

Strategic Policy and Planning (combined)

Activity Management Plan

Long Term Plan 2015–2025
As amended through the Annual Plan 2017/18

1 July 2017

Quality Assurance Statement

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	Status	
	Activity Manager: Brendan Anstiss	
	Chief / Director: Brendan Anstiss	
	Asset Manager: not applicable	
	Finance Manager:	

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1 Key Issues for the Strategic Policy and Planning Activity

1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

Delivering on community outcomes is the driver for the Council's services and programmes. All of the activities in this plan are aimed at:

- Delivering results that contribute to achieving the community outcomes;
- Developing and contributing to Council policies and strategies;
- Meeting statutory requirements.

The delivery of the Strategic Policy and Planning Activity for Christchurch contributes to achieving the following community outcomes:

- The Council provides leadership on issues affecting the community;
- The Council has effective relationships with central government and other key partners;
- Decisions take account of community views;
- Decisions are transparent and informed by timely, accurate and robust information and advice;
- Household location and increased housing density are in line with urban development targets;
- 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;
- Cultural and ethnic diversity is valued and celebrated;
- Arts and culture thrive in Christchurch;
- People have strong social networks;
- Services are available locally within the urban areas;
- People are actively involved in their communities and local issues;
- 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;
- People are safe from crime;
- Injuries and risks to public health are minimised;
- 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;
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken;
- Existing ecosystems and indigenous biodiversity are protected;
- A range of indigenous habitats and species is enhanced;
- Landscapes and natural features are protected and enhanced;
- The public has access to places of scenic, natural, heritage, culture and educational interest;

- Urban areas are well-designed and meet the needs of the community;
- There is a reduction in waste;
- Energy is used more efficiently;
- A greater proportion of energy used in the city is from renewable sources;
- Christchurch is prepared for the future challenges and opportunities of climate change;
- Water is used efficiently and sustainably;
- 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 Council's water supplies meet the public's reasonable needs;
- Christchurch has clean, safe drinking water;
- Risks from natural hazards, including earthquakes, flooding, tsunami and rock fall, are minimised;
- The city's identity is enhanced by its buildings and public spaces;
- The garden city image and garden heritage of the district are enhanced;
- 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;
- The central city is a vibrant and prosperous business centre;
- More people, including families, live in the central city;
- The city has a distinctive character and identity;
- Suburban centres provide the focus for services, employment and social interaction;
- Christchurch's infrastructure supports sustainable economic growth;
- The transport system provides people with access to economic, social and cultural activities;
- Transport safety is improved;
- There is a range of travel options that meet the needs of the community;
- An increased proportion of journeys are made by active travel and public transport.

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Strategic Policy and Planning.

1.2 Effects of growth, demand and sustainability

Population Growth and Demand:

The Christchurch City population is expected to grow by around 23,000 between 2015 and 2025, and by 60,000 people between 2015 and 2056¹ (Approx 45 years). The increasing size of the population is expected to generate an increasing number and range of policy issues to be addressed by the Council. In addition there is likely to be a commensurate increase in the number of people whose views need to be sought and considered in strategic policy and planning work.

The number of people over the age of 80 years is expected to double from 16,500 in 2015 to over 30,000 in 2036 and continue to grow to around 50,000 in 2056. As a percentage of the total population this is an increase from 4% to 11%. After 2046 one in 10 people is expected to be over 80 years of age. In general people in older age cohorts have a higher propensity to participate in Council decision making processes than those in younger cohorts. Consequently as the city's population becomes increasingly skewed towards older age groups greater levels of participation in decision making can be anticipated.

The most recent forecast of future trends in the ethnicity of the population was in 2008 (related to the availability of census data). The Asian population is expected to increase by 74% between 2006 and 2021, and make up 13% of the population by 2021. At the same time the European component of the city's population is expected to reduce.

Growth in population in Culturally and Linguistically Diverse Communities increases the language challenges and the resources required to communicate with these population groups in a way they can fully understand the issues and participate in decision making.

The capacity of Ngai Tahu organisations to participate in decision making processes has increased significantly over the last decade. This is a trend that is expected to continue along with an increasing imperative to communicate and engage with Nga Maata Waka Maori. Despite the publication of the Mahaanui Iwi Management Plan, these changes will increase the resources required to seek Maori input to decisions the Council has to make.

The earthquake recovery is generating increased pace and complexity in the decision making process and consequently of the strategic policy and planning advice required by the Council. In the recovery process there is increased involvement from central government, currently largely through CERA, but as that transitions, likely through a range of Government Departments. The opportunities to shape the future of the city has also had the effect of galvanising public participation in decision making processes. This increasingly complex environment drives demand for resources for strategic policy and planning.

The proliferation of modern technology and particularly mobile devices is increasing the public's expectation of the immediacy of communication by the Council and the range of ways people can participate in decision making processes. Responding to these enhanced expectations drives demand for resources for strategic policy and planning. To keep the community involved there is a need to enable communication through new technology.

Population growth will see greater demand for natural resources, increased pressure on indigenous biodiversity, expansion of urban limits for Greenfield and Brownfield development, intensification of existing urban areas, greater use and requirement of open space for recreation. In order to maintain and or improve the quality plus sustainable use of these resources across Christchurch will require a holistic and strategic approach to planning and policy development. This approach is imperative if Christchurch is to be a resilient and thriving city, prepared for future environmental change and natural hazard events.

The Canterbury earthquakes have caused significant disruption to business and residential areas in Christchurch and nearby towns. Christchurch city has seen significant population movement, particularly away from the eastern suburbs and the city centre towards the north and southwest and into neighbouring districts. Land use recovery has set out a pattern of land use with Greenfields to the North and Southwest and intensification in the central city and existing urban areas. The current and ongoing land use shift has

¹ Market Economics Christchurch Household Growth Model March 2014, extended beyond 2041 using the Medium Projection produced by Statistics New Zealand according to assumptions agreed to by Christchurch City Council based SNZ subnational population projections 2006 base, released October 2012.

implications for how close people are to employment opportunities, social facilities, entertainment and recreation and as a result has significant impacts on the transport network.

The population for the area is expected to continue to grow and the make-up of the population will continue to change in future. There will be an increase in the demand for the transport network, an increase in the proportion of older people (in line with the national trend) and fluid medium term population as workers continue to come to the area to assist with the rebuild or choosing to live in the new Christchurch. Such changes will result in changing demands on the transport network.

The changing transport and land use environments that the City will experience through the rebuild will have significant implications on transport policy and strategic direction the Council takes on transport matters. These issues will change over time as the city starts to recover therefore it is important transport policy reflects this, and other national and social issues when planning the future transport network.

Sustainability

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business. Sustainable development is the fundamental philosophy that is embraced in Council's Vision, Mission and Objectives, and that shapes the community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes. For example, achieving a more balanced use of the transport network – encouraging more people to use public transport, walking, cycling, carpooling etc, will enable the transport network to become more sustainable and resilient. The investment into more sustainable options of transport will encouraging more people to use them.



Efficient

Doing more with less

Products and services use significantly less resources (energy, water and materials) to achieve their benefits.



Cyclic

Closed loop society

Reduce the use of materials and substances and reuse them, where possible. Ultimately, all things must be either recycled or composted. Zero solid, liquid and gaseous waste.



Solar

Renewable powered and carbon neutral society

The extraction or harvest, processing, distribution, use and reuse of goods and services is powered entirely from renewable sources. Our society uses no fossil fuels and is carbon neutral.



Safe

No negative impacts on people and the earth's life supporting systems

All releases into the air, water, soil are non-toxic. Food and fibre are harvested from sustainably managed populations. Indigenous biodiversity thrives. Ecosystems continue to function. People have access to healthy lifestyles and food.



Social

All people, now and in the future, are able to meet their needs

The Policy defines human needs as subsistence, security, freedom, understanding, identity, affection and leisure. If any one of these needs are not met for any individual, then the society is not being sustainable (refer to the Policy for more information).

In March 2008 the Christchurch City Council adopted its Sustainability Policy. This Policy aims to embed sustainability into our Council and community. To help make sustainability “the way we do things around here”. The purpose of the Sustainability Policy is to provide guidance on:

- How the Council, as an organisation, performs in terms of sustainability, e.g. internal resource efficiency.
- The decisions that Council makes, e.g. providing a sustainability compass or a lens through which all proposals can be viewed.
- Enabling our community to be sustainable, e.g. addressing the present and future social, cultural, environmental and economic well-being of our community.

The Council defines sustainability as a dynamic process of continual improvement that enables all people, now and in the future, to have quality of life, in ways that protect and enhance the Earth’s life supporting systems. This can further be defined by the following:

Given the Local Government Act’s requirement and Council’s overarching policy, sustainability considerations is a standard part of the planning and policy work in the Activity.

1.3 Key Challenges and Opportunities for Strategic Policy and Planning

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 1-1.

Table 1-1

Key Issue	Discussion
Central government relationships and liaison	<p>As the major metropolitan city for the South Island, and with the need to ensure an effective recovery, the Council's relationship with central Government, including CERA, is crucial. This relationship isn't only about ad hoc partnerships on specific issues, but a deep and enduring partnership that maximises each others strengths whilst guiding and enabling the community and private sectors towards outcomes that benefit the city and its people.</p> <p>Some issues that emerge include:</p> <ul style="list-style-type: none"> • Taking the opportunity to clarify decision making boundaries and jurisdictions between agencies is likely to be an ongoing issue in this area. • Finding ways to maintain momentum from the relevant programmes and plans in CERA's Recovery Strategy will also be needed. • The Council will also need to build on existing strategic partnerships with others such as those it has through the UDS as it prioritises, integrates and aligns recovery actions <p>Developing more effective and coherent governance and communications arrangements with other agencies involved in recovery activities.</p>
Local Government reorganisation	<p>The New Zealand Government's Better Local Government reform programme aims to improve efficiency in local government. It has the strategic priorities of: building a more productive and competitive economy; and delivering better public services within tight financial constraints.</p> <p>The first tranche of amendments to the Local Government Act 2002 included:</p> <ul style="list-style-type: none"> • providing for greater encouragement to local authorities to collaborate and cooperate; • enabling the Local Government Commission to create council-controlled organisations and joint committees as part of a reorganisation scheme; • providing for greater transparency, clarity and accountability in contracting for delivery of services by council-controlled organisations; • broadening the scope of the triennial agreement between councils within each region; • providing a clearer framework for joint committees; • clarifying provisions relating to the transfer of

Key Issue	Discussion
	<p>responsibilities from territorial authorities to regional councils; and</p> <ul style="list-style-type: none"> · clarifying that the Local Government Commission can, through the reorganisation process, provide for a regional council to exercise powers and responsibilities conferred on territorial authorities by statute. <p>While none of these provisions signal a reorganisation of local government, with the Auckland Council model in place, 78 local government authorities and several parts of the New Zealand grappling with how to fund services, a consideration of local government boundaries is highly likely to an issue in the next ten years.</p> <p>For Christchurch the questions that arise relate to the most appropriate organisation in the largest region in New Zealand, where Christchurch city dominates an otherwise largely rural/semi-rural environment.</p>
Lyttelton Port – important role in Canterbury economy and need for redevelopment	<p>The Lyttelton Port of Christchurch (LPC) suffered extensive damage as a result of the earthquakes. While the Port has been able to continue operations it has been working at constrained capacity. LPC is now in a position to commence recovery of damaged infrastructure. To facilitate LPC's recovery the Minister for Canterbury Earthquake Recovery (Minister CER) directed Environment Canterbury (ECan) and LPC to produce a draft Recovery Plan under the Canterbury Earthquake Recovery Act. LPC is a key part of infrastructure of the recovery of the Canterbury economy with 99% of imports and export by sea, as well as 15% of domestic trade. Freight volumes are expected to increase significantly over the next 30 years and container ships are rapidly growing. Issues for consideration include:</p> <ul style="list-style-type: none"> · The need to continue to work on the delivery of the Recovery plan and its implementation when gazetted by the Minister CER. · The ongoing requirement to manage the predicted freight growth so that product can get to and from LPC in a timely manner. · The ongoing need to manage effects of Port operations on the Lyttelton community and the environment.
Recovery in a manner that promotes resilience	<p>Applying a resilient city lens to recovery</p> <p>Re-establishing the long term view of Christchurch that includes a resilient cities focus, especially in regard to community engagement and ownership of this process. This means utilising and supporting the capacity of community organisations to engage and grow our communities into mutually supporting and active entities.</p> <p>Will mean deciding upon and the delivering of services in partnership with the community, seeking strong neighbourhoods and well-connected people and communities. Implies continuing trend toward participatory democracy and devolved forms of decision-making. In doing so, the City will need to develop an evidence based, contextualised approach to resilience, and take</p>

Key Issue	Discussion
	a whole of city approach to the recovery
Resource efficiency opportunities for the recovery, organisations and the greater use of renewable energy	<p>The rebuild of commercial, local government, government and residential buildings offers a significant opportunity to promote the design of resource efficient buildings and the use of renewable energy where appropriate.</p> <p>Timing is critical for implementing resource efficiency assistance to the rebuild and for the promotion of renewable energy use. This is because to maximise the opportunity, this assistance and promotion should occur during the building design process.</p>
Poor quality reconstruction of urban areas after the Canterbury earthquakes could undermine potential recovery benefits	<p>Given the extensive damage resulting from the Canterbury earthquakes good urban design will be an essential component of recovery, in the central city, throughout suburban areas and across the public realm.</p> <p>With the large scale reconstruction of parts of the city including the central city, commercial areas and suburban housing there is a risk that poor quality redevelopment could undermine:</p> <ol style="list-style-type: none"> a. sense of place, b. environmental quality, c. amenity values, d. community cohesiveness, e. economic recovery.
Planning for the East of the City	<p>Planning for the red zone and the areas adjacent to it is an important aspect of the City's recovery that will need attention. This will include identifying what the red zone can and should be used for and how that complements the eastern suburban areas is central to this issue. Central to these decisions will be determining what ongoing level of risk is acceptable. Whilst this process is being lead by CERA the Council will have a strong role and needs to help ensure the community has a strong role in shaping the future of the red zone.</p> <p>Planning and investing in adjoining areas to the Red Zone will also be important to create a coherent urban form and community. The process to carry out this planning and development will need to feature community-led recovery and engagement.</p>

Key Issue	Discussion
Duration of the transitional phase of recovery	It is becoming increasingly clear that the rebuild will take more than 10 years and during this period the transitional projects and activity remain important across the city. Transitional activity can continue to play an important role in the recovery of the city through adding amenity, activity, and opportunities to explore new approaches and can inform the longer term rebuild. Transitional activity is valued by the local community and has been recognised internationally.
Managing and planning the new urban forms from red zone and from natural hazards	Addressing consequences of natural hazards, mitigating ongoing risk. Identifying what's possible for badly affected land, determining the long term shape and use of the East. In overall context of population movement to and growth in the western half of the City.
Development of suburban centres and their surrounding medium density residential zones	The development of the city is dependent on making suburban centres attractive for medium density housing and making medium density housing work. Key to achieving this is the provision of supporting infrastructure, parks and open space, high quality amenity and easy access to services and activities. To achieve this holistic planning techniques will be required that overcome siloed or subject based approaches, with partnerships and community engagement.

Key Issue	Discussion
<p>Managing change in the city's urban form</p>	<p>Christchurch faces both growth and recovery issues where strategic directions will continue to be needed. Key areas for focus are set out under the following headings</p> <ol style="list-style-type: none"> 1. Delivering on plans to support and revitalise our suburban centres <p>The suburban centre masterplans have provided a good basis for recovery of suburban centres and implementation of these will continue as a priority. There is more that can be done particularly in relation to quality medium density housing supported by good levels of amenity, facilities, infrastructure and strong social connections. Place-based planning, which brings all those elements together, is the appropriate way forward.</p> 2. Central City – continuing to foster and support the recovery of the central city <p>This is vital to ensure that the city has a strong core. The Christchurch Central Recovery Plan is the current statutory plan to guide the recovery. Experience from elsewhere in the world indicates that full recovery of the central City will take a further 15-20 years. Over that time ongoing planning, facilitation and support will be required.</p> 3. Residential Red Zone and Eastern Christchurch <p>Planning for the red zone and the areas adjacent to it is an important aspect of the City's recovery that will need attention. This will include identifying what the red zone can and should be used for and how that complements the eastern suburban areas is central to this issue. Central to these decisions will be determining what ongoing level of risk is acceptable. Whilst this process is being lead by CERA the Council will have a strong role and needs to help ensure the community has a strong role in shaping the future of the red zone.</p> <p>Planning and investing in adjoining areas to the Red Zone will also be important to create a coherent urban form and community. The process to carry out this planning and development will need to feature community-led recovery and engagement.</p> 4. Development responses to the implications of natural hazards <p>Post earthquake planning has brought into sharper focus the risks and hazards facing parts of the city now and in the future.</p>
<p>Housing conditions and housing accord</p>	<p>Since the earthquakes, a significant proportion of new housing has been new stand-alone homes, especially in greenfield subdivisions. Much of this is larger family housing. A better supply of smaller, more affordable homes is needed to offer greater housing choice and meet changing housing needs. As well as providing smaller and more affordable housing options, this will:</p> <ul style="list-style-type: none"> · allow people to live close to existing communities and facilities, and access local services;

Key Issue	Discussion
	<ul style="list-style-type: none"> · support the recovery of suburban centres and Christchurch central city; · make best use of existing infrastructure networks. <p>The quality, attractiveness and affordability of medium density developments directly influence the market demand for these housing types. The issue has many facets which are set out below:</p> <p>Availability and quality of housing stock</p> <p>The Canterbury Earthquakes of 2010 and 2011 have had a dramatic effect on the housing network across the city. These factors include:</p> <ul style="list-style-type: none"> · The housing stock across the city has been estimated to have been reduced by 11,500 of pre earthquake stock (MBIE 2013), a 6.2% decrease. Between the 2006 and 2013 census however there is an estimated 2.7% increase in housing figures. The exact reduction or increase as a result of earthquake loss and replacement is hard to estimate. · Many of the housing repairs require residents to find temporary accommodation. This will continue until 2017/2018. Peaking with an estimated 4000 displaced in 2014/2015. <p>Housing Affordability</p> <p>The ability of Christchurch residents to access housing has been affected by:</p> <ul style="list-style-type: none"> · The Reserve Bank increasing the minimum housing deposit to 20% from 1 October 2013 · The increased building standards and costs for housing repairs, rebuilds and new houses due to the land reclassification. · Housing Affordability continuing to deteriorate, with Canterbury's affordability declining by 10.6%. Canterbury's regional affordability is 100.6% of the national average. (Housing Affordability Report quarterly Survey June 2014, Volume 24, Number 2 Massey University.) · In August 2014 the median house price in Christchurch was \$429,200 up by 1.2% from the previous month and an increase of 8.9% from August 2013. · According to The Roost home loan affordability index for August 2014 it now takes 63.1% of one median income to pay the mortgage on a median priced house purchased in August,² <p>Housing supply and demand</p> <ul style="list-style-type: none"> · The number of unoccupied dwellings increased in greater

² Roost (2014); Home loan affordability in Christchurch. Available from http://www.interest.co.nz/sites/default/files/Christchurch_home_loan_affordability.pdf

Key Issue	Discussion
	<p>Christchurch by just over 80 percent between 2006 and 2013. The increase was driven by the large number of empty dwellings in 2013, particularly in Christchurch city where the number of empty dwellings increased by 149 percent between 2006 and 2013. These empty dwellings will include many dwellings that were awaiting demolition.(Goodyear 2013)</p> <ul style="list-style-type: none"> · An increased demand on and inadequate supply of rental properties. · While the population has decreased, this has not occurred uniformly across the socio economic spectrum. People on low incomes including elderly person and people with disabilities have tended to stay in Christchurch rather than move to other locations. This has increased the pressure on the decreased supply of social and affordable housing. · Since 2006 there has been a 13.10% increase in the average rent. Variables include the type and size of the dwelling and the number of bedrooms. An increase in the average rent from around \$310 in 2011 to \$419 at July 2014 which is 51% of the average net weekly income in the city. , · Approximately half of households in the lowest annual household income grouping paid more than 49% or more of their before tax income on rent in comparison to higher income groupings where the median rent was approximately 25% of the median income. <p>Ageing Population There is a desire, nationally, to assist people to remain in their family home as they age. This, coupled with a planned provision of health services at primary health care facilities, is likely to see an increased demand for smaller houses, located closer to services. In addition households are becoming smaller which will add to this demand.</p> <p>Universal design While recent changes to the Building Act have increased the specifications for environmental and energy efficiency in new and existing homes, this results is a partial future-proofing of homes.</p> <p>Universal design is about producing environments that are accessible to all people of all abilities, at any stage of life. Specifically, it describes the concept of designing housing features to be aesthetic and usable to the greatest extent possible by everyone, regardless of their age, ability, or status in life*.</p> <p>The abilities covered by universal design resources are broad ranging, and include people who are elderly, young, manipulatory disabled, blind, or deaf, or who need a walking aid or use a wheelchair. However, the design concepts and solutions provided are smart for everyone, as they make the home:</p> <ul style="list-style-type: none"> · safer and easier for all to use (including young children) · easier for people with temporary injuries

Key Issue	Discussion
	<ul style="list-style-type: none"> • easier for visitors who are disabled/have children • easier to occupy without needing to modify layouts • able to get independent recognition in third-party schemes, such as LifeMark™ and Homestar™ • more attractive to a wider range of buyers. <p>BRANZ research has shown that it is considerably cheaper and less disruptive to build universal design features into an individual new home than retrofit the same house later. As an example, the average extra cost of equipping a new house with UD features is \$1,720, while retrofitting these new houses at a later date would cost an extra \$16,990 on average (using 2011 figures).</p>
Reduced social connectedness	<p>The CERA Well Being Survey demonstrates a reduction in the level of social connectedness since 2012. The percentage of respondents indicating they agreed or strongly agreed with a statement relating to the sense of community with others in their neighbourhood has reduced from 53% in September 2012 to 45% in April 2013 with a consistent downward trend over that period. This trend is impacted by residents moving homes as a result of the earthquakes, as social connectedness is higher among those living in the same street address as they were on 4 September 2010. This trend is evident in Christchurch city but not Selwyn or Waimakariri Districts.</p>
Psycho-social impact of the earthquakes on the Christchurch population	<p>The CERA Wellbeing Survey has been carried out at six month intervals since September 2012. It looks at resident perceptions of wellbeing during the recovery of greater Christchurch. Since April 2013 the survey has included the WHO-5 international benchmark self rated measure of emotional wellbeing based on five subjective categories (scored out of a total of 25). Scores below 13 are considered indicative of poor emotional wellbeing. Christchurch's mean score in April 2014 was 13.3 and there have been no significant changes in this score since April 2013. Those more likely to have a score below the greater Christchurch mean of 13.6 are:</p> <ul style="list-style-type: none"> • Those with a physical health condition or disability (67%) • Living in temporary housing (58%) • Those who are waiting to have an assessment on their dwelling claim from their insurer (59%) • Those who have had an assessment on their dwelling claim from their insurer but have not received an offer (58%) • From a household with an income of less than \$30,000 (50%) <p>The April 2014 survey also found that 23% of Christchurch respondents had experienced stress most or all of the time in the last 12 months that had a negative effect on them, a higher rate than those found in Waimakariri and Selwyn districts. This pattern has remained consistent since the survey was initiated in 2012 and levels of reporting of frequent stress in Christchurch have not fallen over the last three years. These results are consistent with those found in the 2012 Quality of Life Survey,</p>

Key Issue	Discussion
	<p>where one in five (21%) of Christchurch respondents reported experiencing stress most or all of the time, slightly higher than Auckland (19%), Wellington (15%) and Dunedin (14%).</p>
<p>Safety issues from alcohol</p>	<p>Since 1989 the number of licensed premises in Christchurch has increased threefold and a culture of pre and side-loading has emerged. A survey of Christchurch patrons at central city bars, for example, showed that on average each person had consumed 10 standard drinks each prior to arriving in town. This pre-loading drinking culture is of particular concern to the Police, Medical Officer of Health and Licensing Inspectors: some patrons are arriving at licensed premises late at night and then causing disorder outside and near premises when they are refused entry on the grounds of intoxication. .</p>
<p>Improving waterway quality</p>	<p>The implementation of the Surface Water Strategy requires stormwater management plans to be in place to guide the establishment of stormwater infrastructure for Greenfield and Brownfield developments, to ensure stormwater discharge into waterways meets consent conditions. For existing urban areas, opportunities to improve stormwater quality discharges into waterways will prove to be a challenge, costly and take years to achieve. In densely built areas, such as business and industrial zones, there is limited space to locate stormwater treatment devices and opportunities for these will only arise when places are rebuilt. Even then, use of building cladding materials such as zinc and copper will require additional treatment infrastructure to stop contaminants from ending up in waterways. For this reason, Council faces a real challenge in order to improve urban waterway quality to meet the standards set down by the Proposed Land and Water Regional Plan, by 2025. Therefore, every opportunity to establish stormwater treatment, Low Impact Design Principals in the central city and surrounding urban areas as part of redevelopment and street renewals needs to be seen as an imperative.</p> <p>Improvement of freshwater quality is also a key recommendation in the Zone Implementation Programmes for the Banks Peninsula and Christchurch-West Melton water management zone committees, which are joint committees of the Council and Environment Canterbury. Several of the services provided under the natural Environment Policy and Planning activity support the Zone Implementation Programme recommendations, including but not limited to the implementation of the water-related Healthy Environment Strategies, provision of stormwater management plans, and provision of strategic advice on water-related issues.</p>
<p>Natural Hazards</p>	<p>The 2010/2011 Canterbury Earthquakes and more recent flooding highlighted the challenges posed by natural hazards. Loss of life, injury, damage to property and infrastructure, and social and economic disruption are some of the direct impacts from hazard events in the last five years in particular. Similar impacts can be expected to occur again in the future.</p>

Key Issue	Discussion
Lack of open space and recreation opportunity in parks deficiency areas and earthquake driven urban intensification areas needed to improve recreation opportunity across the District.	Subsequent to the 2010 adoption of the public open space strategy earthquake driven urban rebuild initiatives, budget pressures, and a legislative drive to accomplish greater urban consolidation whilst providing high quality living environments require changes in the way open space is planned for and provided. Council's strategic open space provisions for the Central City are now out of date and need reviewing including residential areas. Open space planning standards for inner city residential intensification areas also need review in light of Regional Policy Statement intensification objectives. Post earthquakes a number of the Council's Port Hills Reserves are unavailable for general recreation use (even though many tracks have been reopened). A review of current provision is needed including determination of the need for alternative sites.
Provision of a planning framework to facilitate alternative methods of open space provision across the District such as partnerships and covenants.	Policy is needed to facilitate and enable partnerships and management agreements that facilitate open space access and protection for the public good. For example prior to the 2006 amalgamation with Banks Peninsula the City Council utilised regional parks development contribution funds to protect outstanding landscapes, biodiversity, heritage sites and recreation opportunities for the public in the old City Council area. This is still possible (but limited but operational cost implications) as a primary regional parks objective and to a lesser degree in parks generally. However given the potential impact on rates of increasing the Council's regional park operating budgets alternative methods of protecting land and providing for public access need to be explored and policy support provided.
Loss of Garden City character, identity and potential for interconnected green open space in the Christchurch urban area as intensification increases.	Urban intensification in urban Christchurch is mandated by the Regional Policy Statement. However higher density urban living is resulting in suburban areas with limited tree cover and planting due to space constraints. The public open space system will eventually be one of the key places where Christchurch's living green identity can be given fuller expression. A thorough analysis of the interrelationship between the existing parks system and intensification is needed to provide standards of provision in intensification areas. Targeted policy will facilitate and guide open space provision across the urban areas to ensure that some measure of Christchurch's Garden City character and identity is retained.
The protection and enhancement of the District's important landscapes.	The unique landscapes of Christchurch City and Banks Peninsula are integral to the identity and environmental health of the District. They also support a wide variety of opportunities for economic growth and development such as tourism. However widespread changes to the District's landscapes as a result of major infrastructure projects following the earthquakes, or urban intensification can undermine the integrity of the District's landscapes. Major changes to rivers, coastal areas and the Port Hills for example need to be balanced with the need to protect and enhance these important landscape assets. While the District Plan provides some protection for these landscapes it does not provide a vision for their enhancement or

Key Issue	Discussion
	<p>adaption to respond to future changes. The District Plan also does not provide for a strategic coordinated vision to enhance landscapes and manage large scale changes across the District. A strategic approach (i.e. a landscape strategy) will ensure that the Council and the community have a coordinated vision for the District's landscapes which will help to protect and enhance these assets and plan for and manage change.</p>
Government Subsidy for transport	Limits on the government subsidy that Council can obtain for Transport Policy and Planning projects, mean that government subsidy is not always available for Transport Policy and Planning projects.
One network alignment for transport	There are a number of organisations in delivering transport in Christchurch. So Christchurch City Council needs to work closely with the other transport agencies to ensure there is alignment to achieve an integrated one network approach for transport, to ensure seamless, safe, accessible and efficient travel in Christchurch
Developing an efficient transport network to support recovery and rebuild opportunities	As Christchurch recovers from the 2010 and 2011 earthquakes the rebuild presents both challenges to ensure the City has a good and speedy recovery and opportunities to build better and future-proofed city through the rebuild with a safer, more accessible, sustainable and efficient transport network.
Planning for an efficient network as the city grows	Over the coming years Christchurch's population is predicted to grow and thus traffic volumes are predicted grow. Freight volumes are also expected to grow. So the challenge is to plan and provide for an efficient transport network despite increase in traffic volumes and travel demands. Also the percentage of the population aged over 65 is expected to grow significantly. This will require changes to the transport infrastructure and services are designed and provided, as with an aging population the number of people with disability is also likely to increase.

2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Strategic Policy and Planning activity since the Three Year Plan 2013-16 Activity Management Plan.

Table 2-1 Proposed changes to activity

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Transition from CERA/CCDU has been added to this activity.	The CER Act is due to end in April 2016. It is clear however that CERA as an agency will have a life which extends beyond that time. CERA was formed specifically to respond to the Canterbury Earthquakes over a limited time period. Recent announcements by Government have signalled the initial stages of changes to CERA to recognise its transition within the Government organisation. It is anticipated that some functions currently being delivered by CERA will transition to CCC during the period of the LTP and other functions may transition to other Government departments and/or agencies.	Potentially high significance. The full implications of the CERA/CCDU transition is not known to the Council or Government. Resources are clearly going to be required to engage with the Government about this transition and potentially to deliver functions that are not currently delivered by the Council. It is likely that the resourcing requirements for this transition will only become evident over a period of time as the dialogue about it progresses.	A broad estimate of the resources including staff costs required are as follows: 2015/16 - \$210,000 2016/17 - \$210,000 2017/18 - \$75,000 2018/19 - \$50,000	Resources are required to enable the Council to fully engage in the process to transition functions from CERA/CCDU to other organisations. The anticipated scale and significance of this work means that it cannot be absorbed within the existing provision in the TYP for this Activity. It seems likely that a range of policy, planning, organisational and legal issues will become evident during the transition process. Estimating how much resource will be required to support this transition process is very difficult. However the resources should be required only for a relatively short period over the first few years of the LTP.

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Impact of budgetary constraints	Whilst the LOS to agree a programme of work with Council and deliver its milestones to the level of at least 85% remains the same through out the period, the resources available progressively reduce over the first three years. Consequently the programme of work that can be delivered will also reduce in this period. So a progressively smaller programme of work will be agreed with Council.	Medium. The capacity to undertake strategic policy and planning work will reduce. This means the council will have to prioritise more the work to include in its annual programmes and will have less flexibility to introduce new/additional work into the programme during any financial year.	None within the financial guidelines prepared for developing Activity Management Plans.	
<p>Preparation of a Natural Hazards Strategy that will address, but not be limited to:</p> <ul style="list-style-type: none"> • Coastal issues including tsunami • Earthquake hazards • Slope instability • Flooding • Meteorological hazards • Wildfire 	<p>Christchurch is susceptible to significant impacts and consequences from natural hazards and there is a need for a comprehensive document (the strategy) that defines:</p> <ol style="list-style-type: none"> (a) The role of the Council; (b) The nature of the natural hazards and associated risks; (c) The key mid and longer term hazard management challenges specific to the district; (d) The relationships the Council seeks with other organisations. <p>The Council has hazard management roles and functions across a wide range of legislation including the RMA and CDEMA, and has been fulfilling these responsibilities through planning and development generally, the District Plan, and regulatory processes.</p>	<p>Compilation and review of existing technical information will be required. The strategy may identify the need for specific further investigations.</p>	<p>Natural Hazards Strategy 2015/2016 - \$250,000 – as above, and including implementation tasks 2016/2017 - \$100,000 – implementation tasks</p> <p>Landslide monitoring \$350k (15/16), \$50k each year thereafter.</p> <p>Wider Port Hills slope stability study \$300k (16/17)</p> <p>Wider Banks Peninsula slope stability study \$200k (17/18)</p> <p>Tsunami inundation modelling (localised) \$200k (17/18) and \$100k (18/19)</p>	<p>The preparation of the strategy will involve a public and partner organisation consultation and engagement process. This will include various approaches including workshops, presentations, meetings and written submissions.</p>

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Review the Christchurch Energy Strategy and Develop an Energy Action Plan.	The Energy Strategy for Christchurch 2008-2018 was completed in 2008 and requires review.	Significant.	Budget for completing the review: \$200,000.	Consultation with key stakeholders is required.
Council Energy Management Programme.	<p>Council does not have a comprehensive energy management programme to monitor energy use and target energy savings.</p> <p>Currently the Council spend on energy is approximately \$17.1 million per year. An energy management programme could be expected to result in significant energy and cost savings over time – estimated at 5 to 15% of the annual retail energy expenditure.</p>	High significance due to potential cost savings to Council, estimated at a \$855,000 saving per year, if a 5% energy saving is achieved.	Council funding contribution is \$360,000 per year for three years plus a potential EECA funding contribution	Collaboration with EECA to receive EECA's support towards the implementation of the Christchurch City Council Energy Management Programme.

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Evaluate Council participation in the central city public sector vehicle fleet (potentially electric vehicles) optimisation project.	<p>The Christchurch Integrated Government Accommodation Project involves the development of shared Government office space in Christchurch. There may be an opportunity to create a common vehicle fleet pool that is used by Council and other public sector agencies to create vehicle use efficiencies. This vehicle fleet could also potentially include electric vehicles.</p> <p>There is a requirement to do a comprehensive business case to determine whether Council should participate in a central city public sector vehicle fleet (potentially electric vehicles) optimisation project.</p>	Significant	Budget for the business case: \$15,000.	Collaboration with EECA to receive EECA's support towards the implementation of the business case.
Expansion of Food Resilience/Community Gardens/Edible Forests	Implementation of the Council's Food Resilience and Community Gardens Policies to improve access to healthy, affordable and locally grown food, encourage a thriving local food economy and to support the garden city identity.		Match funding from community, \$50,000 per year to support the establishment of new community gardens and other projects within the Council endorsed Food Resilience Action Plan.	Policy development and implementation undertaken in collaboration with the community through the Food Resilience Network.

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Support package for landowners with Sites of Ecological Significance.	<p>The Schedule of Sites of Ecological Significance in the District Plan Review, which become operative when the Plan is Notified in July 2015, are to be protected via a Support Package where they are on private land, including:</p> <ul style="list-style-type: none"> • Rates remission, guidance and advice about site management; • Practical assistance with site management and monitoring. 	<p>Each Site of Ecological Significance will be assessed for the level and immediacy of threat to the ecological values if nothing is done. For those Sites with high threat levels, Council staff will engage with the landowners to discuss the best practicable options to protect the Sites.</p> <p>This will be a process which takes place each year to generate an Annual Programme, so that budgets and resources can be best targeted.</p>	An estimated budget of \$80k per annum is recommended.	Landowner engagement is a key integral part of the process to protect Sites of Ecological Significance. The ongoing relationship with landowners will be pursued by Strategy and Planning staff and Regional Park Rangers.
Introduce a Level of Service that Council has a Strategic Vision for Transport, which is reviewed every 5 years.	Council produced a strategic vision for transport, (the Christchurch Transport Strategic Plan) in 2012 and committed to reviewing the plan every 5 years.	This level of service reflects what council has already been working towards		The Christchurch Transport Strategic Plan was produced through public consultation and future updates can be consulted on.
One Network Classification (New Zealand Transport Authority) policy change affects the existing network classification developed through the Christchurch Transport Plan	NZTA is requiring all Road Controlling Authorities to adopt this new classification.	Policy change that has potential impact on the Road Operations Activity and the Roads and Footpaths activity in terms of funding assistance levels.		

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
<p>Proposed charging for Urban Design Advice on Resource Consents</p> <p>See Section 3.4 Benefits and Funding Sources</p>	<p>Partial charging for urban design advice for resource consents aligns with some areas of Council technical advice on resource consents, where all or part of the cost is passed on to the applicant.</p> <p>As there remains a public good in achieving a higher quality urban environment it is proposed that the cost of the advice is partially recovered from consent applicants and that charging occur for applications once lodged, not in the pre-application stage, Pre-application advice (through staff advice and the Urban Design Panel) is to be incentivised as this is where changes can be made to support delivery of good urban design outcomes with minimal time and cost impact and result in a smoother consent process.</p> <p>Charging for urban design advice will allow for urban design capacity to be increased, in particular for consent processing, without impacting on the budget and potentially also contribute to organisational cost saving targets.</p> <p>Note this links to the benefits table 3.4.1.</p>	<p><i>Medium significance</i></p> <p>Prior to Council signing off on this change, it will be necessary to investigate what components of urban design advice should be user-pays. If Council approves partial user pays funding, it will also be necessary to consider the level of that funding and the revenue which is likely to result.</p> <p>Benchmarking will be undertaken with other major centres in New Zealand to inform the approach taken.</p>	<p>It is proposed if Council approves this change, that the charging would occur through the Resource Management Fees and Charges schedule, possibly with fixed charges according to the complexity/type of applications. It would be necessary to identify that change in the LTP as part of the resource consent activity.</p>	<p>Options:</p> <ol style="list-style-type: none"> 1. No change, urban design advice on resource consent applications is funded from general rates; 2. Urban design advice on resource consent applications is partially funded by user pays; 3. Urban design advice on resource consent applications is fully funded by user pays 4. Urban design advice on resource consent applications is fully funded by user pays 5. Introduction of a charging regime could occur in year 1 or year 2. If in year 2, there would be more certainty regarding District Plan outcomes and opportunity for further benchmarking and discussion with the development community.

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Proposed District Plan	The Proposed District Plan includes changes to zoning and rules around centres which over time will intensify development, however these changes alone will not deliver the intended residential and community outcomes. See a place based (non statutory) planning approach and resource consents, below.	<i>Medium significance</i> As noted above the capacity to undertake urban regeneration policy and planning work will reduce. This means the council will have to prioritise the work to include in its annual programmes and will have less flexibility to introduce new/additional work into the programme during any financial year.		None within the financial guidelines prepared for developing Activity Management Plans.
A Place-based planning approach	Highlighting this approach in order to drive integration across the organisation, and increase engagement and capacity in the community. The LURP, Christchurch Central Recovery Plan and the Suburban Centre masterplans have provided a good basis for guiding recovery for parts of the city. There is still much recovery work to be done and it is proposed that a place-based planning approach is continued and recognised across the organisation. This puts people and neighbourhoods at the centre of planning and development and requires integration of the planning and delivery of community services, facilities, infrastructure and other planning.	<i>Medium significance</i> As noted above the capacity to undertake urban regeneration policy and planning work will reduce. This means the council will have to prioritise the work to include in its annual programmes and will have less flexibility to introduce new/additional work into the programme during any financial year.		<ol style="list-style-type: none"> 1. Continue with current proposed level of reduced funding and prioritise work accordingly, requiring a reduced level of service relative to current delivery. 2. Provide additional funding to that of current resourcing levels, to enable delivery of suburban and central city work plus a further pilot. 3. Increase level of funding to enable delivery of a comprehensive place-based planning approach, including elements noted under 2 above plus other work eg red zone integration.

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Rebuild Central	It is understood from Corporate Services, that to meet the 2% organisational savings required they are proposing to cease CCC funding of the lease on Rebuild Central, at 663 Colombo Street.	<p><i>Medium significance</i></p> <p>Rebuild Central was set up in mid-2012 and has served as an initial point of contact for redevelopment in the central city. Providing this service demonstrates, through physical location and access to staff, the customer service standards of the organisation. The location on Colombo Street, in amongst the development, is perceived to provide a more accessible location with a solution-based focus.</p> <p>More recently discussions have occurred about establishing an outward facing housing and major projects office to support and facilitate these projects. Prior to this decision being made, further discussion should occur as Rebuild Central could be developed to contain these services.</p>		<p>There has been no engagement with Strategy and Planning on this. The options are:</p> <p>1) Close Rebuild Central – loss of customer service, relocation of approx 20 staff, saving against lease although potential difficulties in re-letting the space and potentially with re-housing the staff in Civic Offices.</p> <p>2) Continue Rebuild Central service – with the support of the organisation to deliver an integrated customer focused advisory serviced. Marketing of the service following confirmation.</p> <p>3) Continue Rebuild central service and expand to provide for integration with a Housing and Major Projects Office.</p>

Key Change	Reason	Level of significance? What investigations are needed?	Financial Information	Options for consultation and engagement
Transitional City Funding	<p>2% savings are to be applied to all budgets.</p> <p>Transitional city funding provides for grants to three external groups (Gap Filler, Greening the Rubble, and Life in Vacant Spaces) and the two funds to which the public can apply (Transitional City Projects Fund and Creative Industries Support Fund).</p> <p>CCC also delivers transitional projects, funded through capital budgets. A 2% saving would impact the ability for deliver and maintenance of assets created through these projects.</p>	<p><i>Medium significance</i></p> <p>The organisations have expressed through annual plan processes the importance of this funding. We will need to understand from those organisations and the public what the impact of reduced funding will be, however likely to mean less capacity in the community and fewer transitional projects delivered.</p>		<p>The options are:</p> <ol style="list-style-type: none"> 1) reduce the grant funds by 2% 2) keep at current funding levels

3 Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's Strategic Policy and Planning are that:

The delivery of the Strategic Policy and Planning Activity for Christchurch contributes to achieving the following community outcomes:

- The Council provides leadership on issues affecting the community;
- The Council has effective relationships with central government and other key partners;
- Decisions take account of community views;
- Decisions are transparent and informed by timely, accurate and robust information and advice;
- Household location and increased housing density are in line with urban development targets;
- 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;
- Cultural and ethnic diversity is valued and celebrated;
- Arts and culture thrive in Christchurch;
- People have strong social networks;
- Services are available locally within the urban areas;
- People are actively involved in their communities and local issues;
- 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;
- People are safe from crime;
- Injuries and risks to public health are minimised;
- 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;
- The opportunities given by the earthquakes to rethink the shape of the city are fully taken;
- Existing ecosystems and indigenous biodiversity are protected;
- A range of indigenous habitats and species is enhanced;
- Landscapes and natural features are protected and enhanced;
- The public has access to places of scenic, natural, heritage, culture and educational interest;
- Urban areas are well-designed and meet the needs of the community;
- There is a reduction in waste;
- Energy is used more efficiently;
- A greater proportion of energy used in the city is from renewable sources;
- Christchurch is prepared for the future challenges and opportunities of climate change;
- Water is used efficiently and sustainably;
- 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 Council's water supplies meet the public's reasonable needs;
- Christchurch has clean, safe drinking water;
- Risks from natural hazards, including earthquakes, flooding, tsunami and rock fall, are minimised;
- The city's identity is enhanced by its buildings and public spaces;
- The garden city image and garden heritage of the district are enhanced;
- 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;
- The central city is a vibrant and prosperous business centre;
- More people, including families, live in the central city;
- The city has a distinctive character and identity;
- Suburban centres provide the focus for services, employment and social interaction;
- Christchurch's infrastructure supports sustainable economic growth;
- The transport system provides people with access to economic, social and cultural activities;
- Transport safety is improved;
- There is a range of travel options that meet the needs of the community;
- An increased proportion of journeys are made by active travel and public transport.

3.2 How we will know we are achieving the outcomes

- Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information.
- The provision of policy and planning advice is prioritised to meet statutory requirements and the important issues for the Council and City.
- Policy and planning advice is underpinned by robust monitoring, research and analysis.
- Planning and policy advice is developed in a collaborative manner with Central Government, Urban Development Partners and where appropriate other territorial authorities in the wider Canterbury Region, Canterbury Water Management Strategy Zone committees and/or other organisations.
- Strategic policy and planning advice is provided internally within the Council to support operational planning and service delivery.
- Land use is well integrated with the transport system.
- Travel demand is managed.
- People are aware of the different transport options available to them.
- Travel time reliability.
- Road safety is enhanced through changes to the physical environment and changes to people's behaviour.
- Urban design advice is provided to encourage the development of a high quality urban environments.
- Urban regeneration advice is provided to support the urban outcomes identified in recovery plans, masterplans and the greater Christchurch UDS
- Policy and planning advice is provided to support the delivery of the Central Christchurch Recovery Plan and the regeneration of the Central City

- Advice is provided that enables the Council to influence the development of regional and national policies, plans, standards and statute
- The Council is actively supporting the Water Management Zone Committees whose zones include portions of Christchurch.
- Biodiversity values are protected and enhanced by the Council, other public sector organisations landowners, conservation groups and the wider community.
- The Council's policies, strategies and plans enable protection and enhancement of water quality in Christchurch's freshwater bodies.
- The Council's policies, strategies and plans enable the provision of clean, safe drinking water.
- Sufficient publically accessible open space for recreation activities and amenity enhancement is provided in the Central City, residential and rural areas.
- Sites with recreation opportunity, biodiversity, scenic, landscape or heritage values are protected through land acquisition for reserve, covenants, management agreements, environmental compensation (District Plan), private/ public partnerships or other legally binding land management mechanism.
- The Council's policies, strategies and plans enable protection and enhancement of the District's important landscapes and features.
- Natural hazards and risks are well understood, managed and used to inform land use planning through a strategy/policy framework that is shared by central government, local government and other partner organisations.
- A business resource efficiency programme is delivered, that includes services, tools and events that assist businesses to use resources efficiently to reduce waste and to use energy and water efficiently.
- Energy is used more efficiently and a greater proportion of energy used in the city is from renewable sources.
- Christchurch is prepared for the future challenges and opportunities of climate change.
- Homes are healthier, more energy and water efficient and residents feel more supported in making home renovation decisions with the advice received.
- Improving access to fresh, healthy, locally grown food supports community wellbeing, resilience, strengthens the local food economy and garden city identity.

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Councils stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

3.3 What services we provide

This activity includes the following services:

- Strategic Policy and Planning
- Coordinated Policy and Planning within the Region and with Central Government
- Social and Economic Policy and Planning
- Monitoring and Research
- Regulations and Bylaws Policy and Planning
- Natural Hazards Policy and Planning
- Natural Environment Policy and Planning
- Urban Regeneration Policy and Planning
- Central City Policy and Planning
- Urban Design policy and Planning
- Transport Policy and Planning

There are no assets associated with this activity.

A complete description of the assets included in the Strategic Policy and Planning activity is in Appendix B.

3.4 Benefits and Funding Sources

3.4.1 Who Benefits?

Who benefits?	
Individual	Some
Identifiable part of the community	Some
Whole community	Majority

Key:
Full
Majority
Some

Explanatory Comments:

Individual – there are some services in this Activity that whilst affecting the whole community and identifiable parts of the community will also affect certain individuals in a different way. Examples include: : urban design advice which will be advantageous to land owners in specific locations, delivery of parts of the Land Use Recovery Programme will be advantageous to some land owners in specific locations; the review of the Gaming and TAB policy will impact specific people who operate gaming machine vanues and the Local Alcohol Policy will affect specific sale of alcohol licensees. Frequently in a number of policy areas a key decision for the Council is weighing up the impact on individuals against the wider impacts on specific parts of or all the whole community.

Identifiable part of the community – there are some parts of this Activity that whilst affecting the whole community will affect identifiable parts of the community in a different manner. Examples include a number of bylaws and regulatory policy that will affect certain spatially located parts of the community more than the whole community e.g. brothels location bylaw and psychoactive substances retail location policy, Masterplan implementation which relates to a specific suburban centre.

Whole Community – all the services in this Activity have the whole community as the primary beneficiary.

3.4.2 Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
0%	0%	100%	0%
		Full	

Note, Funding Split % is derived from the 'Summary of Cost for Activity' (section 13).

Note:

A number of expenses for the Greater Christchurch Urban Development Strategy partnership are paid for by the Council. A portion of these expenses are then charged out to other organisations that are part of the UDS partnership. This shows as a 'Fees and Charges' in section 11. of this plan. The sharing of these UDS costs between the different organisations is determined by an agreement previously reached between the partners. The UDS shared costs are divided between the partners as follows: Waimakariri and Selwyn District Councils 12.5% each, Environment Canterbury and CCC 37.5% each. CERA currently funds 50% of the independent chair's costs in recognition of his role in the Recovery Strategic Advisory Committee and the recovery issues dealt with at the Chief Executives Advisory Group. This contribution to the independent chair's costs are not currently budgeted to continue beyond 2015/16.

Key:		Typically
Full	All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund.	95%+
Majority	The majority of the activity is funded from this source.	50%+
Some	Some revenue is derived from this source.	<50%

Does this Activity generate surplus funds that can be applied to other areas? **No**

3.5 Key legislation and Council strategies

Strong Communities

Health Act, Sale and Supply of Alcohol Act, Freedom Camping Act, Gambling Act, Prostitution Reform Act, Dog Control Act

Arts Strategy, Events Strategy, Physical Recreation and Sport Strategy, Safer Christchurch Strategy, Social Housing strategy, Strengthening Communities Strategy

Liveable City

Housing Accords and Special Housing Areas Act, Land Transport Act, NZ Transport Strategy, National Urban Design Protocol, Land Use Recovery Plan, Central Christchurch Recovery Plan, Greater Christchurch Transport Statement, Christchurch Regional Land Transport Strategy, Canterbury Regional Policy Statement

Christchurch Transport Strategic Plan, Christchurch Housing Accord, Safer Journeys Strategy. Suburban Centre Masterplans: Sydenham, Lyttelton, Sumner, Edgware, Selwyn Street, Linwood, Ferry Road, Main Road, New Brighton

Healthy Environment

Reserves Act, Climate Change Response Act, Summit Road (Canterbury) Protection Act; National Policy Statements, including New Zealand Coastal Policy Statement; National Policy Statement for Freshwater Management, National Environmental Standards, Canterbury Natural Resources Regional Plan; Proposed Land & Water Regional Plan; Regional Coastal Environment Plan; Waimakariri River Regional Plan

Climate Smart Strategy, Waste Management and Minimisation Plan, Water Supply Strategy, Open Space Strategy

Prosperous Economy

Christchurch Economic Development Strategy

Good Governance

LTMA; RMA; CER Act; LGA, Civil Defence Emergency Management Act, The Greater Christchurch Recovery Strategy, Greater Christchurch Urban Development Strategy

Christchurch City Plan, Christchurch City Council Sustainability Policy

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4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Strategic Policy and Planning activity. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures, agreed with and reported to Council but not included as part of the community consulted document.

Table 4-1

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Strategic Policy and Planning									
17.0.8	Coordination of information and reporting on progress with the LURP Actions that CCC is responsible for	<i>Planning and policy is developed in a joined up manner with Central Government, Urban Development Partners (and where appropriate the wider Canterbury Region).</i>	<i>Reports on Council agendas. Recovery plan due to lose statutory status when CER Act ends in April 2016. Note: many of the LURP actions are delivered through other Activity Management Plans.</i>	<i>None – new service</i>	<i>Recovery Plans are only a feature of Christchurch under the Canterbury Earthquake Recovery Act.</i>	17.0.8.1 Report progress with CCC components of LURP to the Council biannually. 17.0.8.2 Deliver the Council LURP actions in accordance with the agreed timeframes	17.0.8.1 Report progress with CCC components of LURP to the Council biannually. 17.0.8.2 Deliver the Council LURP actions in accordance with the agreed timeframes	17.0.8.1 Report progress with CCC components of LURP to the Council biannually. 17.0.8.2 Deliver the Council LURP actions in accordance with the agreed timeframes Discontinued	17.0.8.1 Report progress with CCC components of LURP to the Council biannually. 17.0.8.2 Deliver the Council LURP actions in accordance with the agreed timeframes Discontinued

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.1	Advice is provided to Council on high priority policy and planning issues that affect the City.	<i>The provision of policy and planning advice is prioritised to meet statutory requirements and the important issues for the Council and City.</i>	<i>Draft work programme submitted to Council for approval on a Council agenda.</i>	<i>Draft programme submitted to Council in 2011/12 and 2013/14</i> <i>2012/13 Not Achieved</i>	<i>As current performance</i>	17.0.1.1 Recommended work programme submitted by 30 June for the following financial year.	17.0.1.1 Recommended work programme submitted by 30 June for the following financial year.	17.0.1.1 Recommended work programme submitted by 30 June for the following financial year.	17.0.1.1 Recommended work programme submitted by 30 June for the following financial year.
		<i>Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information</i>	<i>Milestones to be achieved for each component will be noted in the report on a Council agenda to establish the work programme. Report prepared to assess end of year performance against the milestones established.</i>	<i>Milestones achieved 2011/12 and 2013/14</i> <i>2012/13 Not achieved as programme not submitted to Council.</i>	<i>As current performance</i>	17.0.1.2 Deliver 85% milestones for strategic policy and planning component of the agreed annual work programme	17.0.1.2 Deliver 85% milestones for strategic policy and planning component of the agreed annual work programme	17.0.1.2 Deliver 85% milestones for strategic policy and planning component of the agreed annual work programme	17.0.1.2 Deliver 85% milestones for strategic policy and planning component of the agreed annual work programme
		<i>Strategic policy and planning advice is responsive to Council's short-term need for advice.</i>	<i>No current level of service or measurement</i>	17.0.1.3 90% of requests for responsive policy/planning work responded to within agreed timeframes	17.0.1.3 90% of requests for responsive policy/planning work responded to within agreed timeframes	17.0.1.3 90% of requests for responsive policy/planning work responded to within agreed timeframes	17.0.1.3 90% of requests for responsive policy/planning work responded to within agreed timeframes		

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.1 contd	Advice is provided to Council on high priority policy issues required for delivery of the Long-Term Plan.	<i>Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information</i>	<i>Progress on implementing key strategies and plans is reported annually, at end of March Thematic analysis of submissions is reported on a Council agenda for each Annual Plan and LTP</i>	<i>Progress implementing key strategies reported on time in 2011/12 and 2013/14. reported but late in 2012/13. Thematic analysis reported for the Three-Year Plan in 2012/13 Thematic analysis for Annual Plan not required in 2013/14</i>	<i>As current performance</i>	17.0.1.4 Progress on implementing key strategies and plans is reported annually, at end of March	17.0.1.4 Progress on implementing key strategies and plans is reported annually, at end of March	17.0.1.4 Progress on implementing key strategies and plans is reported annually, at end of March	17.0.1.4 Progress on implementing key strategies and plans is reported annually, at end of March
						17.0.1.5 Thematic analysis of submissions reported, for Annual Plan deliberation,	17.0.1.5 Thematic analysis of submissions reported, for Annual Plan deliberation	17.0.1.5 Thematic analysis of submissions reported for the LTP deliberation	17.0.1.5 Thematic analysis of submissions reported annually, for Annual Plan deliberation, and every three years for LTP deliberation

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.1 (cont'd)	Advice is provided to Council on high priority policy issues required for delivery of the Long-Term Plan.	<i>Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information</i>	<p><i>Reports on Council agendas to scope and deliver policy review. Updated policy included in LTP.</i></p> <p><i>Community Outcomes approved by the Council (via Council meeting) as part of the LTP</i></p> <p><i>Reports on Council agendas related to the creation and review of the LAP</i></p>	<p><i>Development Contributions policy Reviewed through the Three Year Plan in 2012/13.</i></p> <p><i>Review of Community Outcomes completed by 30 June 2013</i></p> <p><i>The Significance and Engagement Policy is being developed for the first time in 2014/15</i></p>	<p><i>The development contributions policy is part of the Long Term Plan. This performance standard provides for the policy to be reviewed as part of the preparation of the plan.</i></p> <p><i>The Local Government Act requires Councils to identify Community Outcomes as part of the LTP. Doing so prior to the draft LTP being developed enables good alignment of Activities to the Community Outcomes</i></p> <p><i>The LGA does not require review on a specific cycle. The Council has reviewed its Significance Policy for each LTP in recent years.</i></p>	17.0.1.6 Review the development contributions policy to assist in preparation of the Long Term Plan (three-yearly)	17.0.1.6 Review the development contributions policy to assist in preparation of the Long Term Plan (three-yearly)	17.0.1.6 Review the development contributions policy to assist in preparation of the Long Term Plan (three-yearly)	17.0.1.6 Review the development contributions policy to assist in preparation of the Long Term Plan (three-yearly)
						17.0.1.7 Review of Community Outcomes to provide direction to in the preparation of the Long Term Plan (three-yearly)	17.0.1.7 The Significance and Engagement Policy is reviewed in time for inclusion in each LTP	17.0.1.7 Review of Community Outcomes to provide direction to the preparation of the Long Term Plan (three-yearly)	17.0.1.8 The Significance and Engagement Policy is reviewed in time three yearly for inclusion in each LTP

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.2	Strategic policy and planning advice is provided internally within the Council to support operational planning and service delivery	<i>Strategic policy and planning advice is provided internally within the Council to support operational planning and service delivery</i>		<i>No current level of service</i>	<i>No apparent benchmarks</i>	Deliver initial response to request for strategic policy and planning and advice into operational planning and service delivery within 5 working days	Deliver initial response to request for strategic policy and planning and advice into operational planning and service delivery within 5 working days	Deliver initial response to request for strategic policy and planning and advice into operational planning and service delivery within 5 working days Discontinued	Deliver initial response to request for strategic policy and planning and advice into operational planning and service delivery within 5 working days Discontinued

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Coordinated Policy and Planning within the Region and with Central Government									
17.0.18	Advice and participation in various forums to discuss and agree matters between UDS partners and also to assist CERA work programmes to assist in the city and region's recovery post earthquakes	Planning and policy is developed in a joined up manner with Central Government, Urban Development Partners (and where appropriate the wider Canterbury Region).	<p>Minutes of UDS/CERA meeting forums recording CCC attendance and participation.</p> <p>Briefing papers stored in TRIM</p> <p>Reports on Council agendas and RSAC agendas</p> <p>The Canterbury Strategic Policy Forum is a regional forum to promote cooperation between TA's and Ecan on policy matters which provides advice to the Mayoral Forum on regional policy issues.</p>	<p>Current LOS: UDS partners or their representatives are satisfied with the timeliness and relevance of policy and planning advice provided never measured.</p> <p>No current LOS</p> <p>No current LOS</p> <p>No current LOS</p>		<p>17.0.18.1 Meet with representatives of UDS and Recovery Strategy partners and CERA on a regular basis to achieve coordination of the recovery and development of Greater Christchurch.</p> <p>17.0.18.2 Brief elected members and CEO prior to UDS/RSAC meetings (as required)</p> <p>17.0.18.3 Report progress with CCC components of LURP to the LURP Working Party and Council on a</p>	<p>17.0.18.1 Meet with representatives of UDS and Recovery Strategy partners and CERA on a regular basis to achieve coordination of the recovery and development of Greater Christchurch.</p> <p>17.0.18.2 Brief elected members and CEO prior to UDS/RSAC meetings (as required)</p> <p>17.0.18.3 Recovery plan due to lose statutory status when CER Act ends in April 2016.</p>	<p>17.0.18.1 Meet with representatives of UDS and Recovery Strategy partners and CERA on a regular basis to achieve coordination of the recovery and development of Greater Christchurch.</p> <p>17.0.18.2 Brief elected members and CEO prior to UDS/RSAC meetings (as required)</p> <p>17.0.18.3 Recovery plan due to lose statutory status when CER Act ends in April 2016.</p>	<p>17.0.18.1 Meet with representatives of UDS and Recovery Strategy partners and CERA on a regular basis to achieve coordination of the recovery and development of Greater Christchurch.</p> <p>17.0.18.2 Brief elected members and CEO prior to UDS/RSAC meetings (as required)</p> <p>17.0.18.3 Recovery plan due to lose statutory status when CER Act ends in April 2016.</p>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
			<i>Minutes record CCC attendance and participation.</i>			regular basis. 17.0.18.4 Participate in the Canterbury Strategic Policy Forum as a vehicle to provide advice to the Mayoral Forum	17.0.18.4 Participate in the Canterbury Strategic Policy Forum as a vehicle to provide advice to the Mayoral Forum	17.0.18.4 Participate in the Canterbury Strategic Policy Forum as a vehicle to provide advice to the Mayoral Forum	17.0.18.4 Participate in the Canterbury Strategic Policy Forum as a vehicle to provide advice to the Mayoral Forum
Social and Economic Policy and Planning									

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.9	Provision of strategic policy advice on the social and economic issues facing the city	<i>Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information</i>	<i>Reports on Council agenda This service will deliver at least 85% of milestones for its component of the annual work programme</i>	<i>Gaming venue policy reviewed in 2011/12 year as required by statutory timeframes. TAB policy reviewed in 2012/13.</i>	<i>Statutory requirement for all territorial authorities to review policy three-yearly As current performance</i>	<i>No targets proposed 17.0.9.1 Deliver 85% milestones for social and economic policy and planning component of the agreed annual work programme</i>	<i>No targets proposed 17.0.9.1 Deliver 85% milestones for social and economic policy and planning component of the agreed annual work programme</i>	<i>17.0.9.2 Review the Gambling and Totalisator Agency Board (TAB) Policy according to statutory requirements 17.0.9.1 Deliver 85% milestones for social and economic policy and planning component of the agreed annual work programme</i>	<i>17.0.9.2 Review the Gambling and Totalisator Agency Board (TAB) Policy according to statutory requirements (three yearly) 17.0.9.1 Deliver 85% milestones for social and economic policy and planning component of the agreed annual work programme</i>
Monitoring and Research									
17.0.6	Monitoring and reporting programmes are developed for Community Outcomes	<i>Policy and planning advice is underpinned by robust monitoring, research and analysis</i>	<i>Monitoring report circulated to Council</i>	<i>No current LOS</i>	<i>Previously a LGA requirement to monitor, and report every three years, on the community's progress towards the Community Outcomes</i>	<i>No targets proposed</i>	<i>No targets proposed</i>	<i>17.0.6.1 Community Outcomes monitoring report is produced at least every three years in</i>	<i>17.0.6.1 Community Outcomes monitoring report is produced at least every three years in preparation for the</i>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
								preparation for the LTP	LTP
17.0.6 (cont'd)	Monitoring and reporting programmes are developed for Community Outcomes	Policy and planning advice is underpinned by robust monitoring, research and analysis		No current LOS No current LOS		<p>17.0.6.2 Household and Business Growth Models are reviewed at least annually</p> <p>17.0.6.3 Residents Survey results are reported to Corporate Performance by end May.</p> <p>17.0.6.4 Deliver 85% milestones for monitoring and research component of the agreed annual work programme</p>	<p>17.0.6.2 Household and Business Growth Models are reviewed at least annually</p> <p>17.0.6.3 Residents Survey results are reported to Corporate Performance by end May</p> <p>17.0.6.4 Deliver 85% milestones for monitoring and research component of the agreed annual work programme</p>	<p>17.0.6.2 Household and Business Growth Models are reviewed at least annually</p> <p>17.0.6.3 Residents Survey results are reported to Corporate Performance by end May.</p> <p>17.0.6.4 Deliver 85% milestones for monitoring and research component of the agreed annual work programme</p>	<p>17.0.6.2 Household and Business Growth Models are reviewed at least annually.</p> <p>17.0.6.3 Residents Survey results are reported to Corporate Performance May</p> <p>17.0.6.4 Deliver 85% milestones for monitoring and research component of the agreed annual work programme</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
Regulations and Bylaws Policy and Planning								
17.0.19	Bylaws and regulatory policies are reviewed to meet statutory timeframes and changing needs	<i>Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information</i>	<p><i>Ten year programme recorded in Council agenda.</i></p> <p><i>Reports on Council agendas related to bylaw reviews from the 10 year programme</i></p> <p><i>Reports on Council agenda related to the review of the LAPP.</i></p> <p><i>Reports on Council agendas related to the creation and review of the LAP</i></p>	<p><i>Maintain a ten-year bylaw review schedule and carry out reviews in accordance with it and statutory requirements achieved</i></p> <p><i>Local Approved Products Policy being developed for the first time in 2014/15</i></p> <p><i>A provisional LAP has been developed. Council is awaiting the outcome of other appeals processes across the country before deciding how to</i></p>	<p><i>LGA 2002 requires new bylaws to be reviewed after five years and existing bylaws be reviewed ten-yearly</i></p> <p><i>Legislation requires this policy to be reviewed every 5 years (or as required by the Council)</i></p> <p><i>If the Council creates a LAP, legislation requires this policy to be reviewed every 6 years.</i></p>	<p>17.0.19.1</p> <p>Review the ten-year bylaw review schedule with Council</p> <p>17.0.19.2</p> <p>Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements</p> <p>Non-LTP</p> <p>17.0.19.3</p> <p>Review the Local Approved Products Policy according to Council direction and statutory requirements</p>	<p>17.0.19.2</p> <p>Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements</p> <p>Non-LTP</p> <p>17.0.19.3</p> <p>Review the Local Approved Products Policy according to Council direction and statutory requirements</p>	<p>17.0.19.2</p> <p>Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements</p> <p>Non-LTP</p> <p>17.0.19.3</p> <p>Review the Local Approved Products Policy according to Council direction and statutory requirements</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
		<i>This service will deliver at least 85% of milestones for its component of the annual work programme</i>	<i>proceed.</i>		<p>Non-LTP 17.0.19.4 Develop and Review the Local Alcohol Policy according to Council direction and statutory requirements</p> <p>Non-LTP 17.0.19.5 Deliver 85% milestones for regulations and bylaws policy and planning component of the agreed annual work programme</p>	<p>Non-LTP 17.0.19.4 Review the Local Alcohol Policy according to Council direction and statutory requirements</p> <p>Non-LTP 17.0.19.5 Deliver 85% milestones for regulations and bylaws policy and planning component of the agreed annual work programme</p>	<p>Non-LTP 17.0.19.4 Develop and Review the Local Alcohol Policy according to Council direction and statutory requirements</p> <p>Non-LTP 17.0.19.5 Deliver 85% milestones for regulations and bylaws policy and planning component of the agreed annual work programme</p>	<p>Non-LTP 17.0.19.4 Develop and Review the Local Alcohol Policy according to Council direction and statutory requirements</p> <p>Non-LTP 17.0.19.5 Deliver 85% milestones for regulations and bylaws policy and planning component of the agreed annual work programme</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Natural Hazards Policy and Planning									
17.0.23	Development of new policies, strategies and plans.	<i>The development of a strategy and policy framework to guide activity to manage natural hazard risk and the development of an implementation plan.</i>	<i>Complete Natural Hazard Strategy by December 2015, to the satisfaction of the Council.</i>	<i>Preparation of strategy started July 2014.</i>	<i>Stakeholder consultation completed April 2015</i> <i>Draft strategy completed June 2015</i>	Development of Natural Hazards Strategy and Implementation Plan by Dec 2015.	Engagement with communities to produce Coastal Scenarios to 2065 and 2115	Port Hills slope stability study	Draft Greater Christchurch natural hazards strategy 2018-19. Banks Peninsula slope stability hazards study. Tsunami inundation modelling (localised) June 2019
17.0.24	Provision of strategic advice on the natural environment issues facing the city					Deliver 85% milestones for natural hazards policy and planning component of the agreed annual work programme	Deliver 85% milestones for natural hazards policy and planning component of the agreed annual work programme	Deliver 85% milestones for natural hazards policy and planning component of the agreed annual work programme	Deliver 85% milestones for natural hazards policy and planning component of the agreed annual work programme

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Natural Environment Policy and Planning									
17.0.25	Christchurch Energy Strategy and Action Plan.	<i>Energy is used more efficiently. A greater proportion of energy used in the city is from renewable sources. Christchurch is prepared for the future challenges and opportunities of climate change.</i>	<i>The review is completed by the target date and strategies implemented.</i>	<i>The Energy Strategy for Christchurch 2008-2018 was completed in 2008 and requires review.</i>	<i>Auckland City Council: Auckland's Energy Resilience and Low Carbon Action Plan (July 2014) – Target to reduce greenhouse gas emissions by 40% by 2040.</i>	Complete the review of the Christchurch Energy Strategy June 2016	Christchurch City Council implements the strategies that it has ownership to deliver June 2017	Christchurch City Council continues to implement the strategies that it has ownership to deliver.	Christchurch City Council continues to implement the strategies that it has ownership to deliver.
17.0.26 <i>LOS targets not to be delivered, per Council decision for final LTP 2015-25</i>	Council energy management programme to monitor and target energy savings. Collaboration with EECA to receive support towards the implementation of the Christchurch	<i>Energy is used more efficiently. A greater proportion of energy used in the city is from renewable sources.</i>	<i>Use a proprietary programme to monitor energy use and target energy savings. International best practice energy use targets will be used to assist energy use targets. Energy includes electricity, gas, liquid</i>	<i>Current benchmarking occurs on an ad hoc basis with on-going follow-up on a limited number of sites per year.</i>	<i>Auckland City Council has installed a monitoring and benchmarking system in over 50 of its sites to assist in the reduction of GHG by 40% by 2040.</i>	1.0.36.1 Install proprietary programme to monitor energy use and target energy savings for at least 14 Council sites. 1.0.36.2 At least 10 Council sites received energy commissioning and/or energy audits completed that	1.0.36.1 Install proprietary programme to monitor energy use and target energy savings for at least an additional 10 Council sites. 1.0.36.2 At least an additional 10 Council sites received energy commissioning	1.0.36.1 Install proprietary programme to monitor energy use and target energy savings for at least an additional 10 Council sites. 1.0.36.2 At least an additional 10 Council sites	

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
	City Council Energy Management Programme.		<i>fuel, landfill gas and wood fuel.</i>			identify, on average, at least 5% energy savings. 1.0.36.3 Achieve at least 2% energy savings, on average, from 10 Council sites.	and/or energy audits completed that identify, on average, at least 5% energy savings. 1.0.36.3 Achieve at least 2% energy savings, on average, from 10 Council sites.	received energy commissioning and/or energy audits completed that identify, on average, at least 5% energy savings. 1.0.36.3 Achieve at least 2% energy savings, on average, from 10 Council sites.	Achieve, on average, at least 2% energy saving per year.
17.0.27	Evaluate whether Council should participate in a central city public sector vehicle fleet (potentially electric vehicles) optimisation project.	<i>A greater proportion of energy used in the city is from renewable sources.</i>	<i>Business case completed. If the business case determines a central city public sector vehicle fleet (potentially electric vehicles) optimisation project is required the policy is implemented.</i>	<i>Council owns its own fleet vehicles.</i>	<i>No benchmarks for New Zealand public sector vehicle fleet optimisation.</i>	Engagement with key stakeholders, such as EECA and public sector agencies to deliver a business case to evaluate whether to participate in a central city public sector fleet optimisation project.	Depending on the results of the business case – If the business case is positive then participate in a central city public sector vehicle fleet (potentially electric vehicles) optimisation project.	<i>No target proposed</i>	<i>No target proposed</i>
17.0.28	Provide practical advice and support to landowners of	<i>Landowners of Sites of Ecological Significance identified in the District Plan are</i>	<i>An annual programme of support for priority SESs is developed and implemented by appropriate Units across-</i>	<i>Not present</i>		Ten SESs and associated landowners supported	Ten SESs and associated landowners supported	Ten SESs and associated landowners supported	Ten SESs and associated landowners supported per year

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						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
	Sites of Ecological Significance to protect their sites.	<i>able to protect the biodiversity values of their sites.</i>	<i>Council, SPG and Regional Parks staff</i>						
17.0.29	Support the implementation of the Council's food resilience policy and action plan	<i>Improving access to fresh, healthy, locally grown food supports community wellbeing, resilience, strengthens the local food economy and garden city identity.</i>	<i>Number of edible gardens on public and institutional land in Christchurch.</i>	<i>23 community gardens in Christchurch and 30 school gardens</i>	<i>City of Toronto Food Policy Council and Action Plan</i>	Assist establishment of 3 new gardens	Assist establishment of 3 new gardens	Assist establishment of 3 new gardens	Assist establishment of 3 new gardens per year
17.0.30	Provision of strategic advice on the natural environment issues facing the city					Deliver 85% milestones for natural environment policy and planning component of the agreed annual work programme	Deliver 85% milestones for natural environment policy and planning component of the agreed annual work programme	Deliver 85% milestones for natural environment policy and planning component of the agreed annual work programme Discontinued	Deliver 85% milestones for natural environment policy and planning component of the agreed annual work programme Discontinued

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.31	Three waters strategies, policies and plans to protect or enhance the natural environment including ecosystems, natural and cultural landscapes, freshwater; manage natural hazards; and promote sustainability are developed	<i>Water-related natural environment strategies are reviewed as part of a continuing improvement process.</i>	<i>Reviews of water-related natural environment strategies are completed in accordance with agreed timeframes</i>	<i>Not present</i>	<i>Not present</i>	17.0.31.1 Explore single comprehensive water take consent with Environment Canterbury June 2016	17.0.31.3 Develop integrated three waters Strategy June 2017	Develop integrated three waters Implementation plan June 2018	
17.0.32	Review of existing policies, strategies and plans.	<i>Sufficient publically accessible open space for recreation activities and amenity enhancement is provided in the Central City, residential and rural</i>	<i>Reviews are completed</i>		<i>Landscape Strategy deferred one year, per Council decision for final LTP 2015-25</i>		17.0.32.1 Landscape Strategy developed June 2017 17.0.32.2 Review of the	Integrated open space strategy (addressing open space, biodiversity and landscape values) is drafted and presented to	The Public Open Space Strategy implementation plan is updated by Dec 2018

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
		<p>areas.</p> <p><i>Protection and enhancement of urban Christchurch's Garden City character and landscape identity through the open space network.</i></p> <p><i>Public access provided to high quality landscapes, biodiversity, heritage sites and recreation opportunities enhanced</i></p>					Public Open Space Strategy is completed by June 2017.	Council by June 2018.	
17.0.33	The Biodiversity Strategy and Implementation Programme is reviewed, with associated annual programmes developed and implemented	<p><i>Regional and local policy changes supports reviews</i></p> <p><i>The Council's priority protection and enhancement projects are identified in the Biodiversity Strategy.</i></p>	<i>Reviews are completed</i>	<i>Not present</i>	<i>Not present</i> <i>Draft Biodiversity Strategy deferred one year, per Council decision for final LTP 2015-25</i>		<p>17.0.33.1 Draft Biodiversity Strategy review and associated Implementation Plan developed by June 2017</p> <p>17.0.33.2 Review of Biodiversity Strategy and associated Implementation Plan is completed</p>	<p>90% annual targets of implementation Plan are met Discontinued</p>	<p>90% targets of implementation plan are met. Discontinued</p>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
						by June 2017			
17.0.34	<p>Businesses and organisations taking part in a resource efficiency project or programme.</p> <p>Services include resource efficiency advice for:</p> <ul style="list-style-type: none"> · The design, construction and occupation of commercial buildings. · Operation of businesses. 	<p><i>There is a reduction in waste.</i></p> <p><i>Energy is used more efficiently.</i></p> <p><i>Water is used efficiently and sustainably.</i></p>	<p><i>Measure the uptake of services by businesses and organisations.</i></p> <p><i>Resource efficiency can include either waste reduction, energy efficiency or water efficiency.</i></p>	<p><i>The number of Christchurch business projects taking part in a resource efficiency project has ranged from 62 to 139 in a year.</i></p> <p><i>Previous targets have ranged from 50 to 100 business projects taking part in a resource efficiency project or programme each year.</i></p> <p><i>These results were achieved on a higher budget than what is proposed from Year 1 (2015/16).</i></p> <p><i>Therefore the target number of business projects taking part in a resource efficiency project or programme each year will be less.</i></p>	<p><i>No similar New Zealand benchmark available.</i></p>	<p>17.0.34.1</p> <p>30 to 60 business projects taking part in a resource efficiency project or programme each year.</p> <p>17.0.34.2</p> <p>At least 5 case studies demonstrating the results of implemented resource efficiency initiatives.</p>	<p>17.0.34.1</p> <p>30 to 60 business projects taking part in a resource efficiency project or programme each year.</p> <p>17.0.34.2</p> <p>At least 5 case studies demonstrating the results of implemented resource efficiency initiatives.</p>	<p>17.0.34.1</p> <p>30 to 60 business projects taking part in a resource efficiency project or programme each year.</p> <p>17.0.34.2</p> <p>At least 5 case studies demonstrating the results of implemented resource efficiency initiatives.</p>	<p>17.0.34.1</p> <p>30 to 60 business projects taking part in a resource efficiency project or programme each year.</p> <p>17.0.34.2</p> <p>At least 5 case studies demonstrating the results of implemented resource efficiency initiatives.</p>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.35	Engage with key stakeholders, such as EECA and the Ministry for the Environment, to leverage the delivery of resource efficiency support to businesses and organisations.	<i>Energy is used more efficiently. There is a reduction in waste.</i>	<i>Agree a programme of work, when an opportunity arises, with key stakeholders, e.g EECA and the Ministry for the Environment (MfE), and deliver work as agreed.</i>	<i>MfE Waste Minimisation Fund Gypsum Waste Minimisation Project was successfully delivered. MfE Waste Minimisation Fund Treated Timber Waste Minimisation Project was successfully delivered.</i>	<i>No similar New Zealand benchmark available.</i>	Agreed projects are delivered.	Agreed projects are delivered.	Agreed projects are delivered.	Agreed projects are delivered.
17.0.36	Provide Build Back Smarter advice home owners of existing homes	<i>Homes are healthier, more energy and water efficient and residents feel more supported in making home renovation decisions with the advice received</i>	<i>Number of home owners that receive Healthy Home Improvement Pans. Customer satisfaction</i>	<i>No service</i>	<i>Retrofit your home programme Auckland City Council</i>	17.0.36.1 2000 homes assessed 17.0.36.2 At least 90% customer satisfaction	17.0.36.1 2000 homes assessed 17.0.36.2 At least 90% customer satisfaction	17.0.36.1 500 homes assessed 17.0.36.2 At least 90% customer satisfaction	<i>No target proposed</i>
17.0.37	Provide Eco-	<i>Homes are</i>	<i>Number of homes</i>	<i>No service</i>	<i>Eco-Design Advice</i>	400 home designs	400 home	250 home	<i>No target</i>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
	Design Advice for owners of new homes.	<i>healthier, more energy and water efficient than would normally be provided by industry. Home owners value the professional and independent advice provided.</i>	<i>owners that receive advice from the Eco-Design Advisor service.</i>		<i>services are provided by councils throughout New Zealand. 400 homes per year</i>	reviewed	designs reviewed.	designs reviewed.	<i>proposed</i>
17.0.38	Canterbury Sustainable Homes Working Party.	<i>Multi-agency collaboration to improve the quality of homes and neighbourhoods through the recovery – Official CERA working party and LURP Action 49: Promote quality urban environment.</i>	<i>Participation in monthly meetings, action planning and project implementation.</i>	<i>Attend monthly meetings</i>	<i>Auckland City, housing sector collaboration - Low Carbon and Energy Resilient Auckland.</i>	Deliver at least 85% of agreed actions.	Deliver at least 85% of agreed actions.	Deliver at least 85% of agreed actions. Discontinued	<i>No target proposed</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Urban Regeneration Policy and Planning									
17.0.4	Advice is provided to Council on priority urban regeneration issues that affect the City	<p><i>The provision of urban regeneration policy and planning advice is prioritised to meet statutory requirements and the important issues for the Council and City.</i></p> <p><i>Policy and planning services provide advice to decision makers on the key issues facing the Council, city and community that is timely, relevant and supported by comprehensive and reliable information</i></p>	<p><i>Draft work programme submitted to Council for approval on a Council agenda, as part of a report on the strategic policy and planning annual work programme.</i></p> <p><i>Milestones to be achieved for each component will be noted in the report on a Council agenda to establish the work programme. Report prepared to assess end of year performance against the milestones established.</i></p>			Deliver 85% milestones for urban regeneration policy and planning agreed annual work programme.	Deliver 85% milestones for urban regeneration policy and planning agreed annual work programme.	Deliver 85% milestones for urban regeneration policy and planning agreed annual work programme.	Deliver 85% milestones for urban regeneration policy and planning agreed annual work programme.

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.20	Place based policy and planning advice is provided to decision makers to support integrated urban planning.	<p><i>Support implementation of existing suburban Masterplan agreed actions.</i></p> <p><i>Investigate and run a pilot for an integrated place based approach that is community driven and integrates a range of workstreams across the Council.</i></p> <p><i>Note: this links to several other AMPs.</i></p>	<p><i>Reports to Council.</i></p> <p><i>Priority actions in existing masterplans will depend on final LTP decisions, including capital funding for asset delivery in suburban centres.</i></p> <p><i>Approach for any new areas to be developed once baseline established and process agreed with Council.</i></p> <p><i>Baseline investigation will also enable identification of preferred pilot area(s).</i></p> <p><i>The success of urban regeneration relies on genuine community engagement, encouraging private sector investment, coordinated action of network planning units and community services, the development of strong partnerships, Community Board support and the tailoring of tools and initiatives to specific areas.</i></p> <p><i>The challenges of the earthquakes, subsequent population movements, housing supply, demand and choice are amongst the key drivers for this approach.</i></p>	<p><i>Building on the existing approach to suburban centre masterplanning, the approach would seek a community driven neighbourhood planning process which could be integrated with a range of workstreams across the Council</i></p>	<p><i>Implementation of existing suburban masterplans as per current priority actions.</i></p> <p><i>Baseline to be established and any new areas identified for Council approval.</i></p> <p><i>Propose to look at global best practice, develop a process and report to Council for approval.</i></p>	<p>17.0.20.1</p> <p>Present an update on suburban Masterplan priority actions on a six-monthly basis.</p> <p>Non-LTP</p> <p>17.0.20.2</p> <p>Establish baseline process</p>	<p>17.0.20.1</p> <p>Present an update on suburban Masterplan priority actions on a six-monthly basis.</p> <p>Non-LTP</p> <p>17.0.20.2</p> <p>Pilot 1 implemented</p>	<p>17.0.20.1</p> <p>Present an update on suburban Masterplan priority actions on a six-monthly basis.</p> <p>Non-LTP</p> <p>17.0.20.2</p> <p>Pilot 1 implemented</p>	<p>17.0.20.1</p> <p>Present an update on suburban Masterplan priority actions on a six-monthly basis.</p> <p>Non-LTP</p> <p>17.0.20.2</p> <p>Review pilot and consider any wider implementation.</p>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.21	Manage and administer the Enliven Places Projects Fund	<p><i>Grant funding provided to Life in Vacant Spaces Trust, GapFiller and Greening the Rubble.</i></p> <p><i>Transitional projects delivered by external partners and the public activate the central city and suburban centres</i></p> <p><i>Grant funding provided to the creative sector in Christchurch to support art in the central city and enable artists and art-related businesses to remain in the city.</i></p>	<p><i>Funding agreements with the relevant organisations.</i></p> <p><i>Reports to Council</i></p>			<p>17.0.21.1 100% of available funds allocated</p> <p>17.0.21.2 Reporting via twice-yearly central city and suburban centres masterplan implementation reports</p>	<p>17.0.21.1 100% of available funds allocated</p> <p>17.0.21.2 Reporting via twice-yearly central city and suburban centres masterplans implementation reports</p>	<p>17.0.21.1 Fund applications are processed and funding allocated in accordance with the Terms of Reference</p> <p>17.0.21.2 Reporting via twice-yearly central city and suburban centres masterplans implementation reports</p>	<i>No target proposed</i>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.22	Plan and collaborate to deliver Transitional City Projects in the Central City and Suburban Centres to support long term recovery	<i>Transitional projects on Council-owned land or using Council assets are delivered by CCC to support recovery.</i> <i>Collaborate and engage with external organizations and the public to support long term recovery.</i>	<i>Delivery of projects agreed in annual programme</i>			17.0.22.1 85% of available capital funding 17.0.22.2 Reporting via twice-yearly central city and masterplans implementation reports	17.0.22.1 85% of available capital funding 17.0.22.2 Reporting via twice-yearly central city and masterplans implementation reports	17.0.22.1 85% of available capital funding 17.0.22.2 Reporting via twice-yearly central city and masterplans implementation reports	<i>No target proposed</i>
17.0.39	Advise on and facilitate the delivery of medium density housing projects in the city.	<i>Facilitate implementation of the LURP housing choice actions and the Housing Accord actions for Council-owned land through provision of urban regeneration advice.</i>	<i>Exemplar process support; Agreed LURP Masterplan areas support; Housing Accord Welles and Colombo Street support.</i>	<i>LURP and Housing Accord</i>		Report via LURP reports	Report via LURP reports	Report via LURP reports as required	<i>No target proposed</i>
Central City Policy and Planning									

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.3	Provide advice on central city recovery to facilitate an integrated CCC view that aligns with strategic outcomes.	<i>Advice is provided internally to support integrated operational planning and delivery.</i>	<i>Record of request for advice and response.</i>			17.0.3.1 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.	17.0.3.1 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.	17.0.3.1 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.	Non-LTP 17.0.3.2 Deliver 85% milestones for central city policy and planning agreed annual work programme
						Non-LTP 17.0.3.2 Deliver 85% milestones for central city policy and planning agreed annual work programme.	Non-LTP 17.0.3.2 Deliver 85% milestones for central city policy and planning agreed annual work programme	Non-LTP 17.0.3.2 Deliver 85% milestones for central city policy and planning agreed annual work programme	

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.16	Central City Business Association grant funding provided as per agreement	<p><i>Grant Funding provided as per agreement.</i></p> <p><i>Annual report on performance targets for funding.</i></p>	<p><i>Expectation that a targeted rate will be established in the central city core, however it is expected that will take more time to work through.</i></p> <p><i>Note: CERA is proposing a Retail Precinct governance entity. Depending on the form of that, this funding may be provided to that entity or the CCBZ.</i></p>	<p><i>Grant Funding provided as per agreement.</i></p> <p><i>Annual report on performance targets for funding.</i></p>		Annual report on performance against targets to be submitted to Urban Design and Regeneration Unit Manager prior to releasing current years funding.	Annual report on performance against targets to be submitted to Urban Design and Regeneration Unit Manager prior to releasing current years funding.	Annual report on performance against targets to be submitted to Urban Design and Regeneration Unit Manager prior to releasing current years funding.	<i>No target proposed</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	
Urban Design Policy and Planning								

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.17	Provide design review advice for developments across the city	<i>Urban design review advice is provided to decision makers that is timely, relevant and supported by comprehensive and reliable information.</i>	<p><i>Design reviews provide design advice to private developers as part of the resource consent process,</i></p> <p><i>Design reviews are either carried out by the Urban Design Panel or Urban Design staff</i></p> <p><i>The Urban Design Panel provides independent advice and is composed of well respected and senior designers and professionals nominated by professional institutes including the NZ Architects Institute, NZ Institute of Landscape Architects and the NZ Planning Institute.</i></p> <p><i>Urban Design Panel terms of reference, membership, and training is kept up to date.</i></p> <p><i>Sufficient staff resources of qualified urban designers are able to provide high quality and timely design reviews on appropriate projects.</i></p>	<p><i>New LoS</i></p> <p><i>Urban Design Panel</i></p> <p><i>Staff advice</i></p>	<p><i>Urban Design Panel – several panels operate around New Zealand. The most relevant to Christchurch is the Auckland Urban Design Panel.</i></p> <p><i>CABE Design Review paper sets out best practice design review from a UK perspective.</i></p>	17.0.17.1 Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	17.0.17.1 Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	17.0.17.1 Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications	17.0.17.1 Coordinate and support a panel of suitably qualified professionals to provide timely advice on the urban design aspects of resource consent applications
							17.0.17.2 A review of the Urban Design Panel is undertaken as part of the preparation of the Long Term Plan (three-yearly)		

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
17.0.17 (cont'd)	Provide design review advice for developments across the city	<i>Urban design review advice is provided to decision makers that is timely, relevant and supported by comprehensive and reliable information.</i>	<i>Design reviews provide design advice to CCC and Crown capital projects with significant impact on public realm. Design reviews are either carried out by the Urban Design Panel or Urban Design staff Sufficient staff resources of qualified urban designers are able to provide high quality and timely design reviews on appropriate projects.</i>	<i>Staff advice Urban Design Panel</i>		17.0.17.3 Carry out design reviews on anchor projects and major facility rebuild projects which affect the public realm.	17.0.17.3 Carry out design reviews on anchor projects and major facility rebuild projects which affect the public realm.	17.0.17.3 Carry out design reviews on anchor projects and major facility rebuild projects which affect the public realm	17.0.17.3 Carry out design reviews on anchor projects and major facility rebuild projects which affect the public realm

Performance Standards Levels of Service	Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18	2024/25	
Transport Policy and Planning									
17.0.11	Council has a strategic vision for Transport	<i>Planning and investment support the long term transport land use vision</i>	<i>The Christchurch Transport Strategic Plan (CTSP) is every 5 years</i>	<i>The Christchurch Transport Strategic Plan Adopted in 2012</i>		17.0.11.1 Continue to implement the CTSP	17.0.11.2 Complete 'fit for purpose' review of Christchurch Transport Strategic Plan is completed	Implementation of the Christchurch Transport Strategic Plan	Review of the Christchurch Transport Strategic Plan by Dec 2021
						17.0.11.2 Start review of Christchurch Transport Strategic Plan	17.0.11.3 Plan for implementation of The Christchurch Transport Strategic Plan is developed and presented to Council		

Performance Standards Levels of Service		Results	Method of Measurement	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
17.0.15	Christchurch is represented in regional and national transport planning	<i>Planning and policy is developed in a joined up manner with Central Government, Urban Development Partners (and where appropriate the wider Canterbury Region).</i>	<i>Attend regional and national policy and planning meetings (stakeholder, project and governance meetings) within required timeframes to provide advice that is aligned with Council policies and strategies</i>	<i>Attended 95% of meetings</i>		95% attendance	95% attendance	95% attendance	95% attendance
17.0.12	The District Plan reflects Council's strategic vision for Transport	<i>Land use is well integrated with Transport</i>	<i>Transport and land use provisions in the District Plan are in accordance with the Christchurch Transport Strategic Plan</i>	<i>New measure</i>		Transport and land use provisions proposed in the District Plan are in accordance with the Christchurch Transport Strategic Plan	Transport and land use provisions in the District Plan are adopted	Transport and land use provisions in the District Plan maintained.	Transport and land use provisions in the District Plan maintained
17.0.13	Council has policies and strategies in place to address measures in the One Network Road Classification (ONRC)	<i>Planning and policy is developed jointly with Central Government.</i>	<i>New Zealand Transport Agency requirements for all Road Controlling Authorities.</i>	<i>Currently working with NZTA</i>	<i>NZTA requirement</i>	Report progress of the development of a transition plan periodically.	Report progress periodically	Report progress periodically	Implemented the NZTA ONRC by 2018/19

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
17.0.10	Transport advice is provided to ensure plans, projects and activities reflect Council's strategic transport vision	<i>The provision of policy and planning advice is prioritised to meet statutory requirements and the important issues for the Council and City.</i>	<i>Draft work programme submitted to Council for approval on a Council agenda.</i>	<i>Work programme submitted</i>		Deliver 85% milestones for transport policy and planning agreed annual work programme	Deliver 85% milestones for transport policy and planning agreed annual work programme	Deliver 85% milestones for transport policy and planning agreed annual work programme	Deliver 85% milestones for transport policy and planning agreed annual work programme
17.0.14	Facilitating community engagement in innovative transport solutions to achieve mode shift	<i>Community lead actions geared toward achieving culture shift and increase active travel and public transport</i>	<i>Number of community initiatives supported and implemented</i>	<i>None</i>		17.0.14.1 100% of available funds allocated 17.0.14.2 Report twice yearly on innovative transport initiatives	17.0.14.1 100% of available funds allocated 17.0.14.2 Report twice yearly on innovative transport initiatives	17.0.14.1 100% of available funds allocated 17.0.14.2 Report twice yearly on innovative transport initiatives	Innovation outcomes incorporated in the review of the Christchurch Transport Strategic Plan

5 Review of cost effectiveness - regulatory functions and service delivery

A review of this Activity is not required.

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering its services and regulatory functions

A review need not be undertaken if

- Delivery is governed by legislation, contract or other binding agreement that cannot be reasonably altered in the next two years.
- The benefits to be gained do not justify the cost of the review.

A review must be undertaken

- In conjunction with the consideration of any significant change to service levels
- Within two years before the expiry of any legislation, contract or other binding agreement affecting the service
- Not later than 6 years after any previous review.

A review must consider each of options 1 to 9 in the table below. Option 10 is discretionary.

Governance	Funding	Delivery	Option
CCC	CCC	CCC	1
CCC	CCC	CCO (CCC sole shareholder)	2
		CCO (CCC one of several shareholders)	3
		Other local authority	4
		Other person or agency	5
Joint Committee / Shared Governance	Joint Committee / Shared Governance	CCO (CCC sole shareholder)	6
		CCO (CCC one of several shareholders)	7
		Other local authority	8
		Other person or agency	9
Other arrangement	Other arrangement	CCC or other arrangement	10

This section considers reviews for regulatory functions and service delivery. Reviews for infrastructure delivery are considered in Section XXX

Strategic Policy and Planning

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
No	No	No. Policy/planning advice is integral to the governance role of the Council.	No review necessary at this time

Service: Social and Economic Policy and Planning

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
No	No	No. Policy advice. Integral to the operation of the Council.	No review necessary at this time

Service: Coordinated Policy and Planning within the Region and with Central Government

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
No	No	No. Policy advice. Integral to the operation of the Council.	No review necessary at this time

6 Long Term Infrastructure Strategy

6.1 Issues, principles and implications

This Activity may identify the strategic issues and broad strategic direction for the Long Term Infrastructure strategy. It may recommend infrastructure development and management requirements but it is not directly responsible for their establishment.

7 Review of cost-effectiveness - infrastructure delivery

There are no assets associated with this activity.

8 Significant Effects

The significant negative and significant positive effects are listed below in Tables 8-1 and 8-2 respectively.

Table 8-1 Significant 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	<ul style="list-style-type: none"> · 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

Table 8-2 Significant Positive Effects

Effect	Description
Good governance and decision making	Policy and planning advice is an important tool in achieving good governance and decision making through the provision of free and frank advice and monitoring information.
Effective and efficient use of resources	Policy and planning advice is an important tool in ensuring the Council and community's resources are used effectively and efficiently to contribute to the Community Outcomes
Compliance with Statute	A number of the services and specific projects carried out in this Activity are required to enable the Council to comply with legislation such as the Local Government Act 2002, Land Transport Act, Dog Control Act.

Effect	Description
Enabling an effective, integrated and balanced approach.	<p>Development and implementation of strategies, policies and plans in this Activity enable an effective, integrated and balanced approach, rather than ad hoc, reactionary responses to a wide range of issues facing the City.</p> <p>Considerations such as safety and nuisance, urban landscapes, economic development, public health, protection from natural hazards, culture and sustainability can all be considered in the development of future strategies, plans and policies to deliver well considered and well balance outcomes for the city and wider district.</p>
Provision of resource efficiency and renewable energy assistance to organisations.	<p>The Council's business resource efficiency services (Target Sustainability) within the Strategic Policy and Planning Activity, contribute to a range of environmental benefits.</p> <p>Christchurch organisations produce a significant amount of solid waste and use a significant amount of energy and water in Christchurch. By assisting organisations to reduce waste and to be more energy and water efficient, Council helps reduce demand for resources and therefore reduces the associated environmental impacts. The availability of scarce resources and the life of current infrastructure is also prolonged.</p> <p>Assisting organisations to be resource efficient results in economic savings through more efficient use of resources and reducing waste sent to landfill and assists in the reduction of the City's carbon footprint. There are wider community benefits through efficient resource use, economic savings and a more resilient economy.</p> <p>The services, through its one-on-one consultant contact and support of organisations, increases staff awareness of environmental benefits of resource efficiency and can contribute to behavioural change from staff both within the business environment and in their non-business activities.</p>
Provision of public open space in new subdivisions, Greenfields, civic and rural areas will help promote Christchurch as a good place to live, work, visit and invest in.	<p>The Regional Policy Statement anticipates provision of high quality living environments in urban areas. Provision of reserves fulfils a wide diversity of ecosystem, biodiversity, landscape and urban form, infrastructure, social and economic benefits.</p>
Partnership models for open space provision have the potential to provide public benefit whilst keeping operational costs to a minimum.	<p>Partnerships including multi party land purchases, covenants, and management agreements provide a mechanism to provide publicly accessible land whilst sharing the costs. In the past the Council has worked with private Conservation Trusts and organisations and the Department of Conservation on a peer support basis which has resulted in a number of land acquisitions for open space and conservation purposes. Alternative methods of achieving open space outcomes beyond public parks are likely to become more common in the future, especially on Banks Peninsula.</p>
Access and mobility	<p>The Planning and policy Activity enable access and mobility to be well considered in the future development of the City.</p>

8.1 Assumptions

Council has made a number of assumptions in preparing the Activity Management Plan. Table 8-3 lists the most significant assumptions and uncertainties that underline the approach taken for this activity.

Table 8-3 Major Assumptions

Assumption Type	Assumption	Discussion
Financial assumptions.	That all expenditure has been stated in 1 October 2014 dollar values and no allowance has been made for inflation.	The LTP will incorporate inflation factors. This could have a significant impact on the affordability of the plans if inflation is higher than allowed for, but Council is using the best information practically available from Business and Economic Research Limited (BERL). The bitumen cost index is subject to high fluctuations and is difficult to predict and manage.
Financial Constraints	The financial constraints on this Activity are established by the Council's financial strategy	Service delivery plans to deliver on the levels of service in the Strategic Policy and Planning activity are structured to align with the overarching Council financial strategy.
Legislative assumptions	All levels of service and financial budgets are based on the legislation as of 1 October 2014	The Government has a legislative programme that can change pieces of legislation the Council is required to give effect to or introduce new legislation that the Council is required to comply with. The risk of major change is high due to the changing nature of the government and politics. If major changes occur it is likely to have an impact on the required expenditure. Council has not mitigated the effect of this.
Civil Defence Recovery Activities	That there will not be significant civil defence emergencies that require the prolonged operation of a recovery office.	Recovery of the phase of a civil defence emergency or event that follows the response phase. Unlike the response phase the recovery phase generally operates under normal legislative conditions and processes. For CCC a significant amount of the resource required to coordinate recovery through a Recovery Office is sourced from this (and one or two other) Activities. In the event of significant resource being required to operate the Recovery Office it is highly unlikely that all the levels of service could be delivered.
Future Development	Location and extent of future development is largely in line with Land Use Recovery Plan.	Areas have been identified in the Land Use Recovery Plan for future growth and development, for which effect will be given in the Replacement Christchurch District Plan. Services provided in the Natural Environment Policy and Planning activity are guided by the direction given in the Land Use Recovery Plan.
Population growth	Population growth conforms to current projections.	The Council undertakes population growth modelling in accordance with data and guidance from Statistics New Zealand coupled with direction from the Land Use Recovery Plan. These projections can and do change over time. Strategic Policy and Planning activity services align with current population projections but may need to be adjusted in future Long Term Plans in response to changes in population growth forecasts.

Assumption Type	Assumption	Discussion
Timing of capital projects.	That capital projects identified in the LTP will be undertaken when planned.	The risk of the timing of projects changing is high due to factors like resource consents, funding and land purchase. Council tries to mitigate these issues by undertaking the consultation, investigation and design phases sufficiently in advance of the construction phase. If delays are to occur, it could have significant effects on the level of service.

Table 8-4 Significant Risks and Control Measures

Risk Description	Current Control	Proposed Control	Target Risk Level
Policy and planning advice - resources only allow for the levels of service outlined with limited capacity for new work that may arise.	N/A	Continue to implement as per the levels of service outlined and agreed work programme.	MEDIUM
Changes to Government legislation take place	The Strategic Planning Activity Management Plan includes a level of service in which the Council develops a tailored programme of work each year. Most changes to government legislation can be accommodated in the programme developed each year.	Continue with current control.	Medium
Civil Defence emergency requires prolonged or significant operation of the Recovery Office	'Normal' business can be scaled down or suspended to apply the necessary resources to recovery activities.	Continue with current control	Medium
Government Subsidy for transport projects is reduced. This would affect the ability to provide a safe, integrated, accessible, sustainable and efficient transport network.	Work closely with NZTA to align priorities and ensure it understands the potential impact of reduced subsidies	Continue with current control	Medium
Lack of reliable information leading to inability to produce accurate policy, plans or advice.	Seek reliable sources of information and work with other organisations to get reliable information	Continue with current control	Low
Strategies plans and policies not sufficiently integrated with other organisations	Work closely with other organisations to ensure plans are aligned as possible	Continue with current control	Low
Changes in legislation affect the ability to achieve the levels of service	Carry out surveillance to identify future legislation changes, work with Government departments in the formative stages of legislative changes and submit on proposed changes in legislation that could affect the ability to achieve the levels of service	Continue with current control	Medium
Urban design advice: Increased demand, or peaks in demand, for advice on resource consents impacting on other priorities leading to compromised outcomes.	Regular review of workload, priorities and budgets, with consultant resources to support where necessary.	Regular review of workload, priorities and budgets, with consultant resources to support where necessary.	MEDIUM

9 Improvement Plan

There are no assets associated with this activity.

10 Operations, Maintenance and Renewals Strategy

10.1 Operations and Maintenance

There are no assets associated with this activity.

Note that transitional projects create assets that remain for a temporary period and require maintenance.

10.2 Renewals

There are no assets associated with this activity.

11 Key Projects

Table 11-1 details the key capital and renewal work programmed for years 2015 to 2025.

Table 11-1

Project Name	Description	Year 1 (\$)	Year 2(\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver

Note: G = Growth, LoS = Levels of Service, R = Renewal

1 See Appendix F for a full detailed list of new capital works projects driven by growth and / or an increase in level of service.

2 See Appendix I for a full detailed list of renewal projects.

12 Summary of Cost for Activity

Figure 12-1

STRATEGIC PLANNING	<u>Funding Caps in 2015/16 Dollar:</u>				Benefit Direct/ General Allocation %	Funding - Fees/ Subsidies %	General/ Targeted Rates %	Period of Benefit (years)	Comments
	2014/15 Annual Plan	2015/16	2016/17	2017/18					
	000's								
Operational Budget									
Central City Planning & Policy	2,387	2,342	2,068	2,034					
Land Use Planning	-	-	-	-					
Urban Development Strategy	944	896	785	771					
Urban Design Policy & Planning	633	603	724	712					
Urban Regeneration Policy & Planning	700	464	421	395					
Strategic Planning & Policy	598	564	851	867					
Social Planning	1,325	1,306	1,432	1,401					
Economic Planning	-	-	-	-					
Monitoring and Research	736	738	812	799					
EQ CCP - City & Comm LT Policy & Planni	308	302	296	290					
Activity Costs before Overheads	7,632	7,214	7,388	7,270					
Earthquake Response Costs	-	-	-	-					
Corporate Overhead	392	365	451	423					
Depreciation	37	65	89	104					
Interest	-	-	-	-					
Total Activity Cost	8,060	7,645	7,928	7,797					
Funded By:									
Fees and Charges	479	493	493	493					
Grants and Subsidies	-	-	-	-					
Earthquake Recoveries	-	-	-	-					
Total Operational Revenue	479	493	493	493					
Net Cost of Service	7,581	7,152	7,435	7,304					
Funded by:									
Rates	7,581	7,152	7,435	7,304					
Earthquake Borrowing	-	-	-	-					
	7,581	7,152	7,435	7,304					
Capital Expenditure									
Earthquake Rebuild									
Renewals and Replacements									
Improved Levels of Service									
Additional Demand									

Figure 12-2