

## 2.1. LTP portfolio briefings - revenue review

### Councillor briefing paper

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Date of briefing	14 October 2020
Portfolio	
Responsible Director	
Author	

### Purpose

1. To summarise LTP portfolio briefings over the last 3 weeks and present indicative revenue requirements to support prioritisation, funding and phasing discussions for LTP 2021–31.

### Value proposition

2. Initial indicative costs to fulfil all new initiatives and maintain/increase statutory and core activities cannot be achieved without a significant rate increase. Over the next two weeks staff will support Councillors to prioritise activities that deliver Councils enduring priorities and transformational opportunities, within an agreeable budget.

### Guidance sought

3. **That Councillors:**
  - **provide feedback** on the summary of portfolio briefings
  - **seek clarity** on funding tools
  - **provide direction** on their appetite for rates increases and use of different tools for funding

### Key points

4. Councillors have participated in five portfolio briefings on proposals for LTP 2021-31. These briefings have outlined how the Councillors Strategic Direction could be delivered in each portfolio, specifically the activities and indicative costs that will deliver our enduring priorities and transformational opportunities. This includes 126 new initiatives and increases to statutory requirements and core business.
  - a. Summary key points for each briefing are provided in appendix 1, which includes discussions of Councillor support and areas of query.
  - b. Indicative costs are consolidated into one spreadsheet detailing proposed increases to statutory requirements and core business, and new initiatives (appendix 2).

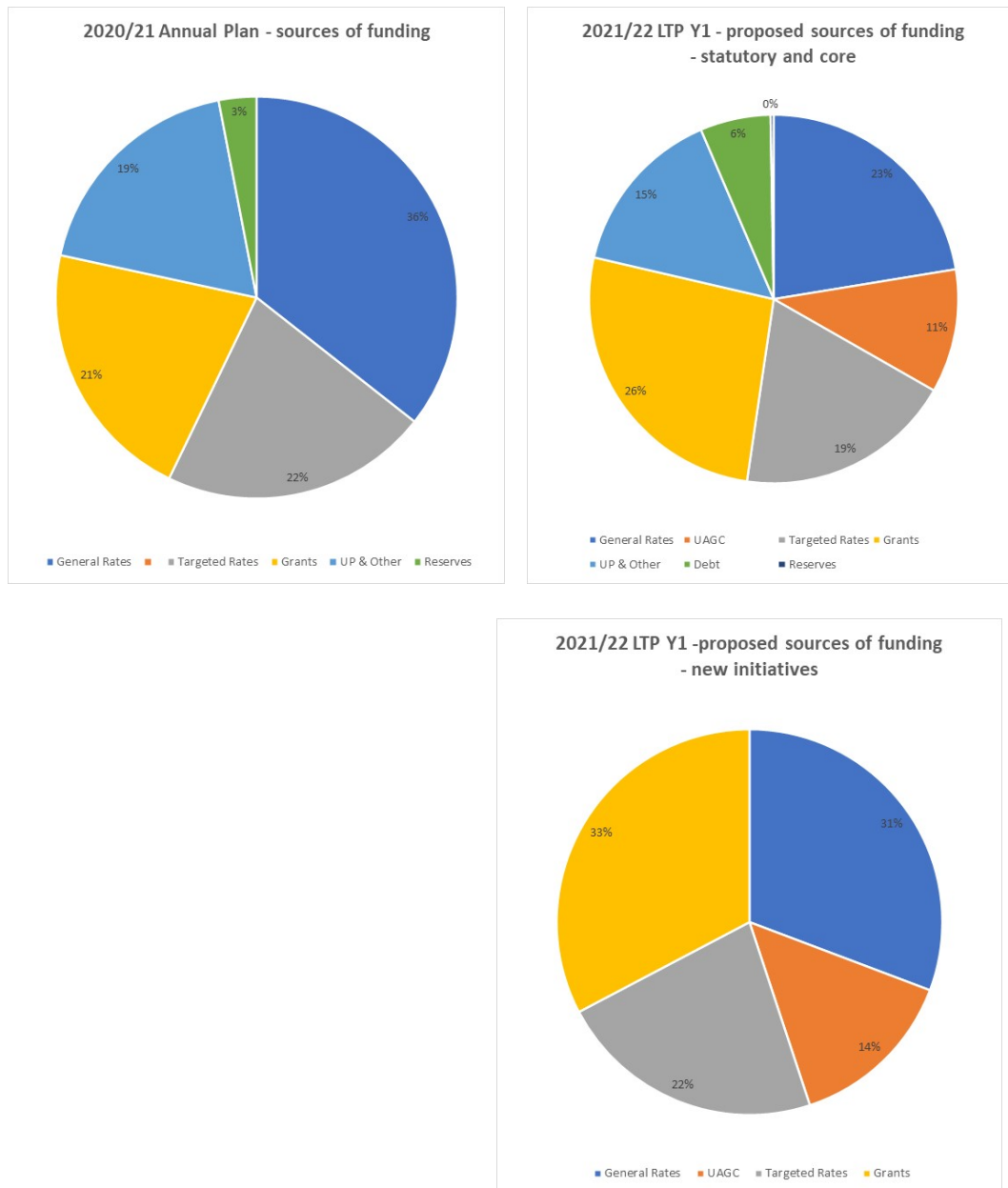
5. Councillor feedback on the financial framework and revenue sources will be presented at the briefing with further discussion on UAGC, general rates and debt funding.
6. The financial framework has been applied to the indicative costs to present revenue requirements for LTP 2021-31 and indicative rates rises for years 1-3 of the Long-Term Plan (appendix 3 and 4).

## **LTP Indicative Budget**

7. In the first year of the Long-Term Plan 2021-31, the proposed numbers are as follows:
  - a. Overall increase \$59.5m from \$200.8m in the Annual Plan 2020/21 to \$260.3m in the first year LTP
  - b. General Rates, including a change in the allocation of General and UAGC in two Portfolios, is increasing from \$71.5m to \$89.3m representing a 25% increase
  - c. Targeted rates increase 17% (\$7.9m)
  - d. Overall Rates increase (including General and Targeted Rates) 22% (\$25m)
  - e. Grant funding increases by 64% from \$42.6m to \$70.1m in the first year, 63.6% in the second year and 55.9% in the third year
  - f. User Pays & Other decreases from \$37.3m to \$36m -3% (-\$1.3m)
  - g. Debt increases by \$14.9m
  - h. Reserve use decreases by \$6.8m
8. In the second year there is a further increase of 3% (\$8m)
9. In the third year there is a decrease of -2% (-\$6m)

## Sources of Funding

10. The proposed sources of funding are demonstrated in the pie charts below:



## Prioritisation

11. Councillors will review the range of levers and tools available to fund and phase activities. In addition to general rates, this includes debt funding, targeted rates, UAGC, phasing and rescoping activities.
12. Councillors had indicated a 5% rates increase would be acceptable. If all the increases were supported the overall rates increase would be 22%. Councillors are asked to consider the current situation and nature of increases requested, and to provide direction on tolerable limits for each funding tool, including overall rates.
13. A prioritisation workshop is scheduled for 21 October where Councillors will review and prioritise proposed increases in each portfolio. To prepare for this workshop Councillors should consider the proposals discussed in each of the portfolio briefings and prepare for prioritisation discussions and agreement from 21 October.
14. To support Council discussions, ELT will undertake an initial review and prioritisation of new initiatives and proposed increases to prepare an initial recommendation as a starting point. ELT will prioritise activities with regard to impact, cost, funding, phasing, connectivity across portfolios and the risk of not doing it.
15. Councillors will be presented with the ELT proposal and rationale for prioritisation on 21 October for their review and discussion.

## Attachments

1. Summary key points [2.1.1 - 3 pages]
2. Consolidated indicative costs [2.1.2 - 3 pages]
3. Revenue by Portfolio [2.1.3 - 1 page]
4. Revenue by Programme [2.1.4 - 3 pages]
5. Financial framework update [2.1.5 - 1 page]

<b>File reference</b>	[SharePoint link for this paper]
<b>Peer reviewed by</b>	

# Appendix 1: Summary key points from LTP portfolio briefings with Councillors

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## Water & Land

### 1. Councillors supported and endorsed:

- empowered zone committees
- strengthening of collaborative arrangements / joint work programmes with other sectors including research institutes
- pragmatic approaches to respond to central government initiatives including using leveraging and allow others (such as industry groups) to lead
- the need for ongoing monitoring and investigations
- greater visibility on the investment we are making in mātauranga Māori and citizen science initiatives
- the progression of implementation alongside the review of planning framework
- greater visibility on the relative effort/investment in urban environments.
- the Environmental Infrastructure briefing on 22 October

### 2. Councillors queried:

- the use of targeted rates across key projects, such as Wainono and Hind MAR
- the Resilience programme not adequately reflecting a "resilience" focus noting the commonalities with the Stewardship programme
- which Water & Land programme the \$1.5m addition to Freshwater Resilience would be transferring from in Year 3

## Biodiversity & Biosecurity

### 3. Councillors supported and endorsed:

- Me Uru Rākau as a new initiative
- investment in biosecurity, with further consideration for who pays
- investment in spatial tools
- investment in partnership opportunities.

### 4. Councillors queried:

- is the B&B portfolio appropriate for Regional Parks?
- have we shown sufficient investment in urban biodiversity?
- scoping and phasing marine biodiversity for next LTP.

## **Climate Change & Community Resilience**

5. Councillors supported and endorsed:

- combining Natural Hazards and CDEM and regionalisation of CDEM
- greater visibility on the relative effort/investment in urban environments.

6. Councillors queried:

- the use of UAGC for CDEM
- debt funding the coastal plan
- funding for the Harbourmaster functions
- funding source for climate change resilience and is this enough?
- the link between the Leading flood and river resilience programme and the Infrastructure Strategy, including lack of visibility of the Braided River Revival and Mana Whenua partnership work

## **Air Quality, Transport & Urban Development**

7. Councillors supported and endorsed:

- the Clean Air programmes health and wellbeing focus and the current consultant review of the subsidies
- the change in focus to mode shift and inland ports of the Integrating urban land use and regional transport programme
- the importance of the regional rail and Healthy Homes
- the potential for the emissions reduction funding in the Transforming public transport programme to be consulted with the community

8. Councillors queried:

- whether the use of UAGC provided equality for low income earners and whether other forms of funding could be used
- how much certainty there is in the impacts and timing of progression of the Randerson Report findings on the Integrating urban land use and regional transport programme
- the funding and patronage impacts of Covid-19 on the Transforming public transport programme

## **Regional & Strategic Leadership**

9. Councillors supported and endorsed:

- investment in Te Mana o te Wai capacity
- engagement and support for community action, in particular with youth
- the importance of our regulatory role in planning, consenting and compliance, and ensuring alignment with engagement
- the two new programmes on Investing for the future and Data for decision-making.

10. Councillors queried:

- how to fund the different workstreams in this portfolio and the use of UAGC
- needing further information on the components of delivering Te Mana o te Wai that are in other programmes and portfolios
- understanding how the benefits of the work with data will accrue elsewhere in the organisation.

**LONG TERM PLAN - NEW INITIATIVES INDICATIVE COSTS (\$ thousands)**

PROGRAMME	NEW INITIATIVE	Proposed Future funding	2021/22	2022/23	2023/24	2024+
Water & Land - Statutory increase			\$5,500	\$715	-\$1,800	-\$665
1 Working together for healthy land and water	Increased strategic collaborative Ngāi Tahu partnership to Implement Te Mana o te Wai	General rates	250			-75
2 Monitoring & understanding our environment	Maintain a long-term monitoring network	General rates	795	80	300	560
3 Monitoring & understanding our environment	Ensure our data is of a high standard, fit for purpose, available and able to be used by stakeholders	General rates	445	220		
4 Monitoring & understanding our environment	Fish monitoring	General rates	10	120		
5 Freshwater regulatory framework	Amend regulatory framework to give effect to new national direction & Te Mana o Te Wai	10 yr Debt fund	3,700	0	-2,200	-1,500
6 Freshwater regulatory framework	Section 35 reviews	10 yr Debt fund				350
7 Healthy Waterways Actions	Deliver Mahinga Kai, Te Mana o te Wai initiatives & Mātauranga Māori to implement Te Mana o te Wai	General rates	300	295	100	
Water & Land - Core increase			\$2,865	\$710	\$1,240	-\$100
8 Healthy Waterways Actions	Awareness, education & compliance: Urban 3 waters & Farming to limits	General rates	405			
9 Healthy Waterways Actions	Catchment intervention and engagement	General rates	575	145		
10 Healthy Waterways Actions	Implementation support	General rates	490			
11 Stewardship of land and water	Strategic catchment level regulatory application	General rates		200		
12 Stewardship of land and water	Implementation of the planning framework programme effectiveness reporting	General rates	500			
13 Freshwater resilience	Partnership & Joint work programmes	General + Grants. Te Waihora 10 yr Debt fund	650	365	-260	-100
14 Freshwater resilience	Environmental Infrastructure	General + Grants	45	0	0	0
15 Freshwater resilience	Zone initiatives	General + Grants	200	0	1,500	0
Water & Land - New initiatives			\$1,715	\$2,400	\$2,665	\$4,385
16 Working together for healthy land & water	Water Strategy Initiatives	General rates	740	860	860	200
17 Monitoring & understanding our environment	Emerging contaminants	General rates	0	0	50	150
18 Freshwater regulatory framework	Planning beyond Te Mana o Te Wai	10 yr Debt fund	0	0	0	1,200
19 Healthy waterways actions	Healthy Waterways Actions Campaign	General rates	240	345	495	690
20 Stewardship of land & water	Enabling future sustainable land use	General rates	190	215	240	240
21 Freshwater resilience	Hinds MAR	Targeted rate	545	980	1,020	1,905
Total Water & Land - statutory & core - changes			\$8,365	\$1,425	-\$560	-\$765
Total Water & Land - statutory & core - maintain			\$30,550	\$38,915	\$40,340	\$39,780
Total Water & Land - Total Portfolio costs			\$40,630	\$42,740	\$42,445	\$43,400
Biosecurity & Biodiversity - Statutory increase			\$15,830	\$8,950	\$3,450	\$0
22 Leading and partnering for biodiversity outcomes	Engage with Ngāi Tahu as tāngata whenua and use iwi management plans to help identify areas and habitats	General rates. Targeted Pest Free Banks Peninsula	100	100	-100	0
23 Leading and partnering for biodiversity outcomes	Revitalise Canterbury Biodiversity Strategy	General rates. Targeted Pest Free Banks Peninsula	180	100	-100	0
24 Leading and partnering for biodiversity outcomes	Develop regional monitoring plan for indigenous biodiversity, scientific and mātauranga Māori monitoring	General rates. Targeted Pest Free Banks Peninsula	550	150	-150	0
25 Regional Pest Management	Enhance Biosecurity regional leadership	General 50% Targeted 50%	100	0	0	0
26 Regional Pest Management	Includes National Wilding Conifer Control Programme (estimated funded from MPI).		14,900	8,600	3,800	
27 Regional Pest Management	National Wallaby Management Programme (funded by MPI, financial allocation to Environment Canterbury to be confirmed).					
Biosecurity & Biodiversity - Core increase			\$1,669	\$750	\$150	\$150
28 Braided River Revival Whakahaumanu Ngā Awa ā Pākihi	Landscape scale alignment to deliver braided river management	Majority General Rates + DOC & COVID-19 funding	50	0	0	0
29 Braided River Revival Whakahaumanu Ngā Awa ā Pākihi	Develop and implement non-statutory ki uta ki tai Braided River Plans	Majority General Rates + DOC & COVID-19 funding	144	50	50	50
30 Braided River Revival Whakahaumanu Ngā Awa ā Pākihi	Management of Regional Parks	General + Targeted	605	100	100	100
31 Me Uru Rākau	Lead planting and restoration initiatives in public places and spaces	UAGC	500	500	0	0
32 Priority habitats & wetland protection	Protection and regeneration of priority sites	General rates	70	0	0	0
33 Priority habitats & wetland protection	Increasing understanding and support for wetlands protection	General rates	0	100	0	0
34 Regional Pest Management	Prevent the establishment of new and emerging pests	General 50% Targeted 50%	100	0	0	0
35 Regional Pest Management	Improve methods through research and development	General 50% Targeted 50%	100	0	0	0
36 Regional Pest Management	Amplify biosecurity outcomes through collaborative partnerships	General 50% Targeted 50%	100	0	0	0
Biosecurity & Biodiversity - New initiatives			\$1,500	\$2,500	\$3,500	\$3,500
37 Me Uru Rākau	Me Uru Rākau	UAGC	1,500	2,500	3,500	3,500
Total Biosecurity & Biodiversity - statutory & core - changes			\$17,499	\$9,700	\$3,600	\$150
Biosecurity & Biodiversity - Total statutory & core - maintain			\$12,769	\$15,368	\$16,468	\$15,438
Biosecurity & Biodiversity - Total Portfolio costs			\$31,768	\$27,568	\$23,568	\$19,088
Climate Change & Community Resilience - Statutory increase			\$1,549	\$400	-\$285	-\$587
38 Climate change resilience	Climate Change Response (Zero Carbon) Amendment Act & Climate Change Response (Emissions Trading) Amendment Act 2008	UAGC	60	0	0	0
39 Leading community resilience	Operate CDEM reviewing Group Plan, ensuring emergency readiness and AFB training	UAGC	100	0	0	0
40 Leading flood & river resilience	Engineering Code of Practice and Permissions Reviews / Renewals (\$100k)	Majority Targeted & Works & Service	100	0	0	0
41 Leading flood & river resilience	Emissions Trading Scheme	Majority Targeted & Works & Service	50	0	0	0
42 Managing the coastal environment	Transform the coastal planning framework	10 yr Debt fund	587	0	0	-587
43 Managing the coastal environment	Monitor, investigate, analyse and advise the coastal-marine area and coastal environment (water quality and ecosystem health)	General rates	350	0	0	0
44 Managing the coastal environment	Monitor, investigate, analyse and advise regarding the coastal-marine area and coastal environment (Coastal Hazards)	General rates	0	0	100	0



**LONG TERM PLAN - NEW INITIATIVES INDICATIVE COSTS (\$ thousands)**

PROGRAMME	NEW INITIATIVE	Proposed Future funding	2021/22	2022/23	2023/24	2024+
45 Managing the coastal environment	Preparedness to respond to, and reduce the impacts of, marine oil spills and maritime disasters	Fees & charges (commercial) UAGC (47%)	102	50	0	0
46 Managing the coastal environment	Enable safe navigation for recreational boaties and shipping	Fees & charges (commercial) UAGC (47%)	0	0	165	0
47 Managing the coastal environment	Review Navigation Safety Bylaw	Fees & charges (commercial) UAGC (47%)	200	350	-550	0
Climate Change & Community Resilience - Core increase			\$3,471	\$3,450	\$2,550	-\$6,150
48 Climate change resilience	Analyse and implement climate change national direction	UAGC	60	0	150	0
49 Climate change resilience	Incorporate climate change into Regional RMA Planning and council strategic and financial plans, by-laws	UAGC	150	0	0	0
50 Leading community resilience	Implement CDEM Group new information management technologies	Majority General rates	100	0	0	0
51 Leading community resilience	Natural hazard risk reduction group work programme	Majority General rates	100	0	0	0
52 Leading flood & river resilience	Management and maintenance of Flood protection, erosion control and drainage scheme infrastructure	Majority General rates	1,600	0	0	0
53 Leading flood & river resilience	Undertake river scheme reviews	Majority General rates	100	0	0	0
54 Leading flood & river resilience	Management of Environment Canterbury owned land Rating District (\$1.5M)	Majority General rates	300	0	0	0
55 Leading flood & river resilience	Management of Environment Canterbury owned land Non-Catchment (\$70K)	Majority General rates	80	0	0	0
56 Leading flood & river resilience	Management of Environment Canterbury owned land (\$300k)	Majority General rates	385	0	-100	0
57 Leading flood & river resilience	Management of Environment Canterbury owned land – Chaney's Wetland planning & delivery	Majority General rates	30	1,000	0	-1,000
58 Leading flood & river resilience	Management of Environment Canterbury owned land – Development Feasibility for industrial land development, marketing costs & horizontal infrastructure	Majority General rates	150	2,000	3,000	-5,150
59 Managing the coastal environment	Enhance vessel monitoring system. Complete Canterbury coastal coverage. Establish lakes & rivers monitoring system	Fees & charges (commercial) UAGC (47%)	200	400	-500	0
60 Managing the coastal environment	Coastal Area operational functions (establish Coastal Zone Team and enhance coastal management & regeneration partnerships)	Fees & charges (commercial) UAGC (47%)	216	0	0	0
61 Managing contaminated land, hazardous substances & waste	Internal & external technical advice	50% UAGC 50% General		40	0	0
62 Managing contaminated land, hazardous substances & waste	Minimising and managing waste regional leadership and technical advice	50% UAGC 50% General		10	0	0
Climate Change & Community Resilience - New initiatives			\$12,630	\$9,825	\$2,535	\$2,035
63 Leading community resilience	Develop Canterbury resilience strategy	Majority General rates	50	50	50	0
64 Leading community resilience	Regionalisation & reforming of CDEM staffing	Majority General rates	100	0	0	0
65 Managing coastal environment	Marine Biosecurity including baseline and monitoring survey	Fees & charges (commercial) UAGC (47%)	0	60	150	150
66 Managing coastal environment	Support Waitarakao/Washdyke Working Group through strategy development (including engagement). Technical investigations	Fees & charges (commercial) UAGC (47%)	230	130	130	30
67 Managing coastal environment	Community, TAs and mana whenua engagement on coastal and river-mouth values and objectives; council functions, services and futures	Fees & charges (commercial) UAGC (47%)	300	300	300	0
68 Climate change resilience	Co-develop climate change adaptation plan supporting communities resilience to climate change impacts	UAGC	120	50	50	50
69 Climate change resilience	Co-develop Canterbury regional policy supporting transition to a low emissions future, including greenhouse gas emissions reduction	UAGC	0	120	50	50
70 Climate change resilience	Adaptive risk management approach to improve organisational and communities resilience to climate change impacts and transition	UAGC	50	50	50	50
71 Climate change resilience	Investigate options for financing climate change adaptation and transition	UAGC	0	50	50	50
72 Managing contaminated land, hazardous substances & waste	Create a regional leadership role in waste minimisation	50% UAGC 50% General	0	45	45	45
73 Managing contaminated land, hazardous substances & waste	Develop a risk-based approach to identify contaminated sites	50% UAGC 50% General	0	30	80	30
74 Managing contaminated land, hazardous substances & waste	Understand the public and environment risks due to the effects of climate change	50% UAGC 50% General	30	40	40	40
75 Managing contaminated land, hazardous substances & waste	Develop relationship with Te Ao Māori	50% UAGC 50% General	0	0	40	40
76 Leading flood & river resilience	Undertake COVID-19 recovery projects	Majority General rates	10,200	7,400	0	0
77 Leading flood & river resilience	Community Representation and Scheme Amalgamation Review (\$50k)	Majority General rates	50	0	0	0
78 Leading flood & river resilience	Flood Damage Insurance (Option)	Majority General rates	1,500	1,500	1,500	1,500
Total Climate Change & Community Resilience - statutory & core - changes			\$5,020	\$3,850	\$2,265	
Total Climate Change & Community Resilience - statutory & core - maintain			\$27,411	\$32,431	\$36,281	\$38,546
Total Climate Change & Community Resilience - Total Portfolio costs			\$45,061	\$46,106	\$41,081	\$33,844
Air Quality, Transport & Urban Development - Statutory increase			\$6,787	-\$1,535	-\$880	-\$960
79 Clean Air	Effectiveness monitoring of the CARP; review of CARP and re-plan in 2027	Targeted + UAGC	0	50	-50	200
80 Clean Air	Increased support in Greater Christchurch	Targeted + UAGC	0	380	0	0
81 Clean Air	Inclusion of Greenhouse Gas discharge data in the Emissions Inventory	Targeted + UAGC	0	0	160	-160
82 Integrating urban land use, and regional transport	Support Regional Transport Committee to develop Regional Speed Management Plans	Targeted Uniform Annual Charge, UAGC, NZTA, Grants	0	25	0	0
83 Transforming public transport	New public transport operating model (PTOM) contracts and Waimakariri express service	Targeted, NZTA, User charge	2,500	0	0	0
84 Transforming public transport	Total Mobility growth in consumption reflecting changing community needs. Improving transport access in small communities will increase vehicle trusts	Targeted, NZTA, User charge	210	10	10	0
85 Transforming public transport	COVID-19 impact on patronage. Projections of Fare revenue loss.	Targeted, NZTA, User charge	4,077	-2,000	-1,000	-1,000
Air Quality, Transport & Urban Development - Core increase			\$2,369	\$94	\$0	\$0
86 Integrating urban land use, and regional transport	Contribute to the Greater Christchurch Partnership and manage GC2050 fund	Targeted Uniform Annual Charge, UAGC	500	-500	0	0
87 Transforming public transport	Extend COVID-19 Timaru MyWay trial	Targeted, NZTA, User charge	1,100	0	0	0
88 Transforming public transport	Progressive internal refresh of a proportion of our existing fleet	Targeted, NZTA, User charge	100	0	0	0
89 Transforming public transport	On-going strategic and tactical planning of fit-for-purpose public transport services: 2 FTE	Targeted, NZTA, User charge	135	135	0	0
90 Transforming public transport	Operationalising Real Time Information System	Targeted, NZTA, User charge	397	0	0	0
91 Transforming public transport	Operationalising the National Ticketing System	Targeted, NZTA, User charge	20	459	0	0
92 Transforming public transport	Step change in customer engagement, education and promotional activity	Targeted, NZTA, User charge	117	0	0	0
Air Quality, Transport & Urban Development - New initiatives			\$2,625	\$7,576	\$8,884	\$17,685

**LONG TERM PLAN - NEW INITIATIVES INDICATIVE COSTS (\$ thousands)**

PROGRAMME	NEW INITIATIVE	Proposed Future funding	2021/22	2022/23	2023/24	2024+
93 Integrating urban land use, and regional transport	Increase work in regional transport to decarbonise transport in Canterbury	Targeted Uniform Annual Charge, UAGC, NZTA, Grants	200	100	100	100
94 Integrating urban land use, and regional transport	Develop a land use and transport interaction model to help inform spatial planning	Targeted Uniform Annual Charge, UAGC, NZTA, Grants	0	0	0	300
95 Integrating urban land use, and regional transport	Undertake Regional spatial planning	Targeted Uniform Annual Charge, UAGC, NZTA, Grants	0	100	500	500
96 Integrating urban land use, and regional transport	Travel demand management business case implementation	Targeted Uniform Annual Charge, UAGC, NZTA, Grants	100	100	100	0
97 Integrating urban land use, and regional transport	Introduce a new product into Healthier Homes Canterbury	Targeted Uniform Annual Charge, UAGC, NZTA, Grants	0	0	150	0
98 Transforming public transport	Covid Messaging - bus display	Targeted, NZTA, User charge	125	129	128	127
99 Transforming public transport	Travel Demand Management	Targeted, NZTA, User charge	200	200	200	200
100 Transforming public transport	Execution of public transport futures business case	Targeted, NZTA, User charge	0	5,103	5,248	13,815
101 Transforming public transport	Transition to a low emissions public transport fleet	Targeted, NZTA, User charge	0	1,844	2,458	2,643
102 Transforming public transport	Fare trial (revenue impost)	Targeted, NZTA, User charge	2,000	0	0	0
103 Transforming public transport	Exploration of fit-for-purpose public transport solutions outside of CHCH	Targeted, NZTA, User charge	0	0	0	0
104 Transforming public transport	Mass rapid transport options for Greater Christchurch	Targeted, NZTA, User charge	0	0	0	0
Total Air Quality, Transport & Urban Development - statutory & core - changes			\$9,156	-\$1,441	-\$880	-\$960
Total Air Quality, Transport & Urban Development - statutory & core - maintain			\$91,488	\$100,644	\$99,203	\$98,323
Total Air Quality, Transport & Urban Development - Total Portfolio costs			\$103,269	\$106,779	\$107,207	\$115,048
Regional & Strategic Leadership - Statutory increase			\$1,500	\$180	\$0	-\$1,500
105 Data for decision making	Report on state of the environment monitoring results, and resource management plan effectiveness	UAGC		180		
106 Investing for the future	LGA Council Controlled Organisations requirements (see C CO decision point below)	UAGC				
107 Leading regional planning, consenting & compliance	Review the Regional Policy Statement	10 yr Debt fund	1,500	0	0	-1,500
Regional & Strategic Leadership - Core increase			\$4,965	\$760	\$170	\$0
108 Data for decision making	Canterbury Data Hub. Maintain and enhance spatial data and data sharing services	UAGC	510	0	0	0
109 Data for decision making	NZ Government Open Data Policy and Principles. Best practice standards for data curation & stewardship	UAGC	0	380	0	0
110 Data for decision making	Data Governance. Building internal capability to support data governance framework.	UAGC	90	0	0	0
111 Engagement & influence	Public engagement and participation	UAGC	900	0	0	0
112 Engagement & influence	Stakeholder & communities engagement/management	UAGC	600	0	0	0
113 Engagement & influence	Youth engagement – scaling up, including Enviroschools resourcing	UAGC	630	200	170	0
114 Engagement & influence	Staff training & development; internal culture change (Engagement Hub)	UAGC	180	180	0	0
115 Engagement & influence	Support community partnerships. Establish contestable 'Community Action Fund'	UAGC	250	0	0	0
116 Leading regional planning, consenting & compliance	Responsible for CME to ensure activities meet requirements of RMA	User pays + General	1,805	0	0	0
Regional & Strategic Leadership - New initiatives			\$1,485	\$2,485	\$3,845	\$3,855
117 Tuia partnership	Legislative change (NT Bill)	UAGC	10	0	0	10
118 Engagement & influence	COVID recovery & regional alliance	UAGC	180	180	180	180
119 Leading regional planning, consenting & compliance	Innovative Regulator	User pays + General	325	625	625	625
120 Investing for the future	Innovative investment and funding	UAGC	500	500	500	500
121 Investing for the future	CCO	UAGC	0	0	0	0
122 Investing for the future	Funding to support sustainable transition	UAGC	150	150	150	150
123 Data for decision making	Data broker	UAGC	0	180	180	180
124 Data for decision making	Citizen science	UAGC	140	340	340	340
125 Data for decision making	Innovative data solutions	UAGC	180	510	870	870
126 Data for decision making	Water data 2.0	UAGC	0	0	1,000	1,000
Total Regional & Strategic Leadership - statutory & core - changes			\$6,465	\$940	\$170	-\$1,500
Total Regional & Strategic Leadership - statutory & core - maintain			\$33,649	\$40,454	\$41,234	\$41,204
Total Regional & Strategic Leadership - Total Portfolio costs			\$41,599	\$43,879	\$45,249	\$43,559
Council Services statutory & core business			\$3,500	\$3,500	\$3,500	\$3,500
Total Council Services statutory & core business			\$3,500	\$3,500	\$3,500	\$3,500

<b>TOTAL ENVIRONMENT CANTERBURY</b>	<b>265,827</b>	<b>270,572</b>	<b>263,050</b>	<b>258,439</b>
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<b>Percentage of total costs</b>				
Biosecurity & Biodiversity	12%	10%	9%	7%
Transport, Urban Development & Air	39%	39%	41%	45%
Climate Change & Community Resilience	17%	17%	16%	13%
Water & Land Management	15%	16%	16%	17%
Regional Leadership	16%	16%	17%	17%
Council services	1%	1%	1%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



APPENDIX 3 - TOTAL INDICATIVE COSTS BY PORTFOLIO (\$ million)

STATUTORY REQUIREMENTS AND CORE BUISINESS (MAINTAIN & INCREASE)	2020/21 Annual Plan						2021/22 LTP Estimate							2022/23 LTP Estimate							2023/24 LTP Estimate							2024+ LTP Estimate			
	General Rates	Targeted Rates	Grants	UP & Other	Reserves	Total	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other		Debt	Reserves	Total Revenue
Water & Land	31.7	0.025	0.3	1.7	0.4	34.125	29.0	0.0	0.2	0.4	0.3	8.9	0.0	38.9	29.6	0.0	0.2	0.8	0.3	9.4	0.0	40.3	31.5	0.0	0.2	0.5	0.2	7.2	0.0	39.7	39.0
Funding category increase % (Year on Year)								-9%	860%	42%	-81%			14%		2%	0%	85%						6%	0%	-33%				-2%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									-8%								-6%							0%	0%						
Biosecurity & Biodiversity	9.2	2.2	1.0	0.3	1.0	13.7	10.2	0.5	3.7	14.9	0.1	0.0	0.9	30.3	10.9	1.0	3.7	9.0	0.0	0.0	0.5	25.1	10.2	1.0	2.7	6.2	0.0	0.0	0.0	20.1	15.6
Funding category increase % (Year on Year)								16%	68%	1390%	-77%			121%		12%	0%	-40%						-6%	-27%	-31%				-20%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									26%								37%							-22%	22%						
Air Quality, Transport and Urban Development	1.7	30.3	40.7	17.1	1.7	91.5	0.4	1.0	34.9	44.9	15.0	0.0	-1.6	94.7	0.4	1.4	31.2	44.0	19.0	0.0	1.2	97.2	0.3	1.5	30.3	43.9	20.2	0.0	1.2	97.3	97.4
Funding category increase % (Year on Year)								-18%	15%	10%	-12%			3%		30%	-11%	-2%						-3%	-3%	0%				0%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									13%								3%								0%						
Climate Change & Community Resilience	9.7	10.8	0.4	8.0	0.9	29.8	4.9	5.4	7.2	3.3	8.1	3.5	0.1	32.5	5.6	5.3	7.7	5.1	8.1	4.2	0.2	36.3	6.8	5.5	9.0	5.3	8.1	3.5	0.2	38.5	31.8
Funding category increase % (Year on Year)								6%	-34%	718%	1%			9%		7%	7%	55%						13%	17%	5%				6%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									-15%								-9%								4%						
Regional & Strategic Leadership	19.2	0	0.2	10.2	2.1	31.7	9.7	15.8	0.0	0.0	12.5	2.5	0.0	40.5	9.4	16.4	0.0	0.0	12.5	2.8	0.0	41.1	9.4	16.9	0.0	0.0	0.0	12.5	2.8	41.6	39.7
Funding category increase % (Year on Year)								33%		-100%	23%			28%		1%								2%						1%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									33%								34%									37%				0.0	0.0
Council Services								3.5						3.5		3.5						3.5		3.5					3.5	3.5	
TOTAL STATUTORY AND CORE	39.8	43.3	42.3	35.6	5.7	166.7	54.1	26.2	46.0	63.5	36.0	14.9	-0.7	240.4	55.9	27.6	42.8	58.9	40.0	16.4	1.8	243.6	58.2	28.4	42.3	55.9	28.5	23.2	4.1	240.7	227.0
Funding category increase % (Year on Year)									6%	50%	1%		44%			4%	-7%	-7%				1%		4%	-1%	-5%				-1%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									52%								52%								55%						

NEW INITIATIVES	2020/21 Annual Plan					2021/22 LTP Estimate							2022/23 LTP Estimate							2023/24 LTP Estimate							2024+ LTP Estimate					
	General Rates	Targeted Rates	Grants	UP & Other	Reserves	Total	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue		
Water & Land							1.7	0.0	0.0	0.0	0.0	0.0	0.0	1.7	2.4	0.0	0.0	0.0	0.0	0.0	0.0	2.4	2.7	0.0	0.0	0.0	0.0	0.0	0.0	2.7	4.4	
% change Funding Category compared to Annual Plan								2%																								
Overall Rates change (GR+UAGC+TR)									1%																							
Biosecurity & Biodiversity							0.0	1.5	0.0	0.0	0.0	0.0	0.0	1.5	0.0	2.5	0.0	0.0	0.0	0.0	0.0	2.5	0.0	3.5	0.0	0.0	0.0	0.0	0.0	3.5	3.5	
% change Funding Category compared to Annual Plan								2%									1.2								-1.7							
Overall Rates change (GR+UAGC+TR)									1%																							
Air Quality, Transport and Urban Development							0.0	0.0	2.6	0.0	0.0	0.0	0.0	2.6	0.0	0.0	7.6	0.0	0.0	0.0	0.0	7.6	0.6	0.0	8.3	0.0	0.0	0.0	0.0	8.9	17.7	
% change Funding Category compared to Annual Plan								0%									-3.3															
Overall Rates change (GR+UAGC+TR)									2%															-0.8		-0.3	1.3	0.1		0.0	0.0	
Climate Change & Community Resilience							4.1	0.2	1.8	6.5	0.0	0.0	0.0	12.6	3.5	0.3	1.3	4.7	0.0	0.0	0.0	9.8	2.3	0.2	0.0	0.0	0.0	0.0	0.0	2.5	2.0	
% change Funding Category compared to Annual Plan								6%																								
Overall Rates change (GR+UAGC+TR)									5%																							
Regional & Strategic Leadership							0.3	1.2	0.0	0.0	0.0	0.0	0.0	1.5	0.6	1.9	0.0	0.0	0.0	0.0	0.0	2.5	0.6	3.2	0.0	0.0	0.0	0.0	0.0	3.8	3.9	
% change Funding Category compared to Annual Plan								2%																								
Overall Rates change (GR+UAGC+TR)									1%						0.0	0.0			0.0	0.1		0.0		0.0	0.0			3.5	0.0	0.0		
Council Services																																
TOTAL NEW INITIATIVE COSTS							6.1	2.8	4.5	6.5	0.0	0.0	0.0	20.0	6.5	4.6	8.9	4.7	0.0	0.0	0.0	24.8	6.2	6.9	8.3	0.0	0.0	0.0	0.0	21.4	31.5	
% change Funding Category compared to Annual Plan								13%									16%								18%							
Overall Rates change (GR+UAGC+TR)									12%								17%									19%						

TOTAL PORTFOLIO CHANGES	2020/21 Annual Plan						2021/22 LTP Estimate							2022/23 LTP Estimate							2023/24 LTP Estimate							2024+ LTP Estimate				
	General Rates	Targeted Rates	Grants	UP & Other	Reserves	Total	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue		
Water & Land	31.7	0.025	0.3	1.7	0.4	34.125	30.7	0	0.24	0.427	0.325	8.945	0	40.637	31.983	0	0.24	0.792	0.325	9.38	0	42.72	34.166	0	0.24	0.534	0.17	7.22	0	42.33	43.4	
Funding category increase % (Year on Year)								-3%	860%	42%	-81%		0	19%		4%	0%	85%						7%	0%	-33%				0	-1%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									-2%								2%								8%							
Biosecurity & Biodiversity	9.2	2.2	1.0	0.3	1.0	13.7	10.2	2	3.7	14.9	0.068	0	0.9	31.768	10.94	3.5	3.7	9	0	0	0.5	27.64	10.24	4.5	2.7	6.2	0	0	0	23.64	19.088	
Funding category increase % (Year on Year)								33%	68%	1390%	-77%			132%		18%	0%	-40%						2%	-27%	-31%				0	-14%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									39%								59%								53%							
Air Quality, Transport and Urban Development	1.7	30.3	40.7	17.1	1.7	91.5	0.394	1	37.547	44.938	15.046	0	-1.618	97.307	0.406	1.4	38.808	43.994	19.046	0	1.153	104.807	0.806	1.5	38.673	43.877	20.196	0	1.153	106.205	115.048	
Funding category increase % (Year on Year)								-18%	24%	10%	-12%			6%		30%	3%	-2%							28%	0%	0%			1%		
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									22%								27%								28%							
Climate Change & Community Resilience	9.7	10.8	0.4	8	0.9	29.8	8.95	5.55	9	9.8	8.085	3.47	0.065	45.12	9.0365	5.6365	9	9.8	8.085	4.17	0.165	46.093	9.0815	5.7815	9	5.3	8.085	3.47	0.165	41.083	33.843	
Funding category increase % (Year on Year)								49%	-17%	2350%	1%			51%		1%	0%	0%							1%	0%	-46%				-11%	
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									15%								15%									16%						
Regional & Strategic Leadership	19.2	0	0.2	10.2	2.1	31.7	10	17	0	0	12.5	2.5	0	42	10	18.3	0	0	12.5	2.8	0	43.6	10	20.1	0	0	0	12.5	2.8	45.4	43.559	
Funding category increase % (Year on Year)								41%		-100%	23%			32%		5%									6%					4%		
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									41%								47%									57%						
Council Services								3.5						3.5		3.5						3.5		3.5						3.5	3.5	
TOTAL PORTFOLIO COSTS	71.5	43.3	42.6	37.3	6.1	200.8	60.2	29.1	50.5	70.1	36.0	14.9	-0.7	260.3	62.4	32.3	51.7	63.6	40.0	16.4	1.8	268.4	64.3	35.4	50.6	55.9	28.5	23.2	4.1	262.2	258.4	
Funding category increase % (Year on Year)								25%	17%	64%	-3%			30%		6%	2%	-9%				3%		5%	-2%	-12%				-2%		
Change compared to Annual Plan (GR+UAGC+TR for rates increase)									22%								28%								31%							

APPENDIX 4 - TOTAL INDICATIVE COSTS BY PROGRAMME (\$ million)

STATUTORY AND CORE BUSINESS (MAINTAIN & INCREASE)	2021/22								2022/23							2023/24							2024+		
	General Rates	UAGC	Targeted Rates	LTP Estimate Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	LTP Estimate Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	LTP Estimate UP & Other	Debt	Reserves	Total Revenue	LTP Estimate
Water & Land																									
Working together for healthy land & water	3.8							3.8	3.7							3.7	3.8							3.8	3.7
Monitoring & understanding our environment	11.8				0.2			12.0	12.2				0.2			12.4	12.5							12.5	13.2
Freshwater regulatory framework						8.2		8.2						8.2		8.2						6.0		6.0	4.9
Healthy waterways actions	7.1							7.1	7.5							7.5	7.6							7.6	7.6
Stewardship of land & water	0.5							0.5	0.7							0.7	0.7							0.7	0.7
Freshwater resilience	5.9		0.2	0.4	0.2	0.7		7.4	5.4		0.2	0.8	0.2	1.2		7.8	6.9		0.2	0.5	0.2	1.2		9.0	8.9
Total portfolio costs	29.0	0.0	0.2	0.4	0.3	8.9	0.0	38.9	29.6	0.0	0.2	0.8	0.3	9.4	0.0	40.3	31.5	0.0	0.2	0.5	0.2	7.2	0.0	39.7	39.0
Annual Plan 2020/21	-2.5																								
Funding category increase %		-9%	860%	42%	-81%		-100%	14%	2%		0%	85%	0%			4%	6%		0%	-33%	-48%			-2%	3%
Overall Rates increase comparing to Annual Plan 2020/21			-5.9%																						
Biosecurity & Biodiversity																									
Leading & partnering for biodiversity outcomes	1.2		0.3					1.5	1.5		0.3					1.8	1.2		0.3					1.5	0.6
Regional pest management	3.4		2.2	14.9			0.4	20.9	3.4		2.2	9.0				14.6	2.4		1.2	6.2				9.8	6.0
Priority habitats & wetland proection	3.0		0.0		0.0			3.0	3.1							3.1	3.1							3.1	3.1
Braided river revival	2.6		1.2		0.0		0.5	4.3	2.9		1.2				0.5	4.6	3.5		1.2					4.7	4.9
Me Uru Rākau		0.5						0.5		1.0						1.0		1.0						1.0	1.0
Total portfolio costs	10.2	0.5	3.7	14.9	0.1	0.0	0.9	30.3	10.9	1.0	3.7	9.0	0.0	0.0	0.5	25.1	10.2	1.0	2.7	6.2	0.0	0.0	0.0	20.1	15.6
Annual Plan 2020/21	3.0																								
Funding category increase %		16%	68%	1390%	-77%		-10%	121%		12%	0%	-40%			-17%		-6%	-27%	-31%					-20%	-19%
Overall Rates increase comparing to Annual Plan 2020/21			3%								1%				84%			-1%	520%					47%	
Air Quality, Transport and Urban Development																									
Transforming public transport			32.5	44.3	14.8		-2.3	89.3			29.3	43.4	18.8		0.5	91.9			28.4	43.3	19.8		0.5	91.9	91.9
Integrating urban land use, and regional transport	0.4		0.8	0.6	0.3		0.3	2.4	0.4		0.3	0.6	0.3		0.3	1.9	0.3		0.3	0.6	0.4		0.3	1.9	1.9
Clean Air		1.0	1.6		0.0		0.3	3.0		1.4	1.6		0.0		0.3	3.4		1.5	1.6		0.0		0.3	3.5	3.5
Total portfolio costs	0.4	1.0	34.9	44.9	15.0	0.0	-1.6	94.7	0.4	1.4	31.2	44.0	19.0	0.0	1.2	97.2	0.3	1.5	30.3	43.9	20.2	0.0	1.2	97.3	97.4
Annual Plan 2020/21	4.3																								
Funding category increase %		-18%	15%	10%	-12%		-195%	3%		30%	-11%	-2%			3%		-85%		-31%	130%	6%		0%	0%	
Overall Rates increase comparing to Annual Plan 2020/21			10.1%								-3%				6%										
Climate Change & Community Resilience																									
Leading community resilience	1.9	2.8			0.1		-0.6	4.1	2.0	2.7			0.1		-0.6	4.1	2.0	2.7			0.1		-0.6	4.1	4.2
Managing coastal environment	2.2	0.7			0.9	1.4	0.0	5.1	2.2	0.7			0.9	2.1	0.0	5.9	2.1	0.7			0.9	1.4	0.0	5.1	4.6
Climate change resilience		1.1						1.1		1.1						1.1		1.3						1.3	1.3
Managing contaminated land, hazardous substances & waste	0.7	0.7						1.5	0.8	0.8						1.6	0.8	0.8						1.6	1.6
Leading flood & river resilience	0.1		7.2	3.3	7.1	2.1	0.7	20.6	0.7		7.7	5.1	7.1	2.1	0.8	23.6	2.0		9.0	5.3	7.1	2.1	0.8	26.5	20.2
Total portfolio costs	4.9	5.4	7.2	3.3	8.1	3.5	0.1	32.5	5.6	5.3	7.7	5.1	8.1	4.2	0.2	36.3	6.8	5.5	9.0	5.3	8.1	3.5	0.2	38.5	31.8
Annual Plan 2020/21	-3.1																								
Funding category increase %		6%	-34%	718%	1%		-93%	9%	15%	-1%	7%	55%	0%	20%	154%	12%	22%	3%	17%	5%	0%	-17%	0%	6%	-18%
Overall Rates increase comparing to Annual Plan 2020/21			-7.3%																						
Regional & Strategic Leadership																									
Tuia partnership		1.5						1.5		1.5						1.5		1.5						1.5	1.5
Engagement & influence		10.6						10.6		10.6						10.6		10.8						10.8	10.8
Leading regional planning, consenting & compliance	9.7				12.5	2.5		24.7	9.4			12.5	2.8			24.7	9.4					12.5	2.8	24.7	23.1
Investing for the future		2.3						2.3		2.3						2.3		2.5						2.5	2.2
Data for decision making		1.5						1.5		2.1						2.1		2.1			0.0	0.0	0.0	2.1	2.1
Total portfolio costs	9.7	15.8	0.0	0.0	12.5	2.5	0.0	40.5	9.4	16.4	0.0	0.0	12.5	2.8	0.0	41.1	9.4	16.9	0.0	0.0	0.0	12.5	2.8	41.6	39.7
Annual Plan 2020/21																									
Funding category increase %		33%		-100%	23%		-100%	28%	-3%	4%		0%	12%		1%		0%	3%				346%		1%	-4%
Overall Rates increase comparing to Annual Plan 2020/21			5%																						
Council Services																									
Total statutory & core business	3.5								3.5								3.5								3.5
TOTAL ENVIRONMENT CANTERBURY	54.1	26.2	46.0	63.5	36.0	14.9	-0.7	240.4	55.9	27.6	42.8	58.9	40.0	16.4	1.8	243.6	58.2	28.4	42.3	55.9	28.5	23.2	4.1	240.7	227.0
Annual Plan																									
Funding category increase % (Year on Year)		12%	6%	49%	-3%		-111%	20%		4%	-33%	63%	168%	10%	-378%	1%		4%	-28%	40%	74%	42%	127%	-1%	0%
Change compared to Annual Plan (GR+UAGC+TR for rates increase)	10%																								

NEW INITIATIVES	2021/22 LTP Estimate								2022/23 LTP Estimate								2023/24 LTP Estimate								2024+ LTP Estimate
	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	
<b>Water &amp; Land</b>																									
Working together for healthy land & water	0.7							0.7	0.9							0.9	0.9							0.9	0.2
Monitoring & understanding our environment								0.0								0.0	0.1							0.1	0.2
Freshwater regulatory framework								0.0								0.0								0.0	1.2
Healthy waterways actions	0.2							0.2	0.3							0.3	0.5							0.5	0.7
Stewardship of land & water	0.2							0.2	0.2							0.2	0.2							0.2	0.2
Freshwater resilience	0.5							0.5	1.0							1.0	1.0							1.0	1.9
<b>Total portfolio costs</b>	<b>1.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.7</b>	<b>2.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.4</b>	<b>2.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.7</b>	<b>4.4</b>
Annual Plan 2020/21 General & Targeted Rates increase compared to Annual Plan			1%								2%								2%						6%
<b>Biosecurity &amp; Biodiversity</b>																									
Leading & partnering for biodiversity outcomes								0.0								0.0								0.0	
Regional pest management								0.0								0.0								0.0	
Priority habitats & wetland protection								0.0								0.0								0.0	
Braided river revival								0.0								0.0								0.0	
Me Uru Rākau		1.5						1.5		2.5						2.5		3.5						3.5	3.5
<b>Total portfolio costs</b>	<b>0.0</b>	<b>1.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.5</b>	<b>0.0</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.5</b>	<b>0.0</b>	<b>3.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3.5</b>	<b>3.5</b>
Annual Plan 2020/21 General & Targeted Rates increase compared to Annual Plan			1%								2%								3%						3%
<b>Air Quality, Transport and Urban Development</b>																									
Transforming public transport			2.3					2.3			7.3					7.3			8.0					8.0	16.8
Integrating urban land use, and regional transport			0.3					0.3			0.3					0.3	0.6		0.3					0.9	0.9
Clean Air								0.0								0.0								0.0	
<b>Total portfolio costs</b>	<b>0.0</b>	<b>0.0</b>	<b>2.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.6</b>	<b>0.0</b>	<b>0.0</b>	<b>7.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7.6</b>	<b>0.6</b>	<b>0.0</b>	<b>8.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.9</b>	<b>17.7</b>
Annual Plan 2020/21 General & Targeted Rates increase compared to Annual Plan			2%								7%								8%						
<b>Climate Change &amp; Community Resilience</b>																									
Leading community resilience	0.2							0.2	0.1							0.1	0.1							0.1	
Managing coastal environment	0.5							0.5	0.5							0.5	0.6							0.6	0.2
Climate change resilience		0.2						0.2		0.3						0.3		0.2						0.2	0.2
Managing contaminated land, hazardous substances & waste	0.0							0.0	0.1							0.1	0.2							0.2	0.2
Leading flood & river resilience	3.4		1.8	6.5				11.8	2.8		1.3	4.7				8.9	1.5							1.5	1.5
<b>Total portfolio costs</b>	<b>4.1</b>	<b>0.2</b>	<b>1.8</b>	<b>6.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.6</b>	<b>3.5</b>	<b>0.3</b>	<b>1.3</b>	<b>4.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9.8</b>	<b>2.3</b>	<b>0.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.5</b>	<b>2.0</b>
Annual Plan 2020/21 General & Targeted Rates increase compared to Annual Plan			5%								4%								2%						2%
<b>Regional &amp; Strategic Leadership</b>																									
Tuia partnership		0.0						0.0								0.0								0.0	0.0
Engagement & influence		0.2						0.2		0.2						0.2		0.2						0.2	0.2
Leading regional planning, consenting & compliance	0.3							0.3	0.6							0.6	0.6							0.6	0.6
Investing for the future		0.7						0.7		0.7						0.7		0.7						0.7	0.7
Data for decision making		0.3						0.3		1.0						1.0		2.4						2.4	2.4
<b>Total portfolio costs</b>	<b>0.3</b>	<b>1.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.5</b>	<b>0.6</b>	<b>1.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.5</b>	<b>0.6</b>	<b>3.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3.8</b>	<b>3.9</b>
Annual Plan 2020/21 General & Targeted Rates increase compared to Annual Plan			1%								2%								3%						
<b>Council Services</b>																									
<b>Total statutory &amp; core business</b>																									
<b>TOTAL ENVIRONMENT CANTERBURY</b>	<b>6.1</b>	<b>2.8</b>	<b>4.5</b>	<b>6.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>20.0</b>	<b>6.5</b>	<b>4.6</b>	<b>8.9</b>	<b>4.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>24.8</b>	<b>6.2</b>	<b>6.9</b>	<b>8.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>21.4</b>	<b>31.5</b>
Annual Plan																									
Change compared to Annual Plan (GR+UAGC+TR for rates increase)			12%					10%			17%					12%			19%						11%

TOTAL PORTFOLIO COSTS	2021/22 LTP Estimate								2022/23 LTP Estimate								2023/24 LTP Estimate								2024+ LTP Estimate	
	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue		
Water & Land																										
Working together for healthy land & water	4.5							4.5	4.6							4.6	4.7							4.7	3.9	
Monitoring & understanding our environment	11.8				0.2			12.0	12.2				0.2			12.4	12.6							12.6	13.4	
Freshwater regulatory framework						8.2		8.2						8.2		8.2						6.0		6.0	6.1	
Healthy waterways actions	7.3							7.3	7.9							7.9	8.1							8.1	8.3	
Stewardship of land & water	0.7							0.7	0.9							0.9	0.9							0.9	0.9	
Freshwater resilience	6.4		0.2	0.4	0.2	0.7		8.0	6.4		0.2	0.8	0.2	1.2		8.8	7.9		0.2	0.5	0.2	1.2		10.1	10.8	
Total portfolio costs	30.7	0.0	0.2	0.4	0.3	8.9	0.0	40.6	32.0	0.0	0.2	0.8	0.3	9.4	0.0	42.7	34.2	0.0	0.2	0.5	0.2	7.2	0.0	42.3	43.4	
Annual Plan 2020/21	-0.8								0.5								2.7									
Funding category increase %		-3%		42%	-81%			19%		4%	0%	85%	0%			5%		7%	0%	-33%				-1%	3%	
Overall Rates increase comparing to Annual Plan 2020/21			-0.7%								0.4%								2.3%							
Bioresecurity & Biodiversity	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue	General Rates	UAGC	Targeted Rates	Grants	UP & Other	Debt	Reserves	Total Revenue		
Leading & partnering for biodiversity outcomes	1.2		0.3					1.5	1.5		0.3					1.8	1.2		0.3					1.5	0.6	
Regional pest management	3.4		2.2	14.9			0.4	20.9	3.4		2.2	9.0				14.6	2.4		1.2	6.2				9.8	6.0	
Priority habitats & wetland proection	3.0		0.0		0.0			3.0	3.1							3.1	3.1							3.1	3.1	
Braided river revival	2.6		1.2		0.0		0.5	4.3	2.9		1.2				0.5	4.6	3.5		1.2					4.7	4.9	
Me Uru Rākau		2.0						2.0		3.5						3.5		4.5						4.5	4.5	
Total portfolio costs	10.2	2.0	3.7	14.9	0.1	0.0	0.9	31.8	10.9	3.5	3.7	9.0	0.0	0.0	0.5	27.6	10.2	4.5	2.7	6.2	0.0	0.0	0.0	23.6	19.1	
Annual Plan 2020/21	4.5								6.7								6.0									
Funding category increase %		33%	68%	577%	-97%			132%		18%	0%	-40%	-100%			-13%		2%	-27%	-31%	#DIV/0!			-14%	-19%	
Overall Rates increase comparing to Annual Plan 2020/21			3.9%								5.9%								5.3%					73%		
Air Quality, Transport and Urban Development																										
Transforming public transport			34.8	44.3	14.8		-2.3	91.6			36.6	43.4	18.8		0.5	99.2			36.4	43.3	19.8		0.5	99.9	108.7	
Integrating urban land use, and regional transport	0.4		1.1	0.6	0.3		0.3	2.7	0.4		0.6	0.6	0.3		0.3	2.2	0.8		0.6	0.6	0.4		0.3	2.8	2.8	
Clean Air		1.0	1.6		0.0		0.3	3.0		1.4	1.6		0.0		0.3	3.4		1.5	1.6		0.0		0.3	3.5	3.5	
Total portfolio costs	0.4	1.0	37.5	44.9	15.0	0.0	-1.6	97.3	0.4	1.4	38.8	44.0	19.0	0.0	1.2	104.8	0.8	1.5	38.7	43.9	20.2	0.0	1.2	106.2	115.0	
Annual Plan 2020/21	6.9								8.6								9.0									
Funding category increase %		-18%	24%	10%	-12%			6%		30%	3%	-2%	27%			8%		28%	0%	0%	6%			1%		
Overall Rates increase comparing to Annual Plan 2020/21			6.0%								7.5%								7.8%							
Climate Change & Community Resilience																										
Leading community resilience	2.0	2.8			0.1		-0.6	4.3	2.0	2.7			0.1		-0.6	4.2	2.0	2.7			0.1		-0.6	4.2	4.2	
Managing coastal environment	2.7	0.7			0.9	1.4	0.0	5.7	2.7	0.7			0.9	2.1	0.0	6.4	2.7	0.7			0.9	1.4	0.0	5.7	4.8	
Climate change resilience		1.3						1.3		1.4						1.4		1.5						1.5	1.5	
Managing contaminated land, hazardous substances & waste	0.8	0.8						1.5	0.8	0.8						1.7	0.9	0.9						1.8	1.7	
Leading flood & river resilience	3.5		9.0	9.8	7.1	2.1	0.7	32.4	3.5		9.0	9.8	7.1	2.1	0.8	32.5	3.5		9.0	5.3	7.1	2.1	0.8	28.0	21.7	
Total portfolio costs	9.0	5.6	9.0	9.8	8.1	3.5	0.1	45.1	9.0	5.6	9.0	9.8	8.1	4.2	0.2	46.1	9.1	5.8	9.0	5.3	8.1	3.5	0.2	41.1	33.8	
Annual Plan 2020/21	3.0								3.2								3.4									
Funding category increase %		49%	-17%	2350%	1%			51%		1%	0%	0%	0%			2%		1%	0%	-46%				-11%	-18%	
Overall Rates increase comparing to Annual Plan 2020/21			2.6%								2.8%								2.9%							
Regional & Strategic Leadership																										
Tuia partnership		1.5						1.5		1.5						1.5		1.5						1.5	1.5	
Engagement & influence		10.8						10.8		10.8						10.8		11.0						11.0	11.0	
Leading regional planning, consenting & compliance	10.0				12.5	2.5		25.0	10.0				12.5	2.8		25.3	10.0					12.5	2.8	25.3	23.8	
Investing for the future		2.9						2.9		2.9						2.9		3.1						3.1	2.9	
Data for decision making		1.8						1.8		3.1						3.1		4.5						4.5	4.5	
Total portfolio costs	10.0	17.0	0.0	0.0	12.5	2.5	0.0	42.0	10.0	18.3	0.0	0.0	12.5	2.8	0.0	43.6	10.0	20.1	0.0	0.0	0.0	12.5	2.8	45.4	43.6	
Annual Plan 2020/21	7.8								9.1								10.9									
Funding category increase %		41%		-100%	23%			32%		5%			0%			4%		6%						4%	-4%	
Overall Rates increase comparing to Annual Plan 2020/21			6.8%								7.9%								9.5%							
			18.7%								24.5%								27.8%							
Council Services																										
Total statutory & core business	3.5	0.0%							3.5	3.5							3.5	3.5							3.5	3.5
TOTAL ENVIRONMENT CANTERBURY	60.2	29.1	50.5	70.1	36.0	14.9	-0.7	260.3	62.4	32.3	51.7	63.6	40.0	16.4	1.8	268.4	64.3	35.4	50.6	55.9	28.5	23.2	4.1	262.2	258.4	
Annual Plan																										
Funding category increase % (Year on Year)		25%	84%	183%	184%			30%		6%	2%	-9%	11%			3%		5%	-2%	-12%	-29%			-2%		
Change compared to Annual Plan (GR+UAGC+TR for rates increase)			22%								28%								31%					-2%	29%	



## Appendix 5 - Financial Framework Update

### PROGRAMMES

### STAFF RECOMMENDATION - FUNDING

### FEEDBACK FROM COUNCIL WORKSHOPS

#### Biosecurity & Biodiversity

Leading & partnering for biodiversity outcomes  
Regional pest management

Priority habitats & wetland protection  
Braided river revival

Me Uru Rākau

**Status Quo** - Majority General Rates Targeted Rate for Pest Free Banks Peninsula.  
**Status Quo** - General Rates 50% Targeted Rate 50% (80% Land Value and 20% Land Area)

**Status Quo** - General Rates 100%  
**Status Quo** - Majority General Rates other income from DOC and Covid recovery opportunities. For the 2021-31 LTP Regional Parks is now included in this programme and is funded through a mix of general rates and targeted rates.  
**Change to UAGC**

Initial staff recommendation was General Rates - Feedback from Council was to consider UAGC. A subsequent workshop has identified UAGC as the preferred staff option. Staff to also consider the establishment of just a seed fund with other sources of funding to be identified

#### Transport, Urban Development & Air

Transforming public transport

Integrating urban land use and regional transport

Clean Air

**Status Quo** - It is proposed to continue to fund this through a mix of Targeted Rates (Capital Value and Uniform Annual Charge) NZTA subsidies and user charges. However it is appropriate to consider the concept of funding a component of Public Transport through a UAGC.

**Change to Targeted Uniform Annual Charge** - It is proposed to fund 75% of Council's contribution to this activity through a Targeted Uniform Annual Charge for the areas included within the Greater Christchurch Partnership and to fund 25% of Council's contribution through a UAGC to reflect the wider community benefit. Other funding sources will continue with NZTA Grant funding and other revenue for stock effluent disposal sites.

**Status Quo** - It is proposed to continue to fund this through the current mix of Targeted Rates (60%) for those high pollutant areas along with a UAGC (40%) for other operating costs as it is considered they are a public good from which the community as a whole will benefit.

#### Climate Change & Community Resilience

Leading community resilience

Managing coastal environment

Climate change resilience

Managing contaminated land hazardous substances & waste

Leading flood & river resilience

**1) Natural and Build Hazards - Status Quo** - Majority General Rates with minor flood hazard user charges.

**2) Civil Defence Emergency Management - Change to UAGC**

**1) Transforming the Coastal Planning Framework - Change to Debt Funding over 10 years** - (80% UAGC and 20% General Rate Land Value)

**2) Managing the Coastal Operations (Harbourmaster) - Status Quo** - Fees and charges (53%) for commercial operations and UAGC (47%) for community benefit

**3) Managing the Coastal Operations (Science) - Status Quo** - General Rates 100%  
**Change to UAGC**

**Change to 50% UAGC and 50% General Rate**

**Status Quo** - Majority Targeted Rate and Works and Services Rate minor General Rate for lease and forest income.

CDEM - Council feedback mixed with respect to UAGC v General rate as the funding source (person v property benefit)

1) Transforming the Coastal Planning Framework - majority of Councillors who spoke preferred the debt funding option.

Initial staff recommendation was General Rates - Feedback from Council was to consider UAGC

Staff recommendation per the Programme Delivery Plan was General Rates but cover slide noted UAGC. Staff have subsequently confirmed a 50% UAGC and 50% General Rate as the preferred option.

#### Water & Land Management

Working together for healthy land & water  
Monitoring & understanding our environment  
Freshwater regulatory framework

Healthy waterways actions  
Stewardship of land & water  
Freshwater resilience

**Status Quo** - General Rates 100%

**Status Quo** - General Rates 100%

**Change to Debt Funding over 10 years** - (80% UAGC and 20% General Rate Land Value)

General comments around being comfortable with debt funding but preferred general rates rather than UAGC to repay borrowing costs.

**Status Quo** - General Rates 100%

**Status Quo** - General Rates 100%

**1) Status Quo** - Fund this through majority General Rates Targeted Rates for Selwyn and Hinds Environmental Infrastructure projects and external funding received through partnerships.

**2) Change to Debt Funding over 10 years** - (80% UAGC and 20% General Rate Land Value)  
- Te Waihora Waikikiawai Project

General comments around being comfortable with debt funding but preferred general rates rather than UAGC to repay borrowing costs.

#### Regional Leadership

Tula partnership  
Leading regional planning consenting & compliance

Engagement & influence  
Investing for the future

Data for decision making

**Change to UAGC**

**1) Consents and Compliance - Status Quo** - Maintain current split between User Pays and General Rate.

**2) Review and implement the Regional Policy Statement - Change to Debt Funding over 10 years** - (80% UAGC and 20% General Rate Land Value)

**Change to UAGC**

**Change to UAGC** - It is proposed to fully fund this activity from a UAGC rather than from the current mix of UAGC for the Annual Report and Annual Planning and general rate (based on capital value) for strategic leadership advice.

**Change to UAGC** - It is proposed to fully fund this activity via UAGC rather than a general rate based on capital value. Note - Environment Canterbury's contribution to Canterbury Maps is already funded via UAGC.