

2024

# Community Housing Asset Management Plan

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# Asset Management Plan Summary

## Community Housing

### Asset management plans

Together, our 14 asset management plans present a detailed description of all the things – roads, cycleways, footpaths, pipes, buildings, vehicles, parks and so on – that the Christchurch City Council owns, across all areas of work, and how these ‘assets’ are planned, managed, operated and funded.

All our assets belong to and are managed and operated on behalf of ratepayers.

Ensuring our assets are appropriate for the city’s needs enables us to deliver the services that make Christchurch and Banks Peninsula a great place to live, work and visit.

The Council covers a diverse range of internal service delivery activities and citizen contact points. These are supported and enabled by the assets described in this plan.

### Our assets

We own 1912 units spread over 87 housing complexes.

Our lifecycle management plans detail how we manage these assets (and their components, such as the roof, windows and wall cladding) at the agreed levels of service while also optimising lifecycle costs. In making decisions around renewals, replacement, upgrades and disposals we assess the condition and age of a unit or complex, and funding availability and alternative delivery options. In general, a house in New Zealand has a life expectancy of around 90 years, and this guides our replacement planning.

In May 2023 the book value of the community housing portfolio is more than \$197 million.

### Where we’ve come from

Christchurch was New Zealand’s first local authority to provide social / community housing. Over time the portfolio grew and changed to what is now known as community housing.

Several factors combined to put pressure on the fund that provides operational and capital expenditure for community housing – a policy of rates neutrality, lower than market rents, an ageing portfolio, buildings no longer fit for purpose, earthquake damage and deferred maintenance.

Rather than impose large rent increases to make the portfolio sustainable, Council looked at alternative ways of managing community housing. This resulted in the creation of a Community Housing Provider that would lease units and manage the portfolio. Community housing providers qualify for government subsidies, which Council is not eligible for. These subsidies increase revenue, which help improve the financial sustainability of the portfolio. In October 2016 the Ōtautahi Community Housing Trust began leasing most of our housing portfolio under this arrangement.

### Our issues and risks

Our asset management plan provides a snapshot of the greatest risks recorded for community housing.

The portfolio is vulnerable to a wide range of risks, from issues such as climate change through to inherent operational risks such as not complying with consents and staff health and safety risks. These are all outlined in the asset management plan, along with our planned mitigations.

Risk Description	Residual Risk Rating
Community housing assets fail due to inability to fund needed work.	High

Tenants, staff and others come into contact with contaminants (asbestos, methamphetamines).	High
Tenants are displaced and properties damaged by natural or man-made disaster.	High
Staff and/or customers experience stress and anxiety due to the challenging nature of the team's work.	Medium

### **Asset maturity assessment**

The 2023 maturity assessment for our assets shows we are performing at a basic level in most areas. More detailed information about this is included in our asset management plan.

### **Looking ahead**

#### **Ageing housing stock**

Almost half of our housing stock was developed during the 1970s and a quarter during the 1960s. Only 9 percent of the stock was developed since 1990.

In managing our assets' lifecycle, we plan a 'midlife spend', where major maintenance work is carried out at 30-50 year intervals. This aligns with the lifecycles of many major building components, including roofs, kitchens and windows.

Complexes built in the 1970s and earlier are due for their midlife refurbishments in the next few years. Almost 75 percent of the portfolio was built during this time, which means large capital expenditure requirements over the next few decades.

There is insufficient funding available in the Housing development Fund to undertake the work and, with increases in building, insurance and other costs, it is unlikely that funds will be accumulated over the ten (10) year time horizon of the Long-Term Plan. An alternative funding mechanism is available, which involves the sale of properties to Community Housing Providers. This approach allows for new fit for purpose homes (including growth), increased eligibility for tenants to access income related rents, and a capital release for Council to use to redevelop other complexes. This "win-win-win" strategy will be applied to at least three complexes over the life of the LTP.

#### **Continuous improvement**

We have a strong commitment to continuous improvement. We will work closely with OCHT, who hold some asset management responsibility, to undertake this work.

Careful planning will be needed to ensure the highest priority improvement items are delivered first, that future delivery costs are well understood and that sufficient funding is allocated in the Long Term Plan 2024-34.

# Document Control

## Version Control

Version numbering changes when a document is approved. Draft document numbering starts at 0.01. Released or approved numbering starts at 1.01.

Version	Date	Description
0.01	30/01/2024	Draft document for approval from Head of Unit
1.01	11/3/2024	Draft for consultation
1.02	03/07/2024	Final following adoption of LTP

## Document Acceptance and Release Notice

This is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as a complete replacement document. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

Name	Role	Status	Signed	Date
Bruce Rendall	Head of City Growth and Property	Final	B Rendall	8/2/2024
Tony Richardson	Finance Business Partner	Final	T Richardson	11/3/2024
Jane Parfitt	General Manager Infrastructure, Planning & Regulatory Services	Final	J Parfitt	11/3/2024

## Long Term Plan documentation

Christchurch City Council's Long Term Plan (LTP) consists of a group of integrated documents intended to be read in conjunction with each other.

Activity Plans include community outcomes, levels of service KPIs, future impacts and demands (such as growth) and finances. Asset Management Plans specifically cover asset lifecycles and asset risks.

This enables Council to meet the detailed requirements of the Local Government Act 2002, which applies to all councils in New Zealand.

Other approaches to asset management (for example the International Infrastructure Management Manual or ISO 55000) should consider both plans together, rather than Asset Management Plans in isolation.

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# 1 Introduction to our Asset Portfolio

## 1.1 Background

Christchurch City was the first local authority in New Zealand to provide community / social housing. Council started out in the early 20<sup>th</sup> century providing homes for the elderly. Over time, the portfolio grew and changed into what is today known as community housing. The combination of factors has combined to create pressure on the housing fund that provides for operational and capital expenditure. These factors include:

- A trend for lower than market rents.
- A policy of rates neutrality
- An aging portfolio.
- Functional obsolescence.
- The earthquakes of the last decade.
- Deferred maintenance.

Faced with a large rental increase in order to make the portfolio sustainable, Council began looking at options for reaching financial sustainability. The selected option was to create a Community Housing Provider, which would lease units from Council and lead the tenancy management. This has the advantage of qualifying for the central government funded Income Related Rent Subsidy (IRRS), which Councils are currently not eligible for. Ōtautahi Community Housing Trust (ŌCHT) began leasing the majority of Council's housing portfolio in October 2016 under this arrangement.

As at December 2023 Council is the owner of 87 community housing complexes, totalling 1912 units. Council is in lease management arrangements with other third-party organisations to provide a further 24 units (included in the number above).



**Figure 1-1: Maurice Carter Courts**

## 1.2 Asset Lifecycle Approach

Council has established a lifecycle management framework, aligned to the *International Infrastructure Management Manual* as illustrated in Figure 1-.

### Asset Lifecycle Management

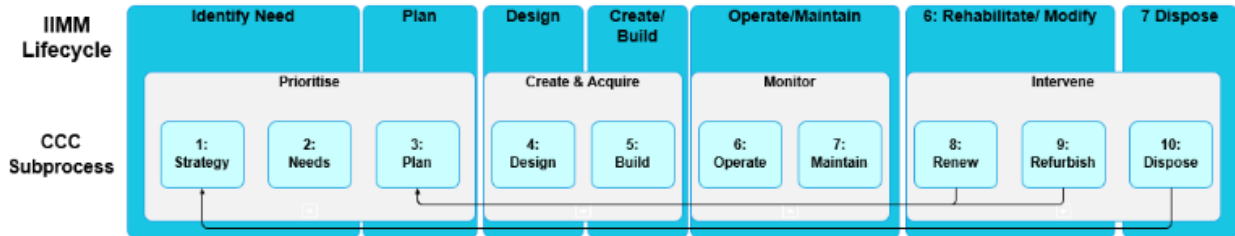


Figure 1-2: Asset Lifecycle Categories

## 1.3 Goals and objectives of Asset Management

Asset management is a business process which guides the lifecycle management of assets. Lifecycle management includes the planning, acquisition, operation, maintenance, renewal and disposal of assets.

Effective asset management enables the delivery of levels of service in the most cost-effective manner to present and future communities.

The Council's Asset Management Policy (approved by Council's Executive Leadership Team on 26 March 2018) provides the organisation's long-term vision, values and direction for asset management. The policy aligns with the organisation's strategic framework. The policy relates to Council's overarching intentions for asset management and the asset management system and not specifically assets or asset decisions.

The five principles underpinning the policy are:

- Asset management outcomes align with the strategic direction of Council.
- Asset management is an organisational wide practice.
- Decisions about assets are based on well-managed, quality information.
- Asset management maturity is appropriate to the assets, services and risks we manage.
- Asset management plans are living documents.

The Asset Management policy sets out the assets Council manages in accordance with its asset management principles, and therefore within the asset management system scope.

The Asset Management Policy demonstrates commitment to maintaining an Asset Management System that promotes responsible management of assets to deliver value to customers and support business objectives, in accordance with best practice and alignment across the organisation. This provides a framework for establishing detailed plans and targets that support these objectives; and are measured and monitored to ensure continual performance improvement for Asset Management.

The Asset Management objectives (see Appendix 5.1) enable the management of assets in a manner consistent with the principles of the policy, and the organisation's objectives.

Community Housing Asset Management strategic directions includes:

- Planning for the delivery of Council’s community housing goals in perpetuity, including monitoring the condition of assets, devising management strategies to achieve financially sustainable outcomes, and planning for the replacement of units as they near the end of their useful life.
- Lease management (note that tenancy management is undertaken by others, notably the Ōtautahi Community Housing Trust (ŌCHT).
- Facilitate renewal and major maintenance projects, including any legislatively required and / or policy mandated asset upgrades such as insulation installation or energy efficiency measures, by ŌCHT for majority of the portfolio. This includes the design and physical works and managing the temporary relocation and rehousing of tenants.



## 2 Lifecycle Management Plans

### 2.1 Asset Overview (what assets we have)

The following assets are covered in this AMP.

**Table 2-1: Scope of Assets and Services Covered in this Plan.**

In Scope	Out of Scope
<ul style="list-style-type: none"> <li>Community Housing Units and Complexes (including power supply, storm/ wastewater and water supply).</li> <li>Partnership arrangements with 3<sup>rd</sup> party providers.</li> <li>Grounds assets including carparks, paths, letterboxes and lighting.</li> <li>Residents Lounges, Garages and Carports and Communal Laundries.</li> <li>Minor and Major maintenance contract works managed by ŌCHT.</li> <li>Owner Occupier units that are bought back by Council.</li> </ul>	<ul style="list-style-type: none"> <li>Tenants' improvements.</li> <li>Improvements owned by other parties in partnership arrangements or Owner Occupiers.</li> </ul>

### 2.2 Location and Value

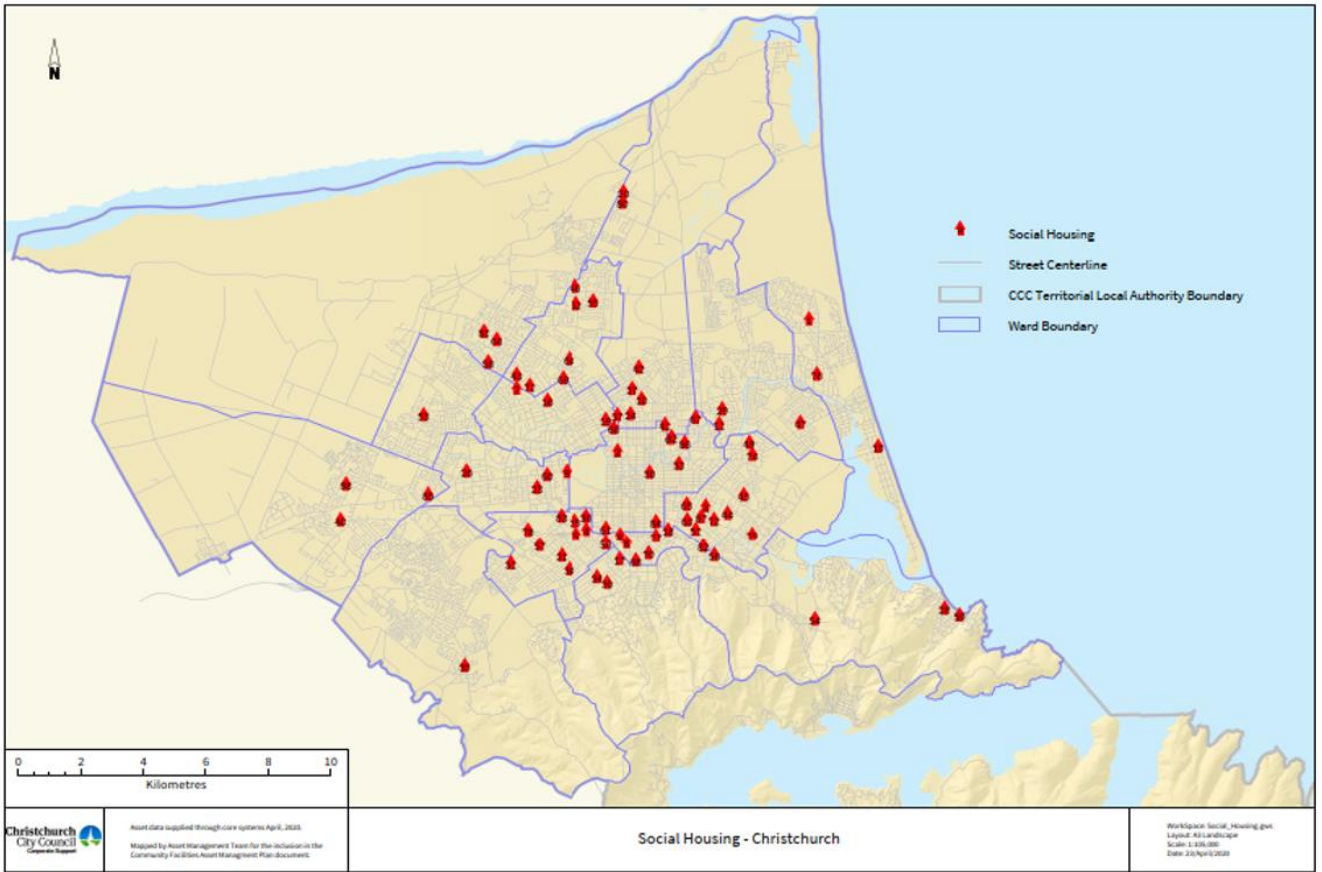
In the Te Pūrongo-ā-tau Annual Report 2023, Fixed Assets under direct Council Control carried a book value of \$15.4 billion.

**Table 2-2: Asset Portfolio Value (as at 1 May 2023) (please refer to Appendix 5.2 for the complete list).**

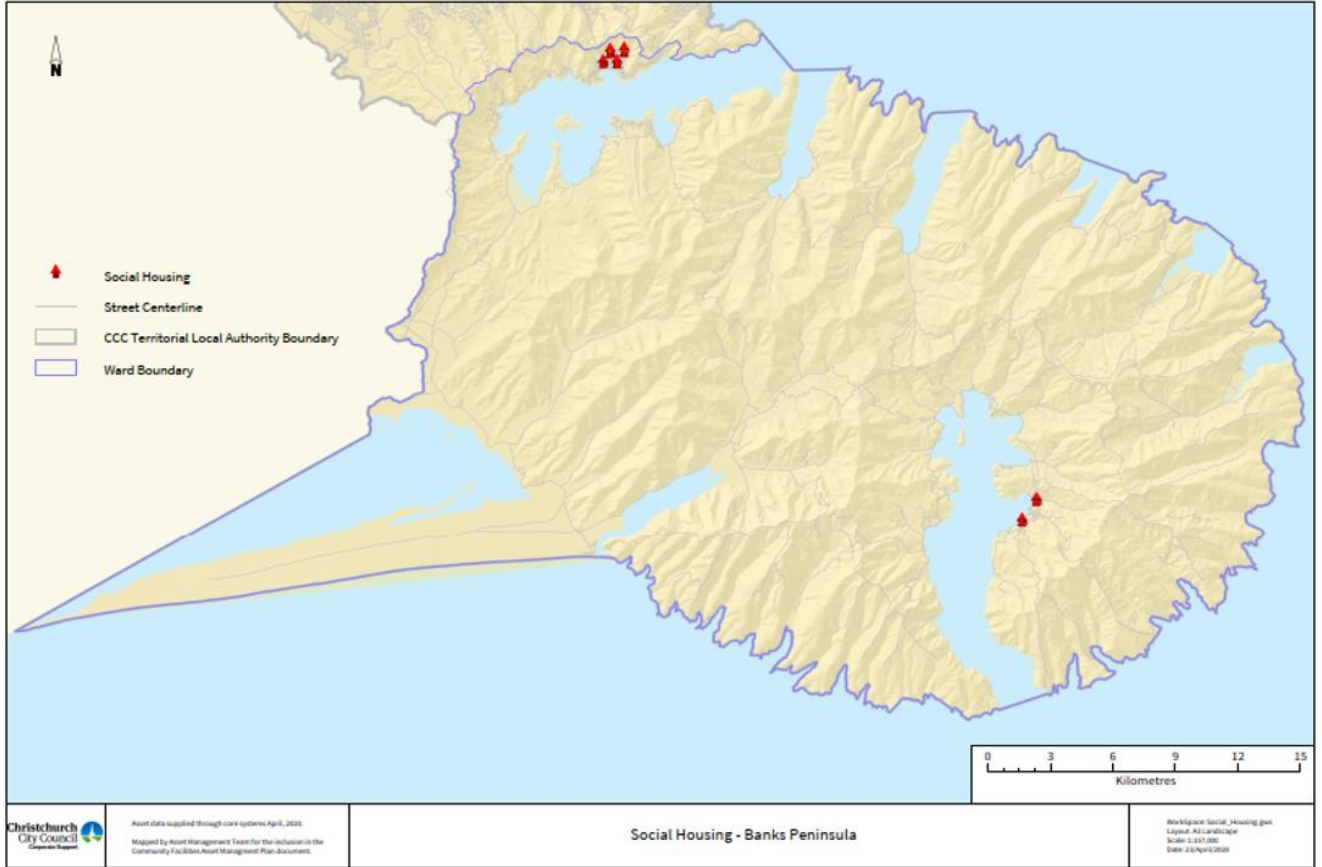
Description	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
Ōtautahi Community Housing Trust Managed	\$ 563,497,000	\$ 357,005,400	\$ 193,110,000.	\$ 5,592,008
Partnership arrangements with other 3 <sup>rd</sup> party providers.	\$ 7,448,900	\$ 4,772,000	\$ 2,095,500	\$ 80,952
Other - Lancewood Courts – Blocks A & B	\$ 1,891,000	\$ 1,651,000	\$ 1,239,000	\$ -
<b>Grand Total</b>	<b>\$ 580,832,900</b>	<b>\$ 368,576,400</b>	<b>\$ 197,489,500</b>	<b>\$ 5,808,168</b>

Please Note:

- The Gross Replacement Cost is based on the Insurance Total Sum Insured (reinstatement, inflationary and demolition).
- Current Building Value is based on fair market value (where the valuer looks at recent sales in the area to determine the value, when no active market exists, depreciated replacement cost is used).
- Depreciated Replacement Cost is based on Book Value.



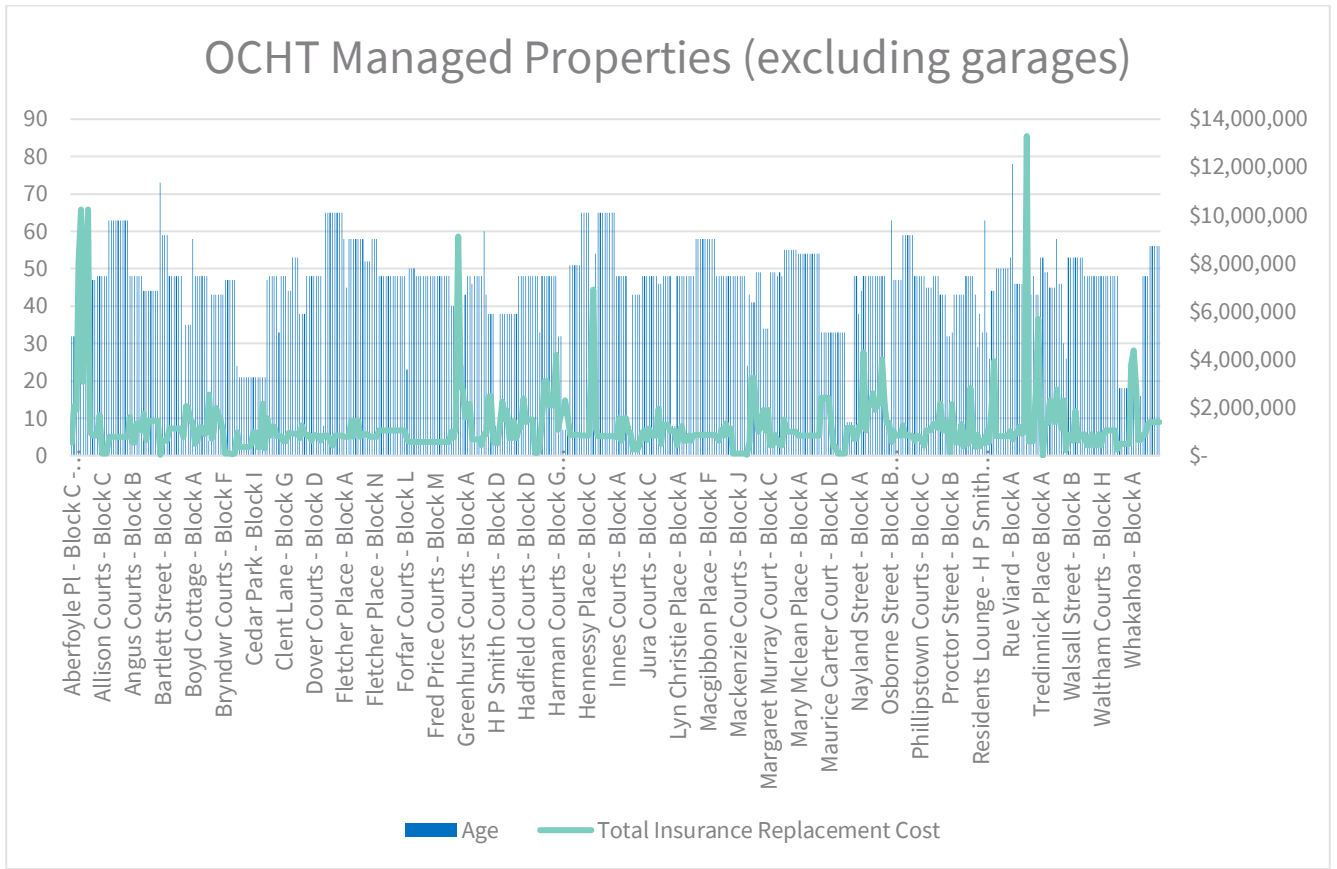
**Figure 2-1: Map of Community Housing Complex locations – Christchurch**



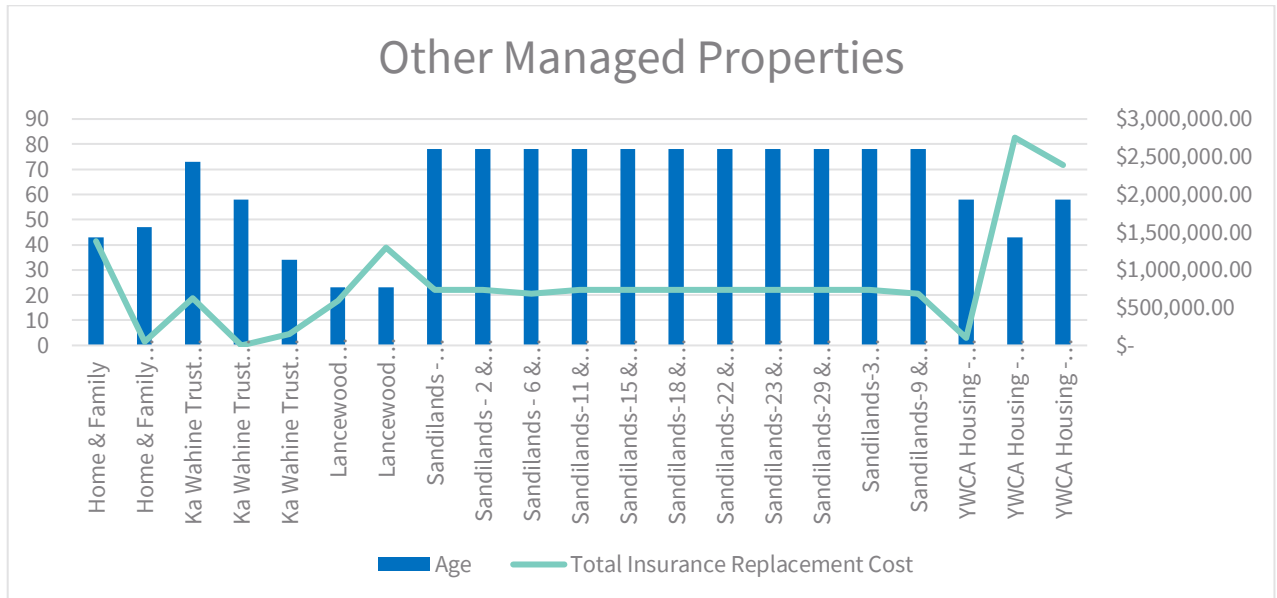
**Figure 2-2: Map of Community Housing Complex locations – Banks Peninsula**

## 2.3 Network Age and Lifecycle Stage

The age profile of the assets include in this AMP is shown in Figure 2.4.



**Figure 2-3: OCHT Managed Asset Age Profile**



**Figure 2-4: Other Managed Asset Age Profile**

Almost half of the housing stock was developed during the 1970s and a quarter during the 1960s. Complexes built in the 70s and before are due for their midlife refurbishments in the next few years. Almost 75% of the portfolio is built during this time, which means large capital expenditure requirements over the next 2 decades.

## 2.4 Critical Assets

**Critical assets** are those whose failure would likely result in a significant disruption in service and financial, environment and/or social cost, and therefore warrant a higher level of asset management.

The criteria used for assessing the criticality of assets are as follows:

- Numbers of people adversely affected upon asset failure.
- Significant business activity interruption upon asset failure.
- Consequential cost of failure.
- Critical lifeline / disaster recovery asset.

Using the above framework, there are no critical assets for community housing. However, it is important to note that in the event of closure to any community housing through maintenance requirements or adverse events that there is a need to disrupt and re-house tenants, whether it be on a temporary or more permanent basis.

In terms of social impact, this is a matter that is planned for and contingency options are put into play where such needs arise.

With regard to cost of failure, there are general critical building related elements identified as follows. Having robust asset and condition data is important in order to understand and plan for these elements:

- **Structural Integrity** - The safe design and assessment of components and structures under load has become increasingly important since the 2010/11 earthquakes.
- **Watertightness** - Ensuring community housing assets are impervious to water ingress through the building envelope so as to mitigate any negative impact on materials, structure or health of occupants is of prime importance.
- **Plant, Equipment and Systems** - Failure of these items may lead to unplanned downtime and tenant interruption.
- **Asbestos** - Asbestos containing materials (ACM) were common in building materials used pre-2000, when the majority of the community housing portfolio was constructed. A register has been developed and an Asbestos Management Plan framework applies to the mitigation and removal of risk related to asbestos issues across the housing complexes.

## 2.5 Asset Data Confidence

Table 2.3 summarises the asset information available for Community Housing assets both in terms of completeness (% of assets for which that data type is stored) and reliability (using the A-E grading below). Asset data is not held in SAP, as currently there is not a progress to update SAP from ÖCHT or other housing providers condition assessments and maintenance programmes.

**Table 2-3: Asset Data Confidence**

Asset Category	Material / Size/type	Asset Value	Asset Age	Asset Condition	Asset Criticality	Asset Capacity
Community Housing Complexes	95% / B	90% / B	100% / A	50% / C	70% / B	90% / A

Future versions of this AMP should contain condition data (based on data from the ÖCHT and others Condition Assessments).

**Table 2-4: Data Confidence Grading System (From IIMM 2020, Section 4, Table 4.2.7.2)**

Description Grade	
A Very High	Highly Reliable < 2% uncertainty Data based on sound records, procedure, investigations and analysis which is properly documented and recognised as the best method of assessment
B High	Reliable ± 2-10% uncertainty Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings' for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
C Medium	Reasonably Reliable ± 10 – 25 % uncertainty Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings' for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or significant extrapolation.
D Low	Uncertain ± 25 –50% uncertainty Data based on uncertain records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available.
E Very Low	Very Uncertain > 50% uncertainty Data based on unconfirmed verbal reports and/or cursory inspection and analysis

## 2.6 Asset Data Improvements

Hard data on the condition of community housing is currently in a mixed state in SAP. In 2018/19 Council Housing staff were collecting updated exterior condition data using the FULCRUM app. To bring the data in that is aligned with Councils agreed metadata structure.

In late 2019, Council commenced an independent condition data collection exercise, however, incomplete data has been collected. The main reason being that access to the housing units has been limited due to Residential Tenancies Act requirements which has been carefully managed by ÒCHT and others.

In February 2023 it was decided to terminate the independent condition assessment programme and to work directly with ÒCHT. This is partly due to ÒCHT already having their own condition assessment programme. Council staff are now working with ÒCHT to provide a condition assessment template that meets the requirements of both Council and ÒCHT. The condition assessments will help improve the lifecycles of the different maintenance components making them more accurate.

This will be invaluable information in identifying what is required to keep the assets up to an acceptable standard in future works programmes.

The following improvements to data quality are included in the AM Improvement Plan in Section 4.

- Ongoing condition assessment of building condition (with ÒCHT and others).
- Betterment of SAP and data storage applications (SAP Improvement Programme).
- Solutions as to how maintenance works completion updates asset condition (in SAP).
- Facilitate more advanced data analysis as data is captured- including data from ÒCHT and others.

# 3 Managing Risk

## 3.1 Managing Risks

Council's approach to managing risk is detailed in its Risk Management Policy

### 3.1.1 Risk Management plan (risk framework)

Risk management is inherent in all of Council's asset management processes. Significant risk management strategies for this activity include:

#### *Asset Design*

Standards in the design and construction of facility assets are continually updated to become more resilient to earthquakes, high use, vandalism and environmental conditions.

Design requirements are set out in the Council's Infrastructure Design Standards (IDS). These standards include approved materials and design solutions to provide resilient assets. During construction, quality assurance processes are in place to confirm that the works are built in accordance with expectations and are fit for purpose.

New infrastructure installed since the 2010/2011 Canterbury earthquakes is made of modern materials to the latest design standards and therefore has greater resilience to future earthquake damage and potentially other disruption.

#### *Insurance*

The use of insurance enables the transferring of risk as the financial risks associated with asset loss or damage are transferred from Council to the insurer. Insurance companies assume the financial risk in exchange for premiums which have increased post-earthquakes as risks have been reassessed.

Insurance cover is based on assessed replacement cost appraisals undertaken on an annual basis by registered valuers.

Each community housing asset is assessed as to its replacement value (including an allowance for fitout- being the 'as new' replacement cost of the asset regardless of current age and condition. The use of this process mitigates the chance of undervaluation, or insufficient insurance cover. It is noted that some standalone garages are not insured and would not be expected to be replaced.

Monitor and provide feedback on asset and insurance revaluations and ensure that the values are robust. A medium to high risk exists if asset revaluations are not accurate and an event occurs.

#### *Business Continuity and Emergency Response Planning*

Operational emergency response and business continuity planning sits with OCHT, with assistance from the Council. In the event of a major disaster and significant damage to the portfolio, the Council may resume responsibility at unit, complex or portfolio levels.

## 3.2 Critical Risk Identification and Management

### 3.2.1 Climate Change Impacts

**Table 3-1: Potential Impacts of Resilience Disruptors**

	Disruptors	Potential Impacts on our Assets and Services
Chronic Stressors	Climate Change	<p><b>Sea levels</b> Sea level rises could affect coastal assets. Some coastal assets may have to be self-insured and coastal assets will be vulnerable to coastal hazards such as coastal erosion and flooding. <a href="#">Reference 2017 Coastal Hazard Assessment for Christchurch and Banks Peninsula (Tonkin &amp; Taylor)</a> 50 and 100-year scenarios. Sea level rises could affect coastal assets.</p> <p>Some coastal assets may incur increased insurance premiums or even the retreat of insurance provision, requiring Council to self-insure some assets.</p> <p>Increased construction costs to reengineer assets and their surrounds in order to adapt to and mitigate climate change effects e.g. flood walls, wetland restoration, pumps.</p> <p>New build design and build costs will increase and more thought will go into locational factors such as flood prone areas as well as building methodologies e.g. exceeding minimum above ground levels and the use of modern weather reliant materials. All leading to a potential increase in total build costs.</p> <p>Predicting the outcome of climate change is an uncertain and iterative process, no one model can provide a definitive answer.</p> <p><b>Weather patterns</b> Average warmer temperatures could lead to increased demand for air-conditioning to manage these temperature changes.</p> <p>Changing &amp; extreme weather patterns (more frequent strong winds, increased heat, floods &amp; wildfires) may lead to more and sustained weather damage to vulnerable community housing complexes near potential coastal and river inundation areas. This includes several complexes in New Brighton and Sumner areas.</p> <p><b>Rising groundwater</b> Is a consideration for the maintenance of housing assets. Mitigation strategies are investigated in line with the age and type of build, the tenant demographic and accessibility structure of the property. This may include introduction of swale, foundation tanking, placement of moisture barriers underfloor (where possible) and elevated paths and driveways. Future location planning for community housing will take into account flooding and sea level rise when determining suitability of sites for development and the height and type of foundation build. Maintenance plans would be put in place accordingly and could include: The</p>

		installation of Thin Tanks for collection of rain water has been trialled in two new build complexes and future consideration should be given for installation to existing and development projects.
<b>Acute Shocks</b>	<b>Seismicity</b>	<p><b>Alpine fault</b> Our primary seismic threat is the Alpine Fault, which extends down the spine of the South Island with experts believing there is roughly a 30% to 65% chance there could be a magnitude 8 earthquake on this fault in the next 50 years.</p> <p><b>Protection</b> Due to Canterbury earthquakes, Council assets have been inspected by engineers and necessary strengthening undertaken and / or new builds built to current earthquake specifications.</p>
	<b>Tsunami</b>	<p><b>Exposure</b> Canterbury’s low lying and flat areas make the region exposed to tsunami threats. Various coastal zones have been identified as potentially affected by a tsunami.</p> <p>Complexes owned by Council and assessed as in the zones include Aberfoyle Courts, Aldwins Courts, Biddick Courts, Bridgewater Courts, G F Allan Courts, Gayhurst Road, Jura Courts, Knightsbridge Lane, Lyn Christie, Mackenzie Courts, Nayland Street, Roimata Place, Sandilands, St John Courts, Thurso Place and William Massey Courts.</p>
	<b>Flooding</b>	<p>Flooding is the most common hazard to affect Canterbury communities and becoming increasingly more exposed and vulnerable. Localised surface flooding after rainfall events has been elevated post-earthquakes due to ground subsidence.</p> <p><b>Flood Management Area</b> means an area identified on the Council planning maps which is at risk of flooding in a major flood event, where specific minimum floor level rules and earthworks rules apply. 49 community housing complexes owned by Council and assessed as in the Flood Management Area (FMA), primarily being located in the south and east sides of Christchurch, but also encroaching into northern sites in some areas. Planning rules affecting these areas are specific to sites and the District Plan should be consulted before any construction works are undertaken at these complexes.</p>



### 3.2.2 Asset Risks

The Community Housing unit also identifies and records risks at a more detailed level, as shown in the following Table 3-2.

**Table 3-2: Medium, high, and very high inherent risk items**

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
01	<p><b>Asset Failure</b> There is a risk that community housing assets will fail. Caused by the Council's inability to fund repairs, upgrades and replacements from the Housing Fund (rates neutral).</p> <p>This may result in people being harmed, displaced, units closed and associated reduction in rent revenue, adverse media and stakeholder scrutiny and levels of service will not be met.</p>	High	Working with ÖCHT and others to obtain data in order to better understand asset condition and allow an increase in scope and accurate validation of maintenance funding requirements	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Development of a combined condition assessment programme (with ÖCHT and others).</li> <li>Develop business tools to extract and manipulate asset data.</li> <li>Community Housing Liaison Lead and Facilities Asset Management and Data Team to continue to monitor and implement relevant management plans and controls alongside ÖCHT and other community housing providers.</li> </ul>
02	<p><b>Contamination / Health and Safety</b> There is a risk that tenants, staff and others will come in contact with contaminants.</p> <p>Caused by contaminants in community housing (e.g. asbestos and methamphetamines).</p> <p>This may result in adverse effects to people's long-term health, unit remediation costs, or units closed and associated reduction in rent revenue, adverse media and stakeholder scrutiny and levels of service will not be met.</p>	Very High	Property inspections, expanded methamphetamine testing, removal of asbestos, contaminated sites identified and tenants advised of restrictions on use and/or coverings are on the site, staff training, lead testing	Major	Likely	Medium	<ul style="list-style-type: none"> <li>Community Housing Liaison Lead and Facilities Asset Management and Data Team to continue to monitor and implement relevant management plans and controls alongside ÖCHT and other community housing providers.</li> </ul>
03	<p><b>Displacement and damage</b> There is a risk that tenants will be displaced and properties damaged.</p> <p>Caused by natural or man-made disasters.</p> <p>This may result in unit closures with the associated reduction in rent revenue, additional costs in insurance excesses and levels of service will not be met.</p>	High	Business Continuity Plan, Civil Defence Response plans, relationships with other providers/partnerships/MOUs, staff training	Medium	Medium	Medium	

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
04	<p><b>Breach</b> There is a risk that a breach of legislative and organisational requirements occurs.</p> <p>Caused by staff / ÖCHT or others action and inaction.</p> <p>This may result in financial and other penalties, and adverse media and stakeholder scrutiny.</p>	High	Community Housing Liaison Lead, ÖCHT, and other housing providers policies and procedures.	Medium	Low	Low	
05	<p><b>Stress and anxiety</b> There is a risk that staff and customers will experience stress and anxiety. Caused by the challenging nature of the team's work.</p> <p>This may result in financial and other legislative penalties, staff turnover, and leaving associated business continuity risks, difficulties in attracting replacement staff, adverse media and stakeholder scrutiny and a reduction in levels of service.</p>	High	Communications and engagement with staff and customers, dedicated human resource support for staff, operational transition plan	Medium	Medium	Medium	

# 4 Continuous Improvement

## 4.1 Overview of the Improvement Programme

Council has made a strong commitment to improvement of asset management practices and seeks to further improve the approach. Council acknowledges the need to focus efforts to further asset management practices over the next 2-3 years to an appropriate level of capability.

## 4.2 Current Asset Management Maturity

Asset Management Maturity Assessments (AMMA) are carried out once every 3 years. An independent assessment of current asset management practice was undertaken in October 2020 and again in September 2023.

### 2020 AMMA

The baseline maturity assessment was predominantly achieved through onsite interviews, with a good cross-section of participants. Future maturity level was also set based on best appropriate practice and considering the agreed business drivers. Strength and opportunities for improvement area summarised alongside the results to acknowledge the baseline achievements.

The appropriate level of AM practice for this Activity has been defined in our AM Policy as ‘Core’.

A summary of the assessment results for this activity is attached as Appendix 5.3.

The maturity assessment shows that:

- The gap between current and target follows similar patterns in the 2020 update as it did in 2018.
- Council has closed the gap between current and “appropriate asset management practice” for this activity in the areas of management systems, asset register data, managing risk and capital works planning.

The most significant gaps are still in the areas of asset performance / condition data, operational planning and service delivery mechanisms.



**Figure 4-1: Asset Management Maturity Assessment for Facilities Activities**

(Includes Community Facilities, Libraries, Corporate Accommodation, Recreation, Sport and Events, Social Housing, Art Gallery and Museums).

### 2023 AMMA

The 2023 AMMA, focused on data and information was undertaken in September 2023. This assessment determined Facilities level of asset management maturity with an overall rating of ‘basic’. Opportunities for improvement include:

- Systems: technology is not fit for purpose and data quality is poor.
- Process: processes are not fit-for-purpose.
- People: the team has capability and capacity constraints.

A summary of this assessment is provided in Appendix 5.4 and shown in Table 4-1.

**Table 4-1: Facilities 2023 asset management maturity assessment results.**

<b>IIMM Section</b>	<b>2.4: Asset Condition and Performance</b>	<b>3.5: Asset Financial Planning and Management</b>	<b>4.2: Asset Data and Information</b>	<b>4.3: Asset Management Information Systems</b>
	Basic	Basic/Core	Basic	Basic
	<b>4.4: AM Process Management</b>	<b>4.5: Outsourcing and Procurement</b>	<b>4.6: Continuous Improvement</b>	<b>Overall Rating</b>
	Basic	Basic	Core	<b>Basic</b>

Improvement items raised in AMMA 2020, Appendix 5.3, and AMMA 2023, Appendix 5.4, have been reviewed and included in the Community Housing asset management improvement plan. The improvement programme, available in Section 4.4, seeks to close the remaining maturity gaps and address the weaknesses identified during the development of this AMP.

### 4.3 Review of Progress against Previous Plan

The last improvement plan was developed as part of the 2020 AMP update. The indicative term of the improvement programme was three years. Table 4.2 provides an update on the status of the improvement programme items as at November 2020.

In addition to the items within the improvement programme, the following improvements have been made to the activity since the last AMP.

**Table 4-2: Progress against 2021 Improvement Plan**

Task ID	Action/Task	Timeline	Progress and Action
20-A 20-E 20-G 20-H	Portfolio ranking out of date. Council no longer manages the minor and major maintenance works for majority of the portfolio. ŌCHT manages these works and is subject to the OPEX and CAPEX budgets. Due to the limited Housing Fund reserves, maintenance works on the remaining units is done on a reactive basis. Capital Programme Asset condition data IT Improvements	Ongoing	No / little progress. A replacement Improvement task has been created to focuses on Condition Data Capture and Capital Planning, based on condition (especially for the non ŌCHT managed units).
20-B	Current demand forecasting models are not fit for purpose (Housing Fund Model).	Ongoing	No progress, reprioritised-carry forward
20-C	Risk Management Continuity in risk registration- develop register	Ongoing	In progress, 70% complete, Now included under Asset Risk.
20-D	Quality Management A structured quality programme is needed	Ongoing	No progress, reprioritised-carry forward
20-F	Changing Climate	Ongoing	No progress, reprioritised-under Asset Risk / Climate Change Risk, implication from sea level rise and increased flood risks are still not fully known.
20-I	AM Improvement Tasks	Ongoing	Little progress / reprioritised-carry forward

## 4.4 Improvement Plan 2024

The independent asset management maturity assessment process provides a sound basis for prioritising and monitoring improvements to current asset management practices. This will put in place the programme for 2024 through to 2026.

Additional improvement items were identified during the maturity assessment and as part of this asset management plan review. These items were added to the outstanding items from the 2020 Improvement programme.

Table 4-3 details those tasks that will be completed over the next three years. These tasks have focus specifically on those areas where the risk is most critical. To facilitate the practical implementation of the improvement programme tasks have been designed to address several issues concurrently and be programmed to ensure a logical progression towards the 3-year target.

Community Housing has a strong commitment to continuous improvement. However, work in this area is highly likely to be constrained by a lack of AM resourcing.

**Table 4-3: Asset Management Improvement Tasks**

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)	Timeframe
<b>BAU CH-01</b>	<b>Housing Fund Model</b> The Housing Fund model needs to be rewritten as it is not in alignment with the current LTP Financial Data.	Decision making Capital investment strategies.	<b>H</b>	Community Housing Liaison Lead, OCHT, Finance staff		Period of AMP
<b>5a 5b 5c 6b</b>	<b>Condition Data Capture</b> <ul style="list-style-type: none"> <li>Further asset condition assessment / consolidation into single database (SAP or other).</li> <li>Work through with SAP improvement programme to import captured data into SAP across all asset classes within the Community Housing portfolio.</li> <li>Capital Plan, Updated / Creating 30 Year (or Whole of life) Capital Plans per Building.</li> <li>Develop &amp; use data dashboards (Power BI) to assist in prioritisation processes, monitoring to KPIs.</li> <li>Embed process to capture condition and performance information.</li> </ul>	Asset Register Data, Asset Performance / Condition, Capital Works Planning	<b>H</b>	Community Housing Liaison Lead, OCHT (for the collection of the Data on their managed sites and development of plans) Facilities Asset Management and Data Team, Data Management, Including SAP Improvement Programme for onboarding OCHT data.	Data Management / GIS Team involvement required to create Dashboards.	Term of AMP
<b>BAU 03</b>	<b>AM Improvement Programme</b> <ul style="list-style-type: none"> <li>Ongoing Improvement Planning – focus on identification of improvement tasks. Review AM Maturity Assessment (AMMA) completed in October 2020 and 2023 and prioritise improvement tasks.</li> </ul>	Process improvement, prioritisation of investment	<b>M</b>	Community Housing Liaison Lead, Facilities Asset Management and Data Team / SAM Team (to manage)		Term of AMP

## 4.5 Monitoring and review

The Asset Management Improvement Programme (AMIP) will be reported to the Strategic Asset Management Team (SAM). All improvement items and the improvement programme will be monitored by the SAM team and reported to the Executive Leadership Team as required.

# 5 Appendices (Supporting information)

## 5.1 Asset Management Objectives

**Table 5-1: Asset Management Objectives**

Principle	Objective
<b>1. Asset management outcomes align with the strategic direction of Council</b>	1.1 Linkages between Council’s strategic direction and asset management outcomes are clear and understood
	1.2 All asset based services are linked to the attainment of community outcomes
	1.3 A whole of life approach is taken for all asset management initiatives
	1.4 Asset management planning outputs provide the options and financial forecasts for the first draft of the Long-Term Plan (LTP)
	1.5 Investment in infrastructure is optimised across all asset types
	1.6 Opportunities to increase resilience are considered in all asset management planning
<b>2. Asset management is an organisational wide practice</b>	2.1 The Strategic Asset Management Team (SAM) provides leadership of asset management practice at Council
	2.2 Asset management is co-ordinated across the organisation
	2.3 Core asset management processes are consistent across Council
	2.4 Asset management practice is compliant and appropriate
	2.5 Asset management teams across all lines of the business are motivated and driven by customer needs
	2.6 There is an organisational culture of continuous improvement in asset management
<b>3. Decisions about assets are based on well managed, quality information</b>	3.1 Asset data is available in corporate system for use in all decision making related to Council assets
	3.2 The performance and condition of assets is monitored and reported
	3.3 Decision making by asset owners and managers is outcome based and based on reliable asset information
	3.4 Supporting asset information is readily accessible
	3.5 Asset data is up to date
	3.6 Asset management decisions by asset owners and managers are based on evaluation of all viable options to deliver levels of service outcomes
<b>4. Asset management maturity levels are appropriate to the assets, services and risks we manage</b>	4.1 Identified asset management maturity gaps close over time
	4.2 The asset management capability of staff resources matches the needs of the organisation
	4.3 The organisation recognises the importance of AM and adequately resources the AM system
	4.4 Appropriate levels of asset management maturity are defined and reviewed as business needs change
	4.5 The level of AM practice is matched to the criticality of the assets
	4.6 Christchurch City Council gains recognition for its evolving AM practice
	5.1 AMPs are easy to follow
	5.2 AMPs are complete and at the agreed level of maturity



<b>5. Asset management plans (AMPs) are living documents</b>	5.3	AMPs reflect the current level of asset management practice for the asset type
	5.4	The asset management improvement programme in the plan, contains all actions necessary to close the existing maturity gaps
	5.5	AMPs contain the 30-year financial forecasts; suitable to develop the first draft of the Long Term Plan and the Infrastructure Strategy
	5.6	Life cycle strategies are articulated within the asset management plan

## 5.2 Asset Portfolio Value Breakdown

**Table 5-2: Ōtautahi Community Housing Trust Managed Facilities**

SAP Reference	Ōtautahi Community Housing Trust Managed	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
FAC_0118_BLDG_B01	Aberfoyle Place - Block A (7 Units)	\$ 2,050,000.00	\$ 1,307,000.00	\$ 870,000.00	\$ 43,500.00
FAC_0118_BLDG_B02	Aberfoyle Pl - Block C -Residents Lounge	\$ 551,000.00	\$ 355,000.00	\$ 230,000.00	\$ 4,500.00
FAC_0118_BLDG_B03	Aberfoyle Place - Block D - Garages(x2)	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 701.75
FAC_0118_BLDG_B04	Aberfoyle Place - Block B (7 Units)	\$ 1,898,000.00	\$ 1,210,000.00	\$ 800,000.00	\$ 16,136.36
FAC_0118_BLDG_B05	Aberfoyle Place - Block E - Garages(x2)	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 701.75
FAC_0208_BLDG_B01	Margaret Murray Court - Block A	\$ 1,904,000.00	\$ 1,214,000.00	\$ 980,000.00	\$ 20,691.82
FAC_0208_BLDG_B02	Margaret Murray Court - Block B	\$ 1,061,000.00	\$ 683,000.00	\$ 550,000.00	\$ 11,477.99
FAC_0208_BLDG_B03	Margaret Murray Court - Block C	\$ 1,904,000.00	\$ 1,214,000.00	\$ 980,000.00	\$ 20,691.82
FAC_0230_BLDG_B01	Fletcher Place - Block A	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B02	Residents Lounge - Fletcher Place	\$ 876,000.00	\$ 564,000.00	\$ 380,000.00	\$ 7,076.46
FAC_0230_BLDG_B03	Fletcher Place - Block B	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B04	Fletcher Place - Block C	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B05	Fletcher Place - Block D	\$ 1,445,000.00	\$ 921,000.00	\$ 570,000.00	\$ 23,928.57
FAC_0230_BLDG_B06	Fletcher Place - Block E	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B07	Fletcher Place - Block F	\$ 1,445,000.00	\$ 921,000.00	\$ 570,000.00	\$ 23,928.57
FAC_0230_BLDG_B08	Fletcher Place - Block G	\$ 1,445,000.00	\$ 921,000.00	\$ 570,000.00	\$ 23,928.57
FAC_0230_BLDG_B09	Fletcher Place - Block H	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B10	Fletcher Place - Block I	\$ 893,000.00	\$ 574,000.00	\$ 390,000.00	\$ 13,030.30
FAC_0230_BLDG_B11	Fletcher Place - Block J	\$ 893,000.00	\$ 574,000.00	\$ 390,000.00	\$ 13,030.30
FAC_0230_BLDG_B12	Fletcher Place - Block K	\$ 893,000.00	\$ 574,000.00	\$ 390,000.00	\$ 13,030.30
FAC_0230_BLDG_B13	Fletcher Place - Block L	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B14	Fletcher Place - Block M	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B15	Fletcher Place - Block N	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0230_BLDG_B16	Fletcher Place - Block O	\$ 792,000.00	\$ 510,000.00	\$ 350,000.00	\$ 14,285.71
FAC_0310_BLDG_B01	23 Mooray Avenue - Block A	\$ 704,000.00	\$ 454,000.00	\$ 380,000.00	\$ 12,727.27
FAC_0310_BLDG_B02	25 Mooray Avenue - Block B	\$ 704,000.00	\$ 454,000.00	\$ 380,000.00	\$ 12,727.27
FAC_0317_BLDG_B01	Veronica Place - Block A	\$ 2,304,000.00	\$ 1,469,000.00	\$ 1,010,000.00	\$ 30,454.55
FAC_0317_BLDG_B02	Veronica Place - Block B	\$ 1,849,000.00	\$ 1,178,000.00	\$ 810,000.00	\$ 24,545.45
FAC_0317_BLDG_B03	Veronica Place - Block C	\$ 1,385,000.00	\$ 883,000.00	\$ 610,000.00	\$ 18,636.36
FAC_0317_BLDG_B04	Veronica Place - Block D	\$ 2,768,000.00	\$ 1,765,000.00	\$ 1,220,000.00	\$ 37,272.73
FAC_0327_BLDG_B01	Palliser Place - Block A	\$ 1,252,000.00	\$ 798,000.00	\$ 670,000.00	\$ 27,777.78
FAC_0327_BLDG_B02	Palliser Place - Block B	\$ 826,000.00	\$ 531,000.00	\$ 450,000.00	\$ 18,888.89

FAC_0327_BLDG_B03	Palliser Place - Block C	\$ 826,000.00	\$ 531,000.00	\$ 450,000.00	\$ 18,888.89
FAC_0327_BLDG_B04	Palliser Place - Block D	\$ 826,000.00	\$ 531,000.00	\$ 450,000.00	\$ 18,888.89
FAC_0327_BLDG_B05	Palliser Place - Block E	\$ 826,000.00	\$ 531,000.00	\$ 450,000.00	\$ 18,888.89
FAC_0376_BLDG_B01	3 Tyrone Street - Block A	\$ 1,343,000.00	\$ 856,000.00	\$ 755,000.00	\$ 23,421.05
FAC_0376_BLDG_B02	5 Tyrone St - Block B	\$ 1,343,000.00	\$ 856,000.00	\$ 755,000.00	\$ 23,421.05
FAC_0378_BLDG_B01	Cleland Street - Block A	\$ 1,555,000.00	\$ 991,000.00	\$ 960,000.00	\$ 29,778.87
FAC_0414_BLDG_B01	Manse Place - Block A	\$ 3,235,000.00	\$ 2,062,000.00	\$ 1,610,000.00	\$ 40,518.39
FAC_0414_BLDG_B03	Residents Lounge - Manse Place	\$ 526,000.00	\$ 338,000.00	\$ 260,000.00	\$ 5,955.88
FAC_0414_BLDG_B04	Manse Place - Block B	\$ 3,235,000.00	\$ 2,062,000.00	\$ 1,610,000.00	\$ 40,518.39
FAC_0414_BLDG_B05	Manse Place - Block C	\$ 1,493,000.00	\$ 951,000.00	\$ 750,000.00	\$ 24,337.12
FAC_0414_BLDG_B06	Manse Place - Block D	\$ 986,000.00	\$ 635,000.00	\$ 500,000.00	\$ 16,969.70
FAC_0414_BLDG_B07	Manse Place - Block E	\$ 1,493,000.00	\$ 951,000.00	\$ 740,000.00	\$ 24,848.48
FAC_0417_BLDG_B01	Kaumatua Place - Block A	\$ 1,967,000.00	\$ 1,254,000.00	\$ 990,000.00	\$ 29,300.70
FAC_0417_BLDG_B02	Kaumatua Place - Block B	\$ 485,000.00	\$ 313,000.00	\$ 240,000.00	\$ 6,806.53
FAC_0442_BLDG_B01	Marwick Place - Block A	\$ 1,498,000.00	\$ 955,000.00	\$ 720,000.00	\$ 27,666.67
FAC_0442_BLDG_B02	Marwick Place - Block B	\$ 986,000.00	\$ 635,000.00	\$ 490,000.00	\$ 19,083.33
FAC_0442_BLDG_B03	Marwick Place - Block C	\$ 986,000.00	\$ 635,000.00	\$ 490,000.00	\$ 19,083.33
FAC_0442_BLDG_B04	Marwick Place - Block D	\$ 986,000.00	\$ 635,000.00	\$ 490,000.00	\$ 19,083.33
FAC_0442_BLDG_B05	Marwick Place - Block E	\$ 986,000.00	\$ 635,000.00	\$ 490,000.00	\$ 19,083.33
FAC_0442_BLDG_B06	Marwick Place - Block F	\$ 986,000.00	\$ 635,000.00	\$ 490,000.00	\$ 19,083.33
FAC_0480_BLDG_B01	Torrens Road - Block A	\$ 2,656,000.00	\$ 1,693,000.00	\$ 1,230,000.00	\$ 29,551.28
FAC_0480_BLDG_B02	Torrens Road - Block B	\$ 5,696,000.00	\$ 3,631,000.00	\$ 2,730,000.00	\$ 65,849.36
FAC_0488_BLDG_B01	Walsall Street - Block A	\$ 864,000.00	\$ 556,000.00	\$ 300,000.00	\$ 9,537.48
FAC_0488_BLDG_B02	Walsall Street - Block B	\$ 864,000.00	\$ 556,000.00	\$ 300,000.00	\$ 9,537.48
FAC_0488_BLDG_B03	15 Walsall Street - Block C	\$ 616,000.00	\$ 396,000.00	\$ 290,000.00	\$ 6,738.90
FAC_0488_BLDG_B04	15 Walsall Street - Block D	\$ 1,863,000.00	\$ 1,187,000.00	\$ 660,000.00	\$ 15,327.70
FAC_0488_BLDG_B05	15 Walsall Street - Block E	\$ 616,000.00	\$ 396,000.00	\$ 220,000.00	\$ 5,110.99
FAC_0488_BLDG_B06	19 Walsall Street - Block F	\$ 864,000.00	\$ 556,000.00	\$ 300,000.00	\$ 8,939.39
FAC_0488_BLDG_B07	19 Walsall Street - Block G	\$ 864,000.00	\$ 556,000.00	\$ 300,000.00	\$ 8,939.39
FAC_0524_BLDG_B01	Bartlett Street - Block A	\$ 623,000.00	\$ 401,000.00	\$ 234,000.00	\$ 9,898.15
FAC_0524_BLDG_B02	Bartlett Street - Block B	\$ 623,000.00	\$ 401,000.00	\$ 234,000.00	\$ 9,898.15
FAC_0524_BLDG_B03	Bartlett Street - Block C	\$ 623,000.00	\$ 401,000.00	\$ 234,000.00	\$ 9,898.15
FAC_0530_BLDG_B01	Picton Ave - Block A	\$ 1,328,000.00	\$ 722,000.00	\$ 410,000.00	\$ 12,081.34
FAC_0530_BLDG_B02	Picton Ave - Block B	\$ 1,328,000.00	\$ 722,000.00	\$ 410,000.00	\$ 12,081.34
FAC_0530_BLDG_B03	Picton Ave - Block C	\$ 1,151,000.00	\$ 632,000.00	\$ 410,000.00	\$ 12,081.34
FAC_0530_BLDG_B04	Nelson Street - Block D	\$ 1,151,000.00	\$ 632,000.00	\$ 360,000.00	\$ 10,406.98
FAC_0547_BLDG_B01	Division Street - Block A	\$ 929,000.00	\$ 598,000.00	\$ 240,000.00	\$ 6,961.72
FAC_0547_BLDG_B02	Division Street - Block B	\$ 929,000.00	\$ 598,000.00	\$ 240,000.00	\$ 6,961.72

FAC_0547_BLDG_B03	Division Street - Block C	\$ 929,000.00	\$ 598,000.00	\$ 240,000.00	\$ 6,961.72
FAC_0547_BLDG_B04	Division Street - Block D	\$ 734,000.00	\$ 472,000.00	\$ 190,000.00	\$ 4,519.23
FAC_0547_BLDG_B05	Division Street - Block E	\$ 1,264,000.00	\$ 805,000.00	\$ 330,000.00	\$ 7,996.79
FAC_0547_BLDG_B06	Division Street - Block F	\$ 938,000.00	\$ 604,000.00	\$ 240,000.00	\$ 5,560.90
FAC_0571_BLDG_B01	Manor Place - Block A	\$ 586,000.00	\$ 377,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0571_BLDG_B02	Torquay Place - Block B	\$ 586,000.00	\$ 377,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0571_BLDG_B03	Torquay Place - Block C	\$ 586,000.00	\$ 377,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0571_BLDG_B04	Torquay Place - Block D	\$ 586,000.00	\$ 377,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0571_BLDG_B05	Jennifer Street - Block E	\$ 259,000.00	\$ 168,000.00	\$ 100,000.00	\$ 3,277.51
FAC_0571_BLDG_B06	Jennifer Street - Block F	\$ 522,000.00	\$ 336,000.00	\$ 200,000.00	\$ 5,909.09
FAC_0571_BLDG_B07	Jennifer Street - Block G	\$ 259,000.00	\$ 168,000.00	\$ 100,000.00	\$ 3,277.51
FAC_0571_BLDG_B08	Jennifer Street - Block H	\$ 522,000.00	\$ 336,000.00	\$ 200,000.00	\$ 5,909.09
FAC_0574_BLDG_B01	Aorangi Courts - Block A	\$ 1,740,000.00	\$ 1,109,000.00	\$ 590,000.00	\$ 18,110.05
FAC_0574_BLDG_B02	Aorangi Courts - Block B	\$ 659,000.00	\$ 424,000.00	\$ 225,000.00	\$ 17,500.00
FAC_0574_BLDG_B03	Aorangi Courts - Shed	\$ 41,000.00	\$ 27,000.00	\$ 20,000.00	\$ 1,428.57
FAC_0574_BLDG_B04	Aorangi Courts - Block C	\$ 1,460,000.00	\$ 931,000.00	\$ 495,000.00	\$ 14,964.11
FAC_0574_BLDG_B05	Aorangi Courts - Block D	\$ 1,460,000.00	\$ 931,000.00	\$ 495,000.00	\$ 14,964.11
FAC_0574_BLDG_B06	Aorangi Courts - Block E	\$ 1,460,000.00	\$ 931,000.00	\$ 495,000.00	\$ 14,964.11
FAC_0574_BLDG_B07	Aorangi Courts - Block F	\$ 1,460,000.00	\$ 931,000.00	\$ 495,000.00	\$ 14,964.11
FAC_0574_BLDG_B08	Aorangi Courts - Block G	\$ 1,460,000.00	\$ 931,000.00	\$ 595,000.00	\$ 17,595.69
FAC_0578_BLDG_B01	Resolution Courts - Block A	\$ 2,024,000.00	\$ 1,290,000.00	\$ 810,000.00	\$ 24,545.45
FAC_0578_BLDG_B02	Resolution Courts - Block B	\$ 3,937,000.00	\$ 2,509,000.00	\$ 1,640,000.00	\$ 50,263.16
FAC_0581_BLDG_B01	Bryndwr Courts - Block A	\$ 697,000.00	\$ 449,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0581_BLDG_B02	Residents Lounge - Bryndwr Courts	\$ 353,000.00	\$ 227,000.00	\$ 140,000.00	\$ 4,330.14
FAC_0581_BLDG_B03	Bryndwr Courts - Block B	\$ 975,000.00	\$ 627,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0581_BLDG_B04	Bryndwr Courts - Block C	\$ 1,970,000.00	\$ 1,256,000.00	\$ 830,000.00	\$ 25,071.77
FAC_0581_BLDG_B05	Bryndwr Courts - Block D	\$ 1,724,000.00	\$ 1,098,000.00	\$ 720,000.00	\$ 21,531.10
FAC_0581_BLDG_B06	Bryndwr Courts - Block E	\$ 1,476,000.00	\$ 941,000.00	\$ 570,000.00	\$ 16,937.80
FAC_0581_BLDG_B07	Bryndwr Courts - Block F	\$ 975,000.00	\$ 627,000.00	\$ 380,000.00	\$ 11,291.87
FAC_0583_BLDG_B01	Reg Adams Courts - Block A	\$ 939,000.00	\$ 508,000.00	\$ 180,000.00	\$ 5,203.49
FAC_0583_BLDG_B02	Reg Adams Courts - Block B	\$ 536,000.00	\$ 300,000.00	\$ 530,000.00	\$ 15,377.91
FAC_0583_BLDG_B03	Reg Adams Courts - Block C	\$ 536,000.00	\$ 300,000.00	\$ 180,000.00	\$ 5,203.49
FAC_0583_BLDG_B04	Reg Adams Courts - Block D	\$ 1,321,000.00	\$ 693,000.00	\$ 360,000.00	\$ 10,406.98
FAC_0583_BLDG_B05	Reg Adams Courts - Block E	\$ 390,000.00	\$ 250,000.00	\$ 110,000.00	\$ 2,558.14
FAC_0589_BLDG_B01	Proctor Street - Block A	\$ 1,406,000.00	\$ 896,000.00	\$ 660,000.00	\$ 13,586.74
FAC_0589_BLDG_B02	Proctor Street - Block B	\$ 154,000.00	\$ 99,000.00	\$ 70,000.00	\$ 1,296.30
FAC_0611_BLDG_B01	Pickering Courts - Block A	\$ 1,044,000.00	\$ 672,000.00	\$ 721,000.00	\$ 21,880.38
FAC_0611_BLDG_B02	Pickering Courts - Block B	\$ 1,044,000.00	\$ 672,000.00	\$ 721,000.00	\$ 21,880.38

FAC_0611_BLDG_B03	Pickering Courts - Block C	\$ 1,044,000.00	\$ 672,000.00	\$ 721,000.00	\$ 21,880.38
FAC_0618_BLDG_B01	Harold Denton Place - Block A	\$ 852,000.00	\$ 549,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0618_BLDG_B02	Harold Denton Place - Block B	\$ 852,000.00	\$ 549,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0618_BLDG_B03	Harold Denton Place - Block C	\$ 852,000.00	\$ 549,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0618_BLDG_B04	Harold Denton Place - Block D	\$ 852,000.00	\$ 549,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0618_BLDG_B05	Harold Denton Place - Block E	\$ 852,000.00	\$ 549,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0619_BLDG_B01	Dover Courts - Block A	\$ 838,000.00	\$ 539,000.00	\$ 360,000.00	\$ 10,765.55
FAC_0619_BLDG_B02	Dover Courts - Block B	\$ 853,000.00	\$ 550,000.00	\$ 360,000.00	\$ 10,765.55
FAC_0619_BLDG_B03	Dover Courts - Block C	\$ 629,000.00	\$ 405,000.00	\$ 270,000.00	\$ 8,397.13
FAC_0619_BLDG_B04	Dover Courts - Block D	\$ 853,000.00	\$ 550,000.00	\$ 360,000.00	\$ 10,765.55
FAC_0619_BLDG_B05	Dover Courts - Block E	\$ 838,000.00	\$ 539,000.00	\$ 360,000.00	\$ 10,765.55
FAC_0619_BLDG_B06	Dover Courts - Block F	\$ 838,000.00	\$ 539,000.00	\$ 360,000.00	\$ 10,765.55
FAC_0619_BLDG_B07	Dover Courts - Block G	\$ 629,000.00	\$ 405,000.00	\$ 270,000.00	\$ 8,397.13
FAC_0629_BLDG_B01	Forfar Courts - Block A	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B02	Forfar Courts - Block B	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B03	Forfar Courts - Block C	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B04	Forfar Courts - Block D	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B05	Forfar Courts - Block E	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B06	Forfar Courts - Block F	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B07	Forfar Courts - Block G	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B08	Forfar Courts - Block H	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B09	Forfar Courts - Block I	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B10	Forfar Courts - Block J	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B11	Forfar Courts - Block K	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B12	Forfar Courts - Block L	\$ 1,044,000.00	\$ 672,000.00	\$ 220,000.00	\$ 6,435.41
FAC_0629_BLDG_B13	Forfar Courts - Residents Lounge	\$ 675,000.00	\$ 434,000.00	\$ 150,000.00	\$ 2,579.37
FAC_0630_BLDG_B01	Berwick Courts - Block A	\$ 1,125,000.00	\$ 724,000.00	\$ 185,000.00	\$ 5,643.54
FAC_0630_BLDG_B02	Berwick Courts - Block B	\$ 1,125,000.00	\$ 724,000.00	\$ 185,000.00	\$ 5,643.54
FAC_0630_BLDG_B03	Berwick Courts - Block C	\$ 1,125,000.00	\$ 724,000.00	\$ 185,000.00	\$ 5,643.54
FAC_0630_BLDG_B04	Berwick Courts - Block D	\$ 1,125,000.00	\$ 724,000.00	\$ 185,000.00	\$ 5,643.54
FAC_0630_BLDG_B05	Berwick Courts - Block E	\$ 1,125,000.00	\$ 724,000.00	\$ 185,000.00	\$ 5,643.54
FAC_0630_BLDG_B06	Berwick Courts - Block F	\$ 1,125,000.00	\$ 724,000.00	\$ 185,000.00	\$ 5,643.54
FAC_0630_BLDG_B08	Berwick Courts - Block G	\$ 775,000.00	\$ 499,000.00	\$ 560,000.00	\$ 7,388.19
FAC_0638_BLDG_B01	Huggins Place - Block A	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0638_BLDG_B02	Huggins Place - Block B	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0638_BLDG_B03	Huggins Place - Block C	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0638_BLDG_B04	Huggins Place - Block D	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0638_BLDG_B05	Huggins Place - Block E	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97

FAC_0638_BLDG_B06	Huggins Place - Block F	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0638_BLDG_B07	Huggins Place - Block G	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0638_BLDG_B08	Huggins Place - Block H	\$ 821,000.00	\$ 528,000.00	\$ 79,000.00	\$ 2,696.97
FAC_0643_BLDG_B01	Innes Courts - Block A	\$ 769,000.00	\$ 495,000.00	\$ 430,000.00	\$ 13,253.59
FAC_0643_BLDG_B02	Innes Courts - Block B	\$ 1,554,000.00	\$ 990,000.00	\$ 850,000.00	\$ 25,598.09
FAC_0643_BLDG_B03	Innes Courts - Block C	\$ 613,000.00	\$ 394,000.00	\$ 340,000.00	\$ 10,239.23
FAC_0643_BLDG_B04	Innes Courts - Block D	\$ 1,554,000.00	\$ 990,000.00	\$ 850,000.00	\$ 25,598.09
FAC_0643_BLDG_B05	Innes Courts - Block E	\$ 1,554,000.00	\$ 990,000.00	\$ 850,000.00	\$ 25,598.09
FAC_0643_BLDG_B07	Innes Courts - Block F	\$ 970,000.00	\$ 624,000.00	\$ 1,070,000.00	\$ 14,344.07
FAC_0643_BLDG_B08	Innes Courts - Block G	\$ 970,000.00	\$ 624,000.00	\$ 1,070,000.00	\$ 14,344.07
FAC_0670_BLDG_B01	Poulton Courts - Block A	\$ 2,177,000.00	\$ 1,388,000.00	\$ 1,203,000.00	\$ 35,098.84
FAC_0670_BLDG_B02	Poulton Courts - Block B	\$ 1,055,000.00	\$ 678,000.00	\$ 590,000.00	\$ 17,281.98
FAC_0670_BLDG_B03	Poulton Courts - Block C	\$ 1,055,000.00	\$ 678,000.00	\$ 590,000.00	\$ 17,281.98
FAC_0675_BLDG_B01	Owner/ Occupier H P Smith Courts	\$ 574,000.00	\$ 370,000.00	\$ 85,000.00	\$ 2,931.03
FAC_0675_BLDG_B02	Owner/ Occupier H P Smith Courts Garges	\$ 47,000.00	\$ 31,000.00	\$ 6,000.00	\$ 206.90
FAC_0677_BLDG_B01	H P Smith Courts - Block A	\$ 2,427,000.00	\$ 1,547,000.00	\$ 740,000.00	\$ 12,773.50
FAC_0677_BLDG_B02	Residents Lounge - H P Smith Courts	\$ 378,000.00	\$ 243,000.00	\$ 190,000.00	\$ 3,278.12
FAC_0677_BLDG_B03	H P Smith Courts - Block B	\$ 2,493,000.00	\$ 1,589,000.00	\$ 740,000.00	\$ 12,773.50
FAC_0677_BLDG_B04	H P Smith Courts - Block C	\$ 562,000.00	\$ 362,000.00	\$ 240,000.00	\$ 4,125.58
FAC_0677_BLDG_B07	H P Smith Courts - Block D	\$ 523,000.00	\$ 337,000.00	\$ 400,000.00	\$ 5,326.34
FAC_0677_BLDG_B08	H P Smith Courts - Block E	\$ 523,000.00	\$ 337,000.00	\$ 400,000.00	\$ 5,326.34
FAC_0707_BLDG_B01	Biddick Courts - Block A	\$ 2,072,000.00	\$ 1,321,000.00	\$ 750,000.00	\$ 16,421.57
FAC_0707_BLDG_B02	Biddick Courts - Block B	\$ 2,001,000.00	\$ 1,275,000.00	\$ 685,000.00	\$ 15,147.06
FAC_0707_BLDG_B03	Biddick Courts - Block C	\$ 1,453,000.00	\$ 927,000.00	\$ 665,000.00	\$ 14,754.90
FAC_0712_BLDG_B01	Gayhurst Road - Block A	\$ 1,187,000.00	\$ 764,000.00	\$ 610,000.00	\$ 18,636.36
FAC_0727_BLDG_B01	Lyn Christie Place - Block A	\$ 431,000.00	\$ 277,000.00	\$ 140,000.00	\$ 4,330.14
FAC_0727_BLDG_B02	Lyn Christie Place - Block B	\$ 1,029,000.00	\$ 663,000.00	\$ 330,000.00	\$ 9,976.08
FAC_0727_BLDG_B03	Lyn Christie Place - Block C	\$ 1,237,000.00	\$ 796,000.00	\$ 400,000.00	\$ 11,818.18
FAC_0727_BLDG_B04	Lyn Christie Place - Block D	\$ 614,000.00	\$ 395,000.00	\$ 210,000.00	\$ 6,172.25
FAC_0727_BLDG_B05	Lyn Christie Place - Block E	\$ 614,000.00	\$ 395,000.00	\$ 210,000.00	\$ 6,172.25
FAC_0727_BLDG_B06	Lyn Christie Place - Block F	\$ 826,000.00	\$ 531,000.00	\$ 270,000.00	\$ 8,397.13
FAC_0727_BLDG_B07	Lyn Christie Place - Block G	\$ 614,000.00	\$ 395,000.00	\$ 210,000.00	\$ 6,172.25
FAC_0727_BLDG_B08	Lyn Christie Place - Block H	\$ 826,000.00	\$ 531,000.00	\$ 270,000.00	\$ 8,397.13
FAC_0755_BLDG_B10	Sandilands-17&19 Coulter Street 2 Units	\$ 686,000.00	\$ 441,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0792_BLDG_B01	Haast Courts-Block A U1-4 - 43 Haast St	\$ 1,493,000.00	\$ 951,000.00	\$ 401,000.00	\$ 9,756.41
FAC_0792_BLDG_B02	Haast Courts-Block B U5-10 - 43 Haast St	\$ 2,239,000.00	\$ 1,427,000.00	\$ 600,000.00	\$ 14,463.14
FAC_0792_BLDG_B03	Haast Courts-Block C U11-14 - 43 Haast S	\$ 1,493,000.00	\$ 951,000.00	\$ 401,000.00	\$ 9,756.41
FAC_0792_BLDG_B04	Haast Courts-Block D U1-5 - 149 Stanmore	\$ 1,866,000.00	\$ 1,189,000.00	\$ 501,000.00	\$ 12,120.19

FAC_0792_BLDG_B05	Haast Courts-Block E U1-3 - 151 Stanmore	\$ 720,000.00	\$ 464,000.00	\$ 195,000.00	\$ 4,679.49
FAC_0792_BLDG_B06	Haast Courts-Block F U4-5 - 151 Stanmore	\$ 720,000.00	\$ 464,000.00	\$ 195,000.00	\$ 4,679.49
FAC_0792_BLDG_B07	Haast Courts-Block G U6-11 -151 Stanmore	\$ 1,453,000.00	\$ 927,000.00	\$ 390,000.00	\$ 9,527.24
FAC_0792_BLDG_B08	Haast Courts-Block H U12-14-151 Stanmore	\$ 720,000.00	\$ 464,000.00	\$ 195,000.00	\$ 4,679.49
FAC_0792_BLDG_B09	Haast Courts-Block I - Garages 1-10 + 5A	\$ 540,000.00	\$ 1,269,000.00	\$ 533,000.00	\$ 12,842.95
FAC_0792_BLDG_B10	Haast Courts-Block J - Garages 11-15	\$ 286,000.00	\$ 184,000.00	\$ 77,000.00	\$ 2,349.28
FAC_0792_BLDG_B11	Haast Courts-Block K - Garages 16-18	\$ 133,000.00	\$ 183,000.00	\$ 77,000.00	\$ 1,616.28
FAC_0811_BLDG_B01	Owner/Occupier - Block A-55 Aldwins Rd	\$ 1,021,000.00	\$ 657,000.00	\$ 270,000.00	\$ 7,915.74
FAC_0811_BLDG_B02	Aldwins Courts - Block B	\$ 986,000.00	\$ 635,000.00	\$ 270,000.00	\$ 7,915.74
FAC_0811_BLDG_B03	Aldwins Courts - Block C	\$ 831,000.00	\$ 535,000.00	\$ 290,000.00	\$ 8,403.55
FAC_0811_BLDG_B04	Owner/Occupier - Block D-55 Aldwins Rd	\$ 848,000.00	\$ 546,000.00	\$ 270,000.00	\$ 7,915.74
FAC_0811_BLDG_B05	Aldwins Courts - Block E-55 Aldwins Rd	\$ 848,000.00	\$ 546,000.00	\$ 270,000.00	\$ 7,915.74
FAC_0811_BLDG_B06	Owner/Occupier - Block F-55 Aldwins Rd	\$ 848,000.00	\$ 546,000.00	\$ 270,000.00	\$ 7,915.74
FAC_0811_BLDG_B07	Owner/Occupier - Block G-55 Aldwins Rd	\$ 848,000.00	\$ 546,000.00	\$ 270,000.00	\$ 7,915.74
FAC_0811_BLDG_B08	Car Port - Block J 55 Aldwins Rd	\$ 84,000.00	\$ 54,000.00	\$ 17,000.00	\$ 414.63
FAC_0811_BLDG_B09	Car Port - Block K 55 Aldwins Rd	\$ 84,000.00	\$ 54,000.00	\$ 45,000.00	\$ 1,097.56
FAC_0811_BLDG_B10	Car Port - Block L 55 Aldwins Rd	\$ 84,000.00	\$ 54,000.00	\$ 45,000.00	\$ 1,153.85
FAC_0811_BLDG_B11	Car Port - Block M 55 Aldwins Rd	\$ 64,000.00	\$ 41,000.00	\$ 37,000.00	\$ 948.72
FAC_0811_BLDG_B12	Car Port - Block O 55 Aldwins Rd	\$ 84,000.00	\$ 54,000.00	\$ 37,000.00	\$ 948.72
FAC_0818_BLDG_B01	Phillipstown Courts - Block A	\$ 614,000.00	\$ 395,000.00	\$ 150,000.00	\$ 4,593.30
FAC_0818_BLDG_B03	Phillipstown Courts - Block B	\$ 821,000.00	\$ 528,000.00	\$ 200,000.00	\$ 5,909.09
FAC_0818_BLDG_B04	Phillipstown Courts - Block C	\$ 821,000.00	\$ 528,000.00	\$ 200,000.00	\$ 5,909.09
FAC_0818_BLDG_B05	Phillipstown Courts - Block D	\$ 614,000.00	\$ 395,000.00	\$ 150,000.00	\$ 4,593.30
FAC_0818_BLDG_B06	Phillipstown Courts - Block E	\$ 410,000.00	\$ 264,000.00	\$ 110,000.00	\$ 3,540.67
FAC_0840_BLDG_B01	Jura Courts - Block A	\$ 951,000.00	\$ 612,000.00	\$ 240,000.00	\$ 4,895.18
FAC_0840_BLDG_B02	Jura Courts - Block B	\$ 1,062,000.00	\$ 684,000.00	\$ 280,000.00	\$ 8,660.29
FAC_0840_BLDG_B03	Jura Courts - Block C	\$ 638,000.00	\$ 411,000.00	\$ 160,000.00	\$ 4,856.46
FAC_0840_BLDG_B04	Jura Courts - Block D	\$ 1,125,000.00	\$ 724,000.00	\$ 290,000.00	\$ 8,923.44
FAC_0840_BLDG_B05	Jura Courts - Block E	\$ 850,000.00	\$ 548,000.00	\$ 210,000.00	\$ 6,172.25
FAC_0840_BLDG_B06	Jura Courts - Block F	\$ 850,000.00	\$ 548,000.00	\$ 210,000.00	\$ 6,172.25
FAC_0840_BLDG_B07	Jura Courts - Block G	\$ 850,000.00	\$ 548,000.00	\$ 210,000.00	\$ 6,172.25
FAC_0853_BLDG_B01	St Johns Courts - Block A	\$ 915,000.00	\$ 589,000.00	\$ 370,000.00	\$ 11,028.71
FAC_0853_BLDG_B02	St Johns Courts - Block B	\$ 915,000.00	\$ 589,000.00	\$ 370,000.00	\$ 11,028.71
FAC_0853_BLDG_B03	St Johns Courts - Block C	\$ 1,218,000.00	\$ 784,000.00	\$ 490,000.00	\$ 14,832.54
FAC_0853_BLDG_B04	St Johns Courts - Block D	\$ 915,000.00	\$ 589,000.00	\$ 370,000.00	\$ 11,028.71
FAC_0917_BLDG_B01	Roimata Place - Block A	\$ 822,000.00	\$ 529,000.00	\$ 300,000.00	\$ 7,371.79
FAC_0917_BLDG_B02	Roimata Place - Block B	\$ 822,000.00	\$ 529,000.00	\$ 300,000.00	\$ 7,371.79
FAC_0917_BLDG_B03	Roimata Place - Block C	\$ 822,000.00	\$ 529,000.00	\$ 300,000.00	\$ 7,371.79

FAC_0917_BLDG_B04	Roimata Place - Block D	\$ 822,000.00	\$ 529,000.00	\$ 300,000.00	\$ 7,371.79
FAC_0917_BLDG_B05	Roimata Place - Block E	\$ 822,000.00	\$ 529,000.00	\$ 300,000.00	\$ 7,371.79
FAC_0917_BLDG_B06	Roimata Place - Block F	\$ 822,000.00	\$ 529,000.00	\$ 300,000.00	\$ 7,371.79
FAC_0921_BLDG_B01	Mackenzie Courts - Block A	\$ 765,000.00	\$ 492,000.00	\$ 290,000.00	\$ 8,923.44
FAC_0921_BLDG_B02	Mackenzie Courts - Block B	\$ 636,000.00	\$ 410,000.00	\$ 230,000.00	\$ 6,698.56
FAC_0921_BLDG_B03	Mackenzie Courts - Block C	\$ 1,083,000.00	\$ 697,000.00	\$ 410,000.00	\$ 12,727.27
FAC_0921_BLDG_B04	Mackenzie Courts - Block D	\$ 827,000.00	\$ 532,000.00	\$ 310,000.00	\$ 9,449.76
FAC_0921_BLDG_B05	Mackenzie Courts - Block E	\$ 1,349,000.00	\$ 860,000.00	\$ 500,000.00	\$ 15,095.69
FAC_0921_BLDG_B06	Mackenzie Courts - Block F	\$ 891,000.00	\$ 573,000.00	\$ 330,000.00	\$ 9,976.08
FAC_0921_BLDG_B07	Mackenzie Courts - Block G	\$ 1,141,000.00	\$ 735,000.00	\$ 430,000.00	\$ 13,253.59
FAC_0921_BLDG_B08	Mackenzie Courts - Block H	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 1,052.63
FAC_0921_BLDG_B09	Mackenzie Courts - Block I	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 1,052.63
FAC_0921_BLDG_B10	Mackenzie Courts - Block J	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 1,052.63
FAC_0921_BLDG_B11	Mackenzie Courts - Block K	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 1,052.63
FAC_0921_BLDG_B12	Mackenzie Courts - Block L	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 1,052.63
FAC_0921_BLDG_B13	Mackenzie Courts - Block M	\$ 94,000.00	\$ 60,000.00	\$ 40,000.00	\$ 1,052.63
FAC_0921_BLDG_B14	Mackenzie Courts - Shed	\$ 41,000.00	\$ 27,000.00	\$ 10,000.00	\$ 263.16
FAC_0925_BLDG_B01	William Massey Court - Block A	\$ 873,000.00	\$ 562,000.00	\$ 335,000.00	\$ 10,236.84
FAC_0925_BLDG_B02	William Massey Court - Block B	\$ 873,000.00	\$ 562,000.00	\$ 335,000.00	\$ 10,236.84
FAC_0925_BLDG_B03	William Massey Court - Block C	\$ 1,321,000.00	\$ 842,000.00	\$ 530,000.00	\$ 16,078.95
FAC_0942_BLDG_B01	Mary Mclean Place - Block A	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B02	Mary Mclean Place - Block B	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B03	Mary Mclean Place - Block C	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B04	Mary Mclean Place - Block D	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B05	Mary Mclean Place - Block E	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B06	Mary Mclean Place - Block F	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B07	Mary Mclean Place - Block G	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B08	Mary Mclean Place - Block H	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B09	Mary Mclean Place - Block I	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_0942_BLDG_B10	Mary Mclean Place - Block J	\$ 848,000.00	\$ 546,000.00	\$ 320,000.00	\$ 9,712.92
FAC_1012_BLDG_B01	Vincent Courts - Block A	\$ 1,712,000.00	\$ 1,091,000.00	\$ 510,000.00	\$ 14,727.27
FAC_1012_BLDG_B02	Residents Lounge - Vincent Place	\$ 553,000.00	\$ 311,000.00	\$ 140,000.00	\$ 2,566.67
FAC_1012_BLDG_B03	Vincent Courts - Block E	\$ 230,000.00	\$ 148,000.00	\$ 75,000.00	\$ 1,250.00
FAC_1012_BLDG_B04	Vincent Courts - Block B	\$ 1,132,000.00	\$ 729,000.00	\$ 340,000.00	\$ 9,818.18
FAC_1012_BLDG_B05	Vincent Courts - Block C	\$ 2,294,000.00	\$ 1,462,000.00	\$ 695,000.00	\$ 13,601.19
FAC_1037_BLDG_B04	Osborne Street - Block A (Units 1,2,3,4)	\$ 1,364,000.00	\$ 870,000.00	\$ 780,000.00	\$ 10,521.77
FAC_1037_BLDG_B05	Osborne Street - Block B (Units 5,6,7,8)	\$ 1,364,000.00	\$ 870,000.00	\$ 780,000.00	\$ 10,521.77
FAC_1048_BLDG_B01	Tommy Taylor Courts	\$ 13,299,000.00	\$ 7,842,000.00	\$ 3,700,000.00	\$ 63,095.24



FAC_1049_BLDG_B01	Waltham Courts - Block A	\$ 886,000.00	\$ 570,000.00	\$ 240,000.00	\$ 6,961.72
FAC_1049_BLDG_B02	Waltham Courts - Block B	\$ 443,000.00	\$ 285,000.00	\$ 120,000.00	\$ 3,803.83
FAC_1049_BLDG_B03	Waltham Courts - Block C	\$ 443,000.00	\$ 285,000.00	\$ 120,000.00	\$ 3,803.83
FAC_1049_BLDG_B04	Waltham Courts - Block D	\$ 886,000.00	\$ 570,000.00	\$ 240,000.00	\$ 6,961.72
FAC_1049_BLDG_B05	Waltham Courts - Block E	\$ 443,000.00	\$ 285,000.00	\$ 120,000.00	\$ 3,803.83
FAC_1049_BLDG_B06	Waltham Courts - Block F	\$ 443,000.00	\$ 285,000.00	\$ 120,000.00	\$ 3,803.83
FAC_1049_BLDG_B07	Waltham Courts - Block G	\$ 886,000.00	\$ 570,000.00	\$ 240,000.00	\$ 6,961.72
FAC_1049_BLDG_B08	Waltham Courts - Block H	\$ 443,000.00	\$ 285,000.00	\$ 120,000.00	\$ 3,803.83
FAC_1049_BLDG_B09	Waltham Courts - Block I	\$ 886,000.00	\$ 570,000.00	\$ 240,000.00	\$ 6,961.72
FAC_1061_BLDG_B01	Regal Courts - Block A	\$ 983,000.00	\$ 632,000.00	\$ 390,000.00	\$ 11,555.02
FAC_1061_BLDG_B02	Regal Courts - Block B	\$ 492,000.00	\$ 317,000.00	\$ 190,000.00	\$ 5,645.93
FAC_1061_BLDG_B03	Regal Courts - Block C	\$ 2,798,000.00	\$ 1,784,000.00	\$ 1,110,000.00	\$ 33,732.06
FAC_1061_BLDG_B04	Regal Courts - Block D	\$ 983,000.00	\$ 632,000.00	\$ 390,000.00	\$ 11,555.02
FAC_1091_BLDG_B01	Clent Lane - Block A	\$ 807,000.00	\$ 519,000.00	\$ 499,000.00	\$ 15,069.38
FAC_1091_BLDG_B02	Clent Lane - Block B	\$ 1,206,000.00	\$ 777,000.00	\$ 738,000.00	\$ 22,004.78
FAC_1091_BLDG_B03	Clent Lane - Block C	\$ 1,206,000.00	\$ 777,000.00	\$ 738,000.00	\$ 22,004.78
FAC_1091_BLDG_B04	Clent Lane - Block D	\$ 807,000.00	\$ 519,000.00	\$ 499,000.00	\$ 15,069.38
FAC_1091_BLDG_B05	Clent Lane - Block E	\$ 807,000.00	\$ 519,000.00	\$ 499,000.00	\$ 10,515.72
FAC_1091_BLDG_B06	Clent Lane - Block F	\$ 807,000.00	\$ 519,000.00	\$ 499,000.00	\$ 15,069.38
FAC_1091_BLDG_B07	Clent Lane - Block G	\$ 603,000.00	\$ 388,000.00	\$ 375,000.00	\$ 11,160.29
FAC_1091_BLDG_B08	Clent Lane - Block H	\$ 603,000.00	\$ 388,000.00	\$ 375,000.00	\$ 11,160.29
FAC_1093_BLDG_B01	Hennessy Place - Block A	\$ 829,000.00	\$ 533,000.00	\$ 310,000.00	\$ 16,666.67
FAC_1093_BLDG_B02	Hennessy Place - Block B	\$ 829,000.00	\$ 533,000.00	\$ 310,000.00	\$ 16,666.67
FAC_1093_BLDG_B03	Hennessy Place - Block C	\$ 829,000.00	\$ 533,000.00	\$ 310,000.00	\$ 16,666.67
FAC_1093_BLDG_B04	Hennessy Place - Block D	\$ 829,000.00	\$ 533,000.00	\$ 310,000.00	\$ 16,666.67
FAC_1103_BLDG_B01	Maurice Carter Court - Block A	\$ 2,419,000.00	\$ 1,490,000.00	\$ 750,000.00	\$ 15,618.45
FAC_1103_BLDG_B02	Maurice Carter Court - Block E	\$ 1,509,000.00	\$ 955,000.00	\$ 740,000.00	\$ 15,429.77
FAC_1103_BLDG_B03	Public Rental-Maurice Carter Cts 4 Units	\$ 2,145,000.00	\$ 1,322,000.00	\$ 370,000.00	\$ 7,714.88
FAC_1103_BLDG_B04	Residents Lounge - Maurice Carter Courts	\$ 1,031,000.00	\$ 641,000.00	\$ 320,000.00	\$ 6,771.49
FAC_1103_BLDG_B05	Maurice Carter Court - Block B	\$ 2,419,000.00	\$ 1,490,000.00	\$ 750,000.00	\$ 15,618.45
FAC_1103_BLDG_B06	Maurice Carter Court - Block C	\$ 2,419,000.00	\$ 1,490,000.00	\$ 750,000.00	\$ 15,618.45
FAC_1103_BLDG_B07	Maurice Carter Court - Block D	\$ 2,417,000.00	\$ 1,490,000.00	\$ 750,000.00	\$ 15,618.45
FAC_1103_BLDG_B08	Maurice Carter Court - Block H	\$ 395,000.00	\$ 254,000.00	\$ 210,000.00	\$ 4,329.14
FAC_1103_BLDG_B09	Maurice Carter Court - Block I	\$ 395,000.00	\$ 254,000.00	\$ 210,000.00	\$ 4,329.14
FAC_1103_BLDG_B10	Maurice Carter Court - Block J	\$ 103,000.00	\$ 60,000.00	\$ 30,000.00	\$ 566.04
FAC_1103_BLDG_B11	Maurice Carter Court - Block K	\$ 103,000.00	\$ 60,000.00	\$ 30,000.00	\$ 566.04
FAC_1103_BLDG_B12	Maurice Carter Court - Block L	\$ 103,000.00	\$ 60,000.00	\$ 30,000.00	\$ 566.04
FAC_1103_BLDG_B13	Maurice Carter Court - Block M	\$ 103,000.00	\$ 60,000.00	\$ 30,000.00	\$ 566.04

FAC_1103_BLDG_B14	Maurice Carter Court - Block N	\$ 1,158,000.00	\$ 745,000.00	\$ 370,000.00	\$ 5,021.65
FAC_1103_BLDG_B15	Maurice Carter Court - Block O	\$ 1,157,000.00	\$ 745,000.00	\$ 370,000.00	\$ 5,021.65
FAC_1103_BLDG_B16	Maurice Carter Court - Block P	\$ 1,157,000.00	\$ 745,000.00	\$ 370,000.00	\$ 5,021.65
FAC_1107_BLDG_B01	Feast Place - Block A	\$ 833,000.00	\$ 536,000.00	\$ 170,000.00	\$ 9,047.62
FAC_1107_BLDG_B02	Feast Place - Block B	\$ 833,000.00	\$ 536,000.00	\$ 170,000.00	\$ 9,047.62
FAC_1107_BLDG_B03	Feast Place - Block C	\$ 624,000.00	\$ 402,000.00	\$ 130,000.00	\$ 7,142.86
FAC_1107_BLDG_B04	Feast Place - Block D	\$ 416,000.00	\$ 268,000.00	\$ 90,000.00	\$ 5,238.10
FAC_1107_BLDG_B05	Feast Place - Block E	\$ 833,000.00	\$ 536,000.00	\$ 170,000.00	\$ 9,047.62
FAC_1107_BLDG_B06	Feast Place - Block F	\$ 833,000.00	\$ 536,000.00	\$ 170,000.00	\$ 9,047.62
FAC_1107_BLDG_B07	Feast Place - Block G	\$ 833,000.00	\$ 536,000.00	\$ 170,000.00	\$ 9,047.62
FAC_1107_BLDG_B08	Feast Place - Block H	\$ 833,000.00	\$ 536,000.00	\$ 170,000.00	\$ 9,047.62
FAC_1110_BLDG_B01	Harman Courts - Block A (Units 1-6)	\$ 1,586,000.00	\$ 1,011,000.00	\$ 350,000.00	\$ 13,603.90
FAC_1110_BLDG_B02	Harman Courts - Block H (Units 25-28)	\$ 1,075,000.00	\$ 692,000.00	\$ 250,000.00	\$ 4,970.76
FAC_1110_BLDG_B03	Residents Lounge - Harman Courts	\$ 636,000.00	\$ 410,000.00	\$ 150,000.00	\$ 3,197.06
FAC_1110_BLDG_B04	Harman Courts - Block I (Units 29-34)	\$ 1,699,000.00	\$ 1,083,000.00	\$ 380,000.00	\$ 7,719.30
FAC_1110_BLDG_B05	Harman Courts - Block B (Units 7a-10c)	\$ 3,110,000.00	\$ 1,982,000.00	\$ 730,000.00	\$ 21,794.26
FAC_1110_BLDG_B06	Harman Courts - Block C (Units 11a-14c)	\$ 3,110,000.00	\$ 1,982,000.00	\$ 740,000.00	\$ 22,057.42
FAC_1110_BLDG_B07	Harman Courts - Block D (Units 15a-16b)	\$ 2,098,000.00	\$ 1,337,000.00	\$ 500,000.00	\$ 15,095.69
FAC_1110_BLDG_B08	Harman Courts - Block E (Units 17a-18b)	\$ 2,098,000.00	\$ 1,337,000.00	\$ 500,000.00	\$ 15,095.69
FAC_1110_BLDG_B09	Harman Courts - Block F (Units 19a-20b)	\$ 2,098,000.00	\$ 1,337,000.00	\$ 500,000.00	\$ 15,095.69
FAC_1110_BLDG_B10	Harman Courts - Block G (Units 21a-24b)	\$ 4,199,000.00	\$ 2,677,000.00	\$ 1,000,000.00	\$ 30,191.39
FAC_1110_BLDG_B11	Harman Courts - Block M (Garage 1-5)	\$ 181,000.00	\$ 116,000.00	\$ 40,000.00	\$ 1,052.63
FAC_1110_BLDG_B12	Harman Courts - Block N (Garage 6-9)	\$ 152,000.00	\$ 98,000.00	\$ 45,000.00	\$ 1,934.87
FAC_1110_BLDG_B13	Harman Courts - Block O (Garages 10-12)	\$ 110,000.00	\$ 71,000.00	\$ 34,000.00	\$ 1,478.93
FAC_1110_BLDG_B14	Harman Courts - Block P (Garages 13-19)	\$ 259,000.00	\$ 168,000.00	\$ 74,000.00	\$ 2,934.87
FAC_1110_BLDG_B15	Harman Courts - Block Q Garages20-26&ABC	\$ 373,000.00	\$ 240,000.00	\$ 114,000.00	\$ 5,080.46
FAC_1110_BLDG_B16	Harman Courts - Laundry	\$ 302,000.00	\$ 194,000.00	\$ 70,000.00	\$ 1,320.75
FAC_1110_BLDG_B17	Harman Cts Blck J Units 35,36,37,38,39,40	\$ 1,627,000.00	\$ 1,037,000.00	\$ 360,000.00	\$ 4,758.34
FAC_1110_BLDG_B18	Harman Courts - Block K Unit 41,42,43,44	\$ 1,805,000.00	\$ 1,150,000.00	\$ 400,000.00	\$ 5,264.67
FAC_1110_BLDG_B19	Harman Crts Blck L Unit 45A-48A,45B-48B	\$ 2,302,000.00	\$ 1,467,000.00	\$ 510,000.00	\$ 6,757.77
FAC_1113_BLDG_B01	Allison Courts - Block A	\$ 844,000.00	\$ 544,000.00	\$ 258,000.00	\$ 8,921.05
FAC_1113_BLDG_B02	Allison Courts - Block B	\$ 1,679,000.00	\$ 1,070,000.00	\$ 531,000.00	\$ 18,559.81
FAC_1113_BLDG_B03	Allison Courts - Block C	\$ 95,000.00	\$ 61,000.00	\$ 37,000.00	\$ 973.68
FAC_1113_BLDG_B04	Allison Courts - Block D	\$ 95,000.00	\$ 61,000.00	\$ 37,000.00	\$ 973.68
FAC_1113_BLDG_B05	Allison Courts - Block E	\$ 95,000.00	\$ 61,000.00	\$ 37,000.00	\$ 973.68
FAC_1119_BLDG_B01	Andrews Crescent - Block A	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B02	Andrews Crescent - Block B	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B03	Andrews Crescent - Block C	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52

FAC_1119_BLDG_B04	Andrews Crescent - Block D	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B05	Andrews Crescent - Block E	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B06	Andrews Crescent - Block F	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B07	Andrews Crescent - Block G	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B08	Andrews Crescent - Block H	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B09	Andrews Crescent - Block I	\$ 775,000.00	\$ 499,000.00	\$ 45,000.00	\$ 1,956.52
FAC_1119_BLDG_B10	Dwelling (32 Hillier Place)	\$ 844,000.00	\$ 544,000.00	\$ 114,000.00	\$ 6,000.00
FAC_1126_BLDG_B01	Hadfield Courts - Block A	\$ 1,180,000.00	\$ 759,000.00	\$ 640,000.00	\$ 19,425.84
FAC_1126_BLDG_B02	Hadfield Courts - Block B	\$ 1,180,000.00	\$ 759,000.00	\$ 640,000.00	\$ 19,425.84
FAC_1126_BLDG_B03	Hadfield Courts - Block C	\$ 2,386,000.00	\$ 1,520,000.00	\$ 1,290,000.00	\$ 39,114.83
FAC_1126_BLDG_B04	Hadfield Courts - Block D	\$ 1,407,000.00	\$ 897,000.00	\$ 770,000.00	\$ 23,492.82
FAC_1131_BLDG_B01	Macgibbon Place - Block A	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B02	Macgibbon Place - Block B	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B03	Macgibbon Place - Block C	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B04	Macgibbon Place - Block D	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B05	Macgibbon Place - Block E	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B06	Macgibbon Place - Block F	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B07	Macgibbon Place - Block G	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B08	Macgibbon Place - Block H	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1131_BLDG_B09	Macgibbon Place - Block I	\$ 860,000.00	\$ 554,000.00	\$ 270,000.00	\$ 11,428.57
FAC_1137_BLDG_B01	Norman Kirk Courts - Block A	\$ 4,287,000.00	\$ 2,732,000.00	\$ 860,000.00	\$ 25,861.24
FAC_1137_BLDG_B02	Norman Kirk Courts - Block B	\$ 1,043,000.00	\$ 671,000.00	\$ 210,000.00	\$ 6,172.25
FAC_1137_BLDG_B03	Norman Kirk Courts - Block C	\$ 2,177,000.00	\$ 1,388,000.00	\$ 440,000.00	\$ 13,516.75
FAC_1137_BLDG_B04	Norman Kirk Courts - Block D	\$ 2,109,000.00	\$ 1,344,000.00	\$ 430,000.00	\$ 13,253.59
FAC_1137_BLDG_B05	Norman Kirk Courts - Block E	\$ 2,593,000.00	\$ 1,653,000.00	\$ 520,000.00	\$ 15,622.01
FAC_1137_BLDG_B06	Norman Kirk Courts - Block F	\$ 1,912,000.00	\$ 1,219,000.00	\$ 390,000.00	\$ 12,200.96
FAC_1137_BLDG_B07	Norman Kirk Courts - Block G	\$ 2,177,000.00	\$ 1,388,000.00	\$ 440,000.00	\$ 13,516.75
FAC_1137_BLDG_B08	Norman Kirk Courts - Block H	\$ 2,177,000.00	\$ 1,388,000.00	\$ 440,000.00	\$ 13,516.75
FAC_1137_BLDG_B09	Norman Kirk Courts - Block I	\$ 4,012,000.00	\$ 2,557,000.00	\$ 810,000.00	\$ 25,191.39
FAC_1137_BLDG_B10	Norman Kirk Courts - Block J	\$ 2,208,000.00	\$ 1,408,000.00	\$ 450,000.00	\$ 13,779.90
FAC_1137_BLDG_B11	Norman Kirk Courts - Garages 3-4	\$ 81,000.00	\$ 52,000.00	\$ 210,000.00	\$ 5,526.32
FAC_1137_BLDG_B12	Norman Kirk Courts - Garage 5	\$ 39,000.00	\$ 26,000.00	\$ 10,000.00	\$ 256.41
FAC_1137_BLDG_B13	Norman Kirk Courts - Garages 6-9	\$ 79,000.00	\$ 51,000.00	\$ 20,000.00	\$ 512.82
FAC_1137_BLDG_B14	Norman Kirk Courts - Garages 10-13	\$ 161,000.00	\$ 103,000.00	\$ 30,000.00	\$ 769.23
FAC_1137_BLDG_B15	Norman Kirk Courts - Garages 14-17	\$ 79,000.00	\$ 51,000.00	\$ 20,000.00	\$ 512.82
FAC_1137_BLDG_B16	Norman Kirk Courts - Garages 18-21	\$ 39,000.00	\$ 26,000.00	\$ 10,000.00	\$ 256.41
FAC_1137_BLDG_B17	Norman Kirk Courts - Garages 24-26	\$ 79,000.00	\$ 51,000.00	\$ 20,000.00	\$ 512.82
FAC_1137_BLDG_B18	Norman Kirk Courts - Garage 2	\$ 39,000.00	\$ 26,000.00	\$ 10,000.00	\$ 256.41

FAC_1137_BLDG_B19	Norman Kirk Courts - Garages 8-9	\$ 79,000.00	\$ 51,000.00	\$ 20,000.00	\$ 512.82
FAC_1137_BLDG_B20	Norman Kirk Courts - Garages 16-17	\$ 79,000.00	\$ 51,000.00	\$ 20,000.00	\$ 512.82
FAC_1137_BLDG_B21	Norman Kirk Courts - Garages 19-21	\$ 119,000.00	\$ 77,000.00	\$ 20,000.00	\$ 512.82
FAC_1137_BLDG_B22	Norman Kirk Courts - Garage 26	\$ 39,000.00	\$ 26,000.00	\$ 10,000.00	\$ 256.41
FAC_1144_BLDG_B01	Angus Courts - Block A	\$ 1,607,000.00	\$ 1,025,000.00	\$ 485,000.00	\$ 14,700.96
FAC_1144_BLDG_B02	Angus Courts - Block B	\$ 533,000.00	\$ 342,000.00	\$ 165,000.00	\$ 4,988.04
FAC_1144_BLDG_B03	Angus Courts - Block C	\$ 533,000.00	\$ 342,000.00	\$ 165,000.00	\$ 4,988.04
FAC_1144_BLDG_B04	Angus Courts - Block D	\$ 1,338,000.00	\$ 852,000.00	\$ 410,000.00	\$ 12,727.27
FAC_1144_BLDG_B05	Angus Courts - Block E	\$ 1,338,000.00	\$ 852,000.00	\$ 410,000.00	\$ 12,727.27
FAC_1144_BLDG_B06	Angus Courts - Block F	\$ 1,061,000.00	\$ 683,000.00	\$ 320,000.00	\$ 9,712.92
FAC_1265_BLDG_B01	Knightsbridge Lane - Block A	\$ 1,281,000.00	\$ 816,000.00	\$ 640,000.00	\$ 19,425.84
FAC_1265_BLDG_B02	Knightsbridge Lane - Block B	\$ 1,281,000.00	\$ 816,000.00	\$ 640,000.00	\$ 19,425.84
FAC_1265_BLDG_B03	Knightsbridge Lane - Block C	\$ 1,281,000.00	\$ 816,000.00	\$ 640,000.00	\$ 19,425.84
FAC_1265_BLDG_B04	Knightsbridge Lane - Block D	\$ 1,014,000.00	\$ 653,000.00	\$ 530,000.00	\$ 15,885.17
FAC_1265_BLDG_B05	Knightsbridge Lane - Block E	\$ 1,014,000.00	\$ 653,000.00	\$ 690,000.00	\$ 9,263.57
FAC_1265_BLDG_B06	Knightsbridge Lane - Block F	\$ 1,014,000.00	\$ 653,000.00	\$ 690,000.00	\$ 9,263.57
FAC_1321_BLDG_B01	Thurso Street - Block A	\$ 1,000,000.00	\$ 644,000.00	\$ 645,000.00	\$ 20,441.92
FAC_1323_BLDG_B02	Fred Price Courts - Block B	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,464.65
FAC_1323_BLDG_B03	Fred Price Courts - Block C	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,464.65
FAC_1323_BLDG_B04	Fred Price Courts - Block D	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,464.65
FAC_1323_BLDG_B05	Fred Price Courts - Block E	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B06	Fred Price Courts - Block F	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B07	Fred Price Courts - Block G	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B08	Fred Price Courts - Block H	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B09	Fred Price Courts - Block I	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B10	Fred Price Courts - Block J	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B11	Fred Price Courts - Block K	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B12	Fred Price Courts - Block L	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B13	Fred Price Courts - Block M	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B14	Fred Price Courts - Block N	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B15	Fred Price Courts - Block O	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B16	Fred Price Courts - Block P	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B17	Fred Price Courts - Block Q	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B18	Fred Price Courts - Block R	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1323_BLDG_B19	Fred Price Courts - Block S	\$ 576,000.00	\$ 342,300.00	\$ 210,000.00	\$ 6,172.25
FAC_1347_BLDG_B01	Bridgewater Courts - Block A	\$ 500,000.00	\$ 322,000.00	\$ 205,000.00	\$ 6,040.67
FAC_1347_BLDG_B02	Bridgewater Courts - Block B	\$ 650,000.00	\$ 418,000.00	\$ 280,000.00	\$ 8,660.29
FAC_1347_BLDG_B03	Bridgewater Courts - Block C	\$ 1,178,000.00	\$ 758,000.00	\$ 500,000.00	\$ 15,095.69

FAC_1347_BLDG_B04	Bridgewater Courts - Block D	\$ 1,178,000.00	\$ 758,000.00	\$ 595,000.00	\$ 18,241.63
FAC_1347_BLDG_B05	Bridgewater Courts - Block E	\$ 884,000.00	\$ 569,000.00	\$ 380,000.00	\$ 11,291.87
FAC_1347_BLDG_B06	Bridgewater Courts - Block F	\$ 971,000.00	\$ 625,000.00	\$ 400,000.00	\$ 11,818.18
FAC_1453_BLDG_B01	G F Allan Courts - Block A	\$ 995,000.00	\$ 641,000.00	\$ 190,000.00	\$ 5,645.93
FAC_1453_BLDG_B02	G F Allan Courts - Block B	\$ 746,000.00	\$ 480,000.00	\$ 140,000.00	\$ 4,330.14
FAC_1454_BLDG_B01	Nayland Street - Block A	\$ 1,250,000.00	\$ 797,000.00	\$ 390,000.00	\$ 8,162.88
FAC_1519_BLDG_B01	Guise Lane Courts - Block A	\$ 668,000.00	\$ 430,000.00	\$ 370,000.00	\$ 8,830.13
FAC_1519_BLDG_B02	Guise Lane Courts - Block B	\$ 668,000.00	\$ 430,000.00	\$ 370,000.00	\$ 11,028.71
FAC_1519_BLDG_B03	Guise Lane Courts - Block C	\$ 668,000.00	\$ 430,000.00	\$ 370,000.00	\$ 11,028.71
FAC_1519_BLDG_B04	Guise Lane Courts - Block D	\$ 668,000.00	\$ 430,000.00	\$ 370,000.00	\$ 11,028.71
FAC_1519_BLDG_B05	Guise Lane Courts - Block E	\$ 446,000.00	\$ 287,000.00	\$ 240,000.00	\$ 6,961.72
FAC_1519_BLDG_B06	Guise Lane Courts - Block F	\$ 893,000.00	\$ 574,000.00	\$ 500,000.00	\$ 21,826.92
FAC_1519_BLDG_B07	Guise Lane Courts - Block G	\$ 893,000.00	\$ 574,000.00	\$ 500,000.00	\$ 14,680.23
FAC_1556_BLDG_B01	Wycola Courts - Block A	\$ 1,401,000.00	\$ 893,000.00	\$ 602,000.00	\$ 19,789.47
FAC_1556_BLDG_B02	Wycola Courts - Block B	\$ 1,401,000.00	\$ 893,000.00	\$ 602,000.00	\$ 19,789.47
FAC_1556_BLDG_B03	Wycola Courts - Block C	\$ 1,401,000.00	\$ 893,000.00	\$ 602,000.00	\$ 19,789.47
FAC_1556_BLDG_B04	Wycola Courts - Block D	\$ 1,401,000.00	\$ 893,000.00	\$ 602,000.00	\$ 19,789.47
FAC_1556_BLDG_B05	Wycola Courts - Block E	\$ 1,401,000.00	\$ 893,000.00	\$ 602,000.00	\$ 19,789.47
FAC_1563_BLDG_B01	Greenhurst Courts - Block A	\$ 1,584,000.00	\$ 1,009,000.00	\$ 720,000.00	\$ 22,894.74
FAC_1563_BLDG_B02	Greenhurst Courts - Block B	\$ 2,149,000.00	\$ 1,370,000.00	\$ 990,000.00	\$ 33,636.36
FAC_1563_BLDG_B03	Greenhurst Courts - Block C	\$ 2,149,000.00	\$ 1,370,000.00	\$ 990,000.00	\$ 33,636.36
FAC_1565_BLDG_B01	Weaver Courts - Block A	\$ 1,044,000.00	\$ 672,000.00	\$ 400,000.00	\$ 13,939.39
FAC_1565_BLDG_B03	Weaver Courts - Block F	\$ 257,000.00	\$ 166,000.00	\$ 100,000.00	\$ 3,030.30
FAC_1565_BLDG_B04	Weaver Courts - Block B	\$ 1,044,000.00	\$ 672,000.00	\$ 400,000.00	\$ 13,939.39
FAC_1565_BLDG_B05	Weaver Courts - Block C	\$ 1,044,000.00	\$ 672,000.00	\$ 400,000.00	\$ 13,939.39
FAC_1565_BLDG_B06	Weaver Courts - Block D	\$ 1,044,000.00	\$ 672,000.00	\$ 400,000.00	\$ 13,939.39
FAC_1565_BLDG_B07	Weaver Courts - Block E	\$ 1,044,000.00	\$ 672,000.00	\$ 400,000.00	\$ 13,939.39
FAC_1565_BLDG_B08	Weaver Courts - Block G	\$ 496,000.00	\$ 319,000.00	\$ 196,000.00	\$ 3,255.41
FAC_1565_BLDG_B09	Weaver Courts - Block H	\$ 496,000.00	\$ 319,000.00	\$ 196,000.00	\$ 3,255.41
FAC_1565_BLDG_B10	Weaver Courts - Block I	\$ 496,000.00	\$ 319,000.00	\$ 196,000.00	\$ 3,255.41
FAC_1565_BLDG_B11	Weaver Courts - Block J	\$ 496,000.00	\$ 319,000.00	\$ 196,000.00	\$ 3,255.41
FAC_1565_BLDG_B12	Weaver Courts - Block K	\$ 496,000.00	\$ 319,000.00	\$ 196,000.00	\$ 3,255.41
FAC_1580_BLDG_B01	Hornby Courts - Block A	\$ 3,170,000.00	\$ 2,021,000.00	\$ 940,000.00	\$ 45,760.87
FAC_1580_BLDG_B02	Hornby Courts - Block B	\$ 6,905,000.00	\$ 4,072,000.00	\$ 1,870,000.00	\$ 90,271.74
FAC_1630_BLDG_B01	Halswell Courts - Block A	\$ 1,490,000.00	\$ 949,000.00	\$ 410,000.00	\$ 14,761.90
FAC_1630_BLDG_B02	Halswell Courts - Block D	\$ 119,000.00	\$ 77,000.00	\$ 30,000.00	\$ 500.00
FAC_1630_BLDG_B03	Halswell Courts - Block B	\$ 1,490,000.00	\$ 949,000.00	\$ 410,000.00	\$ 14,761.90
FAC_1630_BLDG_B04	Halswell Courts - Block C	\$ 1,490,000.00	\$ 949,000.00	\$ 410,000.00	\$ 14,761.90

FAC_1630_BLDG_B05	Halswell Courts - Block E	\$ 119,000.00	\$ 77,000.00	\$ 30,000.00	\$ 500.00
FAC_1731_BLDG_B01	Martindales Road - Block A	\$ 434,000.00	\$ 280,000.00	\$ 170,000.00	\$ 2,896.83
FAC_1731_BLDG_B03	Martindales Road - Block B	\$ 434,000.00	\$ 280,000.00	\$ 160,000.00	\$ 2,900.00
FAC_1731_BLDG_B04	Martindales Road - Block C	\$ 871,000.00	\$ 561,000.00	\$ 330,000.00	\$ 9,976.08
FAC_1731_BLDG_B05	Martindales Road - Block D	\$ 653,000.00	\$ 421,000.00	\$ 250,000.00	\$ 7,870.81
FAC_1731_BLDG_B06	Martindales Road - Block E	\$ 434,000.00	\$ 280,000.00	\$ 160,000.00	\$ 2,900.00
FAC_1731_BLDG_B07	Martindales Road - Block F	\$ 434,000.00	\$ 280,000.00	\$ 170,000.00	\$ 5,119.62
FAC_1951_BLDG_B02	Airedale Courts - Garages 1-8	\$ 395,000.00	\$ 254,000.00	\$ 60,000.00	\$ 2,224.88
FAC_1951_BLDG_B03	Airedale Courts - Blk E 16 Conference	\$ 3,087,000.00	\$ 1,968,000.00	\$ 1,230,000.00	\$ 47,870.81
FAC_1951_BLDG_B05	Airedale Courts - Blk C 12-14 Airedale	\$ 7,976,000.00	\$ 4,703,000.00	\$ 1,290,000.00	\$ 42,169.08
FAC_1951_BLDG_B06	Airedale Courts - Blk D 16-18 Airedale	\$ 10,252,000.00	\$ 6,045,000.00	\$ 1,560,000.00	\$ 53,793.10
FAC_1951_BLDG_B07	Airedale Courts Garages 47 - 52	\$ 380,000.00	\$ 244,000.00	\$ 640,000.00	\$ 30,892.86
FAC_1951_BLDG_B08	Airedale Courts - Blk F 24-26 Conference	\$ 7,872,000.00	\$ 4,642,000.00	\$ 1,010,000.00	\$ 33,025.58
FAC_1951_BLDG_B09	Airedale Courts - Blk G 28-30 Conference	\$ 10,252,000.00	\$ 6,045,000.00	\$ 1,440,000.00	\$ 51,428.57
FAC_1951_BLDG_B10	Airedale Courts Garages 9-12&PowerRoom	\$ 455,000.00	\$ 293,000.00	\$ 80,000.00	\$ 2,227.56
FAC_1951_BLDG_B11	Airedale Courts Garages 13-19	\$ 380,000.00	\$ 244,000.00	\$ 70,000.00	\$ 2,019.23
FAC_1951_BLDG_B12	Airedale Courts Garages 20 - 31	\$ 270,000.00	\$ 174,000.00	\$ 50,000.00	\$ 1,602.56
FAC_1951_BLDG_B13	Airedale Courts Garages 32-40	\$ 359,000.00	\$ 231,000.00	\$ 60,000.00	\$ 1,810.90
FAC_1951_BLDG_B14	Airedale Courts Garages 44-46	\$ -	\$ -	\$ -	\$ -
FAC_1951_BLDG_B15	Airedale Courts Garages 41-43	\$ -	\$ -	\$ -	\$ -
FAC_2373_BLDG_B01	Gloucester Courts - Block A	\$ 9,122,000.00	\$ 5,378,000.00	\$ 1,780,000.00	\$ 38,010.20
FAC_2373_BLDG_B02	Gloucester Courts - Block B	\$ 2,859,000.00	\$ 1,823,000.00	\$ 630,000.00	\$ 13,469.39
FAC_2373_BLDG_B03	Gloucester Courts - Block C	\$ 2,795,000.00	\$ 1,782,000.00	\$ 620,000.00	\$ 13,265.31
FAC_2631_BLDG_B01	Cedar Park - Block A	\$ 966,000.00	\$ 621,000.00	\$ 430,000.00	\$ 7,523.04
FAC_2631_BLDG_B02	Cedar Park - Block B	\$ 355,000.00	\$ 229,000.00	\$ 230,000.00	\$ 3,905.53
FAC_2631_BLDG_B03	Cedar Park - Block C	\$ 355,000.00	\$ 229,000.00	\$ 230,000.00	\$ 3,905.53
FAC_2631_BLDG_B04	Cedar Park - Block D	\$ 355,000.00	\$ 229,000.00	\$ 230,000.00	\$ 3,905.53
FAC_2631_BLDG_B05	Cedar Park - Block E	\$ 355,000.00	\$ 229,000.00	\$ 320,000.00	\$ 5,553.00
FAC_2631_BLDG_B06	Cedar Park - Block F	\$ 364,000.00	\$ 234,000.00	\$ 320,000.00	\$ 5,553.00
FAC_2631_BLDG_B07	Cedar Park - Block G	\$ 402,000.00	\$ 258,000.00	\$ 210,000.00	\$ 3,582.95
FAC_2631_BLDG_B08	Cedar Park - Block H (Garage Unit 2)	\$ -	\$ -	\$ -	\$ -
FAC_2631_BLDG_B09	Cedar Park - Block I	\$ 966,000.00	\$ 621,000.00	\$ 430,000.00	\$ 7,523.04
FAC_2631_BLDG_B10	Cedar Park - Block J	\$ 966,000.00	\$ 621,000.00	\$ 210,000.00	\$ 3,582.95
FAC_2631_BLDG_B11	Cedar Park - Block K	\$ 368,000.00	\$ 237,000.00	\$ 210,000.00	\$ 3,582.95
FAC_2631_BLDG_B12	Cedar Park - Block L	\$ 368,000.00	\$ 237,000.00	\$ 210,000.00	\$ 3,582.95
FAC_2631_BLDG_B13	Cedar Park - Block M	\$ 2,165,000.00	\$ 1,380,000.00	\$ 1,070,000.00	\$ 18,433.18
FAC_2631_BLDG_B14	Cedar Park - Block N	\$ 314,000.00	\$ 202,000.00	\$ 320,000.00	\$ 5,553.00
FAC_2680_BLDG_B01	Whakahoa - Block A	\$ 3,787,000.00	\$ 2,414,000.00	\$ 1,160,000.00	\$ 17,571.43

FAC_2680_BLDG_B02	Whakahoa - Block B	\$ 4,384,000.00	\$ 2,794,000.00	\$ 1,340,000.00	\$ 20,285.71
FAC_2680_BLDG_B03	Whakahoa - Block C	\$ 2,724,000.00	\$ 1,736,000.00	\$ 830,000.00	\$ 12,571.43
FAC_2680_BLDG_B04	Whakahoa - Block D	\$ 651,000.00	\$ 419,000.00	\$ 200,000.00	\$ 2,857.14
FAC_2680_BLDG_B05	Whakahoa - Block E	\$ 651,000.00	\$ 419,000.00	\$ 200,000.00	\$ 2,857.14
FAC_3516_BLDG_B01	Collett Courts - Block A	\$ 941,000.00	\$ 606,000.00	\$ 430,000.00	\$ 12,251.08
FAC_3516_BLDG_B02	Collett Courts - Block B	\$ 941,000.00	\$ 606,000.00	\$ 430,000.00	\$ 12,251.08
FAC_3517_BLDG_B01	Boyd Cottage - Block A	\$ 1,406,000.00	\$ 896,000.00	\$ 370,000.00	\$ 6,230.77
FAC_3519_BLDG_B01	Housing Briggs Row	\$ 1,134,000.00	\$ 730,000.00	\$ 270,000.00	\$ 4,512.82
FAC_3520_BLDG_B01	Tredinnick Place Block A	\$ 1,972,000.00	\$ 1,257,000.00	\$ 760,000.00	\$ 21,744.19
FAC_3520_BLDG_B02	Tredinnick Place Block B	\$ -	\$ -	\$ -	\$ -
FAC_3632_BLDG_B01	Rue Viard - Block A	\$ 1,024,000.00	\$ 659,000.00	\$ 350,000.00	\$ 10,461.54
FAC_3652_BLDG_B02	Bruce Terrace (5 Units)	\$ 2,543,000.00	\$ 1,621,000.00	\$ 970,000.00	\$ 13,630.63
<b>Ōtautahi Community Housing Trust Managed Total</b>		<b>\$ 563,497,000.00</b>	<b>\$ 357,005,400.00</b>	<b>\$ 193,110,000.00</b>	<b>\$ 5,592,007.63</b>

**Table 5-3: Partnership arrangements with other 3rd party providers**

SAP Reference	Partnership arrangements with other 3 <sup>rd</sup> party providers	Gross Cost	Replacement	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
FAC_2311_BLDG_B01	YWCA Housing - Units 2 to 4 & Office	\$ 2,754,000.00		\$ 1,755,000.00	\$ 999,000.00	\$ 35,405.59
FAC_2311_BLDG_B02	YWCA Housing - Units 5 to 9	\$ 2,387,000.00		\$ 1,521,000.00	\$ 539,000.00	\$ 26,833.33
FAC_2311_BLDG_B03	YWCA Housing - Garages	\$ 103,900.00		\$ 85,000.00	\$ 8,500.00	\$ -
FAC_2513_BLDG_B01	Barrington Street Home & Family	\$ 1,377,000.00		\$ 878,000.00	\$ 315,000.00	\$ 10,862.07
FAC_2513_BLDG_B02	Barrington Street Home & Family Garage	\$ 51,000.00		\$ 33,000.00	\$ 13,000.00	\$ 448.28
FAC_2538_BLDG_B01	Ka Wahine Trust Halfway House	\$ 627,000.00		\$ 404,000.00	\$ 210,000.00	\$ 7,241.38
FAC_2538_BLDG_B02	Ka Wahine Trust Halfway House Accommodations	\$ 149,000.00		\$ 96,000.00	\$ 11,000.00	\$ 161.76
FAC_2538_BLDG_B03	Ka Wahine Trust Halfway House - Garages	\$ -		\$ -	\$ -	\$ -
FAC_0755_BLDG_B01	Sandilands-29 & 31 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B02	Sandilands-23 & 25 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B03	Sandilands-15 & 17 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B04	Sandilands-11 & 13 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B05	Sandilands-3 Griffiths Ave/12 Nicholas	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B06	Sandilands - 14&14a Nicholas Dr 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B07	Sandilands - 2 & 4 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B08	Sandilands-18 & 20 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B09	Sandilands-22 & 24 Griffiths Ave 2 Units	\$ 736,000.00		\$ 474,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B11	Sandilands-9 & 11 Coulter Street 2 Units	\$ 686,000.00		\$ 441,000.00	\$ 95,000.00	\$ 12,291.67
FAC_0755_BLDG_B12	Sandilands - 6 & 8 Nicholas Dr 2 Units	\$ 686,000.00		\$ 441,000.00	\$ 95,000.00	\$ 12,291.67
<b>Partnership arrangements with other 3<sup>rd</sup> party providers Total</b>		<b>\$ 15,444,900.00</b>		<b>\$ 9,920,000.00</b>	<b>\$ 3,140,500.00</b>	<b>\$ 216,161.75</b>

**Table 5-4: Others**

SAP Reference	Others	Gross Cost	Replacement	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
FAC_2506_BLDG_B01	Lancewood Courts - Block A	\$ 592,000.00		\$ 522,000.00	\$ 392,000.00	\$ -
FAC_2506_BLDG_B02	Lancewood Courts - Block B (Units 3-11)*	\$ 1,299,000.00		\$ 1,129,000.00	\$ 847,000.00	\$ -
<b>Others Total</b>		<b>\$ 1,891,000.00</b>		<b>\$ 1,651,000.00</b>	<b>\$ 1,239,000.00</b>	<b>\$ -</b>



## 5.3 2020 Asset Management Maturity

**Table 5-5: Facilities Current and Target 2020 maturity assessment scores**

Section	Current/ Target	Reason for scores 2020	Improvement actions planned or underway
<b>AM Policy and Strategy</b>	<b>85</b> <b>95</b>	Corporate AM Policy and Strategic AM Plan in place, provides key principles, objectives, corporate AM improvement path, framework for AM planning. Strategic context analysis is thorough and documented in IS, AMP, Activity Plan and various Facilities Strategies and Network Plans. Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.	Continue to communicate, review, monitor and update AM Policy, SAMP. Streamlining of strategy, AM, planning documents. Update AM Policy and Objectives
<b>Levels of Service</b>	<b>80</b> <b>90</b>	The levels of service sections of the AMPs have good linkages to strategic outcomes, customer expectations. LOS and performance measures reviewed by 'pit crews' in 2020. Community needs analysis and survey information has been detailed in the AMP - engagement through user surveys is stronger for some activities (libraries, rec centres, gallery) than others (community facilities, housing). There has been no specific community engagement over levels of service and willingness to pay, beyond Council 'plan submissions' processes.	Engage with community around level of service options (beyond 'document submissions' processes).
<b>Forecasting Demand</b>	<b>65</b> <b>80</b>	Good analysis of demand drivers in AMP, supported by corporate demographic information. The current and historical utilisation and capacity of most facilities is measured however, except for Housing and Libraries, the demand forecasts have not been converted into quantitative forecasts to a level useful for planning for individual facilities. Demand management techniques have been identified in the AMP but not clear which are being funded or progressed. Demand analysis considered in various Strategies (Aquatics) and Network Plans (Community Facilities).	AMP Demand Sections – streamline and summarise from respective 'strategies' and 'network plans' and include quantitative data on historic demand and forecasts.  Update facilities strategies (>5 years old or where context has changed and needs strategic review).
<b>Asset Register Data</b>	<b>75</b> <b>90</b>	Data structure reviewed as part of the Facilities Better Business Management Programme (FBBM). The data in SAP has been cleansed and is of a better quality, but some datasets still have big gaps (e.g. installation date, replacement costs). A data collection process is underway to capture remaining facility assets and their attributes. Fulcrum has been deployed to support capturing of information from the field into SAP. Ongoing data updating processes need to be embedded.	Ongoing reviews and auditing to ensure data management processes are being followed. Develop and use data quality dashboards to drive prioritisation of further data improvements, including replacement cost.
<b>Asset Performance/ Condition</b>	<b>65</b> <b>85</b>	A significant amount of asset data validation and condition assessments have been undertaken, unfortunately the data was not available to support the 2020 AM Plans. Asset performance data is limited to maintenance reporting and response times. Asset performance assessments (e.g. fitness-for-purpose) have not been part of this year's asset inspections	Establish a process to capture performance information during condition assessments. Dashboard reporting for operational/contract KPIs.
<b>Decision Making</b>	<b>75</b> <b>85</b>	Formal decision-making processes are applied to major projects and programmes - business cases are used to justify the financial and non-financial benefits of projects. Options are evaluated using a Council framework. CAPEX projects are captured and prioritised against decision criteria (aligned to Council priorities) in the CPMS. See also CAPEX planning re: renewal decisions.	Develop renewal model for building assets (AAIF), incorporating condition, performance, risk and cost information.
<b>Managing Risk</b>	<b>70</b> <b>85</b>	The Council risk framework has been applied, with regular risk reporting through Promapp.	Capture resilience assessment results and manage through the corporate risk register (Promapp).

			<p>The Risk section of the AMP and appendices covers the main risks for each of the five facility types, and the mitigation measures.</p> <p>Criticality is considered in decision making, and the key risk for each facility are known and managed. However, a criticality rating has not been formally assigned to individual assets.</p>	<p>Noted that Risk team are also progressing other recommendations from Deloitte risk review 2019.</p>
<b>Operational Planning</b>	<b>55</b>	<b>85</b>	<p>Scheduled maintenance programmes are developed collaboratively with Citycare and Facilities. There have been efforts in recent years to more planned (less reactive) maintenance and SAP was being used to manage scheduled maintenance, but this has reverted to spreadsheet lists. Reactive maintenance and costs are captured in SAP, but only at a building level.</p> <p>Budget constraints are likely to see cuts to planned maintenance programmes, focussing on maintaining safety and compliance activities.</p>	<p>Re-establish management of scheduled maintenance through SAP and Fulcrum.</p> <p>Continue work to enable better categorisation/capture of financial information to support OPEX optimisation and planning</p>
<b>Capital Works Planning</b>	<b>70</b>	<b>85</b>	<p>See comments for 'decision making' plus...</p> <p>Capital projects and programmes managed in accordance with CPDF and projects tracked in CPMS.</p> <p>A 10-year (AMP/LTP) and 30-year (IS) CAPEX programme is in place.</p> <p>Renewal forecasts are still based on 'top down' assessments until asset condition data is available for analysis.</p> <p>Network planning is required to provide a stronger base for development of growth and LOS project CAPEX.</p>	<p>Improved scoping and project definition of projects and programmes for next 3 years.</p> <p>Establish a process for developing renewal programmes from condition assessments and validating with facilities managers.</p>
<b>Financial Planning</b>	<b>70</b>	<b>85</b>	<p>(This section was not complete in some of the 5 AMPs).</p> <p>10-year forecasts are provided for OPEX and CAPEX.</p> <p>OPEX forecasts are largely based on historical expenditure and staff knowledge.</p> <p>Consequential OPEX (OPEX associated with new assets) is estimated, but there is limited information on asset expenditure to date, as the practice of linking work orders to assets is only just beginning within the new asset data structure.</p> <p>The operating impact of budget changes on levels of service (asset performance) is not well linked.</p>	<p>Review of asset financial information to allow better reporting by facility and asset type and improved OPEX analysis and budgeting for the next LTP.</p> <p>Revaluation of assets (once data improvements enable this, see Asset Register).</p>
<b>AM Leadership and Teams</b>	<b>80</b>	<b>90</b>	<p>The organisational structure for asset management has embedded. There is a good working relationship between asset managers and activity managers and the AMP process has been useful in developing a joint understanding of AM issues.</p> <p>AMU lead a consistent approach to AM across Council, with council wide AM communications on AM through SharePoint and forums such as the Delegate's Liaison Group. AM practice is becoming more part of Council language and culture.</p> <p>AMU has developed an AM competence framework, but this has not been applied to individual roles or job descriptions.</p>	<p>Review staff/team capabilities against AM competence framework to identify capability development needs (training, mentoring, etc).</p> <p>Continue AM working group/s to support shared learnings and knowledge.</p>
<b>AM Plans</b>	<b>75</b>	<b>85</b>	<p>5 AMPs have been updated and were largely complete at the time of the assessment (Aug 2020).</p> <p>There is some good content, and there has been much better engagement with business owners during AMP development enabling.</p> <p>However not all sections are complete, the information from recent condition assessments was not available to inform the AMP and there is limited performance information in the AMPs.</p>	<p>Complete all sections when condition data is available.</p> <p>Include performance information (use staff knowledge to fill data gaps).</p> <p>Streamlining of front-end content to reduce duplication with strategies, Activity Plans.</p> <p>Discuss with business owners and consider merging into a single Facilities AMP.</p>
<b>Management Systems</b>	<b>65</b>	<b>80</b>	<p>The need for a quality management approach to asset management is understood and continues to be developed.</p> <p>Processes are well established and documented for many corporate processes such as capital delivery and risk.</p>	<p>Addition of specific AM processes, such as condition/performance assessments and development of renewal forecasts, in Promapp.</p>

			<p>Facilities have prioritised and reviewed their critical processes and are managing these in Promapp.</p> <p>Since the last review, AMU has reviewed/improved some critical AM processes including asset handover and disposals.</p> <p>AMU is supporting a more formal process to assist activities prioritising 'critical AM Processes' and reviewing/improving the highest priority ones, but this is initially only focussing on waters and transport.</p>	
<b>AM Information Systems</b>	<b>80</b>	<b>90</b>	<p>Good information systems – SAP, GIS, Fulcrum (field data). The FBBM project has focused on better use of SAP data and information to support the business.</p> <p>Power BI is being used to develop dashboards to better meet user needs, still work-in-progress.</p> <p>Some new buildings are being provided with BIM data, working through how this will fit into Council's IS/AM strategy to support better AM.</p>	<p>Continue implementation of B2B and business intelligence tools to support integrated, easy access to information.</p> <p>Asset Information Strategy.</p> <p>Strategy for implementing BIM</p>
<b>Service Delivery Mechanisms</b>	<b>70</b>	<b>90</b>	<p>Contracts are in place for the delivery of maintenance and operations functions. Competitive tender processes are used.</p> <p>Increasingly the business is driving change in asset data collection, work orders and contract payments through the FBBM project - to get more accurate costing and better contract performance monitoring. A greater focus on ensuring what is in the contract and what is additional work, and more accurate maintenance schedules.</p>	<p>Ensure AM requirements are built into new contract/s.</p> <p>Continued focus on improving oversight / control of contract operational activities.</p>
<b>Audit and Improvement</b>	<b>70</b>	<b>85</b>	<p>An AM improvement programme has been developed for facilities. Reporting on major projects that are part of the corporate programme is via AMGB.</p> <p>Each AMP identifies items for improvements for the facilities area but there is no formal monitoring/reporting process.</p>	<p>Establish a process for monitoring AM improvements outside of the corporate AMU programme.</p>

*(Includes Community Facilities, Libraries, Corporate Accommodation, Recreation, Sport and Events, Social Housing, Art Gallery and Museums).*

## 5.4 2023 Asset Management Maturity Assessments

**Table 5-6: 2023 AMMA Facilities | What works well**

Category	#	Theme	Issue	Evidence/examples
<b>System:</b> Initiatives to improve data quality are either in-flight or being planned	18	Improvement initiatives	<p>Initiatives are either in-flight or being planned to improve:</p> <ul style="list-style-type: none"> <li>Ongoing improvement of data completeness, by starting with asset condition data (2.4).</li> <li>Revising the asset data requirements (e.g., data structure, object type attribution, processes) to achieve consistency (4.3).</li> </ul>	<ul style="list-style-type: none"> <li>Unreliable condition data has been removed, with an initiative planned to capture missing data.</li> <li>The team is in the process of allocating the correct spaces to the assets and working with external contractors to ensure alignment.</li> </ul>
<b>People:</b>	9	Capability uplift	<ul style="list-style-type: none"> <li>Key personnel with data expertise are being introduced to the team to improve the asset data. (4.2, 4.6).</li> </ul>	<ul style="list-style-type: none"> <li>There is a dedicated resource to improve the asset data for the team.</li> <li>Anecdotal evidence indicates that condition data is being improved on over time.</li> <li>However, it is unclear if this will be sufficient to address the data gaps over time.</li> </ul>

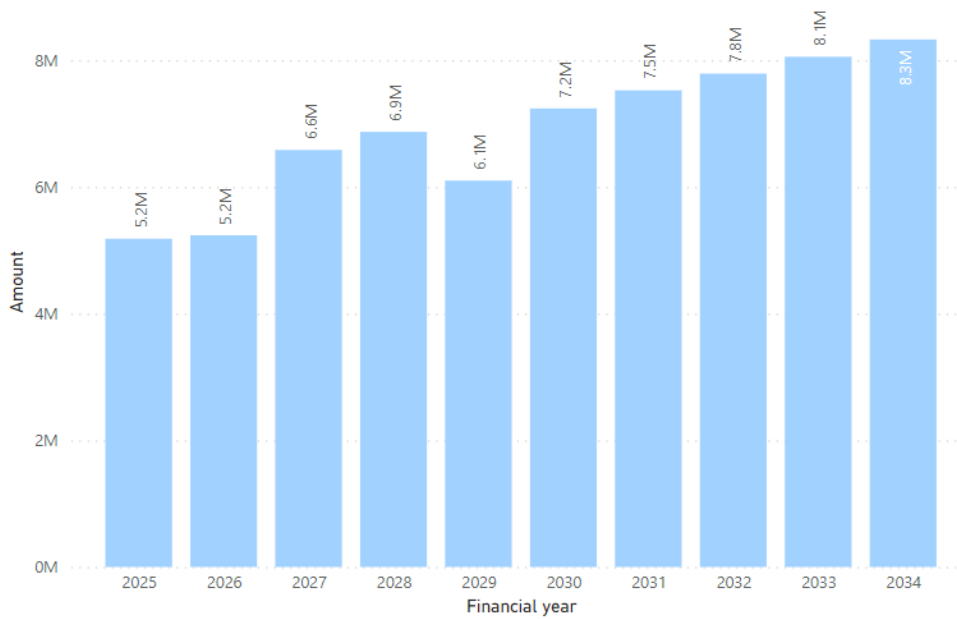
**Table 5-7: 2023 AMMA Facilities | Opportunities for Improvement**

Category	#	Theme	Issue	Evidence/examples
<b>Systems:</b> Technology is not fit-for-purpose and data quality is poor	5a	Asset data quality	<ul style="list-style-type: none"> <li>There are gaps in core asset data fields, including condition, age, and capacity (2.4,.3.5).</li> <li>Asset data is not entered in a consistent format (4.2).</li> <li>Data accuracy has not been assessed, and the confidence level for key data fields (i.e., age, condition and criticality) varies across the different facility types (4.2).</li> </ul>	<ul style="list-style-type: none"> <li>Condition data field completeness = 50%, age data field = 80%, capacity = 75% (completeness scores sourced from Facilities AMP, dated 30.06.2023). Validity of the data is unknown.</li> <li>There are currently no formalised quality checks undertaken for data accuracy / a review of data accuracy has not been completed to date e.g., there are differences with how spaces for building assets are structured</li> </ul>
	5b	Consistent storage of data in centralised (Enterprise) systems	<ul style="list-style-type: none"> <li>Not all asset data is saved in SAP, which makes it difficult to maintain data integrity, due to a lack of governance, alongside version control and accessibility issues (4.3)</li> </ul>	<ul style="list-style-type: none"> <li>Excel spreadsheets are used to document completed survey reports on facilities assets.</li> </ul>
	5c	Organisational & process requirements	<ul style="list-style-type: none"> <li>There is currently no minimum requirement to update data stored in SAP at a defined frequency (e.g., every 12 months) (4.2)</li> </ul>	<ul style="list-style-type: none"> <li>There is a need to create alignment with the data structure, which includes regular intervals to update the data.</li> </ul>

			<ul style="list-style-type: none"> <li>• Lack of confidence in documentation which defines the data structure (4.2, 4.4).</li> <li>• Lack of governance in place to control the quality of asset data (4.3).</li> </ul>	<ul style="list-style-type: none"> <li>• This process is documented in Promapp, however it was not observed.</li> <li>• No process, role or responsibility was observed to manage/govern the data.</li> </ul>
<b>Process:</b> Processes are not fit-for-purpose	6a	Documentation and formalisation of business processes	<ul style="list-style-type: none"> <li>• No documented process to identify critical assets (4.4)</li> <li>• There is no alignment of capital works from other units in similar areas (e.g. Transport &amp; Three Waters discuss alignment of their works, but not with other asset teams) (4.4)</li> <li>• No documented process to enable long- term planning of renewals (e.g., renewals are mostly reactive) (3.5, 4.4)</li> </ul>	<ul style="list-style-type: none"> <li>• Asset criticality is defined in the Facilities AMP, however no process is observed.</li> <li>• No method exists to allocate work from different units at the same time in similar areas. This is currently being done ad-hoc.</li> <li>• No documentation was observed which outlines how renewals are determined &amp; planned.</li> </ul>
	6b	Clarity of accountabilities and Responsibilities.	<ul style="list-style-type: none"> <li>• Lack of certainty for the procedure to maintain and update data, and where the responsibility lies (4.2, 4.3, 4.6).</li> <li>• Lack of accountability for asset management from Senior Leadership (i.e., above Manager level) (4.4)</li> </ul>	<ul style="list-style-type: none"> <li>• This process is documented in Promapp, however it was not observed. There is uncertainty to whether the process is adhered to.</li> <li>• Accountability for Asset Management sits with Managers, or Team Leaders.</li> </ul>
<b>People:</b> There are capability and capacity constraints	7a	Internal and external resource capability	<ul style="list-style-type: none"> <li>• External contractors don't have the required technical expertise or resources (e.g., to carry out condition assessments and provide a reliable condition rating) (4.5, 4.6)</li> </ul>	<ul style="list-style-type: none"> <li>• External consultants engaged to complete condition assessments have been observed to not possess the specialist skills to provide a reliable condition rating</li> </ul>
	7b	Internal resourcing capacity	<ul style="list-style-type: none"> <li>• There has been a history of an inconsistent team structure (4.4, 4.6)</li> </ul>	<ul style="list-style-type: none"> <li>• There are issues with staff retention and maintaining the expertise within the team.</li> </ul>

## 5.5 Capital Investment Programme 2025-34

Amount by Financial Year



**Figure 5-1: Community Housing Capital Programme FY 2025-34**

For Details of all Programmes and Projects refer to Budget Interactive Budget Tool and the accompanying Schedule.

Orbviz Budget Interactive Tool– multiple viewpoints and functionality.

[Home | CCC Consultation for Long Term Plan and Annual Plan - Projects | Christchurch City Council \(orbviz.com\)](#)

## Schedule 1 – Community Housing Capital Programme by Primary Driver.

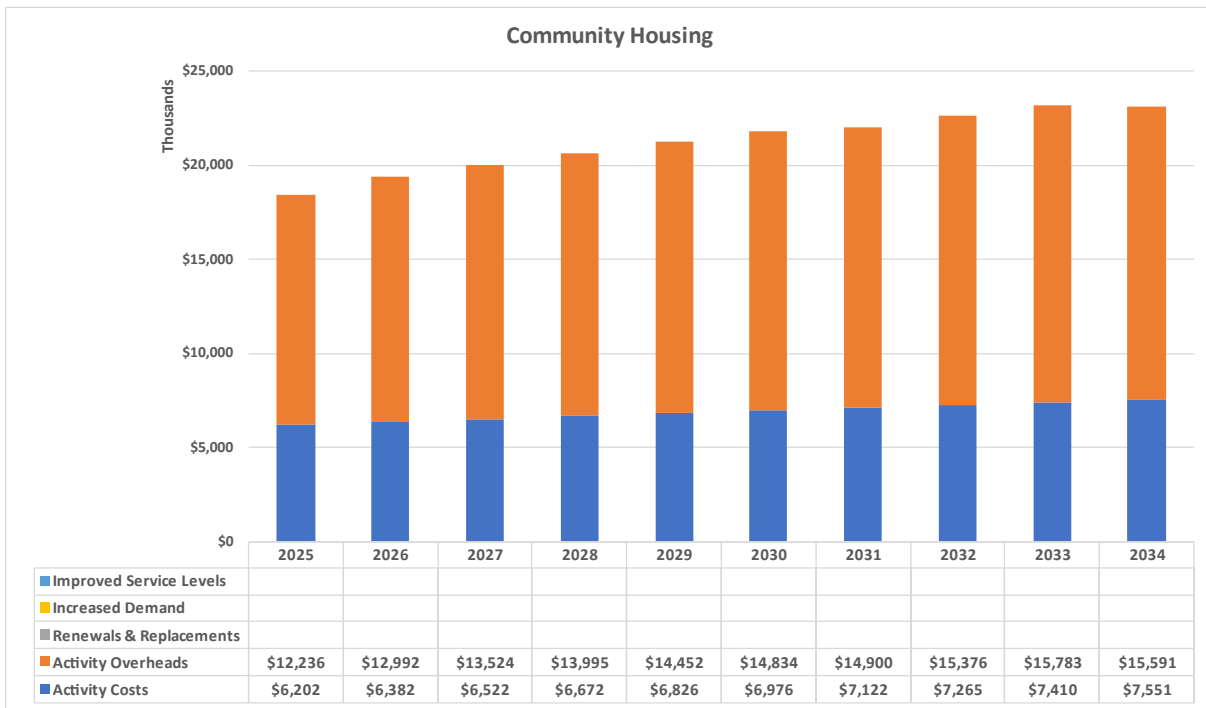
### LONG TERM PLAN 2024 - 2034

#### PLANNED CAPITAL PROGRAMME BY PRIMARY DRIVER (INFLATED)

			(000s)										
Primary Driver	ProjectID	Project Title	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Replace Existing Assets	452	Owner Occupier Housing Purchase Back		236									236
	65441	Delivery Package - Housing Renewals	4,947	5,238	6,585	6,871	6,101	7,240	7,526	7,790	8,056	8,330	68,683
<b>Replace Existing Assets Total</b>			<b>5,182</b>	<b>5,238</b>	<b>6,585</b>	<b>6,871</b>	<b>6,101</b>	<b>7,240</b>	<b>7,526</b>	<b>7,790</b>	<b>8,056</b>	<b>8,330</b>	<b>68,919</b>
<b>Grand Total</b>			<b>5,182</b>	<b>5,238</b>	<b>6,585</b>	<b>6,871</b>	<b>6,101</b>	<b>7,240</b>	<b>7,526</b>	<b>7,790</b>	<b>8,056</b>	<b>8,330</b>	<b>68,919</b>

Figure 5-2: Community Housing Long Term Plan Capital Programme

## 5.6 Total Capital and Operating Expenses for 2025-2034



**Figure 5-3: Community Housing Capital and Operating Expenses 2025-2034**