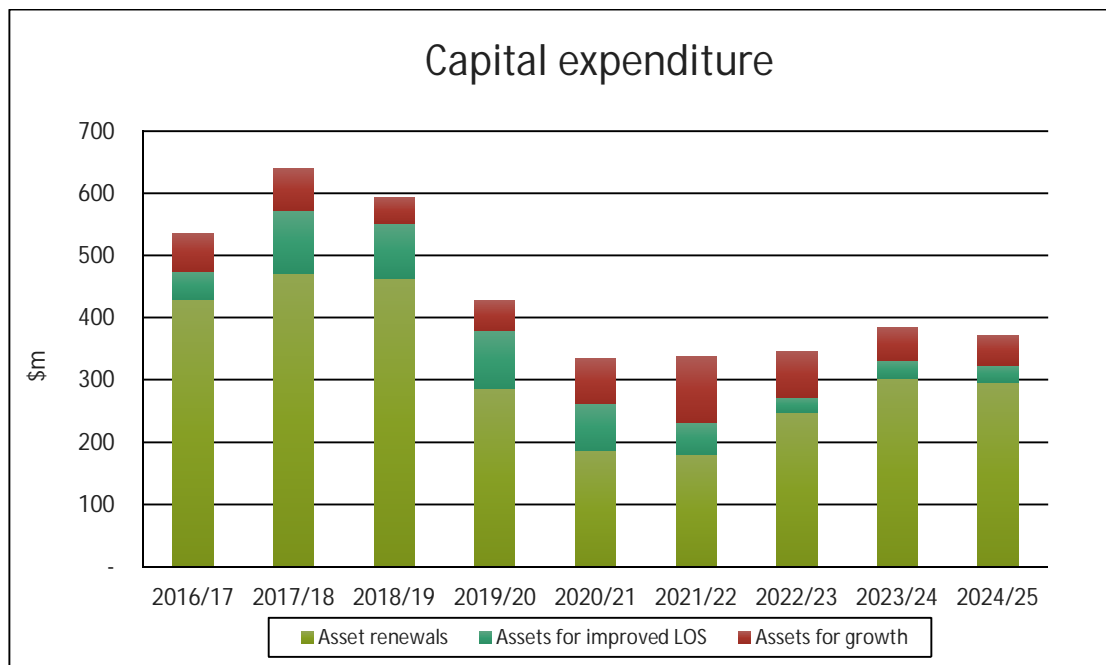


Capital funding sources for 2017 to 2025:



Other revenues are higher in 2016/17 and 2017/18 due to Crown contributions to the Rebuild. This phases out on completion of the SCIRT works and major roading repair works such as Sumner Road.

Capital expenditure for 2017 to 2025:



The Council will invest \$4 billion in the city's infrastructure over the period of the Amended Long Term Plan. More information is available in the section on Planned Capital Projects.





# Financial Prudence Benchmarks

## Financial Prudence Benchmarks

Amended Long-term plan disclosure statement for period commencing **1**  
July 2016

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 amended 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.

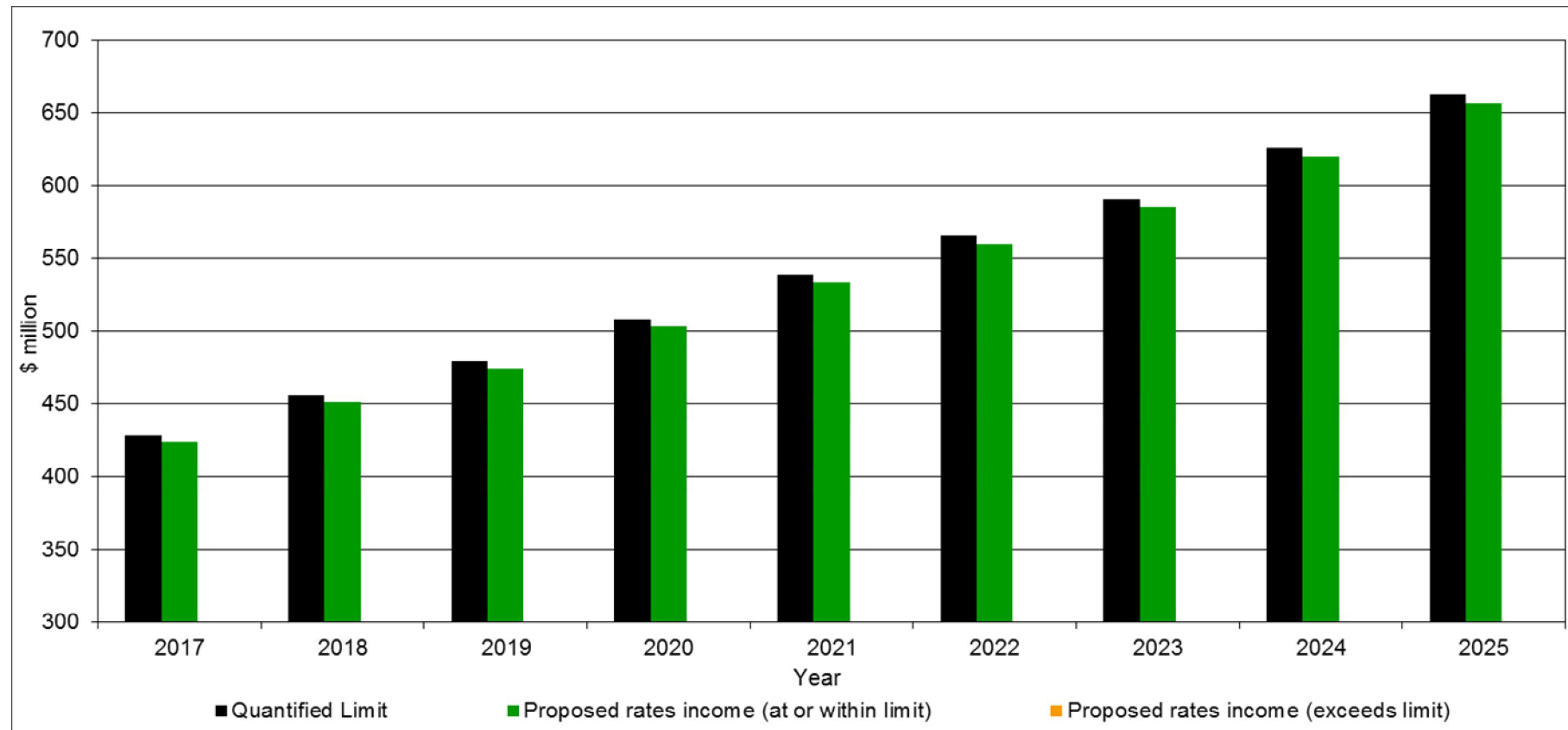
### Rates affordability benchmark

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

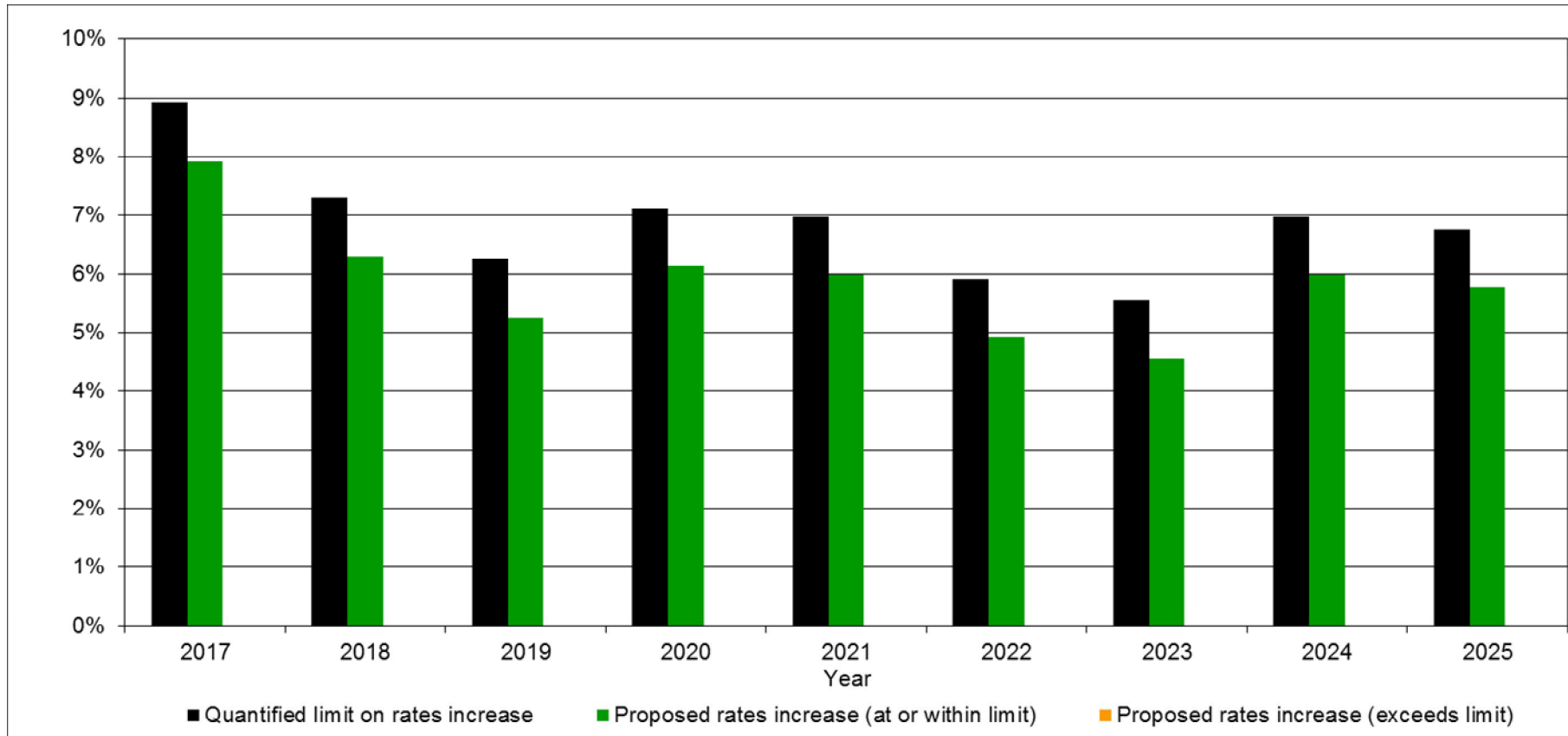
The following graph compares the Council's planned rates with a quantified limit on rates contained in the financial strategy included in this amended long-term plan. The quantified limit is set at 1% above the rates income contained in the plan's financial strategy.



*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 amended 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.

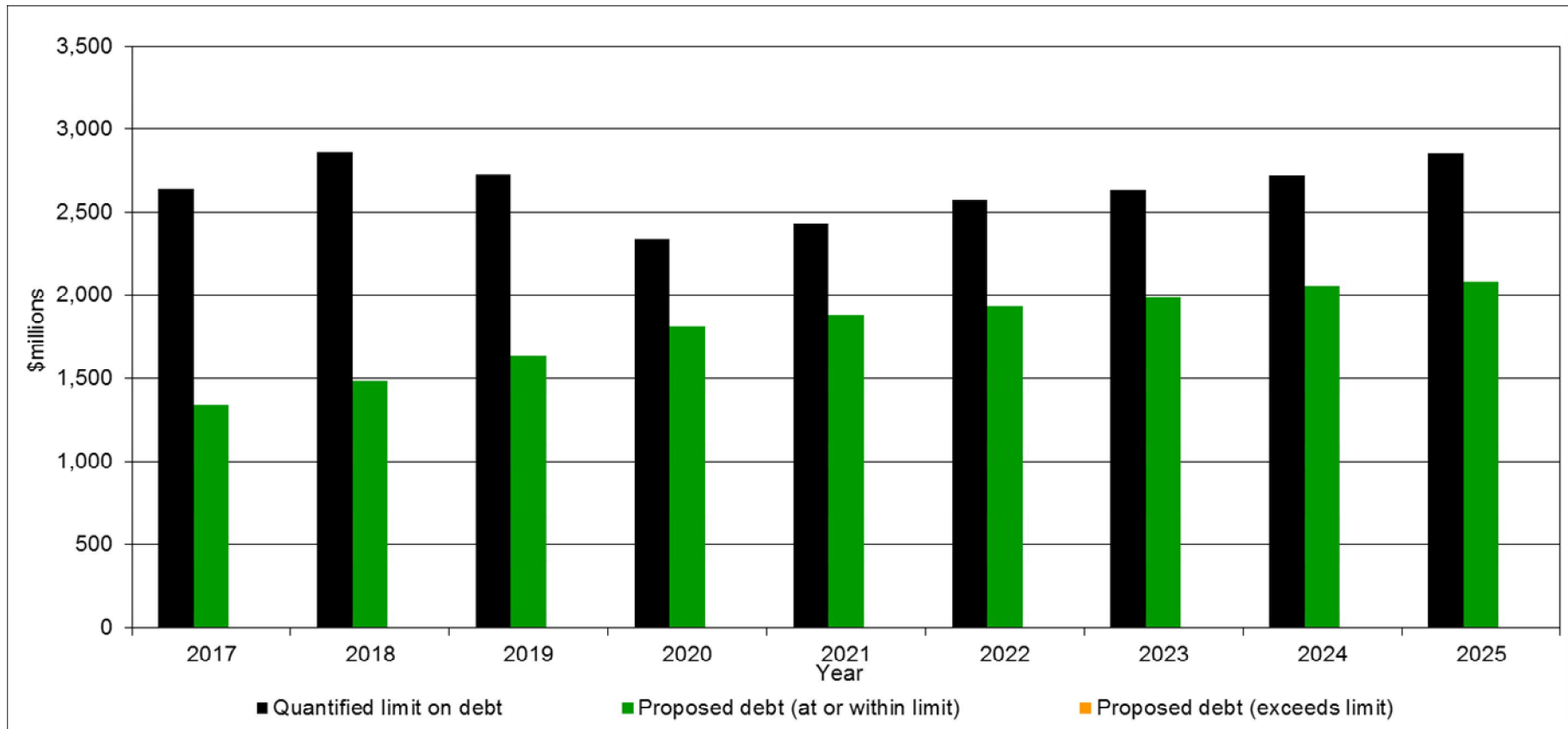


### Debt affordability benchmark

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.

### Total borrowing

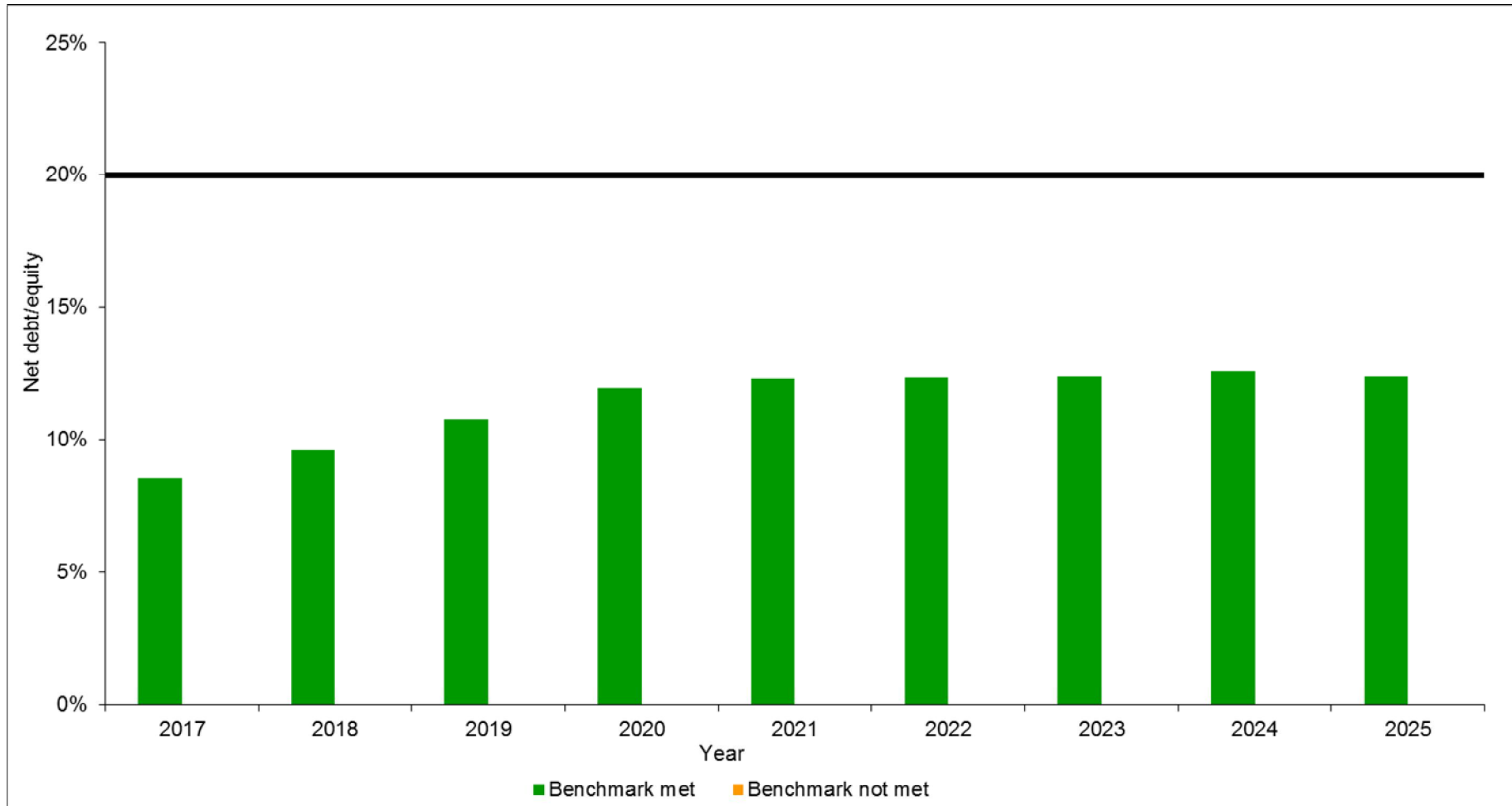
The following graph compares the Council's planned borrowing with a quantified limit on borrowing contained in the financial strategy included in this amended long-term plan. The quantified limit on borrowing has been set at 250% of the net debt to revenue ratio.



*Net debt as a percentage of equity*

The following graph compares the Council's planned net borrowing with a quantified limit stated in the liability management policy included in this amended long-term plan.

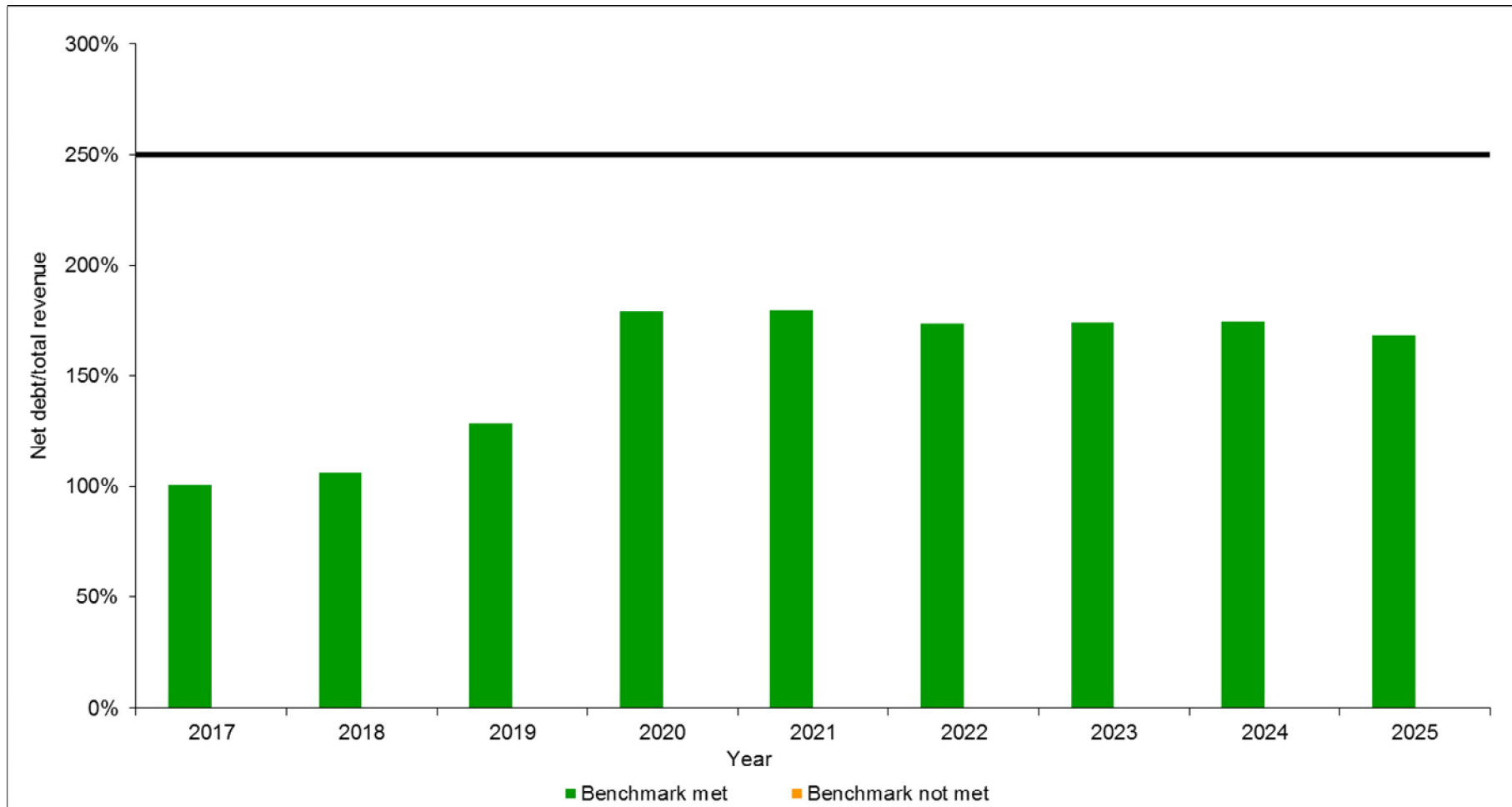
The quantified limit is net debt (comprised of total borrowings less liquid assets and investments) as a percentage of equity being less than or equal to 20%.



*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 amended long-term plan.

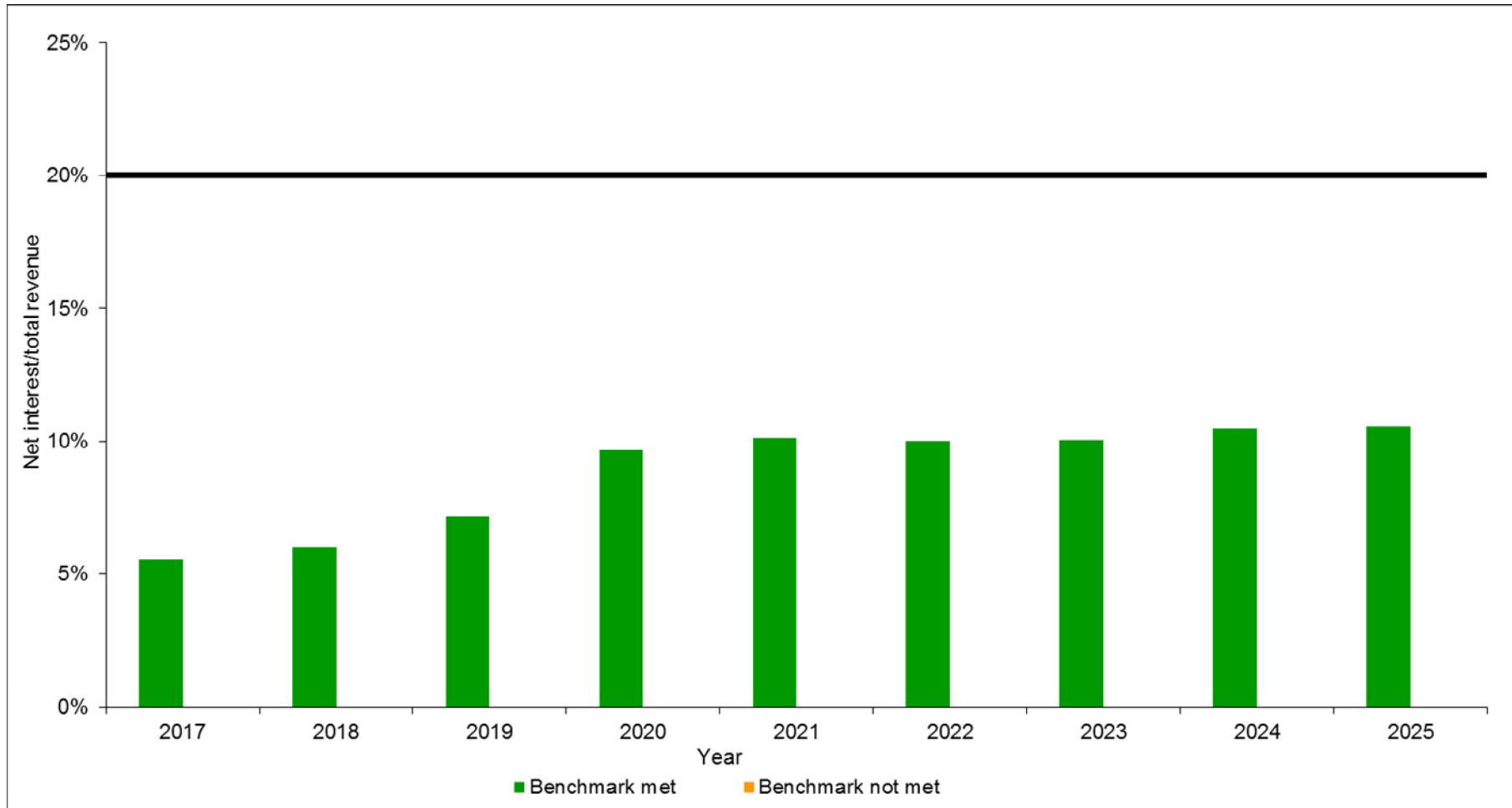
The quantified limit is net debt as a percentage of total revenue being less than or equal to 250%.



*Net interest as a percentage of total revenue*

The following graph compares the Council's planned net interest with a quantified limit stated in the liability management policy included in this amended long-term plan.

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

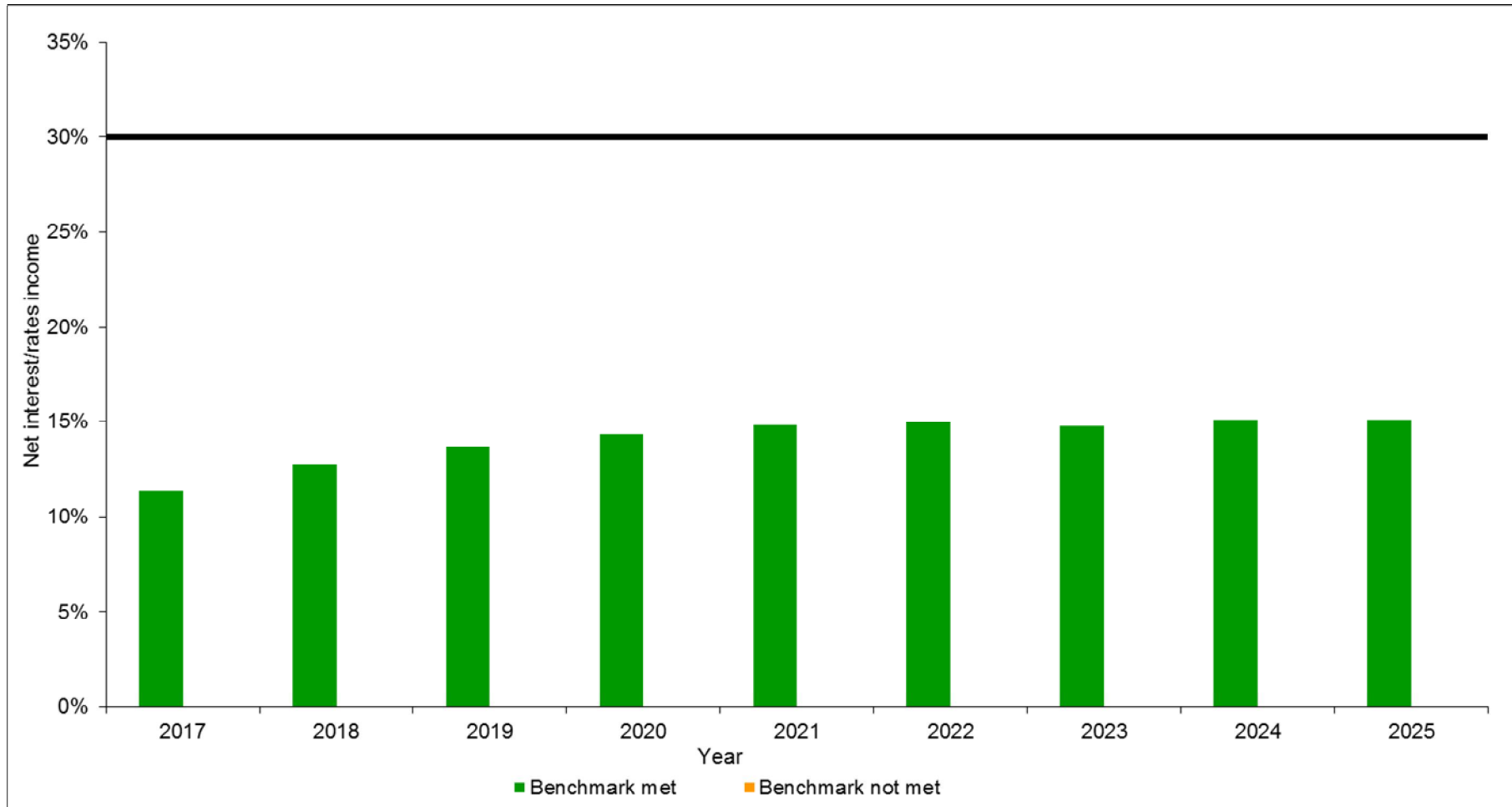




*Net interest as a percentage of annual rates income*

The following graph compares the Council's planned net interest with a quantified limit stated in the liability management policy included in this amended long-term plan.

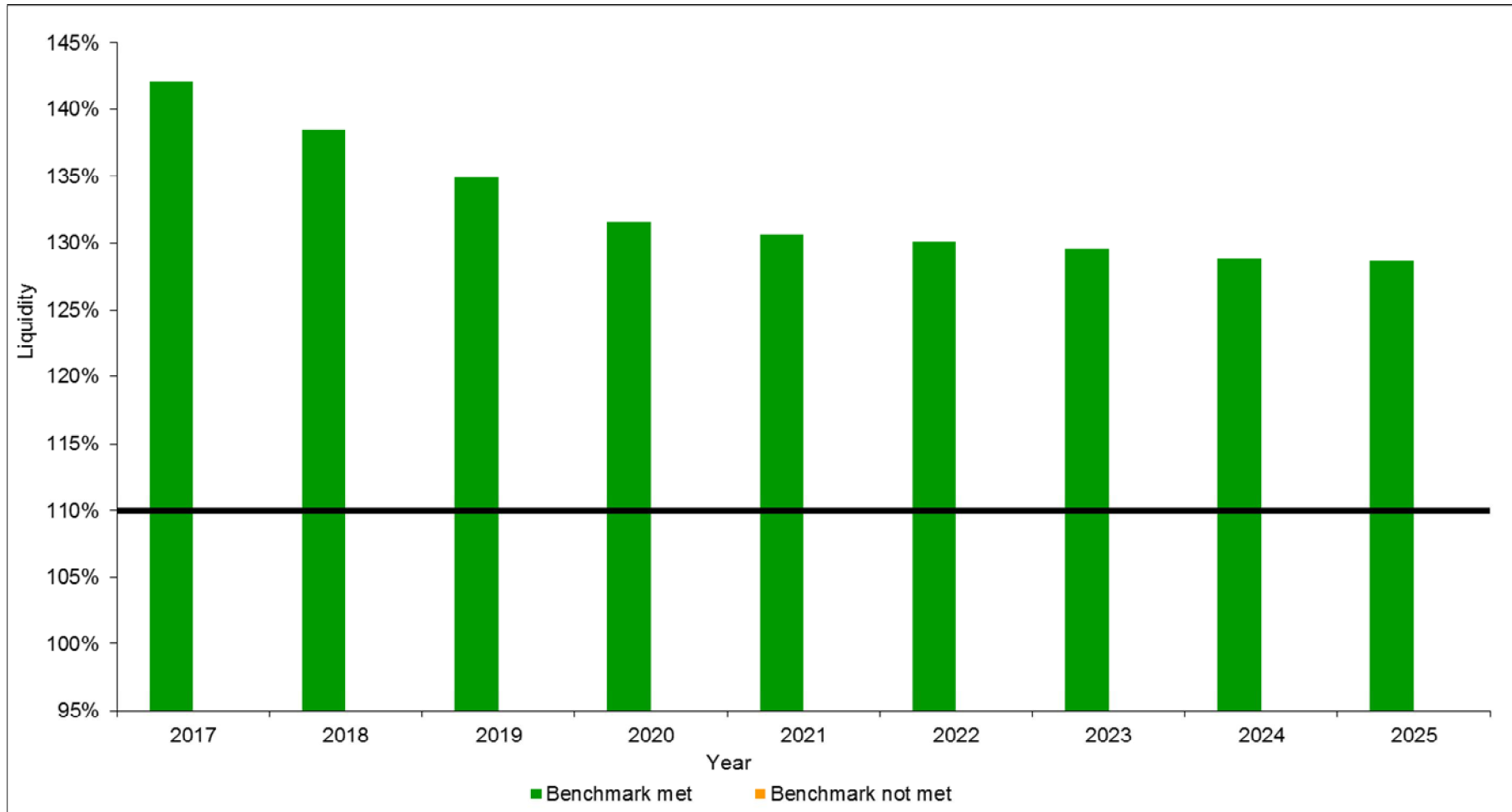
The quantified limit is net interest as a percentage of annual rates income being less than or equal to 30%.



### Liquidity

The following graph compares the Council's planned net borrowing with a quantified limit stated in the liability management policy included in this amended 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.

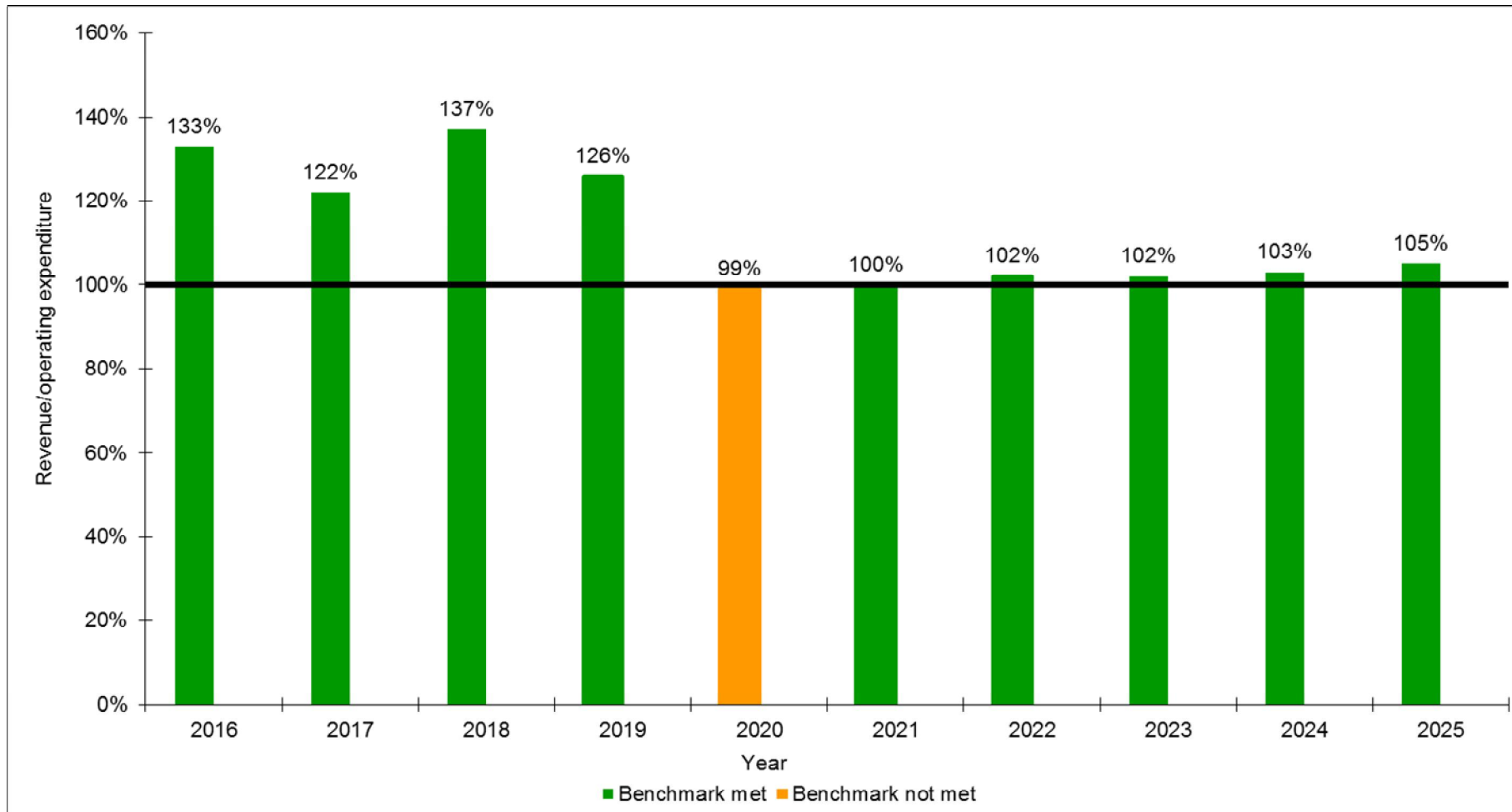


### Balanced budget benchmark

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).

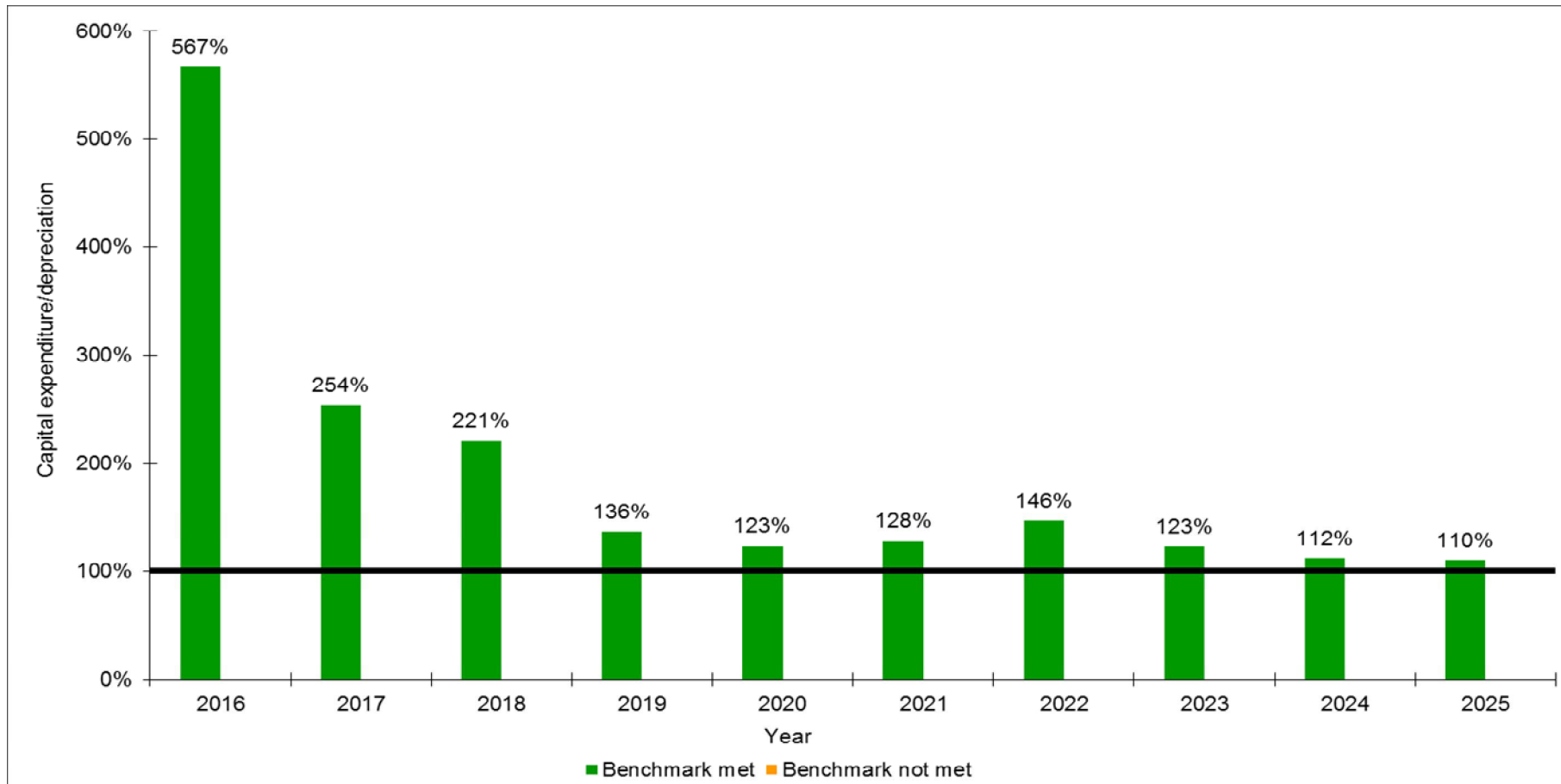
The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



### 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.



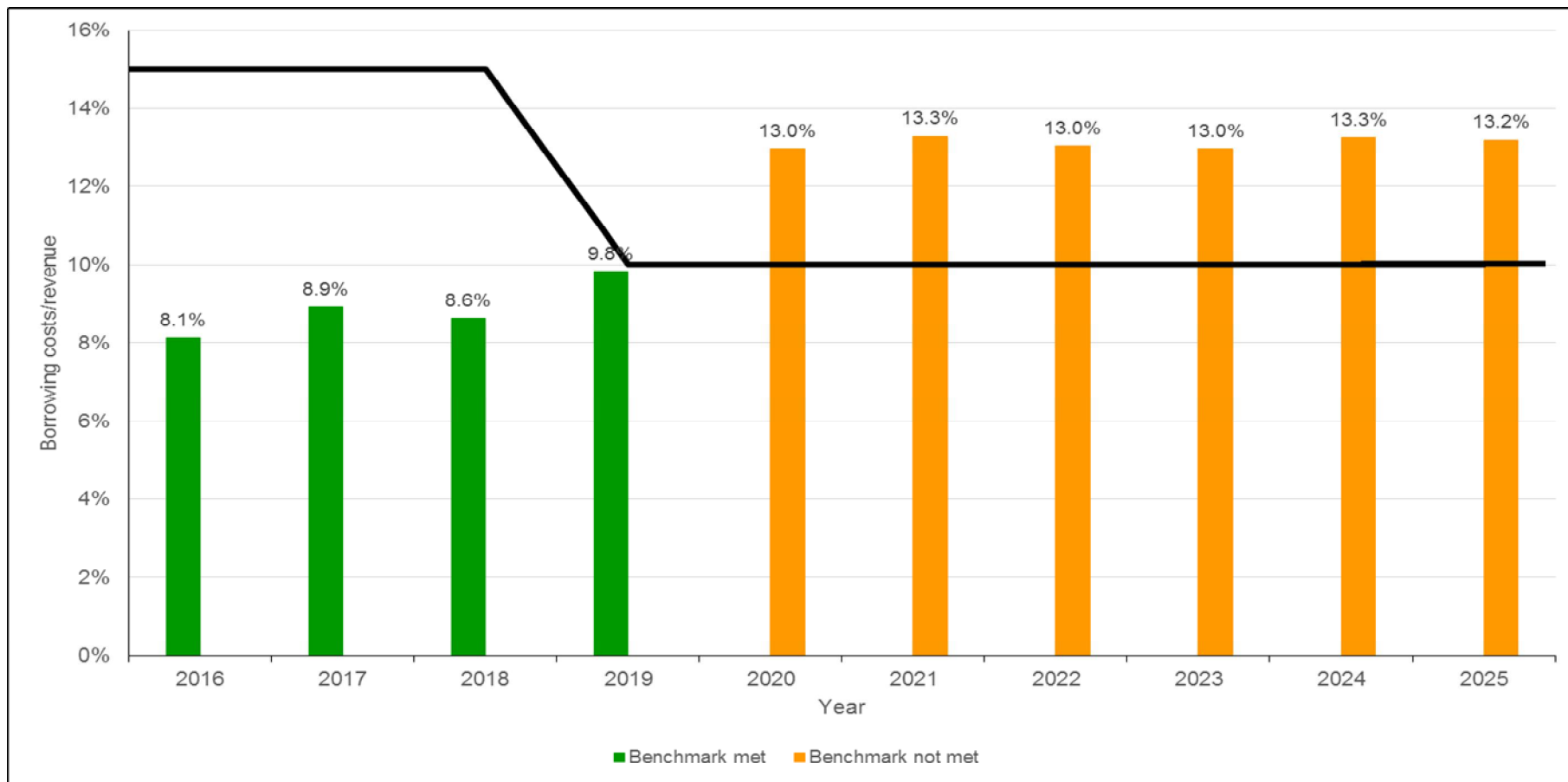
### Debt servicing benchmark

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 from 2016 to 2018, it meets the

debt servicing benchmark if its planned borrowing costs equal or are less than 15% of its planned revenue. From 2019 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 2020 due to the amount of borrowing required to fund the rebuild. Council will remain within the debt affordability benchmarks.





# 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 Remote 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. Updated rating valuations (based on the standard, non-earthquake methodology) will be based on market conditions in late 2016, and 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. It is expected that the current Order will be extended and will expire on 1 July 2018.

### 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 & valuation search') or by enquiry at any Council Service Centre.

### Rates for 2016/17

All of the rates and amounts set out in this Policy are proposed to apply to the rating year commencing 1 July 2016 and ending 30 June 2017, 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 and other sources of funding.

### *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 Remote 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.

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

- (a) Any rating unit which is zoned residential or rural in the City Plan administered by the Council and situated outside the sewered area, and where the rating unit is used solely or principally for agricultural, horticultural, pastoral, or forestry purposes or the keeping of bees or poultry; or

- (b) vacant land not otherwise used

For the purpose of clarity it should be noted that the Remote 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 purpose 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	0.318361	1.000	211,710
Business	0.528480	1.660	92,484
Remote Rural	0.238771	0.750	7,294

#### *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;

- o motel rooms with or without kitchen facilities;
- o individual storage garages/sheds/partitioned areas of a warehouse;
- o individual offices/premises of partners in a partnership.
- separately used parts of a rating unit include:
  - o flats/apartments;
  - o flats which share kitchen/bathroom facilities;
  - o 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 uniform amount for each separately used or inhabited part of a rating unit (SUIP):

Category	Rates (\$)	Revenue (\$000)
SUIP	117.56	20,469

**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	0.041844	35,121
Serviceable	0.020922	731

**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	180.00	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 connection:

Categories	Rates (\$)	Revenue (\$000)
Connected	111.75	120

**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	0.73	3,261

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 stated rate per cubic meter.

The water allowance for each property is effectively the amount of water already paid for under the Water Supply Targeted Rate - ie. the total Water Supply Targeted Rate payable, divided by the above cubic-meter cost, then divided by 365 to give a daily cubic meter allowance; the Excess Water Supply Targeted Rate will be charged if actual use exceeds this calculated daily allowance, *provided that* all properties will be entitled to a minimum allowance of 0.6986 cubic meters per day.

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	0.025889	21,573

*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	0.069543	61,145

*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	142.47	22,495
Part charge	106.85	187

*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	3,482

### Indicative rates

The following tables show the impact of Christchurch City Council rates for 2016/17 against those for the 2015/16 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.

<b>Standard</b>	<b>Capital Value</b>	<b>2015/16 Actual Rates (incl. GST) \$</b>	<b>2016/17 Actual Rates (incl. GST) \$</b>	<b>% change</b>
	200,000	1,144	1,191	4.13%
	300,000	1,577	1,647	4.45%
	350,000	1,793	1,875	4.55%
	380,000	1,923	2,011	4.60%
	400,000	2,010	2,103	4.63%
avg 2013	441,655	2,190	2,292	4.69%
	450,000	2,226	2,330	4.70%
	500,000	2,442	2,558	4.75%
	550,000	2,659	2,786	4.79%
	600,000	2,875	3,014	4.83%
	650,000	3,091	3,242	4.86%
	700,000	3,308	3,469	4.89%
	800,000	3,740	3,925	4.94%
	900,000	4,173	4,381	4.97%
	1,000,000	4,606	4,836	5.00%

<b>Capital Value</b>	<b>2015/16 Actual Rates (incl. GST) \$</b>	<b>2016/17 Actual Rates (incl. GST) \$</b>	<b>% change</b>
<b>Business</b>			
200,000	1,538	1,612	4.80%
300,000	2,167	2,277	5.08%
400,000	2,797	2,943	5.23%
500,000	3,426	3,609	5.32%
600,000	4,056	4,275	5.39%
700,000	4,686	4,940	5.44%
800,000	5,315	5,606	5.47%
900,000	5,945	6,272	5.50%
1,000,000	6,574	6,938	5.53%
avg 2013	8,419	8,888	5.57%
1,293,000	12,870	13,595	5.63%
2,000,000	31,757	33,568	5.70%
5,000,000			



<b>Capital Value</b>	<b>2015/16 Actual Rates (incl. GST) \$</b>	<b>2016/17 Actual Rates (incl. GST) \$</b>	<b>% change</b>	
<b>Remote Rural</b>				
(not water, sewerage, or drainage rates, but includes part waste minimisation rate)				
200,000	691	722	4.53%	
300,000	914	961	5.07%	
400,000	1,138	1,199	5.40%	
500,000	1,362	1,438	5.62%	
600,000	1,585	1,677	5.78%	
700,000	1,809	1,916	5.90%	
900,000	2,256	2,393	6.07%	
1,000,000	2,480	2,632	6.13%	
avg 2013	1,041,000	2,572	2,730	6.15%
2,000,000	4,717	5,020	6.42%	
3,000,000	6,954	7,408	6.53%	



# 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



## 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		
			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) promotional material across information categories, examples:  Christchurch Facts City and Events Guide City and regional map City Walks and Drives City Parks and	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%
	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	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 [1]	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

Changes for city promotions	Rationale
[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		
			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	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 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)
			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.	Implement Antarctic strategy [2]	Implement a city/region Antarctic Strategy	Implement a city/region Antarctic Strategy

Activity	Services provided	Performance Measures	Performance Targets		
			2016-17	2017-18	2018-2025
Civic and international relations (continued)			Develop and implement a coordinated marketing programme which effectively communicates Christchurch's 'Antarctic product set' on behalf of all key stakeholders [3]	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
		Support the RNZRSA and community in the delivery of commemorative events	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

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, 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
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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		
			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	[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
			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	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		
			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)			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 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.
			Produce 3 economic reports using the CDC knowledge base per year.	Produce 3 economic reports using the CDC knowledge base per year.	
			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)	CDC innovation provides access to capital, funding and resources for startup 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 startup 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		
			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)	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	The region has the best access to capital, funding and resources for start-up ventures and commercialisation
					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	Business mentoring services are provided to 600 businesses per year. [6]	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
			40 clients per annum will be intensively case managed	40 clients per annum will be intensively case managed	
	<u>CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities. [8] 6 businesses utilise the distribution networks and contacts for</u>	<u>CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities. 6 businesses utilise the distribution networks and contacts for</u>	<u>CDC facilitates international trade (with a special emphasis on China) by hosting incoming delegations and participating in both on-shore and offshore trade related events, a minimum of 6 local businesses per annum are introduced to international trade opportunities.</u>		

Activity	Services provided	Performance Measures	Performance Targets		
			2016-17	2017-18	2018-2025
			promoting trade in China per annum	promoting trade in China per annum	

Activity	Services provided	Performance Measures	Performance Targets		
			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)	<u>CDC supports local companies to supply goods and services as part of the domestic supply chain with a minimum of 10 connections or initiatives per year. [9] Facilitate 10 local companies per annum to supply goods or services to the recovery programme</u>	<u>CDC supports local companies to supply goods and services as part of the domestic supply chain with a minimum of 10 connections or initiatives per year. Facilitate 10 local companies per annum to supply goods or services to the recovery programme</u>	
	Tourism Development and Marketing	CCT provides leadership to the tourism sector in Christchurch	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 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	Annual growth of 23% 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 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 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		
			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 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: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 10001600	Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 10001600	Christchurch Visitor Centre will be open: Summer (Nov-Apr) 0830-1700; Winter (May-Oct) 10001600
			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.	<del>[10] CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market</del>	<del>CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market</del>	<del>CCT will include airline conversion opportunities in at least 50% of all consumer marketing campaigns run in the Australian market</del>

Changes for economic development	Rationale
[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	
[7] Target market share increased	Agreed levels of service set by CCT Board and aligned with the activity management plan
<u>[8] Wording change and additional 2018-25 target approved during preparation of the Annual Plan 2016-17</u>	<u>Broaden the outreach beyond China to ensure the best opportunities are explored.</u>
<u>[9] Target change approved during preparation of the Annual Plan 2016-17</u>	<u>Broaden support for local businesses beyond the Recovery programme to all domestic opportunities.</u>
<u>[10] Discontinued level of service approved during preparation of the Annual Plan 2016-17</u>	<u>CIAL and TNZ now fund and lead the South Island marketing activity in Australia. CCT has no control over airline conversion opportunities.</u>

## Economic development

Plan 2015/16		Plan 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>									
492	City Promotions	482	481	516	552	573	588	614	622	628
7,917	Christchurch Economic Development, Leadership and Coordination	12,438	12,327	12,526	12,780	12,977	17,832	18,262	18,582	18,984
1,533	Civic and International Relations	2,104	2,116	2,167	2,216	2,244	2,286	2,345	2,380	2,431
-	Venue Management (Vbase)	-	-	-	-	-	-	-	-	-
<b>9,942</b>		<b>15,024</b>	<b>14,924</b>	<b>15,209</b>	<b>15,548</b>	<b>15,794</b>	<b>20,706</b>	<b>21,221</b>	<b>21,584</b>	<b>22,043</b>
	<b>Operating revenue from proposed services</b>									
17	City Promotions	17	18	18	18	19	19	20	20	21
-	Christchurch Economic Development, Leadership and Coordination	-	-	-	-	-	-	-	-	-
30	Civic and International Relations	31	31	32	33	33	34	35	36	37
100	Venue Management (Vbase)	102	104	106	109	111	114	116	119	122
<b>147</b>		<b>150</b>	<b>153</b>	<b>156</b>	<b>160</b>	<b>163</b>	<b>167</b>	<b>171</b>	<b>175</b>	<b>180</b>
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>9,795</b>	<b>Net cost of services</b>	<b>14,874</b>	<b>14,771</b>	<b>15,053</b>	<b>15,388</b>	<b>15,631</b>	<b>20,539</b>	<b>21,050</b>	<b>21,409</b>	<b>21,863</b>

## Economic development funding impact statement

Plan 2015/16		Plan 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>									
7,756	General rates, uniform annual general charges, rates penalties	15,902	15,683	15,956	16,268	16,500	21,404	21,903	22,265	22,726
-	Targeted rates	-	-	-	-	-	-	-	-	-
30	Subsidies and grants for operating purposes	31	31	32	33	33	34	35	36	37
117	Fees and charges	119	122	124	127	130	133	136	139	143
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>7,903</b>	<b>Total operating funding</b>	<b>16,052</b>	<b>15,836</b>	<b>16,112</b>	<b>16,428</b>	<b>16,663</b>	<b>21,571</b>	<b>22,074</b>	<b>22,440</b>	<b>22,906</b>
	<b>Applications of operating funding</b>									
1,825	Payments to staff and suppliers	2,632	2,683	2,765	2,827	2,874	2,933	3,003	3,062	3,131
-	Finance costs	-	-	-	-	-	-	-	-	-
391	Internal charges and overheads applied	625	582	579	625	589	754	835	784	795
7,642	Other operating funding applications	11,717	11,632	11,829	12,037	12,261	16,945	17,297	17,655	18,041
<b>9,858</b>	<b>Total applications of operating funding</b>	<b>14,974</b>	<b>14,897</b>	<b>15,173</b>	<b>15,489</b>	<b>15,724</b>	<b>20,632</b>	<b>21,135</b>	<b>21,501</b>	<b>21,967</b>
<b>(1,955)</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,078</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<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>Applications of capital funding</b>										
	Capital expenditure									
-	- to replace existing assets (a)	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
(1,955)	Increase (decrease) in reserves	1,078	939	939	939	939	939	939	939	939
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
(1,955)	<b>Total applications of capital funding</b>	<b>1,078</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>	<b>939</b>
<b>1,955</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,078)</b>	<b>(939)</b>	<b>(939)</b>	<b>(939)</b>	<b>(939)</b>	<b>(939)</b>	<b>(939)</b>	<b>(939)</b>	<b>(939)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
<b>Reconciliation to net cost of services</b>										
(1,955)	Surplus (deficit) of operating funding from funding impact statement	1,078	939	939	939	939	939	939	939	939
(7,756)	Remove rates funding	(15,902)	(15,683)	(15,956)	(16,268)	(16,500)	(21,404)	(21,903)	(22,265)	(22,726)
(84)	Deduct depreciation expense	(50)	(27)	(36)	(59)	(70)	(74)	(86)	(83)	(76)
-	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(9,795)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(14,874)</b>	<b>(14,771)</b>	<b>(15,053)</b>	<b>(15,388)</b>	<b>(15,631)</b>	<b>(20,539)</b>	<b>(21,050)</b>	<b>(21,409)</b>	<b>(21,863)</b>
<b>Footnotes</b>										
-	(a) 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		
			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	Annually [1]	Annually	Annually
		Cross sectional surveys of selective waterways are carried out	2-5 yearly or as required [2]	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	Additional 30% reduction on 2014 "Above Floor" number [3]	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	100% [4]	100%	100%

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 2015/16		Plan 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>									
8,036	Natural Waterways, Structures and Systems	5,157	2,540	897	930	961	1,008	1,042	1,081	1,114
<b>8,036</b>		<b>5,157</b>	<b>2,540</b>	<b>897</b>	<b>930</b>	<b>961</b>	<b>1,008</b>	<b>1,042</b>	<b>1,081</b>	<b>1,114</b>
	<b>Operating revenue from proposed services</b>									
-	Natural Waterways, Structures and Systems	-	-	-	-	-	-	-	-	-
<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6,068	Capital revenues	4,086	4,558	5,730	5,161	4,931	5,224	5,365	5,107	4,978
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>1,968</b>	<b>Net cost of services</b>	<b>1,071</b>	<b>(2,018)</b>	<b>(4,833)</b>	<b>(4,231)</b>	<b>(3,970)</b>	<b>(4,216)</b>	<b>(4,323)</b>	<b>(4,026)</b>	<b>(3,864)</b>

## Flood protection and control works funding impact

Plan 2015/16		Plan 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>									
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-
1,327	Targeted rates	1,662	3,389	1,526	1,590	1,666	1,758	1,839	1,928	2,025
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>1,327</b>	<b>Total operating funding</b>	<b>1,662</b>	<b>3,389</b>	<b>1,526</b>	<b>1,590</b>	<b>1,666</b>	<b>1,758</b>	<b>1,839</b>	<b>1,928</b>	<b>2,025</b>
	<b>Applications of operating funding</b>									
8,006	Payments to staff and suppliers	5,110	2,487	837	859	884	921	939	967	987
-	Finance costs	-	-	-	-	-	-	-	-	-
21	Internal charges and overheads applied	35	34	34	37	35	36	40	39	39
-	Other operating funding applications	-	-	-	-	-	-	-	-	-
<b>8,027</b>	<b>Total applications of operating funding</b>	<b>5,145</b>	<b>2,521</b>	<b>871</b>	<b>896</b>	<b>919</b>	<b>957</b>	<b>979</b>	<b>1,006</b>	<b>1,026</b>
<b>(6,700)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(3,483)</b>	<b>868</b>	<b>655</b>	<b>694</b>	<b>747</b>	<b>801</b>	<b>860</b>	<b>922</b>	<b>999</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
6,068	Development and financial contributions	4,086	4,558	5,730	5,161	4,931	5,224	5,365	5,107	4,978
46,718	Increase (decrease) in debt	12,943	15,735	33,383	37,038	38,723	40,593	39,249	41,342	40,796
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>52,786</b>	<b>Total sources of capital funding</b>	<b>17,029</b>	<b>20,293</b>	<b>39,113</b>	<b>42,199</b>	<b>43,654</b>	<b>45,817</b>	<b>44,614</b>	<b>46,449</b>	<b>45,774</b>
<b>Applications of capital funding</b>										
Capital expenditure										
32,772	- to replace existing assets (a)	2,808	5,319	23,745	25,820	26,820	29,105	30,170	32,530	33,699
-	- to improve the level of service	628	102	105	373	383	1,205	1,239	2,549	2,623
13,064	- to meet additional demand	9,860	15,490	15,918	16,700	17,198	16,308	14,065	12,292	10,451
250	Increase (decrease) in reserves	250	250	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>46,086</b>	<b>Total applications of capital funding</b>	<b>13,546</b>	<b>21,161</b>	<b>39,768</b>	<b>42,893</b>	<b>44,401</b>	<b>46,618</b>	<b>45,474</b>	<b>47,371</b>	<b>46,773</b>
<b>6,700</b>	<b>Surplus (deficit) of capital funding</b>	<b>3,483</b>	<b>(868)</b>	<b>(655)</b>	<b>(694)</b>	<b>(747)</b>	<b>(801)</b>	<b>(860)</b>	<b>(922)</b>	<b>(999)</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>Reconciliation to net cost of services</b>										
(6,700)	Surplus (deficit) of operating funding from funding impact statement	(3,483)	868	655	694	747	801	860	922	999
(1,327)	Remove rates funding	(1,662)	(3,389)	(1,526)	(1,590)	(1,666)	(1,758)	(1,839)	(1,928)	(2,025)
(9)	Deduct depreciation expense	(12)	(19)	(26)	(34)	(42)	(51)	(63)	(75)	(88)
6,068	Add capital revenues	4,086	4,558	5,730	5,161	4,931	5,224	5,365	5,107	4,978
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(1,968)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(1,071)</b>	<b>2,018</b>	<b>4,833</b>	<b>4,231</b>	<b>3,970</b>	<b>4,216</b>	<b>4,323</b>	<b>4,026</b>	<b>3,864</b>
<b>Footnotes</b>										
32,500	(a) Earthquake rebuild application of capital funding	1,836	4,548	22,409	23,307	24,239	25,161	26,116	27,083	28,029

## **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		
			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	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
		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 – 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	Heritage week is held [2]	Heritage week is held	Heritage week is held
	Heritage grants	All grants meet Heritage Incentives Grants policy and guidelines	100%	100%	100%
		Incentive grant recipients are satisfied with heritage advice and grant 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

Notes 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 there 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 2015/16		\$000	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	<b>Cost of proposed services</b>										
4,153	Heritage Protection		4,154	4,167	2,235	2,317	2,324	2,347	2,384	2,397	2,386
<b>4,153</b>			<b>4,154</b>	<b>4,167</b>	<b>2,235</b>	<b>2,317</b>	<b>2,324</b>	<b>2,347</b>	<b>2,384</b>	<b>2,397</b>	<b>2,386</b>
	<b>Operating revenue from proposed services</b>										
-	Heritage Protection		-	-	-	-	-	-	-	-	-
-			-	-	-	-	-	-	-	-	-
-	Vested assets		-	-	-	-	-	-	-	-	-
<b>4,153</b>	<b>Net cost of services</b>		<b>4,154</b>	<b>4,167</b>	<b>2,235</b>	<b>2,317</b>	<b>2,324</b>	<b>2,347</b>	<b>2,384</b>	<b>2,397</b>	<b>2,386</b>

## Heritage protection and policy funding impact statement

Plan 2015/16		\$000	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	<b>Sources of operating funding</b>										
2,433	General rates, uniform annual general charges, rates penalties		2,181	2,233	2,235	2,317	2,324	2,347	2,384	2,397	2,386
-	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		-	-	-	-	-	-	-	-	-
<b>2,433</b>	<b>Total operating funding</b>		<b>2,181</b>	<b>2,233</b>	<b>2,235</b>	<b>2,317</b>	<b>2,324</b>	<b>2,347</b>	<b>2,384</b>	<b>2,397</b>	<b>2,386</b>
	<b>Applications of operating funding</b>										
1,246	Payments to staff and suppliers		999	1,076	1,101	1,125	1,140	1,164	1,191	1,210	1,199
-	Finance costs		-	-	-	-	-	-	-	-	-
96	Internal charges and overheads applied		91	88	86	95	89	89	98	92	92
2,811	Other operating funding applications		3,064	3,003	1,048	1,097	1,095	1,094	1,095	1,095	1,095
<b>4,153</b>	<b>Total applications of operating funding</b>		<b>4,154</b>	<b>4,167</b>	<b>2,235</b>	<b>2,317</b>	<b>2,324</b>	<b>2,347</b>	<b>2,384</b>	<b>2,397</b>	<b>2,386</b>
<b>(1,720)</b>	<b>Surplus (deficit) of operating funding</b>		<b>(1,973)</b>	<b>(1,934)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
12,289	Increase (decrease) in debt	9,270	13,387	25,083	5,393	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>12,289</b>	<b>Total sources of capital funding</b>	<b>9,270</b>	<b>13,387</b>	<b>25,083</b>	<b>5,393</b>	-	-	-	-	-
	<b>Applications of capital funding</b>									
	Capital expenditure									
10,569	- to replace existing assets (a)	7,297	9,906	25,083	5,393	-	-	-	-	-
-	- to improve the level of service	-	1,547	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>10,569</b>	<b>Total applications of capital funding</b>	<b>7,297</b>	<b>11,453</b>	<b>25,083</b>	<b>5,393</b>	-	-	-	-	-
<b>1,720</b>	<b>Surplus (deficit) of capital funding</b>	<b>1,973</b>	<b>1,934</b>	-	-	-	-	-	-	-
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
	<b>Reconciliation to net cost of services</b>									
(1,720)	Surplus (deficit) of operating funding from funding impact statement	(1,973)	(1,934)	-	-	-	-	-	-	-
(2,433)	Remove rates funding	(2,181)	(2,233)	(2,235)	(2,317)	(2,324)	(2,347)	(2,384)	(2,397)	(2,386)
-	Deduct depreciation expense	-	-	-	-	-	-	-	-	-
-	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(4,153)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(4,154)</b>	<b>(4,167)</b>	<b>(2,235)</b>	<b>(2,317)</b>	<b>(2,324)</b>	<b>(2,347)</b>	<b>(2,384)</b>	<b>(2,397)</b>	<b>(2,386)</b>
	<b>Footnotes</b>									
10,569	(a) Earthquake rebuild application of capital funding	7,297	9,906	25,083	5,393	-	-	-	-	-

## 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		
			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 2,347 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) [1]	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	<del>Housing WOF standards achieved for Council Portfolio [1]</del>	<del>Housing WOF standards achieved for Council Portfolio</del>	<del>Housing WOF standards achieved for Council Portfolio</del>
	Social housing tenancy services	Ensure tenants of Council housing complexes are well housed	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 300 houses have their energy efficiency improved over the first three years of the LTP [3]	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

Activity	Services provided	Performance Measures	Performance Targets		
			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
		Maintain Council housing rentals at an affordable level and continue to be rates neutral	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 [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
	Affordable housing services	Support the development of affordable housing	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 [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	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	Facilitate at least 60 additional home spaces are provided in Christchurch over the first three years of the 2015/25 LTP [6]	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

Notes for the Housing activity	Rationale
[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
[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
<u>[7] Discontinued targets approved during preparation of the Annual Plan 2016-17</u>	<u>A national warrant of fitness (WOF) is not being introduced. Instead, government is amending the Residential Tenancies Act (RTA) to improve building quality. the Council will instead focus on meeting those RTA changes.</u>

## Housing

Plan 2015/16		Plan 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>									
37,499	Housing	23,746	16,659	16,972	17,915	16,679	17,586	18,691	19,710	20,864
<b>37,499</b>		<b>23,746</b>	<b>16,659</b>	<b>16,972</b>	<b>17,915</b>	<b>16,679</b>	<b>17,586</b>	<b>18,691</b>	<b>19,710</b>	<b>20,864</b>
	<b>Operating revenue from proposed services</b>									
14,871	Housing	12,532	12,109	12,703	13,336	14,011	14,717	15,471	16,264	17,109
<b>14,871</b>		<b>12,532</b>	<b>12,109</b>	<b>12,703</b>	<b>13,336</b>	<b>14,011</b>	<b>14,717</b>	<b>15,471</b>	<b>16,264</b>	<b>17,109</b>
13,231	Capital revenues	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>9,397</b>	<b>Net cost of services</b>	<b>11,214</b>	<b>4,550</b>	<b>4,269</b>	<b>4,579</b>	<b>2,668</b>	<b>2,869</b>	<b>3,220</b>	<b>3,446</b>	<b>3,755</b>

## Housing funding impact statement

Plan 2015/16		Plan 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>									
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-
-	Targeted rates	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
14,834	Fees and charges	12,494	12,070	12,663	13,295	13,970	14,675	15,428	16,219	17,063
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
37	Local authorities fuel tax, fines, infringement fees, and other receipts	38	39	40	41	42	43	44	45	46
<b>14,871</b>	<b>Total operating funding</b>	<b>12,532</b>	<b>12,109</b>	<b>12,703</b>	<b>13,336</b>	<b>14,012</b>	<b>14,718</b>	<b>15,472</b>	<b>16,264</b>	<b>17,109</b>
	<b>Applications of operating funding</b>									
29,870	Payments to staff and suppliers	15,531	8,242	8,054	8,228	8,379	8,558	8,759	8,939	9,139
-	Finance costs	-	-	-	-	-	-	-	-	-
780	Internal charges and overheads applied	708	633	640	709	610	627	716	694	725
-	Other operating funding applications	-	-	-	-	-	-	-	-	-
<b>30,650</b>	<b>Total applications of operating funding</b>	<b>16,239</b>	<b>8,875</b>	<b>8,694</b>	<b>8,937</b>	<b>8,989</b>	<b>9,185</b>	<b>9,475</b>	<b>9,633</b>	<b>9,864</b>
<b>(15,779)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(3,707)</b>	<b>3,234</b>	<b>4,009</b>	<b>4,399</b>	<b>5,023</b>	<b>5,533</b>	<b>5,997</b>	<b>6,631</b>	<b>7,245</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<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	-	-	-	-	-	-	-	-	-
13,231	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>13,231</b>	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	-
	<b>Applications of capital funding</b>									
	Capital expenditure									
23,423	- to replace existing assets (a)	3,782	3,434	7,106	7,247	7,588	8,138	8,129	8,533	8,955
-	- to improve the level of service	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
(25,971)	Increase (decrease) in reserves	(7,489)	(200)	(3,097)	(2,848)	(2,565)	(2,605)	(2,132)	(1,902)	(1,710)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>(2,548)</b>	<b>Total applications of capital funding</b>	<b>(3,707)</b>	<b>3,234</b>	<b>4,009</b>	<b>4,399</b>	<b>5,023</b>	<b>5,533</b>	<b>5,997</b>	<b>6,631</b>	<b>7,245</b>
<b>15,779</b>	<b>Surplus (deficit) of capital funding</b>	<b>3,707</b>	<b>(3,234)</b>	<b>(4,009)</b>	<b>(4,399)</b>	<b>(5,023)</b>	<b>(5,533)</b>	<b>(5,997)</b>	<b>(6,631)</b>	<b>(7,245)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
	<b>Reconciliation to net cost of services</b>									
(15,779)	Surplus (deficit) of operating funding from funding impact statement	(3,707)	3,234	4,009	4,399	5,023	5,533	5,997	6,631	7,245
-	Remove rates funding	-	-	-	-	-	-	-	-	-
(6,849)	Deduct depreciation expense	(7,507)	(7,784)	(8,278)	(8,978)	(7,691)	(8,402)	(9,217)	(10,077)	(11,000)
13,231	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(9,397)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(11,214)</b>	<b>(4,550)</b>	<b>(4,269)</b>	<b>(4,579)</b>	<b>(2,668)</b>	<b>(2,869)</b>	<b>(3,220)</b>	<b>(3,446)</b>	<b>(3,755)</b>
	<b>Footnotes</b>									
20,970	(a) Earthquake rebuild application of capital funding	491	-	-	-	-	-	-	-	-

## **Libraries, Arts and Culture**

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

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

- Christchurch Art Gallery
- Museums
- Libraries

#### **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.

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

There are no significant negative effects

During preparation of the Annual Plan 2016-17, to clarify that all library services are included within the Arts and Culture budget, Council has resolved that the title of this group of activities be *Libraries, Arts and Culture* instead of *Arts and Culture*.

## Libraries, Arts and Culture Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets		
			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 2,749 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 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	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	No fewer than 12 exhibitions presented pa [1],[2]	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
		Public programmes and school-specific programmes delivered	Average of at least 10,000 attend school specific programmes per annum [3]	Average of at least 11,000 attend school specific programmes per annum.	Average of at least 13,000 attend school specific programmes per annum.
			Average of at least 22,000 people attend advertised public programmes per annum (prorated from reopening [3])	Average of at least 25,000 people attend advertised public programmes per annum (prorated from reopening)	Average of at least 28,000 people attend advertised public programmes per annum (prorated from reopening)

Notes 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		
			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
	Operate the Akaroa Museum	Visitors per annum to Akaroa Museum	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	Minimum of 2,093 opening hours per annum
		Exhibitions presented	No fewer than 2 exhibitions presented pa [1]	No fewer than 2 exhibitions presented pa	No fewer than 3-4 exhibitions presented pa

Notes 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		
			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 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)
			Increase current size of purchased downloadable eformat collection by at least 30% per year [1]	Increase current size of purchased downloadable eformat collection by at least 30% per year	Increase current size of purchased downloadable eformat 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
	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)	Metropolitan and Suburban 72 to 52 hrs [2]	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
			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 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		
			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 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
	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
	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 200230 per 1000 of population (excluding periods of closure)	Maintain participation of 200260 per 1000 of population (excluding periods of closure)	Maintain participation of 200260 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

Notes 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
Pioneer Early Learning Centre has been sold and day-to-day management transferred to a service provider	<p>Between the draft and final Long Term Plan, Council made the decision to sell the Pioneer Early Learning Centre operation. This decision arose from the Annual Plan deliberations in May 2014 to "further investigate an alternative service provider, with the service to be based on criteria set by Council, and subject to formal consultation with staff."</p> <p>Following a period of extensive consultation in 2014 with Centre parents, staff, the Spreydon/Heathcote Community Board and the Ministry of Education, and a successful tender process, Council decided to relinquish the operation of Pioneer Early Learning Centre to Kidicorp Ltd, subsequently Best Start Educare. Wholly owned by a registered charitable foundation, Best Start Educare is registered with the Ministry of Education and meets all the appropriate regulatory requirements.</p> <p>On 2 June 2015, Council transferred the day to day management and ownership of Pioneer Early Learning Centre to the new provider, disposing of its interest in the centre operations and leasing the facility to Best Start Educare for six years with two rights of renewal. All former Council staff have been employed by Best Start Educare to work at the centre ensuring continuity of service for the children and their families.</p>

## Libraries, arts and culture

Plan 2015/16		Plan 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>									
37,184	Libraries	36,785	38,990	42,548	44,844	46,125	47,330	48,396	49,189	50,597
8,861	Art Gallery	8,966	9,201	9,449	9,711	9,905	10,155	10,473	10,733	11,095
7,974	Museums	14,675	14,970	15,276	8,677	8,834	8,980	9,181	9,370	9,598
<b>54,019</b>		<b>60,426</b>	<b>63,161</b>	<b>67,273</b>	<b>63,232</b>	<b>64,864</b>	<b>66,465</b>	<b>68,050</b>	<b>69,292</b>	<b>71,290</b>
	<b>Operating revenue from proposed services</b>									
2,522	Libraries	1,756	1,943	2,152	2,257	2,310	2,363	2,420	2,478	2,540
1,278	Art Gallery	1,372	1,399	1,429	1,460	1,493	1,527	1,564	1,601	1,642
28	Museums	28	29	29	30	31	31	33	34	34
<b>3,828</b>		<b>3,156</b>	<b>3,371</b>	<b>3,610</b>	<b>3,747</b>	<b>3,834</b>	<b>3,921</b>	<b>4,017</b>	<b>4,113</b>	<b>4,216</b>
959	Capital revenues	-	10,000	-	-	-	-	-	-	-
-	Vested assets	-	-	19,324	-	-	-	-	-	-
<b>49,232</b>	<b>Net cost of services</b>	<b>57,270</b>	<b>49,790</b>	<b>44,339</b>	<b>59,485</b>	<b>61,030</b>	<b>62,544</b>	<b>64,033</b>	<b>65,179</b>	<b>67,074</b>

## Libraries, arts and culture funding impact statement

Plan 2015/16		Plan 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>									
49,345	General rates, uniform annual general charges, rates penalties	50,100	53,772	57,192	58,976	60,188	61,647	63,316	64,506	66,236
-	Targeted rates	-	-	-	-	-	-	-	-	-
293	Subsidies and grants for operating purposes	299	304	311	318	325	332	340	349	357
2,807	Fees and charges	2,715	2,921	3,150	3,279	3,354	3,431	3,513	3,598	3,688
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
729	Local authorities fuel tax, fines, infringement fees, and other receipts	142	145	148	151	155	158	162	166	170
<b>53,174</b>	<b>Total operating funding</b>	<b>53,256</b>	<b>57,142</b>	<b>60,801</b>	<b>62,724</b>	<b>64,022</b>	<b>65,568</b>	<b>67,331</b>	<b>68,619</b>	<b>70,451</b>
	<b>Applications of operating funding</b>									
36,106	Payments to staff and suppliers	36,276	37,907	40,949	42,285	43,008	43,933	44,927	45,739	46,839
991	Finance costs	642	732	876	1,106	1,394	1,587	1,656	1,811	1,999
2,009	Internal charges and overheads applied	2,412	2,405	2,507	2,466	2,329	2,323	2,561	2,396	2,433
7,187	Other operating funding applications	13,646	13,920	14,210	7,833	8,013	8,196	8,392	8,593	8,808
<b>46,293</b>	<b>Total applications of operating funding</b>	<b>52,976</b>	<b>54,964</b>	<b>58,542</b>	<b>53,690</b>	<b>54,744</b>	<b>56,039</b>	<b>57,536</b>	<b>58,539</b>	<b>60,079</b>
<b>6,881</b>	<b>Surplus (deficit) of operating funding</b>	<b>280</b>	<b>2,178</b>	<b>2,259</b>	<b>9,034</b>	<b>9,278</b>	<b>9,529</b>	<b>9,795</b>	<b>10,080</b>	<b>10,372</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
55,799	Increase (decrease) in debt	32,853	30,090	42,441	10,921	4,013	(166)	(608)	653	357
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
959	Other dedicated capital funding	-	10,000	-	-	-	-	-	-	-
<b>56,758</b>	<b>Total sources of capital funding</b>	<b>32,853</b>	<b>40,090</b>	<b>42,441</b>	<b>10,921</b>	<b>4,013</b>	<b>(166)</b>	<b>(608)</b>	<b>653</b>	<b>357</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
52,990	- to replace existing assets (a)	32,531	41,907	44,059	19,029	8,123	8,126	8,141	9,373	9,060
1,298	- to improve the level of service	284	35	307	329	338	607	398	693	378
9,351	- to meet additional demand	318	326	334	597	4,830	630	648	667	1,291
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>63,639</b>	<b>Total applications of capital funding</b>	<b>33,133</b>	<b>42,268</b>	<b>44,700</b>	<b>19,955</b>	<b>13,291</b>	<b>9,363</b>	<b>9,187</b>	<b>10,733</b>	<b>10,729</b>
<b>(6,881)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(280)</b>	<b>(2,178)</b>	<b>(2,259)</b>	<b>(9,034)</b>	<b>(9,278)</b>	<b>(9,529)</b>	<b>(9,795)</b>	<b>(10,080)</b>	<b>(10,372)</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>Reconciliation to net cost of services</b>									
6,881	Surplus (deficit) of operating funding from funding impact statement	280	2,178	2,259	9,034	9,278	9,529	9,795	10,080	10,372
(49,345)	Remove rates funding	(50,100)	(53,772)	(57,192)	(58,976)	(60,188)	(61,647)	(63,316)	(64,506)	(66,236)
(7,727)	Deduct depreciation expense	(7,450)	(8,196)	(8,730)	(9,543)	(10,120)	(10,426)	(10,512)	(10,753)	(11,210)
959	Add capital revenues	-	10,000	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	19,324	-	-	-	-	-	-
<b>(49,232)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(57,270)</b>	<b>(49,790)</b>	<b>(44,339)</b>	<b>(59,485)</b>	<b>(61,030)</b>	<b>(62,544)</b>	<b>(64,033)</b>	<b>(65,179)</b>	<b>(67,074)</b>
	<b>Footnotes</b>									
44,917	(a) Earthquake rebuild application of capital funding	26,803	35,032	35,927	11,610	478	-	-	-	-

## 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		
			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 7,000 students participate in the 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
		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
		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

Notes 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 2015/16		Plan 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>									
387	Environmental Education	525	538	554	567	571	581	595	603	617
<b>387</b>		<b>525</b>	<b>538</b>	<b>554</b>	<b>567</b>	<b>571</b>	<b>581</b>	<b>595</b>	<b>603</b>	<b>617</b>
	<b>Operating revenue from proposed services</b>									
85	Environmental Education	86	88	90	92	94	96	98	101	103
<b>85</b>		<b>86</b>	<b>88</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>101</b>	<b>103</b>
-	Capital revenues	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>302</b>	<b>Net cost of services</b>	<b>439</b>	<b>450</b>	<b>464</b>	<b>475</b>	<b>477</b>	<b>485</b>	<b>497</b>	<b>502</b>	<b>514</b>

## Natural environment funding impact statement

Plan 2015/16		Plan 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>									
302	General rates, uniform annual general charges, rates penalties	439	450	464	475	477	485	497	502	514
-	Targeted rates	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
85	Fees and charges	86	88	90	92	94	96	98	101	103
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>387</b>	<b>Total operating funding</b>	<b>525</b>	<b>538</b>	<b>554</b>	<b>567</b>	<b>571</b>	<b>581</b>	<b>595</b>	<b>603</b>	<b>617</b>
	<b>Applications of operating funding</b>									
372	Payments to staff and suppliers	503	517	533	544	550	560	572	581	595
-	Finance costs	-	-	-	-	-	-	-	-	-
15	Internal charges and overheads applied	22	21	21	23	21	21	23	22	22
-	Other operating funding applications	-	-	-	-	-	-	-	-	-
<b>387</b>	<b>Total applications of operating funding</b>	<b>525</b>	<b>538</b>	<b>554</b>	<b>567</b>	<b>571</b>	<b>581</b>	<b>595</b>	<b>603</b>	<b>617</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>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<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>Applications of capital funding</b>									
	Capital expenditure									
-	- to replace existing assets (a)	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
-	<b>Total applications of capital funding</b>	-	-	-	-	-	-	-	-	-
-	<b>Surplus (deficit) of capital funding</b>	-	-	-	-	-	-	-	-	-
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
	<b>Reconciliation to net cost of services</b>									
-	Surplus (deficit) of operating funding from funding impact statement	-	-	-	-	-	-	-	-	-
(302)	Remove rates funding	(439)	(450)	(464)	(475)	(477)	(485)	(497)	(502)	(514)
-	Deduct depreciation expense	-	-	-	-	-	-	-	-	-
-	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(302)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(439)</b>	<b>(450)</b>	<b>(464)</b>	<b>(475)</b>	<b>(477)</b>	<b>(485)</b>	<b>(497)</b>	<b>(502)</b>	<b>(514)</b>
	<b>Footnotes</b>									
-	(a) 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 Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets		
			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	80% satisfaction [1]	80% satisfaction	80% satisfaction
		Provide a 24 hour, 7 day a week Park Ranger Service	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

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

Activity	Services provided	Performance Measures	Performance Targets		
			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
		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.
		Proportion of visitors satisfied with the appearance of The Botanic Gardens	≥ 95% satisfaction [1]	≥ 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.
		Proportion of visitors satisfied with the appearance of garden & heritage parks	≥ 80% satisfaction [2]	≥ 90% satisfaction	≥ 90% satisfaction

Notes 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		
			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	≥ 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	≥ 75% satisfaction with cemetery appearance [1]	≥ 85% satisfaction with cemetery appearance	≥ 90% satisfaction with cemetery appearance
		Interment capacity to meet the city's needs	min 4 year capacity [2]	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

Notes 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		
			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
		Customer satisfaction with the range 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	≥ 80% satisfaction [1]	≥ 90% satisfaction	≥ 90% satisfaction

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

## Parks and open spaces

Plan 2015/16		Plan 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>									
1,853	Cemeteries	2,170	2,196	2,262	2,288	2,267	2,327	2,386	2,447	2,519
8,852	Regional Parks	9,473	9,565	9,867	10,091	9,688	9,935	10,241	10,515	10,739
11,886	Garden and Heritage Parks	12,484	11,854	11,511	11,783	11,444	11,711	12,052	12,327	12,650
12,432	Neighbourhood Parks	13,624	12,323	12,621	12,725	11,982	12,245	12,637	12,763	12,859
<b>35,023</b>		<b>37,751</b>	<b>35,938</b>	<b>36,261</b>	<b>36,887</b>	<b>35,381</b>	<b>36,218</b>	<b>37,316</b>	<b>38,052</b>	<b>38,767</b>
	<b>Operating revenue from proposed services</b>									
910	Cemeteries	929	947	967	988	1,011	1,034	1,059	1,084	1,111
484	Regional Parks	493	503	513	524	537	550	563	576	590
2,778	Garden and Heritage Parks	647	660	674	689	705	721	738	756	775
562	Neighbourhood Parks	261	266	272	278	284	291	298	305	312
<b>4,734</b>		<b>2,330</b>	<b>2,376</b>	<b>2,426</b>	<b>2,479</b>	<b>2,537</b>	<b>2,596</b>	<b>2,658</b>	<b>2,721</b>	<b>2,788</b>
879	Capital revenues	602	1,170	1,863	1,143	977	925	692	539	529
101,187	Vested assets	1,933	3,900	4,835	4,828	5,122	5,472	5,496	5,238	5,185
<b>(71,777)</b>	<b>Net cost of services</b>	<b>32,886</b>	<b>28,492</b>	<b>27,137</b>	<b>28,437</b>	<b>26,745</b>	<b>27,225</b>	<b>28,470</b>	<b>29,554</b>	<b>30,265</b>

## Parks and open spaces funding impact statement

Plan 2015/16		Plan 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>									
27,484	General rates, uniform annual general charges, rates penalties	29,213	30,900	30,891	31,768	32,369	33,172	34,126	34,872	35,754
-	Targeted rates	-	-	-	-	-	-	-	-	-
9	Subsidies and grants for operating purposes	10	10	10	10	10	11	11	11	11
2,225	Fees and charges	2,320	2,367	2,416	2,470	2,526	2,584	2,646	2,710	2,778
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
2,500	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>32,218</b>	<b>Total operating funding</b>	<b>31,543</b>	<b>33,277</b>	<b>33,317</b>	<b>34,248</b>	<b>34,905</b>	<b>35,767</b>	<b>36,783</b>	<b>37,593</b>	<b>38,543</b>
	<b>Applications of operating funding</b>									
25,403	Payments to staff and suppliers	26,320	24,406	24,147	24,690	25,381	25,932	26,533	27,110	27,755
897	Finance costs	750	791	924	1,050	987	1,111	1,189	1,294	1,367
1,178	Internal charges and overheads applied	1,382	1,318	1,322	1,410	1,251	1,246	1,381	1,293	1,302
537	Other operating funding applications	512	510	593	602	520	529	537	546	555
<b>28,015</b>	<b>Total applications of operating funding</b>	<b>28,964</b>	<b>27,025</b>	<b>26,986</b>	<b>27,752</b>	<b>28,139</b>	<b>28,818</b>	<b>29,640</b>	<b>30,243</b>	<b>30,979</b>
<b>4,203</b>	<b>Surplus (deficit) of operating funding</b>	<b>2,579</b>	<b>6,252</b>	<b>6,331</b>	<b>6,496</b>	<b>6,766</b>	<b>6,949</b>	<b>7,143</b>	<b>7,350</b>	<b>7,564</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
879	Development and financial contributions	602	1,170	1,863	1,143	977	925	692	539	529
28,290	Increase (decrease) in debt	9,323	16,805	7,181	3,726	2,668	2,981	345	(70)	(370)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>29,169</b>	<b>Total sources of capital funding</b>	<b>9,925</b>	<b>17,975</b>	<b>9,044</b>	<b>4,869</b>	<b>3,645</b>	<b>3,906</b>	<b>1,037</b>	<b>469</b>	<b>159</b>
<b>Applications of capital funding</b>										
Capital expenditure										
24,294	- to replace existing assets (a)	9,931	15,557	12,877	9,661	6,319	5,325	6,352	5,938	5,787
6,681	- to improve the level of service	309	7,101	524	-	-	-	-	-	-
2,724	- to meet additional demand	2,314	1,895	1,996	2,052	4,114	5,856	1,828	1,881	1,936
(327)	Increase (decrease) in reserves	(50)	(326)	(22)	(348)	(22)	(326)	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>33,372</b>	<b>Total applications of capital funding</b>	<b>12,504</b>	<b>24,227</b>	<b>15,375</b>	<b>11,365</b>	<b>10,411</b>	<b>10,855</b>	<b>8,180</b>	<b>7,819</b>	<b>7,723</b>
<b>(4,203)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(2,579)</b>	<b>(6,252)</b>	<b>(6,331)</b>	<b>(6,496)</b>	<b>(6,766)</b>	<b>(6,949)</b>	<b>(7,143)</b>	<b>(7,350)</b>	<b>(7,564)</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>Reconciliation to net cost of services</b>										
4,203	Surplus (deficit) of operating funding from funding impact statement	2,579	6,252	6,331	6,496	6,766	6,949	7,143	7,350	7,564
(27,484)	Remove rates funding	(29,213)	(30,900)	(30,891)	(31,768)	(32,369)	(33,172)	(34,126)	(34,872)	(35,754)
(7,008)	Deduct depreciation expense	(8,787)	(8,914)	(9,275)	(9,136)	(7,241)	(7,399)	(7,675)	(7,809)	(7,789)
879	Add capital revenues	602	1,170	1,863	1,143	977	925	692	539	529
101,187	Add vested assets / non cash revenue	1,933	3,900	4,835	4,828	5,122	5,472	5,496	5,238	5,185
<b>71,777</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(32,886)</b>	<b>(28,492)</b>	<b>(27,137)</b>	<b>(28,437)</b>	<b>(26,745)</b>	<b>(27,225)</b>	<b>(28,470)</b>	<b>(29,554)</b>	<b>(30,265)</b>
<b>Footnotes</b>										
20,240	(a) Earthquake rebuild application of capital funding	6,229	11,663	5,804	1,012	1,382	568	-	-	-

## 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 to 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 to 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		
			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
		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
		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

Activity	Services provided	Performance Measures	Performance Targets		
			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	108 kg +40%/-10% recyclable materials / person / year collected and received by Council services [1]	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
		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

Notes 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		
			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 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 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
		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

Notes 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 2015/16		\$000	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Cost of proposed services</b>											
7,500	Recyclable Materials Collection and Processing		7,576	7,852	8,188	8,296	8,609	9,144	9,274	9,588	9,979
18,171	Residual Waste Collection and Disposal		19,636	19,993	20,449	20,709	20,555	21,020	20,053	20,651	21,347
17,993	Organic Material Collection and Composting		18,336	18,935	19,614	20,200	20,908	21,956	22,408	23,115	23,910
<b>43,664</b>			<b>45,548</b>	<b>46,780</b>	<b>48,251</b>	<b>49,205</b>	<b>50,072</b>	<b>52,120</b>	<b>51,735</b>	<b>53,354</b>	<b>55,236</b>
<b>Operating revenue from proposed services</b>											
1,318	Recyclable Materials Collection and Processing		1,332	1,346	1,361	1,378	1,395	1,413	1,137	715	736
6,323	Residual Waste Collection and Disposal		6,267	6,008	5,641	5,258	4,539	3,704	2,784	2,902	3,015
4,388	Organic Material Collection and Composting		4,477	4,565	4,661	4,764	4,873	4,986	5,105	5,228	5,358
<b>12,029</b>			<b>12,076</b>	<b>11,919</b>	<b>11,663</b>	<b>11,400</b>	<b>10,807</b>	<b>10,103</b>	<b>9,026</b>	<b>8,845</b>	<b>9,109</b>
229	Capital revenues		118	-	-	-	-	-	-	-	-
-	Vested assets		-	-	-	-	-	-	-	-	-
<b>31,406</b>	<b>Net cost of services</b>		<b>33,354</b>	<b>34,861</b>	<b>36,588</b>	<b>37,805</b>	<b>39,265</b>	<b>42,017</b>	<b>42,709</b>	<b>44,509</b>	<b>46,127</b>

## Refuse minimisation and disposal funding impact statement

Plan 2015/16		\$000	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sources of operating funding</b>											
11,615	General rates, uniform annual general charges, rates penalties		12,814	13,373	14,113	14,944	15,646	16,797	16,673	17,298	17,528
19,178	Targeted rates		19,724	20,464	21,334	21,871	22,733	24,174	24,607	25,441	26,430
1,030	Subsidies and grants for operating purposes		1,051	1,072	1,094	1,118	1,144	1,170	1,198	1,227	1,258
6,163	Fees and charges		6,310	6,471	6,647	6,832	7,040	7,173	7,387	7,618	7,852
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-
4,100	Local authorities fuel tax, fines, infringement fees, and other receipts		3,978	3,641	3,187	2,714	1,888	1,022	-	-	-
<b>42,086</b>	<b>Total operating funding</b>		<b>43,877</b>	<b>45,021</b>	<b>46,375</b>	<b>47,479</b>	<b>48,451</b>	<b>50,336</b>	<b>49,865</b>	<b>51,584</b>	<b>53,068</b>
<b>Applications of operating funding</b>											
39,627	Payments to staff and suppliers		41,126	42,319	43,637	44,299	45,244	47,145	46,729	48,278	49,984
270	Finance costs		204	222	260	313	369	416	414	464	507
1,706	Internal charges and overheads applied		1,887	1,811	1,816	1,945	1,829	1,857	1,987	1,886	1,931
-	Other operating funding applications		-	-	-	-	-	-	-	-	-
<b>41,603</b>	<b>Total applications of operating funding</b>		<b>43,217</b>	<b>44,352</b>	<b>45,713</b>	<b>46,557</b>	<b>47,442</b>	<b>49,418</b>	<b>49,130</b>	<b>50,628</b>	<b>52,422</b>
<b>483</b>	<b>Surplus (deficit) of operating funding</b>		<b>660</b>	<b>669</b>	<b>662</b>	<b>922</b>	<b>1,009</b>	<b>918</b>	<b>735</b>	<b>956</b>	<b>646</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
2,597	Increase (decrease) in debt	199	161	319	165	352	257	271	383	304
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
229	Other dedicated capital funding	118	-	-	-	-	-	-	-	-
<b>2,826</b>	<b>Total sources of capital funding</b>	<b>317</b>	<b>161</b>	<b>319</b>	<b>165</b>	<b>352</b>	<b>257</b>	<b>271</b>	<b>383</b>	<b>304</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
3,282	- to replace existing assets (a)	949	802	953	1,058	1,332	1,145	975	1,307	917
27	- to improve the level of service	28	28	28	29	29	30	31	32	33
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>3,309</b>	<b>Total applications of capital funding</b>	<b>977</b>	<b>830</b>	<b>981</b>	<b>1,087</b>	<b>1,361</b>	<b>1,175</b>	<b>1,006</b>	<b>1,339</b>	<b>950</b>
<b>(483)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(660)</b>	<b>(669)</b>	<b>(662)</b>	<b>(922)</b>	<b>(1,009)</b>	<b>(918)</b>	<b>(735)</b>	<b>(956)</b>	<b>(646)</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>Reconciliation to net cost of services</b>									
483	Surplus (deficit) of operating funding from funding impact statement	660	669	662	922	1,009	918	735	956	646
(30,793)	Remove rates funding	(32,538)	(33,837)	(35,447)	(36,815)	(38,379)	(40,971)	(41,280)	(42,739)	(43,958)
(2,061)	Deduct depreciation expense	(2,330)	(2,429)	(2,539)	(2,648)	(2,631)	(2,700)	(2,605)	(2,726)	(2,815)
229	Add capital revenues	118	-	-	-	-	-	-	-	-
736	Add vested assets / non cash revenue	736	736	736	736	736	736	441	-	-
<b>(31,406)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(33,354)</b>	<b>(34,861)</b>	<b>(36,588)</b>	<b>(37,805)</b>	<b>(39,265)</b>	<b>(42,017)</b>	<b>(42,709)</b>	<b>(44,509)</b>	<b>(46,127)</b>
	<b>Footnotes</b>									
2,468	(a) 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		
			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%
		Re-inspect properties of dogs classified as dangerous and high risk or menacing to check for compliance	98% per annum [1]	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%
		Minimum percentage of swimming pools and spa pools inspected annually	33% [2]	33%	33%
		Monitor all high risk Resource Management Act consents/permits at least once every six months	95%	95%	95%
	Alcohol licencing	Inspect all high risk alcohol licensed premises at least twice per year (assessed using risk assessment methodology)	100% [3]	100%	100%
	Food safety and health licencing	Inspect 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 biannually	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
	Environmental health, including noise and environmental nuisance	Complaints in relation to excessive noise are responded to within one hour	90%	90%	90%
	<del>[5] Parking enforcement &amp; administration</del>	<del>Parking officers respond to high priority requests for service</del>	<del>City: Respond to 95% of requests for service within an average of 15 minutes</del>	<del>City: Respond to 95% of requests for service within an average of 15 minutes</del>	<del>City: Respond to 95% of requests for service within an average of 15 minutes</del>
<del>Suburbs: Respond to 95% of requests for service within an average of 20 minutes</del>			<del>Suburbs: Respond to 95% of requests for service within an average of 20 minutes</del>	<del>Suburbs: Respond to 95% of requests for service within an average of 20 minutes</del>	

Notes 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
<u>[5] Parking enforcement and administration service from the Regulation and Enforcement group of activity (Regulatory Compliance, Licencing and Registration activity) to the Transport group of activity (Parking activity) and service name changed from 'enforcement' to 'compliance', as approved during preparation of Annual Plan 2016-17</u>	<u>Change is to reflect structural changes through Fit for Future restructure, which has seen the Parking Compliance and Administration team move to be part of the Transport unit.</u>



Activity	Services provided	Performance Measures	Performance Targets		
			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)
	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)
	Issuing property files	Provide residential property files to customers in electronic format	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 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 8.00am – 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		
			2016-17	2017-18	2018-2025
Building consenting, inspections and monitoring	Building consents	Grant building consents within 20 days 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
		Ensure % satisfaction with building consents process	80% [2]	80%	80%
	Building inspections and code compliance certificates	Carry out building inspections in a timely manner	Carry out 85% of inspections within three working days [3]	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 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
	Building consenting public advice	Provide public advice service to support building consenting customers (First 30 minutes of pre-application meetings is free public advice)	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)
	Annual building warrants of fitness	Ensure that Building Warrants of Fitness are accurate through the use of desktop and physical audits	360 commercial audits per annum [6]	360 commercial audits per annum	360 commercial audits per annum

Notes for building consenting, inspections and monitoring	Rationale
[1] Reduced level of service within a reduced time frame	<p>Building Control target: CCC has set a target to reduce the number of processing days to 19 and the compliance to 90%. This differs slightly from the statutory target of 100% within 20 working days. (100% means that the building consent target is not achieved if a single consent goes over time. No metropolitan Building Consent Authority meets the 100% target because delays can be outside Council control - i.e. CCC cannot legitimately put the consent on hold, but must await a 3rd party e.g. MBIE for a determination.)</p> <p>In the draft LTP Building Control proposed to reduce the time to 19 days but reduce the 100% target to 90%. This is CCC's commitment to the community during a time of very high demand.</p> <p>The new targets were presented to councillors during the activity management planning process, and councillors supported the new targets.</p> <p>The target is still challenging, but is achievable which in turn improves the morale of the staff and manages the expectations of the community.</p>
[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

Activity	Services provided	Performance Measures	Performance Targets		
			2016-17	2017-18	2018-2025
Building policy	Building accreditation review	Achieve Building Consent Authority status	'Building Consent Authority' status is <del>achieved</del> <u>maintained</u> [2]	'Building Consent Authority' status is <del>achieved</del> <u>maintained</u>	'Building Consent Authority' status is <del>achieved</del> <u>maintained</u>
	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
	Claim Management – building-related	Notify relevant building related claims to insurer	Notify <del>100% of relevant</del> building-related claims to <del>brokers</del> <u>insurer</u> within <del>10 working days</del> <u>relevant</u> Financial Year [3]	Notify <del>100% of relevant</del> building-related claims to <del>brokers</del> <u>insurer</u> within <del>10 working days</del> <u>relevant</u> Financial Year	Notify <del>100% of relevant</del> building-related claims to <del>brokers</del> <u>insurer</u> within <del>10 working days</del> <u>relevant</u> Financial Year
		Manage the processing of general negligence (building related) claims under the appropriate forum	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
	Manage the resolution of Weathertight Homes Resolution Services (WHRS) Financial Assistance Package (FAP) Scheme claims	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	To be advised	

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.
<u>[2] Wording change as approved during preparation of Annual Plan 2016-17</u>	<u>BCA accreditation has been achieved.</u>
<u>[3] Clarification of target as approved during preparation of Annual Plan 2016-17</u>	<u>After discussion in respect of identification of potential claims with the broker, insurer and Legal Services it has been determined that 100% of claims need only be notified within the financial year.</u>

Activity	Services provided	Performance Measures	Performance Targets		
			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	99% within 10 working days [1]	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)	99% within the statutory timeframes [1]	99% within the statutory timeframes	99% within the statutory timeframes
		% of notified resource consents processed within statutory timeframes	99% within the statutory timeframes [1]	99% within the statutory timeframes	99% within the statutory timeframes
		% of subdivision consents processed within statutory timeframes	99% within statutory timeframes [1]	99% within statutory timeframes	99% within statutory timeframes
		% satisfaction with resource consenting process	76% satisfaction achieved	77% satisfaction achieved	78% satisfaction achieved

Notes 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		
			2016-17	2017-18	2018-2025
District Planning	Maintain the operative Christchurch City Plan and Banks Peninsula District Plan - including processing of Council plan changes	Prepare the Replacement District Plan in two stages	Participate in any subsequent High Court proceedings e.g. Judicial reviews [1]	Maintain Operative Plan through LOS categories that follow.	Maintain operative Plan through LOS categories that follow.
		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
District Planning	Maintain the operative Christchurch City Plan and Banks Peninsula District Plan - including processing of Council plan changes (continued)	Processing of all privately-requested plan changes complies 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

Notes 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.

## Regulation and enforcement

Plan 2015/16		Plan 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>										
9,165	Licensing and Enforcement	9,681	9,690	9,952	10,209	10,285	10,490	10,761	10,933	11,187
32,501	Building Consenting	31,721	29,248	30,062	30,673	31,007	31,595	32,430	32,877	33,621
7,570	Resource Consenting	8,551	8,657	8,899	9,060	9,152	9,200	9,444	9,567	9,779
5,129	Building Policy	5,300	2,824	2,398	1,912	1,857	1,982	1,793	1,913	1,862
3,094	Land and Property Information Services	3,712	3,774	3,875	3,965	4,012	4,082	4,192	4,251	4,347
11,448	District Planning	7,566	3,118	3,140	3,165	3,230	3,235	3,317	3,366	3,443
<b>68,907</b>		<b>66,531</b>	<b>57,311</b>	<b>58,326</b>	<b>58,984</b>	<b>59,543</b>	<b>60,584</b>	<b>61,937</b>	<b>62,907</b>	<b>64,239</b>
<b>Operating revenue from proposed services</b>										
4,965	Licensing and Enforcement	5,578	5,746	5,867	5,996	6,134	6,275	6,425	6,579	6,744
30,377	Building Consenting	30,193	28,528	28,305	28,805	29,452	30,135	30,858	31,589	32,381
5,448	Resource Consenting	7,086	6,507	6,643	6,790	6,946	7,105	7,276	7,450	7,637
640	Building Policy	510	416	425	434	444	454	465	477	488
4,640	Land and Property Information Services	4,862	4,874	4,976	5,085	5,202	5,322	5,449	5,580	5,720
178	District Planning	1,320	826	706	728	741	760	781	796	815
<b>46,248</b>		<b>49,549</b>	<b>46,897</b>	<b>46,922</b>	<b>47,838</b>	<b>48,919</b>	<b>50,051</b>	<b>51,254</b>	<b>52,471</b>	<b>53,785</b>
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>22,659</b>	<b>Net cost of services</b>	<b>16,982</b>	<b>10,414</b>	<b>11,404</b>	<b>11,146</b>	<b>10,624</b>	<b>10,533</b>	<b>10,683</b>	<b>10,436</b>	<b>10,454</b>

## Regulation and enforcement funding impact statement

Plan 2015/16		Plan 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>										
22,665	General rates, uniform annual general charges, rates penalties	16,785	10,263	11,265	11,022	10,596	10,500	10,647	10,410	10,425
-	Targeted rates	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
45,875	Fees and charges	48,032	45,850	45,990	46,879	47,942	49,049	50,226	51,422	52,710
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
373	Local authorities fuel tax, fines, infringement fees, and other receipts	1,517	1,047	932	959	977	1,002	1,029	1,049	1,075
<b>68,913</b>	<b>Total operating funding</b>	<b>66,334</b>	<b>57,160</b>	<b>58,187</b>	<b>58,860</b>	<b>59,515</b>	<b>60,551</b>	<b>61,902</b>	<b>62,881</b>	<b>64,210</b>
<b>Applications of operating funding</b>										
66,133	Payments to staff and suppliers	63,573	54,865	55,932	56,490	57,252	58,301	59,436	60,551	61,855
-	Finance costs	-	-	-	-	-	-	-	-	-
2,684	Internal charges and overheads applied	2,699	2,180	2,158	2,295	2,142	2,129	2,345	2,194	2,218
20	Other operating funding applications	20	21	21	22	22	23	23	24	24
<b>68,837</b>	<b>Total applications of operating funding</b>	<b>66,292</b>	<b>57,066</b>	<b>58,111</b>	<b>58,807</b>	<b>59,416</b>	<b>60,453</b>	<b>61,804</b>	<b>62,769</b>	<b>64,097</b>
<b>76</b>	<b>Surplus (deficit) of operating funding</b>	<b>42</b>	<b>94</b>	<b>76</b>	<b>53</b>	<b>99</b>	<b>98</b>	<b>98</b>	<b>112</b>	<b>113</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
(13)	Increase (decrease) in debt	6	(10)	(15)	33	(23)	(23)	(24)	(25)	(25)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>(13)</b>	<b>Total sources of capital funding</b>	<b>6</b>	<b>(10)</b>	<b>(15)</b>	<b>33</b>	<b>(23)</b>	<b>(23)</b>	<b>(24)</b>	<b>(25)</b>	<b>(25)</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
6	- to replace existing assets (a)	26	11	6	55	-	-	-	-	-
415	- to improve the level of service	-	-	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
(358)	Increase (decrease) in reserves	22	73	55	31	76	75	74	87	88
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>63</b>	<b>Total applications of capital funding</b>	<b>48</b>	<b>84</b>	<b>61</b>	<b>86</b>	<b>76</b>	<b>75</b>	<b>74</b>	<b>87</b>	<b>88</b>
<b>(76)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(42)</b>	<b>(94)</b>	<b>(76)</b>	<b>(53)</b>	<b>(99)</b>	<b>(98)</b>	<b>(98)</b>	<b>(112)</b>	<b>(113)</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>Reconciliation to net cost of services</b>									
76	Surplus (deficit) of operating funding from funding impact statement	42	94	76	53	99	98	98	112	113
(22,665)	Remove rates funding	(16,785)	(10,263)	(11,265)	(11,022)	(10,596)	(10,500)	(10,647)	(10,410)	(10,425)
(70)	Deduct depreciation expense	(239)	(245)	(215)	(177)	(127)	(131)	(134)	(138)	(142)
-	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(22,659)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(16,982)</b>	<b>(10,414)</b>	<b>(11,404)</b>	<b>(11,146)</b>	<b>(10,624)</b>	<b>(10,533)</b>	<b>(10,683)</b>	<b>(10,436)</b>	<b>(10,454)</b>
	<b>Footnotes</b>									
-	(a) 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		
			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	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
			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
			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

Notes 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		
			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 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
			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 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		
			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	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		
			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
		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

Activity	Services provided	Performance Measures	Performance Targets		
			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.	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
			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 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
	Manage the central city event spaces	Manage and develop central city event spaces and advise on future venues and facilities for events	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

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

Activity	Services provided	Performance Measures	Performance Targets		
			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	Subject to review: 7-13 walk in customer service desks. Number of desks and locations determined by the Service Desk Strategic Plan [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 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 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	Answer at least <del>80</del> 75% of call centre telephone enquiries within 25 seconds [4]	Answer at least <del>80</del> 75% 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	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

Notes 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
[3] Satisfaction is expected to decline initially but improve as new arrangements are bedded in	Improve customer satisfaction and cost-effectiveness over time
<u>[4] Target changes approved during preparation of the Annual Plan 2016-17</u>	<u>Recognise the potential impact on the level of service due to significant system and process changes to be embedded commencing 16/17 and continuing through 17/18.</u>

Activity	Services provided	Performance Measures	Performance Targets		
			2016-17	2017-18	2018-2025
Community facilities	Community facilities provision and operation	Provide community facilities.	Provide a range of 54-66 community facilities (subject to maintenance and facility rebuild priorities) [1]	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	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
	Provision of leased facilities for operating early learning centres	Provide and lease Early Learning Centre facilities at market rate.	10 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities) [3]	10 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities)	10 Facilities leased exclusively to Early Learning Centres at market rate. (subject to maintenance and facility rebuild priorities)
	Support volunteer libraries	Support volunteer libraries	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)

Notes 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 2015/16		Plan 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>									
10,017	Community Grants	10,068	10,044	10,093	10,171	10,192	10,242	10,342	10,368	10,434
7,213	Events and Festivals	6,091	6,412	6,079	6,159	6,222	6,299	6,426	6,485	6,571
1,540	Civil Defence and Emergency Management	1,373	1,535	1,587	1,648	1,676	1,656	1,687	1,717	1,758
7,394	Customer Services	7,886	8,127	8,386	8,564	8,604	8,765	8,995	9,090	9,288
3,592	Community Facilities	4,580	3,569	3,328	3,525	2,964	3,168	3,384	3,629	3,830
1,097	Rural Fire Management	957	978	1,027	1,056	1,070	1,087	1,110	1,135	1,166
<b>30,853</b>		<b>30,955</b>	<b>30,665</b>	<b>30,500</b>	<b>31,123</b>	<b>30,728</b>	<b>31,217</b>	<b>31,944</b>	<b>32,424</b>	<b>33,047</b>
	<b>Operating revenue from proposed services</b>									
214	Community Grants	218	223	227	232	238	243	249	255	261
143	Events and Festivals	145	148	151	155	158	161	165	170	173
-	Civil Defence and Emergency Management	-	-	-	-	-	-	-	-	-
32	Customer Services	32	33	33	34	35	36	37	37	38
1,705	Community Facilities	733	748	763	780	798	816	836	856	877
163	Rural Fire Management	166	170	178	182	187	191	195	200	205
<b>2,257</b>		<b>1,294</b>	<b>1,322</b>	<b>1,352</b>	<b>1,383</b>	<b>1,416</b>	<b>1,447</b>	<b>1,482</b>	<b>1,518</b>	<b>1,554</b>
186	Capital revenues	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>28,410</b>	<b>Net cost of services</b>	<b>29,661</b>	<b>29,343</b>	<b>29,148</b>	<b>29,740</b>	<b>29,312</b>	<b>29,770</b>	<b>30,462</b>	<b>30,906</b>	<b>31,493</b>

## Resilient communities funding impact statement

Plan 2015/16		Plan 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>									
28,152	General rates, uniform annual general charges, rates penalties	23,528	24,047	24,364	24,792	24,907	25,060	25,713	25,987	26,570
-	Targeted rates	-	-	-	-	-	-	-	-	-
297	Subsidies and grants for operating purposes	304	310	316	323	330	338	346	354	363
730	Fees and charges	825	841	859	878	898	919	941	963	987
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
1,227	Local authorities fuel tax, fines, infringement fees, and other receipts	166	170	178	182	187	191	195	200	205
<b>30,406</b>	<b>Total operating funding</b>	<b>24,823</b>	<b>25,368</b>	<b>25,717</b>	<b>26,175</b>	<b>26,322</b>	<b>26,508</b>	<b>27,195</b>	<b>27,504</b>	<b>28,125</b>
	<b>Applications of operating funding</b>									
16,618	Payments to staff and suppliers	16,273	16,028	16,085	16,373	16,645	16,979	17,368	17,669	18,074
136	Finance costs	132	155	189	238	231	268	298	348	394
1,151	Internal charges and overheads applied	1,228	1,176	1,160	1,253	1,154	1,151	1,277	1,201	1,219
11,600	Other operating funding applications	11,278	11,091	10,686	10,706	10,730	10,753	10,780	10,805	10,834
<b>29,505</b>	<b>Total applications of operating funding</b>	<b>28,911</b>	<b>28,450</b>	<b>28,120</b>	<b>28,570</b>	<b>28,760</b>	<b>29,151</b>	<b>29,723</b>	<b>30,023</b>	<b>30,521</b>
<b>901</b>	<b>Surplus (deficit) of operating funding</b>	<b>(4,088)</b>	<b>(3,082)</b>	<b>(2,403)</b>	<b>(2,395)</b>	<b>(2,438)</b>	<b>(2,643)</b>	<b>(2,528)</b>	<b>(2,519)</b>	<b>(2,396)</b>



Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
16,076	Increase (decrease) in debt	13,802	4,110	2,351	321	(55)	(300)	267	(392)	(140)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
186	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>16,262</b>	<b>Total sources of capital funding</b>	<b>13,802</b>	<b>4,110</b>	<b>2,351</b>	<b>321</b>	<b>(55)</b>	<b>(300)</b>	<b>267</b>	<b>(392)</b>	<b>(140)</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
16,882	- to replace existing assets (a)	13,596	5,179	3,672	1,687	1,359	1,164	1,784	1,181	1,492
281	- to improve the level of service	204	209	-	-	-	-	-	-	-
-	- to meet additional demand	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in reserves	(4,086)	(4,360)	(3,724)	(3,761)	(3,852)	(4,107)	(4,045)	(4,092)	(4,028)
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>17,163</b>	<b>Total applications of capital funding</b>	<b>9,714</b>	<b>1,028</b>	<b>(52)</b>	<b>(2,074)</b>	<b>(2,493)</b>	<b>(2,943)</b>	<b>(2,261)</b>	<b>(2,911)</b>	<b>(2,536)</b>
<b>(901)</b>	<b>Surplus (deficit) of capital funding</b>	<b>4,088</b>	<b>3,082</b>	<b>2,403</b>	<b>2,395</b>	<b>2,438</b>	<b>2,643</b>	<b>2,528</b>	<b>2,519</b>	<b>2,396</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>Reconciliation to net cost of services</b>									
901	Surplus (deficit) of operating funding from funding impact statement	(4,088)	(3,082)	(2,403)	(2,395)	(2,438)	(2,643)	(2,528)	(2,519)	(2,396)
(28,152)	Remove rates funding	(23,528)	(24,047)	(24,364)	(24,792)	(24,907)	(25,060)	(25,713)	(25,987)	(26,570)
(1,345)	Deduct depreciation expense	(2,045)	(2,214)	(2,381)	(2,553)	(1,967)	(2,067)	(2,221)	(2,400)	(2,527)
186	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(28,410)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(29,661)</b>	<b>(29,343)</b>	<b>(29,148)</b>	<b>(29,740)</b>	<b>(29,312)</b>	<b>(29,770)</b>	<b>(30,462)</b>	<b>(30,906)</b>	<b>(31,493)</b>
	<b>Footnotes</b>									
14,888	(a) Earthquake rebuild application of capital funding	13,066	4,557	2,537	-	-	-	-	-	-

Plan 2015/16 \$000	Grants Summary	\$000	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	<b><i>Rates-funded Discretionary Grants</i></b>										
7,790	Strengthening Communities		7,790	7,789	7,789	7,839	7,839	7,839	7,839	7,839	7,839
1,531	Strengthening Communities - Rates Remissions		1,607	1,639	1,674	1,710	1,750	1,790	1,833	1,877	1,924
1,498	Events		1,528	1,524	1,524	1,524	1,524	1,524	1,524	1,524	1,524
741	Heritage		741	719	698	698	695	695	695	695	695
208	Specified recipient/time period grants		2,059	1,211	108	108	108	108	108	108	108
<b>11,768</b>	<b>Total Rates-funded Discretionary Grants</b>		<b>13,725</b>	<b>12,882</b>	<b>11,793</b>	<b>11,879</b>	<b>11,916</b>	<b>11,956</b>	<b>11,999</b>	<b>12,043</b>	<b>12,090</b>
	<b><i>Economic Development Grants</i></b>										
3,379	Canterbury Development Corporation (CDC) base funding		3,377	3,376	3,447	3,522	3,603	3,686	3,775	3,865	3,962
1,867	Christchurch & Canterbury Tourism (CCT) base funding		1,868	1,870	1,909	1,951	1,996	2,042	2,091	2,141	2,195
98	CDC Special Projects		1,054	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033
150	CCT Partnership agreement		150	150	150	150	150	150	150	150	150
-	Regenerate Christchurch		4,000	4,080	4,166	4,257	4,355	8,910	9,124	9,343	9,577
<b>5,494</b>	<b>Total Economic Development Grants</b>		<b>10,449</b>	<b>10,509</b>	<b>10,705</b>	<b>10,913</b>	<b>11,137</b>	<b>15,821</b>	<b>16,173</b>	<b>16,532</b>	<b>16,917</b>
	<b><i>Statutory Grants</i></b>										
7,171	Canterbury Museum Trust Board		7,314	7,460	7,617	7,784	7,963	8,146	8,342	8,542	8,755
300	Riccarton Bush Trust		306	313	319	326	334	341	349	358	367
<b>7,471</b>	<b>Total Statutory Grants</b>		<b>7,620</b>	<b>7,773</b>	<b>7,936</b>	<b>8,110</b>	<b>8,297</b>	<b>8,487</b>	<b>8,691</b>	<b>8,900</b>	<b>9,122</b>
<b>24,733</b>	<b>Total Rates-funded Grants</b>		<b>31,794</b>	<b>31,164</b>	<b>30,434</b>	<b>30,902</b>	<b>31,350</b>	<b>36,264</b>	<b>36,863</b>	<b>37,475</b>	<b>38,129</b>
	<b><i>Capital Endowment Fund Grants</i></b>										
1,140	Events		850	1,020	600	600	600	600	600	600	600
200	Unallocated Funds		520	442	647	684	774	1,030	967	1,015	950
342	Canterbury Economic Development Fund		-	-	-	-	-	-	-	-	-
635	CDC Special Projects		-	-	-	-	-	-	-	-	-
635	CCT Special Projects		623	610	610	610	610	610	610	610	610
342	CCT Partnership agreement		335	329	329	329	329	329	329	329	329
<b>3,294</b>	<b>Total Capital Endowment Fund Grants</b>		<b>2,328</b>	<b>2,401</b>	<b>2,186</b>	<b>2,223</b>	<b>2,313</b>	<b>2,569</b>	<b>2,506</b>	<b>2,554</b>	<b>2,489</b>
	<b><i>Community Grants made on behalf of other organisations</i></b>										
214	Creative NZ (Arts Council) Scheme		214	214	214	214	214	214	214	214	214
<b>214</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><i>Capital Grants</i></b>										
2,545	Transitional Incentive Grants		2,798	2,434	500	500	500	500	500	500	500
-	Canterbury Museum Redevelopment		6,286	6,412	6,546	-	-	-	-	-	-
73	Riccarton Bush Trust		43	33	111	113	23	24	24	25	25
<b>2,618</b>	<b>Total Capital Grants</b>		<b>9,127</b>	<b>8,879</b>	<b>7,157</b>	<b>613</b>	<b>523</b>	<b>524</b>	<b>524</b>	<b>525</b>	<b>525</b>
<b>30,859</b>	<b>TOTAL GRANT FUNDING</b>		<b>43,463</b>	<b>42,658</b>	<b>39,991</b>	<b>33,952</b>	<b>34,400</b>	<b>39,571</b>	<b>40,107</b>	<b>40,768</b>	<b>41,357</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
<b>Rougher Roads</b>	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. A localised programme of smoothing works reactive to specific issues will need to be delivered

## Roads and Footpaths Statement of Service Provision

Activity	Services provided	Performance Measures	Performance Targets		
			2016-17	2017-18	2018-2025
Roads and footpaths	Maintain road infrastructure	Maintain resident satisfaction with roadway condition	≥ <del>26%</del> <del>[7]</del> <del>28%</del>	≥ <del>27%</del> <del>32%</del>	≥ <del>40%</del> <del>55%</del>
		Maintain roadway condition measured by smooth travel exposure	≥ 71% [2]	≥ 72%	≥ 80%
		The percentage of the sealed local road network that is resurfaced per year	≥ 2% [3]	≥ 2%	≥ 4%
		<u>Average roughness of the sealed local road network (NAASRA roughness counts) [8]</u>	≤ <u>126</u>	≤ <u>125</u>	≤ <u>120</u>
	Maintain walking network	Maintain resident satisfaction with footpath condition	≥ 46%	≥ 47%	≥ 65%
		Maintain the condition of footpaths – percent rated 1 or 2 on a scale of 1 (excellent) to 5 (poor)	≥58% [4]	≥59%	≥65%
		Maintain resident perception that Christchurch is a walking-friendly city	≥ 79% [5]	≥ 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	≥96% [6]	≥97%	≥99%

Changes for roads and footpaths	Rationale
[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
<u>[7] Reduction in resident satisfaction with roadway condition as approved during preparation of the Annual Plan 2016-17</u>	<u>Changes to the capital programme mean residual earthquake damage will take longer to address</u>
<u>[8] New target introduced in 2015-16 as approved during preparation of the Annual Plan 2016-17</u>	<u>Allow the community to monitor progress addressing residual earthquake damage</u>

## Roads and footpaths

Plan 2015/16		Plan 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>									
89,730	Road Network	106,745	109,828	115,602	122,803	129,986	137,991	145,926	153,299	160,616
<b>89,730</b>		<b>106,745</b>	<b>109,828</b>	<b>115,602</b>	<b>122,803</b>	<b>129,986</b>	<b>137,991</b>	<b>145,926</b>	<b>153,299</b>	<b>160,616</b>
	<b>Operating revenue from proposed services</b>									
12,854	Road Network	13,581	13,252	13,462	13,811	14,212	14,891	15,246	15,607	15,997
<b>12,854</b>		<b>13,581</b>	<b>13,252</b>	<b>13,462</b>	<b>13,811</b>	<b>14,212</b>	<b>14,891</b>	<b>15,246</b>	<b>15,607</b>	<b>15,997</b>
132,472	Capital revenues	86,339	61,995	22,963	25,050	29,928	40,010	32,185	24,018	24,051
1,725	Vested assets	1,760	1,802	1,847	6,477	1,946	1,999	2,055	2,114	2,175
<b>(57,321)</b>	<b>Net cost of services</b>	<b>5,065</b>	<b>32,779</b>	<b>77,330</b>	<b>77,465</b>	<b>83,900</b>	<b>81,091</b>	<b>96,440</b>	<b>111,560</b>	<b>118,393</b>

## Roads and footpaths funding impact statement

Plan 2015/16		Plan 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>									
53,811	General rates, uniform annual general charges, rates penalties	55,508	58,938	63,094	68,164	73,261	78,187	83,335	76,070	93,829
-	Targeted rates	-	-	-	-	-	-	-	-	-
11,142	Subsidies and grants for operating purposes	11,828	11,643	11,979	12,292	12,657	13,297	13,614	13,936	14,283
990	Fees and charges	1,010	848	866	885	904	926	947	972	995
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
722	Local authorities fuel tax, fines, infringement fees, and other receipts	743	761	617	633	651	669	685	701	719
<b>66,665</b>	<b>Total operating funding</b>	<b>69,089</b>	<b>72,190</b>	<b>76,556</b>	<b>81,974</b>	<b>87,473</b>	<b>93,079</b>	<b>98,581</b>	<b>91,679</b>	<b>109,826</b>
	<b>Applications of operating funding</b>									
42,148	Payments to staff and suppliers	43,245	43,586	44,754	46,108	47,442	48,780	49,945	51,133	52,371
5,051	Finance costs	4,727	5,178	6,188	7,610	9,599	11,309	12,461	14,132	15,739
3,289	Internal charges and overheads applied	4,194	4,031	4,124	4,556	4,394	4,504	5,102	4,886	5,021
15	Other operating funding applications	15	15	15	15	15	15	15	15	15
<b>50,503</b>	<b>Total applications of operating funding</b>	<b>52,181</b>	<b>52,810</b>	<b>55,081</b>	<b>58,289</b>	<b>61,450</b>	<b>64,608</b>	<b>67,523</b>	<b>70,166</b>	<b>73,146</b>
<b>16,162</b>	<b>Surplus (deficit) of operating funding</b>	<b>16,908</b>	<b>19,380</b>	<b>21,475</b>	<b>23,685</b>	<b>26,023</b>	<b>28,471</b>	<b>31,058</b>	<b>21,513</b>	<b>36,680</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	8,486	10,597	8,528	12,471	20,819	30,658	20,799	15,569	16,100
2,233	Development and financial contributions	2,185	2,755	3,023	3,102	3,192	3,333	3,019	2,860	2,791
128,289	Increase (decrease) in debt	15,450	41,922	37,863	27,969	33,509	42,219	40,972	39,677	20,769
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
130,239	Other dedicated capital funding	75,668	48,643	11,412	9,478	5,917	6,018	8,367	5,588	5,160
<b>260,761</b>	<b>Total sources of capital funding</b>	<b>101,789</b>	<b>103,917</b>	<b>60,826</b>	<b>53,020</b>	<b>63,437</b>	<b>82,228</b>	<b>73,157</b>	<b>63,694</b>	<b>44,820</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
235,681	- to replace existing assets (a)	100,891	97,153	52,401	47,048	44,565	50,112	64,018	59,526	61,253
15,001	- to improve the level of service	6,757	16,614	24,850	19,412	16,724	10,743	11,709	12,221	14,176
26,241	- to meet additional demand	11,049	9,530	5,050	10,245	28,171	49,844	28,488	13,460	6,071
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>276,923</b>	<b>Total applications of capital funding</b>	<b>118,697</b>	<b>123,297</b>	<b>82,301</b>	<b>76,705</b>	<b>89,460</b>	<b>110,699</b>	<b>104,215</b>	<b>85,207</b>	<b>81,500</b>
<b>(16,162)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(16,908)</b>	<b>(19,380)</b>	<b>(21,475)</b>	<b>(23,685)</b>	<b>(26,023)</b>	<b>(28,471)</b>	<b>(31,058)</b>	<b>(21,513)</b>	<b>(36,680)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
	<b>Reconciliation to net cost of services</b>									
16,162	Surplus (deficit) of operating funding from funding impact statement	16,908	19,380	21,475	23,685	26,023	28,471	31,058	21,513	36,680
(53,811)	Remove rates funding	(55,508)	(58,938)	(63,094)	(68,164)	(73,261)	(78,187)	(83,335)	(76,070)	(93,829)
(39,227)	Deduct depreciation expense	(54,564)	(57,018)	(60,521)	(64,514)	(68,536)	(73,383)	(78,403)	(83,134)	(87,467)
132,472	Add capital revenues	86,339	61,995	22,963	25,051	29,928	40,009	32,185	24,017	24,051
1,725	Add vested assets / non cash revenue	1,760	1,802	1,847	6,477	1,946	1,999	2,055	2,114	2,172
<b>57,321</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(5,065)</b>	<b>(32,779)</b>	<b>(77,330)</b>	<b>(77,465)</b>	<b>(83,900)</b>	<b>(81,091)</b>	<b>(96,440)</b>	<b>(111,560)</b>	<b>(118,393)</b>
	<b>Footnotes</b>									
219,364	(a) Earthquake rebuild application of capital funding	79,583	68,733	22,169	18,266	10,940	9,434	20,852	13,741	12,735

## 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		
			2016-17	2017-18	2018-2025
wastewater collection	Collecting wastewater from properties within the reticulated area	Proportion of customers satisfied with the wastewater services	≥ 75% [2]	≥ 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	< 1 hour [3]	< 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	< 24 hours [3]	< 24 hours	< 24 hours
		Number of blockage complaints received per 1000 connected properties per year	≤ 10 [4]	≤ 10	≤ 10
		Number of odour complaints received per 1000 connected properties per year	≤ 0.3 [5]	≤ 0.3	≤ 0.3
		Number of sewerage system faults received per 1000 connected properties per year. (excludes blockages & odours)	≤ 0.3 [6]	≤ 0.3	≤ 0.3
		Proportion of complaints remediated to the customers satisfaction	≥ 95% [7]	≥ 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	0.7 [8]	0.7	0.6

Notes for wastewater collection	Rationale
[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		
			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
		Number of abatement notices	0 [1]	0	0
		Number of infringement notices	0 [1]	0	0
		Number of enforcement orders	0 [1]	0	0
		Number of convictions	0 [1]	0	0
	Minimise odour complaints from wastewater treatment plants	Number of odour events per 10,000 properties served [2]	≤0.1 [3]	≤0.1	≤0.1
		Compliance with ECAN resource consents for discharges to air:	100%	100%	100%

Notes for wastewater treatment and disposal	Rationale
[1] Notices and convictions for infringements	Mandatory performance measure pursuant to the Local Government Act 2002
[2] <a href="#">Change the level of service as approved during preparation of the Annual Plan 2016-17.</a>	<a href="#">Correct typographical error in the Long-term plan</a>
[3] <a href="#">Decimal point location corrected during preparation of the Annual Plan 2016-17</a>	<a href="#">Correct typographical error in the Long-term plan</a>

## Sewerage collection, treatment and disposal

Plan 2015/16		\$000	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	<b>Cost of proposed services</b>										
55,190	Wastewater Collection		55,972	54,927	56,131	58,331	60,869	63,250	65,751	68,353	71,280
25,199	Wastewater Treatment and Disposal		24,969	25,955	26,656	27,588	26,769	27,731	29,053	29,693	30,715
<b>80,389</b>			<b>80,941</b>	<b>80,882</b>	<b>82,787</b>	<b>85,919</b>	<b>87,638</b>	<b>90,981</b>	<b>94,804</b>	<b>98,046</b>	<b>101,995</b>
	<b>Operating revenue from proposed services</b>										
4,209	Wastewater Collection		201	79	75	61	63	64	66	68	69
4,943	Wastewater Treatment and Disposal		4,635	4,727	4,829	4,933	5,046	5,162	5,286	5,413	5,548
<b>9,152</b>			<b>4,836</b>	<b>4,806</b>	<b>4,904</b>	<b>4,994</b>	<b>5,109</b>	<b>5,226</b>	<b>5,352</b>	<b>5,481</b>	<b>5,617</b>
41,964	Capital revenues		34,208	6,273	8,721	8,990	9,975	10,962	11,094	10,961	11,309
174,210	Vested assets		214	219	225	231	237	243	250	257	265
<b>(144,937)</b>	<b>Net cost of services</b>		<b>41,683</b>	<b>69,584</b>	<b>68,937</b>	<b>71,704</b>	<b>72,317</b>	<b>74,550</b>	<b>78,108</b>	<b>81,347</b>	<b>84,804</b>

## Sewerage collection, treatment and disposal funding impact statement

Plan 2015/16		\$000	Plan 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		-	-	-	-	-	-	-	-	-
49,085	Targeted rates		53,173	56,299	58,161	60,872	63,397	66,582	69,872	73,035	75,408
-	Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-
4,316	Fees and charges		4,448	4,526	4,618	4,702	4,810	4,920	5,038	5,159	5,288
-	Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-
4,836	Local authorities fuel tax, fines, infringement fees, and other receipts		388	279	286	292	299	306	314	321	329
<b>58,237</b>	<b>Total operating funding</b>		<b>58,009</b>	<b>61,104</b>	<b>63,065</b>	<b>65,866</b>	<b>68,506</b>	<b>71,808</b>	<b>75,224</b>	<b>78,515</b>	<b>81,025</b>
	<b>Applications of operating funding</b>										
32,051	Payments to staff and suppliers		28,788	26,726	26,559	27,216	27,910	28,577	29,298	30,021	30,879
5,288	Finance costs		3,956	4,275	4,943	5,858	6,969	7,936	8,528	9,428	10,357
2,644	Internal charges and overheads applied		3,051	2,940	2,933	3,164	2,942	2,950	3,295	3,108	3,174
-	Other operating funding applications		-	-	-	-	-	-	-	-	-
<b>39,983</b>	<b>Total applications of operating funding</b>		<b>35,795</b>	<b>33,941</b>	<b>34,435</b>	<b>36,238</b>	<b>37,821</b>	<b>39,463</b>	<b>41,121</b>	<b>42,557</b>	<b>44,410</b>
<b>18,254</b>	<b>Surplus (deficit) of operating funding</b>		<b>22,214</b>	<b>27,163</b>	<b>28,630</b>	<b>29,628</b>	<b>30,685</b>	<b>32,345</b>	<b>34,103</b>	<b>35,958</b>	<b>36,615</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
5,347	Development and financial contributions	4,208	6,273	8,721	8,990	9,975	10,962	11,094	10,961	11,309
125,192	Increase (decrease) in debt	57,523	42,075	14,366	1,640	(218)	10,973	(10,200)	(9,586)	(680)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
36,617	Other dedicated capital funding	30,000	-	-	-	-	-	-	-	-
<b>167,156</b>	<b>Total sources of capital funding</b>	<b>91,731</b>	<b>48,348</b>	<b>23,087</b>	<b>10,630</b>	<b>9,757</b>	<b>21,935</b>	<b>894</b>	<b>1,375</b>	<b>10,629</b>
<b>Applications of capital funding</b>										
Capital expenditure										
165,154	- to replace existing assets (a)	94,012	49,009	30,577	15,884	16,790	24,037	15,379	18,139	36,249
1,992	- to improve the level of service	1,110	8,356	16,908	16,830	13,347	4,701	161	192	171
18,264	- to meet additional demand	18,823	18,146	4,232	7,544	10,305	25,542	19,457	19,002	10,824
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>185,410</b>	<b>Total applications of capital funding</b>	<b>113,945</b>	<b>75,511</b>	<b>51,717</b>	<b>40,258</b>	<b>40,442</b>	<b>54,280</b>	<b>34,997</b>	<b>37,333</b>	<b>47,244</b>
<b>(18,254)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(22,214)</b>	<b>(27,163)</b>	<b>(28,630)</b>	<b>(29,628)</b>	<b>(30,685)</b>	<b>(32,345)</b>	<b>(34,103)</b>	<b>(35,958)</b>	<b>(36,615)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
<b>Reconciliation to net cost of services</b>										
18,254	Surplus (deficit) of operating funding from funding impact statement	22,214	27,163	28,630	29,628	30,685	32,345	34,103	35,958	36,615
(49,085)	Remove rates funding	(53,173)	(56,299)	(58,161)	(60,872)	(63,397)	(66,582)	(69,872)	(73,035)	(75,408)
(40,406)	Deduct depreciation expense	(45,146)	(46,940)	(48,352)	(49,681)	(49,817)	(51,518)	(53,683)	(55,488)	(57,585)
41,964	Add capital revenues	34,208	6,273	8,721	8,990	9,975	10,962	11,094	10,961	11,309
174,210	Add vested assets / non cash revenue	214	219	225	231	237	243	250	257	265
<b>144,937</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(41,683)</b>	<b>(69,584)</b>	<b>(68,937)</b>	<b>(71,704)</b>	<b>(72,317)</b>	<b>(74,550)</b>	<b>(78,108)</b>	<b>(81,347)</b>	<b>(84,804)</b>
<b>Footnotes</b>										
146,549	(a) Earthquake rebuild application of capital funding	79,588	22,469	-	-	-	-	-	-	-

## **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	Apply crime prevention through economic design (CPTED) principles to park design to discourage vandalism Prioritise reactive maintenance within given budgets
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		
			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 : 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, 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)	Six public outdoor pools open seasonally: Jellie Park, Lyttelton, Linwood / Woolston 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)

Activity	Services provided	Performance Measures	Performance Targets		
			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)	8 paddling pools open seasonally: open Nov to Mar New Brighton, Scarborough, Spenser, Abberley, Avebury, Botanic Gardens, Edgar MacIntosh, Woodham (subject to maintenance, public holiday schedules and rebuild priorities)	8 paddling pools open seasonally: open Nov to Mar New Brighton, Scarborough, Spenser, Abberley, Avebury, 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.
			Five stadia Cowles, Lyttelton, Pioneer, Graham Condon, Hagley available for hire 364 days per year (subject to maintenance, public holiday schedules and rebuild priorities) [1]	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 will close when the NE Recreation and Sports Centre is opened in 2018.



Activity	Services provided	Performance Measures	Performance Targets		
			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	Sixteen sporting and recreation facilities maintained and available for lease (opening hours subject to maintenance, public holiday schedules and rebuild priorities [2])	Sixteen sporting and recreation facilities maintained and available for lease (opening hours subject to maintenance, public holiday schedules and rebuild priorities	Wharenui pool will close when the Metro Sports facility opens. Council may assist Canterbury Rugby League find a new home.
			The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia: 2016/2017: At least 3.4 million [3]	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 4.82 visits to aquatic facilities/head of population [4]	At least 4.82 visits to aquatic facilities/head of population	
			At least 100,000 participations in Swimsafe lessons [5]	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	4000 staff hours of support provided to at least 100 organisations [6]	4000 staff hours of support provided to at least 100 organisations	4000 staff hours of support provided to at least 100 organisations

Activity	Services provided	Performance Measures	Performance Targets		
			2016-17	2017-18	2018-2025
Recreation and sport facilities (continued)	Provide sporting programmes (continued)	Deliver a high level of customer satisfaction with the range and quality of programmes	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 [7])	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

Notes for recreation and sport facilities	Rationale
[1] An additional stadium will be open	Completion of earthquake repairs
[2] The future of the camp is subject to an expression of interest process, preceded by negotiations with existing lessees.	Most effective means of providing this service.
[3] Increase in participants using multi-purpose facilities	Expected growth due to population increase
[4] Increase participation rate	Expected as the population becomes aware facilities are back in operation
[5] Fewer participants in Swimsafe lessons expected	Moderation in subsidies from third parties; some demand will be met by neighbouring authorities
[6] 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
[7] 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		
			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	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)	Number and area of sports parks will be reviewed once the Sports Park Plan is completed
			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	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)	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	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

Notes 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 2015/16		Plan 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>									
24,343	Recreation and Sports Services	29,313	31,047	39,033	52,407	61,420	65,357	67,345	69,363	72,215
9,255	Sports Parks	9,029	9,048	9,369	9,397	9,336	9,725	10,043	10,248	10,496
<b>33,598</b>		<b>38,342</b>	<b>40,095</b>	<b>48,402</b>	<b>61,804</b>	<b>70,756</b>	<b>75,082</b>	<b>77,388</b>	<b>79,611</b>	<b>82,711</b>
	<b>Operating revenue from proposed services</b>									
13,442	Recreation and Sports Services	13,022	13,386	17,698	24,974	31,517	34,295	35,537	36,736	37,995
225	Sports Parks	229	234	239	244	250	255	262	268	274
<b>13,667</b>		<b>13,251</b>	<b>13,620</b>	<b>17,937</b>	<b>25,218</b>	<b>31,767</b>	<b>34,550</b>	<b>35,799</b>	<b>37,004</b>	<b>38,269</b>
11,770	Capital revenues	525	916	1,090	750	657	650	437	322	296
-	Vested assets	-	-	-	103,897	-	-	-	-	-
<b>8,161</b>	<b>Net cost of services</b>	<b>24,566</b>	<b>25,559</b>	<b>29,375</b>	<b>(68,061)</b>	<b>38,332</b>	<b>39,882</b>	<b>41,152</b>	<b>42,285</b>	<b>44,146</b>

## Sport and recreation funding impact statement

Plan 2015/16		Plan 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>									
19,953	General rates, uniform annual general charges, rates penalties	23,545	26,143	29,183	34,562	37,682	39,459	40,616	41,830	43,758
-	Targeted rates	-	-	-	-	-	-	-	-	-
40	Subsidies and grants for operating purposes	41	42	42	43	44	45	47	48	49
12,853	Fees and charges	13,081	13,446	17,760	25,037	31,582	34,362	35,604	36,805	38,066
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
774	Local authorities fuel tax, fines, infringement fees, and other receipts	130	132	135	138	141	144	148	151	155
<b>33,620</b>	<b>Total operating funding</b>	<b>36,797</b>	<b>39,763</b>	<b>47,120</b>	<b>59,780</b>	<b>69,449</b>	<b>74,010</b>	<b>76,415</b>	<b>78,834</b>	<b>82,028</b>
	<b>Applications of operating funding</b>									
26,425	Payments to staff and suppliers	27,114	27,765	34,272	45,172	53,576	56,906	57,910	59,224	61,010
643	Finance costs	754	878	1,119	1,480	1,773	2,049	2,244	2,533	2,849
1,247	Internal charges and overheads applied	1,516	1,503	1,785	2,396	2,534	2,618	2,901	2,738	2,806
217	Other operating funding applications	217	217	217	217	217	217	217	217	217
<b>28,532</b>	<b>Total applications of operating funding</b>	<b>29,601</b>	<b>30,363</b>	<b>37,393</b>	<b>49,265</b>	<b>58,100</b>	<b>61,790</b>	<b>63,272</b>	<b>64,712</b>	<b>66,882</b>
<b>5,088</b>	<b>Surplus (deficit) of operating funding</b>	<b>7,196</b>	<b>9,400</b>	<b>9,727</b>	<b>10,515</b>	<b>11,349</b>	<b>12,220</b>	<b>13,143</b>	<b>14,122</b>	<b>15,146</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
670	Development and financial contributions	525	916	1,090	750	657	650	437	322	296
47	Increase (decrease) in debt	62,871	66,479	80,993	61,580	6,883	3,874	3,483	1,032	4,402
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
11,100	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>11,817</b>	<b>Total sources of capital funding</b>	<b>63,396</b>	<b>67,395</b>	<b>82,083</b>	<b>62,330</b>	<b>7,540</b>	<b>4,524</b>	<b>3,920</b>	<b>1,354</b>	<b>4,698</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
12,302	- to replace existing assets (a)	59,071	63,861	69,916	46,836	12,569	14,991	16,269	14,676	19,038
215	- to improve the level of service	2,707	2,626	4,380	15,412	3,054	-	-	-	-
5,728	- to meet additional demand	8,134	9,288	16,914	9,997	2,666	1,153	194	200	206
(1,340)	Increase (decrease) in reserves	680	1,020	600	600	600	600	600	600	600
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>16,905</b>	<b>Total applications of capital funding</b>	<b>70,592</b>	<b>76,795</b>	<b>91,810</b>	<b>72,845</b>	<b>18,889</b>	<b>16,744</b>	<b>17,063</b>	<b>15,476</b>	<b>19,844</b>
<b>(5,088)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(7,196)</b>	<b>(9,400)</b>	<b>(9,727)</b>	<b>(10,515)</b>	<b>(11,349)</b>	<b>(12,220)</b>	<b>(13,143)</b>	<b>(14,122)</b>	<b>(15,146)</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>Reconciliation to net cost of services</b>									
5,088	Surplus (deficit) of operating funding from funding impact statement	7,196	9,400	9,727	10,515	11,349	12,220	13,143	14,122	15,146
(19,953)	Remove rates funding	(23,545)	(26,143)	(29,183)	(34,562)	(37,682)	(39,459)	(40,616)	(41,830)	(43,758)
(5,066)	Deduct depreciation expense	(8,742)	(9,732)	(11,009)	(12,539)	(12,656)	(13,293)	(14,116)	(14,899)	(15,830)
11,770	Add capital revenues	525	916	1,090	750	657	650	437	322	296
-	Add vested assets / non cash revenue	-	-	-	103,897	-	-	-	-	-
<b>(8,161)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(24,566)</b>	<b>(25,559)</b>	<b>(29,375)</b>	<b>68,061</b>	<b>(38,332)</b>	<b>(39,882)</b>	<b>(41,152)</b>	<b>(42,285)</b>	<b>(44,146)</b>
	<b>Footnotes</b>									
5,390	(a) Earthquake rebuild application of capital funding	54,263	56,290	56,735	34,800	-	-	-	-	-

## 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		
			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	< 2 [1]	< 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	< 0.5 [2]	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%
	Response times to attend a flooding event	Median response time to attend a flooding event, from time notification received	30 Minutes [3]	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	8.5 [4]	8	5
		Customer satisfaction with Stormwater Drainage Management	≥ 70%	≥ 75%	≥ 90%

Notes 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 2015/16		Plan 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>									
23,483	Stormwater Drainage	24,229	28,887	29,607	30,720	31,762	32,879	34,059	35,228	36,513
<b>23,483</b>		<b>24,229</b>	<b>28,887</b>	<b>29,607</b>	<b>30,720</b>	<b>31,762</b>	<b>32,879</b>	<b>34,059</b>	<b>35,228</b>	<b>36,513</b>
	<b>Operating revenue from proposed services</b>									
1,570	Stormwater Drainage	20	21	21	16	17	11	12	12	12
<b>1,570</b>		<b>20</b>	<b>21</b>	<b>21</b>	<b>16</b>	<b>17</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>
93	Capital revenues	-	-	-	-	-	-	-	-	-
420	Vested assets	428	439	450	461	474	487	500	515	530
<b>21,400</b>	<b>Net cost of services</b>	<b>23,781</b>	<b>28,427</b>	<b>29,136</b>	<b>30,243</b>	<b>31,271</b>	<b>32,381</b>	<b>33,547</b>	<b>34,701</b>	<b>35,971</b>

## Stormwater drainage funding impact statement

Plan 2015/16		Plan 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>									
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-
16,654	Targeted rates	17,099	21,547	22,087	23,026	23,943	24,848	25,761	26,676	27,565
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
20	Fees and charges	20	21	21	16	17	11	12	12	12
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
1,550	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>18,224</b>	<b>Total operating funding</b>	<b>17,119</b>	<b>21,568</b>	<b>22,108</b>	<b>23,042</b>	<b>23,960</b>	<b>24,859</b>	<b>25,773</b>	<b>26,688</b>	<b>27,577</b>
	<b>Applications of operating funding</b>									
17,477	Payments to staff and suppliers	17,727	14,585	14,744	15,134	15,540	15,937	16,337	16,737	17,115
621	Finance costs	467	1,115	1,291	1,537	1,873	2,132	2,281	2,537	2,798
640	Internal charges and overheads applied	718	962	960	1,039	983	986	1,097	1,037	1,057
-	Other operating funding applications	-	-	-	-	-	-	-	-	-
<b>18,738</b>	<b>Total applications of operating funding</b>	<b>18,912</b>	<b>16,662</b>	<b>16,995</b>	<b>17,710</b>	<b>18,396</b>	<b>19,055</b>	<b>19,715</b>	<b>20,311</b>	<b>20,970</b>
<b>(514)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(1,793)</b>	<b>4,906</b>	<b>5,113</b>	<b>5,332</b>	<b>5,564</b>	<b>5,804</b>	<b>6,058</b>	<b>6,377</b>	<b>6,607</b>



Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
72,888	Increase (decrease) in debt	64,142	63,019	(788)	(1,368)	(1,154)	595	616	1,471	2,250
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
93	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>72,981</b>	<b>Total sources of capital funding</b>	<b>64,142</b>	<b>63,019</b>	<b>(788)</b>	<b>(1,368)</b>	<b>(1,154)</b>	<b>595</b>	<b>616</b>	<b>1,471</b>	<b>2,250</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
71,270	- to replace existing assets (a)	62,260	67,531	3,975	3,605	4,041	5,390	5,636	6,780	7,758
-	- to improve the level of service	61	52	-	-	-	-	-	-	-
1,197	- to meet additional demand	28	342	350	359	369	1,009	1,038	1,068	1,099
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>72,467</b>		<b>62,349</b>	<b>67,925</b>	<b>4,325</b>	<b>3,964</b>	<b>4,410</b>	<b>6,399</b>	<b>6,674</b>	<b>7,848</b>	<b>8,857</b>
<b>514</b>	<b>Surplus (deficit) of capital funding</b>	<b>1,793</b>	<b>(4,906)</b>	<b>(5,113)</b>	<b>(5,332)</b>	<b>(5,564)</b>	<b>(5,804)</b>	<b>(6,058)</b>	<b>(6,377)</b>	<b>(6,607)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
	<b>Reconciliation to net cost of services</b>									
(514)	Surplus (deficit) of operating funding from funding impact statement	(1,793)	4,906	5,113	5,332	5,564	5,804	6,058	6,377	6,607
(16,654)	Remove rates funding	(17,099)	(21,547)	(22,087)	(23,026)	(23,943)	(24,848)	(25,761)	(26,676)	(27,565)
(4,745)	Deduct depreciation expense	(5,317)	(12,225)	(12,612)	(13,010)	(13,366)	(13,824)	(14,344)	(14,917)	(15,543)
93	Add capital revenues	-	-	-	-	-	-	-	-	-
420	Add vested assets / non cash revenue	428	439	450	461	474	487	500	515	530
<b>(21,400)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(23,781)</b>	<b>(28,427)</b>	<b>(29,136)</b>	<b>(30,243)</b>	<b>(31,271)</b>	<b>(32,381)</b>	<b>(33,547)</b>	<b>(34,701)</b>	<b>(35,971)</b>
	<b>Footnotes</b>									
68,393	(a) Earthquake rebuild application of capital funding	59,346	64,300	-	-	-	-	-	-	-

## **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		
			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 50% 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 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 37% [2]	At least 40%	At least 42%
			67% [3]		
		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%
	67% [3]				
	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 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
			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 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

Notes for public participation in democratic processes ...	Rationale
[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 2015/16		Plan 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>									
22,468	Public Participation in Democratic Processes	24,944	24,569	24,893	26,836	25,905	26,080	28,079	27,281	27,715
<b>22,468</b>		<b>24,944</b>	<b>24,569</b>	<b>24,893</b>	<b>26,836</b>	<b>25,905</b>	<b>26,080</b>	<b>28,079</b>	<b>27,281</b>	<b>27,715</b>
	<b>Operating revenue from proposed services</b>									
165	Public Participation in Democratic Processes	911	172	176	885	183	188	948	196	202
<b>165</b>		<b>911</b>	<b>172</b>	<b>176</b>	<b>885</b>	<b>183</b>	<b>188</b>	<b>948</b>	<b>196</b>	<b>202</b>
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>22,303</b>	<b>Net cost of services</b>	<b>24,033</b>	<b>24,397</b>	<b>24,717</b>	<b>25,951</b>	<b>25,722</b>	<b>25,892</b>	<b>27,131</b>	<b>27,085</b>	<b>27,513</b>

## Strategic governance funding impact statement

Plan 2015/16		Plan 2016/17	Plan 2017/18	Plan 2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>Sources of operating funding</b>									
22,303	General rates, uniform annual general charges, rates penalties	24,032	24,396	24,716	25,950	25,721	25,891	27,130	27,084	27,512
-	Targeted rates	-	-	-	-	-	-	-	-	-
153	Subsidies and grants for operating purposes	156	159	163	166	170	174	178	182	187
12	Fees and charges	755	13	13	719	13	14	770	14	15
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>22,468</b>	<b>Total operating funding</b>	<b>24,943</b>	<b>24,568</b>	<b>24,892</b>	<b>26,835</b>	<b>25,904</b>	<b>26,079</b>	<b>28,078</b>	<b>27,280</b>	<b>27,714</b>
	<b>Applications of operating funding</b>									
21,585	Payments to staff and suppliers	23,905	23,612	23,950	25,767	24,950	25,141	26,990	26,306	26,735
-	Finance costs	-	-	-	-	-	-	-	-	-
883	Internal charges and overheads applied	1,038	956	942	1,068	954	938	1,088	974	979
-	Other operating funding applications	-	-	-	-	-	-	-	-	-
<b>22,468</b>	<b>Total applications of operating funding</b>	<b>24,943</b>	<b>24,568</b>	<b>24,892</b>	<b>26,835</b>	<b>25,904</b>	<b>26,079</b>	<b>28,078</b>	<b>27,280</b>	<b>27,714</b>
-	<b>Surplus (deficit) of operating funding</b>	-	-	-	-	-	-	-	-	-

Plan 2015/16	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000								
<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>Applications of capital funding</b>									
- Capital expenditure									
- - to replace existing assets (a)	-	-	-	-	-	-	-	-	-
- - to improve the level of service	-	-	-	-	-	-	-	-	-
- - to meet additional demand	-	-	-	-	-	-	-	-	-
- Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
- Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<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>- 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>- Funding balance</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	-	-	-	-	-	-	-	-	-
(22,303) Remove rates funding	(24,032)	(24,396)	(24,716)	(25,950)	(25,721)	(25,891)	(27,130)	(27,084)	(27,512)
- Deduct depreciation expense	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
- Add capital revenues	-	-	-	-	-	-	-	-	-
- Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(22,303) Net cost of services per activity statement surplus/(deficit)</b>	<b>(24,033)</b>	<b>(24,397)</b>	<b>(24,717)</b>	<b>(25,951)</b>	<b>(25,722)</b>	<b>(25,892)</b>	<b>(27,131)</b>	<b>(27,085)</b>	<b>(27,513)</b>
<b>Footnotes</b>									
- (a) 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		
			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.
	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]		
			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	<a href="#">Engagement with communities to produce Coastal Scenarios to 2065 and 2115</a> , <a href="#">Wider Port Hills slope stability study June 2017</a> [4]	<a href="#">Port Hills slope stability study</a> , <a href="#">Wider Banks Peninsula slope stability study June 2018</a>	<a href="#">Draft Greater Christchurch natural hazards strategy 2018-19</a> , <a href="#">Banks Peninsula slope stability hazards study</a> , <a href="#">Tsunami inundation modelling (localised) June 2019</a> .
	Urban Regeneration Policy and Planning	Place based policy and planning advice is provided to decision makers to support integrated urban planning	Present an update on suburban master plan priority actions on a six monthly basis [2]	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	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 [3]	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		
			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
				A review of the Urban Design Panel is undertaken as part of the preparation of the Long Term Plan (three-yearly)	

Notes for strategic policy and planning	Rationale
[1] Review bylaw review schedule	Ensure all bylaws are reviewed as required by statute
[2] Provide place-based policy advice	Support integrated urban planning
[3] Provide policy, planning or design advice	Support integrated operational planning and delivery.
<u>[4] Replacement targets introduced in 2016-17, 2017-18, 2018-19 and beyond as approved during preparation of the Annual Plan 2016-17</u>	<u>Inclusion of Coast scenarios into plan per Order in Council. Council needs to undertake community engagement in advance of this development work. Coastal communities scenario building work is essential because of the Order in Council directing that the coastal hazard provisions be included through a Plan Change.</u>

## Strategic policy and planning

Plan 2015/16		Plan 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>									
11,382	Combined Strategic Policy and Planning	12,576	12,284	12,062	12,643	12,615	12,714	13,082	13,474	13,605
<b>11,382</b>		<b>12,576</b>	<b>12,284</b>	<b>12,062</b>	<b>12,643</b>	<b>12,615</b>	<b>12,714</b>	<b>13,082</b>	<b>13,474</b>	<b>13,605</b>
	<b>Operating revenue from proposed services</b>									
519	Combined Strategic Policy and Planning	581	465	475	486	497	508	520	533	546
<b>519</b>		<b>581</b>	<b>465</b>	<b>475</b>	<b>486</b>	<b>497</b>	<b>508</b>	<b>520</b>	<b>533</b>	<b>546</b>
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>10,863</b>	<b>Net cost of services</b>	<b>11,995</b>	<b>11,819</b>	<b>11,587</b>	<b>12,157</b>	<b>12,118</b>	<b>12,206</b>	<b>12,562</b>	<b>12,941</b>	<b>13,059</b>

## Strategic policy and planning funding impact statement

Plan 2015/16		Plan 2016/17	Plan 2017/18	Plan 2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>Sources of operating funding</b>									
10,072	General rates, uniform annual general charges, rates penalties	11,211	11,273	11,523	12,074	12,015	12,082	12,415	12,771	12,864
-	Targeted rates	-	-	-	-	-	-	-	-	-
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
100	Fees and charges	-	-	-	-	-	-	-	-	-
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
419	Local authorities fuel tax, fines, infringement fees, and other receipts	581	465	475	486	497	508	520	533	546
<b>10,591</b>	<b>Total operating funding</b>	<b>11,792</b>	<b>11,738</b>	<b>11,998</b>	<b>12,560</b>	<b>12,512</b>	<b>12,590</b>	<b>12,935</b>	<b>13,304</b>	<b>13,410</b>
	<b>Applications of operating funding</b>									
10,036	Payments to staff and suppliers	11,076	11,115	10,954	11,465	11,457	11,541	11,830	12,226	12,331
-	Finance costs	-	-	-	-	-	-	-	-	-
442	Internal charges and overheads applied	562	508	488	537	496	489	543	515	515
863	Other operating funding applications	904	615	556	558	559	560	562	563	564
<b>11,341</b>	<b>Total applications of operating funding</b>	<b>12,542</b>	<b>12,238</b>	<b>11,998</b>	<b>12,560</b>	<b>12,512</b>	<b>12,590</b>	<b>12,935</b>	<b>13,304</b>	<b>13,410</b>
<b>(750)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(750)</b>	<b>(500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<b>Sources of capital funding</b>									
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
1,327	Increase (decrease) in debt	900	832	340	349	358	368	378	389	400
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>1,327</b>	<b>Total sources of capital funding</b>	<b>900</b>	<b>832</b>	<b>340</b>	<b>349</b>	<b>358</b>	<b>368</b>	<b>378</b>	<b>389</b>	<b>400</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
-	- to replace existing assets (a)	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-
577	- to meet additional demand	150	332	340	349	358	368	378	389	400
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>577</b>	<b>Total applications of capital funding</b>	<b>150</b>	<b>332</b>	<b>340</b>	<b>349</b>	<b>358</b>	<b>368</b>	<b>378</b>	<b>389</b>	<b>400</b>
<b>750</b>	<b>Surplus (deficit) of capital funding</b>	<b>750</b>	<b>500</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>Reconciliation to net cost of services</b>									
(750)	Surplus (deficit) of operating funding from funding impact statement	(750)	(500)	-	-	-	-	-	-	-
(10,072)	Remove rates funding	(11,211)	(11,273)	(11,523)	(12,074)	(12,015)	(12,082)	(12,415)	(12,771)	(12,864)
(41)	Deduct depreciation expense	(34)	(46)	(64)	(83)	(103)	(124)	(147)	(170)	(195)
-	Add capital revenues	-	-	-	-	-	-	-	-	-
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>(10,863)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(11,995)</b>	<b>(11,819)</b>	<b>(11,587)</b>	<b>(12,157)</b>	<b>(12,118)</b>	<b>(12,206)</b>	<b>(12,562)</b>	<b>(12,941)</b>	<b>(13,059)</b>
	<b>Footnotes</b>									
-	(a) 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		
			2016-17	2017-18	2018-2025
Road operations	Safety improvements	Reduce the number of reported crashes on the network	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)
		Percentage reduction of fatal and serious injury crashes per annum	≥5% Reduction from previous yr [2]	≥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	TBA once baseline established [3]	TBA once baseline established	TBA once baseline established
		Promote modal shift – decrease the percentage share of car trips	≤76.0% [3]	≤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	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
		Traveller information is sufficient and delivered in a timely fashion to allow travellers to make travel choices - planned events	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

Notes 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		
			2016-17	2017-18	2018-2025
Major cycleways	Major and local cycleways	Improve the perception that Christchurch is a cycling friendly city	≥28% agree or strongly agree [1]	≥35% agree or strongly agree	≥60% agree or strongly agree
		Reduce the number of fatal and serious crashes involving cyclists on the network	≥5% reduction per annum [2]	≥5% reduction per annum	≥5% reduction per annum

Notes 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		
			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)	≥2,500	≥2,500	≥2,500
		Improve customer perception of the ease of use of Council parking facilities	≥58%	≥62%	≥85% agree
		Improve customer perception of motor vehicle and personal security at parking facilities	≥61%	≥65%	≥85% satisfied
	<a href="#">Parking compliance &amp; administration [1]</a>	<a href="#">Parking officers respond to high priority requests for service</a>	<a href="#">City: Respond to requests for service within an average of 15 minutes [2]</a>	<a href="#">City: Respond to requests for service within an average of 15 minutes</a>	<a href="#">City: Respond to requests for service within an average of 15 minutes</a>
			<a href="#">Suburbs: Respond to requests for service within an average of 20 minutes [2]</a>	<a href="#">Suburbs: Respond to requests for service within an average of 20 minutes</a>	<a href="#">Suburbs: Respond to requests for service within an average of 20 minutes</a>

<u>Notes for parking</u>	<u>Rationale</u>
<u>[1] Parking enforcement and administration service from the Regulation and Enforcement group of activity (Regulatory Compliance, Licencing and Registration activity) to the Transport group of activity (Parking activity) and service name changed from 'enforcement' to 'compliance', as approved during preparation of Annual Plan 2016-17</u>	<u>Change is to reflect structural changes through Fit for Future restructure, which has seen the Parking Compliance and Administration team move to be part of the Transport unit.</u>
<u>[2] Remove the reference to 95% of requests of service for 2017/18 to the end of the long-term plan as approved during preparation of the Annual Plan 2016-17</u>	<u>The intention behind this level of service target is to be responsive to requests for service for parking issues around the city. As response times are subject to traffic conditions the average response time (15 minutes City, 20 minutes Suburbs) provides a clear indication as to how long a customer might expect to wait. The implication is that the average response time is across all (100% of) calls therefore amendment to remove the 95% clarifies but does not change the level of service being provided.</u>

Activity	Services provided	Performance Measures	Performance Targets		
			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	B ≤ 3.0% O ≤ -6.0% 3 ≤ 14.4% 5 ≤ 6.3% 7 ≤ 6.8% [1]	B ≤ 2.8% O ≤ -5.8% 3 ≤ 14.2% 5 ≤ 6.1% 7 ≤ 6.6%	B ≤ 2% O ≤ -5% 3 ≤ 10% 5 ≤ 5% 7 ≤ 5%
		Ensure user satisfaction with the number and quality of bus shelters	≥67% [2]	≥70%	≥70% satisfied
		Ensure user satisfaction with appearance, safety and ease of use transport interchange(s) and suburban hubs	≥87% [2]	≥90%	≥90% satisfied

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



Activity	Services provided	Performance Measures	Performance Targets		
			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	≥17.1% walking [1]	≥17.4% walking	≥20% walking
		Mode shift: Contribute to overall increase in percentage of trips made by alternative transport modes – cycling	≥3.4 % cycling [2]	≥3.5% cycling	≥5% cycling
		Mode shift: Contribute to overall increase in percentage of trips made by alternative transport modes – public transport	≥ 3.5% public transport [3]	≥ 3.6% public transport	≥ 5% public transport
	Road User safety programmes	Provide road user safety education programmes	≥5 campaigns per year [4]	≥5 campaigns per year	≥5 campaigns per year
		Provide school 'Cycle Safe' education programme	≥3,000 students per year [5]	≥3,000 students per year	≥3,000 students per year

Notes 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		
			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)	Marine structures are renewed or closed in accordance with approved plan
		Proportion of customers satisfied with the state of marine structures provided by Council	55%	55%	65%
		Plan for partnering with the community for marine structures	Completed by 30 June 2018 [1]	Completed by 30 June 2018	

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

## Transport

Plan 2015/16		Plan 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>										
9,064	Road Operations	8,588	8,878	9,103	9,482	9,802	9,971	10,401	10,776	8,407
802	Major Cycleways	897	1,608	2,669	3,475	4,291	5,088	5,613	5,914	6,269
6,893	Parking	7,249	7,525	8,370	8,717	9,025	9,358	9,541	9,449	9,840
1,117	Public Transport Infrastructure	1,612	1,786	1,973	3,147	3,658	3,874	4,122	4,403	4,456
1,512	Transport Education	1,550	1,592	1,638	1,675	1,691	1,722	1,767	1,790	1,830
1,004	Harbour & Marine Structures	1,207	1,214	1,263	1,334	1,417	1,518	1,591	1,617	1,664
<b>20,392</b>		<b>21,103</b>	<b>22,603</b>	<b>25,016</b>	<b>27,830</b>	<b>29,884</b>	<b>31,531</b>	<b>33,035</b>	<b>33,949</b>	<b>32,466</b>
<b>Operating revenue from proposed services</b>										
3,002	Road Operations	3,067	2,979	3,013	2,942	2,962	3,072	3,140	3,201	3,276
140	Major Cycleways	189	230	268	308	350	401	411	421	431
7,581	Parking	7,807	8,603	10,174	10,652	11,157	11,484	11,832	12,190	12,495
281	Public Transport Infrastructure	493	515	527	842	863	901	922	945	968
604	Transport Education	604	629	642	656	671	700	717	734	752
680	Harbour & Marine Structures	694	708	393	402	411	421	431	441	452
<b>12,288</b>		<b>12,854</b>	<b>13,664</b>	<b>15,017</b>	<b>15,802</b>	<b>16,414</b>	<b>16,979</b>	<b>17,453</b>	<b>17,932</b>	<b>18,374</b>
41,789	Capital revenues	12,466	31,423	12,897	13,221	5,502	6,372	1,924	2,004	1,982
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>(33,685)</b>	<b>Net cost of services</b>	<b>(4,217)</b>	<b>(22,484)</b>	<b>(2,898)</b>	<b>(1,193)</b>	<b>7,968</b>	<b>8,180</b>	<b>13,658</b>	<b>14,013</b>	<b>12,110</b>

## Transport funding impact statement

Plan 2015/16		Plan 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>										
2,465	General rates, uniform annual general charges, rates penalties	2,407	2,154	1,731	2,412	2,593	2,667	2,941	3,033	2,692
2,957	Targeted rates	3,029	3,089	3,154	3,224	3,298	3,374	3,454	3,537	3,626
3,255	Subsidies and grants for operating purposes	3,548	3,742	3,827	4,191	4,307	4,526	4,633	4,731	4,844
3,795	Fees and charges	4,065	4,524	5,733	6,034	6,400	6,616	6,842	7,081	7,258
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
5,240	Local authorities fuel tax, fines, infringement fees, and other receipts	5,241	5,397	5,458	5,578	5,706	5,837	5,977	6,121	6,274
<b>17,712</b>	<b>Total operating funding</b>	<b>18,290</b>	<b>18,906</b>	<b>19,903</b>	<b>21,439</b>	<b>22,304</b>	<b>23,020</b>	<b>23,847</b>	<b>24,503</b>	<b>24,694</b>
<b>Applications of operating funding</b>										
14,424	Payments to staff and suppliers	15,008	15,460	16,120	17,174	17,632	17,960	18,398	18,855	19,184
506	Finance costs	355	454	660	919	1,264	1,546	1,713	1,889	1,712
782	Internal charges and overheads applied	863	861	920	1,068	1,049	1,071	1,204	1,134	1,076
800	Other operating funding applications	816	832	850	868	888	909	931	953	977
<b>16,512</b>	<b>Total applications of operating funding</b>	<b>17,042</b>	<b>17,607</b>	<b>18,550</b>	<b>20,029</b>	<b>20,833</b>	<b>21,486</b>	<b>22,246</b>	<b>22,831</b>	<b>22,949</b>
<b>1,200</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,248</b>	<b>1,299</b>	<b>1,353</b>	<b>1,410</b>	<b>1,471</b>	<b>1,534</b>	<b>1,601</b>	<b>1,672</b>	<b>1,745</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
	<b>Sources of capital funding</b>									
21,847	Subsidies and grants for capital expenditure	12,034	30,830	11,720	7,478	4,224	5,066	988	1,159	1,239
765	Development and financial contributions	432	593	1,177	1,143	1,278	1,306	936	845	743
38,892	Increase (decrease) in debt	18,401	41,862	49,349	35,251	33,595	17,794	3,293	4,768	5,092
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
19,177	Other dedicated capital funding	-	-	-	4,600	-	-	-	-	-
<b>80,681</b>	<b>Total sources of capital funding</b>	<b>30,867</b>	<b>73,285</b>	<b>62,246</b>	<b>48,472</b>	<b>39,097</b>	<b>24,166</b>	<b>5,217</b>	<b>6,772</b>	<b>7,074</b>
	<b>Applications of capital funding</b>									
	Capital expenditure									
66,271	- to replace existing assets (a)	12,352	24,438	29,023	18,798	8,469	2,108	1,929	2,005	1,735
15,090	- to improve the level of service	19,763	50,146	34,465	30,513	30,864	21,307	1,116	1,149	1,182
520	- to meet additional demand	-	-	111	571	1,235	2,285	3,773	5,290	5,902
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>81,881</b>	<b>Total applications of capital funding</b>	<b>32,115</b>	<b>74,584</b>	<b>63,599</b>	<b>49,882</b>	<b>40,568</b>	<b>25,700</b>	<b>6,818</b>	<b>8,444</b>	<b>8,819</b>
<b>(1,200)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,248)</b>	<b>(1,299)</b>	<b>(1,353)</b>	<b>(1,410)</b>	<b>(1,471)</b>	<b>(1,534)</b>	<b>(1,601)</b>	<b>(1,672)</b>	<b>(1,745)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
	<b>Reconciliation to net cost of services</b>									
1,200	Surplus (deficit) of operating funding from funding impact statement	1,248	1,299	1,353	1,410	1,471	1,534	1,601	1,672	1,745
(5,422)	Remove rates funding	(5,436)	(5,243)	(4,885)	(5,636)	(5,891)	(6,041)	(6,395)	(6,570)	(6,318)
(3,882)	Deduct depreciation expense	(4,061)	(4,995)	(6,467)	(7,802)	(9,050)	(10,045)	(10,788)	(11,119)	(9,519)
41,789	Add capital revenues	12,466	31,423	12,897	13,221	5,502	6,372	1,924	2,004	1,982
-	Add vested assets / non cash revenue	-	-	-	-	-	-	-	-	-
<b>33,685</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>4,217</b>	<b>22,484</b>	<b>2,898</b>	<b>1,193</b>	<b>(7,968)</b>	<b>(8,180)</b>	<b>(13,658)</b>	<b>(14,013)</b>	<b>(12,110)</b>
	<b>Footnotes</b>									
64,472	(a) Earthquake rebuild application of capital funding	10,985	22,881	26,517	12,298	-	-	-	-	-

## 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;55
- 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				
			2016-17	2017-18	2018-2025		
Water supply (including water conservation)	Supplying potable water to properties	Supply continuous potable water to all customers	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 time to resolve urgent callouts following notification: ≤ 5 hours [1]	Median time to resolve urgent callouts following notification: ≤ 5 hours	Median time to resolve urgent callouts following notification: ≤ 5 hours		
			Median response time for attendance for non-urgent callouts following notification: ≤ 3 days [1]	Median response time for attendance for non-urgent callouts following notification: ≤ 3 days	Median response time for attendance for non-urgent callouts following notification: ≤ 3 days		
			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		
			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: ≤ 3	Number of continuity of supply complaints per 1,000 customers per year: ≤ 4		
			Number of pressure or flow complaints per 1000 connections per year: ≤ 2 [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		
			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 NW water supply zone: Da [3]	MoH risk grading of the NW water supply zone: Ba	MoH risk grading of the NW water supply zone: Ba			
		Ensure potable water is supplied in accordance with the Drinking Water Standards for New Zealand					

Activity	Services provided	Performance Measures	Performance Targets		
			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)	MoH grading of rural water supplies: Uu	MoH grading of rural water supplies: Cc	MoH grading of rural water supplies: Cc
			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	Number of water clarity complaints per 1,000 customers per year: ≤ 1
			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 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 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: ≤ 3	Number of drinking water pressure or flow complaints per 1,000 customers per year: ≤ 4
			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: ≤ 3	Number of continuity of supply complaints per 1,000 customers per year: ≤ 4
			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%

Activity	Services provided	Performance Measures	Performance Targets		
			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)	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: $\geq 99.8\%$	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: $\geq 99.8\%$
			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: $\geq 99.8\%$	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		
			2016-17	2017-18	2018-2025
Water supply (including water conservation) (continued)	Supplying potable water to properties (continued)	Ensure consent compliance	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	≤ 15.2% water loss	≤ 15.4% water loss	≤ 20% water loss
		Demand Management -Manage the average consumption of drinking water per day, per residents	Average 298 litres per day, per resident	Average 298 litres per day, per resident	Average 298 litres per day, per resident

Notes 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 2015/16		Plan 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>									
46,747	Water Supply	45,258	45,613	47,346	49,414	51,508	53,633	55,765	56,036	57,846
<b>46,747</b>		<b>45,258</b>	<b>45,613</b>	<b>47,346</b>	<b>49,414</b>	<b>51,508</b>	<b>53,633</b>	<b>55,765</b>	<b>56,036</b>	<b>57,846</b>
	<b>Operating revenue from proposed services</b>									
1,579	Water Supply	601	613	360	368	377	385	394	404	413
<b>1,579</b>		<b>601</b>	<b>613</b>	<b>360</b>	<b>368</b>	<b>377</b>	<b>385</b>	<b>394</b>	<b>404</b>	<b>413</b>
13,240	Capital revenues	2,430	3,229	3,925	4,017	4,267	4,273	3,994	3,964	3,925
6,210	Vested assets	214	219	225	231	237	243	250	257	265
<b>25,718</b>	<b>Net cost of services</b>	<b>42,013</b>	<b>41,552</b>	<b>42,836</b>	<b>44,798</b>	<b>46,627</b>	<b>48,732</b>	<b>51,127</b>	<b>51,411</b>	<b>53,243</b>

## Water supply funding impact statement

Plan 2015/16		Plan 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>									
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-
33,775	Targeted rates	34,245	35,184	36,616	38,105	39,646	41,172	42,713	43,885	45,544
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-
589	Fees, charges	601	613	360	368	377	385	394	404	413
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-
990	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-
<b>35,354</b>	<b>Total operating funding</b>	<b>34,846</b>	<b>35,797</b>	<b>36,976</b>	<b>38,473</b>	<b>40,023</b>	<b>41,557</b>	<b>43,107</b>	<b>44,289</b>	<b>45,957</b>
	<b>Applications of operating funding</b>									
16,366	Payments to staff and suppliers	15,554	14,934	15,295	15,649	16,044	16,492	16,999	17,496	18,126
3,328	Finance costs	2,255	2,424	2,821	3,375	4,146	4,729	5,052	5,343	5,784
1,635	Internal charges and overheads applied	1,745	1,674	1,677	1,819	1,727	1,737	1,937	1,778	1,804
4	Other operating funding applications	4	4	4	4	4	5	5	5	5
<b>21,333</b>	<b>Total applications of operating funding</b>	<b>19,558</b>	<b>19,036</b>	<b>19,797</b>	<b>20,847</b>	<b>21,921</b>	<b>22,963</b>	<b>23,993</b>	<b>24,622</b>	<b>25,719</b>
<b>14,021</b>	<b>Surplus (deficit) of operating funding</b>	<b>15,288</b>	<b>16,761</b>	<b>17,179</b>	<b>17,626</b>	<b>18,102</b>	<b>18,594</b>	<b>19,114</b>	<b>19,667</b>	<b>20,238</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
1,270	Development and financial contributions	1,076	1,848	2,659	2,793	3,088	3,137	2,831	2,774	2,705
12,961	Increase (decrease) in debt	5,957	7,380	4,244	6,430	5,071	7,031	4,958	6,001	4,172
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
11,970	Other dedicated capital funding	1,354	1,381	1,267	1,224	1,180	1,135	1,162	1,191	1,220
<b>26,201</b>	<b>Total sources of capital funding</b>	<b>8,387</b>	<b>10,609</b>	<b>8,170</b>	<b>10,447</b>	<b>9,339</b>	<b>11,303</b>	<b>8,951</b>	<b>9,966</b>	<b>8,097</b>
<b>Applications of capital funding</b>										
Capital expenditure										
21,966	- to replace existing assets (a)	15,532	17,783	19,030	20,583	21,878	22,361	19,269	21,552	22,547
5,997	- to improve the level of service	2,670	2,114	412	2,080	2,136	2,610	2,689	3,723	2,092
12,259	- to meet additional demand	5,473	7,473	5,907	5,410	3,427	4,926	6,107	4,358	3,696
-	Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-
-	Increase (decrease) of investments	-	-	-	-	-	-	-	-	-
<b>40,222</b>	<b>Total applications of capital funding</b>	<b>23,675</b>	<b>27,370</b>	<b>25,349</b>	<b>28,073</b>	<b>27,441</b>	<b>29,897</b>	<b>28,065</b>	<b>29,633</b>	<b>28,335</b>
<b>(14,021)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(15,288)</b>	<b>(16,761)</b>	<b>(17,179)</b>	<b>(17,626)</b>	<b>(18,102)</b>	<b>(18,594)</b>	<b>(19,114)</b>	<b>(19,667)</b>	<b>(20,238)</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>Reconciliation to net cost of services</b>										
14,021	Surplus (deficit) of operating funding from funding impact statement	15,288	16,761	17,179	17,626	18,102	18,594	19,114	19,667	20,238
(33,775)	Remove rates funding	(34,245)	(35,184)	(36,616)	(38,105)	(39,646)	(41,172)	(42,713)	(43,885)	(45,544)
(25,414)	Deduct depreciation expense	(25,700)	(26,577)	(27,550)	(28,567)	(29,588)	(30,669)	(31,771)	(31,415)	(32,127)
13,240	Add capital revenues	2,430	3,229	3,926	4,017	4,268	4,272	3,993	3,965	3,925
6,210	Add vested assets / non cash revenue	214	219	225	231	237	243	250	257	265
<b>(25,718)</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>(42,013)</b>	<b>(41,552)</b>	<b>(42,836)</b>	<b>(44,798)</b>	<b>(46,627)</b>	<b>(48,732)</b>	<b>(51,127)</b>	<b>(51,411)</b>	<b>(53,243)</b>
<b>Footnotes</b>										
8,733	(a) Earthquake rebuild application of capital funding	2,079	3,133	-	1,241	-	-	-	-	-

## Corporate activities

Plan 2015/16		Plan 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>										
60,842	Interest - onlending, equity investments and rebuild	63,808	66,323	69,939	73,427	75,604	75,644	75,430	78,592	80,337
7,645	Internal service providers	5,732	5,506	5,608	5,877	5,792	5,941	6,073	6,177	6,321
36,696	Property costs and other expenses	1,137	(11,911)	(16,216)	(16,132)	(16,549)	(16,134)	(16,284)	(15,908)	(15,828)
<b>105,183</b>		<b>70,677</b>	<b>59,918</b>	<b>59,331</b>	<b>63,172</b>	<b>64,847</b>	<b>65,451</b>	<b>65,219</b>	<b>68,861</b>	<b>70,830</b>
<b>Revenue from proposed services</b>										
7,645	Internal service providers	5,732	5,506	5,608	5,877	5,792	5,941	6,073	6,177	6,321
2,867	Other income	2,757	2,809	2,867	2,923	2,984	3,052	3,116	3,187	3,266
9,000	Subvention receipts	1,500	300	2,500	1,250	1,250	1,250	1,250	1,250	1,250
19,512		9,989	8,615	10,975	10,050	10,026	10,243	10,439	10,614	10,837
255,282	Dividends	155,972	256,372	233,777	32,404	32,849	40,671	46,310	50,865	55,265
15,843	Interest from onlending	19,532	18,773	17,857	17,950	18,009	17,665	17,458	17,319	17,295
6,832	General and special fund interest	10,156	6,271	6,434	6,666	7,017	7,283	7,330	7,413	7,510
277,957		185,660	281,416	258,068	57,020	57,875	65,619	71,098	75,597	80,070
<b>297,469</b>	<b>Operating revenue</b>	<b>195,649</b>	<b>290,031</b>	<b>269,043</b>	<b>67,070</b>	<b>67,901</b>	<b>75,862</b>	<b>81,537</b>	<b>86,211</b>	<b>90,907</b>
(103,878)	Capital revenues	-	-	-	-	-	-	-	-	-
-	Vested assets	-	-	-	-	-	-	-	-	-
<b>(88,408)</b>	<b>Net cost of services</b>	<b>(124,972)</b>	<b>(230,113)</b>	<b>(209,712)</b>	<b>(3,898)</b>	<b>(3,054)</b>	<b>(10,411)</b>	<b>(16,318)</b>	<b>(17,350)</b>	<b>(20,077)</b>

## Corporate activities funding impact statement

Plan 2015/16		Plan 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>										
11,429	General rates, uniform annual general charges, rates penalties	27,303	37,008	44,658	50,928	64,457	68,026	75,162	106,560	112,469
-	Targeted rates	-	-	-	-	-	-	-	-	-
3,561	Subsidies and grants for operating purposes	3,535	3,626	3,698	3,776	3,860	3,963	4,058	4,154	4,255
2,860	Fees and charges	2,824	2,627	2,626	2,684	2,746	2,809	2,876	2,945	3,019
21,594	Internal charges and overheads recovered	24,776	23,680	24,153	26,505	25,128	25,527	28,431	26,771	27,208
277,957	Interest and dividends from investments	185,138	280,848	257,447	56,346	57,155	64,899	70,378	74,878	79,350
12,883	Local authorities fuel tax, fines, infringement fees, and other receipts	3,423	2,155	4,439	3,379	3,211	3,260	3,297	3,303	3,347
<b>330,284</b>	<b>Total operating funding</b>	<b>246,999</b>	<b>349,944</b>	<b>337,021</b>	<b>143,618</b>	<b>156,557</b>	<b>168,484</b>	<b>184,202</b>	<b>218,611</b>	<b>229,648</b>
<b>Applications of operating funding</b>										
16,114	Payments to staff and suppliers	11,241	94	(11,316)	(8,968)	(8,990)	(8,739)	(6,251)	(6,907)	(6,743)
60,844	Finance costs	63,809	66,323	69,939	73,426	75,604	75,644	75,429	78,591	80,337
1	Internal charges and overheads applied	-	-	-	-	-	-	-	-	-
32,587	Other operating funding applications	2,907	(3,694)	689	742	856	1,164	1,117	1,203	1,155
<b>109,546</b>	<b>Total applications of operating funding</b>	<b>77,957</b>	<b>62,723</b>	<b>59,312</b>	<b>65,200</b>	<b>67,470</b>	<b>68,069</b>	<b>70,295</b>	<b>72,887</b>	<b>74,749</b>
<b>220,738</b>	<b>Surplus (deficit) of operating funding</b>	<b>169,042</b>	<b>287,221</b>	<b>277,709</b>	<b>78,418</b>	<b>89,087</b>	<b>100,415</b>	<b>113,907</b>	<b>145,724</b>	<b>154,899</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-
(334,614)	Increase (decrease) in debt	(319,466)	(201,382)	(145,892)	(11,795)	(49,028)	(79,167)	(33,404)	(16,162)	(47,909)
54,671	Gross proceeds from sale of assets	8,003	5,902	5,835	4,353	502	515	530	545	561
-	Lump sum contributions	-	-	-	-	-	-	-	-	-
(103,878)	Other dedicated capital funding	-	-	-	-	-	-	-	-	-
<b>(383,821)</b>	<b>Total sources of capital funding</b>	<b>(311,463)</b>	<b>(195,480)</b>	<b>(140,057)</b>	<b>(7,442)</b>	<b>(48,526)</b>	<b>(78,652)</b>	<b>(32,874)</b>	<b>(15,617)</b>	<b>(47,348)</b>
<b>Applications of capital funding</b>										
Capital expenditure										
63,902	- to replace existing assets (a)	13,852	70,055	141,264	63,694	27,688	8,695	69,719	122,197	87,885
13,849	- to improve the level of service	11,372	11,284	6,073	7,879	8,092	9,644	7,027	6,618	6,810
6,674	- to meet additional demand	4,598	5,053	(9,261)	(5,388)	(350)	(2,062)	(1,263)	(4,288)	7,142
(247,108)	Increase (decrease) in reserves	(157,758)	5,349	5,576	5,791	6,131	6,486	6,550	6,680	6,814
(400)	Increase (decrease) of investments	(14,485)	-	(6,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,100)	(1,100)
<b>(163,083)</b>	<b>Total applications of capital funding</b>	<b>(142,421)</b>	<b>91,741</b>	<b>137,652</b>	<b>70,976</b>	<b>40,561</b>	<b>21,763</b>	<b>81,033</b>	<b>130,107</b>	<b>107,551</b>
<b>(220,738)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(169,042)</b>	<b>(287,221)</b>	<b>(277,709)</b>	<b>(78,418)</b>	<b>(89,087)</b>	<b>(100,415)</b>	<b>(113,907)</b>	<b>(145,724)</b>	<b>(154,899)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-
<b>Reconciliation to net cost of services</b>										
220,738	Surplus (deficit) of operating funding from funding impact statement	169,042	287,221	277,709	78,418	89,087	100,415	113,907	145,724	154,899
(11,429)	Remove rates funding	(27,303)	(37,008)	(44,658)	(50,928)	(64,457)	(68,026)	(75,162)	(106,560)	(112,469)
(17,233)	Deduct depreciation expense	(17,499)	(20,877)	(24,170)	(24,477)	(22,506)	(22,908)	(23,357)	(22,744)	(23,283)
(103,878)	Add capital revenues	-	-	-	-	-	-	-	-	-
210	Add vested assets / non cash revenue	732	777	831	885	930	930	930	930	930
<b>88,408</b>	<b>Net cost of services per activity statement surplus/(deficit)</b>	<b>124,972</b>	<b>230,113</b>	<b>209,712</b>	<b>3,898</b>	<b>3,054</b>	<b>10,411</b>	<b>16,318</b>	<b>17,350</b>	<b>20,077</b>
<b>Footnotes</b>										
51,610	(a) Earthquake rebuild application of capital funding	13,930	58,423	104,838	50,054	19,002	1,318	50,101	109,318	80,111



# Capital Programme

## Planned Capital Programme Summary by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	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>												
<b>Corporate</b>												
	Corporate Investments	Increased Levels of Service		350	0	0	0	0	0	0	0	0
	Corporate Support	Growth		4,598	5,053	(9,261)	(5,387)	(350)	(2,062)	(1,262)	(4,288)	7,142
		Internal		1,409	2,430	2,553	1,531	1,889	5,248	2,190	1,830	2,286
	Facilities & Infrastructure Rebuild	Internal		8	64	94	55	58	0	50	16	71
	Information Technology	Internal		17,326	19,909	12,247	14,763	15,161	14,385	13,896	13,686	14,082
<b>Housing</b>												
	Housing	Core		3,291	3,434	7,106	7,247	7,588	8,138	8,128	8,532	8,955
<b>Resilient Communities</b>												
	Community Facilities	Core		268	289	675	1,343	1,012	808	1,407	799	1,100
	Events & Festivals	Core		64	193	327	203	209	213	222	230	237
	Civil Defence Emergency Mgmt	Committed		204	209	0	0	0	0	0	0	0
		Core		186	132	124	127	130	134	138	142	146
<b>Stormwater Drainage</b>												
	Stormwater Drainage	Core		2,914	3,230	3,976	3,607	4,039	5,389	5,635	6,779	7,758
		Growth		28	341	350	360	369	1,009	1,037	1,068	1,098
		Increased Levels of Service		61	52	0	0	0	0	0	0	0
<b>Strategic Planning</b>												
	Strategic Policy & Planning	Growth		150	332	340	349	358	368	378	389	400
<b>Transport</b>												
	Parking	Core		229	240	427	448	469	491	515	540	566
		New Services		37	38	557	571	587	602	619	637	656
	Public Transport Infrastructure	Core		395	502	605	627	651	676	702	730	760
		Increased Levels of Service		1,823	2,379	6,009	5,242	6,314	4,006	498	510	526
		New Services		530	815	278	286	0	0	0	0	0
	Major Cycleways	Core		173	201	222	231	239	248	258	267	278
		Growth		0	0	111	571	1,236	2,284	3,774	5,291	5,904
		Increased Levels of Service		17,373	46,493	27,279	24,415	23,963	16,697	0	0	0
<b>Water Supply</b>												
	Water Supply (combining water conservation)	Committed		1,486	622	388	2,056	2,112	2,109	2,168	3,186	1,540
		Core		14,437	16,119	19,032	19,342	21,877	22,361	19,268	21,550	22,547
		Growth		5,429	7,473	5,860	5,410	3,377	4,925	6,107	4,358	3,697
		Legal		248	23	70	24	74	501	521	537	552
<b>Parks and Open Spaces</b>												
	Cemeteries	Core		330	763	728	397	439	334	344	355	374



## Planned Capital Programme Summary by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	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
		Growth		699	156	743	165	169	804	179	184	189
	Garden & Heritage Parks	Core		991	1,044	3,542	3,489	1,633	1,733	1,471	1,794	1,367
		Growth		48	48	23	24	25	25	26	27	27
		Increased Levels of Service		255	261	186	0	0	0	0	0	0
		Legal		21	22	0	0	0	0	0	0	0
	Harbours & Marine Structures	Core		571	1,031	1,593	5,194	7,109	693	453	466	131
	Neighbourhood Parks	Core		2,496	1,974	2,199	4,173	1,915	1,822	2,398	2,596	2,767
		Growth		271	241	422	433	3,146	3,922	1,118	1,151	1,184
		Increased Levels of Service		140	284	547	538	306	315	324	333	343
		New Services		3	23	116	0	0	0	0	0	0
	Regional Parks	Core		970	925	1,063	1,111	1,396	1,281	2,321	1,381	1,470
		Increased Levels of Service		101	752	23	375	24	370	0	0	0
	Rural Fire Management	Core		12	9	8	13	8	9	16	10	10
Roads and Footpaths												
	Roads & Footpaths	Committed		4,034	0	0	0	0	0	0	0	0
		Core		21,167	30,393	32,467	31,073	36,102	43,218	45,780	48,470	51,284
		Growth		7,055	9,056	4,434	9,747	27,521	49,317	27,803	12,905	5,348
		Increased Levels of Service		6,242	15,082	23,229	17,622	14,893	8,722	9,776	10,083	12,131
		New Services		617	31	0	0	0	0	0	0	0
Sewage Collection, Treatment and Disposal												
	Wastewater Collection	Committed		113	0	4,282	4,421	0	0	0	0	0
		Core		7,058	8,700	9,639	12,210	13,330	11,337	13,446	14,444	22,287
		Growth		8,325	16,995	3,582	1,948	1,533	4,267	3,800	3,527	3,629
		Increased Levels of Service		90	0	0	0	0	0	0	0	0
		Legal		11,687	2,672	371	5,312	8,210	16,840	15,311	15,144	6,937
	Wastewater Treatment & Disposal	Core		5,065	1,350	4,622	4,108	3,906	13,192	2,441	4,216	14,389
		Legal		2,020	23,325	29,220	12,261	13,462	8,641	0	0	0
Arts and Culture												
	Libraries	Core		5,566	6,597	6,941	7,136	7,395	7,653	7,928	8,317	8,741
		Growth		0	0	0	0	4,216	0	0	0	605
	Christchurch Art Gallery	Core		513	637	1,826	1,208	1,199	1,707	1,240	2,412	1,379
		Increased Levels of Service		252	2	6	2	2	2	19	3	3
Regulation and Enforcement												
	Regulatory Compliance, Licencing and Registration	Core		26	11	6	55	0	0	0	0	0
Sports and Recreation												
	Community Facilities	Increased Levels of Service		0	0	530	0	0	0	0	0	0
		New Services		120	0	0	0	0	0	0	0	0
	Sports Parks	Core		1,477	1,876	2,433	2,626	3,150	3,432	3,489	3,447	3,997

## Planned Capital Programme Summary by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	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
			Growth	3,370	2,521	2,916	2,764	2,605	1,090	129	133	137
			Increased Levels of Service	0	57	58	72	674	63	65	67	69
			New Services	53	326	0	0	0	0	0	0	0
	Recreation and Sports Facilities		Core	3,637	6,584	10,748	9,412	9,416	11,555	12,779	11,230	15,041
			Growth	2,000	2,502	10,706	7,140	0	0	0	0	0
			Increased Levels of Service	4,462	5,571	3,233	33	0	0	0	0	0
			New Services	528	50	3,850	15,400	2,441	0	0	0	0
	Heritage Protection and Policy											
	Heritage Protection		Increased Levels of Service	0	1,547	0	0	0	0	0	0	0
	Flood Protection and Control Works											
	Flood Protection & Control Works		Core	1,083	217	222	229	235	329	338	348	423
			Growth	10,376	16,045	17,031	18,984	19,544	19,922	17,779	17,389	15,696
			Legal	0	102	105	373	383	1,205	1,239	2,549	2,623
	Refuse Minimisation and Disposal											
	Residual Waste Collection & Disposal		Core	950	801	954	1,058	1,332	1,144	976	1,306	917
			Legal	28	28	28	29	29	30	31	32	33
Day-to-Day Total				187,839	271,184	264,001	264,556	279,110	303,504	239,268	231,108	253,832
Facility Rebuilds												
	Corporate											
	Corporate Investments		Committed	28,000	45,313	12,455	0	0	0	60,606	118,079	74,296
	Corporate Support		Committed	2,000	18,161	7,911	0	0	(2,317)	0	0	0
			Core	733	12,567	294	409	200	0	0	0	0
	Housing											
	Housing		Core	491	0	0	0	0	0	0	0	0
	Resilient Communities											
	Community Facilities		Core	13,065	4,558	2,537	0	0	0	0	0	0
	Transport											
	Parking		Committed	9,723	22,407	0	0	0	0	0	0	0
	Public Transport Infrastructure		Increased Levels of Service	1,262	474	26,517	12,298	0	0	0	0	0
	Parks and Open Spaces											
	Neighbourhood Parks		Increased Levels of Service	0	6,400	0	0	0	0	0	0	0
	Parks & Open Spaces		Core	1,427	0	122	1,011	1,382	568	0	0	0
	Roads and Footpaths											

## Planned Capital Programme Summary by Activity

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Portfolio	Group of Activities	Activity	Category	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	Increased Levels of Service	9,553	14,161	11,255	8,490	3,773	2,140	12,071	13,238	12,217
<b>Arts and Culture</b>												
	Libraries		Committed	251	1,323	11,469	275	0	0	0	0	0
			Core	26,365	33,710	24,459	11,335	478	0	0	0	0
	Museums		Core	189	0	0	0	0	0	0	0	0
<b>Sports and Recreation</b>												
	Recreation and Sports Facilities		Core	54,264	56,290	56,735	34,800	0	0	0	0	0
<b>Heritage Protection and Policy</b>												
	Heritage Protection		Core	7,298	9,906	25,083	5,393	0	0	0	0	0
<b>Facility Rebuilds Total</b>				<b>154,621</b>	<b>225,270</b>	<b>178,837</b>	<b>74,011</b>	<b>5,833</b>	<b>391</b>	<b>72,677</b>	<b>131,317</b>	<b>86,513</b>
<b>Infrastructure Rebuild</b>												
<b>Corporate</b>												
	Strategic Policy & Planning		Committed	497	0	0	0	0	0	0	0	0
<b>Stormwater Drainage</b>												
	Stormwater Drainage		Core	57,287	63,165	0	0	0	0	0	0	0
			Increased Levels of Service	2,060	1,136	0	0	0	0	0	0	0
<b>Water Supply</b>												
	Water Supply (combining water conservation)		Core	2,079	3,133	0	1,241	0	0	0	0	0
<b>Parks and Open Spaces</b>												
	Parks & Open Spaces		Core	4,801	11,663	5,682	0	0	0	0	0	0
<b>Roads and Footpaths</b>												
	Roads & Footpaths		Core	69,266	53,504	10,110	9,247	7,167	7,292	8,781	502	516
			Legal	765	1,067	804	529	0	0	0	0	0
<b>Sewage Collection, Treatment and Disposal</b>												
	Wastewater Collection		Core	70,119	0	0	0	0	0	0	0	0
	Wastewater Treatment & Disposal		Core	9,468	22,469	0	0	0	0	0	0	0
<b>Flood Protection and Control Works</b>												
	Flood Protection & Control Works		Core	1,836	4,549	22,409	23,307	24,238	25,160	26,114	27,080	28,028
<b>Infrastructure Rebuild Total</b>				<b>218,178</b>	<b>160,686</b>	<b>39,005</b>	<b>34,324</b>	<b>31,405</b>	<b>32,452</b>	<b>34,895</b>	<b>27,582</b>	<b>28,544</b>
<b>Total</b>				<b>560,638</b>	<b>657,140</b>	<b>481,843</b>	<b>372,891</b>	<b>316,348</b>	<b>336,347</b>	<b>346,840</b>	<b>390,007</b>	<b>368,889</b>

## Planned Capital Programme Summary by Activity

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Portfolio	Group of Activities	Activity	Category	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
		Unspecified carry forwards and rounding differences		2,892	12,390	111,787	54,800	18,483	1,056	13	(4,774)	3,969
		Planned capital delivery		563,530	669,530	593,630	427,691	334,831	337,403	346,853	385,233	372,858
		Less vBase funding of Town Hall rebuild		(28,000)	(29,496)	0	0	0	0	0	0	0
		Total Council capital funding		535,530	640,034	593,630	427,691	334,831	337,403	346,853	385,233	372,858

Planned Capital Programme Detail by Activity

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Portfolio	Group of Activities	Activity	Category	ID	Description	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>														
<b>Corporate</b>														
	Corporate Investments		Increased Levels of Service	1013	The Compact of Mayors Programme of Works (Budget Only)	350	0	0	0	0	0	0	0	0
	Corporate Support		Growth	67	Strategic Land Acquisitions	12,000	26,034	11,209	13,912	11,461	12,611	10,838	9,052	16,456
				69	SLP Land Value Offset	(7,402)	(20,981)	(20,470)	(19,299)	(11,811)	(14,673)	(12,100)	(13,340)	(9,314)
			Internal	445	Fleet and Plant Asset Purchases	720	1,375	812	669	1,003	1,455	1,254	868	898
				451	Surplus Property Development	136	139	143	146	150	154	159	163	168
				462	Corporate Property R&R	553	916	1,261	716	736	756	777	799	823
				829	Aerial Photography	0	0	337	0	0	364	0	0	397
				830	Corp Accom - Council Storage/Archive Facility	0	0	0	0	0	2,519	0	0	0
	Facilities & Infrastructure Rebuild		Internal	446	Digital Survey Equipment Replacement & Renewal	8	64	94	55	58	0	50	16	71
	Information Technology		Internal	434	IT BusSolutions Delivery Programme	3,186	7,675	3,055	4,233	4,347	2,094	2,153	1,603	1,649
				435	IT MidLevel Enhancement Programme	2,631	3,189	3,018	3,646	3,744	5,030	4,874	5,015	5,160
				436	IT Renewals and Replacements Programme	6,304	8,625	6,174	6,884	7,070	7,261	6,869	7,068	7,273
				16284	Customers & Bookings	380	0	0	0	0	0	0	0	0
				20972	My Council - Pathway Integration	1,222	161	0	0	0	0	0	0	0
				33891	CWP Upgrades	100	0	0	0	0	0	0	0	0
				31901	Contaminated Land - Phase 1	44	0	0	0	0	0	0	0	0
				32588	My Council - Cash Receipting	2,989	259	0	0	0	0	0	0	0
				35183	Consenting and Compliance Enhancements Bundle FY17	200	0	0	0	0	0	0	0	0
				34932	GIS Coordinate Upgrade	60	0	0	0	0	0	0	0	0
				35120	My Council - Online PAY	210	0	0	0	0	0	0	0	0
<b>Corporate Total</b>						<b>23,691</b>	<b>27,456</b>	<b>5,633</b>	<b>10,962</b>	<b>16,758</b>	<b>17,571</b>	<b>14,874</b>	<b>11,244</b>	<b>23,581</b>
<b>Housing</b>														
	Housing		Core	452	Owner Occupier Housing - Purchases Back	170	174	356	183	188	386	0	0	0
				454	Internal Housing Improvements - Project	3,121	3,260	6,750	7,064	7,400	7,752	8,128	8,532	8,955
<b>Housing Total</b>						<b>3,291</b>	<b>3,434</b>	<b>7,106</b>	<b>7,247</b>	<b>7,588</b>	<b>8,138</b>	<b>8,128</b>	<b>8,532</b>	<b>8,955</b>
<b>Resilient Communities</b>														
	Community Facilities		Core	544	Community Facilities Community Centres R&R	215	289	619	1,228	953	747	1,345	735	1,034
				545	Community Facilities Pioneer and Leased ELC's R&R	53	0	56	115	59	61	62	64	66
	Events & Festivals		Core	467	Banner Replacement	0	64	132	68	70	71	73	76	78

## Planned Capital Programme Detail by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	ID	Description	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
				468	Banner Installation	0	63	128	66	68	69	71	73	76
				469	Events equipment replacement	64	66	67	69	71	73	78	81	83
	Civil Defence Emergency Mgmt		Committed											
				448	Chch Justice & Emergency Services Precinct (including an Emergency Operations Centre)	204	209	0	0	0	0	0	0	0
			Core											
				3055	CDEM Civil Defence R & R	186	132	124	127	130	134	138	142	146
	Resilient Communities Total					722	823	1,126	1,673	1,351	1,155	1,767	1,171	1,483
	Stormwater Drainage													
	Stormwater Drainage		Core											
				324	Stormwater Pipe Renewals	0	1,044	1,071	1,648	1,974	2,317	2,977	3,677	3,783
				327	Technical Equipment - Replacement	28	28	29	30	30	31	32	33	34
				333	Minor Piping Projects	0	136	139	143	147	151	155	159	164
				388	Unlined Drains Renewals	0	104	214	275	338	348	476	490	631
				390	Banks Peninsula Stormwater Renewals	0	313	321	330	338	463	476	613	631
				479	Lyttelton Brick Barrels	623	638	654	0	0	0	0	0	0
				481	Structural Replacements	0	163	724	171	176	783	186	191	852
				483	Shepards Stream	55	0	0	0	0	0	0	0	0
				484	Travis Wetland	33	34	35	36	37	38	39	40	41
				485	Styx Mill Conservation Reserve	55	68	70	72	74	76	78	80	82
				982	Piped Systems - Pipe Drains (R&R)	0	109	111	114	117	120	124	127	131
				984	Open Water Systems - Lined Drains (R&R)	0	157	161	330	338	579	595	858	883
				985	Open Water Systems - Utility Drain Improvements	0	170	175	179	184	189	194	200	206
				992	Natural Waterways (R&R)	0	109	111	114	117	120	124	127	131
				2649	Hill and Gully Waterway Planting	153	157	161	165	169	174	179	184	189
				33797	7 Glamis Place to 14 Holliss Ave - 50m DN150 EW SW Pipe Renewal	65	0	0	0	0	0	0	0	0
				33800	88 Flinders Rd - 34m DN225 RCRR renewal	55	0	0	0	0	0	0	0	0
				33726	Avoca Valley Stream Outlet Tide Doors Renewal	51	0	0	0	0	0	0	0	0
				33799	Blakistons Drain, 103 Ranfurley - piping 20m of drain	40	0	0	0	0	0	0	0	0
				33801	Blakistons Drain, 136 Springfield Rd - piping 80m of drain	16	0	0	0	0	0	0	0	0
				33803	Buckleys Road Drain - 76 to 58 Buckleys Rd - piping 156m of drain	24	0	0	0	0	0	0	0	0
				33804	Butterfield Ave Drain, 26 Butterfield - piping 16m of drain	29	0	0	0	0	0	0	0	0
				33806	Charlesworth Drain, 190 Maces Rd - Lined Drain Renewal	87	0	0	0	0	0	0	0	0
				33805	Charlesworth Drain, 190A Maces Rd - bank stabilisation	102	0	0	0	0	0	0	0	0
				33802	Coxs Drain, 6 to 14b Sabina St - piping 140m of drain	24	0	0	0	0	0	0	0	0
				33825	Dudley Creek, 353 to 359 Hills Road - Naturalisation of 60m of existing concrete lining	98	0	0	0	0	0	0	0	0
				33589	Horners Drain, Prestons Rd - Lined Drain Renewal	15	0	0	0	0	0	0	0	0
				33764	Jacksons Creek Upper - Design for realignment along Brougham	35	0	0	0	0	0	0	0	0

## Planned Capital Programme Detail by Activity

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				33798	Marine Parade / Cygnet Street - 100m DN300 SW Coastal Outfall Pipe Renewal	25	0	0	0	0	0	0	0	0
				33826	Okeover Stream, 129 Ilam Road - Naturalisation of 130m of existing timber lining	45	0	0	0	0	0	0	0	0
				33824	Peer Street Drain, 84a Peer St - 25m Naturalisation of existing timber lining	24	0	0	0	0	0	0	0	0
				33736	Steam Wharf Stream Outlet Flap Valve Renewal	35	0	0	0	0	0	0	0	0
				33735	Truscotts Stream Branch Outlet Flap Valves Renewal	47	0	0	0	0	0	0	0	0
				34024	2a Waipapa Ave, Stoddart Point, Diamond Harbour - SW Pipe Renewal	20	0	0	0	0	0	0	0	0
				34269	Banks Peninsula SW Reactive Renewals	60	0	0	0	0	0	0	0	0
				34016	Bayview Place Drain, 98 Governors Bay Road - Inlet Arrangement Improvements	15	0	0	0	0	0	0	0	0
				34027	Bings Drain, Woodville Street - 19m Culvert Renewal	80	0	0	0	0	0	0	0	0
				34008	Canterbury Creek, 22a Cornwell Rd - Secondary inlet	40	0	0	0	0	0	0	0	0
				34007	Canterbury Creek, 83 Canterbury Street - inlet arrangement improvement	15	0	0	0	0	0	0	0	0
				34001	Cass Bay Drain, nr 94 Governors Bay Rd - Inlet arrangement improvement (construction)	50	0	0	0	0	0	0	0	0
				34003	Cass Bay Drain, nr 2 Mariners Cove - Secondary Inlet (Construction)	35	0	0	0	0	0	0	0	0
				34017	Corsair Bay Drain Pipeline from 44 Park Terrace inlet to coastal outfall - options & concept design	26	0	0	0	0	0	0	0	0
				34009	Corsair Bay Drain, 44 Park Terrace - Inlet arrangement improvements (Construction)	10	0	0	0	0	0	0	0	0
				34270	FY17 Brick Barrels Work Package - Design	67	0	0	0	0	0	0	0	0
				34277	FY17 Natural Waterways Delivery Package	306	0	0	0	0	0	0	0	0
				34264	FY17 Work Package for SW Renewals Triggered by City Streets Renewals	135	0	0	0	0	0	0	0	0
				34275	Little River Service Drain, Culvert Renewals	10	0	0	0	0	0	0	0	0
				34110	Natural Waterways Renewals Work Package FY17	106	0	0	0	0	0	0	0	0
				34022	Pipers Stream, 9-11 Seafield Rd, Duvauchelle - Erosion Control	10	0	0	0	0	0	0	0	0
				34025	Pump Station 601 Drain, 28 Cressy Terrace - Inlet Arrangement Improvement and pipe renewal	15	0	0	0	0	0	0	0	0
				34026	Riccarton Road - Harakeke St to Deans Ave SW Renewals	50	0	0	0	0	0	0	0	0
				34028	SW reticulation reactive renewals FY17	100	0	0	0	0	0	0	0	0
			Growth											
				329	Technical Equipment - new	28	28	29	30	31	31	32	33	34
				989	Natural Waterways (New)	0	313	321	330	338	348	357	368	378
				3412	Waterways & Wetlands Purchases	0	0	0	0	0	630	648	667	686
			Increased Levels of Service											
				25306	Mundys Drain	61	52	0	0	0	0	0	0	0
			<b>Stormwater Drainage Total</b>			<b>3,003</b>	<b>3,623</b>	<b>4,326</b>	<b>3,967</b>	<b>4,408</b>	<b>6,398</b>	<b>6,672</b>	<b>7,847</b>	<b>8,856</b>

## Planned Capital Programme Detail by Activity

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Portfolio	Group of Activities	Activity	Category	ID	Description	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
Strategic Planning														
	Strategic Policy & Planning		Growth	66	Urban Renewal	150	332	340	349	358	368	378	389	400
Strategic Planning Total						150	332	340	349	358	368	378	389	400
Transport														
	Parking		Core	471	Parking Renewals: Off Street	0	27	209	215	221	227	233	240	247
				833	Parking Renewals: On Street	0	213	218	233	248	264	282	300	319
				35142	Parking renewals: Off-Street FY2017	27	0	0	0	0	0	0	0	0
				35145	Parking Renewals: On Street FY2017	202	0	0	0	0	0	0	0	0
			New Services	17101	Suburban Parking Facilities and Management	37	38	557	571	587	602	619	637	656
	Public Transport Infrastructure		Core	216	Bus Shelter Renewals	0	350	448	466	486	506	528	551	575
				296	ITS System Renewal - PT	0	141	145	149	153	157	161	166	171
				1001	Public Transport Renewals & Replacements	0	11	12	12	12	13	13	13	14
				34763	Bus Shelter Renewals FY2017	246	0	0	0	0	0	0	0	0
				34827	ITS System Renewal - PT FY2017	138	0	0	0	0	0	0	0	0
				34823	Public Transport Renewals & Replacements FY2017	11	0	0	0	0	0	0	0	0
			Increased Levels of Service	172	Public Transport Minor Works	0	11	12	12	12	13	13	13	14
				173	Bus Stop Installation	0	79	81	84	86	88	91	93	96
				174	Shelter Installation	0	216	221	227	233	239	246	253	260
				182	Bus Stop Seating	0	34	35	36	37	38	39	40	41
				255	ITS Installations Bus Finders	0	60	50	51	53	54	56	57	59
				256	ITS Sign-Board Installations	0	46	48	49	50	51	53	54	56
				914	Core PT Route & Facilities: South (Colombo St)	0	0	0	121	1,173	1,205	0	0	0
				938	Core PT Route & Facilities: Orbiter	235	627	1,071	1,098	564	1,159	0	0	0
				940	Core PT Route & Facilities: South-West (Wigram & Halswell)	265	783	2,418	2,285	1,128	1,159	0	0	0
				2274	Core PT Route & Facilities: North (Papanui & Belfast)	0	0	390	400	880	0	0	0	0
				17158	Transitional PT Infrastructure to support Hubs & Spokes	10	113	1,683	879	2,098	0	0	0	0
				27734	Orbiter PT Route: Ensors Road PT Priority	357	0	0	0	0	0	0	0	0
				32017	Palms PT Facilities	220	410	0	0	0	0	0	0	0
				32018	Riccarton Road Phase 2 PT Infrastructure	300	0	0	0	0	0	0	0	0
				34764	Bus Stop Installation 2017	78	0	0	0	0	0	0	0	0
				34771	Bus Stop Seating 2017	33	0	0	0	0	0	0	0	0
				34846	ITS Installations Bus Finders FY2017	58	0	0	0	0	0	0	0	0
				34847	ITS Sign-Board Installations FY2017	45	0	0	0	0	0	0	0	0
				34826	Public Transport Minor Works FY2017	11	0	0	0	0	0	0	0	0



## Planned Capital Programme Detail by Activity

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				34772	Shelter Installation 2017	211	0	0	0	0	0	0	0	0
			New Services											
				17152	PT Facilities : Northlands Hub	530	543	0	0	0	0	0	0	0
				17157	PT Bus Priority Electronic Installations	0	272	278	286	0	0	0	0	0
		Major Cycleways	Core											
				211	Off Road Cycleway Surfacing	93	109	111	117	122	128	134	140	147
				212	Coloured Cycleways	80	92	111	114	117	120	124	127	131
			Growth											
				2411	Local Cycleway: Northern Arterial Link Belfast to Waimakariri	0	0	0	0	297	602	1,858	1,275	656
				17057	Local Cycleway: Development Connections - East	0	0	0	57	176	811	834	1,275	1,312
				17058	Local Cycleway : Development Connections - North	0	0	0	0	0	62	191	1,312	
				17059	Local Cycleway: Development Connections - South	0	0	0	57	176	811	834	1,275	1,312
				17060	Local Cycleway: Development Connections - West	0	0	0	0	60	186	1,275	1,312	
				17214	Local Cycleway: Northern Arterial Link Cranford to Rutland Reserve	0	0	111	457	587	0	0	0	0
			Increased Levels of Service											
				18084	Cycleways Targeted Improvements 14/08/2014 Automated Cycle Counting Programme	30	0	0	0	0	0	0	0	0
				23099	MCR Heathcote Expressway - Section 1 - City to Curries Road	726	7,195	0	0	0	0	0	0	0
				23100	MCR Heathcote Expressway - Section 2 - Curries Road to Martindales Road	100	2,560	239	0	0	0	0	0	0
				23094	MCR Little River Link - Section 1 - Moorhouse Ave to Barrington Street	2,810	2,076	0	0	0	0	0	0	0
				23096	MCR Northern Line Cycleway - Section 3 - Main North to Belfast	0	0	0	2,555	0	0	0	0	0
				23097	MCR Northern Line Cycleway - Section 2 - Tuckers to Main North	0	578	2,398	254	0	0	0	0	0
				23098	MCR Northern Line Cycleway - Section 1a - Kilmarnock to Blenheim	551	1,587	0	0	0	0	0	0	0
				23102	MCR Nor'West Arc - Section 1 - Cashmere Road To Hillmorton	211	640	3,569	7,646	0	0	0	0	0
				23103	MCR Nor'West Arc - Section 2 - Hillmorton to University	0	0	2,748	0	0	0	0	0	0
				23101	MCR Nor'West Arc - Section 3 - University to Harewood Road	0	0	0	3,338	1,729	0	0	0	0
				23091	MCR Papanui Parallel - Section 2 - Bealey Ave to Trafalgar	1,540	1,700	0	0	0	0	0	0	0
				23092	MCR Papanui Parallel - Section 3 - Trafalgar to Tomes	1,160	5,490	0	0	0	0	0	0	0
				23093	MCR Papanui Parallel - Section 4 - Grassmere to Sawyers Arms Road	100	3,539	0	0	0	0	0	0	0
				23076	MCR Quarryman's Trail - Section 1 - Moorhouse Ave to Frankleigh Street	2,984	7,251	233	0	0	0	0	0	0

## Planned Capital Programme Detail by Activity

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Portfolio	Group of Activities	Activity	Category	ID	Description	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
				23077	MCR Quarryman's Trail - Section 2 - Hoon Hay Road to Halswell	0	0	4,933	0	0	0	0	0	0
				23078	MCR Rapanui - Shag Rock Cycleway - Section 1 - Worcester Street to Aldwins Road	3,105	1,434	0	0	0	0	0	0	0
				23079	MCR Rapanui - Shag Rock Cycleway - Section 2 - Aldwins Road to Dyers Road	132	8,617	0	0	0	0	0	0	0
				23080	MCR Rapanui - Shag Rock Cycleway - Section 3 - Dyers Road to Ferry Road Bridge	0	922	8,080	0	0	0	0	0	0
				23082	MCR Uni-Cycle - Section 2 - Hagley Park to Riccarton Bush	1,687	395	0	0	0	0	0	0	0
				23083	MCR Uni-Cycle - Section 3 - Ngahere St to Dovedale Ave	1,952	1,501	0	0	0	0	0	0	0
				26601	MCR Avon - Otakaro Route - Section 1 - Fitzgerald Avenue to Swanns Road Bridge	0	94	642	1,318	1,947	0	0	0	0
				26602	MCR Avon - Otakaro Route - Section 2 - Swanns Road Bridge to ANZAC Drive Bridge	0	0	0	0	7,539	1,338	0	0	0
				26603	MCR Avon - Otakaro Route - Section 3 - ANZAC Drive Bridge to New Brighton	0	0	0	0	0	3,945	0	0	0
				26604	MCR Opawaho River Route - Section 1 - Princess Margaret Hospital to Corson Avenue	0	52	605	1,703	3,022	0	0	0	0
				26605	MCR Opawaho River Route - Section 2 - Ferrymead Bridge to Waltham Road	0	0	0	0	8,936	967	0	0	0
				26606	MCR Opawaho River Route - Section 3 - Corson Avenue to Waltham Road	0	0	0	0	0	2,557	0	0	0
				26608	MCR South Express - Section 1 - Templeton to Main South Road	285	784	2,761	0	0	0	0	0	0
				26609	MCR South Express - Section 2 - Main South Road to Annex Road	0	0	675	2,088	0	0	0	0	0
				26610	MCR South Express - Section 3 - Annex Road to South Hagley Park	0	0	0	2,782	0	0	0	0	0
				26607	MCR Southern Lights - Section 1 - Strickland Street to Tennyson St	0	78	396	2,434	0	0	0	0	0
				26611	MCR Wheels to Wings - Section 1 - Harewood Road to Greers Road	0	0	0	297	790	1,628	0	0	0
				26612	MCR Wheels to Wings - Section 2 - Greers Road to Wooldridge Road	0	0	0	0	0	3,407	0	0	0
				26613	MCR Wheels to Wings - Section 3 - Wooldridge Road to Orchard Road	0	0	0	0	0	2,855	0	0	0
					<b>Transport Total</b>	<b>20,560</b>	<b>50,668</b>	<b>35,488</b>	<b>32,391</b>	<b>33,459</b>	<b>25,004</b>	<b>6,366</b>	<b>7,975</b>	<b>8,690</b>
					<b>Water Supply</b>									
					Water Supply (combining water conservation) Committed									
				84	WS Extension to Charteris Bay	0	67	0	0	0	0	0	0	0
				90	WS Little River Increased Supply	91	0	0	0	0	0	0	0	0

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				2201	WS City Water Supply Re-zoning	0	0	388	2,056	2,112	2,109	2,168	3,186	1,540
				10541	Avonhead PS well replacement ( NWDWS )	1,395	555	0	0	0	0	0	0	0
			Core											
				51	WS Mains Renewals	0	210	8,618	14,097	17,367	17,729	14,863	15,391	15,423
				52	WS Headworks Well Renewals	0	358	691	709	728	766	787	0	0
				53	WS Infra R&R Reticulation Submains	0	0	0	0	1,614	1,649	1,692	2,265	3,102
				73	WS Pumping Civils and Buildings R&R	0	0	1,638	1,756	920	945	0	0	0
				89	WS R&R Submains Meter Renew	278	285	306	313	322	331	340	350	360
				2355	WS Pumping Stations - Reactive Renewals	31	31	44	45	46	37	38	39	55
				2742	Burnside PS Well Replacement Project	651	0	0	0	0	0	0	0	0
				6340	Wrights Pump station Well Renewal	980	1,470	0	0	0	0	0	0	0
				7521	Grampian PS well replacement ( NWDWS )	910	834	143	0	0	0	0	0	0
				16490	WS Pumping Station Electrical Upgrade	747	0	0	0	0	0	0	0	0
				17885	WS Eastern Tce Trunk Main Renewal	153	4,402	4,513	0	0	0	0	0	0
				17901	WS Pump Station MEICA R&R	0	0	0	857	880	904	929	956	984
				17924	WS Averill Station Replacement	0	0	0	0	0	0	619	2,549	2,623
				19405	WS Estuary Pump Station Well 1 Renewal	297	0	0	0	0	0	0	0	0
				24764	Wharf Rd WS Pipe Renewal - Pigeon Bay	290	0	0	0	0	0	0	0	0
				24562	WS Balrudry Street Renewal	216	0	0	0	0	0	0	0	0
				24563	WS Barlow Street Renewal	83	0	0	0	0	0	0	0	0
				24530	WS Beach Rd Akaroa Renewal	280	0	0	0	0	0	0	0	0
				24780	WS Bealey Ave - Manchester St to Madras St	332	0	0	0	0	0	0	0	0
				24779	WS Bealey Ave - Montreal St to Caledonian Rd	387	0	0	0	0	0	0	0	0
				24560	WS Braithwaite Street Renewal	84	0	0	0	0	0	0	0	0
				24555	WS Bryndwyr Road Renewal	790	0	0	0	0	0	0	0	0
				24537	WS Chancellor Street Renewal	325	0	0	0	0	0	0	0	0
				24529	WS Church Street Renewal	60	0	0	0	0	0	0	0	0
				24535	WS Griffiths Ave Renewal	236	0	0	0	0	0	0	0	0
				24511	WS Hempleman Dr Renewal	50	0	0	0	0	0	0	0	0
				24557	WS Jeffreys Road Renewal	177	0	0	0	0	0	0	0	0
				24542	WS Julius Terrace Renewal	38	0	0	0	0	0	0	0	0
				24781	WS Madras St - Bealey Ave to Ely St	274	0	0	0	0	0	0	0	0
				24534	WS Malta Cres Renewal	254	0	0	0	0	0	0	0	0
				24561	WS Otara Street Renewal	224	0	0	0	0	0	0	0	0
				24528	WS Rue Grehan Renewal - Libeau Ln to End	395	0	0	0	0	0	0	0	0
				24559	WS Ryeland Ave Renewal	276	0	0	0	0	0	0	0	0
				24532	WS Seaview Ave Renewal	24	0	0	0	0	0	0	0	0
				24531	WS Selwyn Ave Akaroa Renewal	526	0	0	0	0	0	0	0	0
				24544	WS Squire Street Renewal	101	0	0	0	0	0	0	0	0
				24558	WS Wai-iti Terrace Renewal	444	0	0	0	0	0	0	0	0
				24536	WS Warden Street Renewal	321	0	0	0	0	0	0	0	0
				24546	WS Winton Street Renewal	233	0	0	0	0	0	0	0	0
				28075	WS Riccarton Rd Deans Ave Renewal	1,231	0	0	0	0	0	0	0	0
				30629	WS Riccarton Ave Renewal	393	0	0	0	0	0	0	0	0
				30643	WS Swanns Rd - Sorensens PI Renewal	140	0	0	0	0	0	0	0	0

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				31221	WS North Avon Rd Renewal - Hills Rd to McLeod St	115	0	0	0	0	0	0	0	0
				33796	CCPwPS1023 - Lake Terrace Generator	140	0	0	0	0	0	0	0	0
				33813	CCPwPS1076 Jeffreys Suction Tank Replacement	356	940	204	0	0	0	0	0	0
				33281	Ch Ch Water Submain Renewals - Package C	408	418	1,558	1,565	0	0	0	0	0
				31996	WS Cranford St Renewal - McFaddens Rd to Dee St and Westminister St to Berwick St	82	983	0	0	0	0	0	0	0
				33278	WS Mains Renewal - Bradshaw Tce	5	92	0	0	0	0	0	0	0
				33237	WS Mains Renewal - Cheriton St, Eureka St, Hampshire St and Brokenhurst St	105	2,616	0	0	0	0	0	0	0
				33228	WS Mains Renewal - Godley Quay	56	1,034	0	0	0	0	0	0	0
				33277	WS Mains Renewal - Quarry Reservoir Pumping Main	10	184	0	0	0	0	0	0	0
				33230	WS Mains Renewal - Wrights Rd and Cashmere Rd	80	1,495	0	0	0	0	0	0	0
				33722	WS Pump Station MEICA R&R Project for FY2016-2018	186	531	1,317	0	0	0	0	0	0
				32587	WS Reservoir Roof Renewal	562	0	0	0	0	0	0	0	0
				34109	WS Mains Renewal - Division St	0	236	0	0	0	0	0	0	0
				34338	CCPwPS1068 Auburn Pump 3 Replacement	101	0	0	0	0	0	0	0	0
			Growth											
				45	WS New Connections	1,354	1,386	1,277	1,238	1,198	1,157	1,190	1,224	1,260
				49	WS Subdivisions Add Infra for Development	166	326	278	286	293	301	310	319	328
				50	WS Reticulation New Mains	0	0	1,670	1,714	1,173	1,205	1,239	1,275	1,312
				64	WS Land Purchase for Pump Stations	0	0	668	0	0	0	0	765	0
				870	WS New Wells for Growth	0	80	668	685	704	1,446	743	765	787
				897	WS - Electronic Equipment Improvements	0	0	9	9	9	10	10	10	10
				1258	WS New Pump Stations for Growth	0	0	0	0	0	806	2,615	0	0
				8363	WS Prestons Pump Station	675	0	0	0	0	0	0	0	0
				25003	WS Farrington Grampian Link Main	0	0	1,290	1,478	0	0	0	0	0
				24198	WS Gardiners New Pump Station	2,035	5,043	0	0	0	0	0	0	0
				29919	WS Highsted New Mains	500	0	0	0	0	0	0	0	0
				29510	WS Wilkinsons Road Gardiners Link Main	699	638	0	0	0	0	0	0	0
			Legal											
				865	WS Water Supply Security	52	23	23	24	25	25	26	27	27
				2363	WS - WSPS & Reservoir Safety Improvements	44	0	47	0	49	0	0	0	0
				18281	WS Land Purchase for Catchment Protection	0	0	0	0	0	476	495	510	525
				18760	WS Duvauchelle DWSNZ upgrade Stage 2	152	0	0	0	0	0	0	0	0
					<b>Water Supply Total</b>	<b>21,600</b>	<b>24,237</b>	<b>25,350</b>	<b>26,832</b>	<b>27,440</b>	<b>29,896</b>	<b>28,064</b>	<b>29,631</b>	<b>28,336</b>
			Parks and Open Spaces											
			Cemeteries	Core										
				2224	Cemeteries Buildings Component Renewal Programme	16	21	21	22	48	53	54	56	67
				2225	Ruru Lawn Cemetery Footpaths Renewal	0	114	116	119	123	0	0	0	0
				2227	Cemetery Buildings Renewals to align with EQ repairs	0	57	0	0	0	0	0	0	0
				2229	Cemeteries Furniture Renewal Programme	17	18	18	19	19	20	20	21	21
				2230	Ruru Cemetery Beam Renewals	53	339	348	0	0	0	0	0	0
				2231	Cemeteries Green Assets Renewal Programme	13	13	13	14	14	14	15	15	16
				2232	Cemeteries Hard Surface Renewal Programme	27	27	28	29	29	30	31	32	33

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				2236	Cemeteries Structures Renewal Programme	11	11	11	11	12	12	12	13	13
				2244	Cemeteries Water Supply Renewals	0	17	17	17	18	18	19	19	20
				3111	Cemeteries Tree Renewal Projects	111	119	128	137	147	157	162	167	171
				17907	Cemetery mutual boundary fence renewals	27	27	28	29	29	30	31	32	33
				25029	Reactive renewal for Cemetery buildings earthquakes	55	0	0	0	0	0	0	0	0
			Growth											
				395	Cemeteries - Green Assets (New)	0	52	54	55	56	58	60	61	63
				1339	New cemetery purchase	0	0	582	0	0	630	0	0	0
				1340	Cemetery development project	0	104	107	110	113	116	119	123	126
				15749	Belfast Cemetery Extension	487	0	0	0	0	0	0	0	0
				17908	Diamond harbour cemetery drainage works	212	0	0	0	0	0	0	0	0
			Garden & Heritage Parks											
			Core											
				1433	Botanic Gardens Tree Renewals	35	36	37	38	39	40	41	43	44
				1436	Takapuneke Reserve Renewals	22	23	23	24	25	25	26	27	27
				2259	Garden and Heritage Parks - Furniture	0	17	17	18	18	19	19	20	21
				2261	Garden and Heritage Parks - Hard Surfaces	22	23	23	24	25	25	26	27	27
				2282	Garden & Heritage Parks Furniture Renewal Programme	0	55	56	58	59	61	63	65	66
				2298	Mona Vale Carpark Renewal	0	0	0	119	0	0	0	0	0
				2299	Garden & Heritage Parks Play and Recreation Facilities Renewals Programme	0	0	29	30	31	31	32	33	34
				2301	Botanic Gardens Playground Renewal	22	28	1,746	1,194	0	0	0	0	0
				2302	Risingholme Park Playground Renewal (to accessible stds)	0	0	0	0	23	232	0	0	0
				2303	Garden & Heritage Park Backflow Preventer Renewals	11	11	12	12	12	13	13	13	14
				3112	Garden & Heritage Parks Structures Renewal Programme	53	54	56	57	59	60	62	64	66
				3113	Garden of Tane Renewals	49	51	52	53	55	56	58	59	61
				3182	Botanic Gardens Irrigation Renewal	55	57	58	60	61	63	65	67	69
				3183	Garden & Heritage Parks Tree Renewal Programme	81	83	85	87	90	92	95	97	62
				3186	Garden & Heritage Parks Green Assets Renewal Programme	0	0	89	91	94	96	99	102	105
				3192	Garden & Heritage Parks Buildings Component Renewal Programme	115	147	150	154	176	181	217	223	262
				3197	Garden & Heritage Parks Hard Surface Renewal Programme	0	0	87	119	123	126	129	133	137
				3199	Hagley Park Tree Renewal Programme	0	0	94	193	99	204	105	108	111
				3200	Hagley Park Green Assets Renewal	0	0	23	48	25	50	26	27	27
				3201	Mona Vale Irrigation Renewal	39	40	41	42	43	44	45	47	48
				17723	Garden and Heritage Water Supply and Electrical Renewals Programme	0	0	56	57	117	120	124	127	131
				17735	Garden & Heritage Parks Mutual Boundary Fence renewals	0	0	22	23	23	24	25	25	26
				17737	Abberley Park Playground Renewal	117	0	0	0	0	0	0	0	0
				17738	Carmen Reserve Playground Renewal	0	0	0	166	0	0	0	0	0
				17743	Artworks and Heritage renewal Programme	0	138	431	314	436	171	201	487	29
				18098	Linwood nursery clearance and land reinstatement	0	0	43	417	0	0	0	0	0

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				18100	Purau foreshore and reserves project	0	0	223	0	0	0	0	0	0
				25024	Delivery package for Garden and Heritage parks green asset renewal	0	0	89	91	0	0	0	0	0
				25026	Delivery package for garden and heritage parks hard surface renewal	55	85	0	0	0	0	0	0	0
				25030	Garden and heritage parks play and recreation facilities reactive renewal	28	28	0	0	0	0	0	0	0
				25023	Reactive renewal for Garden and Heritage parks buildings earthquakes	111	114	0	0	0	0	0	0	0
				25033	Reactive renewal for water supply and electrical works for Garden and Heritage parks	53	54	0	0	0	0	0	0	0
				25504	Delivery package for Memorials	33	0	0	0	0	0	0	0	0
				28135	Delivery package for Chalice and Nucleus renewal	20	0	0	0	0	0	0	0	0
				34098	Urban Parks Furniture Delivery Package FY17	70	0	0	0	0	0	0	0	0
			Growth											
				2260	Garden and Heritage Parks - Green Assets (New)	0	48	23	24	25	25	26	27	27
				34135	Garden & Heritage Parks Green Assets Delivery package FY17	48	0	0	0	0	0	0	0	0
			Increased Levels of Service											
			Legal											
				21128	Botanic Gardens uplighting	255	261	186	0	0	0	0	0	0
				25006	Garden and Heritage parks mutual boundary reactive renewals	21	22	0	0	0	0	0	0	0
		Harbours & Marine Structures	Core											
				357	Lyttelton Marina Environs Development	0	418	343	0	0	0	0	0	0
				994	Marine Structures Renewal Programme	0	0	599	418	429	441	453	466	131
				2356	Akaroa Wharf Renewal	0	28	116	4,776	6,557	0	0	0	0
				2367	Scarborough Beach Concrete Access Ramp Renewal	0	0	0	0	123	0	0	0	0
				2368	Scarborough Beach Rock Wall Revetment Renewal	0	0	0	0	0	252	0	0	0
				17744	Governors Bay Wharf Renewal	0	0	535	0	0	0	0	0	0
				25070	Delivery package for Marine structures in Outer bays, Lyttelton Harbour and Akaroa Harbour renewals	571	585	0	0	0	0	0	0	0
		Neighbourhood Parks	Core											
				320	Neighbourhood Park Mutual Boundary Fence Renewals	21	22	22	23	23	24	25	25	26
				358	Westmoreland Re-vegetation	55	57	58	60	61	63	65	67	69
				405	Coronation Reserve development	33	34	35	119	123	126	0	0	0
				421	Stanley Park Renewal	55	57	58	251	172	139	71	73	75
				422	Robinsons Bay Reserve Renewals	111	0	0	0	0	0	0	0	0
				423	Okains Bay Renewal	42	43	45	46	47	48	0	0	0
				424	New Brighton Playground Renewal	106	171	557	2,399	0	0	0	0	0
				426	The Groynes Renewals	820	683	58	60	61	63	65	67	69
				521	Neighbourhood Parks Tree Renewal Programme	21	22	87	90	92	94	97	100	103
				966	Neighbourhood Parks Structures Renewal Programme	30	37	161	165	169	174	179	184	189

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				967	Neighbourhood Parks Green Assets Renewal Programme	0	54	111	114	117	120	124	127	131
				1386	Scarborough Park Playground Renewal	15	157	0	0	0	0	0	0	0
				1410	Mid Heathcote Masterplan Implementation	150	154	157	162	166	170	175	180	185
				2251	Neighbourhood Parks Furniture Renewal Programme	53	54	56	57	59	60	62	64	66
				2255	Neighbourhood Parks Hard Surface Renewal Programme	0	157	204	209	215	220	227	233	240
				2265	Neighbourhood Parks Sports Facilities Renewal Programme	0	0	22	23	173	24	167	56	26
				2266	Kirk reserve Netball Court Renewal	0	0	0	0	32	81	0	0	0
				2268	Neighbourhood Parks Backflow Preventer Renewals	33	34	35	36	37	38	39	40	41
				3194	Neighbourhood Park Building Component Renewal Programme	51	52	107	110	113	116	595	735	883
				9901	Neighbourhood Parks - Play and Recreation Facilities Renewal Programme	99	104	214	220	226	232	476	613	631
				17741	Neighbourhood Parks Water Supply Renewals	0	27	28	29	29	30	31	32	33
				17916	Port Levy toilet block renewal	0	16	184	0	0	0	0	0	0
				18453	Tulett Park surface water and drainage project	424	0	0	0	0	0	0	0	0
				25075	Delivery package for hard surface renewal neighbourhood parks	25	0	0	0	0	0	0	0	0
				25085	Reactive renewal for neighbourhood parks structures	21	16	0	0	0	0	0	0	0
				25084	Reactive renewal project neighbourhood parks sports facilities	21	23	0	0	0	0	0	0	0
				33981	Parks Hard Surface Delivery Package FY17	128	0	0	0	0	0	0	0	0
				34134	Urban Parks Green Asset renewals Delivery Package FY17	155	0	0	0	0	0	0	0	0
				34136	Urban Parks Water Supply Reactive Renewals Delivery Package FY17	27	0	0	0	0	0	0	0	0
			Growth											
				404	Landscape Design Plans	0	0	116	119	123	126	129	133	137
				1437	Banks Peninsula Walkways Development	0	0	116	119	123	126	129	133	137
				1454	Carrs Reserve Kart Club Relocation	0	0	0	0	1,840	2,519	0	0	0
				2142	Neighbourhood Parks - Green Assets (New)	0	104	167	171	176	181	186	191	197
				2150	Carrs Reserve Greyhounds relocation	0	0	0	0	245	315	0	0	0
				2179	Neighbourhood Parks - Sports Facilities (New)	18	23	23	24	25	25	26	27	27
				3177	Neighbourhood Reserve Purchases	0	0	0	0	614	630	648	667	686
				25034	Delivery package detailed design landscape plans	111	114	0	0	0	0	0	0	0
				25308	Delivery package football goals	5	0	0	0	0	0	0	0	0
				24319	Waitikiri Square Playground	137	0	0	0	0	0	0	0	0
			Increased Levels of Service											
				965	Neighbourhood Parks - Play and Recreation Facilities (New)	100	227	233	239	245	252	259	266	274
				977	Neighbourhood Parks - Furniture (New)	40	57	81	60	61	63	65	67	69
				2397	N3 Sydenham Natural Environment - Buchan Park Remodel	0	0	233	239	0	0	0	0	0
			New Services											
				19307	N1 Selwyn Street Reserve - Landscaping	3	23	116	0	0	0	0	0	0

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		Regional Parks	Core											
				1396	Estuary Margin Revegetation	0	0	23	24	25	25	26	27	27
				1439	Regional Parks Fencing Renewal Programme	0	0	54	55	57	58	60	61	63
				2228	Banks Peninsula Track Renewals	55	57	89	91	94	96	99	102	105
				2344	Bottle Lake Forest Park Rangers HQ Replacement	0	0	0	0	0	31	991	0	0
				2345	Regional Parks Furniture Renewal Programme	0	79	81	83	86	88	90	93	96
				2347	Regional Parks Play and Recreation Facilities Renewal Programme	0	0	0	20	147	0	0	0	0
				2352	Regional Parks Grazing Fences Renewal	0	57	58	60	61	63	65	67	69
				2354	Regional Parks Water Supply Renewal Programme	0	27	28	29	29	30	31	32	33
				2361	Spencer Park Recreation Facilities renewal	0	0	0	0	92	0	0	0	0
				2364	Spencer Park Mini Golf Renewal	0	0	0	0	0	63	0	0	0
				3179	Regional Parks Structures Renewal Programme	0	134	137	141	144	148	152	157	161
				3181	Regional Parks Sign Renewals Programme	0	0	56	57	59	60	62	64	66
				3184	Regional Parks Green Assets Renewal Programme	0	130	134	137	141	145	149	153	157
				3193	Regional Parks Equipment Renewal	6	6	6	6	6	6	7	7	7
				3195	Regional Parks Buildings Component Renewal Programme	57	73	75	77	117	120	124	127	131
				9903	Regional Parks Hard Surface Renewal Programme	0	157	278	286	293	301	417	441	504
				17734	Regional Parks Mutual Boundary Fence Renewals	27	27	28	29	29	30	31	32	33
				17739	Regional Parks Sports Facilities Renewals	15	15	16	16	16	17	17	18	18
				25169	Reactive renewal for Regional parks buildings earthquakes	133	57	0	0	0	0	0	0	0
				25179	Reactive renewals coastal and plains signage project	27	27	0	0	0	0	0	0	0
				25089	Reactive renewals for coastal and plains regional parks fences	26	26	0	0	0	0	0	0	0
				25088	Reactive renewals for Port Hills regional parks fences	26	26	0	0	0	0	0	0	0
				25178	Reactive renewals Port Hills signage project	27	27	0	0	0	0	0	0	0
				34240	Coastal & Plains Parks Furniture Renewal Delivery Package FY17	39	0	0	0	0	0	0	0	0
				34262	Coastal & Plains Parks Green Assets Renewal Delivery Package FY17	100	0	0	0	0	0	0	0	0
				34260	Coastal & Plains Parks Hard Surface Renewal Delivery Package FY17	77	0	0	0	0	0	0	0	0
				34258	Coastal & Plains Parks Structures Renewal Delivery Package FY17	65	0	0	0	0	0	0	0	0
				34241	Port Hills/BP Parks Furniture Renewal FY17	39	0	0	0	0	0	0	0	0
				34263	Port Hills/BP Parks Green Assets Renewal Delivery Package FY17	27	0	0	0	0	0	0	0	0
				34261	Port Hills/BP Parks Hard Surface Renewal Delivery Package FY17	77	0	0	0	0	0	0	0	0
				34259	Port Hills/BP Parks Structures Renewal Delivery Package FY17	65	0	0	0	0	0	0	0	0
				34149	Regional Parks Grazing Fence Renewals delivery Package FY17	55	0	0	0	0	0	0	0	0



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				34239	Regional Parks Water Supply Renewal Delivery Package FY17	27	0	0	0	0	0	0	0	0			
			Increased Levels of Service	408	Head to Head Walkway	50	334	23	375	24	370	0	0	0			
				30588	Estuary Edge project	51	418	0	0	0	0	0	0	0			
	Rural Fire Management		Core	3049	RF - Fire Fighting Equipment	8	9	8	8	8	9	10	10	10			
				3050	RF - Radio Communications Equipment	4	0	0	5	0	0	6	0	0			
				<b>Parks and Open Spaces Total</b>					<b>6,908</b>	<b>7,533</b>	<b>11,193</b>	<b>15,912</b>	<b>16,170</b>	<b>11,308</b>	<b>8,650</b>	<b>8,297</b>	<b>7,862</b>
			Roads and Footpaths														
			Roads & Footpaths	Committed													
				Core	279	Wigram Magdala Link	4,034	0	0	0	0	0	0	0			
					163	Carriageway Smoothing	0	923	1,002	1,085	1,173	1,301	1,362	1,402	1,443		
					164	Footpath Renewals	1,782	4,000	8,000	2,388	3,066	3,149	3,237	3,331	3,427		
					166	Retaining Walls Renewals	0	435	557	571	587	602	619	637	656		
					177	Signs Parking & Non-Regulatory	0	49	50	51	53	54	56	57	59		
					178	Signs Regulatory	0	163	167	171	176	181	186	191	197		
					179	Advanced Direction Signage	0	76	78	80	82	84	87	89	92		
					181	Carriageway Sealing and Surfacing	0	6,426	4,608	7,487	9,945	14,848	15,264	15,706	16,162		
					185	Road Pavement Renewals & Replacements	0	3,259	4,454	4,569	4,693	4,820	4,954	5,098	5,246		
					204	New Road Markings	0	87	89	91	94	96	99	102	105		
					205	Kerb & Channel Renewal Programme	600	248	5,010	5,712	7,039	8,434	9,909	11,471	13,115		
					210	Culvert Renewal	0	163	167	171	176	181	186	191	197		
					213	Signs Renewals	0	217	278	286	293	301	372	382	393		
					214	Landscaping Renewals	0	272	278	286	293	301	372	382	393		
					215	Berms Renewals	0	52	167	288	176	304	186	191	197		
					217	Traffic Signals Renewals	0	1,812	2,227	2,308	2,394	2,483	2,578	2,679	2,784		
					240	Road Metalling Renewals	743	788	835	885	939	994	1,053	1,115	1,180		
					257	Street Tree Renewals	424	435	445	457	469	482	495	510	525		
					283	Bridge Renewals	0	1,177	1,503	1,571	1,643	1,718	1,798	1,883	1,972		
					284	Drainage - Rural	59	60	62	63	65	67	69	71	73		
					295	Chevron Boards Renewals	22	23	23	24	25	26	27	27	27		
					913	Marshland Road Bridge Renewal	0	4,521	0	0	0	0	0	0	0		
					933	Central City Historic Bridges	0	90	92	94	97	99	102	105	108		
					935	Tram Track Joints	20	0	0	0	0	0	0	0	0		
					3098	Traffic Counters	0	41	42	43	44	45	47	48	49		
					3105	Road Lighting Reactive Renewals	0	266	273	280	287	295	303	312	321		
					3106	Streetlight Conversion	0	253	473	485	386	396	407	419	431		
					3107	Road Lighting Renewals	0	1,086	1,113	1,142	1,408	1,446	1,486	1,529	1,574		
					3108	Road Lighting Safety	0	217	223	228	235	241	248	255	262		
					18339	Guardrail Renewals	0	54	56	57	59	60	62	64	66		

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				18340	Railway Crossing Renewals	147	163	167	171	176	181	186	191	197
				19037	ITS system renewals	27	27	28	29	29	30	31	32	33
				24015	Chancellor Street	57	932	0	0	0	0	0	0	0
				24014	Griffiths Avenue	81	494	0	0	0	0	0	0	0
				24016	Warden Street (Hills-Petrie)	102	853	0	0	0	0	0	0	0
				27060	Rue Jolie Bridge #2 A100	61	0	0	0	0	0	0	0	0
				27048	Stony Bay Road A39 Bridge Renewal	163	0	0	0	0	0	0	0	0
				27059	Tizzards Road #5 Bridge A27	143	0	0	0	0	0	0	0	0
				27049	Wrights Road W12 Bridge Renewal	82	0	0	0	0	0	0	0	0
				29100	Nicholls Street - Street Renewal	102	731	0	0	0	0	0	0	0
				29109	North Avon Road (Hills-North Parade) Street Renewal	1,632	0	0	0	0	0	0	0	0
				34284	Berms renewals FY2017	51	0	0	0	0	0	0	0	0
				34303	Bradshaw Tce Kerb and Channel Renewal	30	0	0	0	0	0	0	0	0
				34314	Bridge Renewals - 2017	444	0	0	0	0	0	0	0	0
				34294	Cecil Pl Kerb and Channel Renewal	30	0	0	0	0	0	0	0	0
				34265	Central City Historic Bridges - 2017-2019	88	0	0	0	0	0	0	0	0
				34301	Dunn St Kerb and Channel Renewal	30	0	0	0	0	0	0	0	0
				34287	Humboldt St Kerb and Channel Renewal	30	0	0	0	0	0	0	0	0
				34283	Landscape renewals FY2017	224	0	0	0	0	0	0	0	0
				34334	Road Lighting Conversion 2017	177	0	0	0	0	0	0	0	0
				34282	Road Lighting Renewals 2017 and 2018	1,061	0	0	0	0	0	0	0	0
				34330	Road Lighting Safety 2017	212	0	0	0	0	0	0	0	0
				34302	Wembley St Kerb and Channel Renewal	30	0	0	0	0	0	0	0	0
				34406	Carriageway Sealing and Surfacing FY2017	4,590	0	0	0	0	0	0	0	0
				34405	Carriageway Smoothing FY2017	849	0	0	0	0	0	0	0	0
				34412	Culvert Renewal - 2017-2018	133	0	0	0	0	0	0	0	0
				34416	Footpath Renewals FY2017	2,218	0	0	0	0	0	0	0	0
				34414	Retaining Walls Renewals - 2017	318	0	0	0	0	0	0	0	0
				34340	Road Lighting Reactive Renewals FY2017	260	0	0	0	0	0	0	0	0
				34407	Road Pavement Renewals & Replacements FY2017	2,122	0	0	0	0	0	0	0	0
				34759	Advanced Directional Signage 2017	74	0	0	0	0	0	0	0	0
				34845	Guardrail Renewals FY2017	27	0	0	0	0	0	0	0	0
				34798	New Road Markings FY2017	85	0	0	0	0	0	0	0	0
				34871	Signs Parking & Non-Regulatory FY2017	48	0	0	0	0	0	0	0	0
				34872	Signs Regulatory FY2017	159	0	0	0	0	0	0	0	0
				35152	Signs Renewal Planned FY2017	175	0	0	0	0	0	0	0	0
				35154	Signs Renewals Reactive FY2017	37	0	0	0	0	0	0	0	0
				34875	Traffic Signals Renewals FY2017	1,418	0	0	0	0	0	0	0	0
			Growth											
				165	Subdivisions (Transport Infrastructure)	636	652	668	685	704	723	743	765	787
				232	Cranford Street Upgrade (4 Laning)	212	217	223	571	2,346	14,459	4,192	0	0
				233	Northern Arterial Extension (Cranford - QEII)	318	169	175	359	16,425	20,483	4,954	0	0
				235	Intersection Improvement: Belfast / Marshland	27	54	111	1,714	0	0	0	0	0
				243	Intersection Improvement: Greers / Northcote / Sawyers Arms	0	0	0	0	0	0	1,786	2,451	0

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				246	New Kerb & Channel - Rural	42	43	45	46	47	48	50	51	52
				915	Northcote Road 4 laning	0	0	0	0	0	579	5,353	5,041	0
				917	Lincoln Road Widening (Curletts to Wrights)	0	0	111	114	1,128	5,061	2,382	0	0
				924	Halswell Junction Road Extension	2,086	0	0	0	0	0	0	0	0
				1341	Annex / Birmingham / Wrights Route Upgrade	755	7,311	1,071	0	0	0	0	0	0
				1347	Intersection Improvement: Lower Styx / Marshland	1,690	0	0	0	0	0	0	0	0
				1350	Intersection Improvement: Highsted / Sawyers Arms	0	0	0	0	0	241	1,858	637	0
				2034	Intersection Improvement: Burwood / Mairehau	0	27	167	971	0	0	0	0	0
				2161	Intersection Improvements	0	257	0	0	0	0	0	0	0
				2421	RONs Downstream Safety Improvements: Sawyers Arms Pedestrian Crossing Points	318	0	0	0	0	0	0	0	0
				2447	Intersection Improvement: Greers / Harewood	0	0	0	0	0	0	31	200	1,426
				3174	Intersection Improvement: Wairakei / Woodridge	0	0	0	861	0	0	0	0	0
				17040	Network Management Improvements : Dunbars Road	0	0	111	685	0	0	0	0	0
				17041	Network Management Improvements : Blenheim Road - Main South Road Corridor	0	0	167	171	1,173	1,205	1,239	1,275	1,312
				17043	Network Management Improvements : Main North Road Corridor	0	0	111	1,142	1,173	1,205	1,239	1,275	1,312
				17053	Network Management Improvements : Waterloo Park	424	0	0	0	0	0	0	0	0
				17080	New Links : Halswell Junction Road to Connaught	0	0	278	857	0	0	0	0	0
				17082	New Links : Main South Road to CB2/7	0	0	0	0	1,173	1,205	0	0	0
				17086	RONs Downstream Route Improvements : Cotswold Avenue	0	0	0	0	0	0	93	127	131
				17088	RONs Downstream Intersection Improvements : Cranford Street Downstream	53	54	278	571	2,707	3,476	3,573	0	0
				17089	RONs Downstream Intersection Improvements : Crofton/ Sawyers Arms	0	0	0	29	176	602	0	0	0
				17091	RONs Downstream Route Improvements : Harewood Road	0	0	28	171	293	0	0	0	0
				17092	RONs Downstream Route Improvements : Marshland (Queen Elizabeth II - Shirley)	27	272	779	0	0	0	0	0	0
				17095	Route Improvements : Old Main North Road	0	0	0	0	0	0	0	191	328
				17098	RONs Downstream Intersection Improvements : Memorial / Orchard	0	0	0	0	0	30	310	892	0
				17100	RONs Downstream Intersection Improvements : Sawyers Arms / Waimakariri	0	0	111	800	176	0	0	0	0
				17402	Intersection Improvements: Curries/ Tanner	426	0	0	0	0	0	0	0	0
				26572	Planting Stage 3	41	0	0	0	0	0	0	0	0
			Increased Levels of Service											
				176	Traffic Signal Cameras	0	57	58	60	61	63	65	67	69
				180	School Crossing Equipment	0	26	27	27	28	29	30	31	31
				198	School Speed Zone Signs	0	143	147	151	155	159	163	168	173
				199	Blackspot Remedial Works	0	163	167	171	176	181	186	191	197
				200	Minor Safety Projects	0	138	141	145	149	153	157	162	167

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				201	Pedestrian Safety Initiatives	0	204	209	215	221	227	233	240	247
				202	Road Safety At Schools	0	312	320	328	337	346	355	366	376
				203	Safe Routes To School	0	97	99	102	104	107	110	113	117
				207	Safety Improvements Programme	0	87	89	91	94	96	99	102	105
				224	New Grassed Berms	0	52	167	288	176	304	186	191	197
				245	Inner Harbour Road Improvement (Lyttelton to Diamond Harbour)	530	543	557	0	0	0	619	637	0
				259	Pole Relocation	0	52	111	174	117	183	124	127	131
				260	Intersection Safety: Cashmere/ Centaurus/ Colombo/ Dyers Pass	0	0	0	0	0	0	31	57	2,056
				288	New Retaining Walls	0	217	223	0	235	0	248	0	262
				292	Pedestrian Priority	0	25	26	26	27	28	28	29	30
				294	New Residential Street Trees	0	25	26	26	27	28	28	29	30
				916	Network Management Improvements: Ferry & Moorhouse Road Widening (Aldwins to Fitzgerald)	0	0	377	3,735	3,159	2,317	0	0	0
				918	Intersection Improvement: Simeon / Godley Quay	0	0	0	0	0	30	1,313	1,405	0
				941	Strategic Directional Signage	0	0	130	0	137	0	145	0	153
				944	New Footpaths	0	163	320	328	337	346	355	366	376
				1346	Intersection Improvement: Cashmere/ Hoon Hay/ Worsleys	0	0	0	0	0	181	743	0	0
				1351	Intersection Safety: Cavendish/ Styx Mill (28)	0	0	0	0	0	0	31	191	656
				1970	Suburban Masterplan: Ferry Road Programme	0	292	3,966	2,056	0	0	0	0	0
				1971	Suburban Masterplan: Sumner Programme	0	261	1,766	3,295	2,316	0	0	0	0
				1973	Suburban Masterplan: Linwood Village Programme	26	443	466	0	0	0	0	0	0
				2018	Transport Corridor Optimisation Works	0	0	167	343	587	602	557	255	262
				2381	Suburban Masterplan: Edgeware Programme	0	270	812	0	0	0	0	0	0
				2383	Suburban Masterplan: New Brighton Programme	0	1,619	2,935	0	0	0	0	0	0
				2413	Footpath Extensions	0	59	60	62	63	65	67	69	71
				2414	Tactile Pavers	0	24	24	25	26	27	27	28	29
				2420	Crime Prevention Cameras	0	118	121	125	128	131	135	139	143
				17103	Intersection Safety: Aldwins/ Buckleys/ Linwood (13)	0	27	278	800	0	0	0	0	0
				17104	Intersection Safety: Aldwins/ Ensors/ Ferry	26	1,567	2,730	0	0	0	0	0	0
				17108	Intersection Safety: Barbadoes/ Bealey (16)	0	0	28	286	821	0	0	0	0
				17112	Intersection Safety: Barrington/ Lincoln/ Whiteleigh (3)	253	1,044	0	0	0	0	0	0	0
				17114	Intersection Safety: Bealey/ Madras (6)	27	272	779	0	0	0	0	0	0
				17115	Intersection Safety: Bealey/ Manchester (15)	0	0	28	286	821	0	0	0	0
				17117	Intersection Safety: Bealey/ Papanui/ Victoria (14)	0	27	278	800	0	0	0	0	0
				17118	Intersection Safety: Blenheim/ Matipo (24)	0	0	0	0	0	0	31	319	918
				17119	Intersection Safety: Byron/ Gasson (11)	0	0	28	286	1,173	0	0	0	0
				17120	Intersection Safety: Cashel/ Fitzgerald (2)	265	760	0	0	0	0	0	0	0
				17121	Intersection Safety: Clarence/ Riccarton/ Straven (27)	0	0	0	0	29	301	0	0	0
				17122	Intersection Safety: Clyde/ Creyke/ Kotare (12)	0	0	28	286	0	0	0	0	0
				17124	Intersection Safety: Deans/ Riccarton/ Riccarton (31)	0	0	0	0	29	301	867	0	0
				17126	Intersection Safety: Durham/ Moorhouse (20)	0	0	0	0	29	301	867	0	0

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				17127	Intersection Safety: Falsgrave/ Fitzgerald/ Moorhouse (21)	0	0	0	0	0	30	310	892	0
				17133	Intersection Safety: Ferry/ St Johns	0	0	0	0	0	30	186	191	0
				17135	Intersection Safety: Fitzgerald/ Hereford (17)	0	0	28	286	821	0	0	0	0
				17136	Intersection Safety: Gasson/ Madras/ Moorhouse (1)	743	0	0	0	0	0	0	0	0
				17138	Intersection Safety: Gloucester/ Stanmore (19)	0	0	28	286	0	0	0	0	0
				17142	Intersection Safety: Hills/ North Avon (25)	0	0	0	0	0	0	31	319	1,312
				17144	Intersection Safety: Ilam/ Middleton/ Riccarton (7)	265	760	0	0	0	0	0	0	0
				17147	Intersection Safety: Manchester/ Moorhouse/ Pilgrim (5)	265	760	0	0	0	0	0	0	0
				17166	Intersection Safety: Marshland/ New Brighton/ North Parade/ Shirley (8)	0	0	28	286	0	0	0	0	0
				17175	Intersection Safety: Moorhouse/ Selwyn (22)	0	0	0	29	293	843	0	0	0
				17190	Intersection Safety: Riccarton/ Waimairi (18)	0	0	28	286	0	0	0	0	0
				17192	RONs Downstream Intersection Safety: Cotswold/ Sawyers Arms	0	0	0	0	0	30	186	637	0
				17199	RONs Downstream Intersection Safety: Main North/ Marshland/ Spencerville (Chaney's Corner) (4)	766	0	0	0	0	0	0	0	0
				17200	RONs Downstream Intersection Safety: Orchard/ Wairakei (29)	0	0	0	0	0	30	124	892	197
				17207	RONs Downstream Safety Improvements: Sawyers Arms Route	0	0	167	286	0	0	0	0	0
				17208	Safety Improvements: Guardrails - Dyers Pass route	318	326	835	0	0	0	0	0	0
				17209	Safety Improvements: Guardrails - new assets	0	0	0	857	880	904	929	895	921
				17211	Safety Improvements: Pedestrian/ Cycle Safety Fences - Dyers Pass route	159	163	278	0	0	0	0	0	0
				17748	Intersection Improvements: Blenheim/ Foster/ Mandeville	0	0	0	0	0	0	0	0	33
				17858	Intersection Improvements: Blenheim/ Hansons	0	0	0	0	0	0	0	0	33
				17859	Intersection Improvements: Blenheim/ Wharenui	0	0	0	0	0	0	0	0	33
				17862	Intersection Improvements: Clyde/ Riccarton/ Wharenui	0	0	0	0	0	0	67	64	721
				17877	Intersection Improvements: Cranford / Main North	0	0	0	0	0	0	31	191	656
				17880	Intersection Improvements: Deans / Moorhouse	0	0	278	286	0	0	0	0	0
				17883	Intersection Improvements: Ferry / Humphreys / Main	0	0	0	0	0	0	0	32	197
				17887	Intersection Improvements: Harewood / Main North / Papanui	0	0	0	0	0	0	31	446	852
				17888	Intersection Improvements: Harewood / Railway	0	0	0	0	0	0	31	191	328
				17889	Intersection Improvements: Harewood / Stanleys	0	0	0	171	293	0	0	0	0
				17903	Intersection Improvements: Matipo / Riccarton	0	0	28	286	821	0	0	0	0
				17904	Intersection Improvements: Memorial / Roydvale	0	0	0	0	176	301	0	0	0
				19035	ITS Installations	32	33	45	46	47	48	50	51	52
				19137	Suburban Masterplan: Main Road Programme	0	366	2,308	0	0	0	0	0	0
				26623	Edgware Village Masterplan - A1	146	1,911	0	0	0	0	0	0	0
				26620	Ferry Road Masterplan - project WL1	133	632	797	0	0	0	0	0	0
				26622	Selwyn Street Masterplan - S1	115	0	693	0	0	0	0	0	0
				28312	Streetlight Conversion FY2016A	70	0	0	0	0	0	0	0	0

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Portfolio	Group of Activities	Activity	Category	ID	Description	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
				26619	Sumner Village Centre Masterplan P1.1	408	1,044	0	0	0	0	0	0	0
				34762	Blackspot Remedial Works 2017	159	0	0	0	0	0	0	0	0
				34781	Crime Prevention Cameras FY2017	116	0	0	0	0	0	0	0	0
				34783	Footpath Extensions FY2017	57	0	0	0	0	0	0	0	0
				34792	Minor Safety Projects FY2017	135	0	0	0	0	0	0	0	0
				34793	New Footpaths FY2017	159	0	0	0	0	0	0	0	0
				34803	Pedestrian Priority FY2017	24	0	0	0	0	0	0	0	0
				34813	Pedestrian Safety Initiatives FY2017	199	0	0	0	0	0	0	0	0
				34820	Pole Relocation FY2017	51	0	0	0	0	0	0	0	0
				34828	Road Safety At Schools FY2017	304	0	0	0	0	0	0	0	0
				34848	Safe Routes To School FY2017	94	0	0	0	0	0	0	0	0
				34853	Safety Improvements Programme FY2017	85	0	0	0	0	0	0	0	0
				34867	School Crossing Equipment FY2017	25	0	0	0	0	0	0	0	0
				34869	School Speed Zone Signs FY2017	140	0	0	0	0	0	0	0	0
				34874	Strategic Directional Signage FY2017	124	0	0	0	0	0	0	0	0
				34876	Tactile Pavers FY2017	23	0	0	0	0	0	0	0	0
			New Services											
				275	Tram Base + Tram Overhead	235	31	0	0	0	0	0	0	0
				34286	New Residential Street Trees FY2017	24	0	0	0	0	0	0	0	0
				34423	New Retaining Walls FY2017	212	0	0	0	0	0	0	0	0
				35155	New Grassed Berms FY2017	51	0	0	0	0	0	0	0	0
				35156	Traffic Counters FY2017	40	0	0	0	0	0	0	0	0
				34761	Traffic Signal Cameras 2017	55	0	0	0	0	0	0	0	0
			<b>Roads and Footpaths Total</b>			<b>39,115</b>	<b>54,562</b>	<b>60,130</b>	<b>58,442</b>	<b>78,516</b>	<b>101,257</b>	<b>83,359</b>	<b>71,458</b>	<b>68,763</b>
			Sewage Collection, Treatment and Disposal											
			Wastewater Collection Committed											
				81	WW Wainui Sewer Retic & WWTP	0	0	4,282	4,421	0	0	0	0	0
				33398	Dalgely St Odour Treatment - Southern Relief	113	0	0	0	0	0	0	0	0
			Core											
				35	WW Infra R&R Wastewater Reticulation	0	0	1,294	5,712	8,212	8,434	9,909	11,471	13,115
				63	WW Pumping Stations - Electronic Equipment R&R	0	0	423	434	446	494	508	523	428
				1269	CCWwPS0001 - SCIRT Pages Wastewater Pumping Station Upgrade	0	562	0	0	0	0	0	0	0
				2350	WW Reticulation Structure Renewals	0	92	95	97	100	102	105	108	111
				2375	WW Pump Station MEICA - Reactive Renewals	31	31	44	45	46	37	38	39	55
				3116	WW Pumping Buildings & Civil R & R	0	54	425	436	448	460	473	487	479
				17404	Lyttleton Wasterwater Pump Station Renewals	309	0	0	0	0	0	0	0	0
				17863	WW Station MEICA R&R	0	0	0	571	587	602	619	637	656
				17865	WW EQ Legacy Lateral Renewals	2,042	2,091	1,865	1,628	1,379	1,115	836	542	230
				17873	WW PS65 Upgrade	0	0	86	883	0	0	0	0	0
				17875	WW PS58 Upgrade	0	0	0	0	0	93	958	0	0
				17876	WW PS20 Upgrade	0	0	0	0	0	0	0	637	7,213

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				22429	Modification works for SCIRT Pump Station Architectural Standards	20	0	0	0	0	0	0	0	0
				24321	CCWw Pump Station Switchboard and Communications Renewals	397	0	0	0	0	0	0	0	0
				24762	Whero Ave WW Retic - Diamond Harbour	1,033	1,044	0	0	0	0	0	0	0
				24701	WW Penlington PI to Rue Noyer, Rue Noyer and Walnut PI - Akaroa	477	0	0	0	0	0	0	0	0
				28083	WW Pump Station - Roof Replacement	52	53	0	0	0	0	0	0	0
				29217	WW PS20 Catchment Manhole Improvements FY16	64	0	0	0	0	0	0	0	0
				30172	WW Riccarton Interceptor - Upper Riccarton	0	358	1,691	2,404	2,112	0	0	0	0
				29685	WW Riccarton Rd - Deans Ave to Harakeke St	674	0	0	0	0	0	0	0	0
				33969	CCWRR9012 - Keyes Rd Radio Repeater	208	213	0	0	0	0	0	0	0
				33827	WW Mains Renewal - Akaroa Foreshore North (Beach Rd and Rue Jolie)	40	82	1,553	0	0	0	0	0	0
				33626	WW Mains Renewal - Bradshaw Tce	500	0	0	0	0	0	0	0	0
				33628	WW Mains Renewal - Cranford St / Sherborne St and Vicinity	440	3,523	0	0	0	0	0	0	0
				33627	WW Mains Renewal - Palmers Rd	150	197	1,606	0	0	0	0	0	0
				33992	WW Mains Renewals - City Care Maintenance Contract	400	0	0	0	0	0	0	0	0
				33897	WW Pump Station MEICA R&R Project for FY2016-2018	176	400	557	0	0	0	0	0	0
				34384	CCWwPS0011 Odour Management	45	0	0	0	0	0	0	0	0
			Growth											
				58	WW SCIRT Pumping Station 60 Upgrade	0	163	1,033	0	0	0	0	0	0
				60	WW New Mains Programme	121	1,222	0	0	332	2,169	2,230	1,912	1,967
				61	WW New Pumping Stations for Growth	376	3,395	0	0	841	1,205	1,239	1,275	1,312
				94	WW Subdivisions Additional Infrastructure	371	380	334	343	293	301	310	319	328
				884	WW PS92 Cracroft Rising Main Extension	0	0	0	0	56	572	0	0	0
				3119	WW pumping stations - Electronic new	32	32	10	11	11	20	21	21	22
				9388	WW SE Halswell Sewer	4,912	8,356	0	0	0	0	0	0	0
				14648	WW Prestons Infrastructure Provision Agreement	1,027	1,044	0	0	0	0	0	0	0
				17878	WW Automation Improvement Works	102	0	0	0	0	0	0	0	0
				19825	WW Upper Styx Biofilters	350	0	0	0	0	0	0	0	0
				30176	WW Belfast PS62 Capacity Upgrade	50	0	0	0	0	0	0	0	0
				33392	Settlers Crescent Biofilter - PM0052 Discharge	25	141	0	0	0	0	0	0	0
				33836	WW Highfield Connection to Northcote Collector	50	297	1,553	1,594	0	0	0	0	0
				33837	WW Highsted Pressure Sewer System Main	355	698	0	0	0	0	0	0	0
				33840	WW SCIRT Sandy Ave	7	0	0	0	0	0	0	0	0
				33839	WW SCIRT Vacuum Tank Division Valves	100	0	0	0	0	0	0	0	0
				33835	WW SCIRT Worsleys Road Gravity Main Upgrade	267	0	0	0	0	0	0	0	0
				33838	WW South West Halswell	80	1,267	652	0	0	0	0	0	0
				34413	WW PS60 Capacity Upgrade	50	0	0	0	0	0	0	0	0
				34339	WW SCIRT Northern Relief Contingency	50	0	0	0	0	0	0	0	0
			Increased Levels of Service											

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				33405	Sealing WW Manholes in Flood and Surface Ponding Prone Areas - 2017 FY	90	0	0	0	0	0	0	0	0
			Legal											
				56	WW Northern Relief Grassmere	0	0	75	769	3,520	12,049	13,006	12,745	5,508
				874	WW Riccarton Trunk Main Project	10,538	1,292	0	0	0	0	0	0	0
				880	WW Heathcote Wet Weather Overflow Reduction	0	0	151	4,394	4,512	4,634	2,144	2,206	1,259
				1376	WW New Reticulation Odour Control - Waste Gen O/H	0	0	145	149	153	157	161	166	170
				2435	WW - Wetwell Safety Improvements	0	0	0	0	25	0	0	27	0
				25799	WW Beckenham Street Cross Connection	294	0	0	0	0	0	0	0	0
				25805	WW Colombo St Trunk Main	855	1,380	0	0	0	0	0	0	0
		Wastewater Treatment & Disposal	Core											
				37	LW Laboratory Renewals and Replacements	47	48	49	50	52	53	54	56	58
				114	Grit Tank Upgrade for EQ Resilience	1,229	0	0	0	0	0	0	0	0
				115	WW CWTP Electrical Instrumentation and Control Renewals	622	637	653	669	688	706	726	747	769
				117	WW CWTP Ongoing Renewals Programme	0	418	1,910	1,960	1,232	1,265	1,301	1,338	1,377
				879	General Civil/Building Renewals	55	57	58	60	61	63	65	67	69
				899	Step Screen Renewal	0	57	1,280	1,228	0	0	0	0	0
				2304	Trickling Filter Media Renewal	0	0	0	0	1,594	10,957	0	1,852	11,804
				2308	Gravity Belt Thickeners Renewal	0	0	407	0	0	0	0	0	0
				2318	Health and Safety Renewals	67	68	70	72	74	76	78	80	82
				2343	Roading Renewals	111	0	117	0	123	0	130	0	138
				3117	Biosolids Dewatering Renewal	2,079	0	0	0	0	0	0	0	0
				17881	WW Banks Peninsula WWTP Asset Reactive Renewals	74	65	78	69	82	72	87	76	92
				19260	CWTP Operations Building HVAC - Renewal	220	0	0	0	0	0	0	0	0
				24700	CWW SCADA Network Segregation	153	0	0	0	0	0	0	0	0
				33984	CWTP Machine Guarding 3rd Tranche	273	0	0	0	0	0	0	0	0
				33982	CWTP Minor Works 16/17	60	0	0	0	0	0	0	0	0
				33983	CWTP Reactive Renewals 16/17	75	0	0	0	0	0	0	0	0
			Legal											
				596	WW New Akaroa Wastewater Treatment Plant	1,000	14,969	16,739	0	0	0	0	0	0
				890	WW Lyttelton Harbour WWTP	1,020	8,356	12,481	12,261	13,169	4,544	0	0	0
				2214	WW Duvauchelle Treatment and Disposal Upgrade	0	0	0	0	293	4,097	0	0	0
					<b>Sewage Collection, Treatment and Disposal Total</b>	<b>34,358</b>	<b>53,042</b>	<b>51,716</b>	<b>40,260</b>	<b>40,441</b>	<b>54,277</b>	<b>34,998</b>	<b>37,331</b>	<b>47,242</b>
			Arts and Culture											
		Libraries	Core											
				472	FA RR Furniture & Equipment Library	97	99	102	105	107	110	113	117	120
				473	Library Resources (Books, Serials, AV, Electronic)	4,999	5,640	5,781	5,931	6,091	6,255	6,431	6,617	6,803
				531	FA AI Libraries	222	227	233	239	245	252	259	266	274
				532	Library Resources - restricted assets (books, serials, AV, electronic & digital)	229	234	240	246	253	260	267	275	283
				533	Library Built Asset Renewal & Replacement	19	397	585	615	699	776	858	1,042	1,261
			Growth											



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				838	Belfast Library & Service Centre	0	0	0	0	4,216	0	0	0	605
	Christchurch Art Gallery		Core	2	CSAG Art in Public Places	0	0	240	304	312	581	329	614	349
				550	CSAG FA NA Collections Acquisitions	318	326	334	597	614	630	648	667	686
				2097	CSAG Art Gallery Replacements and renewals	102	215	1,128	217	188	396	149	981	236
				2107	CSAG R&R Exhibition equipment	28	28	29	30	31	31	32	33	34
				2112	CSAG Design and photography equipment	0	7	0	7	0	8	0	8	8
				2113	CSAG R&R Security upgrade	32	33	61	23	23	24	50	76	26
				2119	Akaroa Museum R&R Roof and equipment	11	5	11	6	6	12	6	6	13
				2398	CSAG Art Gallery Collection storage and fittings	22	23	23	24	25	25	26	27	27
			Increased Levels of Service											
				2120	Akaroa Museum FA Exhibition spaces Infrastructure	250	0	0	0	0	0	0	0	0
				2121	Akaroa Museum Heritage Buildings conservation, reinterpretation and restoration	2	2	6	2	2	2	19	3	3
					<b>Arts and Culture Total</b>	<b>6,331</b>	<b>7,236</b>	<b>8,773</b>	<b>8,346</b>	<b>12,812</b>	<b>9,362</b>	<b>9,187</b>	<b>10,732</b>	<b>10,728</b>
					<b>Regulation and Enforcement</b>									
			Regulatory Compliance, Licencing and Registration		Core									
				470	Compliance Equipment	26	11	6	55	0	0	0	0	0
					<b>Regulation and Enforcement Total</b>	<b>26</b>	<b>11</b>	<b>6</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>Sports and Recreation</b>									
			Community Facilities		Increased Levels of Service									
				7694	Temporary Facilities	0	0	530	0	0	0	0	0	0
					New Services									
				22522	Manuka cottage Capital Endowment Fund project	120	0	0	0	0	0	0	0	0
			Sports Parks		Core									
				387	Sports Parks Tree Renewal Programme	111	114	116	119	123	126	129	133	56
				955	Sport Parks Buildings Component Renewal Programme	0	209	214	549	902	927	1,191	1,226	1,840
				1415	Papanui Domain Playground Renewal	31	114	0	0	0	0	0	0	0
				1427	Sports Parks Water Supply Renewal Programme	0	0	159	163	167	172	177	182	187
				1455	Linwood Park Pavilion	0	0	0	33	352	0	0	0	0
				1456	Burnside Park Playground Renewal	0	0	12	155	0	0	0	0	0
				2241	St Albans Park Sport Turf Renewal	50	1	428	439	0	0	0	0	0
				2242	Middleton Park Drainage Renewal	0	0	0	0	123	0	0	0	0
				2243	Elmwood Park Sports Turf Renewal	0	0	0	179	0	0	0	0	0
				2247	Rawhiti Domain Tennis Court Renewal	0	0	0	0	221	0	0	0	0
				2249	Bishopdale Park Skateboard Area Renewal	0	23	233	0	0	0	0	0	0
				2307	Sports Parks Furniture Renewal Programme	51	52	54	55	56	58	119	123	189
				2309	Sports Parks Green Assets Renewal Programme	0	0	207	213	218	224	231	237	244

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				2312	Sports Parks Hard Surface Renewals Programme	0	0	106	109	223	229	235	242	249
				2314	Hagley Park Hard Surface Renewals	33	34	0	0	0	0	0	0	0
				2331	Barrington Park Playground Renewal (accessibility standard)	20	292	0	0	0	0	0	0	0
				2333	Sports Parks Structures Renewal Programme	0	0	106	109	111	114	118	121	125
				2335	Clare Park Vehicle Bridge Renewal	0	26	244	0	0	0	0	0	0
				3115	Sports Parks Play and Recreation Facilities Renewal Programme	0	104	214	220	338	579	595	613	631
				3180	Sports Parks Sport Facilities Renewal Programme	0	0	106	42	36	114	123	176	69
				8388	Sports Parks Turf Renewals	0	0	106	109	111	114	118	121	125
				8394	Cricket Wicket Renewals	32	33	0	0	0	0	0	0	0
				17724	Sports Parks Boundary Fences Renewals	21	22	22	23	23	24	25	25	26
				17925	Fendalton park pavilion and toilet renewal	0	0	0	0	0	35	310	0	0
				17926	Sports park drainage mitigation	0	0	106	109	111	114	118	121	125
				17927	Halswell Domain pavilion and toilet renewal	0	0	0	0	35	602	0	0	0
				17929	Sand turf renewals	0	0	0	0	0	0	0	127	131
				25196	Reactive renewal sports parks building component project	30	0	0	0	0	0	0	0	0
				25087	Sports ground renewal project	758	852	0	0	0	0	0	0	0
				33991	Urban Parks Backflow Preventers Delivery Package FY17	55	0	0	0	0	0	0	0	0
				34095	Parks Buildings Components Delivery Package FY17	72	0	0	0	0	0	0	0	0
				34000	Parks Play and Rec Facilities Delivery package FY17	102	0	0	0	0	0	0	0	0
				34106	Urban Parks Structures Delivery Package FY17	111	0	0	0	0	0	0	0	0
			Growth											
				335	Ferrymead Park Development	106	109	0	0	0	0	0	0	0
				354	Halswell Domain Car Park	0	0	445	228	0	0	0	0	0
				2186	Sports Parks - Structures (New)	0	114	116	119	123	126	129	133	137
				3178	District sports park purchases / capacity building project	3,264	2,298	2,355	2,417	2,482	964	0	0	0
			Increased Levels of Service											
				502	New backflow preventers	0	57	58	60	61	63	65	67	69
				2245	Rawhiti Domain Sports Turf Upgrade	0	0	0	12	613	0	0	0	0
			New Services											
				17928	Halswell skate park	53	326	0	0	0	0	0	0	0
		Recreation and Sports Facilities	Core											
				857	Community Facilities Athletics Track Surface R&R	82	104	80	103	150	155	161	166	172
				2094	Community Facilities Metro Sports Centre R&R	0	0	3,931	4,707	4,834	4,964	5,103	5,251	5,403
				2108	Community Facilities Cricket Ground and Equipment R&R	0	0	251	0	0	0	111	574	0
				2109	Community Facilities South West Leisure Centre & R&R	0	0	0	103	158	217	446	459	472
				2123	Nga Puna Wai Sports Hub-Addington Stadium Modifications	286	0	0	0	0	0	0	0	0
				2741	Community Facilities Eastern Aquatics Facility R&R	0	109	167	228	293	301	310	319	328
				2749	Community Facilities Nga Puna Wai R&R	0	785	833	243	0	1,536	611	0	2,230

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				9030	Community Facilities Buildings & Plant R&R	0	1,310	2,769	1,950	1,767	2,239	3,629	2,162	4,820
				9031	Community Facilities Mechanical & Electrical	0	1,340	1,140	288	277	293	1,453	1,284	307
				9032	Community Facilities Grounds R&R	0	400	826	924	866	896	52	59	55
				9033	Community Facilities Equipment R&R	0	329	340	513	1,071	954	903	956	1,254
				34331	Cowles Renewal Package	120	0	0	0	0	0	0	0	0
				34329	Denton Oval Delivery Package	241	265	0	0	0	0	0	0	0
				34326	Graham Condon Stadium Package	130	0	0	0	0	0	0	0	0
				34328	Hagley Oval Delivery Package	428	888	0	0	0	0	0	0	0
				34333	RSU delivery package FY17	930	0	0	0	0	0	0	0	0
				34332	Renewal of Fitness Equipment	294	276	411	353	0	0	0	0	0
				34279	Roof Renewal Package - Jellie and Pioneer	197	259	0	0	0	0	0	0	0
				34327	Spencer Beach Holiday Park Delivery Package	228	519	0	0	0	0	0	0	0
				34367	Facility Management Delivery Package A	312	0	0	0	0	0	0	0	0
				34368	Facility Management Delivery Package B	314	0	0	0	0	0	0	0	0
				34660	Hagley Oval Sightscreens	75	0	0	0	0	0	0	0	0
			Growth											
			Increased Levels of Service	862	Community Facilities South West Leisure Centre	2,000	2,502	10,706	7,140	0	0	0	0	0
				2174	Nga Puna Wai Sports Hub-Infrastructure	2,764	4,209	3,233	33	0	0	0	0	0
				21131	St Albans Community Centre	1,698	1,362	0	0	0	0	0	0	0
			New Services											
				21129	Woolston/Linwood Pool	49	50	3,850	15,400	2,441	0	0	0	0
				22523	Jellie Park Car Park	479	0	0	0	0	0	0	0	0
			<b>Sports and Recreation Total</b>			<b>15,647</b>	<b>19,487</b>	<b>34,474</b>	<b>37,447</b>	<b>18,286</b>	<b>16,140</b>	<b>16,462</b>	<b>14,877</b>	<b>19,244</b>
			Heritage Protection and Policy											
			Heritage Protection											
			Increased Levels of Service	1469	Robert McDougall Gallery - Weathertightness	0	1,547	0	0	0	0	0	0	0
			<b>Heritage Protection and Policy Total</b>			<b>0</b>	<b>1,547</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			Flood Protection and Control Works											
			Flood Protection & Control Works											
			Core											
				336	SW Pumping Station Reactive Renewals	95	98	100	103	106	148	152	157	161
				510	Detention and Treatment Facility Renewals	0	119	122	126	129	181	186	191	262
				33763	Detention and Treatment Facility Reactive Renewals FY17	37	0	0	0	0	0	0	0	0
				33977	SW Curletts Wetland	250	0	0	0	0	0	0	0	0
				33762	Kotare Reserve & Kingfisher Reserve SW Detention Basin	80	0	0	0	0	0	0	0	0
				35071	SW FY17 New Pipe Drains Delivery Package	510	0	0	0	0	0	0	0	0
				35070	SW FY17 Open Drains Reactive	111	0	0	0	0	0	0	0	0
			Growth											
				369	Piped Systems - Pipe Drains (New)	0	261	268	549	564	579	595	613	1,009

## Planned Capital Programme Detail by Activity

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Portfolio	Group of Activities	Activity	Category	ID	Description	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
				973	South West SMP - Waterways Detention and Treatment Facilities	1,099	1,407	269	5,540	7,385	8,373	7,146	5,172	1,412
				990	Open Water Systems - open drains reactive	0	114	116	119	123	126	129	133	137
				2415	STYX SMP - Waterway Detention and Treatment facilities	757	4,961	5,032	6,290	7,039	7,229	6,193	6,373	7,892
				2416	AVON SMP - Waterways Detention and Treatment facilities	0	554	1,113	2,285	2,346	3,615	3,716	5,098	5,246
				2675	Quaiffes/Murphys basin and Wetland	1,099	0	0	0	0	0	0	0	0
				2679	Prestons/Clare Park Stormwater	510	627	642	0	0	0	0	0	0
				15751	Sparks road development drainage works	500	1,536	1,574	538	0	0	0	0	0
				18615	Kaputone Stream Diversion	51	0	0	0	0	0	0	0	0
				25648	Worsleys spur stormwater pipe and drain system	632	0	0	0	0	0	0	0	0
				33251	SW Highsted Infrastructure Agreement	517	0	0	0	0	0	0	0	0
				33980	SW Owaka Basin	0	512	525	0	0	0	0	0	0
				33979	SW Owaka Corridor	300	717	0	0	0	0	0	0	0
				33976	SW Rossendale Infrastructure Provision Agreement	200	1,843	945	969	0	0	0	0	0
				33975	SW Spreydon Lodge Infrastructure Provision Agreement	0	0	2,724	1,190	1,648	0	0	0	0
				33978	SW Wilmers Facility	477	1,024	1,050	0	0	0	0	0	0
				32243	Welsh Basin SW Treatment	1,300	2,048	2,099	1,077	0	0	0	0	0
				34336	FY17 Raingarden Delivery Package	204	0	0	0	0	0	0	0	0
				34337	SW Bells Creek Ferry Road Storm Filter Vault	530	441	674	427	439	0	0	0	0
				34341	SW Treatment of Eastman Wetlands	100	0	0	0	0	0	0	0	0
				34335	SW Regents Park Close IPA	2,000	0	0	0	0	0	0	0	0
				34808	Cranford Basin Dudley Diversion	100	0	0	0	0	0	0	0	0
			Legal											
				19398	Heathcote, Estuary and Coast SMP	0	102	105	373	383	1,205	1,239	2,549	2,623
				<b>Flood Protection and Control Works Total</b>		<b>11,459</b>	<b>16,364</b>	<b>17,358</b>	<b>19,586</b>	<b>20,162</b>	<b>21,456</b>	<b>19,356</b>	<b>20,286</b>	<b>18,742</b>
			Refuse Minimisation and Disposal											
			Residual Waste											
			Collection & Disposal	Core										
				106	Waste Transfer Stations (R&R)	388	397	390	400	411	422	434	446	459
				107	SW Closed landfill Monitoring	17	17	17	17	18	18	19	19	20
				109	SW Miscellaneous Renewals	28	28	28	29	29	30	31	32	33
				161	Closed Landfills Aftercare	129	132	129	114	117	120	124	127	131
				162	Closed Landfill Aftercare Burwood Stg	222	227	223	498	581	554	368	586	274
				2598	Burwood Gas Treatment Plant Renewal(s)	166	0	167	0	176	0	0	96	0
			Legal											
				111	Solid Waste new equipment	28	28	28	29	29	30	31	32	33
				<b>Refuse Minimisation and Disposal Total</b>		<b>978</b>	<b>829</b>	<b>982</b>	<b>1,087</b>	<b>1,361</b>	<b>1,174</b>	<b>1,007</b>	<b>1,338</b>	<b>950</b>
				<b>Day-to-Day Total</b>		<b>187,839</b>	<b>271,184</b>	<b>264,001</b>	<b>264,556</b>	<b>279,110</b>	<b>303,504</b>	<b>239,268</b>	<b>231,108</b>	<b>253,832</b>
			Facility Rebuilds											
			Corporate											

## Planned Capital Programme Detail by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	ID	Description	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
		Corporate Investments	Committed											
				1024	Town Hall Rebuild	28,000	45,313	12,455	0	0	0	0	0	0
				1026	AMI Stadium Rebuild	0	0	0	0	0	0	60,606	118,079	74,296
		Corporate Support	Committed											
				1028	Rebuild SLP Land Value Offset	0	0	0	0	0	(2,317)	0	0	0
				10370	Performing Arts Precinct	2,000	18,161	7,911	0	0	0	0	0	0
			Core											
				3338	Akaroa Service Centre	616	0	0	0	0	0	0	0	0
				19590	Community Facilities (incl. Heritage) Rebuild Programme	0	11,918	0	0	0	0	0	0	0
				27269	Community Facilities Tranche 2 Programme	61	0	0	409	200	0	0	0	0
				27198	Pages Road Depot - Buildings	56	649	294	0	0	0	0	0	0
		<b>Corporate Total</b>				<b>30,733</b>	<b>76,041</b>	<b>20,660</b>	<b>409</b>	<b>200</b>	<b>(2,317)</b>	<b>60,606</b>	<b>118,079</b>	<b>74,296</b>
		Housing												
		Housing	Core											
				22568	Osborne Street - Social Housing Infill Development	289	0	0	0	0	0	0	0	0
				22603	Innes Courts - Social Housing Infill Development	202	0	0	0	0	0	0	0	0
		<b>Housing Total</b>				<b>491</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>
		Resilient Communities												
		Community Facilities	Core											
				3375	Risingholme Craft Workshops	133	0	0	0	0	0	0	0	0
				3376	Risingholme Hall	604	0	0	0	0	0	0	0	0
				3377	Risingholme Homestead	532	0	0	0	0	0	0	0	0
				8385	Bishopdale Library and Community Centre Rebuild	4,199	0	0	0	0	0	0	0	0
				9381	Sumner Community Facility (Centre & Library) Rebuild	5,723	4,245	0	0	0	0	0	0	0
				10029	Aranui Community Centre Rebuild	287	0	0	0	0	0	0	0	0
				14505	Heathcote Combined Community Facility	207	0	0	0	0	0	0	0	0
				20050	Governors Bay community centre and pottery shed	122	0	0	0	0	0	0	0	0
				20051	Riccarton community house	969	0	0	0	0	0	0	0	0
				20053	Shirley community centre	0	157	2,537	0	0	0	0	0	0
				20481	St Martins Community Facility (Former St Martins Public Library)	219	0	0	0	0	0	0	0	0
				24960	Community facility repair	0	156	0	0	0	0	0	0	0
				27190	Somerfield Community Centre	70	0	0	0	0	0	0	0	0
		<b>Resilient Communities Total</b>				<b>13,065</b>	<b>4,558</b>	<b>2,537</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		Transport												
		Parking	Committed											
				1021	Lichfield Car Parking Rebuild Capex	9,723	16,149	0	0	0	0	0	0	0
				1022	Parking "Replacement" Capex	0	6,258	0	0	0	0	0	0	0
		Public Transport Infrastructure	Increased Levels of Service											
				2735	The Square	0	0	0	9,200	0	0	0	0	0

## Planned Capital Programme Detail by Activity

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Portfolio	Group of Activities	Activity	Category	ID	Description	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
				3170	Construction of new Central City Transport Interchange	0	0	22,911	0	0	0	0	0	0
				9146	Coastal Pathway Project	153	209	3,606	3,098	0	0	0	0	0
				15315	Riccarton Interchange & Bus Priority	1,109	265	0	0	0	0	0	0	0
		Transport Total				10,985	22,881	26,517	12,298	0	0	0	0	0
		Parks and Open Spaces												
					Increased Levels of Service									
		Neighbourhood Parks		1031	Avon River Park	0	6,400	0	0	0	0	0	0	0
		Parks & Open Spaces	Core	3335	Addington Water Station	173	0	0	0	0	0	0	0	0
				3355	Former Council Stables	0	0	0	0	815	0	0	0	0
				3356	Governors Bay Old School House	56	0	0	0	0	0	0	0	0
				3359	Halswell Quarry Old Stone House	271	0	0	0	0	0	0	0	0
				3360	Halswell Quarry Crusher Building	157	0	0	0	0	0	0	0	0
				3361	Halswell Quarry Singlemens Quarters	162	0	0	0	0	0	0	0	0
				3364	Kukupu Hostel	0	0	43	330	0	0	0	0	0
				3379	Sign of the Kiwi	145	0	0	0	0	0	0	0	0
				3381	Signal Mast Cave Rock	71	0	0	0	0	0	0	0	0
				3383	Stoddarts Cottage	322	0	0	0	0	0	0	0	0
				20048	Hagley Bandsmen's Memorial Rotunda	0	0	18	277	0	0	0	0	0
				24335	Signal Box - Norwich Quay	39	0	0	0	0	0	0	0	0
				27191	Cracroft Caverns Reserve - Cashmere Caverns	0	0	0	0	567	568	0	0	0
				26635	Edmonds Telephone Cabinet	31	0	0	0	0	0	0	0	0
				27419	Kaputohe Cottage	0	0	0	27	0	0	0	0	0
				27187	St Albans Park - Pavilion/Toilets	0	0	61	377	0	0	0	0	0
		Parks and Open Spaces Total				1,427	6,400	122	1,011	1,382	568	0	0	0
		Roads and Footpaths												
					Increased Levels of Service									
		Roads & Footpaths		1029	CCP - Transitional City projects	500	512	369	379	389	399	0	0	0
				1969	AAC Central City: Wayfinding	510	522	535	549	564	1,344	1,239	1,020	0
				14294	TP6 Fitzgerald Avenue Twin Bridges Renewal	510	0	0	0	0	0	7,229	0	0
				14295	TP9 Tuam Street One way Conversion (Durham to Barbadoes)	0	0	0	110	846	0	0	0	0
				14297	TP10 Lichfield Street 2 way conversion	0	0	0	110	846	0	0	0	0
				15170	TP30k AAC Slow Core	1,925	0	0	0	0	0	0	0	0
				18323	AAC Hereford Street (Montreal-Rolleston)	0	0	0	0	0	120	727	0	0
				18324	AAC Victoria Street	2,856	4,223	0	0	0	0	0	0	0
				18325	AAC Salisbury Street	662	2,101	3,747	0	0	0	0	0	0
				18326	AAC Antigua Street (St Asaph-Moorhouse)	0	0	758	2,446	0	0	0	0	0
				18334	AAC Hereford Street (Cambridge-Montreal)	0	0	0	0	0	165	1,610	0	0
				18335	AAC Hereford Street (Manchester-Madras)	0	0	0	0	0	0	217	2,108	0
				18336	AAC Colombo Street (Bealey-Kilmore)	0	0	321	1,648	0	0	119	609	0

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				18338	AAC Colombo Street (St Asaph-Moorhouse)	0	0	0	0	0	0	403	3,299	0
				18341	AAC Ferry Road (St Asaph-Fitzgerald)	186	1,779	0	0	0	0	0	0	0
				18342	AAC High Street (Manchester-St Asaph)	0	0	0	0	0	0	403	3,170	0
				18343	AAC High Street (Hereford-Manchester)	0	0	334	1,630	1,128	0	0	0	0
				18360	AAC Riccarton Avenue	0	0	0	0	0	0	0	191	4,499
				18361	AAC Rolleston Avenue (Hereford-Armagh)	0	0	0	0	0	0	0	115	1,474
				18362	AAC Park Terrace	0	0	0	0	0	0	0	102	1,207
				18363	AAC Rolleston Avenue (Cambridge-Hereford)	0	0	0	0	0	0	0	38	432
				18364	AAC Armagh Street (Manchester-Colombo)	0	0	0	0	0	0	0	64	892
				18365	AAC Armagh Street (Durham-Montreal)	0	0	0	0	0	0	124	2,382	0
				18366	AAC Armagh Street (Montreal-Park)	0	0	0	0	0	0	0	25	245
				18367	AAC Durham Street (Tuam-St Asaph)	0	0	0	0	0	0	0	64	900
				18370	AAC Gloucester Street (Madras-Manchester)	0	0	0	0	0	0	0	0	39
				18371	AAC Gloucester Street (Manchester-Colombo)	0	0	0	0	0	0	0	0	131
				18372	AAC Gloucester Street (Oxford-Montreal)	0	0	0	0	0	0	0	0	262
				18373	AAC Central City connecting roads & lanes	0	0	0	0	0	0	0	0	157
				18374	AAC Cambridge Terrace (Montreal-Rolleston)	0	0	0	0	0	0	0	0	79
				18375	AAC Chester Street (Durham-Cranmer)	0	0	0	0	0	0	0	0	26
				18376	AAC Chester street (Madras-Oxford)	0	0	0	0	0	0	0	0	105
				18377	AAC Chester Street (Cranmer-Park)	0	0	0	0	0	0	0	0	39
				18378	AAC Lichfield Street (Madras-Manchester)	0	0	0	0	0	0	0	51	506
				18379	AAC Worcester Street (Oxford-Montreal)	0	0	89	838	0	0	0	0	0
				18380	AAC Worcester Street (Montreal-Rolleston)	0	0	78	780	0	0	0	0	0
				18381	AAC Cashel Street (Manchester-Cambridge)	0	0	0	0	0	0	0	0	393
				18383	AAC Montreal Street (Cambridge-Tuam)	0	0	0	0	0	0	0	0	197
				18384	AAC Montreal Street (Tuam-St Asaph)	0	0	0	0	0	0	0	0	197
				18395	AAC Bealey Avenue	0	0	0	0	0	0	0	0	306
				19845	AAC Oxford Terrace (Kilmore-Madras)	0	0	0	0	0	112	0	0	0
				19846	AAC Cambridge Terrace (Kilmore-Barbadoes)	0	0	0	0	0	0	0	0	131
				19847	AAC Hereford St (Manchester-Cambridge)	361	2,191	2,141	0	0	0	0	0	0
				21119	AAC Kilmore Street (Fitzgerald-Park) two way conversion	0	2,833	2,883	0	0	0	0	0	0
				24778	AAC St Asaph Street (Ferry-Antigua)	2,043	0	0	0	0	0	0	0	0
					<b>Roads and Footpaths Total</b>	<b>9,553</b>	<b>14,161</b>	<b>11,255</b>	<b>8,490</b>	<b>3,773</b>	<b>2,140</b>	<b>12,071</b>	<b>13,238</b>	<b>12,217</b>
					<b>Arts and Culture</b>									
					Libraries									
					Committed									
				1019	New Hornby Library and Service Centre	251	1,323	11,469	275	0	0	0	0	0
					Core									
				1020	Central Library (Knowledge Centre)	20,000	32,379	19,698	0	0	0	0	0	0
				3351	Coronation Library (Akaroa)	107	0	0	0	0	0	0	0	0
				3366	Little River Library	0	167	554	0	0	0	0	0	0
				19615	New Brighton Library EQ repair	3,526	0	0	0	0	0	0	0	0
				20836	South Library and Service Centre EQ	496	508	3,594	11,335	478	0	0	0	0
				21096	Lyttelton Library EQ repairs	1,986	0	0	0	0	0	0	0	0
				27184	Parklands Queenspark Library	153	0	0	0	0	0	0	0	0

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				27186	Redcliffs Public Library	46	0	0	0	0	0	0	0	0
				27104	Woolston Library & Toilets + Woolston Community Centre	51	656	613	0	0	0	0	0	0
	Museums		Core											
				3347	Akaroa Court House	31	0	0	0	0	0	0	0	0
				3365	Langlois-Eteveneaux Cottage	158	0	0	0	0	0	0	0	0
	Arts and Culture Total					26,805	35,033	35,928	11,610	478	0	0	0	0
	Sports and Recreation													
		Recreation and Sports Facilities	Core											
				1016	QEII (Eastern) Recreation & Sport Centre	2,000	9,449	18,687	0	0	0	0	0	0
				1017	Metro Sport Facility	36,719	37,120	38,048	34,800	0	0	0	0	0
				1018	Nga Puna Wai Sports Hub-Community Athletics Track	2,906	3,069	0	0	0	0	0	0	0
				24962	Nga Puna Wai Sports Hub-Grandstands & Player Facilities Rebuild	3,876	0	0	0	0	0	0	0	0
				24961	Nga Puna Wai Sports Hub-QE2 Sports House Rebuild	2,020	230	0	0	0	0	0	0	0
				27182	English Park Football Complex	51	0	0	0	0	0	0	0	0
				27102	Jellie Park Recreation and Sports Centre	4,334	5,412	0	0	0	0	0	0	0
				27183	Paddling Pools Work Package	1,053	0	0	0	0	0	0	0	0
				27192	Public Toilets Work Package 2016/2017	168	0	0	0	0	0	0	0	0
				27103	Spencer Park Campground - All Buildings	867	1,010	0	0	0	0	0	0	0
				31661	Lyttelton Playground & Skate Park Retaining Wall	270	0	0	0	0	0	0	0	0
	Sports and Recreation Total					54,264	56,290	56,735	34,800	0	0	0	0	0
	Heritage Protection and Policy													
		Heritage Protection	Core											
				3349	The Chokebore Lodge	728	0	0	0	0	0	0	0	0
				3350	Cob Cottage	332	0	0	0	0	0	0	0	0
				3353	Edmonds Band Rotunda	1,122	0	0	0	0	0	0	0	0
				3363	Kapuatohe Dwelling	92	0	0	0	0	0	0	0	0
				3367	Lyttelton Clock Tower	173	0	0	0	0	0	0	0	0
				3368	Mona Vale Bathhouse	439	0	0	0	0	0	0	0	0
				3369	Mona Vale Gatehouse	343	0	0	0	0	0	0	0	0
				3371	Mona Vale Homestead	102	0	0	0	0	0	0	0	0
				3372	Old Stone House (Cracroft)	1,469	0	0	0	0	0	0	0	0
				3373	Old Municipal Chambers	0	1,859	8,185	0	0	0	0	0	0
				3374	Poplar Crescent Edmonds Pavillion	320	0	0	0	0	0	0	0	0
				3378	Rose Historic Chapel	1,413	161	0	0	0	0	0	0	0
				3380	Sign of the Takaha	306	0	0	0	0	0	0	0	0
				22167	Canterbury Provincial Chambers Stage 1 Works	459	7,886	16,277	5,393	0	0	0	0	0
				24333	Nurses Memorial Chapel	0	0	621	0	0	0	0	0	0
	Heritage Protection and Policy Total					7,298	9,906	25,083	5,393	0	0	0	0	0
Facility Rebuilds Total						154,621	225,270	178,837	74,011	5,833	391	72,677	131,317	86,513



## Planned Capital Programme Detail by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	ID	Description	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>Infrastructure Rebuild</b>														
Corporate														
	Strategic Policy & Planning		Committed											
				19076	Port Hills Mass Movement Remediation - Quarry (Main Road)	71	0	0	0	0	0	0	0	0
				19079	Port Hills Mass Movement Remediation - Egnot	103	0	0	0	0	0	0	0	0
				19080	Port Hills Mass Movement Remediation - Taupata	51	0	0	0	0	0	0	0	0
				21134	Land Purchase - Mass Movement Remediation Programme	272	0	0	0	0	0	0	0	0
<b>Corporate Total</b>						<b>497</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>Stormwater Drainage</b>														
	Stormwater Drainage		Core											
				3285	Budget Only - SCIRT Stormwater Retic Capex	18,025	0	0	0	0	0	0	0	0
				3315	Budget Only - SCIRT Stormwater Pump Station Capex	1,943	0	0	0	0	0	0	0	0
				11415	Dudley Creek land drainage recovery programme	11,000	16,474	0	0	0	0	0	0	0
				26892	LDRP 501 Bells Creek	9,079	10,027	0	0	0	0	0	0	0
				26890	LDRP 514 Brittans Drain	306	2,789	0	0	0	0	0	0	0
				26599	Upper Heathcote Storage	1,600	3,072	0	0	0	0	0	0	0
				26888	City Outfall Drain	3,500	5,703	0	0	0	0	0	0	0
				26891	LDRP 515 Estuary Drain	918	14,073	0	0	0	0	0	0	0
				26889	LDRP 509 Knights Drain - Stage 1	5,641	2,604	0	0	0	0	0	0	0
				28740	LDRP 503 Cranford Basin Active Management	2,745	3,409	0	0	0	0	0	0	0
				26597	LDRP 502 Matuku Waterway	1,500	1,051	0	0	0	0	0	0	0
				28742	LDRP 507 Temporary stop bank management	30	3,963	0	0	0	0	0	0	0
				31878	LDRP 517 Residual House Remediation	1,000	0	0	0	0	0	0	0	0
			Increased Levels of Service											
				31593	LDRP 516 Knights Drain - Stage 2	2,060	1,136	0	0	0	0	0	0	0
<b>Stormwater Drainage Total</b>						<b>59,347</b>	<b>64,301</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Supply</b>														
	Water Supply (combining water conservation)		Core											
				1002	Budget Only - EQ WS Reticulation Capex	0	0	0	1,241	0	0	0	0	0
				3282	Budget Only - SCIRT WS Reticulation Capex	574	0	0	0	0	0	0	0	0
				7522	Chapmans PS W02 replacement ( EQ )	491	0	0	0	0	0	0	0	0
				11702	Budget Only - SCIRT WS Pump Stns/Reservoir Capex	402	0	0	0	0	0	0	0	0
				14866	Bexley Pump Station EQ Replacement in Rawhiti Zone	612	3,133	0	0	0	0	0	0	0
<b>Water Supply Total</b>						<b>2,079</b>	<b>3,133</b>	<b>0</b>	<b>1,241</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks and Open Spaces</b>														



## Planned Capital Programme Detail by Activity

(\$'000)

Portfolio	Group of Activities	Activity	Category	ID	Description	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
				34417	AC surfacing to roads outside the CBD FY2017	2,809	0	0	0	0	0	0	0	0
				34434	Non SCIRT Retaining Walls FY2017	1,530	0	0	0	0	0	0	0	0
				34418	Paving Cathedral Square, City Mall and High Street FY2017	648	0	0	0	0	0	0	0	0
				34411	Second Coat Sealing City Wide FY 2017	1,952	0	0	0	0	0	0	0	0
				34342	Street Lighting FY2017	916	0	0	0	0	0	0	0	0
			Legal											
				27272	Red rock retaining walls	765	1,067	804	529	0	0	0	0	0
				<b>Roads and Footpaths Total</b>		<b>70,031</b>	<b>54,571</b>	<b>10,914</b>	<b>9,776</b>	<b>7,167</b>	<b>7,292</b>	<b>8,781</b>	<b>502</b>	<b>516</b>
				<b>Sewage Collection, Treatment and Disposal</b>										
				<b>Wastewater Collection Core</b>										
				3283	Budget Only - SCIRT WW Reticulation Capex	65,986	0	0	0	0	0	0	0	0
				3284	Budget Only - SCIRT WW Pump Station Capex	4,133	0	0	0	0	0	0	0	0
				<b>Wastewater Treatment &amp; Disposal Core</b>										
				593	WP0000131 - CWTP Trickling Filter Repairs	101	0	0	0	0	0	0	0	0
				1006	Budget Only - EQ WW Treatment Plant Capex	365	13,168	0	0	0	0	0	0	0
				2717	CWTP EQ Repair Occupied Buildings	3,072	4,182	0	0	0	0	0	0	0
				30219	CWTP EQ Channels Restoration	4,737	3,499	0	0	0	0	0	0	0
				30245	CWTP EQ Biosolids Holding Tank Replacement	918	1,620	0	0	0	0	0	0	0
				33968	CWTP Well 3 Restoration	275	0	0	0	0	0	0	0	0
				<b>Sewage Collection, Treatment and Disposal Total</b>		<b>79,587</b>	<b>22,469</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
				<b>Flood Protection and Control Works</b>										
				<b>Flood Protection &amp; Control Works Core</b>										
				1007	LDRP Budget Only - EQ Stormwater Retic Capex	211	4,248	0	0	0	0	0	0	0
				28037	LDRP LTP year 4 & onwards	0	0	22,409	23,307	24,238	25,160	26,114	27,080	28,028
				33258	LDRP 512 No 1 Drain	1,625	301	0	0	0	0	0	0	0
				<b>Flood Protection and Control Works Total</b>		<b>1,836</b>	<b>4,549</b>	<b>22,409</b>	<b>23,307</b>	<b>24,238</b>	<b>25,160</b>	<b>26,114</b>	<b>27,080</b>	<b>28,028</b>
				<b>Infrastructure Rebuild Total</b>		<b>218,178</b>	<b>160,686</b>	<b>39,005</b>	<b>34,324</b>	<b>31,405</b>	<b>32,452</b>	<b>34,895</b>	<b>27,582</b>	<b>28,544</b>
				<b>Total</b>		<b>560,638</b>	<b>657,140</b>	<b>481,843</b>	<b>372,891</b>	<b>316,348</b>	<b>336,347</b>	<b>346,840</b>	<b>390,007</b>	<b>368,889</b>
				<b>Unspecified carry forwards and rounding differences</b>		<b>2,892</b>	<b>12,390</b>	<b>111,787</b>	<b>54,800</b>	<b>18,483</b>	<b>1,056</b>	<b>13</b>	<b>(4,774)</b>	<b>3,969</b>
				<b>Planned capital delivery</b>		<b>563,530</b>	<b>669,530</b>	<b>593,630</b>	<b>427,691</b>	<b>334,831</b>	<b>337,403</b>	<b>346,853</b>	<b>385,233</b>	<b>372,858</b>
				<b>Less vBase funding of Town Hall rebuild</b>		<b>(28,000)</b>	<b>(29,496)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
				<b>Total Council capital funding</b>		<b>535,530</b>	<b>640,034</b>	<b>593,630</b>	<b>427,691</b>	<b>334,831</b>	<b>337,403</b>	<b>346,853</b>	<b>385,233</b>	<b>372,858</b>



# Financial Statements



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

Plan 2015/16		Note	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			\$000								
<b>REVENUE</b>											
392,762	Rates revenue		423,900	450,606	474,262	503,338	533,418	559,633	585,104	620,084	655,858
17,231	Development contributions		13,115	18,113	24,262	23,082	24,097	25,537	24,375	23,407	23,352
227,507	Grants and subsidies		147,146	121,169	53,132	56,297	53,841	65,633	54,615	47,344	48,143
338,726	Other revenue	1	302,474	394,863	377,612	186,790	195,307	207,692	216,891	224,503	233,510
<b>976,226</b>	<b>Total operating income</b>		<b>886,635</b>	<b>984,751</b>	<b>929,268</b>	<b>769,507</b>	<b>806,663</b>	<b>858,495</b>	<b>880,985</b>	<b>915,338</b>	<b>960,863</b>
<b>EXPENDITURE</b>											
78,574	Finance costs		78,051	82,547	89,210	96,912	104,209	108,727	111,265	118,370	123,843
161,166	Depreciation	2	189,484	208,239	222,226	233,802	235,512	247,015	259,123	267,948	277,197
486,114	Other expenses	3	447,097	406,576	410,088	427,135	442,097	459,432	471,884	480,871	492,860
<b>725,854</b>	<b>Total operating expenditure</b>		<b>714,632</b>	<b>697,362</b>	<b>721,524</b>	<b>757,849</b>	<b>781,818</b>	<b>815,174</b>	<b>842,272</b>	<b>867,189</b>	<b>893,900</b>
<b>250,372</b>	<b>Surplus before asset contributions</b>		<b>172,003</b>	<b>287,389</b>	<b>207,744</b>	<b>11,658</b>	<b>24,845</b>	<b>43,321</b>	<b>38,713</b>	<b>48,149</b>	<b>66,963</b>
283,752	Vested assets		4,550	6,579	26,905	116,124	8,016	8,444	8,551	8,382	8,420
<b>534,124</b>	<b>Surplus before income tax expense</b>		<b>176,553</b>	<b>293,968</b>	<b>234,649</b>	<b>127,782</b>	<b>32,861</b>	<b>51,765</b>	<b>47,264</b>	<b>56,531</b>	<b>75,383</b>
(9,000)	Income tax expense		(1,500)	(300)	(2,500)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)
<b>543,124</b>	<b>Net surplus for year</b>		<b>178,053</b>	<b>294,268</b>	<b>237,149</b>	<b>129,032</b>	<b>34,111</b>	<b>53,015</b>	<b>48,514</b>	<b>57,781</b>	<b>76,633</b>
<b>Other Comprehensive Revenue and Expense</b>											
351,536	Changes in Revaluation Reserve		403,084	12,114	25,630	230,514	245,604	252,235	268,641	286,024	294,319
<b>894,660</b>	<b>Total Comprehensive Revenue and Expense</b>		<b>581,137</b>	<b>306,382</b>	<b>262,779</b>	<b>359,546</b>	<b>279,715</b>	<b>305,250</b>	<b>317,155</b>	<b>343,805</b>	<b>370,952</b>

**Christchurch City Council**  
**Prospective statement of changes in net assets/equity**

Plan 2015/16		Note	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$000											
9,544,061	<b>RATEPAYERS EQUITY AT JULY 1</b>		9,679,762	10,260,899	10,567,281	10,830,060	11,189,606	11,469,321	11,774,571	12,091,726	12,435,531
	Net surplus attributable to:										
	<b>Reserves</b>										
351,536	Revaluation reserve		403,084	12,114	25,630	230,514	245,604	252,235	268,641	286,024	294,319
	<b>Retained earnings</b>										
543,124	Surplus		178,053	294,268	237,149	129,032	34,111	53,015	48,514	57,781	76,633
894,660	Total comprehensive income for the year		581,137	306,382	262,779	359,546	279,715	305,250	317,155	343,805	370,952
<b>10,438,721</b>	<b>RATEPAYERS EQUITY AT JUNE 30</b>	8	<b>10,260,899</b>	<b>10,567,281</b>	<b>10,830,060</b>	<b>11,189,606</b>	<b>11,469,321</b>	<b>11,774,571</b>	<b>12,091,726</b>	<b>12,435,531</b>	<b>12,806,483</b>



## Christchurch City Council Prospective statement of financial position

Plan 2015/16	Note	Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$000										
<b>Current assets</b>										
7,037		43,854	47,253	50,840	54,620	58,599	62,622	66,513	70,028	73,713
74,294	4	91,508	93,338	95,296	97,392	99,634	101,922	104,365	106,872	109,544
3,236		3,666	3,744	3,822	3,906	3,996	4,089	4,187	4,287	4,394
62,570		24,095	26,841	27,168	27,572	28,879	29,941	31,927	34,238	36,941
<b>Non-current assets</b>										
Investments										
1,842,816		2,073,148	1,898,352	1,714,194	1,713,194	1,712,194	1,711,194	1,770,804	1,887,794	1,960,994
96,563		105,120	105,120	105,120	105,120	105,120	105,120	105,120	105,120	105,120
78,315		89,507	95,816	99,964	102,094	102,220	101,707	101,081	100,198	99,955
1,273,708		1,326,855	1,498,678	1,626,176	1,712,524	1,758,144	1,791,055	1,823,992	1,854,005	1,898,998
7,791,965		7,100,531	7,483,002	7,865,179	8,167,407	8,435,721	8,715,101	8,948,949	9,173,026	9,411,573
971,731		1,065,024	1,123,554	1,205,760	1,350,744	1,388,555	1,426,790	1,464,068	1,503,361	1,543,359
<b>12,202,235</b>	<b>TOTAL ASSETS</b>	<b>11,923,308</b>	<b>12,375,698</b>	<b>12,793,519</b>	<b>13,334,573</b>	<b>13,693,062</b>	<b>14,049,541</b>	<b>14,421,006</b>	<b>14,838,929</b>	<b>15,244,591</b>

<b>Plan</b>		<b>Plan</b>								
<b>2015/16</b>		<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>Note</b>									
	<b>\$000</b>									
	<b>Current liabilities</b>									
125,839	Trade and other payables	167,216	170,560	174,139	177,968	182,065	186,245	190,710	195,292	200,174
94,945	Borrowings	135,374	147,336	149,986	158,050	162,795	165,869	170,026	174,866	103,050
17,832	Other liabilities and provisions	22,004	22,109	18,580	19,025	19,051	19,155	19,772	19,962	20,471
	<b>Non-current liabilities</b>									
1,463,706	Borrowings	1,205,456	1,335,959	1,484,529	1,654,118	1,724,068	1,768,022	1,813,460	1,878,103	1,979,339
57,210	Other liabilities and provisions	127,736	127,719	131,373	130,827	130,649	130,428	129,914	129,620	129,358
3,982	Deferred tax liability	4,623	4,734	4,852	4,979	5,113	5,251	5,398	5,555	5,716
10,438,721	<b>Ratepayers Equity</b>	10,260,899	10,567,281	10,830,060	11,189,606	11,469,321	11,774,571	12,091,726	12,435,531	12,806,483
<b>12,202,235</b>	<b>TOTAL EQUITY AND LIABILITIES</b>	<b>11,923,308</b>	<b>12,375,698</b>	<b>12,793,519</b>	<b>13,334,573</b>	<b>13,693,062</b>	<b>14,049,541</b>	<b>14,421,006</b>	<b>14,838,929</b>	<b>15,244,591</b>

## Christchurch City Council Prospective cash flow statement

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	<b>\$000</b>									
	<b>OPERATING ACTIVITIES</b>									
	<b>Cash was provided from:</b>									
574,913	Rates, grants, subsidies and other sources	596,417	642,927	660,252	697,479	741,790	785,728	800,229	832,795	874,104
22,675	Interest received	29,688	25,043	24,291	24,617	25,026	24,948	24,788	24,733	24,805
14,106	Earthquake recoveries	270	160	-	-	-	-	-	-	-
255,282	Dividends	155,972	256,372	233,777	32,404	32,849	40,671	46,310	50,865	55,265
<u>866,976</u>		<u>782,347</u>	<u>924,502</u>	<u>918,320</u>	<u>754,500</u>	<u>799,665</u>	<u>851,347</u>	<u>871,327</u>	<u>908,393</u>	<u>954,174</u>
	<b>Cash was disbursed to:</b>									
486,451	Payments to suppliers and employees	447,449	403,146	406,385	423,409	438,152	455,368	467,316	476,394	487,731
78,574	Interest paid	78,051	82,547	89,210	96,912	104,209	108,727	111,265	118,370	123,843
<u>565,025</u>		<u>525,500</u>	<u>485,693</u>	<u>495,595</u>	<u>520,321</u>	<u>542,361</u>	<u>564,095</u>	<u>578,581</u>	<u>594,764</u>	<u>611,574</u>
<b>301,951</b>	<b>NET CASH FLOW FROM OPERATIONS</b>	<b>256,847</b>	<b>438,809</b>	<b>422,725</b>	<b>234,179</b>	<b>257,304</b>	<b>287,252</b>	<b>292,746</b>	<b>313,629</b>	<b>342,600</b>
	<b>INVESTING ACTIVITIES</b>									
	<b>Cash was provided from:</b>									
54,671	Sale of assets	8,003	5,902	5,835	4,353	502	515	530	545	561
371,249	Earthquake recoveries	105,786	58,643	11,412	14,078	5,917	6,018	8,367	5,588	5,160
31,369	Investments realised	201,839	-	6,000	1,000	1,000	1,000	1,000	1,100	1,100
<u>457,289</u>		<u>315,628</u>	<u>64,545</u>	<u>23,247</u>	<u>19,431</u>	<u>7,419</u>	<u>7,533</u>	<u>9,897</u>	<u>7,233</u>	<u>6,821</u>
	<b>Cash was applied to:</b>									
965,030	Purchase of assets	535,180	623,857	580,823	427,079	334,132	336,728	285,751	266,429	298,153
-	Purchase of investments	-	15,817	12,455	-	-	-	60,610	118,090	74,300
-	Purchase of investments (special funds)	-	2,746	327	404	1,307	1,062	1,986	2,311	2,703
<u>965,030</u>		<u>535,180</u>	<u>642,420</u>	<u>593,605</u>	<u>427,483</u>	<u>335,439</u>	<u>337,790</u>	<u>348,347</u>	<u>386,830</u>	<u>375,156</u>
<b>(507,741)</b>	<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>(219,552)</b>	<b>(577,875)</b>	<b>(570,358)</b>	<b>(408,052)</b>	<b>(328,020)</b>	<b>(330,257)</b>	<b>(338,450)</b>	<b>(379,597)</b>	<b>(368,335)</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>FINANCING ACTIVITIES</b>										
<b>Cash was provided from:</b>										
483,855	Raising of loans	30,927	202,259	205,716	225,239	129,975	110,988	124,349	160,889	137,666
<u>483,855</u>		<u>30,927</u>	<u>202,259</u>	<u>205,716</u>	<u>225,239</u>	<u>129,975</u>	<u>110,988</u>	<u>124,349</u>	<u>160,889</u>	<u>137,666</u>
<b>Cash was applied to:</b>										
277,118	Repayment of term liabilities	46,754	59,794	54,496	47,586	55,280	63,960	74,754	91,406	108,246
<u>277,118</u>		<u>46,754</u>	<u>59,794</u>	<u>54,496</u>	<u>47,586</u>	<u>55,280</u>	<u>63,960</u>	<u>74,754</u>	<u>91,406</u>	<u>108,246</u>
<b><u>206,737</u></b>	<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>	<b><u>(15,827)</u></b>	<b><u>142,465</u></b>	<b><u>151,220</u></b>	<b><u>177,653</u></b>	<b><u>74,695</u></b>	<b><u>47,028</u></b>	<b><u>49,595</u></b>	<b><u>69,483</u></b>	<b><u>29,420</u></b>
947	Increase/(decrease) in cash	21,468	3,399	3,587	3,780	3,979	4,023	3,891	3,515	3,685
6,090	Add opening cash	22,386	43,854	47,253	50,840	54,620	58,599	62,622	66,513	70,028
<b><u>7,037</u></b>	<b>ENDING CASH BALANCE</b>	<b><u>43,854</u></b>	<b><u>47,253</u></b>	<b><u>50,840</u></b>	<b><u>54,620</u></b>	<b><u>58,599</u></b>	<b><u>62,622</u></b>	<b><u>66,513</u></b>	<b><u>70,028</u></b>	<b><u>73,713</u></b>
<b>Represented by:</b>										
7,037	Cash and cash equivalents	43,854	47,253	50,840	54,620	58,599	62,622	66,513	70,028	73,713

## Notes to the prospective financial statements

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>NOTE 1</b>									
	<b>Other revenue</b>									
60,769	Fees and charges	116,814	113,448	119,544	129,769	137,432	142,073	145,793	148,905	153,440
	Interest:									
15,843	Subsidiaries	19,532	18,772	17,857	17,951	18,009	17,665	17,458	17,320	17,295
6,769	Special and other fund investments	9,311	5,352	5,425	5,568	5,844	6,107	6,151	6,231	6,325
63	Short term investments	845	919	1,009	1,098	1,173	1,176	1,179	1,182	1,185
<u>22,675</u>	Total interest revenue	<u>29,688</u>	<u>25,043</u>	<u>24,291</u>	<u>24,617</u>	<u>25,026</u>	<u>24,948</u>	<u>24,788</u>	<u>24,733</u>	<u>24,805</u>
	Dividends:									
246,000	Christchurch City Holdings Ltd	150,600	241,000	229,300	28,900	29,500	37,400	43,000	47,400	51,800
9,162	Transwaste Ltd	5,252	15,252	4,357	3,384	3,229	3,151	3,190	3,345	3,345
120	Other	120	120	120	120	120	120	120	120	120
<u>255,282</u>	Total dividend revenue	<u>155,972</u>	<u>256,372</u>	<u>233,777</u>	<u>32,404</u>	<u>32,849</u>	<u>40,671</u>	<u>46,310</u>	<u>50,865</u>	<u>55,265</u>
<b><u>338,726</u></b>	<b>Total other revenue</b>	<b><u>302,474</u></b>	<b><u>394,863</u></b>	<b><u>377,612</u></b>	<b><u>186,790</u></b>	<b><u>195,307</u></b>	<b><u>207,692</u></b>	<b><u>216,891</u></b>	<b><u>224,503</u></b>	<b><u>233,510</u></b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>NOTE 2</b>									
	<b>Depreciation</b>									
7,727	Libraries, arts and culture	7,450	8,196	8,730	9,543	10,120	10,426	10,512	10,753	11,210
84	Economic development	50	27	36	59	70	74	86	83	76
9	Flood protection and control works	12	19	26	34	42	51	63	75	88
-	Heritage protection and policy	-	-	-	-	-	-	-	-	-
6,849	Housing	7,507	7,784	8,278	8,978	7,691	8,402	9,217	10,077	11,000
-	Natural environment	-	-	-	-	-	-	-	-	-
7,008	Parks and open spaces	8,787	8,914	9,275	9,136	7,241	7,399	7,675	7,809	7,789
2,061	Refuse minimisation and disposal	2,330	2,429	2,539	2,648	2,631	2,700	2,605	2,726	2,815
70	Regulation and enforcement	239	245	215	177	127	131	134	138	142
1,345	Resilient communities	2,045	2,214	2,381	2,553	1,967	2,067	2,221	2,400	2,527
39,226	Roads and footpaths	54,564	57,018	60,521	64,514	68,536	73,383	78,403	83,134	87,467
40,406	Sewerage collection, treatment and disposal	45,146	46,940	48,352	49,681	49,817	51,518	53,683	55,488	57,585
5,066	Sport and recreation	8,742	9,732	11,009	12,539	12,656	13,293	14,116	14,899	15,830
4,745	Stormwater and drainage	5,317	12,225	12,612	13,010	13,366	13,824	14,344	14,917	15,543
-	Strategic governance	1	1	1	1	1	1	1	1	1
41	Strategic policy and planning	34	46	64	83	103	124	147	170	195
3,882	Transport	4,061	4,995	6,467	7,802	9,050	10,045	10,788	11,119	9,519
25,414	Water supply	25,700	26,577	27,550	28,567	29,588	30,669	31,771	31,415	32,127
17,233	Corporate	17,499	20,877	24,170	24,477	22,506	22,908	23,357	22,744	23,283
<b>161,166</b>	<b>Total Depreciation</b>	<b>189,484</b>	<b>208,239</b>	<b>222,226</b>	<b>233,802</b>	<b>235,512</b>	<b>247,015</b>	<b>259,123</b>	<b>267,948</b>	<b>277,197</b>

<b>NOTE 3</b>										
<b>Other expenses</b>										
	Operating expenditure:									
177,815	Personnel costs	177,597	178,269	187,772	201,925	214,071	221,061	225,855	231,389	237,484
34,279	Donations, grants and levies	45,067	43,014	40,105	33,764	33,901	38,777	38,966	39,284	39,489
274,020	Other operating costs	224,433	185,293	182,211	191,446	194,125	199,594	207,063	210,198	215,887
<b>486,114</b>	<b>Total other expenses</b>	<b>447,097</b>	<b>406,576</b>	<b>410,088</b>	<b>427,135</b>	<b>442,097</b>	<b>459,432</b>	<b>471,884</b>	<b>480,871</b>	<b>492,860</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$000									
<b>NOTE 4</b>										
<b>Current assets</b>										
<b>Trade receivables and prepayments</b>										
15,175	Rates debtors	11,205	13,035	14,993	17,089	19,331	21,619	24,062	26,569	29,241
12,577	Other trade debtors	32,660	32,660	32,660	32,660	32,660	32,660	32,660	32,660	32,660
4,964	Amount owing by subsidiaries	1,246	1,246	1,246	1,246	1,246	1,246	1,246	1,246	1,246
34,378	Other receivables/prepayments	43,959	43,986	44,595	46,378	47,615	47,895	48,475	48,947	48,970
8,219	GST receivable	3,782	3,782	3,211	1,486	300	58	(477)	(905)	(888)
75,313		92,852	94,709	96,705	98,859	101,152	103,478	105,966	108,517	111,229
(1,019)	Less provision for doubtful debts	(1,344)	(1,371)	(1,409)	(1,467)	(1,518)	(1,556)	(1,601)	(1,645)	(1,685)
<b>74,294</b>	<b>Total trade receivables and prepayments</b>	<b>91,508</b>	<b>93,338</b>	<b>95,296</b>	<b>97,392</b>	<b>99,634</b>	<b>101,922</b>	<b>104,365</b>	<b>106,872</b>	<b>109,544</b>
<b>NOTE 5</b>										
<b>Current liabilities</b>										
124,189	Trade creditors	165,485	168,829	172,408	176,237	180,334	184,514	188,979	193,561	198,443
1,650	Owing to subsidiaries	1,731	1,731	1,731	1,731	1,731	1,731	1,731	1,731	1,731
125,839		167,216	170,560	174,139	177,968	182,065	186,245	190,710	195,292	200,174
94,945	Current portion of gross debt	135,374	147,336	149,986	158,050	162,795	165,869	170,026	174,866	103,050
344	Provision for landfill aftercare	350	335	569	632	594	422	594	328	350
2,032	Provision for building related claims	4,987	4,774	654	654	310	169	169	169	169
15,456	Provision for employee entitlements	16,667	17,000	17,357	17,739	18,147	18,564	19,009	19,465	19,952
17,832		22,004	22,109	18,580	19,025	19,051	19,155	19,772	19,962	20,471
<b>238,616</b>	<b>Total current liabilities</b>	<b>324,594</b>	<b>340,005</b>	<b>342,705</b>	<b>355,043</b>	<b>363,911</b>	<b>371,269</b>	<b>380,508</b>	<b>390,120</b>	<b>323,695</b>

Plan 2015/16		Plan 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		\$000								
	<b>NOTE 6</b>									
	<b>Debt</b>									
1,558,651	Total Gross Debt	1,340,830	1,483,295	1,634,515	1,812,168	1,886,863	1,933,891	1,983,486	2,052,969	2,082,389
1,162,542	Total Net Debt	876,655	1,012,975	1,164,281	1,338,750	1,409,159	1,452,102	1,496,820	1,561,577	1,585,709
	<b>NOTE 7</b>									
	<b>Non-current other liabilities and provisions</b>									
19,728	Provision for landfill aftercare	14,812	18,588	22,293	21,787	21,297	20,619	19,766	19,130	18,514
6,140	Provision for employee entitlements	5,637	5,750	5,870	5,999	6,138	6,278	6,429	6,583	6,748
129	Provision for building related claims	4,945	1,039	868	699	872	1,189	1,377	1,565	1,754
24,239	Hedge and other liabilities	96,314	96,524	97,470	98,416	99,362	100,308	101,254	101,892	102,102
2,130	Revenue in advance	1,920	1,710	1,500	1,290	1,080	870	660	450	240
4,844	Service concession arrangement	4,108	4,108	3,372	2,636	1,900	1,164	428	-	-
<b>57,210</b>	<b>Total non-current other liabilities and provisions</b>	<b>127,736</b>	<b>127,719</b>	<b>131,373</b>	<b>130,827</b>	<b>130,649</b>	<b>130,428</b>	<b>129,914</b>	<b>129,620</b>	<b>129,358</b>
	<b>NOTE 8</b>									
	<b>Equity</b>									
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
148,320	Reserve funds	159,958	162,704	163,031	163,435	164,742	165,804	167,790	170,101	172,804
5,188,049	Asset revaluation reserves	5,193,768	5,205,882	5,231,512	5,462,026	5,707,630	5,959,865	6,228,506	6,514,530	6,808,849
3,368,499	Retained earnings	3,173,320	3,464,842	3,701,664	3,830,292	3,863,096	3,915,049	3,961,577	4,017,047	4,090,977
<b>10,438,721</b>	<b>Total equity</b>	<b>10,260,899</b>	<b>10,567,281</b>	<b>10,830,060</b>	<b>11,189,606</b>	<b>11,469,321</b>	<b>11,774,571</b>	<b>12,091,726</b>	<b>12,435,531</b>	<b>12,806,483</b>
	<b>NOTE 9</b>									
	<b>Revenues from exchange and non-exchange transactions</b>									
358,182	Revenue from exchange transactions	253,564	351,486	338,472	136,655	140,405	151,360	157,558	163,031	169,454
910,796	Revenue from non-exchange transactions	639,121	640,144	620,201	750,226	675,524	716,829	733,228	761,939	801,079
<b>1,268,978</b>	<b>Total revenue</b>	<b>892,685</b>	<b>991,630</b>	<b>958,673</b>	<b>886,881</b>	<b>815,929</b>	<b>868,189</b>	<b>890,786</b>	<b>924,970</b>	<b>970,533</b>



## 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 (PBE FRS 42)) 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. This year the Council has revised the remaining nine years' financial statements due to significant changes to the underlying assumptions on which financial statements from the Long Term Plan were prepared.

#### 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 23 June 2016 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 nine 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, 2014 and 2015 for damage to certain classes of infrastructure assets. These provisions are being reversed and replaced with the final amounts 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, sewerage and roading classes undertaken as at 30 June 2015. As the valuer was unable to accurately determine the effect of the earthquakes on the whole of the roading and sewerage networks further work will be undertaken on these and the remaining non-material asset classes in 2016 and 2017. No material revaluations are expected beyond 2017.
  - 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 2017 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.

### (ii) Goods sold and services rendered

Revenue from the sale of goods is recognised through surplus or deficit when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from services rendered is recognised through surplus or deficit 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.

### (iii) Finance Revenue

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

### (iv) Rental Revenue

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

Rental revenue is classified as exchange revenue where it is considered to reflect a market/arm's length rental.

### (v) Grants revenue (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 revenue is categorised as non-exchange revenue.

### (vi) Dividend revenue

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

### (vii) Finance lease revenue

Finance lease revenue 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) 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, including 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:	Estimated Useful Life
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:	Estimated Useful Life
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 expense. 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 value through fair value 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

For the purposes of assessing impairment indicators and impairment testing, Council classifies non-financial assets as either cash-generating or non-cash-generating assets. A non-financial asset is cash-generating if its primary objective is to generate a commercial return. All other assets are classified as non-cash generating.

Property, plant and equipment assets, measured at fair value are not required to be reviewed and tested for impairment. The carrying value of revalued assets is assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then off-cycle asset classes are revalued.

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 are recognised through surplus or deficit, unless the asset is carried at a revalued

amount in which case any impairment loss is treated as a revaluation decrease and recorded within other comprehensive revenue and expense.

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.

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit when incurred.

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.

## Net Assets / Equity

Net assets or equity is the community's and ratepayers' interest in the Council. It is measured as the difference between total assets and total liabilities. Net assets or 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 as 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 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>			
<p><b>Capital Works, including the SCIRT programme.</b> Programmes and projects are delivered within budget and on time.</p>	<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> <p>Capital cost estimates for renewing horizontal infrastructure assets are based on pre-quake renewal rates adjusted for inflation, market escalation and increased construction requirements. Should costs not reduce to these levels, either an increased budget would be required, or some renewals works would be deferred.</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>The cost estimate risk is considered high due to the ongoing uncertainty of market conditions related to the extent and duration of rebuild activity and wider economic influences on the cost of capital works. Any inflationary increase in Council's costs that is not offset by efficiency gains or revenue is likely to impact the timing of future works or increase borrowing.</p> <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</p>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
			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.
<b>Sources of funds for replacing assets.</b> The sources of funds will occur as projected.	Funding does not occur as projected.	Moderate	Council 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.  The impact to ratepayers of every \$15 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.
<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	Work has not 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.  [This is also discussed in the Infrastructure Strategy.]
<b>Carrying value of assets.</b> The opening balance sheet reflects the correct asset values.  The carrying value of assets are revalued on a regular basis	All assets are not correctly recorded at their revalued amounts.  Asset revaluations will change projected carrying values of the assets and depreciation expense.	Moderate	Land and buildings, wastewater and roading assets were revalued as at 30 June 2015 and the findings incorporated into the opening balance sheet. Because of the number of buildings which were valued the valuers assumed no damage and an adjustment was made for the loss of value due to impairment. A general provision was made for damage to wastewater assets because of the ongoing difficulty in assessing their condition. Stormwater assets have not yet been revalued and an adjustment was made based on the movement in similar asset classes. These adjustments may prove to be incorrect.  Differences in carrying value will affect levels of depreciation.
<b>Inflation. Growth and Population</b>			

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty																																																																								
<p><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. Different weighted average inflation figures for capital and operational items are used due to the different mix of inputs. Inflation adjustments used are:</p> <table border="1"> <thead> <tr> <th></th> <th>Capital</th> <th>Opex</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>2.4%</td> <td>2.0%</td> </tr> <tr> <td>2018/19</td> <td>2.5%</td> <td>2.1%</td> </tr> <tr> <td>2019/20</td> <td>2.6%</td> <td>2.2%</td> </tr> <tr> <td>2020/21</td> <td>2.7%</td> <td>2.3%</td> </tr> <tr> <td>2021/22</td> <td>2.7%</td> <td>2.3%</td> </tr> <tr> <td>2022/23</td> <td>2.8%</td> <td>2.4%</td> </tr> <tr> <td>2023/24</td> <td>2.9%</td> <td>2.4%</td> </tr> <tr> <td>2024/25</td> <td>2.9%</td> <td>2.5%</td> </tr> </tbody> </table>		Capital	Opex	2017/18	2.4%	2.0%	2018/19	2.5%	2.1%	2019/20	2.6%	2.2%	2020/21	2.7%	2.3%	2021/22	2.7%	2.3%	2022/23	2.8%	2.4%	2023/24	2.9%	2.4%	2024/25	2.9%	2.5%	<p>Inflation will be higher or lower than anticipated</p> <p>Inflation on costs will not be offset by inflation on revenues.</p>	<p>Moderate</p> <p>Moderate</p>	<p>Any inflationary increase in Council's costs that is not offset by efficiency gains or revenue increases is likely to impact on rates.</p>																																													
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<p>The following BERL rates were used in determining the weighted average for capital expenditure:</p> <table border="1"> <thead> <tr> <th></th> <th>Weighting</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> </tr> </thead> <tbody> <tr> <td>Roads</td> <td>25%</td> <td>0.4</td> <td>1.8</td> <td>1.9</td> <td>2.2</td> <td>2.3</td> <td>2.3</td> <td>2.3</td> <td>2.3</td> <td>2.4</td> <td>2.4</td> </tr> <tr> <td>Earthmoving</td> <td>3%</td> <td>1.7</td> <td>2.3</td> <td>1.9</td> <td>1.7</td> <td>1.8</td> <td>1.9</td> <td>1.9</td> <td>2.0</td> <td>2.1</td> <td>2.2</td> </tr> <tr> <td>Pipelines</td> <td>37%</td> <td>1.8</td> <td>2.3</td> <td>3.0</td> <td>3.2</td> <td>3.2</td> <td>3.3</td> <td>3.4</td> <td>3.5</td> <td>3.6</td> <td>3.7</td> </tr> <tr> <td>Other</td> <td>35%</td> <td>1.5</td> <td>1.9</td> <td>2.1</td> <td>2.2</td> <td>2.3</td> <td>2.3</td> <td>2.4</td> <td>2.5</td> <td>2.6</td> <td>2.6</td> </tr> <tr> <td></td> <td>100%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					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	1.8	1.9	2.2	2.3	2.3	2.3	2.3	2.4	2.4	Earthmoving	3%	1.7	2.3	1.9	1.7	1.8	1.9	1.9	2.0	2.1	2.2	Pipelines	37%	1.8	2.3	3.0	3.2	3.2	3.3	3.4	3.5	3.6	3.7	Other	35%	1.5	1.9	2.1	2.2	2.3	2.3	2.4	2.5	2.6	2.6		100%										
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	100%																																																																										
<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>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>Moderate</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>																																																																								

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty																														
The location and timing of future residential and business development.	The location and timing of development is determined by a number of factors outside the control of the council such as market factors.	Moderate	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><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>	That population growth is higher than projected, and Council will need to provide additional unplanned services and infrastructure.	Moderate	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																														
	That population growth is lower than projected, and the Council will be required to support excess levels of infrastructure and service delivery.	Moderate	Net increases in inward migration fuelled by a rebuild are difficult to predict as is their sustainability in the medium term.																														
<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 border="1" data-bbox="188 823 427 1038"> <thead> <tr> <th>Year</th> <th>Growth %</th> <th>\$m</th> </tr> </thead> <tbody> <tr><td>2016</td><td>2.9%</td><td>11.08</td></tr> <tr><td>2017</td><td>2.1%</td><td>8.1</td></tr> <tr><td>2018</td><td>0.7%</td><td>2.7</td></tr> <tr><td>2019</td><td>0.7%</td><td>2.9</td></tr> <tr><td>2020</td><td>0.7%</td><td>2.9</td></tr> <tr><td>2021</td><td>0.8%</td><td>3.1</td></tr> <tr><td>2022</td><td>0.9%</td><td>3.9</td></tr> <tr><td>2023</td><td>1.1%</td><td>4.5</td></tr> <tr><td>2024</td><td>0.9%</td><td>3.6</td></tr> </tbody> </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> <p>Residential growth was higher than expected in early 2015/16 before returning to more expected levels during the remainder of the financial year. Although growth projections are unchanged, revenue is slighter higher due to the increased base.</p>	Year	Growth %	\$m	2016	2.9%	11.08	2017	2.1%	8.1	2018	0.7%	2.7	2019	0.7%	2.9	2020	0.7%	2.9	2021	0.8%	3.1	2022	0.9%	3.9	2023	1.1%	4.5	2024	0.9%	3.6	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																															
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<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	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																														

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
			years.  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.
<b>Impact of policies and external factors</b>			
<b>Council policy.</b> There will be no significant changes to Council policy as summarised in this plan.	New legislation is enacted that requires a significant policy response or business change from Council or, Department of the Prime Minister and Cabinet (DPMC) 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.
<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.	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 \$45 million per annum.
<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>			

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<p><b>Credit Rating.</b> The current rating is maintained.</p>	<p>Council's credit rating with Standard and Poor's is downgraded.</p>	<p>Low</p>	<p>There is still some uncertainty around the final rebuild costs. A downgrade would increase costs of borrowing.</p> <p>If the Council falls one notch from its current credit rating 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.</p>
<p><b>Borrowing Costs.</b> Net cost of borrowing (i.e. including current and projected debt) is projected to be 5.3% in 2016/17, rising to 5.75% by 2025.</p> <p>These averages include assumed long-term market interest rates (including Council's borrowing margin) of:</p> <p>4.2% for 2016/17, 4.5% for 2017/18, 4.8% for 2018/19, and Rising thereafter to 6.2% from 2021/22.</p>	<p>Interest rates will vary from those projected.</p>	<p>Moderate</p>	<p>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.</p>
<p><b>Securing External Funding.</b> New, or renewal of existing borrowings on acceptable terms can be achieved.</p>	<p>That new borrowings cannot be accessed to refinance existing debt or fund future capital requirements.</p>	<p>Low</p>	<p>The Council minimises its liquidity risk by maintaining a mix of current and non-current borrowings in accordance with its Liability Management Policy.</p>
<p><b>Philanthropic Funding.</b> Philanthropic funding will be able to be secured to assist with the funding for anchor projects.</p>	<p>That philanthropic funding cannot be secured</p>	<p>Moderate</p>	<p>The Crown Cost Share Agreement provides for \$10 million of philanthropic funding for the Central Library project.</p> <p>Council has engaged a consultant to scope the market for potential philanthropic funding and prepare a tactical fundraising plan. In addition, Council has approved and established a Major Community Project Philanthropic Funding steering Group.</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</li> </ul>

<b>Assumption</b>	<b>Risk</b>	<b>Level of Uncertainty</b>	<b>Reasons and Financial Impact of Uncertainty</b>
			programme.
<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.
<b>Opening Debt:</b> The opening debt of \$1,357 million is made up of; <ul style="list-style-type: none"> <li>· \$130 million of equity investments, mainly in CCTOs (Vbase \$115 million),</li> <li>· \$356 million of money borrowed for on-lending to CCTOs, (in accordance with the Council's Liability Management Policy),</li> <li>· \$435 million of earthquake related borrowings.</li> <li>· \$335 million of borrowing for capital works.</li> <li>· \$101 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 differences in opening debt will have a material impact on the financial projections.
<b>Investment related</b>			
<b>Return on investments.</b> Interest on general funds invested is calculated at 2.9% rising to 3.7% in 2020, and 4% thereafter.  The return on the Capital Endowment Fund is calculated at 4.0% for 2016/17, and between 3.85% and 4.2% 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 \$600 million from CCHL via its capital release programme.	That \$600 million cannot be released within the planned time frame.	High	CCHL has been asked to provide the Council with a maximum of \$600 million via its capital release programme. In undertaking this exercise Council will take expert advice.  This plan assumes that the \$600 million released by CCHL will be paid to Council by way of dividends with \$90 million being received in 2015/16, \$110 million in 2016/17 and \$200 million in each of 2017/18 and 2018/19. The timing of receipt could change



Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
	A change in tax legislation or policy changes the tax treatment by Council of the dividends.	Moderate	<p>depending on the methods of release selected and the impact on the Council's total debt and the Debt to Revenue ratio.</p> <p>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 \$600 million release. A tax cost of approximately \$60 million would be the result, if no alternative was possible.</p>
<p><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.</p>	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.
<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 4.3% rental increase in 2016/17. For 2017/18 onwards rents have been assumed to increase by 2% per year plus BERL inflation.</p>	These rent increases are not sufficient to enable the social housing portfolio to be financially viable in the long term.	High	<p>Council has consulted on setting up an entity to become a Community Housing Provider (CHP), 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>The Otautahi Community Housing Trust has formally been established to take over Christchurch City Council's social housing during the 2016/17 financial year. Under the new structure, the Council proposes to keep full ownership of its approximately 2,270 open social housing units and land, while leasing the assets to the Otautahi Community Housing Trust to manage. The Trust would be responsible for tenancy management, rent setting and the day to day maintenance of the units, while major repairs and renewals would remain the Council's domain.</p> <p>The financial impacts of the Trust becoming operational from 1 October 2016 have been incorporated in this plan. Social housing under the Trust will continue to be ring-fenced from rates, as such there will be no impact on rates arising from this change.</p>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<p><b>Regional Land Transport Plan.</b> Council's Long Term Plan aligns with the Councils 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>
<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> Crown operation for at least 3 years. Council assumes it will fund the operating costs from 2020 onwards.</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> 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>

Assumption	Risk	Level of Uncertainty	Reasons and Financial Impact of Uncertainty
<p><b>Operational efficiency project - Great for Christchurch</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>A net cumulative saving of \$34 million has been included within the first three years of the Plan, continuing at \$18 million (plus inflation) per annum thereafter. Because of the difficulty in identifying which areas will be affected, most of the savings have been included within the Corporate group of activities.</p>

<b>Insurance cover and natural disaster financing</b>			
<p><b>Insurance cover</b> The Council has full Material Damage cover for all above ground buildings which are undamaged and fire cover for all other buildings.</p>	Risk of major loss through fire	Low	Financial impact is not expected to be significant.
<p><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.</p>	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.
<p><b>Natural disaster financial implications.</b> The Christchurch region is susceptible to further damage from earthquake, flooding and tsunamis.</p>	<p>Limited insurance cover is in place for flooding and tsunamis. There is also limited earthquake cover over the new infrastructure network but none for the original assets because of the difficulty in identifying their condition.</p> <p>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.</p>	Low	<p>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.</p> <p>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.</p>



