

Long Term Plan 2024-34 Activity Plan

# City Growth and Property

- *Property Management*
- *Urban Regeneration*
- *Case Management Services*
- *Housing Advocacy, Support and Regional Advice*

Adopted XX and XX June 2024

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
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Finance Business Partner	Finance Business Partner	<Name>		xx June 2023
Activity Manager	Head of City Growth & Property	Bruce Rendall		xx June 2023

## Authors and advisors to this Activity Plan

Group	Business Unit	Position	Name
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# What this activity delivers

We provide property management, neighbourhood planning and advice to support community, business, agency, and council aspirations.

## Property

We manage projects that utilise Council owned land to generate community outcomes.

We assist the organisation to achieve its outcomes through providing property management services.

This can be through land acquired for service delivery; leased to community, business, or agencies to help them achieve their outcomes; or disposing of land for capital recycling or community outcome purposes.

## Urban regeneration

We work in town centres and neighbourhoods helping to meet their potential as great places.

While we work principally at the centre and neighbourhood level, we assist at a range of scales, from city-wide research to site-specific initiatives.

Our focus is on non-regulatory initiatives including:

- Coordination of technical specialists and community input to prepare a collective vision and framework for action.
- Application of a variety of tools to achieve results, including financial mechanisms, community building, direct capital delivery and grants.

Achieving our outcomes requires us to work with others including communities and other agencies such as ChristchurchNZ's Urban Development Unit.

We lead or assist in addressing complex urban “problems” and “opportunities” that require a cross disciplinary approach (e.g., noise, vacant sites, derelict building, safety)

## Case Management Services

We offer a service to help navigate the range of approvals and authorisations required for commercial and multi-unit residential development projects. This helps developers and agencies achieve their goals, while also contributing to community outcomes.

## Housing Advocacy, Support and Regional Advice

Separate to the provision of homes (see the Community Housing Activity Plan) we advocate to central government for partnership and urban regeneration investment opportunities to achieve housing outcomes.

We facilitate housing outcomes through financing mechanisms.

We work with our neighbours and other partners to provide regional housing advice.

## Economic Development

## Business Liaison

## This activity includes the following services:

	<b>Property Management</b> <ul style="list-style-type: none"><li>• Property development projects</li><li>• Acquisitions</li><li>• Disposals</li><li>• Lease management</li><li>• Property agreements</li><li>• Property data management</li><li>• Property advice</li></ul>
	<b>Urban Regeneration</b> <ul style="list-style-type: none"><li>• Neighbourhood planning and placemaking</li><li>• Major site planning</li><li>• Regeneration and urban development research and advice</li><li>• Temporary activation</li><li>• Implementation monitoring</li><li>• Non-regulatory approaches to support business and community growth</li></ul>
	<b>Case Management</b> <ul style="list-style-type: none"><li>• Pre application advice</li><li>• Non-statutory approval identification and liaison (e.g., engineering approvals, landowner approvals)</li><li>• Developer liaison</li><li>• Development intention gathering</li><li>• Development opportunity coordination</li></ul>
	<b>Housing Advocacy, Support and Regional Advice</b> <ul style="list-style-type: none"><li>• Regional Housing advocacy plan</li><li>• OCHT Financing Agreement</li></ul>



## A snapshot of recent delivery:

### ***Property***

- ✓ Council's property portfolio consists of 11,459 ha of land, which in 2017/18 was valued at \$1.816 billion.
- ✓ To facilitate community, and in some cases private, outcomes Council allows the occupation of its land by others. There are 1,493 agreements (leases and licences of Council land)
- ✓ Not all of Council services and activities can be delivered from land and facilities owned by Council and there are 97 lease and licences from other parties. 57 of these are with KiwiRail
- ✓ ~ 460 property projects per annum

### ***Urban Regeneration***

- ✓ Supported development of 2 subregional spatial plans and 1 plan change, all focused toward managing city growth and development.
- ✓ Commenced 5-yearly update of commercial centre fact sheets.
- ✓ Continued implementation of 9 previously completed Suburban centre master plans
- ✓ Preparing 2 new neighbourhood/spatial plans
- ✓ Briefing/advice notes presented across multiple topics including live music noise; alternative housing; extending vacant sites programme; Central City shuttle; and various others
- ✓ Enliven Places Programme
  - New projects delivered or commenced: 11 (delivered 7; commenced 4)
  - Existing projects maintained or decommissioned: 11
- ✓ Central City vacant sites monitored: 448, with a focus on the 198 within the scope of the City Vacant Differential Rate.
- ✓ Sites supported via direct financial incentives: 9 (= Shape Your Place toolkit grants: 1; Rates incentive 8)

### ***Case management***





- ✓ Ongoing assistance to developers across both residential and commercial sectors
- ✓ Assistance given to private, public and third sector agencies.

### ***Regional Housing Planning***

- ✓ A \$55 million financing facility to OCHT has resulted in xxx new, warm dry homes







# Why we deliver this activity

## 1.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe	★★	<b>We work with others to create interesting places where people feel safe and that they belong</b> <ul style="list-style-type: none"> <li>Our activities provide for early engagement and in some instances community leadership of projects. We support involvement and self-determination wherever possible.</li> <li>A small capital budget enables a range of temporary and permanent place-making initiatives that support and reflect the unique identity of the locality.</li> <li>The land and facilities provided by Council provide spaces where the community can come together, helping participation, and contributing to a strong sense of community.</li> </ul>
	<b>A green, liveable city</b> Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy	★★	<b>We plan to create places that allow transport choices, are pleasant to be in and minimise our footprint on the natural environment</b> <ul style="list-style-type: none"> <li>The Urban Regeneration service helps communities build great places and spaces. Preparing and delivering neighbourhood plans enables attention to opportunities for increased greening, active transport connections and improved neighbourhood character and liveability.</li> <li>We acquire land for accessibility and, water and biodiversity protection.</li> </ul>
	<b>A cultural powerhouse city</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'	★★	<b>We provide resources that allow communities to pursue their arts, cultural and sporting interests</b> <ul style="list-style-type: none"> <li>Opportunities to promote arts and creative endeavours are taken via delivery of our Enliven Places Programme (e.g., commissioning of murals and lighting projects) and through support of cultural and mana whenua identity.</li> <li>We make public land and facilities available to allow others pursue their arts, cultural and sporting interests.</li> </ul>
	<b>A thriving prosperous city</b> Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions	★★★	<b>We provide support to businesses wanting to undertake new activities within the city</b> <ul style="list-style-type: none"> <li>A range of initiatives are focused towards localities that most need support to achieve good outcomes. This includes research, plan development, site development support, and place making delivery and support.</li> <li>We make it easier for organisations to do business with Council.</li> </ul>
*Level of contribution – what this means			
★★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		



## 1.2. Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	<b>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection</b>	★★	<ul style="list-style-type: none"> <li>Decisions on priority foci for additional Council attention are achieved through research, evaluation and plan preparation at the Greater Christchurch and city-wide level. This ensures resources are targeted appropriately into areas of greatest opportunity/challenge. Neighbourhood planning enables development of community visions that reflect and support wellbeing and connection.</li> <li>Open and transparent processes allowing access to property</li> </ul>
	<b>Champion Christchurch and collaborate to build our role as a leading New Zealand city</b>	★★★★	<ul style="list-style-type: none"> <li>A collaborative approach with ChristchurchNZ provides for alignment across a variety of potential urban development initiatives.</li> <li>Make it easy to do business with CCC as an organisation</li> <li>Connect opportunities and resources</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents</b>	★★★★	<ul style="list-style-type: none"> <li>Engagement with communities through a range of planning and regeneration initiatives supports community involvement and provides opportunities for community leadership or the direct development and delivery of projects (e.g., via the 'Shape Your Place' toolkit).</li> <li>Cross-agency partnerships and funding of agencies provides for additional capacity and efficiency in delivering key initiatives.</li> <li>Engage with business</li> </ul>
	<b>Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.</b>	★★	<ul style="list-style-type: none"> <li>Through local area planning / neighbourhood plans, consideration is given to options that best support climate resilience, biodiversity, and water quality, while considering issues and solutions facing each neighbourhood.</li> <li>Climate resilience is an important factor when considering the location of land purchases.</li> </ul>
	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</b>	★★	<ul style="list-style-type: none"> <li>Support alignment <ul style="list-style-type: none"> <li>We work across the organisation to help direct the Council's finite resources towards work that is important and proactive (in support of the vision and priorities in the Strategic Framework) rather than urgent and reactive.</li> </ul> </li> <li>Recycle capital and reduce waste by ensuring that we have a fit for purpose property portfolio</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind</b>	★★	<ul style="list-style-type: none"> <li>Through local area planning / neighbourhood plans, consideration is given to initiatives that take a long term view and will improve liveability for both those currently residing in the area and future residents. In particular, the activity will support approaches that enable intensification processes to achieve improved outcomes.</li> </ul>
*Levels of contribution – what this means			



- |      |                                                                                                                                                                          |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ★★★★ | This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service                      |
| ★★★  | This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements |
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| ★    | This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact                                         |


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## 1.3. Climate Resilience Goals: How this activity supports climate resilience goals


### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity are those generated by residents and visitors to the City, and the manufacture and construction of assets and streetscapes:</p> <ul style="list-style-type: none"> <li>• Whole of life emissions include: <ul style="list-style-type: none"> <li>◦ Manufacturing and construction of new assets via the Enliven Places Programme, and their ultimate disposal.</li> </ul> </li> <li>• Enabled emissions include: <ul style="list-style-type: none"> <li>◦ Emissions from residents and visitors living their lives</li> </ul> </li> <li>• We can contribute to offsetting emissions by ensuring that our plans allow for tree planting and making Council property available for large scale offsetting projects.</li> </ul> <p><b>City Growth &amp; Property are taking the following actions to reduce greenhouse gas emissions:</b></p> <table border="1"> <thead> <tr> <th data-bbox="212 523 1167 560">Operational/embedded greenhouse gas emissions</th><th data-bbox="1167 523 2114 560">Greenhouse gas emissions by users of City Growth &amp; Property services</th></tr> </thead> <tbody> <tr> <td data-bbox="212 560 1167 764"> <ul style="list-style-type: none"> <li>• The design, maintenance and disposal of council assets and infrastructure developed by master plans and enliven places programme minimise greenhouse gas emissions (e.g., use of recycled content, lean design, and efficient operation).</li> <li>• Take opportunities to ensure planting is included in neighbourhood and site plans.</li> </ul> </td><td data-bbox="1167 560 2114 764"> <ul style="list-style-type: none"> <li>• Community centre and neighbourhood plans support walking, cycling and public transport options.</li> <li>• Events and activities hosted by the Enliven Places Programme encourage active and public transport.</li> </ul> </td></tr> </tbody> </table>	Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of City Growth & Property services	<ul style="list-style-type: none"> <li>• The design, maintenance and disposal of council assets and infrastructure developed by master plans and enliven places programme minimise greenhouse gas emissions (e.g., use of recycled content, lean design, and efficient operation).</li> <li>• Take opportunities to ensure planting is included in neighbourhood and site plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Community centre and neighbourhood plans support walking, cycling and public transport options.</li> <li>• Events and activities hosted by the Enliven Places Programme encourage active and public transport.</li> </ul>
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### We understand and are preparing for the ongoing impact of Climate change

	<p>The key climate risks for the City Growth &amp; Property activity includes: The likelihood that changes to natural hazard profiles result in private property become uninsurable, with the consequence that owners will not be able to get finance. This creates the potential for areas of urban blight and pressures for Council to acquire land. Climate change induced risks to Council owned land are addressed in other activity management plans and are not repeated in this document.</p> <p>Options being considered to reduce the risks to the City Growth &amp; Property activity and the community posed by those climate risks require a national and whole of Council response so do not sit appropriately in an activity plan.</p>
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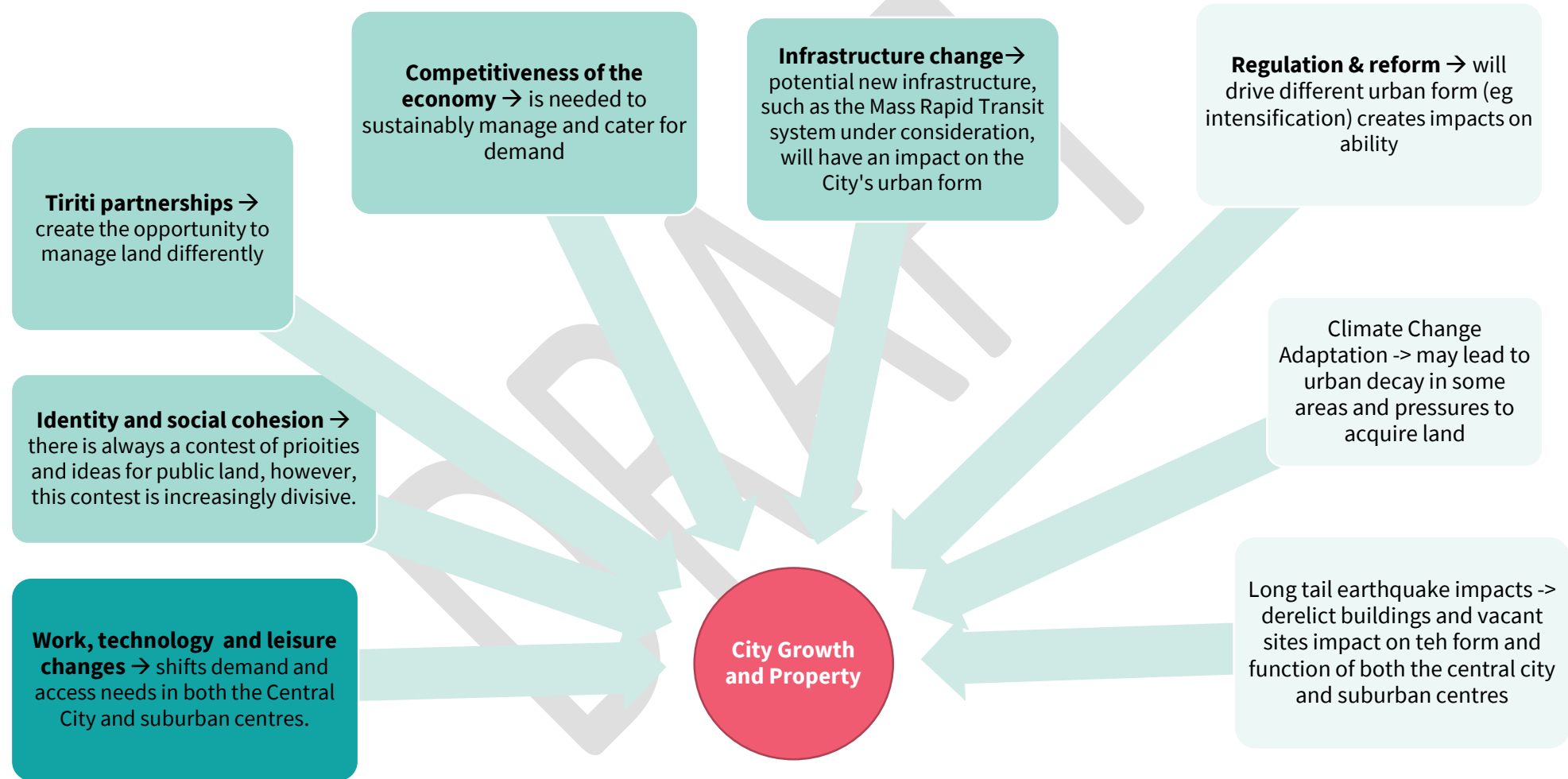
### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• We: Acquire land of high biodiversity value when identified by Council plans and strategies, it becomes available, and we are the best organisation to do so;</li> <li>• When it is consistent with policy, acquire land affected by hazards out of the control of owners</li> <li>• Seek opportunities to encourage active transport through neighbourhood planning processes.</li> <li>• Seek lower emission options when delivering and disposing of Enliven Places assets.</li> </ul> <p>• This activity has no level of service changes that may be required because of climate change.</p>
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# How we are planning for future impacts

There are various factors influencing current and future demand for Council and the ability to deliver them. These are listed below.

## 1.4. Issues impacting current and future activity demand and deliverability



Impact/ Likely impact

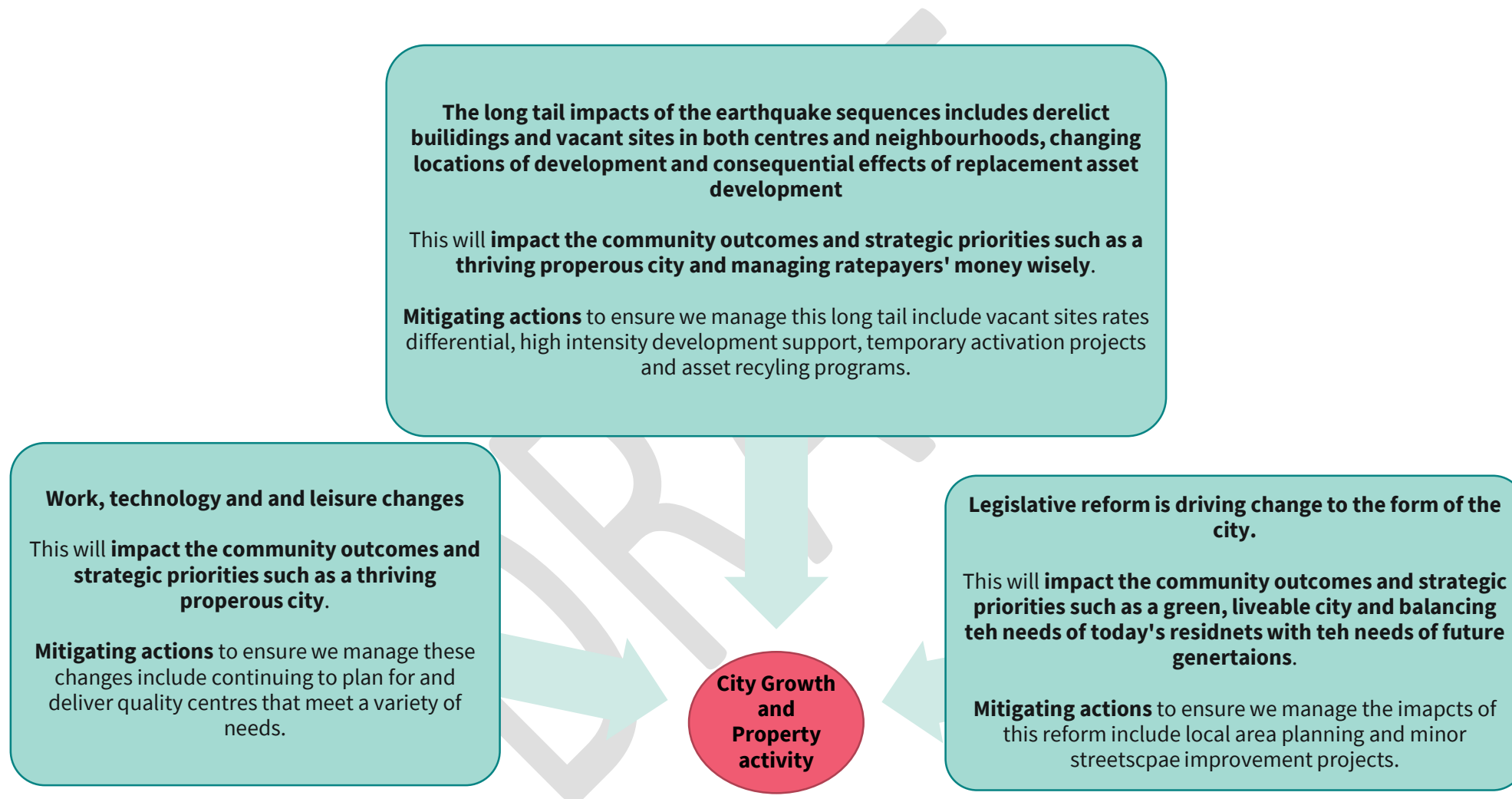
Low

Medium

High

## 1.5. The high impact issues and mitigations planned

*The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.*






# Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

## Services & Levels of Service measurements

- ➔ The Unit has 3 **Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision
- ➔ We also have 4 **Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)

 <b>Property management (1xC, 3 x M)</b>		 <b>Urban Regeneration (2 x C, 1 x M)</b>	
<b>Service contributes to:</b> <ul style="list-style-type: none"> <li>All community outcomes</li> </ul> <p>This is by generally by delivering the community levels of service or supporting other activities in the delivery of services promised.</p>	<b>Levels of Service</b> <ul style="list-style-type: none"> <li>Generate positive community outcomes through the use of Council land</li> <li>Deliver projects in a timely way</li> <li>Lease Management - Lease terms and conditions are managed</li> </ul>	<b>Service contributes to:</b> <ul style="list-style-type: none"> <li>A collaborative, confident city</li> <li>A green, liveable city</li> <li>A cultural powerhouse city</li> </ul>	<b>Levels of Service</b> <ul style="list-style-type: none"> <li>Provide place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking</li> <li>Deliver small scale temporary and permanent capital projects to support city identity, community leadership and placemaking.</li> </ul>
 <b>Case Management Services (1 x C)</b>			
<b>Service contributes to:</b> <ul style="list-style-type: none"> <li>A thriving prosperous city</li> <li>A green liveable city</li> <li>A cultural powerhouse city</li> </ul>	<b>Levels of Service</b> Provide quality case management services		

# How assets will be managed to deliver the services

The property portfolio is made up of 11,459 hectares of land. The Asset value of this Activity is \$1.816 billion, Council Assets.

## Managing our assets

The Property Team is responsible for acquisition, management and disposal activities for Council's property assets. Use responsibilities sit with other units of Council.

Key management tasks include:

- Maintenance of a comprehensive database of Council owned and / or controlled properties;
- Acquisition through purchases, vesting on subdivision, transfers, gifts or leasing in;
- Acquisition of property rights, such as easements, rights of way or access agreements, on non-council owned lands for the purposes of providing services;
- Granting of property rights, such as easements or rights of way, on council owned or controlled properties to help others achieve their objectives;
- Negotiating leases, licences and other occupancy agreements on Council owned or controlled properties; and
- Disposal of surplus properties for service delivery, outcome achievement and/ or capital recycling purposes through sales and transfers.

The urban regeneration team manages temporary assets used for activation of vacant sites. The value of these is not material and is not addressed further in this plan.

## Looking forward

Over the life of the Long Term Plan we anticipate that we will:

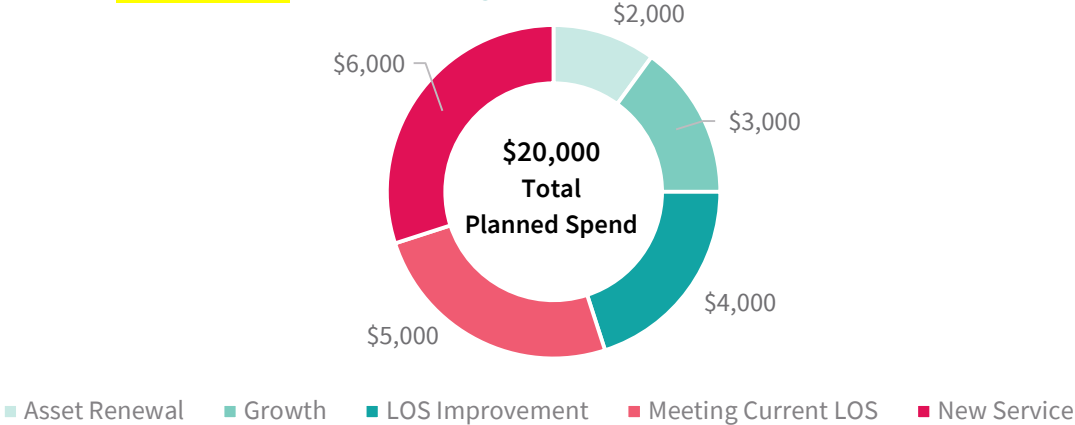
- acquire properties through purchases and vesting to deliver water supply, stormwater, transport, parks and urban regeneration activities;
- with the completion of Crown transfers of RRZ properties, there will be a significant reduction in acquisitions through this source with only the anticipated transfer in Parakiore being significant in the plan's life;
- acquire properties exposed to natural and human induced hazards on case-by-case basis. It is possible that more widespread acquisition for this purpose will occur in future LTPs;
- dispose through transfer water supply and wastewater properties to the new water entity;
- dispose through sale end of life housing complexes to community housing providers for the purposes of redevelopment;
- dispose through community asset transfer surplus community facilities when there is an appropriate community group who can sustainably own and operate these facilities without relying on ongoing ratepayer subsidies;
- dispose through sale, partial sale or transfer as appropriate culturally significant land to Mana Whenua;
- dispose through sale surplus land for achievement of community outcomes and capital recycling purposes.

Reflecting past performance, known plans and the impact of uncertain future activities (e.g. extent of subdivision activity; uncertainty of 3 waters reform) we anticipate that the net impact will be growth of the portfolio by between 0 and 1% per annum over the entire period.



# Capital expenditure and key capital projects

Graphs tbc Capital Programme over 10 years (\$000)

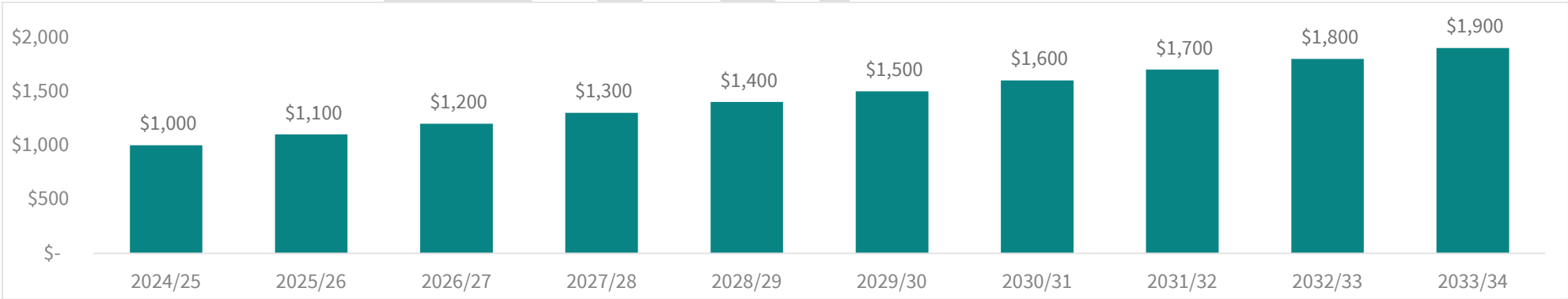


## Planned significant projects and programmes include:

- 1. Site based Property and Regeneration Projects
  - a. Addington Stadium
  - b. Wigram Road
  - c. Banks Peninsula Meats Site (Akaroa)
  - d. 70 Kilmore Street
  - e. 27 Hunters Road and 42 Whero Avenue, Diamond Harbour

To ensure the continued ability to deliver on our activities and services, and contributing to our community outcomes and strategic priorities, projects have been planned and budgeted for the next 10 years.

## Total Planned Capital Programme summary (\$000)



See [reference](#) for more detail on the Planned Capital Programme.

# Financial resources needed

## 1.6. Resources needed

Indicative budgets are based on the 2023/24 Annual Plan projections for the balance of the current LTP. They are subject to year-end capital carry forwards, and further refinement of inflation and other assumptions for the new LTP.

### Sustainable City Growth & Property

000's	Annual Plan 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
<b>Activity Costs Before Overheads by Service</b>								
Urban Regeneration	1,650	1,847	1,931	2,020	2,097	2,169	2,239	2,286
Case Management	589	593	612	629	646	662	676	690
Strategic Partnerships Public Advice	308	313	320	326	333	338	343	348
Property Consultancy	651	689	711	731	751	769	786	802
	<b>3,199</b>	<b>3,442</b>	<b>3,574</b>	<b>3,707</b>	<b>3,826</b>	<b>3,938</b>	<b>4,045</b>	<b>4,126</b>
<b>Activity Costs by Cost Type</b>								
Direct Operating Costs	1,234	1,299	1,361	1,431	1,489	1,545	1,599	1,631
Direct Maintenance Costs	159	166	171	176	181	185	189	193
Staff and Contract Personnel Costs	1,796	1,967	2,031	2,088	2,145	2,196	2,245	2,290
Other Activity Costs	10	11	11	11	12	12	12	13
Overheads, Indirect and Other Costs	2,353	3,100	2,772	3,024	3,142	3,272	3,328	3,409
Depreciation	802	1,234	1,607	1,654	1,727	1,795	1,867	1,951
Debt Servicing and Interest	55	118	183	204	215	214	215	219
<b>Total Activity Cost</b>	<b>6,410</b>	<b>7,893</b>	<b>8,137</b>	<b>8,590</b>	<b>8,910</b>	<b>9,219</b>	<b>9,454</b>	<b>9,704</b>
<b>Funded By:</b>								
Fees and Charges	809	842	870	894	919	941	961	981
Cost Recoveries								
Other Revenues								
<b>Total Operational Revenue</b>	<b>809</b>	<b>842</b>	<b>870</b>	<b>894</b>	<b>919</b>	<b>941</b>	<b>961</b>	<b>981</b>
<b>Net Cost of Service</b>	<b>5,601</b>	<b>7,050</b>	<b>7,267</b>	<b>7,695</b>	<b>7,992</b>	<b>8,278</b>	<b>8,493</b>	<b>8,723</b>
<b>Funding Percentages</b>								
Rates	87%	89%	89%	90%	90%	90%	90%	90%
Fees and Charges	13%	11%	11%	10%	10%	10%	10%	10%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>								
Improved Service Levels	629	644	660	678	696	715	736	756
Increased Demand	314	441	330	339	348	358	368	378
<b>Total Activity Capital</b>	<b>943</b>	<b>1,085</b>	<b>991</b>	<b>1,016</b>	<b>1,044</b>	<b>1,073</b>	<b>1,104</b>	<b>1,134</b>

## 7.2 Funding consideration and outcome

Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.

Council funds the City Growth & Property Activity predominately through the general rate.

- **Operating expenditure** is largely funded through general rates as the City Growth & Property Activity benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on asset renewals.

This funding approach is based on applying the following main funding principles to determine the funding policy.

### Funding principles considered for operating costs

Consideration for funding method	Result	Implication
<b>User-Pays</b> <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	Low	Fund from X
<b>Exacerbator-Pays</b> <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	Low	Fund from x
<b>Inter-Generational Equity</b> <i>the degree to which benefits can be attributed to future periods</i>	Low	Fund when
<b>Separate Funding?</b> <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	Low	Fund from x

### Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	Low	Fees & Charges (Low)
Community	High	General Rates (High)

### Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

Category of capex	How it is funded initially - Refer also to Financial Strategy	Proportion*
<b>Renewal/replacement</b>	Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.	-
<b>Service improvement</b>	Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.	Medium
<b>Growth</b>	Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.	Medium

### Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	
Borrowing	High
Development Contributions	
Grants and Other	

\* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

## Possible significant negative impacts on wellbeing



**This activity does not expect to have any significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.**

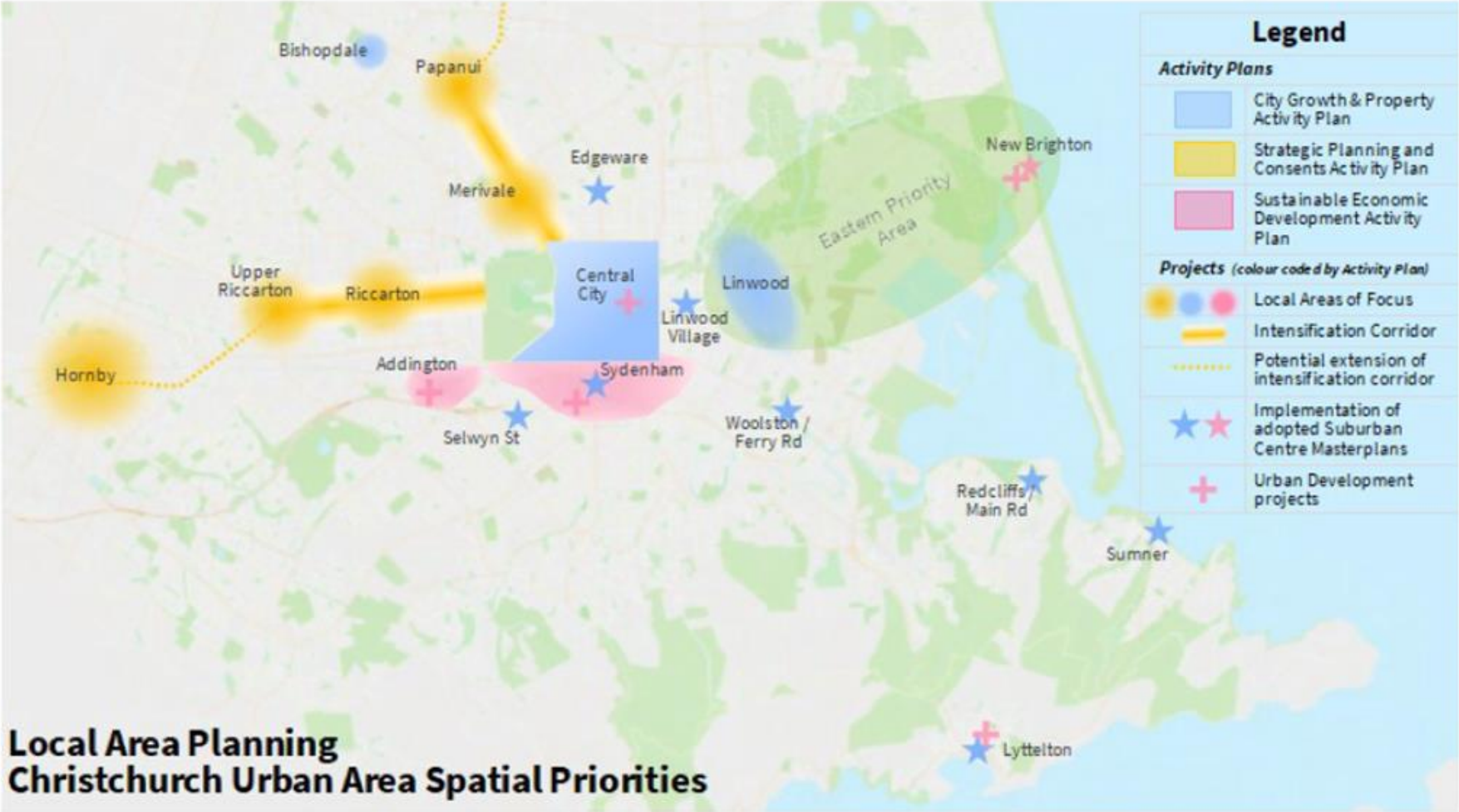
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Spatial planning at the sub-regional and district level has identified a number of priority locations where more detailed local area planning is required over coming years. This more localised work will occur at a variety of scales and will reflect a range of different drivers.

Each of the following activity plans will take responsibility for locations and projects that represent the best fit with the scope of their core service; these are illustrated on the adjacent map.

- **Strategic Planning and Consents Activity Plan:** corridor planning and larger areas/multiple suburbs.
- **City Growth and Property Activity Plan:** neighbourhood planning and site-focused placemaking, where a revitalisation focus is required.
- **Sustainable Economic Development Activity Plan:** specific neighbourhoods and development sites where a sustainable economic development focus is required.

The map is indicative and a variety of activities, services and organisations will be involved in specific projects across these and other parts of the city. In addition, skillsets from across a number of Activities and partnerships with a number of agencies (e.g. Waka Kotahi, Kāinga Ora) will be required to support the planning and delivery processes in each of these locations.





# Appendices



## A. Appendix A: Levels of Service detail

### A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

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## A.2. Levels of Service: Performance measures in detail

LOS number	C/ M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Property Management										
New	C	Generate positive community outcomes through the acquisition or disposal of property.  Positive community outcomes generated through the use of Council’s property, sits within other activities.			At least one new project commenced that will lead to outcomes: <ul style="list-style-type: none"><li>Increasing the supply of community housing; or</li><li>Increase employment opportunities; or</li><li>Improves Mana Whenua relationships; or</li><li>Allows for community “ownership” of service delivery; or</li><li>Reduces the impacts of natural or human induced (including climate</li></ul>	At least one new project commenced that will lead to outcomes: <ul style="list-style-type: none"><li>Increasing the supply of community housing; or</li><li>Increase employment opportunities; or</li><li>Improves Mana Whenua relationships; or</li><li>Allows for community “ownership” of service delivery; or</li><li>Reduces the impacts of natural or human induced (including climate change) hazards.</li></ul>	At least one new project commenced that will lead to outcomes: <ul style="list-style-type: none"><li>Increasing the supply of community housing; or</li><li>Increase employment opportunities; or</li><li>Improves Mana Whenua relationships; or</li><li>Allows for community “ownership” of service delivery; or</li><li>Reduces the impacts of natural or human induced (including climate change) hazards.</li></ul>	At least one new project commenced that will lead to outcomes: <ul style="list-style-type: none"><li>Increasing the supply of community housing; or</li><li>Increase employment opportunities; or</li><li>Improves Mana Whenua relationships; or</li><li>Allows for community “ownership” of service delivery; or</li><li>Reduces the impacts of natural or human induced (including climate change) hazards.</li></ul>	List of projects	Potentially all

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
					change) hazards.					
13.4.10	M	Deliver projects in a timely way: Acquisition of property right projects, (e.g., easements, leases, and purchases) is delivered to agreed timeframes	2022/23: 2021/22: 85.56% 2020/21: 96.3% 2019/20: 93.87% 2018/19: 90%	Past performance	At least 90% projects delivered to agreed timeframes per annum	At least 90% projects delivered to agreed timeframes per annum	At least 90% projects delivered to agreed timeframes per annum	At least 90% projects delivered to agreed timeframes per annum	Number of projects completed within agreed timeframes (as recorded in the Project Brief) / Total number of projects	Internal Service
13.4.18	M	Lease Management - Lease terms and conditions are managed	2022/23: 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 100%	Good risk management practice	At least 95% of agreements are live/documented	At least 95% of agreements are live/documented	At least 95% of agreements are live/documented	At least 95% of agreements are live/documented	“Live” agreements are measured by the number of occupations with completed documentation in place i.e., leases and licences divided by the total number of known occupations	Internal Service

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
13.4.18.3	M	Deliver projects in a timely way - Lease Management – Lease terms and conditions are managed	2022/23: 2021/22: 100% (New LOS 2021)		Lease events are actioned and completed in a timely manner: At least 95% of current year lease events complete	Lease events are actioned and completed in a timely manner: At least 95% of current year lease events complete	Lease events are actioned and completed in a timely manner: At least 95% of current year lease events complete	Lease events are actioned and completed in a timely manner: At least 95% of current year lease events complete	Lease events are managed against the event through resubmission (diary) dates	Internal Service
Urban Regeneration										
17.0.20.2	C	Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved	Existing range of strategies, plans and guidelines, such as: Central City Action Plan Suburban Centre Masterplans Shape Your Place Toolkit, Priority Regeneration Areas identified	Provide annual regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres	Provide annual regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres	Provide annual regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres	Provide annual regeneration programme report/s to Council, that report on regeneration projects in the Central City and priority Suburban Centres	Research, analysis, and reporting on priority regeneration areas. Dashboard and/or 'Outcomes Framework' progress reporting on Central City and suburban regeneration projects.	A collaborative, confident city. A green, liveable city. A thriving prosperous city.
17.0.20.3	M	Deliver small scale temporary and permanent capital	2022/23: 100% 2021/22: 100% 2020/21: 100%	Drawdown and project brief development to date for capital	100% of capital projects align with Urban Regeneration Capital	100% of capital projects align with Urban Regeneration Capital	100% of capital projects align with Urban Regeneration Capital	100% of capital projects align with Urban Regeneration Capital	Biannual report updates for Central City and suburban regeneration priorities, % of	A collaborative, confident city; A green, liveable city; A cultural powerhouse city.

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
		projects to support city identity, community leadership and placemaking	(New LOS 2020)	projects; Performance of the Enliven Places Project	Programme objectives	Programme objectives	Programme objectives	Programme objectives	capital delivery budget achieved	
1.4.2	C	Effectively support and administer financial incentives to support regeneration outcomes.	<b>2022/23: 100%</b> 2021/22: 100% 2020/21: 100% 2019/20: 100% 2018/19: 100%	Existing financial incentive programmes: <ul style="list-style-type: none"> <li>• CCBA grant via targeted rate;</li> <li>• Enliven Places rates incentive;</li> <li>• Vacant sites rates differential and remission.</li> </ul>	100% compliance with agreed management and administration procedures	100% compliance with agreed management and administration procedures	100% compliance with agreed management and administration procedures	100% compliance with agreed management and administration procedures	Biannual reports to Council include year to date summary. Reports demonstrate 100% compliance	A collaborative, confident city; A cultural powerhouse city; A thriving prosperous city.
<b>Case Management Services</b>										
9.1.15.2	M	Provide quality Case Management Services	<b>2023:</b> 2022: Not Completed 2021: 100% 2020: 100% 2019: 100%		80% of customers are satisfied with service provided	80% of customers are satisfied with service provided	80% of customers are satisfied with service provided	80% of customers are satisfied with service provided	Customer satisfaction survey	<b>A thriving prosperous city</b> <b>A green liveable city</b> A cultural powerhouse city

LOS number	C/ M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Housing Advocacy, Support and Regional Advice										
NEW										
NEW										



## A.3. Levels of Service changes from Long-term Plan 2021-31, and why

### Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
17.0.17.3 Provide design review advice for developments across the city through coordination of an independent Urban Design Panel; 100% compliance for coordination of the UDP with agreed terms of reference.	LOS removed from this activity	LOS relocated to the Strategic Planning and Resource Consents activity	Standard consultation
1.4.3.1 Provide heritage and urban design advice to support resource consent process; 95% of advice provided within 10 working days	LOS removed from this activity	LOS relocated to the Strategic Planning and Resource Consents activity	Standard consultation

### New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
9.1.15.2 Provide Case Management Services	Moved from Building Regulation Activity Plan LOS changed from Provide Case Management Services to Provide quality Case Management Services	Moved from Building Regulation Activity Plan	Standard consultation
Generate positive community outcomes through the acquisition or disposal of property.  Positive community outcomes generated through the use of Council's property, sits within other activities.			

### Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
1.4.2 Effectively support and administer financial incentives to support regeneration outcomes	Removal of reference to Heritage incentives/Grants and Sustainability Grants.	Now part of the Strategic Planning and Resource Consents activity.	Standard consultation

	Method of measurement via Biannual reports rather than specific grant reports.	Financial incentives are more broad than previously indicated.	
<p>17.0.20.2 Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking</p> <p>Targets Provide annual regeneration programme report/s to Council, that report on:</p> <p>(a) Central City regeneration projects, including a focus on completing and implementing a new Central City vision, Southeast Central neighbourhood plan and vacant sites programme; and</p> <p>(b) regeneration projects in priority Suburban Centres for which the service has been allocated responsibility.</p>	<p>Targets updated to:</p> <ul style="list-style-type: none"> <li>- reference new Central City regeneration work.</li> <li>- add text clarifying a focus on those suburban priority areas 'for which the service has been allocated responsibility'; and</li> <li>- remove reference to reporting on Annual Heritage Festival.</li> </ul>	<p>Previous Central City targets had a focus on residential development (Project 8011), acknowledging this wasn't framed exclusively. Looking ahead, the programme will take a strategic view of the Central City to enable aligned delivery of future projects and an improved investment prospectus, while continuing the vacant sites programme and focusing P8011 work toward the South-East Central neighbourhood.</p> <p>Previous targets directed work towards all priority Suburban Centres'; the change is nuanced but reflects decisions to split the City's spatial priority areas between three Activity Plans.</p> <p>Heritage Festival delivery has been relocated to the Strategic Planning and Resource Consents activity.</p>	Standard consultation
<p>13.4.10 Deliver projects in a timely way: Acquisition of property right projects, (e.g., easements, leases, and purchases) is delivered to agreed timeframes</p>	<p><b>LOS changed from</b> acquisition of property right projects, e.g., easements, leases, and land assets to meet LTP funded projects and activities <b>to</b> Deliver projects in a timely way: Acquisition of property right projects, (e.g., easements, leases, and purchases) is delivered to agreed timeframes</p>		

13.4.18.3 Deliver projects in a timely way - Lease Management – Lease terms and conditions are managed	<b>LOS changed from</b> Lease Management – Lease terms and conditions are managed <b>to</b> Deliver projects in a timely way - Lease Management – Lease terms and conditions are managed		
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# Appendix B: Possible issues impacting the Activity & the mitigations planned

## B.1. Changing customer needs

### Population / demographic changes (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth	XXX,XXX in 2023	•	•	•
Population growth (general and in specific areas)	Central City: estimated 7,760	• Council ambition to achieve 20,000 people in the Central City by 2028	• Requires a strong focus on supporting residential demand in the Central City by increasing liveability, particularly of mixed use areas.	• Prioritise operational and capital resources to creating great neighbourhoods, particularly in the South East of the Central City, in particular to support greening and active transport initiatives.
Ageing population		•	•	•
Family/household structure		•	•	•
Diversity		•	•	•
Shifts within city (e.g., growing communities, possible future managed retreat)		•	•	•

### Equity and access (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Incomes/discretionary income	XXX,XXX in 2024	• XXX,XXX in XXX	•	•
Growing gap rich and poor		•	•	•
Physical access		•	•	•

Equity access across city		•	•	•
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## Identity and social cohesion (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Cultural identity		•	•	•
Sense of place and community	Current range of endorsed community and Council-led centre and neighbourhood plans to reflect agreed vision and actions that support revitalised urban places. Supporting tools via capital Enliven Places Programme and operational financial incentives.	<ul style="list-style-type: none"> <li>• New neighbourhood plans required to support revitalisation needs where prioritised through subregional and city spatial plans.</li> <li>• Intensification pressures, with community demand for bespoke responses across a number of city suburbs.</li> <li>• Ongoing financial shocks, affecting ability for some neighbourhoods and sites to redevelop.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource capacity: <ul style="list-style-type: none"> <li>- Neighbourhood plans, corridor plans and area plans will all need to be prepared, with only the former led by this activity. However, similar skillsets will be required to support plan preparation and these may need to be shared across the activities.</li> </ul> </li> <li>• Newly developed and adopted neighbourhood plans may need to wait some time for delivery, given existing plans are still awaiting delivery budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted attention to those neighbourhoods which are experiencing complex revitalisation problems requiring innovation, partnership and a cross agency focus to achieve good outcomes.</li> <li>• Good communication and internal governance structure across the range of plans to ensure resources are carefully considered before commencing new work.</li> <li>• Phased timing and realistic expectations set with communities.</li> </ul>
Rising crime, rallies, protests (safety)		•	•	•
Safety staff and public		•	•	•

## B.2. Tiriti Partnerships (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
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Ensuring we have a strong working relationship with mana whenua	Building a relationship with our treaty partners	<ul style="list-style-type: none"> <li>Increased connection through neighbourhood planning projects</li> </ul>	<ul style="list-style-type: none"> <li>Potential delay to the delivery of work if unable to engage and work in partnership with mana whenua</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to actively build effective relationships with our treaty partners.</li> </ul>
		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

### B.3. Technological growth (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	Increased growth of online sales ( <i>assume we can find figures to support this?</i> ), normalised via Covid lockdowns in recent years.	<ul style="list-style-type: none"> <li>Likely ongoing impacts for vitality of centres.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of sustainable floor size required for centres in prioritised neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>Operational budget required to monitor, advise, prioritise and respond to commercial centres with poor overall 'centre health' measures.</li> </ul>
Digital divide		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Digital security		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

### B.4. Resilience and environmental considerations

#### Climate change & adaptation (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Key climate impact #1		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Key climate impact #1		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Population movement due to managed retreat and adaptation	Information collection and sharing to foreshadow future retreat potential; no current regeneration response.	<ul style="list-style-type: none"> <li>Pressure to identify appropriate locations to accommodate increased population within nearby suburbs.</li> </ul>	<ul style="list-style-type: none"> <li>Multiple areas of the city potentially requiring support.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise consideration of how best to increase residential demand in and around appropriate centre/s in the east of urban Christchurch.</li> <li><b>General summary</b></li> </ul>



				<ul style="list-style-type: none"> <li>An <b>initial focus</b> on infrastructure that supports</li> <li><b>Short-term</b> (now, and LTP years 1-3):</li> <li><b>Medium term</b> (LTP years 4-6):</li> <li><b>Longer term</b> (LTP years 6 – onwards):.</li> </ul>
Increasing numbers of extreme weather events change utilisation of physical and digital assets		•	•	•
Increased community expectations of information and engagement		•	•	•

### Sustainable development (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions (per table above)		•	•	•
Ethical markets & procurement		•	•	•
Resilience & risk		•	•	
Natural hazards		•	•	
Triple bottom line		•	•	

## B.5. Infrastructure (x impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Delivering on what we say and looking after what we've got	Various streetscape upgrades currently programmed to deliver on previous regeneration-focused master plans.	<ul style="list-style-type: none"> <li>Currently programmed upgrades are likely to be added to, with new proposed upgrades flowing from new neighbourhood planning work to give effect to new city and subregional spatial plans.</li> </ul>	<ul style="list-style-type: none"> <li>Potential inability to deliver all community aspirations identified through neighbourhood planning work.</li> </ul>	<ul style="list-style-type: none"> <li>Well-phased initiatives, ensuring deliverability of any newly commenced neighbourhood planning processes.</li> </ul>
Resilience to impacts of climate change		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Planning and investing for growth	Planning for growth by supporting the strategic direction on future urban form.	<ul style="list-style-type: none"> <li>Planning for growth will support Christchurch to become a green and liveable city through ensuring that our neighbourhoods and communities are well planned for and can adapt and respond to challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure capacity may impact where future growth can occur</li> </ul>	<ul style="list-style-type: none"> <li>Staff work closely to align infrastructure planning with preferred urban form.</li> </ul>
Understanding and maintaining the condition of our infrastructure		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## B.6. Regulations & reform (ximpact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Three Waters reform		<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Resource Management reforms	Natural and Built Environment Bill and Spatial Planning Bill introduced November 2022.	<ul style="list-style-type: none"> <li>Natural and Built Environment Bill and Spatial Planning is anticipated to be enacted by end of 2023.</li> <li>Climate Adaptation Act anticipated to be introduced late 2023.</li> <li>The first National Planning Framework to be released for consultation in Q4 2023.</li> </ul>	<ul style="list-style-type: none"> <li>The Council's responsibilities will change, although non-regulatory plan making will continue to be governed by the Local Government Act.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment will be needed to ensure consistency of approach across spatial and statutory planning services in the future.</li> </ul>

Future for Local government	Future for Local Government review completed.	<ul style="list-style-type: none"> <li>• Next stages for Local Government reviews have yet to be initiated and no timeframes have been released.</li> </ul>	<ul style="list-style-type: none"> <li>• The extent to which any local government reform would impact on services are unknown at this stage. Once further detail on the direction of the reforms is signalled, any impacts can be determined.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with our Greater Christchurch partners to plan for growth at the sub-regional level.</li> <li>• Continue to work with our regional partners to understand issues and opportunities at the regional level.</li> </ul>
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## B.7. Identified Business Unit Risks

Additional business risks that could impact this activity have been considered. The documentation of what these risks/uncertainties are, their causes and potential consequences, and what controls/mitigations are in place are stored and managed through the Risk Register. All risks are actively managed and reported periodically through Audit and Risk Management Committee. A summary of the most relevant are listed here.

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
	Risk Title There is a risk that/of	Impact	Likelihood	Inherent Risk Level	Inherent	Residual
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> <li>Z</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>