



Christchurch City
Long Term Plan

2015

2025

Christchurch Ōtautahi

Volume 3 of 3

Christchurch
City Council



Christchurch City Council Long-term Plan 2015-25

Volume 3 of 3

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This long-term plan was adopted by Christchurch City Council on 26 June 2015. It covers the period 1 July 2015 to 30 June 2025.

This plan is contained in three volumes:

Volume 1 contains the Mayor's introduction, rating information, activities and services, the planned capital programme and financial projections for the 10 years covered by the plan;

Volume 2 contains the Finance Strategy and the Infrastructure Strategy;

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

Cautionary Note

The forecast financial statements in this 2015-25 Long-term Plan have been prepared on the basis of the best information available at the time of preparing the accounts, including the latest available information on cost forecasts, Crown subsidies and insurance proceeds.

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

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

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Significance and
engagement
policy

Significance and Engagement Policy 2015

Policy Statement

The Council seeks meaningful exchange with the community through engagement on local decision-making. Genuine engagement will be encouraged in a manner that is consistent with the significance of the issue, proposal or decision, is transparent and clearly communicated.

Under the Local Government Act 2002 Amendment Act 2014 (LGA), Councils are required to develop a policy on significance and engagement. The intent of this is to give greater clarity and certainty to the community about how and when it can expect to be engaged. Refer to Appendix 1 for definitions.

Principles

This policy is guided by the following principles:

- Decision-makers are well informed, aware of and take into account the community's views.
- The Council will use a consistent approach to establishing the significance of a matter requiring a decision.
- The level of engagement will be tailored to the level of significance for each issue, proposal or decision.
- Decision-making and engagement processes are transparent and clearly expressed.
- The community will have clarity on the range of engagement methods the Council may use relative to the significance of a matter.
- Engagement is proactive, inclusive, accessible, a two-way dialogue, and people are aware of and understand the final decisions taken.

General Approach to Determining Significance and Level of Engagement

The Council will follow a three-step process to inform decision-making:

1. Determine significance – the Council will use agreed criteria to decide if a matter is of higher or lower significance.
2. Link level of significance to level of engagement – the level of significance will link to a corresponding level of engagement to be undertaken.
3. Consider methods of engagement – each level of engagement will have a range of methods that the Council is able to choose from to undertake the engagement required.

As well as the views of communities and affected and interested parties, there is a wide range of information sources, considerations and perspectives that informs the Council's decisions, including the requirements of Government policy, technical matters and the financial implications. Refer to Appendix 1 for legislative requirements and commitment to engaging with Maori.

The three steps

1. Determine Significance

The Council is responsible for judging for itself how it achieves compliance with the decision-making requirements of the LGA. This must be largely in proportion to the significance of the matters affected by decisions to be made.

The Council will assess the importance of an issue, proposal or decision on the basis of its likely impact on the people expected to be most affected by or to have an interest in the matter, as well as the Council's capacity to perform its role, and the financial and other costs of doing so.

All of the following criteria will be considered when determining the level (low to high) of significance of an issue, proposal or decision. The greater the cumulative impact of the decision as assessed by these criteria, the more significant the issue, proposal or decision will be:

- a. Number of people affected and/or with an interest;
- b. Level of impact on those people affected;
- c. Level of community interest already apparent for the issue, proposal or decision; or the potential to generate community interest;
- d. Level of impact on Maori, Maori culture and traditions;
- e. Possible environmental, social and cultural impacts;
- f. Possible costs/risks to the Council, ratepayers and wider community of carrying out the decision;
- g. Possible benefits/opportunities to the Council, ratepayers and wider community of carrying out the decision;
- h. Level of impact on the capacity of the Council to carry out its role and functions;
- i. Whether the impact of a decision can be easily reversed;

- j. Whether the ownership or function of a strategic asset(s) is affected.

Examples of decisions of low significance are:

- Plans for a new or renewed playground in a suburban area (e.g. Seager Park - new, Richmond Village Green - renewal);
- Upgrade of a reserve area (e.g. Chester St East Reserve);
- Finalising Lyttelton's civic square design - a decision delegated to the Community Board.

Examples of decisions of high significance are:

- Decision to introduce the three bin system for kerbside waste collection;
- Plan to construct the ocean outfall waste water pipeline;
- Decision to create a social housing entity as a means to benefit from the Government's income related rents scheme.

Urgency and Confidentiality

Sometimes the nature and circumstances of a decision to be made may not allow the Council the opportunity to engage or consult with the community. This could be where urgency is required or the matter is commercially sensitive. The health and safety of people or the immediate need to protect property are reasons for making urgent decisions, as well as to avoid the loss of opportunities that may contribute to achieving the Council's strategic objectives. Confidential decision-making may be required when

engagement is likely to considerably increase the cost of a commercial transaction to the Council.

In these situations the Council will either not engage at all, or tailor its engagement to suit the circumstances in which the decision is to be made.

In the period covered by the Canterbury Earthquake Recovery Act a number of decisions are being made by Central Government. For many of these decisions the Central Government processes do not allow time for the Council to engage with the community, when in other circumstances it would choose to do so.

2. Link level of significance to level of engagement

The significance of the issue, proposal or decision will influence how much time, money and effort the Council will invest in exploring and evaluating options and obtaining the views of affected and interested parties. In linking the level of significance to the level of engagement it is important to find the right balance between the costs of engagement and the value it can add to decision-making.

The Council will consider the extent of community engagement that is necessary to understand the community's view before a particular decision is made and the form of engagement that might be required. This also includes the degree to which engagement is able to influence the decision and therefore the value of investing in engagement (e.g. if there is only one or very limited viable options such as a specific change required by new legislation).

Using the International Association of Public Participation engagement spectrum (Appendix 2, Figure 1) as a basis, the method(s) of engagement

adopted by the Council before it makes a decision may depend on whether or not:

- A. The matter is of low or no significance (e.g. technical and/or minor amendments to a bylaw or Council policy) and there may be a very small group of people affected by or with an interest in the decision;
- B. The matter is significant only to a relatively small group of people or is of low impact to many. They should be informed about the problem, alternatives, opportunities and/or solutions and/or consulted so that any concerns, alternatives and aspirations they have are understood and considered;
- C. The matter is significant not only to a small group of people particularly affected but also to a wider community that may have an interest in the decision to be made. They may be informed, consulted and/or involved to seek public input and feedback on analysis, alternatives and/or decisions.
- D. For more significant matters the Council may elect to collaborate, or partner, with a community in any aspect of a decision including the development of alternatives and the identification of preferred solutions. This is more likely to occur where there is a distinct group of affected or particularly interested people.

Depending on the level of significance and the nature of the issue, proposal or decision being made, by using a range of engagement methods communities may be empowered to participate in the decision-making process.

3. Consider Methods of Engagement

There is a variety of ways in which the Council engages with the community. In this policy, the types of engagement described relate specifically to Council, Community Board and delegated decision-making.

Once the level of significance of an issue, proposal or decision has been determined, the Council will consider the level and form of community engagement. Depending on the matter being considered and the stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.

The Council will build on existing relationships and networks with individuals and communities, and look to extend the range of parties involved in the community engagement as appropriate.

The Council will consider engagement methods and tools relative to the level of significance. These will support communities' participation through an engagement spectrum approach, as set out in the table in Appendix 3, Table 1.

Differing levels and forms of engagement may be required during the varying phases of consideration and decision-making on an issue or proposal, and for different community groups or stakeholders. The Council will review the appropriateness and effectiveness of the

engagement strategy and methods as the process proceeds.

There may be occasions in which the Council chooses to carry out engagement at a level higher than that indicated by the significance of the decision as part of its commitment to promote participatory democracy.

The Council will work to ensure the community is sufficiently informed to understand the issue(s) or proposal, options and impacts and has time to respond, so they are able to participate in engagement processes with confidence.

Strategic Assets

An important objective of the Council is to achieve or promote outcomes that it believes are important to the current or future well-being of the community. Achieving these outcomes may require the provision of roads, water, wastewater and stormwater collection as well as libraries, museums, reserves and other recreational facilities and community amenities.

Council-owned assets that provide these services are considered to be of strategic value and the Council has determined they need to be retained if its objective is to be met. These assets must be listed in the Council's Significance and Engagement policy. A decision to transfer the ownership or control of a strategic asset cannot be

made unless it is explicitly provided for in the Council's Long Term Plan (LTP) and the public is consulted through the Special Consultative Procedure (SCP).

Other assets considered by the Council to be strategic or deemed to be so by the LGA include its shareholding in Christchurch City Holdings Ltd (CCHL) and, through CCHL, Lyttelton Port Company, Christchurch International Airport Ltd and Orion NZ Ltd. Although the Council's statutory responsibility is to exercise its powers wholly or principally for the benefit of its district, it nevertheless recognises that decisions on respect of these assets in particular might have a strategic value to the Canterbury region as well.

The Council's strategic assets are set out in Schedule 1 to this policy.

The list of strategic assets in this policy will be updated as required following any changes to the Annual Plan or LTP.

Approval Date: 27 November 2014

Appendix 1: Supporting and contextual information

Definitions

Community: A community, for the purposes of this policy, is a group of people with shared or common interest, identity, experience or values. For example, cultural, social, environmental, business, financial, neighbourhood, political or spatial groups.

The community refers to the people that make up the diverse communities that live in Christchurch.

Engagement: Is a term used to describe the process of establishing relationships, and seeking information from the community to inform and assist decision making. Engagement is an important part of participatory democracy within which there is a continuum of community involvement.

Consultation: A subset of engagement; a formal process where people can present their views to the Council on a specific decision or matter that is proposed and made public.

(The Council must consult in ways that meet the consultation principles in the Local Government Act 2002 LGA, section 82 (1) and any other legislation relevant to the decision or matter proposed.)

Decisions: Refers to all the decisions made by or on behalf of the Council including those made by officers under delegation.

Significance: The degree of importance of the issue, proposal, decision, or matter, as assessed by the Council, in terms of its likely impact on, and likely consequences for; the district or region; any persons who are likely to be particularly affected by, or interested in the matter; the capacity of the

local authority to perform its role, and the financial and other costs of doing so (as described by the LGA).

Special Consultative Procedure (SCP):

A formal consultation process prescribed in section 83 of the LGA that must be used to consult on certain matters and can be chosen by the Council to consult on other matters as considered appropriate

Strategic Asset:

An asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community (as described by the LGA).

Legislative considerations

Many of the decisions made by the Council will be made under legislation that prescribes the consultation and decision-making procedures required. This includes the procedures to be used for public notification, considering submissions and making decisions. Examples of such legislation are the Resource Management Act 1991, the Biosecurity Act 1993, the Civil Defence Emergency Management Act 2002, or the Land Transport Act 1998.

Even if a decision is clearly a significant one, this policy does not apply to the requirements for decision-making prescribed in any other enactments, such as the Resource Management Act 1991 and the Biosecurity Act 1993 on the following matters:

1. resource consents or other permissions
2. submissions on plans
3. decisions required when following the procedures set out in Schedule 1 of the RMA
4. references to the Environment Court
5. decisions about enforcement under various legislation including bylaws (unless these are specifically included in this policy).

There is a number of decisions that can only be made if they are explicitly provided for in the Council's LTP as set out by the LGA 2002 Amendment Act 2014. These are:

- a) to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, including a decision to commence or cease any such activity;
- b) to transfer the ownership or control of a strategic asset to or from the Council.

In addition, the Council is required to use the SCP set out in section 83 of the LGA in order to adopt or amend a LTP. If the Council is carrying out consultation in relation to an amendment to its LTP at the same time as, or combined with, consultation on an Annual Plan, the SCP must be used for both matters.

There may be other situations where the Council deems it appropriate to use a SCP.

Engaging with Maori

The LGA provides principles and requirements that are intended to facilitate participation by Maori in local authority decision-making processes. The Council must act in accordance with the principle that it should provide opportunities for Maori to contribute to its decision-making processes.

If the Council is proposing to make a significant decision in relation to land or a body of water, it will take into account the relationship of Maori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.

The Council's goal for engagement with Maori is for strengthened and ongoing partnerships. This aims to ensure the Council receives appropriate information, advice and understanding about the potential implications and/or effects of proposals on tangata whenua values.

Appendix 2:

Figure 1:

IAP2 Spectrum of Public Participation



Public participation goal

Inform	Consult	Involve	Collaborate	Empower
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

Appendix 3:

Table 1: Examples of Engagement Activities (Adapted from IAP2 spectrum of engagement)

Engagement Level	Inform	Consult	Involve	Collaborate	Empower
What does it involve	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Examples of tools the Council might use <i>(Note: these tools may be applicable across many levels of engagement)</i>	Email newsletter to local communities and networks Information flyers to neighbourhoods Public notices/info in community newspapers, website	Formal submissions and hearings or the Special Consultative Procedure Focus groups Community meetings Online opportunities to submit ideas/feedback	Workshops Focus/stakeholder groups' meetings Public meetings, drop-in sessions Online surveys/forums	External working groups (involving community experts) Community Advisory Groups (involving community representatives) Forums	Binding referendum Local body elections Delegation of some decision-making to a community
When the community is likely to be involved	Once a decision is made and is being implemented.	Once the Council has determined an initial preferred position it would endeavour to provide the community with sufficient time to participate and respond.	The community or specific communities could be engaged throughout the process, or at specific stages of the process as appropriate.	The community or specific communities will be engaged from the outset, including the development of alternatives to the identification of the preferred solution.	The community or communities will be engaged throughout the process to ensure ownership of the development of alternatives, identification of the preferred solution(s) and delegated decision-making on the preferred solution.

Schedule One:

CCC Strategic Assets

The Council-owned assets listed as strategic are set out below, grouped according to their nature of activity:

Infrastructure

- (a) its stormwater collection and disposal system;
- (b) its wastewater collection, treatment and disposal system;
- (c) its water collection, storage, treatment and distribution system.
- (d) its waste management system;
- (e) its roading network;
- (f) all public transport infrastructure owned or operated by the Council;

Shareholdings

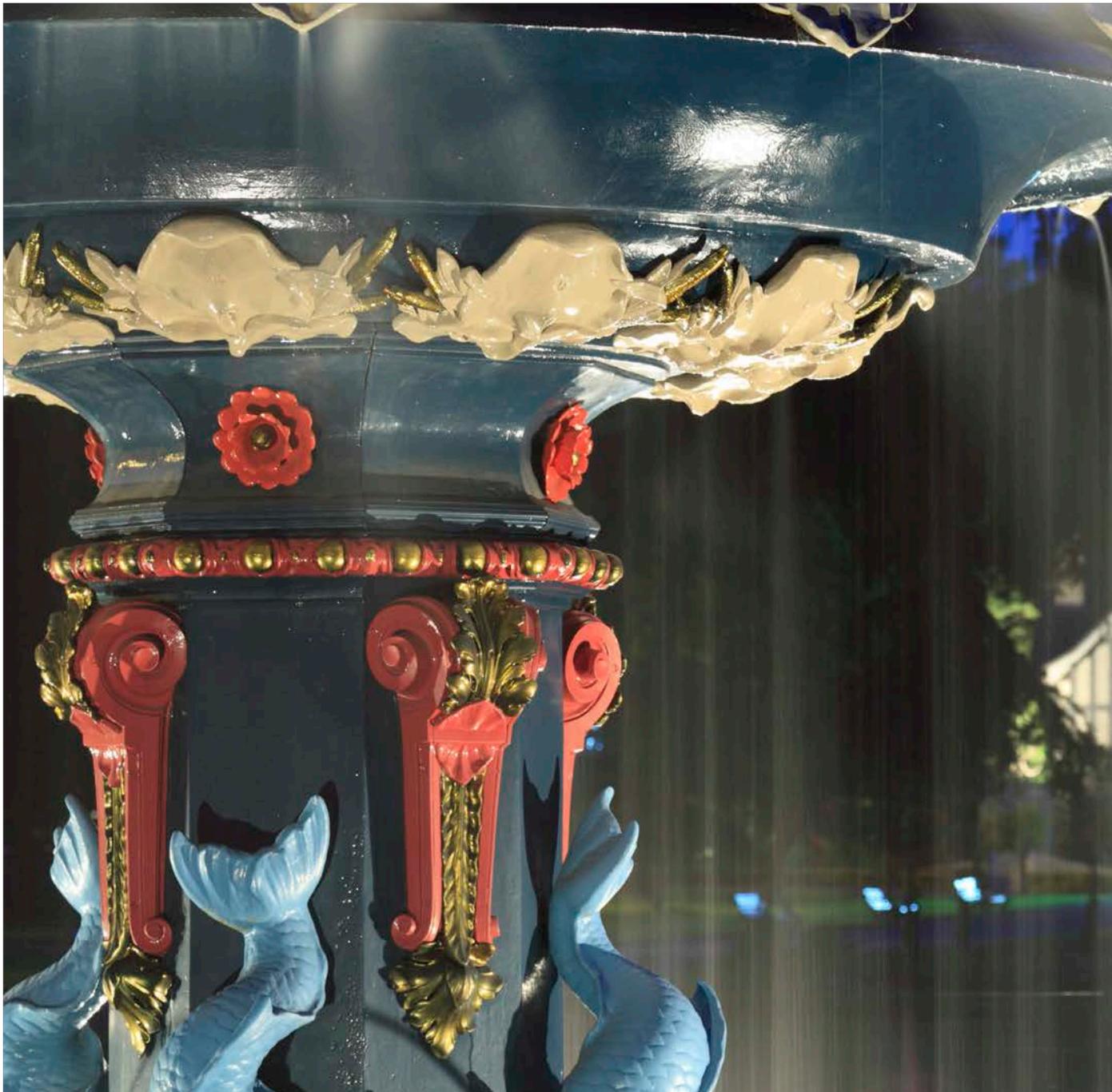
- (g) its shareholding in Christchurch City Holdings Ltd, Civic Building Ltd, Transwaste Canterbury Ltd and VBase Ltd;
- (h) the shares Christchurch City Holdings Ltd (CCHL) holds in Lyttelton Port Company Ltd, Christchurch International Airport Ltd, Orion New Zealand Ltd and Eco Central Ltd;

Community Facilities

- (i) Christchurch Town Hall;
- (j) Christchurch Art Gallery and its permanent collection;
- (k) all land and buildings comprising the Council's social housing portfolio;
- (l) all public library facilities;
- (m) all parks and reserves owned by or administered by the Council;
- (n) all public swimming pools;
- (o) all waterfront land and facilities owned or operated by the Council, including wharves, jetties, slipways, breakwaters and seawalls;
- (p) cemeteries and listed heritage buildings and structures.

“All” or “its” means the asset as a whole.

Where a strategic asset is a network or has many components, decisions may be made in respect of individual components within the network without those components being regarded as strategic, unless such decisions are considered to significantly alter the level of service provided by the Council.



Revenue, financing and rating policies

Revenue and Financing Policy

Introduction

Council adopts its Revenue & Financing Policy under section 102 of the Local Government Act 2002.

The **purpose** of this Policy is to set out how each of Council's Activities is to be funded – that is, who pays for what, and why. The Policy outlines:

- Available funding mechanisms (e.g. rates, fees, borrowing, etc.),
- Council's funding considerations (i.e. the decision about how each Council Activity is to be funded and the process followed to reach that decision), including
 - funding of operating costs (i.e. the funding mix Council has chosen for each Activity's operating costs), and
 - funding of capital costs (i.e. the funding mix Council has chosen for each type of capital investment).

Note that the Revenue & Financing Policy simply sets out Council's decision about how each Activity is to be funded, and the thinking behind that decision. The application of this Policy is set out elsewhere:

- Rates charges and definitions are set out in the Funding Impact Statement,
- Fees and charges for all Activities are set out in the Fees & Charges Schedule,
- Development Contributions are set out in the Development Contributions Policy,
- Projected dollar revenues and costs for each Activity (and the Council as a whole) are set out in the Funding Impact Statement.

Available Funding Mechanisms

Council uses the following sources of funding.

General Rates

General rates are used to fund those services where the Council believes there is a public benefit even though it may not be to the whole community. They typically fund those activities where there is no practical method for charging individual users and the benefit is wider than just the specific user.

Council considers that fixed dollar charges are regressive, in that they represent a higher percentage tax on lower-value properties than on higher-value properties. However, it is considered appropriate for all property-owners to contribute at least a minimum amount towards the funding of Council Activities; Council has therefore determined to apply a relatively low-level Uniform Annual General Charge to each Separately Used or Inhabited Part of a Rating Unit (SUIP).

Council collects the bulk of its general rates in proportion to each Rating Unit's Capital Value. Capital Value represents the owner's full investment in the property, and is therefore considered to provide a more equitable basis for taxation than the Land Value or Annual Value alternatives permitted under section 13 of the Local Government (Rating) Act 2002.

Council considers that the benefits of its Activities are distributed unevenly between different sectors of the community – in particular, that business properties tend to benefit relatively more and remote rural, (farming & forestry) properties relatively less than residential properties. Council has therefore determined to apply Differentials to the value-based General Rate, based on the use to which the land is put:

- All properties will be charged a Standard rate, except those that meet the criteria for Business or Remote Rural (Farming & Forestry) set out in the Funding Impact Statement,
- Business properties will be charged at a differential rate which is higher than the Standard rate, and
- Remote Rural (Farming & Forestry) properties will be charged at a differential rate which is lower than the Standard rate.

Targeted Rates

Used to provide funding for specific Council activities, for example key water infrastructure (i.e. water supply, sewage, and land drainage) and for waste minimisation activities (i.e. yellow & green bins), Council applies these targeted rates to those ratepayers within the relevant serviced areas. The objective of these targeted rates is to fund the cash operating costs of each activity in each year. In addition:

- These targeted rates will collect a portion of the expected depreciation cost for each service over the planning period,
- The proportion of depreciation costs recovered through each targeted rate may differ from year to year, as this is considered desirable to help deliver predictable rates increases across all sectors.

Consequently, Council's current overall rating policy is to not recover all depreciation costs.

Council also uses a targeted rate to fund the operating cost of cycle-ways (part of Council's Transport Activity). The intention is for this targeted rate to provide only partial funding, with the balance of operating costs funded from other sources (particularly general rates and fees & charges).

Council may choose to fund capital investment through a targeted rate, if this is considered desirable in order to demonstrate that specific revenues are being applied to identified projects, or to ensure that at least some of the cost of investment is borne by the identified beneficiaries (e.g. to establish a new water or sewer network in a remote community).

Council may consider inviting Lump Sum Contributions from ratepayers affected by such capital-related targeted rates. However, the preference is to avoid such arrangements, as their potential equity benefits are considered to be usually outweighed by the long-term cost of administration.

The calculation of targeted rates shall be the same as for general rates – that is:

- Fixed dollar rates will be charged per Separately Used or Inhabited Part of a Rating Unit, and
- Value-based rates will be charged based on Capital Value.

Development Contributions

Where Council is required to make capital investment in response to growth in the District (i.e. new subdivision and/or more intensive development of existing developed land), then it will seek to recover a portion of the cost of this investment from those property owners undertaking such growth.

The intention of this recovery is to collect the bulk of Council's overall investment in growth-related infrastructure across the District over time; it is explicitly *not* intended that the amount charged in relation to an individual development will be used to fund Council infrastructure related to that development.

Grants & Subsidies

Some Council Activities qualify for a grant or subsidy from the Crown – most importantly from the New Zealand Transport Agency (NZTA) for qualifying roading expenditure, but also from the NZ Fire

Service, Creative NZ, and other entities. These are used as the initial source of funding where they're available.

Fees & Charges

Council typically collects fees and charges where an Activity is perceived to provide benefit primarily to identifiable individuals or groups (i.e. user-pays), or where the need for the Activity is driven by the actions or inactions of identifiable individuals or groups (i.e. exacerbator-pays).

However, consideration is also given to whether each fee or charge is economically viable (including whether full cost recovery may result in an unacceptable decrease in the use of Council services), and whether such charging may undermine one of Council's identified core Community Outcomes (see "Council's Funding Considerations" below).

Borrowing

Other than for the routine renewal of infrastructure (which is expected to occur more or less consistently each year and is funded from rates), borrowing is undertaken to fund spending where the benefit is perceived to endure for multiple years –for example, capital investment undertaken for service improvements, growth (prior to the collection of Development Contributions), and earthquake repairs..

Short term, Council is borrowing to fund an operating deficit in 2015/16 (final year under the previous financial strategy), and is borrowing to fund earthquake response costs for the next 2 years.

Borrowing is undertaken at a corporate level (i.e. as a single debt portfolio), for reasons of efficient debt management. However, interest costs are allocated to individual Council Activities for budgeting and funding purposes, in proportion to the amount of depreciation generated by that Activity.

Proceeds from Asset Sales

Proceeds from asset sales will be used to reduce debt or fund capital investment relating to new assets or earthquake recovery.

Interest, Dividends, & Other Revenues

Council's principal investment revenues are the dividends received from its commercial subsidiaries (most importantly Christchurch City Holdings Ltd). Cash investments are generally only held for liquidity purposes, as Council is a net borrower.

Income from dividends, interest, and other sources not described above (e.g. petrol taxes) are collectively treated as corporate revenues and are assumed to accrue to general ratepayers – i.e. they are not allocated against specific Activities, but reduce the amount of general rates that Council needs to collect to fund those Activities.

Council's Funding Considerations

Council's decision about which funding mechanism(s) to use to fund each Activity is guided by the following considerations:

- **Community Outcomes** (i.e. what the Activity is trying to achieve) – the source of funding for each Activity is decided after considering the Community Outcome(s) to which it contributes. Council has identified five core Community Outcomes, details of which are provided elsewhere in the Long Term Plan:
 - Liveable City (including housing, transport, and urban design),
 - Strong Communities (including public safety, recreation, heritage, and community participation),
 - Healthy Environment (including water quality, sustainable use of resources, and biodiversity protection),
 - Prosperous Economy (developing a strong business and economic base), and
 - Good Governance (including public confidence in Council's decision-making and effective stewardship of Council resources).

- **User-pays** (i.e. how the benefits of an Activity are distributed) – where the primary benefit from a Council Activity is provided to an identifiable group, then it is preferable for that group to bear the principal cost of the Activity.
- **Exacerbator-pays** (i.e. where the Activity is required due to the activities or inactions of identifiable groups) – it is preferable for such costs to be paid for by those groups contributing to the need for the Activity.
- **Inter-generational equity** (i.e. the period over which the benefits of an Activity occur) – most operational expenditure provides a benefit only during the year that it is spent, so is best funded from current revenues; however, capital investments usually provide benefits over many years, so may be more appropriately funded through borrowing (which is repaid over multiple years).
- **Potential for distinct funding sources** – it may improve the transparency and accountability of Council spending on any particular Activity if its funding is sourced independently of other Activities (e.g. through specific user-charges or a targeted rate), particularly where the cost is significant (such as water infrastructure) or where it is considered desirable to demonstrate that funding is being spent on a specific project or set of projects (such as cycle-ways). The potential benefit of such improved transparency and accountability are weighed against the cost of having to administer the separate funding stream.

Council's choice of funding for each Activity is also guided by the overall impact that any allocation of charges and costs may have on the Community. In particular, although some Activities should arguably be funded by user fees and charges due to the level of private benefit they provide, Council may consider such user-charging inappropriate – for example, full user-funding of libraries and swimming pools may

result in these services no longer being provided, and also conflicts with Council's identified "Strong Community" Community Outcome.

Council has therefore determined that the following Activities will receive a material amount of funding from General Rates:

- Roads & Footpaths
- Refuse Minimisation
- Arts & Culture
- Sports & Recreation

Funding of Operating Costs

Where an Activity is paid for through a number of funding mechanisms, Council's practice is to meet its operating costs in the first instance from fees & charges and grants & subsidies (subject to the considerations outlined above). If the Activity requires further operational funding, this remainder is funded through rates.

This section sets out Council's operational funding decision for each Activity, using three tables:

- *Table 1, Community Outcome* – this table identifies the Community Outcomes to which the Activity **primarily** contributes, on a simple yes / no scale (it is acknowledged that some Activities contribute to more outcomes than those shown).
- *Table 2, Funding Principles* – this table shows how the Council has considered other funding considerations in relation to the Activity, using a simple high / medium / low scale:
 - User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
 - Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;

- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.
- *Table 3, Funding Decision* – this table shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target is expressed in broad terms rather than specific percentages:
 - Low = this source provides 0%-25% of the funding for this Activity;
 - Medium = this source provides 25%-75% of the funding for this Activity; and
 - High = this source provides 75%-100% of the funding for this Activity.

The specific revenue and cost projections for the current planning period are shown in the individual Funding Impact Statements by group of activity.

Water Supply

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	-	Y	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Low	High

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
High	Low	<ul style="list-style-type: none"> Targeted Rate (High) Fees & Charges (Low) 	<ul style="list-style-type: none"> Grants & Other (Low)

Comment: The benefits of this Activity are relatively easy to associate with those properties which are connectable to Council infrastructure, making a Targeted Rate funding mechanism both desirable and practicable.

Sewage Collection & Treatment

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	-	Y	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Low	High

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
High	Low	<ul style="list-style-type: none"> Targeted Rate (High) Fees & Charges (Low) 	<ul style="list-style-type: none"> Grants & Other (Low)

Comment: The benefits of this Activity are relatively easy to associate with those properties which are connectable to Council infrastructure, making a Targeted Rate funding mechanism both desirable and practicable.

Stormwater Drainage

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Low	High

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
High	Low	<ul style="list-style-type: none"> Targeted Rate (High) Fees & Charges (Low) 	<ul style="list-style-type: none"> Grants & Other (Low)

Comment: The benefits of this Activity are relatively easy to associate with those properties which are protected by Council's infrastructure, making a Targeted Rate funding mechanism both desirable and practicable.

Flood Protection & Natural Waterways

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Low	High

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
High	Low	<ul style="list-style-type: none"> Targeted Rate (High) 	<ul style="list-style-type: none"> n/a

Comment: The benefits of this Activity are relatively easy to associate with those properties which are protected by Council's infrastructure, making a Targeted Rate funding mechanism both desirable and practicable.

Roads & Footpaths

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
Y	-	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Medium	Low	Low	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> • Fee & Charges (Low) 	<ul style="list-style-type: none"> • General Rates (High) • Grants & Other (Low)

Comment: This Activity is considered to be of primary benefit to road users. However, it is not considered practicable or desirable to fund the Activity separately, because Council’s roading network is considered to be qualitatively different from those of its infrastructure or service Activities where separate funding is used – in particular:

Significant benefit arguably also accrues to non-users, to a greater extent than for other infrastructure networks (reflected in the “Medium” user-pays consideration in Table 2), and

The extent of “use” (and therefore the extent of liability to be paid) is more difficult to determine than for other Activities.

This Activity is therefore primarily funded by the community as a whole (note, for the purpose of this Financial Impact Statement, NZTA grants are treated as “Community-sourced”, as they are paid by central government rather than individuals or groups within the District).

Transport

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
Y	-	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Medium	Low	Low	Medium

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Medium	Medium	<ul style="list-style-type: none"> • Fees & Charges (Medium) • Targeted Rates (Low) 	<ul style="list-style-type: none"> • General Rates (Low) • Grants & Other (Low)

Comment: Funding considerations for this Activity are similar to those for Roads & Footpaths above. However, Council considers that it is more practicable to fund some of the cost of the Activity separately, resulting in a lower reliance on General Rates funding than for Roading. Note that Targeted Rate funding is from the Active Travel rate, which is a universal fixed rate and so is regarded as funding from the community as a whole.

Parks & Open Spaces

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	Low	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> Fees & Charges (Low) 	<ul style="list-style-type: none"> General Rates (High) Grants & Other (Low)

Comment: This Activity includes Cemeteries, the cost of which is approximately half-funded through user charges. However, the Activity as a whole is considered to provide benefit to the community as a whole, and therefore most appropriately funded through general rates.

Refuse Minimisation

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	-	Y	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	High	Medium	Medium

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Medium	Medium	<ul style="list-style-type: none"> Targeted Rate (Medium) Fees & Charges (Low) 	<ul style="list-style-type: none"> General Rates (Medium) Grants & Other (Low)

Comment: Council wishes to take an environmentally responsible approach to the management of recyclable and compostable waste, for the benefit of current and future communities. It is therefore considered appropriate to partially subsidise this Activity through general rates.

Natural Environment

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	-	Y	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	High	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> Fees & Charges (Low) 	<ul style="list-style-type: none"> General Rates (High)

Comment: Council wishes to contribute to a sustainable environment for the benefit of the current and future communities. Funding this activity through general rates is therefore considered appropriate.

Heritage Protection

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	High	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> General Rates (High)

Comment: Council wishes to contribute to the preservation of the District's heritage for the benefit of the current and future communities. Funding this activity through general rates is therefore considered appropriate.

Arts & Culture

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Medium	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> • Fees & Charges (Low) 	<ul style="list-style-type: none"> • General Rates (High) • Grants & Other (Low)

Comment: Although this Activity arguably only benefits the individuals and groups participating, the Council wishes to maximise the potential for broad community participation (within financially prudent limits) for the benefit of the current and future communities. It is therefore considered appropriate to subsidise this Activity through general rates.

Sports & Recreation

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Low	Medium

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Medium	Medium	<ul style="list-style-type: none"> • Fees & Charges (Medium) 	<ul style="list-style-type: none"> • General Rates (Medium) • Grants & Other (Low)

Comment: Although this Activity arguably only benefits the individuals and groups participating, the Council wishes to maximise the potential for broad community participation (within financially prudent limits). It is therefore considered appropriate to partially subsidise this Activity through general rates.

Economic Development

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	-	-	Y	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	Medium	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> • Fees & Charges (Low) 	<ul style="list-style-type: none"> • General Rates (High) • Grants & Other (Low)

Comment: The Council considers it has a role in the promotion and economic development of the city, within financially prudent limits. This Activity is considered to benefit the current (and future) community as a whole, so is appropriate to fund largely from general rates.

Resilient Communities

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	Y	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	Low	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> • Fees & Charges (Low) 	<ul style="list-style-type: none"> • General Rates (High) • Grants & Other (Low)

Comment: This Activity includes Civil Defence and rural fire management, as well as community grants and support for community events. Apart from Community Facilities (around two-thirds of which is funded through user-charges), these activities are considered to benefit the community as a whole, making general rates funding appropriate.

Housing

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
Y	-	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
High	Low	Medium	High

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
High	Low	<ul style="list-style-type: none"> • Fees & Charges (High) 	<ul style="list-style-type: none"> • Grants & Other (Low)

Comment: Council considers that this Activity provides some community-wide benefit by providing affordable housing to those in need. Housing rentals are intended to be sufficient to cover operating costs without subsidy from other sources.

Regulation & Enforcement

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
Y	-	-	-	-

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Medium	Medium	Medium	Medium

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Medium	Medium	<ul style="list-style-type: none"> • Fees & Charges (Medium) 	<ul style="list-style-type: none"> • General Rates (Low) • Grants & Other (Low)

Comment: Council considers it appropriate to recover the bulk of its costs relating to licensing, enforcement, and consenting from the individuals or groups benefitting from the service (i.e. user or exacerbator pays). The overall funding mix in Tables 2 & 3 is only “Medium”, however, because this Activity group also includes the on-going development and management of Council’s building policy and district planning, which are more generic activities appropriately funded largely from general rates.

Strategic Governance, and Strategic Policy & Planning

Table 1: Community Outcome

Liveable City	Strong Community	Healthy Environment	Prosperous Economy	Good Governance
-	-	-	-	Y

Table 2: Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
Low	Low	Medium	Low

Table 3: Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
Low	High	<ul style="list-style-type: none"> • Fees & Charges (Low) 	<ul style="list-style-type: none"> • General Rates (High) • Grants & Other (Low)

Comment: The cost of Council's governance and planning is inherently a cost borne by the community as a whole, and so is funded largely from general rates.

Funding of Capital Costs

The term “Capital Cost” includes a range of relatively long-term investment spending:

- Equity investment in Council-controlled organisations (most importantly, Christchurch City Holdings Ltd., which owns the city’s shares in the airport, port company, electricity lines company, and others);
- Network and community assets (the broadest category, including water and sewage networks, libraries, community halls, and social housing, and including strategic assets purchased in advance of need – for example, a drainage basin purchased to support anticipated future development); and
- Other assets (such as general plant and equipment).

Having considered the factors in section 101(3) of the Local Government Act 2002, the Council considers that capital investment in any particular Council Activity contributes to the same Community Outcomes as the operating costs of that Activity (per tables above), and will tend to have the same distribution of benefits across the community. However, most capital investments are long-term in nature, so inter-generational equity is a far more important driver of Council’s capital funding decision than it is for operational funding.

Council has therefore determined that capital costs will be funded in accordance with the following **principles**:

- Investment in assets of a commercial or revenue-generating nature should be funded by borrowing, and be either self-funding or expected to deliver a net benefit to ratepayers in the long-term – any difference between investment income and funding costs in individual years will be allocated to or supported by general rates.
- Non-commercial capital investments will be funded in the first instance from borrowing, offset where appropriate by NZTA grants and asset sales. Where the spending is to provide new assets to service growth (ie. new subdivisions and/or more intensive development of developed land), the growth component is funded from Development Contributions
- Capital renewals – where capital spending is expected to be relatively consistent from year to year (in particular, the renewal or replacement of existing infrastructure assets as they approach the end of their economic lives), the required funding is from rates.
- Earthquake repairs are funded from insurance proceeds, Crown contributions, asset sales, rates, and borrowing.

- The Governor’s Bay water and sewerage schemes, both of which were assumed when the City merged with the Banks Peninsula District Council are funded by targeted rates.

Table: Council’s Capital Funding Policy, by Investment Type

Investment type	Initial funding	Serviced and/or repaid by:
Equity investment in CCOs / CCTOs	<ul style="list-style-type: none"> • Debt (interest only) 	<ul style="list-style-type: none"> • Dividends and Rates,
Network & Community assets: <ul style="list-style-type: none"> • Renewal / replacement • Service Improvement • Earthquake repairs • Growth 	<ul style="list-style-type: none"> • Rates • Debt • Insurance proceeds, Crown contributions, asset sales, rates, debt • Debt and Development Contributions 	<ul style="list-style-type: none"> • n/a • Rates • Debt and Rates • Debt and Development Contributions
Other assets	<ul style="list-style-type: none"> • Debt 	<ul style="list-style-type: none"> • Rates

The application of these principles to individual Activities is tabulated below. The High / Medium / Low scale is the same as applied to the operational tables above. The specific capital spending and funding projections for the current planning period are shown in the individual Funding Impact Statements by group of activity.

Table: Council's Capital Funding Policy, by Activity

	Rates	Earthquake Recoveries	Borrowing	Reserves	Development Contributions	Grants & Other
Water Supply	Medium	Low	Low	-	Low	Low
Sewage Collection & Treatment	Medium	Low	Medium	-	Low	-
Stormwater Drainage	Medium	Low	Medium	-	-	-
Flood Protection & Natural Waterways	Low	-	High	-	Low	-
Roads & Footpaths	Low	Low	Medium	-	Low	-
Transport	Low	Low	Medium	-	Low	Medium
Parks & Open Spaces	Medium	-	Medium	-	Low	-
Refuse Minimisation	Medium	Low	Medium	-	-	-
Natural Environment	-	-	-	-	-	-
Heritage Protection	-	-	High	-	-	-
Arts & Culture	Medium	Low	Medium	-	-	-
Sports & Recreation	Medium	Low	Medium	-	Low	-
Economic Development	-	-	-	-	-	-
Resilient Communities	Medium	Low	Medium	-	-	-
Housing	-	Medium	-	Medium	-	-
Regulation & Enforcement	Medium	-	-	Medium	-	-
Strategic Governance, Policy & Planning	-	-	High	-	-	-

Rates Remission Policy

Objective of the policy

To provide rates relief in ten situations, to support either the fairness and equity of the rating system or the overall wellbeing of the community.

Remission 1: Not-for-profit community-based organisations

Objective

Certain types of land use are classified as “non-rateable” under Section 8 of the Local Government (Rating) Act 2002, including schools, churches, and land used for some conservation or recreational purposes. Such land may be either fully or 50% “non-rateable”, although any rates specifically for the purpose of water supply, sewage, and refuse collection must still be charged.

The objective of this remission is to provide rates relief to community-based organisations (including some that may be classified as non-rateable under section 8), to support the benefit they provide to the wellbeing of the Christchurch district.

Conditions and criteria

For not-for-profit community-based organisations which the Council considers deliver a predominant community benefit:

- Where the organisation occupies Council land under lease, up to 100% remission of all rates (except targeted rates for excess water and waste minimisation).
- Where the organisation occupies other land:

- Up to 100% remission on general rates (including the uniform annual general charge),
- Up to 50% remission (of the rates that would be payable if they were fully rateable) on targeted rates for standard water supply, sewerage, and land drainage,

Applications for this remission must be in writing. The extent of remission (if any) shall be determined at the absolute discretion of the Council, and may be phased in over several years.

The Council reserves the right to require annual applications to renew the remission, or to require certification from the applicant that the property is still eligible for the remission. Any residual rates payable must be paid in full for the remission to continue.

Remission applies to

Any community-based not-for-profit organisation whose activities, in the opinion of the Council, provide significant public good as a result of its occupation of the property.

The remission may (at Council’s absolute discretion) include property over which a liquor licence is held, provided this is incidental to the primary purpose of occupancy. This inclusion may also apply to those organisations classified as “non-rateable” under Section 8 of the Local Government (Rating) Act 2002.

The remission is not available to property owned or used by chartered clubs, political parties, trade unions (and associated entities), dog or horse racing clubs, or any other entity where the benefits are restricted to a class or group of persons and not to the public generally.

Any remission will only apply to the portion of the property used for the purpose for which the remission is granted.

Remission 2: Land occupied and used by the Council for community benefit

Objective

To support facilities providing benefit to the community, by remitting rates.

Conditions and criteria

The Council may remit all rates (other than targeted rates for excess water supply and water supply fire connection) on land owned by or used by the Council and which is used for:

- Those activities listed in section 4 of the Local Government (Rating) Act 2002 Schedule 1,
- Rental housing provided within the Council’s Social Housing activity, and
- Any other community benefit use (excluding infrastructural asset rating units).

Remission 3: Rates - Late payment penalties

Objective

Council charges penalties for late payment of rates, in accordance with sections 57 & 58 of the Local Government (Rating) Act 2002.

The objective of this remission is to enable such penalties to be waived where it is fair and equitable to do so, and to encourage ratepayers to clear arrears and keep their payments up to date.

Conditions and criteria

Council will consider remitting late payment penalties in the following three circumstances:

- *One-off ratepayer error* (including timing differences arising from payments via regular bank transactions).
 - This may only be applied once in any five-year period for business ratepayers, and in any two-year period for other ratepayers.
 - Only current-year penalties may be remitted.
 - Applications must state the reason for late payment, and deliberate non-payment will not qualify for remission.
 - Applications must generally be in writing, although staff may waive this requirement if they are satisfied that the full details of the application are recorded.
 - Payment of all outstanding rates (other than the penalties to be remitted) is required prior to the remission being granted.
- *Inability to pay* (including sickness, death, financial hardship, or other circumstances

where it is considered fair and equitable for the remission to be applied):

- Penalties imposed in the last two-year period may be remitted, where this would facilitate immediate payment of all outstanding rates (remission of penalties over a longer time period may be considered, if the amount of arrears is large).
- Where an acceptable arrangement to pay arrears and future rates over an agreed time period is to be implemented, then any penalties that would otherwise have been imposed over this time period may be remitted.
- Applications must generally be in writing, although staff may waive this requirement if they are satisfied that the full details of the application are recorded.
- *Full year payment* (i.e. where the ratepayer pays the financial year's rates in full, rather than in instalments):
 - Late penalties on the current year's Instalment 1 rates invoice will be remitted if current-year rates are paid in full by the due date for Instalment 2.

Remission applies to

Remission of late rates payments may be applied as follows:

- One-off error – to all rating units (although with different criteria for business units)
- Inability to pay – only to properties which are the primary private residence owned and occupied by the applicant
- Full-year payment – to all rating units

Remission 4: Contiguous parcels of land

Objective

Council charges a Uniform Annual General Charge (UAGC) as part of its general rates.

The objective of this remission is to waive the UAGC where doing so supports the purpose of the UAGC as set out in Council's Rating Policy.

Conditions and criteria

Council will consider remitting the UAGC rate where:

- Parcels of land under different ownership are contiguous (ie. sharing a boundary and in common usage, such that they should reasonably be treated as a single unit); OR
- It has been determined that a building consent will not be issued for the primary use of the land under the City Plan.

Remission applies to

All rating units.

Remission 5: Residential pressure wastewater system electricity costs

Objective

Following the 2010 and 2011 earthquakes, some gravity-fed wastewater disposal systems are being replaced by low pressure pump systems. This generally requires the pump to be connected to the electricity supply of the particular house that it serves.

The objective of this remission is to compensate affected homeowners for the additional electricity cost an average household has to pay to operate the new system.

Conditions and criteria

Affected ratepayers will receive a general rates remission equal to an amount determined by Council each year. The Council will make an effort to match this amount to the estimated annual electricity supply charges likely to be paid that year to operate the system.

The remission reflects the estimated annual cost for an average household and therefore only provides general compensation, not compensation reflecting the exact amount of the electricity charge actually paid by the homeowner.

Council's expectation is that where tenants pay for electricity, landlords will pass on the benefit of the remission to their tenants.

Any change to this remission policy must be the subject of consultation with affected residents prior to any decision being made.

For 2015/16, the remission is set at \$26.00 + GST per annum.

Remission applies to

All affected residential properties where the new low pressure pumps are connected to the household electricity supply, but excluding any property:

- With a pump owned and installed by a property owner prior to 1 July 2013,
- That requires a pressure sewer system as part of a subdivision of land that occurred after 1 July 2013, and
- That was vacant land prior to 4 September 2010.

Remission 6: Earthquake-affected properties

Objective

The objective of this remission is to provide rates relief to those ratepayers most affected by the earthquakes, whilst acknowledging that any such support is effectively paid for by those ratepayers less affected.

Conditions and criteria

Rates may be remitted in the following circumstances:

- For residential and "non-rateable" units unable to be occupied due to earthquake damage, all rates levied on the value of improvements will be remitted (i.e. rates will be charged on land value only, as if the property had been demolished). This remission will cease once the property becomes inhabited or inhabitable.
- For business properties which are only unable to be occupied due to a dangerously earthquake-damaged

adjacent building, 30% of total rates will be remitted for the period that this circumstance persists.

- For residential and "non-rateable" properties that are considered by the Council to be at risk of rock-fall, cliff collapse, unsafe access or retaining wall issues, and where the occupant has been instructed by the Council to vacate the property and issued with a notice under section 124 of the Building Act 2004, all rates will be 100% remitted. This remission will cease once the section 124 notice is lifted or, if the property is to be sold to the Crown, the date of settlement.
- For green-zoned properties in the Port Hills identified by the Council as being Mass Land Movement Class I risk, 100% of all rates will be remitted. This remission will cease at the earlier of;
 - The date at which a Council and /or Crown offer to purchase is either settled or rejected,
 - The date at which Council remediation work intended to protect the property is completed, or
 - 30 June 2016
- For residential Red Zone land that was vacant or under construction at 22 February 2011, 100% of rates will be remitted until the earlier of 30 June 2016, or the Crown makes a decision on the future of the land (including a purchase offer).

Any new applications must be in writing, and any new remissions granted will not be back-dated prior to 1 July 2015. The Council may seek assurance or evidence from time to time that properties receiving these remissions remain eligible.

Remission applies to

All rating units.

Remission 7: Excess Water Rates**Objective**

The Council considers that it is the ratepayer's responsibility to ensure the integrity of water reticulation systems within their boundary. Therefore the Council expects that, in general, excess water rates must be paid in full by the ratepayer. However, the Council recognises that in some limited instances it is unreasonable to collect the full amount of excess water charges payable by a ratepayer.

The objective of this remission is to waive the payment of excess water supply rates where it is fair and equitable to do so.

Conditions and criteria

Council may consider remitting up to 100% of excess water rates when the ratepayer could not reasonably have been expected to know that a leak within their boundary has resulted in unusually high water consumption.

Remission applies to:

All ratepayers liable for excess water rates.

Remission 8: Central City Development Unit (CCDU) land intended for public realm**Objective**

To recognise that land or portions of land acquired by CCDU which are currently rateable, will eventually become non-rateable as they are intended to be used for public realm (roads / footpaths / public space).

Conditions and criteria

Where the Council has agreed with CCDU to receive specifically defined parcels of currently rateable land for the purposes of public realm (roads, footpaths, public spaces), these parcels will be subject to a 100% remission of rates from 1 July 2014.

Remission applies to

Qualifying land owned by CCDU.

Remission 9: Flood damage arising from the 4 March 2014 and immediately subsequent flooding events**Objective**

The objective of this remission is to provide rates relief to those ratepayers most affected by the early 2014 flooding events, to a broadly similar extent as the rates relief provided to those affected by earthquakes.

Conditions and criteria

A remission of 100% of rates may be applied to all affected residential and non-rateable properties, subject to the following conditions and criteria:

- The property must be unoccupied due to flood damage,
- Repairs to enable the property to be re-occupied must be suspended, pending completion of Council remediation activities, and
- The property must be acknowledged by relevant Council staff (Land Drainage Operations Manager or other manager within the Mayoral Flooding Taskforce) as

being vulnerable to flood risk, and benefitting from planned Council remedial works.

- This remission will cease at the earlier of:
 - The date at which Council remediation work intended to protect the property is completed, or
 - 30 June 2016

Remission applies to

All identified residential rating units.

Remission 10: Other remissions deemed fair and equitable**Objective**

To recognise that Council's policies for rates remission cannot contemplate all possible situations where it may be appropriate to remit rates.

Conditions and criteria

The Council may, by specific resolution, remit any rate or rates penalty when it considers it fair and equitable to do so.

Rates Postponement Policy

Objective

To assist owner-occupiers of property to continue living in their home when they do not have the financial capacity to pay their rates or where the payment of rates would create financial hardship.

The Rates Postponement Policy is primarily, but not exclusively, designed for ratepayers over 65 years of age. Younger ratepayers may apply and will be considered on their merits.

Postponement statement

Up to 100% of rates may be postponed for a period determined by the Council where the ratepayer is experiencing financial hardship.

Conditions and criteria

The postponement applies to properties that are the primary private residence owned and occupied by the ratepayer, and the ratepayer can demonstrate:

- a) they do not have the financial capacity to pay their rates; or
- b) the payment of rates would create financial hardship.

Written applications and a declaration of eligibility will generally be required for all postponements. However, staff may waive the written application provided they are satisfied there is good reason and provided that full details of the application are recorded.

Applications for postponement will be considered on their individual merits.

Rates penalties will not be applied or will be remitted for any rates that have been postponed.

The postponement will continue to apply until:

- a) the ratepayer ceases to be the owner or occupier of the rating unit; or
- b) the ratepayer ceases to use the property as their primary private residence; or
- c) the ratepayer recovers the ability to pay, or
- d) until a date specified by the Council at the time of granting the postponement;

whichever is the sooner.

Postponement applies to:

Any land owned and occupied by the ratepayer as their primary private residence.

Earthquake-Related Postponements (prior to 1 July 2013)

Prior to 1 July 2013, Council postponed rates on certain residential vacant land in the earthquake red zone, pending the Crown making a decision on the fate of these titles. Rates on these properties are now payable as usual, as the Crown has made a decision and a purchase offer for all red-zoned properties.

All rates postponed under the prior policy shall become due and payable in full on the earliest of:

- the ratepayer declining the Crown purchase offer,
- settlement of sale to the Crown, or
- 30 June 2016.

Notwithstanding Council's general policy relating to postponement (below), no annual fee or interest amount will be charged on these postponed amounts.

Postponement – general issues

The postponed rates will remain a charge against the property and must be paid either when the property ceases to be the place of residence of the applicant or the criteria no longer apply. Postponed rates may include rate arrears owing from previous financial years.

A fee (effectively interest) will be charged annually where rates have been postponed. This fee will be calculated at the end of each rating year on the accrued rates postponed (including any fees outstanding) at the beginning of that financial year. The fee will be based on the Council's estimated cost of borrowing as published in the Annual Plan.

Remission and Postponement Policy of Rates on Maori Freehold Land

The City contains a number of Maori Land properties which are either unoccupied and unimproved or partially occupied. In some cases these are creating a significant rating burden on the Maori owners who often do not have the means nor, in some cases, the desire to make economic use of the land. Often this is because of the nature of the ownership, because the land has some special significance which would make it undesirable to develop or reside on, or is isolated and marginal in quality.

The Council has recognised that the nature of Maori Land is different to General Land and has formulated this policy to deal with those differences.

Objective

The Council has recognized that certain Maori Owned Lands have particular conditions, ownership structures or other circumstances which make it appropriate to remit or postpone rates for defined periods of time.

The Council and the community benefit through more efficient use of staff time and the removal of that rates debt which is considered non-collectable.

The Council is required to consider every application for remission and/or postponement of rates on Maori Owned Land pursuant to Section 108(4) of the Local Government Act 2002 and will then consider the most appropriate tool, if any, either remission or postponement to assist in making ownership and occupancy of the land feasible.

Conditions and criteria for postponement or remission

General:

- The rating units must be either Maori Customary Land or Maori Freehold Land as defined by S.129 of the Te Ture Whenua Act 1993.
- Council will have the sole discretion on whether or not to grant the remission or postponement and may seek such additional information as may be required before making its final decision.
- The policy does not provide for the permanent remission or postponement of rates on the property concerned.
- If the status of the land changes so that it no longer complies with the criteria the remission or postponement ceases unless further relief is granted in accordance with the policies below.
- Council expects that any rating relief will be temporary and each application will be limited to a term of three years. However the Council may consider renewing the rate relief upon the receipt of further applications from the owners. Council may also, at its sole discretion, renew the rating relief without application from the owners.
- In the event that subsequent applications for rating relief are made by only one or a minority of owners, Council may require that these are signed or supported by such greater

proportion of owners as may be required from time to time.

- The land must have, in the opinion of the Council, historical, ancestral or cultural significance.

Policy application where the rating unit is not in use

In general, the criteria for granting rates relief would include some or all of the following:

1. the land is not in use (as defined below);
2. the land is unimproved:
the land has no or minimal improvements;
3. the land is land locked:
the land does not have legal access to the Council or national roading network;
4. multiple ownership or fragmented ownership:
the land has multiple owners and ownership rights, and individual share proportions vary. Owners are scattered throughout the country and even worldwide. Attempts to contact a majority representation are often painstaking and difficult;
5. the land has particular value as ancestral land in relation to its owners' culture and traditions;
6. the presence of waahi tapu that may affect the use of the land for other purposes;
7. government and Council's desire to avoid further alienation of Maori freehold land;
8. the land has particular conservation value:

because of its remoteness and inaccessibility the land has a high conservation value which Council or the community wish to preserve;

9. unsecured legal title:
land titles have not been surveyed, therefore they cannot be registered with the District Land Registrar. Owners seeking finance for development of their land are restricted as mortgages cannot be registered against the title;
10. isolation and marginal in quality:
the land is geographically isolated and of marginal quality;
11. no management structures:
owners of the land have no management or operating structures in place to administer matters;
12. rating problems:
because of the above factors there is a history of rate arrears and/or a difficulty in establishing who is/should be responsible for the payment of rates.

In accordance with Part 2 Section 96 of the Local Government (Rating) Act 2002 Maori Land is defined as in use when person/persons do one or more of the following for his or her profit or benefit:

- resides upon the land
- depastures or maintains livestock on the land
- stores anything on the land
- uses the land in any other way.

Policy application where the rating unit is in use

Where an insignificant or inconsequential portion of the land is in use Council may, at its sole discretion, provide rating relief on that portion of land not in use. For example, the depasturing of a pony on the rating unit is likely to be considered inconsequential.

Any such relief shall be determined following consideration of the criteria for granting rates relief on land not in use (as detailed above). In addition, Council is more likely to grant rates relief when one or both of the criteria below are met:

1. where the land is used by its owners for traditional purposes; and
2. where the land is used in providing economic and infrastructure support for marae and associated papakainga housing (whether on the land or elsewhere) .

Policy application where there is a change in status, ownership, or use

In some circumstances Maori Land may change status (for example from Maori Freehold Land to General Land Owned by Maori), ownership, or use (for example persons may choose to reside upon land previously unoccupied). Where Council deems it to be in the interests of the community it may, at its sole discretion, choose to remit or postpone any postponed rates or rates arrears and penalty arrears on that land.

For example, should the land be developed in order to establish a conservation estate Council may grant rates relief. Similarly, should the land be developed in such a manner as to change it from unproductive to productive land, and

therefore eligible for rates in the future, Council may grant rates relief.

The amount and timing of any rates relief provided under this policy is entirely at the discretion of Council. However, in general such relief will not exceed the following:

- 100% remission of historic unpaid rates and penalties;
- 100% remission of general rates in the year of change in use;
- 50% remission of general rates in the year following change in use.

Remission applies to:

Owners, or authorised agents of the owners, of Maori Land, with different conditions applying to occupied, unoccupied or partially occupied land.



Treasury risk management **policy**

Treasury Risk Management Policy

Including Liability Management and Investment Policies

Introduction

Policy purpose

The purpose of the Treasury Risk Management Policy (Policy) is to outline approved policies and procedures in respect of all treasury activity to be undertaken by Christchurch City Council (the Council). The formalisation of such policies and procedures will enable treasury risks within the Council to be prudently managed.

As circumstances change, the policies and procedures outlined in this Policy will be modified to ensure that treasury risks within the Council continue to be well managed. In addition, regular reviews will be conducted to test the existing Policy against the following criteria:

- Industry best practices for a council the size and type of the Council;
- The risk bearing ability and tolerance levels of the underlying revenue and cost drivers;
- The effectiveness and efficiency of the Policy and treasury management function to recognise, measure, control, manage and report on the Council's financial exposure to market interest rate risks, funding risk, liquidity, investment risks, counterparty credit risks and other associated risks;
- The operations of a pro-active treasury function in an environment of control and compliance;
- The robustness of the Policy's risk control limits and risk spreading mechanisms against

normal and abnormal interest rate market movements and conditions;

- Assistance to the Council in achieving strategic objectives.

Policy setting and management

The Council approves Policy parameters in relation to its treasury activities. The Council's Chief Executive has overall financial management responsibility for the Council's borrowing and investments.

The Council exercises ongoing governance over its subsidiary companies (CCO/CCTO), through the process of approving the Constitutions, Statements of (Corporate) Intent, and the appointment of Directors/Trustees of these companies.

Scope and objectives

Scope

- This document identifies the policy of the Council in respect of treasury management activities.
- The Policy has not been prepared to cover other aspects of the Council's operations, particularly transactional banking management, systems of internal control and financial management. Other policies and procedures of the Council cover these matters.

Treasury management objective

The objective of this Policy is to control and manage borrowing costs, investment returns, liquidity requirements and risks associated with treasury management activities.

Governance and management responsibilities

Council

The Council has ultimate responsibility for ensuring that there is an effective policy for the management of its risks. In this respect the Council decides the level and nature of risks that are acceptable, given the underlying objectives of the Council.

The Council is responsible for approving the Policy. While the Policy can be reviewed and changes recommended by other persons, the authority to make or change the Policy cannot be delegated.

In this respect, the Council has responsibility for:

- Approving the long-term financial position of the Council through the Long-term Plan (LTP) and associated Financial Strategy along with the adopted Annual Plan;
- Approving and adopting the Liability Management and Investment Policies;
- Approving the Policy following recommendation by the Strategy & Finance Committee, incorporating the following delegated authorities:

- Borrowing, investment and dealing limits and the respective authority levels delegated to the Chief Executive Officer (CEO), Chief Finance Officer (CFO) and other management;
- Counterparties and credit limits;
- Risk management methodologies and benchmarks;
- Guidelines for the use of financial instruments;
- Receiving a triennial review report on the Policy.

Strategy & Finance Committee (SFC)

The SFC is a Council committee responsible for advising the full Council on Treasury and related matters. Under this Policy, the SFC will:

- Evaluate and recommend amendments to Policy;
- Review debt levels for compliance with Council's Annual Plan, Long Term Plan or specific Council resolution and this Policy;
- Review treasury activity through quarterly reporting, supplemented by exception reporting;
- Review and recommend delegated authority to the CEO and other officers;
- Review and recommend approval of one-off transactions falling outside Policy.

Chief Executive Officer (CEO)

While the Council has final responsibility for the Policy governing the management of Council's Treasury risks, it delegates overall responsibility for the day-to-day management of such risks to the CEO.

In respect of treasury management activities, the CEO's responsibilities include:

- Ensuring the policies comply with existing and new legislation;
- Approving the register of authorised signatories;
- Signing Compliance Certificates under borrowing and hedging agreements (including under section 118 of the Local Government Act 2002), as required;
- In conjunction with the Chief Financial Officer (CFO), approving the opening and closing of bank accounts;
- Receiving advice of non-compliance of Policy and significant treasury events from the CFO.

Liability management policy

Introduction

The Liability Management Policy focuses on borrowing (external and internal) as this is the most significant component of Council's liabilities and exposes the Council to the most significant risks. Other liabilities are generally non-interest bearing. Cash flows associated with other liabilities are incorporated in cash flow forecasts for liquidity management purposes and for determining future borrowing requirements.

Council maintains external borrowings in order to:

- Raise specific debt associated with projects and capital expenditures;
- Fund assets where their useful lives extend over several generations of ratepayers;
- Fund investment in CCOs;
- Provide funding to CCOs;
- Fund short term borrowing for working capital requirements-

Borrowing provides a basis to achieve inter-generational equity by aligning long-term assets with long-term funding sources, and ensures that the costs are met by those ratepayers benefiting from the investment.

Generally when the Council borrows money the debt is not linked to a specific activity it is considered to be part of the overall cost of operating the Council. This general rule is not followed for debt which is linked to a service covered by a targeted rate. In those cases the debt repayment is recovered from within the targeted rate.

Borrowing limits

Debt will be managed within the following limits:

Item	Borrowing Limit
Net Debt / Total Revenue	<250%
Net Debt / Equity	<20%
Net Interest / Total Revenue	<20%
Net Interest / Annual Rates Income	>30%
Liquidity	>110%

- Total Revenue is defined as cash earnings from rates, government capital grants and subsidies, user charges, interest, dividends, financial and other revenue and excludes non government capital contributions (e.g. development contributions and vested assets).
- Net Debt is defined as total debt less liquid financial assets and investments.
- Liquidity is defined as external debt plus committed bank facilities plus liquid investments divided by external debt.
- Net Interest is defined as the amount equal to all interest and financing costs less interest income for the relevant period.
- Annual Rates Income is defined as the amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 (including volumetric water charges levied) together with any revenue received from other local

authorities for services provided (and for which the other local authorities rate).

- Financial covenants are measured on Council only not consolidated group.

Asset management plans

In approving new debt Council considers the impact on its external borrowing limits as well as the economic life of the asset that is being funded and its overall consistency with Council's LTP and Financial Strategy.

Borrowing Mechanism

Council is able to externally borrow through a variety of market mechanisms including issuing stock/bonds, commercial paper (CP) and debentures, direct bank borrowing, borrowing from the Local Government Funding Agency, (LGFA), accessing the short- and long-term wholesale/retail debt capital markets directly or indirectly, or internal borrowing of reserve and special funds. In evaluating strategies for new borrowing (in relation to source, term, size and pricing), the following is taken into account:

- Available terms from banks, LGFA, debt capital markets and loan stock issuance;
- Council's overall debt maturity profile, to ensure concentration of debt is avoided at reissue/rollover time;
- Prevailing interest rates and margins relative to term for loan stock issuance, LGFA, debt, capital markets and bank borrowing;
- The market's outlook on future interest rate movements as well as its own;

- Legal documentation and financial covenants considerations;
- For internally funded projects, to ensure that finance terms for those projects are at least as equitable with those terms from external borrowing;
- Alternative funding mechanisms such as leasing should be evaluated with financial analysis in conjunction with traditional on-balance sheet funding. The evaluation should take into consideration, ownership, redemption value and effective cost of funds.

Council's ability to readily attract cost-effective borrowing is largely driven by its ability to rate, maintain a strong financial standing and manage its relationships with its investors, LGFA, Standard and Poor's and financial institutions/brokers.

Security

Council's external borrowings will generally be secured by way of a charge over rates and rates revenue offered through a Debenture Trust Deed. Under a Debenture Trust Deed, Council's borrowing is secured by a floating charge over all Council rates levied under the Local Government Rating Act. The security offered by Council ranks equally or *pari passu* with other lenders.

From time to time, and with Council approval, security may be offered by providing a charge over one or more of Councils assets.

Physical assets will be charged only where:

- There is a direct relationship between the debt and the purchase or construction of the asset, which it funds (e.g. project finance);
- Council considers a charge over physical assets to be appropriate;

- Any pledging of physical assets must comply with the terms and conditions contained within the security arrangement.

Debt repayment

The funds from all asset sales, operating surpluses, grants and subsidies will be applied to specific projects or the reduction of debt and/or a reduction in borrowing requirements, unless the Council specifically directs that the funds will be put to another use.

Debt will be repaid as it falls due in accordance with the applicable borrowing arrangement. Subject to the appropriate approval and debt limits, a loan may be rolled over or re-negotiated as and when appropriate.

Council will manage debt on a net portfolio basis and will only externally borrow when it is commercially prudent to do so.

Debt acquired to fund strategic land purchases and equity investments in CCTOs will be interest-only borrowing and will not be repaid until the underlying asset is disposed of.

Guarantees / contingent liabilities and other financial arrangements

Council may act as guarantor to financial institutions on loans or enter into incidental arrangements for organisations, clubs, Trusts, or Business Units, when the purposes of the loan are in line with Council's strategic objectives.

Council's significant contingent liability is in relation to its \$650 million of un-called redeemable preference shares in CCHL, which exist to support CCHL's credit worthiness and ensure that it can obtain services and funding at an efficient cost.

Council is not allowed to guarantee loans to Council-controlled trading organisations under Section 62 of the Local Government Act.

Council will ensure that sufficient funds or lines of credit exist to meet amounts guaranteed.

Other financial arrangements include advances to community organisations and trusts.

Conditions to financial arrangements, such as loan advances, are specified in section 5.4.4.

Internal borrowing

Council uses its reserves and external borrowing to internally fund both capital expenditure and working capital. The Council approves overall borrowing by resolution during the annual planning and/or LTP process. The finance function is responsible for administering Council's internal loan portfolio.

The primary objective in funding internally is to use funds efficiently, by eliminating the margin that would be paid through Council separately investing and borrowing externally.

New Zealand Local Government Funding Agency (LGFA) Limited

Under its shareholding agreement with LGFA, Council has agreed to:

- Provide guarantees of the indebtedness of other local authorities to LGFA, and of the indebtedness of LGFA itself;
- Secure its borrowings from LGFA (and the performance of other obligations to LGFA or its creditors) with a charge over Council's rates and rates revenues; and

- Each time Council borrows from LGFA, contribute a portion of that borrowing back to LGFA as an equity contribution (eg. in the form of Borrower Notes).

To the extent that it considers it necessary or desirable, Council may also commit to contributing additional equity (or subordinated debt), and/or subscribe for shares and uncalled capital in LGFA.

Approved financial instruments

Approved financial instruments (which do not include shares or equities) are shown in the following table:

Category	Instrument
Cash management and borrowing	Bank deposits Bank overdraft Bank term loans Committed cash advance and bank accepted bill facilities (short term and long term loan facilities) Loan stock /bond issuance (floating or fixed rate) Commercial paper (CP)/Promissory notes NZD denominated Private Placement Loans
Interest rate risk management	Forward rate agreements (FRAs) on bank bills Interest rate swaps (including forward-starting swaps) Interest rate options on: <ul style="list-style-type: none"> • Bank bills (purchased caps and one for one collars) • Interest rate swaptions (purchased swaptions and one for one collars only)

Any other financial instrument must be specifically approved by the Council on a case-by-case basis

and only be applied to the one singular transaction being approved.

Investment Policy

Introduction

Council generally holds investments for strategic reasons where there is some community, social, physical or economic benefit accruing from the investment activity. Generating a commercial return on strategic investments is considered a secondary objective. Investments and associated risks are monitored and managed, and regularly reported to Council. Specific purposes for maintaining investments include:

- For strategic purposes consistent with Council's LTP;
- To reduce the current ratepayer burden;
- The retention of vested land;
- Holding short-term investments for working capital requirements and liquidity management;
- Holding investments that are necessary to carry out Council operations consistent with Annual Plans, to implement strategic initiatives, or to support inter-generational allocations;
- Holding assets (such as property) for commercial returns;
- Providing ready cash in the event of a natural disaster, the use of which is intended to bridge the gap between the disaster and the reinstatement of normal income streams and assets;
- Investing amounts allocated to accumulated surplus, Council created restricted reserves and general reserves;
- Investing proceeds from the sale of assets.

Council recognises that as a responsible public authority all investments held, should be low risk. Council also recognises that low risk investments generally mean lower returns.

Council can internally borrow from reserve funds in the first instance to meet future capital expenditure requirements, unless there is a compelling reason for establishing external debt.

Policy

The Council's general policy on investments is that:

- The Council may hold financial, property, and equity investments if there are strategic, commercial, economic or other valid reasons (e.g. where it is the most appropriate way to administer a Council function);
- The Council will keep under review its approach to all major investments and the credit rating of approved financial institutions;
- The Council will review its policies on holding investments at least once every three years.

Acquisition of new investments

With the exception of financial investments, new investments are acquired if an opportunity arises and approval is given by Council, based on advice and recommendations from Council officers. Before approving any new investments, Council gives due consideration to the contribution the investment will make in fulfilling Council's strategic objectives, and the financial risks of owning the investment.

The authority to acquire financial investments is delegated to the CFO.

Investment mix

Equity investments

Equity investments, include investments held in CCO/CCTO and other shareholdings (including Christchurch City Holdings Ltd).

Council maintains equity investments and other minor shareholdings. Council's equity investments fulfil various strategic, economic development and financial objectives as outlined in the LTP. Equity investments may be held where Council considers there to be strategic community value.

Council seeks to achieve an acceptable rate of return on all its equity investments consistent with the nature of the investment and the stated philosophy on investments.

Any purchase or disposition of equity investments requires Council approval. Council may also acquire shares that are gifted or are a result of restructuring.

Dividends received from CCOs/CCTOs and unlisted companies not controlled by Council are normally credited to general funds and reduce general rates

Any dividends received, and/or profit or loss arising from the sale of these investments must be recorded in accordance with appropriate accounting standards. Unless otherwise directed by Council, the proceeds from the disposition of equity investments will be used firstly to repay any debt relating to the investment and then utilised to reduce other Council debt. Council recognises that there are risks associated with holding equity investments and to minimise these risks Council, through the relevant Council-committee, monitors the performance of its equity investments on a twice yearly basis to ensure that the stated

objectives are being achieved. Council seeks professional advice regarding its equity investments when it considers this appropriate.

New Zealand Local Government Funding Agency Limited investment

The Council may invest in shares and other financial instruments of the New Zealand Local Government Funding Agency Limited (LGFA), and may borrow to fund that investment.

The Council's objective in making any such investment will be to:

- Obtain a return on the investment;
- Ensure that the LGFA has sufficient capital to remain viable, meaning that it continues as a source of debt funding for the Council.

Because of these dual objectives, the Council may invest in LGFA shares in circumstances in which the return on that investment is potentially lower than the return it could achieve with alternative investments. In connection with the investment, Council subscribes for uncalled capital in the LGFA and is a Guarantor.

Property investments

Council owns property investments for strategic and commercial purposes. Council reviews ownership through assessing the benefits including financial returns, in comparison to other arrangements that could deliver similar results.

Surpluses generated from commercial and semi-commercial property investments are treated as an internal dividend to Council. Other surpluses from property are treated as income in the related Council activity.

Property disposals are managed to ensure compliance with statutory requirements and

where appropriate consultation with Community Boards and Committees.

Property purchases are supported by registered valuations and where appropriate a full business case analysis. Council will not purchase properties on a speculative basis.

Council owns land and buildings for the purposes of providing services and parks and reserves. These holdings are not considered to be investments for the purposes of this Policy.

Financial investments

Objectives

Council's primary objectives when investing is the protection of its investment capital. Accordingly, Council may only invest in approved creditworthy counterparties.

Council's investment portfolio will be arranged to provide sufficient funds for planned expenditures and allow for the payment of obligations as they fall due. Council prudently manages liquid financial investments as follows:

- Any liquid investments must be restricted to a term that meets future cash flow and capital expenditure projections;
- Council may choose to hold specific reserves in cash and direct what happens to that investment income. Interest is credited to general funds unless the terms of the special fund or reserve fund state that interest is to accrue.
- Internal borrowing will be used wherever possible to avoid external borrowing.

Special funds and reserve funds

Liquid assets are not required to be held against special funds and reserve funds. Instead Council may internally borrow or utilise these funds wherever possible.

Trust funds

Where Council hold funds as a trustee, or manages funds for a Trust, then such funds must be invested on the terms provided within the Trust. If the Trust's investment policy is not specified then this policy should apply.

Loan Advances

Council may provide advances to CCOs, CCTOs, charitable trusts and community organisations for strategic and commercial purposes. New loan advances are by Council resolution only. Council does not lend money, or provide any other financial accommodation, to a CCO or CCTO on terms and conditions that are more favourable than those that would apply if Council were borrowing the money or obtaining the financial accommodation.

Advances to charitable trusts and community organisations must meet the criteria set out in Council's Strengthening Communities Strategy, but do not have to be on a fully commercial basis.

Council reviews performance of its loan advances on a regular basis to ensure strategic and economic objectives are being achieved.

Approved financial instruments

Approved financial instruments (which do not include shares or equities) are as detailed in the table below:

Category	Instrument
Investments	Bank deposits Treasury, bank, and corporate discounted bills (up to 1 year) Government, SOE, and Corporate Bonds or Floating Rate Notes (FRN). Bonds or FRNs issued by local authorities or LGFA LGFA borrower notes

Any other financial instrument must be specifically approved by the Council on a case-by-case basis and only be applied to the one singular transaction being approved.

All unsecured investment securities must be senior in ranking. The following types of investment instruments are expressly excluded:

- Structured debt where issuing entities are not a primary borrower/ issuer;
- Subordinated debt, junior debt, perpetual notes and debt/equity hybrid notes such as convertibles.

Risk recognition / identification management

Interest rate risk

Risk recognition

Interest rate risk is the risk that funding costs will materially exceed or fall short of projections included in the LTP or Annual Plan (due to adverse movements in market wholesale interest rates) so as to adversely impact revenue projections, cost control and capital investment decisions/returns/feasibilities.

The primary objective of interest rate risk management is to reduce uncertainty relating to interest rate movements through fixing/hedging of interest costs. Certainty around interest costs is to be achieved through the active management of underlying interest rate exposures.

Interest rate risk control limits

Exposure to interest rate risk is managed and mitigated through the risk control limits below. Council's net external debt should be within the following fixed/floating interest rate risk control limit.

Net external debt is defined as total external debt less liquid financial assets and investments. This allows for pre-hedging in advance of projected physical drawdown of new debt. When approved forecasts are changed, the amount of fixed rate cover in place may have to be adjusted to ensure compliance with the Policy minimums and maximums.

Debt Interest Rate Policy Parameters		
Debt Period Ending	Minimum Fixed	Maximum Fixed
Year 1	55%	95%
Year 2	50%	90%
Year 3	45%	85%
Year 4	40%	80%
Year 5	35%	75%
Year 6	30%	70%
Year 7	25%	65%
Year 8	20%	60%
Year 9	0%	55%
Year 10	0%	50%
Year 11	0%	45%
Year 12	0%	40%
Year 13	0%	35%
Year 14	0%	30%
Year 15	0%	25%

- Fixed Rate is defined as an interest rate repricing date beyond 12 months forward on a continuous rolling basis.
- Floating Rate is defined as an interest rate repricing within 12 months.

- The percentages are calculated on the rolling 12 month projected net debt level calculated by management (signed off by the CFO).
- Floating rate debt may be spread over any maturity out to 12 months.
- Hedging outside the above risk parameters must be approved by the Council.
- Hedging is to be achieved through the use of swaps. If it is considered that options are more appropriate prior approval must be obtained from the Corporate Finance Manager.
- Interest rate options must not be sold outright. However, one for one collar option structures are allowable, whereby the sold option is matched precisely by amount and maturity to the simultaneously purchased option. During the term of the option, only the sold side of the collar can be closed out (i.e. repurchased) otherwise, both sides must be closed simultaneously. The sold option leg of the collar structure must not have a strike rate in-the-money.
- Interest rate options with a maturity date beyond 12 months that have a strike rate (exercise rate) higher than 2% above the appropriate swap rate, cannot be counted as part of the fixed-rate hedge percentage calculation.

Liquidity risk/funding risk

Risk recognition

Management of cash flow deficits in various future periods as identified in long term financial forecasts is reliant on the maturity structure of cash, short-term financial investments, loans and

bank facilities. Liquidity risk management focuses on the ability to access committed funding at that future time to fund the gaps. Funding risk management centres on the ability to re-finance or raise new debt at a future time at the same or more favourable pricing (fees and borrowing margins) and maturity terms of existing loans and facilities.

The management of Council’s funding risks is important as several risk factors can arise to cause an adverse movement in borrowing margins, term availability and general flexibility including:

- Local Government risk is priced to a higher fee and margin level;
- Council’s own credit standing or financial strength as a borrower deteriorates due to financial, regulatory or other reasons;
- A large individual lender to Council experiences its own financial/exposure difficulties resulting in Council not being able to manage its debt portfolio as optimally as desired;
- New Zealand investment community experiences a substantial over-supply of Council investment assets;
- Financial market shocks from domestic or global events.

A key factor of funding risk management is to spread and control the risk to reduce the concentration of risk at one point in time so that if any of the above events occur, the overall borrowing cost is not unnecessarily increased and desired maturity profile compromised due to market conditions.

Liquidity/funding risk control limits

- External term loans and committed debt facilities together with available liquid investments must be maintained at an amount in excess of 110% over existing external debt.
- Council has the ability to pre-fund up to 18 months forecast debt requirements including re-financings.
- The CFO has the discretionary authority to re-finance existing external debt on more favourable terms. Such action is to be reported to the CEO and the Strategy & Finance Committee at the earliest opportunity.

The maturity profile of the total committed funding in respect to all external debt / loans and committed debt facilities, is to be controlled by the following system:

Period	Minimum %	Maximum %
0 to 3 years	15%	60%
3 to 5 years	15%	60%
5 years plus	10%	60%

Counterparty credit risk

Counterparty credit risk is the risk of losses (realised or unrealised) arising from a counterparty defaulting on a financial instrument where the Council is a party. The credit risk to the Council in a default event will be weighted differently depending on the type of instrument entered into.

Credit risk will be regularly reviewed by the Strategy & Finance Committee. Credit limits are dependent on the counterparty’s Standard & Poor’s, (S&P) rating.

The following matrix guide will determine limits:

Counterparty	Minimum S&P credit rating	Maximum per counterparty (\$m)
NZ Government	N/A	Unlimited
LGFA	A-	\$100
NZ Registered Bank	AA band	\$200
	A band	\$150
	BBB+	\$50
NZD Registered Supranationals	AAA	\$50
Local Authority	BBB+	\$40m
	Un-rated	\$25m
SOE	BBB+	\$20m
Other Corporate	BBB+	\$10m

In determining the usage of the above gross limits, the following product weightings will be used:

- Financial investments (e.g. deposits, bonds) – 100% of the principal value;
- Interest Rate Risk Management (e.g. swaps, Forward Rate Agreements) – month-end mark to market value (as provided by the treasury management system) **plus**:
 - 1.0% of the notional principal for instruments maturing within 1-5 years of the reporting date, OR

- 1.5% of the notional principal for instruments maturing beyond 5 years of the reporting date.
- Foreign Exchange instruments (e.g. Forward Exchange Contracts) – month-end mark to market value plus 30% of the notional value of the instrument as provided by the treasury management system.



Council controlled organisations

Council Controlled Organisations
Christchurch City Holdings Ltd

www.cchl.co.nz



CCHL is the wholly owned investment arm of Council, holding shares in various trading companies and monitoring other trading companies and their subsidiaries on the Council's behalf.

Subsidiary companies

- Orion New Zealand Ltd
- Christchurch International Airport Ltd
- Lyttelton Port Company Ltd
- Enable Services Ltd
- City Care Ltd
- Red Bus Ltd
- EcoCentral Ltd

Nature and scope of activities

CCHL's key purpose is to invest in and promote the establishment of key infrastructure, and this now extends to assisting the Council in the rebuild and redevelopment of Christchurch following the Canterbury earthquakes. CCHL invests in infrastructural assets such as the electricity distribution network, the airport, port, transport and high speed broadband.

Their strategic approach is to identify infrastructural needs that cannot be filled by the private sector or existing Council operations, then take a role in helping to meet those needs through joint ventures, public-private partnerships, establishing new entities or simply acting as a catalyst for others.

CCHL also encourages and, if necessary will facilitate, appropriate investment by its trading companies when significant upgrades are required to existing infrastructural assets – recent examples being the funding of Enable, the provision of some of the funding requirements for the construction of the new airport terminal and support for the strengthening of the Orion network.

Policies and objectives relating to ownership and control

This company was established to group the Council's interest in its trading activities under one umbrella, and to provide an interface between the Council and the commercial activities of its CCTOs.

Key performance targets

CCHL agrees annually its key financial and non-financial performance indicators with its shareholder the Council. These indicators are outlined in CCHL's Statement of Intent. CCHL monitors throughout the year the performance of its subsidiaries against the performance targets that have been agreed.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from CCHL's Statement of Intent.

Performance targets

- CCHL will cooperate with the Council in implementing its capital release programme.
- Maintain corporate governance procedures that are appropriate, documented and reflect best practice.
- Monitor subsidiary CCTOs' compliance with the Local Government Act's requirements to:
 - achieve the objectives of the shareholder as set out in their Statements of Intent;
 - be a good employer;
 - exhibit a sense of social and environmental responsibility; and
 - conduct their affairs in accordance with sound business practice.
- Monitor the capital structures of the subsidiary companies and their performance against external benchmarks.

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Net profit after tax	46.0	41.2	53.7
Ordinary dividend	46.0	38.1	37.1
Equity	1,447.0	1,250.0	917.0
Net debt	474.0	469.0	518.0
Ratios			
Shareholder's funds / total assets	75%	72%	63%
net debt / net debt plus equity	25%	27%	36%
Interest cover (EBIT / Interest)	2.5	2.5	2.7

Orion is an energy network management company in which Council has an 89.3% shareholding through CCHL. Orion owns the electrical contracting business Connetics Ltd. Connetics is a contracting service provider to utility network operators, local authorities, developers and commercial/industrial customers.

Subsidiary companies

- Connetics Ltd

Nature and scope of activities

Orion owns and operates one of the largest electricity distribution networks in New Zealand. The network covers 8,000 square kilometres in central Canterbury between the Waimakariri and Rakaia rivers and from the Canterbury coast to Arthur's Pass.

Orion's network delivers electricity to around 190,000 homes and businesses. This number has reduced from pre-earthquake levels because of earthquake related demolitions.

Policies and objectives relating to ownership and control

Orion is considered a regional strategic asset, operating in a commercial manner and in a way that benefits the region as a whole.

Through the Statement of Intent process, the Council agrees broad parameters within which Orion will operate, reflecting the public nature of Orion without inhibiting proper commercial management.

Key performance targets

Orion agrees annually its key financial and non-financial performance indicators with its shareholder CCHL. These indicators are outlined in Orion's Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Orion's Statement of Intent.

Performance targets

- Lay and commission a permanent 66kV high voltage underground feed from Transpower's Bromley grid exit point to the McFaddens, Dallington and Rawhiti Domain substations, then remove the temporary 66kV overhead lines installed after the February 2011 earthquake.
- Work with CERA and the Council to re-establish power and network resilience to the CBD according to agreed priorities and timeframes.
- Undertake a \$90 million share buy-back in the 2016 financial year to achieve a more efficient capital structure.
- Continue with the Orion engineering development programme and continue to develop the Connetics apprentice scheme.

Financial performance targets

	2016	2017	2018
Profit after tax (\$ million)	49.0	46.0	49.0
Profit after tax to average equity (%)	6.9%	6.9%	7.4%
Fully imputed dividends (\$ million)	48.0	45.0	45.0
Debt to debt plus equity (%)	29.0%	31.0%	33.0%
Equity to debt plus equity (%)	71.0	69.0	67.0
Equity to total assets (%)	58.0%	56.0%	55.0%

Network reliability (urban)

SAIDI (duration of supply interruptions in minutes per year)	31.0	27.0	24.0
SAIFI (number of supply interruptions per year per	0.8	0.8	0.7

LPC was established under the Port Companies Act 1988 operating the Port of Lyttelton. Through CCHL, the Council has 100% shareholding in the company.

LPC is New Zealand's third-largest deep-water port. It provides a vital link in international trade routes and plays a key role in the global transport network.

Nature and scope of activities

LPC is involved in providing land, facilities, plant and labour for the receiving, delivery, stockpiling, stacking and shipping of a wide range of products; the ownership of land and facilities necessary to maintain LPC's commercial assets; and the provision of facilities associated with the repair and servicing of vessels.

Policies and objectives relating to ownership and control

LPC is considered a regional strategic asset and as such the Council's policy is for it to be operated in a commercial manner, but also in a way that benefits the region as a whole.

Through the Statement of Intent process, the Council agrees broad parameters within which LPC will operate, reflecting the importance of the port to the regional economy and the commercial nature of the business.

Key performance targets

LPC agrees annually its key financial and non-financial performance indicators with its shareholder and these targets are reflected in its Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from LPC's Statement of Intent.

Performance targets

- To measurably improve safety performance
 - to engage and empower our staff;
 - to improve the safety of our facilities and working environment; and
 - to develop our communications structure for effective issue escalation and resolution.
- Nil serious harm accidents.
- Total recordable injury frequency rate (per 200,000 hours) to improve over the next three financial years to 10.1, 8.1 and 6.5 respectively.
- Optimise the Port from an efficiency and productivity perspective, as well as planning for the transition to the Te Awaparahi Bay reclamation.

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Revenue	114.0	120.0	130.0
EBITDA	26.0	28.7	35.4
NPAT	12.5	11.4	12.7
Ratios			
Interest cover ratio	N/A	N/A	12.3
ROE	2.3%	2.1%	2.3%
Other measures			
Crane rate (no. of containers moved onto to a ship in an hour)	25	28	28
Coal load out rate (tonnes per day)	25,000	25,000	25,000

The company is jointly owned by CCHL (75%) and the Crown (25%). The primary activity of the company is to own and operate Christchurch International Airport efficiently and on sound business principles for the benefit of both commercial and non-commercial aviation users and in accordance with the terms of the aerodrome licence which defines standards and conditions laid down by the Ministry of Transport.

Nature and scope of activities

CIAL operates the airport for the benefit of commercial and non-commercial aviation users, and in accordance with its aerodrome licence.

The company arranges for the design, provision and maintenance of runways, taxiways, turnouts and aprons in co-operation with the Airways Corporation of New Zealand and other airport users. It also seeks to earn revenue by providing services and facilities meeting the needs of air travellers.

In addition to its primary business of serving the aviation industry and its customers, the company actively markets Christchurch, Canterbury and the South Island as a major destination for overseas visitors, and develops airport land for retail, commercial and freight logistics businesses.

Policies and objectives relating to ownership and control

CIAL is considered a regional strategic asset, and as such the Council wants it to be operated in a commercial manner, but also in a way that benefits the region as a whole.

Through a Statement of Intent, the Council establishes broad parameters reflecting the public nature of this company without inhibiting proper commercial management.

Key performance targets

CIAL agrees annually its key financial and non-financial performance indicators with its shareholders CCHL and the Crown. These indicators are outlined in CIAL's Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from CIAL's Statement of Intent.

Performance Targets

- Actively market Christchurch, Canterbury and the South Island as a major destination and gateway for overseas visitors, in order to strengthen the position of Christchurch International Airport as the aviation and tourism hub to the South Island.
- Pursue initiatives to grow shareholder value and provide a sustainable revenue stream through maximising the investment in, and development of, the company's property holdings.
- Adopt an environmentally responsible attitude to the operation of the business (including land use, storm water runoff and noise management) and pursue a commitment to the sustainable management and development of the natural, physical and human resources utilised in the business.
- Achieve a Bird Strike incidence rate of 3<4/10,000 aircraft movements on a 12 month rolling average basis in line with level set for airports of a similar scale.
- Achieve a lost time injury frequency rate (LTI / million hours worked) better than industry standards, with ultimate target of Nil.

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Total Revenue	169.7	176.6	184.9
EBITDAF	102.3	110.5	117.5
Net Profit After Tax	34.7	37.2	40.1
Ratios			
EBITDAF as % of Revenue	60.3%	62.6%	63.5%
Return on Average Equity	4.5%	4.7%	4.9%
Return on Average Total Assets	2.8%	2.9%	3.1%
Dividends	16.5	18.9	20.7

City Care is a CCTO, 100% owned by Council through CCHL.

Nature and scope of activities

City Care is in the business of constructing, maintaining and managing infrastructure and property assets. The company's main service offerings are as follows:

- Constructing and maintaining property buildings and facilities for central and local government and for private asset owners and developers.
- Maintaining parks infrastructure, predominately for local authorities.
- Constructing and maintaining road networks and associated civil assets for both central and local authorities and for private asset owners and developers.
- Constructing and maintaining water and wastewater infrastructure predominately for local authorities.

Policies and objectives relating to ownership and control

The Council, through CCHL, is the sole shareholder of this company. The company has an important role in the City as a quality contractor. Through the negotiation of an annual Statement of Intent, the Council establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

City Care agrees annually its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are outlined in City Care's Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from City Care's Statement of Intent.

Performance targets

- Maintain current client satisfaction through annual survey.
- Win one new significant contract or acquisition.
- Maintain accreditation for ISO 14001 Environment Management, NZS 4801 Health and Safety Management and ISO 9001 Quality Management.
- Achieve 5% reduction in TRIF (Total Recordable Incident Frequency) accident rates.

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Revenue	350.1	362.8	391.7
Net Profit After Tax	8.8	9.7	11.5
Equity	56.1	58.6	64.8
Dividends			
Ordinary dividends	4.6	4.6	5.3
Special dividends	2.5	2.5	-
Ratios			
Return on Average Equity	16.0%	16.9%	18.6%
Shareholder Funds/Total Assets	50.7%	50.3%	51.4%
Debt to Debt plus Equity	27.3%	28.2%	26.6%

This company is a CCTO, 100% owned by CCHL and trades as Enable Networks.

Nature and scope of activities

ESL commenced operations in January 2007 to deliver open access high-speed fibre optic networks to metropolitan Christchurch changing its name in October 2011.

In May 2011, the Crown awarded ESL the UFB contract covering 180,000 businesses and homes in Christchurch and the surrounding areas. This once-in-50-year infrastructure initiative will see an investment in partnership with the Crown of some \$440 million over 10 years and will contribute significantly to economic growth in Christchurch.

Associate companies

Enable Networks Limited (ENL)

Policies and objectives relating to ownership and control

ESL is considered a regionally important asset and as such the Council wants it to be operated in a commercial manner, but also in a way that benefits the region as a whole.

Through a Statement of Intent, the Council establishes broad parameters reflecting the public nature of this company without inhibiting proper commercial management.

Key performance targets

As a contractor in building and operating the UFB network in the greater Christchurch area and an investor in ENL (which owns that UFB network), Enable's objectives and achievement of performance outcomes cover a thirty year period and for which the following key strategies have been set:

- Build a world class ultra-fast broadband network at whole of life economic cost levels.
- Deliver operational excellence maximising the customer experience.
- Deliver appropriate investment returns by maximising uptake and achieving optimum operating efficiency levels.

ESL agrees annually its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are outlined in ESL's Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Enable's Statement of Intent.

Performance targets

- Promote the uptake of UFB services in the greater Christchurch area to drive business and economic growth and gain lifestyle improvement for residents, with 100% of schools passed by June 2016 and 19% of residential and business premises connected to the network.
- Achieve environmentally friendly design standards, with ducting and optical fibre to be underground for 70% or more of the city.
- Lost time injuries per million hours to improve over the next three years to 3.0, 2.6 and 2.2 respectively, with zero serious harm injuries.

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Operating Revenue	80.0	65.2	67.8
Cost of Sales – Network Build	(70.9)	(55.6)	(58.2)
Net Revenue after Cost of Sales	5.8	5.8	5.9
EBITDA	0.5	1.1	1.4
Net Profit/(Loss) After Tax	(11.5)	(9.6)	(7.4)

Other measures

Number of premises passed (brownfield)(cumulative)	84,533	104,330	124,125
Number of connections (cumulative)	23,514	36,636	52,224

EcoCentral is a CCTO, 100% owned by CCHL.

EcoCentral oversees the processing of refuse and recycling collections of waste from households and commercial premises throughout the Canterbury region. The company works to reduce the amount of waste going to landfill and finds ways to ensure Christchurch is a leader in recycling.

Nature and scope of Activities

EcoCentral manages:

- EcoSort, a large facility that receives all the 'Yellow Bin' recycling from Christchurch and surrounding areas where it is automatically sorted, baled and sold as reclaimed material. Material is sold either domestically or internationally to be made into new products.
- EcoDrop comprises three transfer stations for managing Christchurch's recycling and refuse for both domestic and commercial waste. Each station has a recycling centre, household hazardous waste drop off area and a refuse area for general waste, green waste and hardfill.
- EcoShop, on Blenheim Road, is the retail outlet for the recycled goods rescued from the EcoDrop transfer stations, thereby diverting material from landfill.

Policies and objectives relating to ownership and control

The company has an important role in the City as a quality handler and processor of recycled material. Through the negotiation of a Statement of Intent, the Council, via its ownership of CCHL, establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

EcoCentral agrees annually its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are outlined in EcoCentral's Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from EcoCentral's Statement of Intent.

Performance targets

- EcoDrop - 7,000 tonnes recovered for re-sale
- EcoDrop - improve traffic flow design & signage to speed up exit waiting times to less than 5 minutes at peak weekend times
- EcoSort - 85% MRF plant availability
- EcoSort - 9% waste
- EcoShop - 160,000 customer sales per annum
- Lost time injuries per 200,000 hours worked less than 10

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Sales	36.5	36.9	37.3
Net profit after tax	0.8	1.0	1.2
Return on equity	12.3%	14.1%	15.0%
Dividends	0.3	0.3	0.3



Red Bus is a CCTO, 100% owned by CCHL. It provides public passenger transport, freighting and ancillary services to domestic and commercial users, including the tourist market.

Red Bus operates a large passenger transport business in Canterbury with approximately 230 employees and 132 buses. The urban public transport services provided by Red Bus are predominantly operated under contract to ECan, the planner and regulator for Canterbury public transport.

Nature and scope of activities

Red Bus provides scheduled urban public passenger transport services in Christchurch. The company also delivers a broad base of charter services and operates some commercial urban services.

Policies and objectives relating to ownership and control

The Council, through CCHL, is the sole shareholder of this company. Through the negotiation of an annual Statement of Intent, the Council establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

Red Bus agrees annually its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are outlined in Red Bus's Statement of Intent.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Red Bus' Statement of Intent.

Performance targets

- Fewer than 15 lost time injuries per million hours worked (equivalent to 7 LTIs annually).
- At least 85% of the bus fleet has engines with Euro 2 or higher emission standards.
- Fewer than three substantiated complaints per 100,000 customers.
- Achieve at least 82% in mystery shopper survey.

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Revenue	18.5	19.0	19.5
EBITDA	2.7	2.9	3.0
Net profit after tax	0.4	0.5	0.4

Ratio

Net debt as a % of equity	<20%	<20%	<20%
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Other Measures

Number of urban passengers	At least 3.5 million
Minimum fleet utilisation in peak	At least 85%
Percentage of service trips not run	<1%
Percentage of service trips starting on time	At least 97%

Vbase is a 100% subsidiary of the Council. Vbase owns, manages and operates a portfolio of venues in Christchurch.

Nature and scope of activities

While the 2011 earthquakes have led to the demolition and or closure of three out of four Vbase owned venues, the company has secured various management agreements post earthquake to operate alternative/temporary sporting, event space and convention venues. The current list of Vbase venues are:

- Horncastle Arena (owned and managed);
- AMI Stadium Addington (managed);
- Wigram Air Force Museum (managed);
- ilex Café and Functions Botanic Gardens (managed); and
- Hagley Cricket Oval Pavilion (managed).

Policies and objectives relating to ownership and control

Through the Statement of Intent, the Council establishes broad parameters reflecting the public benefits which the Vbase operations facilitate.

Key performance targets

Vbase agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in Vbase's Statement of Intent

The Council provides feedback to Vbase on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Vbase's Statement of intent.

Performance targets

- Facilitate access to venues to local community and charitable organisations by providing venue discounts of \$300,000.
- At least 90 events delivered at Horncastle Arena.
- Deliver at least 1 major event at AMI Stadium that is outside the standard Super 15 and provincial rugby fixtures.
- At least 30 event days are delivered at Hagley Oval Pavilion.
- At least 50 events are delivered at ilex function room.

Financial performance targets

	2016	2017	2018
	\$000	\$000	\$000
Earnings before interest, tax, depreciation and amortisation	(2,541)	(1,844)	(1,453)
Net profit / (deficit) after tax	(1,907)	4,310	12,599
Forecast capital structure			
Equity	170,700	157,406	133,085
Debt	15,485	1,000	1,000
Total assets	225,841	199,686	179,134
Ratios			
Shareholder's funds / total assets	76%	79%	74%

Council Controlled Organisations Civic Building Ltd

CBL is a CCTO, 100% owned by the Council.

Nature and scope of activities

CBL owns a 50% interest of the CCBJV with NTPL. The joint venture owns the Civic Building in Hereford Street.

Policies and objectives relating to ownership and control

Through a Statement of Intent, the Council established broad parameters for the management and investment in the building.

Key performance targets

CBL agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in CBL's Statement of Intent.

The Council provides feedback to CBL on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from CBL's Statement of intent.

Performance targets

- Ensure the civic building is managed in accordance with the management agreement.
- Ensure the civic building operates in a manner that preserves its 6 Green Star accreditation features.

Financial performance targets

	2016	2017	2018
	\$000	\$000	\$000
Revenue	5,191	5,226	5,186
Expenses	6,616	6,651	6,686
Net loss after tax	(973)	(972)	(1,022)

Forecast capital structure

Finance lease asset	50,701	49,980	49,189
Borrowings from Council	58,888	58,888	58,888
Total assets	61,711	60,902	59,189

Ratios

Shareholder's funds / total assets	(12.9%)	(14.6%)	(16.6%)
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Tuam Ltd

Tuam is a CCTO, 100% owned by the Council.

Nature and scope of activities

This company formerly owned the old civic building and related Tuam Street properties which were sold to the CCDU during 2014. Tuam is reviewing its long-term strategies which will be consistent with Council's strategies and plans.

Policies and objectives relating to ownership and control

Through a Statement of Intent, the Council established broad parameters reflecting the public nature of this company without inhibiting commercial management. To continue to do this the Council maintains a controlling interest in this company.

Key performance targets

Tuam agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in Tuam's Statement of Intent.

The Council provides feedback to Tuam on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Tuam's Statement of intent.

Performance target

- Capital distributions to Council will be maximised.

Financial performance targets

	2016	2017	2018
	\$000	\$000	\$000
Revenue	246	196	196
Expenses	69	44	32
Net profit after tax	155	123	132

Forecast capital structure

Debt	-	-	-
Total assets	20,630	20,740	20,868

Ratios

Shareholder's funds / total assets	99.%	99.%	99.%
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Council Controlled Organisations
Canterbury Development Corporation Holdings Ltd
www.cdc.org.nz

CDCH is 100% owned by Council. It was incorporated on 4 May 2012 as CCC Four Limited and on 1 July 2012 it acquired full ownership of CDC.

CDC was set up as a limited liability trust company by Council on 5 December 1983. In 2003 the CDC Trust was settled by Council as CDC Limited shareholder. This charitable trust was subsequently found to be invalid by the High Court so ownership of CDC was transferred to CDCH.

Subsidiary and associate entities

As part of delivering against its objective to develop the economy, CDC has been instrumental in the establishment of a number of entities and is the sole shareholder of CRIS Limited. New Zealand Food Innovation (SI) Limited is a fully owned subsidiary of CRIS Limited and forms part of a National Network that attracts significant funding from the MBIE.

CDC is also a Joint Venture (JV) partner with the Canterbury Employers' Chamber of Commerce in Canterbury Regional Business Partner Limited, a regional vehicle funded by the MBIE to drive increased capability in the small to medium entity sector; and the Canterbury Business Recovery Group Ltd, founded following the 2010 and 2011 earthquakes to support small businesses through their recovery from events subsequent to the earthquakes.

Nature and scope of activities

- CDC provides economic development leadership for Christchurch.
- CDC maintains Centres of Expertise in Economic Research, Workforce and Infrastructure.
- CDC initiates and/or implements priority economic development projects identified through the Canterbury Economic Development Strategy (CEDS).
- CDC leads the CRIS.
- CDC facilitates the development of key sectors and specific high growth potential businesses within these sectors to achieve national and local government growth agendas.
- CDC works to optimise the long term benefits of the significant investment in the city rebuild.

Policies and objectives relating to ownership and control

The Council is the sole shareholder of CDCH. CDCH has an important role in the City by being responsible for the development and stewardship of the CEDS. Through the

negotiation of an annual Statement of Intent, the Council establishes broad parameters for CDCH without inhibiting proper commercial management.

Key Performance Targets

CDCH agrees annually its key financial and non-financial performance indicators with the Council. The Council provides feedback to CDCH on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from CDCH's Statement of intent.

Performance targets

- CEDS is re-endorsed by Council and key partner agencies as the guiding document for all economic development activity in Christchurch.
- Economic updates for the City and region including rebuild are produced and communicated to relevant audiences.
- Provide practical support to targeted organisations to ensure their presence in the region and ability to catalyse long term economic growth e.g. Connected Canterbury, International Education Leadership Forum, Precision Agriculture Association (NZ), Food South, Greater Christchurch Schools Network, Canterbury Software Cluster, ICT Graduate School.
- Business Mentoring Services are provided to local business and organisations.
- CDC remains a member of the national Commercialisation Partner Network and delivers against the MBIE funding contract to deliver targeted support of the Regional Innovation System

Financial performance targets

	2016 \$ million	2017 \$ million	2018 \$ million
Council funding	4.46	4.44	4.35
Other funding	3.52	2.36	2.44
Shareholder's funds/total assets	80%	79%	78%

Council Controlled Organisations

Riccarton Bush Trust

www.riccartonhouse.co.nz

Riccarton Bush Trust manages a 6.4 hectare native bush remnant gifted to the people of Canterbury in 1914. The trust manages Riccarton House and its 5.4 hectares of grounds including Deans Cottage, the first house built on the Canterbury Plains.

Incorporated under a 1914 Act of Parliament, a series of amendments, the most recent being the Riccarton Bush Amendment Act 2012 give the Riccarton Bush Trust the power to levy the Council for funding which contributes towards the maintenance and operation of Riccarton Bush, Riccarton House and its grounds. The Council appoints five of the eight members on the Trust Board.

Nature and scope of activities

The Trust maintains and operates Riccarton Bush, Riccarton House and its grounds.

Policies and objectives relating to ownership and control

Through a Statement of Intent, the Council established broad parameters reflecting the public nature of the Trust's objectives. To continue to do this the Council maintains a controlling interest in this Trust.

Key performance targets

Riccarton Bush Trust agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in Riccarton Bush Trust's Statement of Intent.

The Council provides feedback to Riccarton Bush Trust on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Riccarton Bush Trust's Statement of Intent.

Performance targets

- Final Management Plan for Riccarton House and Bush as required by the Riccarton Bush Amendment Act 2012 adopted by March 2016.
- Minimise the number of feral pigeon in Riccarton Bush and monitor and eradicate rats from Riccarton Bush as necessary.
- Undertake a Sunday Funday in November 2015 to foster local school participation in Riccarton Bush Trust.

Financial performance targets

	2016	2017	2018
	\$000	\$000	\$000
Revenue	510	510	516
Expenses	510	510	516
Operating surplus / (deficit) before depreciation	-	-	-

Forecast capital structure

Equity	12,086	11,959	11,831
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The World Buskers' Festival Trust

www.worldbuskersfestival.com

The World Buskers' Festival Trust is a charitable trust established by the Council on 1 July 2010. The primary purpose of the Trust is to hold an annual international buskers festival in Christchurch and apply surplus funds generated by the festival towards promoting street theatre as a performing art in New Zealand.

Nature and scope of activities

The Trust is established for charitable objectives that include the following:

- Holding an annual buskers festival in Christchurch.
- Fostering the growth of street theatre as a performing art in New Zealand.
- Encouraging the participation of the wider community as audiences and performers in street theatre as a recreational activity.
- Increasing the importance of street theatre as part of our cultural community.
- Furthering the objects and activities of the Trust.
- Generating capital and income to further the aims and objects of the Trust.
- Working in conjunction with other groups, bodies and organisations having aims and objects in common with the Trust.

Policies and objectives relating to ownership and control

Through a Statement of Intent, the Council established broad parameters reflecting the public nature of the Trust's objectives. To continue to do this the Council maintains a controlling interest in this Trust.

Key performance targets

WBFT agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in WBFT's Statement of Intent.

The Council provides feedback to WBFT on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from WBFT's Statement of intent.

Performance targets

- 75% of shows are free to attend. Entry to indoor shows is by donation with a suggested minimum donation.
- Create a Buskers Roadshow of the Canterbury region to offer more opportunity for people to experience the festival.
- 250,000 people attend the festival.
- 10% of artists deliver community based workshops, talks or educational programmes.
- A minimum of 20% of performers are from New Zealand.

Financial performance targets

	2016 \$000	2017 \$000	2018 \$000
Revenue			
Cash	1,430	1,385	1,340
Contra	470	465	460
	<hr/> 1,900	<hr/> 1,850	<hr/> 1,800
Expenses			
Cash	1,428	1,380	1,332
Contra	470	465	460
	<hr/> 1,898	<hr/> 1,845	<hr/> 1,792
Surplus	2	5	8

Council Controlled Organisations
Rod Donald Banks Peninsula Trust
www.roddonaldtrust.co.nz

The Rod Donald Banks Peninsula Trust is a charitable trust and was created by the Council on 12 July 2010. The Trust was established to honour the memory of Rod Donald and his commitment to Banks Peninsula and the Trust exists for the benefit of the present and future inhabitants of the Banks Peninsula and visitors to the region. The Trust's long term vision is to restore the Banks Peninsula to its traditional status as Te Pataka o Rakaihautu – the storehouse that nourishes. In pursuit of this vision the Trust promotes the sustainable management and conservation of the natural environment of the Banks Peninsula.

Nature and scope of activities

The Trust recognises the community as being of critical importance to the achievement of its Charitable Objects and focuses its efforts on engaging with groups and projects which have similar aims. The Trust acts as a facilitator, conduit and connector to assist these groups and projects in the pursuit of their common goals. The Trust's hallmark is entrepreneurship and practical achievement, values important to Rod Donald, and it uses its funds to assist individual groups and projects to achieve goals that they cannot otherwise achieve on their own.

Policies and objectives relating to ownership and control

Through a Statement of Intent, the Council established broad parameters reflecting the public nature of the Trust's objectives. To continue to do this the Council maintains a controlling interest in this Trust.

Key performance targets

RDBT agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in RDBT's Statement of Intent.

The Council provides feedback to RDBT on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Rod Donald Bank Peninsula Trust's Statement of intent.

Performance targets

- Progress the Spine of the Lizard project according to Phase 1 of the project plan.
- Open and manage the Rod Donald Hut.
- Keep the RDBPT's map, brochure and web products updated with changes and new walks in the new reserves.

Financial performance targets

	2016	2017	2018
	\$000	\$000	\$000
Revenue	104	220	77
Operational expenditure	82	83	85
Committed grants	31	-	-
Minor projects	31	32	32
Capital grants and projects	346	346	346
Balance of Trust funds	2,506	2,265	1,879

Christchurch Agency for Energy Trust

CAfE is a charitable trust established by the Council on 13 July 2010. The primary purpose of the Trust is to promote energy efficiency initiatives and the use of renewable energy in Christchurch.

Nature and scope of activities

In order to pursue its charitable objects CAfE has committed to supporting the uptake of renewable energy and enhanced energy-efficiency in rebuild projects. It is currently undertaking:

- The provision of the Christchurch Energy Grant Scheme, which aligns with the Climate Smart and Sustainable Energy Strategies of Council. The scheme provides a grant for plant purchase and installation for renewable energy initiatives, district energy scheme and energy efficiency measures that go well beyond the building code minimum in new and/or renovated buildings. To be eligible projects must be located in the Central City and have a combined floor area greater than 1,000m².
- The provision of Energy First grants in conjunction with the Energy Efficiency and Conservation Authority (EECA). These are provided within the existing EECA and Council Target Sustainability programmes. CAfE provides additional project funding where the EECA national programme does not currently support a grant.

Policies and objectives relating to ownership and control

The Council is the settlor of CAfE. It has no plans to relinquish control of CAfE as it plays a role in the City's energy efficiency and sustainability objectives. Through the negotiation of an annual Statement of Intent, the Council establishes broad parameters for CAfE.

Key performance targets

CAfE agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in CAfE's Statement of Intent.

The Council provides feedback to CAfE on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from CAfE's Statement of intent.

Performance targets

- Allocation of the remaining balance of Trust funds for initiatives within the central city through the Christchurch Energy Grants Scheme.

Financial performance targets

	2016 \$000	2017 \$000	2018 \$000
Revenue	56	21	2
Expenditure (including grants payments)	299	1,215	700
Deficit for year	(243)	(1,194)	(698)
Awarded by unpaid Christchurch Energy Grant Scheme grants	1,870	680	-
Balance of Trust funds	1,893	698	-

Council Controlled Organisations Transwaste Canterbury Ltd



Transwaste was incorporated on 31 March 1999 with the principal purposes of selecting, consenting, developing, owning and operating a non-hazardous regional landfill in Canterbury. The landfill was opened on 8 June 2005. Transwaste is a joint venture between local authorities in the region and Transpacific Industries Group (NZ) Limited, with Council owning 38.9 per cent.

Nature and scope of activities

Transwaste is responsible for developing and operating a non-hazardous regional landfill, to at least the standard determined by regulatory authorities.

Transwaste enters into contractual arrangements to ensure provision of a haulage fleet for hauling solid waste. This must be done economically and efficiently, and in compliance with relevant consents.

Transwaste will, in due course, invest in alternatives to landfilling for solid waste disposal, should these alternatives be more environmentally sustainable and cost effective.

Policies and objectives relating to ownership and control

It is critical that waste management achieves not only commercial requirements, but also wider social and economic objectives. Therefore Council has a policy of maintaining, together with other local authorities in the region, an equal interest in residual waste disposal activities.

Key performance targets

Transwaste agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in Transwaste's Statement of Intent.

The Council provides feedback to Transwaste on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Tuam's Statement of intent.

Performance targets

- Greater than 90% of landfill gas captured at Kate Valley in accordance with the regulations to the Climate Change Response Act 2002.
- No transfer station is unable to receive waste during its normal operating hours due to Transwaste's failure to supply containers.
- Kate Valley landfill is available to waste transporters for more than 99% of normal annual transport access hours.
- Total recordable injury frequency rate for the last 12 months is maintained for improved (actual for 2014 was zero).

Financial performance targets

	2016	2017	2018
	\$000	\$000	\$000
<u>Kate Valley</u>			
Revenue	53,628		
Earnings before interest and tax	23,255		
Dividends	16,100	16,300	15,600
<u>Burwood Resource Recovery Park</u>			
Revenue	17,053		
EBIT	11,481		
Ratios			
Shareholder's funds / total assets	56%	60%	64%

Council Controlled Organisations Central Plains Water Trust

www.cpw.org.nz



The Central Plains Water Trust (CPWT) was established by the Christchurch City and Selwyn District Councils to facilitate sustainable development of Central Canterbury's water resource.

Trustees of the CPWT were appointed by the two Councils to reflect a broad range of skills and experience in areas such as governance, agriculture, engineering, commerce and resource management. Some Trustee appointments were made following recommendations from the Parliamentary Commissioner for the Environment and Te Runanga O Ngāi Tahu.

The resource consent process has taken over 11 years with the 'take' consents for the Rakaia and Waimakariri Rivers having been lodged in 2001. Since this date there has been a lengthy hearing and appeal mediation process resulting in the Rakaia consent being extended by 10 years to 35 years which now makes it consistent with the Waimakariri term.

Central Plains Water Limited (CPWL), with assistance from the Trust, has successfully negotiated and settled with all appellants and a final memorandum was filed in the Environment Court so that it could issue the final consents. As part of the settlement process the Trust agreed to an agreement made with Ngāi Tahu for additional Ngāi Tahu representation on the Trust Board, and the settler councils have now endorsed this.

The final resource consents were issued by the Environment Court on 25 July 2012.

In April 2014, a significant milestone was achieved with the commencement of the construction of Stage 1 of the CPWL Scheme. Following this, the Trust's priority is now focused on reviewing the funding arrangements to continue in assisting CPWL in the construction of the scheme and monitor CPWL's activities especially compliance with the Water Use Agreements.

Nature and scope of activities

To seek resource consents for the proposed Canterbury Plains Water Enhancement Scheme, and to hold these consents for the use of Central Plains Water Limited.

Policies and objectives relating to ownership and control

The Council recognises a major regional economic benefit in managing the water resource in the Central Canterbury Plains, including significant employment creation. The Council, through its involvement with the CPWT, hopes to mitigate the adverse effects of any proposed scheme on its own water supply.

Key performance targets

CPWT agrees annually its key financial and non-financial performance indicators with the Council. These indicators are outlined in CPWT's Statement of Intent.

The Council provides feedback to CPWT on the proposed targets.

A summary of the key performance and financial performance targets from the 2015/16 Statement of Intent is provided below. More detail can be obtained from Tuam's Statement of intent.

Performance targets

- Develop methods to effectively monitor the performance of CPWL in constructing, commissioning and operating the Scheme and communicate the results to the public. In doing this the existing memorandum of understanding will be revised and the existing website of CPWT revised to enable reporting of the outcomes of the monitoring.
- Establish a committee to support the Environmental Management Fund included in the resource consent conditions.

Financial performance targets

The expenditure of CPWT is reimbursed by CPWL under an agreement dated 6 May 2004.

It is anticipated that by 30 June 2015 that all CPWT's commitments will be extinguished and according there will be no cash held or debt owing to CPWT.

Council Controlled Organisations Canterbury Economic Development Co. Ltd

Canterbury Economic Development Co. Ltd (CED Co) was formed in October 2008 by the ten Canterbury local and regional authorities. The core purpose and mission of the company is to act as a promoter for transformational economic development projects that will benefit Canterbury and to utilise the Canterbury Regional Economic Development Strategy (CREDS) to co-ordinate strategic economic development initiatives.

Nature and scope of activities

CED Co will act as a liaison with Central Government regarding economic development on behalf of the councils and community of Canterbury. Its objectives are:

- To receive, review and select the most appropriate projects for funding application for the Regional Strategy Fund.
- Act as the clearing house of correspondence between projects and the Ministry of Economic Development (MED) and NZTE.
- Provide feedback regarding project proposals.
- Communicate shifts and changes in MED/NZTE policy to the regional economic development role players.
- Provide a governance and leadership entity to stimulate collaborative efforts to transform the Canterbury economy.
- Drive the review of the CREDS.
- Stimulate regional collaboration.
- Support medium to long term strategic planning to lift regional economic development outcomes – such as increased competitiveness.

Policies and objectives relating to ownership and control

Participating Councils have been formally asked to provide their opinions on how best to use the Company going forward. In addition discussions will be held at upcoming Council Chief Executives forums on the possibility of utilising the Company as a possible shared service mechanism for the Canterbury area.

Key performance targets

The Council will continue to be involved in setting the future targets for the Company.



Fees and charges

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Art Gallery	
Curatorial	
Photographic reproduction	Art Gallery director's discretion to set fees
Venue Hire	
Hire of Auditorium - hourly	\$250.00
Hire of Auditorium - up to 4 hours	\$500.00
Hire of Auditorium - up to 8 hours	\$900.00
Auditorium function surcharge applies outside business hours, Sundays and public holidays. One-off fee.	\$300.00
Gallery Tours associated with a venue hire	Art Gallery director's discretion to set fees
Hire of Foyer (includes wedding & reception events) - evening 5.05pm to 12.30am	\$2,500.00
Hire of Foyer - additional costs after 12:30am. Per half hour	\$500.00
Forecourt Hire	Art Gallery director's discretion to set fees
Exhibition fees	
Admission fees for special exhibitions	Art Gallery director's discretion to set fees
Gallery Tour charges	
Pre-booked group tours - per student	\$2.00
Pre-booked group tours - per adult	\$5.00
Art appreciation courses - 4 sessions at 1.5hr - per course fee	\$120.00
School classes - 1.5 hr session - per person	\$1.00
The above fees exclude pay per view exhibitions	

Akaroa Museum

Admission charges no longer apply

Family history, genealogical enquiry - initial enquiry \$25.00

Family history, genealogical enquiry - additional work per hour \$25.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Our City O-Tautahi

All charges will be reviewed prior to re-opening

City Council Fees & Charges for 2015/16

Fees for 2015/16

Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25

GST Inclusive (15%)

Library	
Stock	
Bestseller collection	\$3.00
Non-book Stock	
Audio Visual Materials:	
CD Single	\$3.00
CD Set	\$3.00
DVD Single	\$3.00
DVD set	\$6.00
Non-city Resident Charges	
Annual subscription as an alternative to the per item charge	\$130.00
Overdue Fines	
Per item per day	\$0.70
Maximum fine per item	\$21.00
Holds & interloans	
Interloan - per item	\$10.00
Urgent interloan - full charge per item	\$30.00
Replacements (General Revenue)	
Membership cards: - Adults	\$5.00
Membership cards: - Children	\$2.50
Lost stock	Replacement cost plus \$21.00 fee
Debt recovery fee	\$23.00
Cassette and CD cases	General Manager's discretion to set fees
Other services	

Information products	General Manager's discretion to set fees
Reprographics	General Manager's discretion to set fees
Products	General Manager's discretion to set fees
Bindery	General Manager's discretion to set fees
Item delivery Service	General Manager's discretion to set fees
Gift voucher	General Manager's discretion to set fees
Community Support	
Hire of Meeting Rooms and Public Spaces	
Subsidised/Community	
Meeting Rooms	No charge
Computer Room	No charge
Computer Room block bookings, negotiated on time and set up	No charge
VC Facilities - Negotiated at time of setup	No charge
Resource Production	Cost recovery
Admin Support indicative hourly rate for tasks e.g. Marketing and Communications	Cost recovery
Staffing Hourly charge	\$65.00
User pays/Non Commercial	
Meeting rooms	\$20.00
Computer Room	\$55.00
VC Facilities - Test and setup charge on dial out only	\$30.00
Resource production	Cost plus 25.00
Staffing - hourly charge	\$65.00
Commercial	
Meeting rooms	\$55.00
Computer Room, one-off booking	\$80.00
Computer Room, block bookings	\$55.00
VC Facilities - Negotiated at time of setup	\$ negotiated at time of set up

Resource production	Cost plus 10%
Admin Support indicative hourly rate for tasks eg Marketing and Communications	Cost plus \$50.00
Staffing Hourly charge	\$120.00
General Manager has discretion to change fees in response to external funding/sponsorship opportunities	

Childcare Facilities

Pioneer Early Learning Centre - Fees - per hour	\$7.00
Pioneer Early Learning Centre - Fees - per week	\$240.00
Pioneer Early Learning Centre - Fees - per day	\$50.00
Pioneer Early Learning Centre Over 3 yrs old - Fees - 20 free hrs plus 20 hrs paid	\$120.00
Absence Fee per hour with 24 hour notification	\$3.50
Absence Fee per hour without 24 hour notification	\$7.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)***All changes to occur at 1 October 2015 unless otherwise stated***Recreation and Leisure****Note: General Manager has discretion to modify timing of scheduled increases in response to developing market and community conditions****Rawhiti Golf Links****Round Fees**

18 Holes, weekend and statutory days	\$28.40
18 Holes, Monday - Friday	\$23.60
9 Holes, weekend and statutory days	\$18.60
9 Holes, Monday - Friday	\$16.40
Concessions can apply to Group Bookings	
Tournament Fees	General Manager's discretion to set fees
Concession Card x 10 - weekend 18 hole	\$255.60
Concession Card x 20 - weekend 18 hole	\$482.80
Concession Card x 10 - weekday 18 hole	\$212.40
Concession Card x 20 - weekday 18 hole	\$401.20
Social League	50% Discount
Community Service, NZ Super, Kiwiable Card Holders	25% Discount

Recreation and Sport Centres

* Items identified with this symbol have a beneficiary discount of 25% on the full costs

Multi Membership: Pool & Fitness, all Recreation & Sport Centres

* FLEXI - Direct Debit (monthly fee)	\$81.69
* FIXED - 12 Month Fee prepaid	\$885.80

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

All changes to occur at 1 October 2015 unless otherwise stated

- 3 Month Fee prepaid

\$309.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

All changes to occur at 1 October 2015 unless otherwise stated

Swim	
* Adult	\$5.80
Children	\$3.10
Preschool Child with parent/caregiver	\$3.10
School Group swims pre or post swimsafe/learn to swim	\$1.60
Family of 4 (2 adults, 2 children)	\$14.60
Family of 3 (1 adult, 2 children)	\$9.80
Family of 2 (1 adult, 1 child)	\$7.30
Additional child	\$2.60
(includes all Recreation and Sport Centres, and the outdoor pools: Halswell, Lyttelton and Waltham)	
(all high achiever swimmers (currently rated 1, 2, or 3 nationally in their swimming event) who are not supported by other agencies swim free in Council facilities)	
Hydroslides - Jellie Park	
* Adult Indoor (winter)	\$6.50
Child Indoor (winter)	\$5.50
* Adult Indoor & outdoor (summer)	\$10.50
Child Indoor & outdoor (summer)	\$8.50
SwimSmart	
* School Age and Adult - 25 min	\$12.00
* Pre School - 20 min	\$12.00
* Mini-squads - 45 min	\$12.00
* Individual lessons - 15 min	\$25.20
* Shared lessons - 15 min	\$16.80
* Parent and Child - 25 min	\$9.60
Swimsafe/Learn to Swim - Schools	
per group per 25-30 min lesson	\$31.00
General Manager has discretion to change fees in response to external funding/sponsorship opportunities	

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

All changes to occur at 1 October 2015 unless otherwise stated

Pool Membership: all Recreation & Sport Centres

* FLEXI - Direct Debit (monthly fee)	\$61.80
* FIXED - 12 Month Fee prepaid	\$670.00
- 3 Month Fee prepaid	\$232.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

All changes to occur at 1 October 2015 unless otherwise stated

Pool Concessions

Child x 10	\$27.90
Child x 20	\$52.70
Child x 50	\$124.00
* Adult x 10	\$52.20
* Adult x 20	\$98.60

Pool Hire: (per 25m lane/hour, includes Halswell outdoor 33m)

School	\$11.00
School - outside standard operating hours	\$13.80
Community	\$11.00
Community - outside standard operating hours	\$13.80
Major event and Commercial	Price by negotiation

General Manager has discretion to work with customers who have had a lower pricing structure in the previous year, to progress them to these new charges over a reasonable timeframe, i.e. 3 years.

Suburban Pools

Adult	\$2.00
Child	\$2.00

Fitness Membership: all Recreation & Sport Centres

* FLEXI - Direct Debit (monthly fee)	\$70.82
* FIXED - 12 Month Fee prepaid	\$706.00

- 3 Month Fee prepaid	\$268.00
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City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

All changes to occur at 1 October 2015 unless otherwise stated

Fitness Centre Casual:

* Adult	\$15.80
* Adult Concession x 10	\$142.20
Assessment Programme preparation	General Manager's discretion to set fees at cost recovery level

Group Fitness Casual:

* Adult	\$10.40
* Adult-Concessions x 10	\$93.60

Recreation Programmes:

* Adult	\$10.00
Children	\$7.40
Children - additional sibling	\$5.40
Specialist Programmes & Services	General Manager's discretion to set fees at cost recovery level

Recreation Casual:

Tumble times	\$4.10
Tumble times - additional sibling	\$3.10
Older Adults Gentle Exercise	\$5.00
Specialist Programmes & Services	General Manager's discretion to set fees at cost recovery level

Indoor Stadia Hire: (per basketball court/hour)

Child (school students)	\$34.15
Adult (based on activity and more than 50% of participants)	\$45.55
Major Events and Commercial	Price by negotiation

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

All changes to occur at 1 October 2015 unless otherwise stated

General Manager has discretion to work with customers who have had a lower pricing structure in the previous year, to progress them to these new charges over a reasonable timeframe, i.e. 3 years.

Group Membership

10-25 people	10% discount
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26-50 people	15% discount
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51+ people	20% discount
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Other group memberships by negotiation (includes community, sport, education, cultural groups etc).

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

All changes to occur at 1 October 2015 unless otherwise stated

Southern Centre - Multi-Sensory Facility

(One caregiver free per participant)

* Individual 25-30 min	\$7.40
* Swim Combo - Adult	\$10.80
* Swim Combo - Child	\$9.00
Specialist Programmes - based on costs	Based on costs

Community Recreation Programmes

General Manager's
discretion to set fees at
cost recovery level

Lytelton Recreation Centre - Regular Bookings

Sports Gym Adult Group per hour	\$25.20
Sports Gym Child Group per hour	\$18.90
Sports Gym Commercial per hour	Price by negotiation
Sports Gym Function (9 hours +)	Price by negotiation
Hall Adult Group per hour	\$18.60
Hall Child Group per hour	\$13.95
Hall Commercial per hour	Price by negotiation
Hall Function (9 hours +)	Price by negotiation
Meeting Room Adult Group per hour	\$14.60
Meeting Room Child Group per hour	\$10.95
Meeting Room Commercial per hour	Price by negotiation
Meeting Room Function (9 hours +)	Price by negotiation
Function Whole Complex (9 hours +)	Price by negotiation
Key Bond	\$20.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)****Community Support**

Community Halls

Base charge - all Council managed Community Halls

Usage Type:

Not for profit community programmes - with or without nominal entrance fee

Category A - see below \$13.00

Category B \$13.00

Category C \$10.00

Self Employed Tutors & Franchised programmes - entrance fee charged

Category A \$25.00

Category B \$25.00

Category C \$17.00

Private social events - family functions

Category A \$73.00

Category B \$46.00

Category C \$28.00

Commercial events - hires by corporates, government, and seminars

Category B \$90.00

Category C \$57.00

Community Events - with door charges or prepaid tickets

Including organisation run dances, social events & concerts

Category A \$60.00

Category B \$46.00

Category C \$28.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)****Community Support****Weekend Event Hire (Friday and Saturday night hireage from 6pm to midnight for the following venues)**

North New Brighton War Memorial & Community Centre (Upstairs)	\$382.00
North New Brighton War Memorial & Community Centre (Downstairs)	\$145.00
Templeton Community Centre	\$385.00
Harvard Lounge	\$250.00
Halswell Community Centre (Main and function halls)	\$380.00

Additional charges for halls

Bond for events - refund subject to condition of the facility after the event	\$400.00
Security charge - to ensure the facility has been vacated	\$18.40
Additional costs for materials & services associated with a facility hire	
Deposit (non-refundable) - for bookings with a value of \$150 or more	\$50.00
Lost keys	\$20.00

Definition and scope:**Category A Facilities - large facilities with capacity for more than 150 people:**

Templeton Community Centre
North New Brighton War Memorial & Community Centre (Upstairs)
Bishopdale Community Centre (Main Hall)
The Gaiety Akaroa (Auditorium)
Halswell Community Centre (Main and function halls)

Category B Facilities - large facilities with capacity for between 50 and 150 people:

Fendalton Community Centre (Hall)
Fendalton Community Centre (Auditorium)
Harvard Lounge
Parklands Community Centre (Recreation Hall)
Riccarton Community Centre (Downstairs Hall)

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Community Support

General Manager has discretion to change fees in response to external funding/sponsorship opportunities

Wainoi / Aranui Family Centre (Main Hall)

The Gaiety Supper Room

Hire of 2 of the "C" sized facility spaces

South Brighton Community Centre

Halswell Community Centre (business suite - whole room)

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Community Support

Category C Facilities - smaller facilities with capacity for less than 50 people:

Abberley Hall

Avice Hill

Richmond Community Centre

Wainoi / Aranui Activity Centre

Fendalton Community Centre (Seminar Room)

North New Brighton War Memorial & Community Centre (Downstairs)

Parklands Community Centre (Lounge)

Riccarton Community Centre (Upstairs Hall)

Riccarton Community Centre (Community Room)

Riccarton Community Centre (Ex Mayor's Lounge)

Templeton Community Centre (Supper Room)

Waimairi Community Centre (Small Room)

Waimairi Community Centre (Large Room)

Wainoi / Aranui Family Centre (Lounge and Office 1)

Aranui Family Centre (Office 2)

St Albans Community Centre

Halswell Community Centre (business suite - half room)

Halswell Community Centre (four small meeting rooms)

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Parks and Open Spaces

Land Drainage

Information & advice

Plan Sales (together with Waste Management) per A4 sheet	\$12.80
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Garden Parks

Lectures

Lecture and demonstrations - per person	\$10.00
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Garden Club talks at Botanic Gardens (1 hour)	\$65.00
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Garden Club talks at Botanic Gardens with walks (1.5 hours)	\$120.00
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Overseas Tour Group talks at Botanic Gardens with walk (1.5 hours)	\$290.00
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Botanic Gardens

Miscellaneous

Parking Infringements	\$54.10
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Sale Of Plants	\$5.00 average per unit
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Timber and Firewood Sales - per truck load - Fee determined by City Arborist	Market Rates
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Tree pruning	Cost Recovery as determined by Community Board
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Tree removal	Cost Recovery as determined by Community Board
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Commemorative tree planting	Recovery of actual cost
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City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Venue Hire	
Botanics Function Centre (Community, non-commercial, and not for profit)	
Full day rate	\$100.00
Half day rate	\$50.00
Evening rate	\$200.00
All Parks City Wide	
Miscellaneous	
Brochures & Publications	up to \$100.00
Photocopying	\$0.20 per copy
Horse Grazing - specific charge at the General Manager's discretion	\$10.00 - \$20.00 per week
Mountain Bikes Track Maintenance Fee	
Park Manager's discretion to set fees	\$1 - \$5 per bike
City Council Funded Events	
Admin Fee	\$68.50
Venue Hire 2 hours or less	\$13.00
Venue Hire 1/2 Day	\$22.00
Venue Hire Full Day	\$34.50

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Recreation Concessions	General Manager's discretion to set fees
Consents - Commercial Applications	\$290.00 - \$720.00 plus additional charges for time, based on a quotation basis in advance
Sports Grounds - Association & Clubs	
Ground Remarkings	\$116.55
New Ground Markings	\$175.00
Hockey, Rugby, League, Soccer, Softball	
Tournaments - daily charge per ground (Outside normal season competition)	\$47.00
Cricket	
Grass Prepared - Senior	\$1,430.00
Grass Prepared - Other Grades (50% of preparation cost only)	\$715.00
Daily Hire - Club prepared/artificial (Outside normal season competition)	\$47.00
Artificial - Council Owned - season	\$600.00
Practice nets per time	\$16.90
Hagley Park Wickets - CCC Prepared Rep Matches	
Level 1 - club cricket / small rep matches - cost per day	\$276.00
Level 2 - first class domestic 1 day match	\$1,187.00
Level 3 - first class domestic 3 or 4 day or 5 day international - cost per day	\$815.00
Non CCA Events/Charity Match	\$1,310.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Casual Hires - Not Affiliated Clubs	
Casual Hires and Miscellaneous Events - Application Fee	\$36.20
Hockey, Rugby, League, Soccer	\$108.00
Touch	\$52.50
Softball	\$107.00
Cricket - prepared wicket	\$128.00
Daily Hire - Club prepared - plus payment to club	\$46.50
Artificial Wicket	\$46.50
Samoan Cricket	\$46.50
Korfball	\$46.50
Athletics	
Training Track Season	\$460.00
Athletic Meetings (Hansens Park)	\$67.00
Regional Parks	
Spencer Park	
Beach Permits	\$34.50
Halswell Quarry - stone sales. Supply is at General Manager's discretion	
Flat Stones - per tonne	\$270.00
Boulders - per tonne	\$54.00
Park	
Mobile Shops: per day	\$88.00
Mobile Shops: per half day	\$40.50
Parking Infringements	\$58.20

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Events and Bookings: All Parks & Reserves and Inner City Areas (Central City)	
Picnics/park bookings exclusive use	
Note: no charge is made for groups who visit Christchurch City Council's parks and gardens without making a booking	
Non Commercial Picnics	
(1-50)	\$67.50
(51-150)	\$124.00
(151-300)	\$215.00
(If over 300, the increase in price is relevant to park and organisation and at General Manager's discretion)	
Commercial Picnics	
(1-50)	\$135.00
(51-150)	\$247.00
(151-300)	\$430.00
(If over 300, the increase in price is relevant to park and organisation and at General Manager's discretion)	
Fund Raiser/Not For Profit (with no sponsorship) - No charge	
-	
Events	

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Non Commercial (Schools, Churches, Universities, Polytechnics etc. with no sponsors)	
(1-400)	\$51.50
(401-1000)	\$220.00
(1,001-5,000)	\$295.00
(5,001-10,000)	\$420.00
(10,001-50,000)	\$517.00
50,000+	\$589.00
Commercial Community & Non Ticketed Event	
Commercial Community event is where a not for profit entity is partnered with sponsorship	
(1-400)	\$103.00
(401-1000)	\$290.50
(1,001-5,000)	\$485.00
(5,001-10,000)	\$1,096.00
(10,001-50,000)	\$1,155.00
50,000+	\$3,265.00
Ticketed Event	
(1-400)	\$227.00
(401-1000)	\$520.00
(1,001-5,000)	\$2,065.00
(5,001-10,000)	\$3,715.00
(10,001-50,000)	\$8,500.00
50,000+	\$15,000.00
Fund Raiser/Not For Profit (with no sponsorship) Admin Fee Only	

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Other Event booking Types	
Dependent on Event Type & Organisation - General Manager's discretion to set fees	General Manager's discretion to set fees
Set Up/ Dismantle Fee	
50% of daily fee	50% of daily fee
Admin Fee	
	\$40.70
Bond refundable if no damage occurs	
Event - Dependent on the Nature of the Activity Park Manager's discretion to set bond	\$200.00 - \$5,000.00
Key Hire	\$54.50
Power Fee	
Dependent on Event Type, Organisation & Power Used	Actual/Or Park Manager's discretion to set fees
Restoration to Land Fees	
Dependent on Event & Park - Park Manager's discretion to set fees	Park Manager's discretion to set fees
Parking Fees	
Car parking fee paid to CCC (based on car counter)	\$1.25
Maximum Car Park Fee by Event Organiser	\$5.15
A max of \$5.00 per car in Park (\$2.00 of which must go to the Park)	
Any Park	\$51.50
Any Events or Activities Solely for Children under 15 (Sports Related)	
Petitions Raffles & Surveys	
	\$34.50

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Promotional Activities	\$210.00
Street Appeal	\$60.00
Wedding Ceremonies	\$71.50
Garden and Heritage Parks	\$100.00
Botanic Gardens and Mona Vale	\$150.00
Townend House	\$1000 -\$2000 (depending on time)
Cunningham House	\$1000 -\$2000 (depending on time)
Other Garden Buildings Venue Hire	\$1000 -\$2000 (depending on time)
Other Garden Buildings Dressing and Preparation	\$450.00
Commercial photography	
Low impact	\$50.00
Low impact - seasonal fee	\$250.00
High impact	\$500.00
Filming Fees and Charges daily charge	
Special conditions apply - Park Manager's discretion to set fees	Park Manager's discretion to set fees
\$0 to \$1,235 per day depending on event and level of impact	
Low Impact	\$0.00
Medium Impact	\$175.00-\$350.00
High Impact	\$350.00-\$700.00
Major Impact	\$700.00-\$1,235.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

General Manager has discretion to change fees in response to external funding/sponsorship opportunities

Cemeteries	
Plot purchases	
Child's plot	\$730.00
Ashes beam	\$445.00
Full size plot	\$1,575.00
Burial Fees	
Stillborn (up to 20 weeks)	\$175.00
21 weeks to 12 months	\$395.00
13 Months to 6 Years	\$655.00
7 Years and over	\$1,050.00
Ashes Interment	\$210.00
Additional Burial Fees - Saturday & Public Holidays	\$630.00
Poor & Destitute	
Disinterment - Adult Casket	Greater of \$1,410.00 or actual costs
Disinterment - Child Casket	Greater of \$1,060.00 or actual costs
Disinterment - Ashes	Greater of \$350.00 or actual costs
Use of lowering device	\$105.00
Less than 8 hours notice	\$258.00
Burials after 4.00pm Mon- Fri & Sat after 1pm.	\$270.00
Ashes Interment on Saturday - attended by Sexton	\$187.00
Transfer of burial right	\$57.60
Muslim Boards	\$300.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Memorial Work	
New plots	\$65.10
Additions	\$27.00
Renovating work	\$35.00
Search Fees	
Written Information (per hour)	\$57.60
Marine Facilities	
All Wharfs (except Wainui Wharf)	
Casual Charter Operators	
Rate per surveyed passenger head per vessel per day (Seasonal) - per person	\$1.85
With a minimum charge per vessel (Seasonal)	\$470.00
Regular Charter Operators	
Rate per surveyed passenger head per vessel (Annual); or	\$156.00
Minimum charge per vessel (Annual)	\$780.00
Casual charter operator rate applies for up to 8 weeks. Longer than 8 weeks then operator is considered regular.	
Rate excludes berthage. Maximum time alongside wharf is 1 hour.	
Operators who do not have alternative overnight berthage will be charged an additional overnight berthage rate	
Casual charter operators who wish to use the wharf landing must give priority to the regular operator and the scheduled timetable.	
Commercial Operators	
Boat Length less than 10m - Seasonal	\$470.00
Boat Length less than 10m - Annual	\$740.00
Boat Length greater than 10m - Seasonal	\$740.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Boat Length greater than 10m - Annual	\$1,035.00
Includes fishing, passenger, service vessels. Rate applies to those vessels with access to a swing mooring.	
Rate provides for set down of catches. Maximum time alongside wharf of 1 hour, apart from maintenance periods.	
Seasonal rate applies for up to 6 months consecutive usage.	
Council reserves the right to negotiate rate depending on the size of the vessel and/or the number of passenger visits or length of use.	

Passenger Cruise Vessels

Minimum charge per vessel for each visit to Akaroa Harbour	
0 - 50 (passenger capacity)	\$325.00
51 - 150 (passenger capacity)	\$957.90
151 - 350 (passenger capacity)	\$2,240.00
351 - 750 (passenger capacity)	\$4,800.00
751 - 1500 (passenger capacity)	\$9,595.00
1501 - 2000 (passenger capacity)	\$10,955.00
Above 2000 (passenger capacity)	\$12,175.00
Council reserves the right to negotiate a higher rate depending on the size of the passenger cruise vessel or the number of annual visits or length of stay.	

Commercial/Charter Operator - overnight or temporary berthage

Boat Length less than 10m - per night	\$45.00
Boat Length greater than 10m - per night	\$59.00
Rates to apply for a maximum period of 7 consecutive days. For periods 7 days, rates are by arrangement with an authorised officer of the Council.	

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Recreation Boats	
Per Night	\$37.70
Private vessels, not used commercially, requiring temporary overnight berthage. Maximum stay of 7 nights. During daylight hours, vessels are only permitted to lay alongside the wharf for a maximum of 1 hour, unless undertaking maintenance.	
Service Vehicles	
Per annum fee	
Vehicles over 4 tonnes will be required to pay an annual access charge to use the Akaroa wharf due to the size and wear and tear on the wharf:	\$740.00
Wainui Wharf	
Commercial Operators	
- Seasonal	\$740.00
- Annual	\$1,478.00
Casual Charter Operators	
Rate per surveyed passenger head per vessel per day (Seasonal)	\$1.75
With a minimum charge per vessel (Seasonal)	\$370.00
Regular Charter Operators	
Rate per surveyed passenger head per vessel (Annual); or	\$117.50
Minimum charge per vessel (Annual)	\$810.00
Casual charter operator rate applies for up to 8 weeks.	
Longer than 8 weeks operator is considered regular.	
Rate excludes berthage. Maximum time alongside wharf is 1 hour.	

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Slipway Fees	
Boat ramps subject to fees set by the Council; e.g. Lyttelton, Purau, Wainui, Duvachelle and Akaroa	
Commercial Users	
Per month	\$88.50
Per annum (non ratepayer)	\$206.00
Per annum (ratepayer)	\$134.00
Private/Recreational Users	
Per day	\$6.00
Per month	\$59.00
Per annum (non ratepayer)	\$134.00
Per annum (ratepayer)	\$51.50
Diamond Harbour	
Mooring (with dinghy shelter)	\$592.25
Mooring (without dinghy shelter)	\$445.00
Cass Bay Dinghy Shelter	
12 months per dinghy	\$145.00
Akaroa Boat Compound	
12 months per vessel site	\$775.00
6 months	\$485.00
3 months	\$320.00
Per week	\$54.00
Per day	\$11.00
In addition there is an initial licence preparation fee of \$25.00 incl. GST and a \$20 refundable key bond.	

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Lyttelton - Magazine Bay	
Mooring Fee	
Per day (7 days or less)	\$18.00
Casual (3 Months or less) - per month	\$269.00
Per Annum - annual fee invoiced monthly	\$3,224.00
Live Aboard in addition to Mooring Fee	
Per day (3 days or more)	\$11.95
Per Month	\$149.00
Per Annum - annual fee invoiced monthly	\$1,432.00
Fixed Berth Licence - Permanent Berth (pre-existing Licences)	
Per Annum - invoiced monthly	General Manager's discretion to set fees
Sub-Licence Surcharge (Council rents berth out on Licensee's behalf) per month	General Manager's discretion to set fees
Administration Fee	
Note: An administration fee will be charged on any fee or charge not paid on its due date to compensate the Council for its costs in recovering or enforcing payments due.	\$60.00
Other Facilities	
	General Manager's discretion to set fees

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Events and Park Hire

Central City Licence fee Applications

3 month Licence	\$202.00
6 month Licence	\$337.00
more than 6 month Licence	\$538.00

Hagley Park

Banner Frame Hire (for use by Hagley Park Events Only)

Weekly Hire per frame	\$36.00
Bond (per hire)	\$263.00

Banks Peninsula charges - where not elsewhere included

Open Space Amenity

Recreation Grounds - Akaroa, Diamond Harbour and Lyttelton

Akaroa Netball / Tennis Courts	General Manager's discretion to set fees
Akaroa Croquet Club	General Manager's discretion to set fees

Casual Users with exclusive use of the Ground only

Commercial Use - Half day	\$68.50
Commercial Use - Full day	\$136.00
Community / Charitable Use - Half day	\$22.00
Community / Charitable Use - Full day	\$38.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25****GST Inclusive (15%)**

Events and Park Hire

Casual Users with exclusive use of the Ground and Building Areas

Commercial Use - Half day	\$168.00
Commercial Use - Full day	\$334.00
Community / Charitable Use - Half day	\$37.50
Community / Charitable Use - Full day	\$68.50

Note - additional charges will be made for cleaning, materials and supplies etc

General Manager's
discretion to set fees

Bonds - Seasonal Users Key Bond*at General Manager's discretion*

Occasional Users Bond - dependent on event - minimum	\$25.44
Occasional Users Bond - dependent on event - maximum	\$292.52
Private hire of Akaroa Sports Pavilion	\$309.00

Banks Peninsula Reserves

Triathlon and Duathlon use of Council Maintained areas

Up to 4 hours - beach and slipway usage	\$68.50
4 to 8 hours - beach and slipway usage	\$135.96
Approval of traffic management plans	\$135.96

General Manager has discretion to change fees in response to external funding/sponsorship opportunities

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 12 Local Government Act 2002
Fees for the Long Term Plan 2015-25**

GST Inclusive (15%)

Economic Development	
International Relations	
Hosting visiting delegations	
Standard visit briefing - one hour minimum fee	\$165.00
Site visit to facilities - escorted - one hour minimum	\$218.00
Technical visit - expert staff and written material - administration charge	\$325.00
Programme administration fee	
base fee for 1 to 10 people	\$108.00
additional fee for 11 plus people	\$5.50
Catering	actual cost

City Council Fees & Charges for 2015/16

Fees for 2015/16

Fees and charges set under section 12 Local Government Act 2002

GST Inclusive (15%)

Fees for the Long Term Plan 2015-25

City Water and Waste

Sales of Plans levied per A4 Sheet

11.20

City Council Fees & Charges for 2015/16

Fees and charges set under section 12 Local Government Act 2002 Fees for the Long Term Plan 2015-25

Corporate

Debt Collection

Where any fee or charge under this section has not been paid by the due date, the Council may commence debt recovery action. The Council reserves the right to charge interest, payable from the date the debt became due, at the prescribed rate under section 62B of the District Courts Act 1947. The Council also reserves its right to recover the costs incurred in pursuing recovery of the debt on a solicitor / client basis. Debt recovery action commences when the Council sends the debt to a debt collector or a lawyer to be recovered, whether or not any court proceedings are issued.

City Council Fees & Charges for 2015/16**Fees for 2015/16**

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)**Refuse Minimisation and Disposal****Waste Minimisation levy**

Council rubbish bags - pack of 5 - CBD collection only	10.70
Recycling bags for the CBD recycling collection user pays service - pack of 5	4.30
<hr/>	
Wheelie Bins - change size of one bin	\$91.00
Wheelie Bins - change size of two bins at the same time	\$103.00
Wheelie Bins - change size of three bins at the same time	\$115.00
Opt into kerbside collection for all three services - for non-rateable properties or properties with rates remission	\$270.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)

Regulatory Services

Charges set in accordance with section 36 of the Resource Management Act 1991

District Plan

1. Privately requested Plan changes

Fixed charge payable at time of lodging a formal request for a change to the plan	\$20,000.00
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All time spent on private plan change requests will be charged at the following hourly rates.
Where costs exceed the fixed charges specified above the additional costs will be invoiced separately.

Statutory Administration Officers	\$100.00
Senior Council Officer (administration)	\$150.00
Planner & specialist input (junior and intermediate level) from another Council department	\$180.00
Senior Planner, Principal Advisor, Team Leader, Programme Manager & specialist input (senior level) from another Council department	\$200.00

2. Additional costs

Council Hearings Panel attending hearing and making a recommendation to the Council	As set by Remuneration Authority	
Commissioner appointed to conduct hearing and make recommendation to the Council		Actual Cost
Disbursement costs such as advertising, photocopying and postage, and fees charged by any consultant engaged by the Council will be charged at actual cost		Actual Cost

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)

Regulatory Services

Building Control and City Rebuild Group

Any functions or services that are provided but are not specifically detailed in this schedule will be charged at the relevant officer charge out rate.

All deposits and fixed fees must be paid when a consent application is lodged with the Council. Applications from applicants that do not have credit arrangements with the Council will not have their applications accepted by the Council if payment of the deposit or fixed fee is not paid at the time of application.

1. Building consent - fixed fees

Streamline residential dwellings

This is a fixed processing fee for applications from participants in the Streamline consenting process. The fixed fee covers only the processing costs for the consent and does not include inspections or any other Council or government fees or levies. Additional categories of work may be added to the Streamline building consent process with appropriate fees set at the discretion of the Director of the Building Control and City Rebuild Group.

Up to \$300,000	2,000.00
Over \$300,000 to \$500,000	2,800.00
Over \$500,000	3,800.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)

2. Building consent - deposit (non-refundable)

This deposit is payable for all residential and commercial consent applications and is non-refundable. Actual costs will be calculated at the time of the processing decision.

Residential applications (excluding multi-unit dwellings)

New buildings, additions and alterations

Value of work:

\$0 to \$19,999	1,200.00
\$20,000 to \$100,000	1,400.00
Over \$100,000 to \$300,000	2,000.00
Over \$300,000 to \$500,000	2,800.00
Over \$500,000	3,800.00

Commercial applications (including multi-unit residential and industrial)

New buildings, additions and alterations

Value of work:

\$0 to \$19,999	1,550.00
\$20,000 to \$100,000	2,670.00
Over \$100,000 to \$500,000	4,000.00
Over \$500,000 to \$1m	5,850.00
Over \$1m	7,990.00

Amendment of a building consent - deposit (non-refundable)

- Solid/liquid fuel heater - change location or make and/or model	280.00
- Residential	495.00
- Commercial/Industrial	740.00
- Amendment to modify building code clause B2 - Durability	162.50

City Council Fees & Charges for 2015/16

Fees for 2015/16

GST Inclusive (15%)

Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002

Set under the Special Consultative Procedure

Fees set under the Long Term Plan 2015-25

Miscellaneous fees associated with the granting of a building consent	
Registration of section 73 certificates under the Building Act 2004. (Hazard notice)	420.00
Registration of section 75 certificates under the Building Act 2004. (Building across allotment boundaries)	420.00
Memorandum of encumbrance due to grant of waiver under section 67 of the Building Act 2004	Actual Cost
3. Solid or Liquid Fuel Heaters	
Solid or liquid fuel heater (residential pre-approved models only). The fixed fee includes processing, one inspection and a Code Compliance Certificate. Additional fees may apply if requests for further information or additional inspections are required.	390.00
4. Building inspection fees (per inspection not exceeding 1 hour)	
Where the actual time of an inspection exceeds 1 hour then additional inspection fees will be charged. These additional inspection fees will be based on the fee per inspection and charged in 15 minute increments	
Residential	190.00
Commercial/Industrial	245.00
Notice to fix (deposit - non refundable)	370.00
Provided that where the cost to process a notice to fix exceeds the scheduled fee then additional time will be charged at the relevant officer charge out rate.	
Extension of time to start work on an issued building consent	150.00
5. Certificate for public use	
Provided that where the cost to process a certificate for public use exceeds the scheduled fee then additional time will be charged at the relevant officer charge out rate.	
- Commercial 1 & 2	430.00
- Commercial 3	850.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)

6. Code compliance certificate decisions

Where the cost to make a code compliance certificate decision exceeds the fee paid then additional time will be charged at the relevant officer charge out rate.

Residential solid or liquid fuel heater	100.00
Residential minor building work	126.00
Residential accessory buildings and residential alterations	220.00
Residential new dwelling	357.00
Commercial 1 & 2, Residential multi unit buildings, + alterations to a commercial 3 building less than or equal to \$500,000	488.00
Commercial 3 over \$500,000	966.00
Decision to refuse code compliance under section 93	60.00

7. Other Building Act applications

Schedule 1 exemption application - fixed fee	540.00
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Certificate of acceptance - deposit (non-refundable)

Where the cost to process a certificate of acceptance exceeds the deposit then additional time will be charged at the relevant officer charge out rate. S97(e) fees are separate and additional to processing costs and apply to all applications made under s97(1)(a).

Residential certificate of acceptance applications (excluding multi-unit dwellings)

Value of work:	
\$0 to \$19,999	1,200.00
\$20,000 to \$100,000	1,400.00
Over \$100,000 to \$300,000	2,000.00
Over \$300,000 to \$500,000	2,800.00
Over \$500,000	3,800.00

City Council Fees & Charges for 2015/16**Fees for 2015/16**

Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25

GST Inclusive (15%)**Commercial certificate of acceptance applications (including multi-unit residential and industrial)**

Value of work:	
\$0 to \$19,999	1,550.00
\$20,000 to \$100,000	2,670.00
Over \$100,000 to \$500,000	4,000.00
Over \$500,000 to \$1m	5,850.00
Over \$1m	7,990.00

In the case of an application for a certificate of acceptance under section 96(1)(a) of the Building Act 2004, the application must be accompanied by any fees, charges or levies that would have been payable had the owner, or the owner's predecessor in title, applied for a building consent before carrying out the building work. This is calculated on a case by case basis for each application and must be paid before processing starts.

Calculated at the time of application

Project information memoranda (PIM): deposit (non-refundable)

Provided that where the cost to process a PIM exceeds the deposit then additional time will be charged at the relevant officer charge out rate.

- Residential	360.00
- Commercial/Industrial	485.00

Compliance schedule

Provided that where the cost to process a compliance schedule exceeds the scheduled fee then additional time will be charged at the relevant officer charge out rate.

Compliance schedule amendment fee	140.00
Annual fee for administering a warrant of fitness	168.00

Issue and register a new compliance schedule	140.00
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City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
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Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)

8. Miscellaneous Fees

Alpha - \$69 fee for residential consents excluding solid liquid fuel burners (new fee)	69.00
Document storage fee for consents issued by other Building Consent Authorities	Actual cost based on officer charge out rate
Administration and management fee (applicable to all building consents without fixed fees and to certificates of acceptance)	175.00
Building Levy (set by legislation): The Building Act 2004 requires the Council to collect a levy of \$2.01 per \$1000 value (or part thereof) of building work valued over \$20,000.	\$2.01 per \$1,000 value (or part thereof) of building work valued over \$20,000
Building Research Levy (set by legislation): The Building Research Levy Act 2004 requires the Council to collect a levy of \$1 per \$1000 value (or part thereof) of building work valued over \$20,000. This is often referred to as the BRANZ levy.	\$1.00 per \$1,000 value (or part thereof) of building work valued over \$20,000
Accreditation Levy (\$0.25 for every \$1,000 of estimated value) An accreditation levy is payable on all building consents to cover Council costs of meeting the standards and criteria required under Building (Accreditation of Building Consent Authorities) R	0.30
Notification of works to be placed on property file	63.00
Electronic file management charge	52.00

9. Building Control and City Rebuild Group officer charge out hourly rates

Note that additional roles may be added during the period that this schedule applies, and the rate charged will be the existing role that is closest to the new role.

Rate 1: Building Administrator, Building Inspection Coordinators	115.00
Rate 2: Building Consent/Control Officer - Level 1, Building Inspector - Level 1, Code Compliance Auditors	173.00
Rate 3: Building Consent/Control Officer - Level 2, Building Inspector - Level 2,	200.00
Rate 4: Building Consent/Control Officer - Level 3, Building Inspector - Level 3	220.00
Rate 5: Specialist, Senior Building Consent/Control Officer, Senior Building Inspector, Case Managers	236.00
Rate 6: Specialist Engineer, Principal Building Official	273.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

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Rate 7: Senior Engineer, Team Manager	294.00
External Specialist and Consultant	Actual Cost

10. Pre application advice for Regulatory Services

Pre-application Meetings (Officer time and Administration costs pre and post meeting will be incorporated into total cost of service).	Actual costs recovered based on charge out rate of officers in attendance
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Pre-application - Commercial Quality Assurance projects	Actual costs recovered based on charge out rate of officers
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Pre-application (SEAP), Commercial and Residential	Actual costs recovered based on \$300 per hour fixed fee plus charge out rate of officers in attendance
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City Council Fees & Charges for 2015/16**Fees for 2015/16**

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Regulatory Services

Charges set in accordance with section 36 of the Resource Management Act 1991

Resource Consents

All fees are the minimum required on lodgement of the application and include GST. The processing of applications will not begin until payment has been made.

1.A. Non Notified Resource Consents – Deposit (Minimum Application Fee)

- Additions, alterations and accessory buildings (all zones)	1,200.00
- One or two new residential units	1,500.00
- 3 or more units (total on site, including any existing units)	2,000.00
– Signage	1,500.00
– Earthworks and retaining walls, including land repair applications	2,000.00
- Telecommunications	1,500.00
– All other non-residential	2,500.00

1.B. Non Notified Resource Consents for Protected Trees – Deposit (Minimum Application Fee)

• Applications for the following works to protected (heritage/notable) trees	
– Felling a diseased, unhealthy or hazardous tree	no charge
– Pruning where necessary to remove a hazard or for tree health	no charge
• All other non-notified applications for works to protected (heritage/notable) trees	1,000.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

GST Inclusive (15%)

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2. Any application lodged under the following sections which does not require public notification – Deposit (Minimum Application Fee) unless otherwise stated	
– s 10 (2) Extension of existing use rights	1,000.00
– s 125 Extension of consent lapse period	1,000.00
– s 127 Application to change or cancel any condition	1,000.00
– s 139 Certificate of Compliance	800.00
– s 139A Existing Use Certificate	1,500.00
– s 176A Application for outline plan	1,000.00
– s 176A(2)(c) Waiver of Outline Plan (fixed fee)	500.00
– s 138 Surrender of resource consent (fixed fee)	475.00
– Amendments to consented application and plans (i.e. immaterial changes which do not warrant a s127 application) (fixed fee)	300.00
– s 128 Review of conditions	Actual cost
3. Notified Resource Consent – Deposit (Minimum Application Fee)	
Limited notified	7,500.00
Publicly notified	12,500.00
4. Notices of Requirement - Deposit (Minimum Application Fee)	
Notice of requirement for a new designation under Section 168 and notice of requirement for alteration of a designation, other than a notice under Section 181(3)	12,500.00
Notice of requirement for alteration of a designation under section 181(3)	1,500.00
Notice to withdraw requirement under section 168 (4)	1,000.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

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5. Processing Fees

If the cost of processing exceeds the Deposit (Minimum Application Fee) an invoice will be sent for the additional processing fees. Alternatively, the balance of the deposit will be refunded if it is not required for processing. Interim invoices may be issued on a monthly basis where the deposit is exceeded but processing is not yet complete.

The time taken to process an application, will be charged the relevant scheduled hourly rate, plus the actual cost of any external specialists/consultants/commissioner and disbursements. Time will be charged at the hourly rate applicable at the time the work was carried out.

- Administration	100.00
- Planning Technician and Planner Level 1	150.00
- Planner Level 2 and 3 and specialist input (junior and intermediate level) from another Council department	180.00
- Senior Planner, Team Leader, Manager, and specialist input (senior level) from another council department	200.00
- External specialist and consultant	Actual Cost
Where a consultant processes an application, provides specialist input, or is a hearings adviser	Actual Cost
Where a Commissioner is required to make a decision on an application	Actual Cost
Cost of Councillors/Community Board Members attending hearing	Actual Cost
Cost of Joint Design Approvals Board members attending meeting (Central City applications)	Actual Cost
Reports commissioned by the Council	Actual Cost
Disbursements (including advertising and service of documents)	Actual Cost
Printing	Actual cost
Certificate of Title (if not provided with application)	\$11.40

City Council Fees & Charges for 2015/16

Fees for 2015/16

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6. Fees for Monitoring and Non Compliance of Resource Consent Conditions (fixed fee included in the processing fees for every resource consent that requires monitoring)

If monitoring of resource consent is required (imposed as condition of a resource consent)

Monitoring Programme Administration fee (over lifetime of consent and applicable to variations and amendments)	98.00
Residential consent monitoring fee per single inspection required	112.00
Commercial consent monitoring fee per single inspection required	168.00
Additional monitoring inspections required over the lifetime of the consent e.g. Ongoing landscape maintenance, (per hour fee covering travel, monitoring assessment and associated file management/administration)	116.00
Non compliance fee (per hour fee - covering travel, compliance assessments/meetings, and associated file management/administration)	116.00

6A. Fee for Monitoring and Non Compliance with EQ temporary accommodation permits/District Plan provisions

Monitoring visit fee for temporary accommodation permits (per visit)	112.00
Final site visit following permit expiry	60.00
Non compliance fee (per hour fee - covering travel, compliance assessment/meetings, and associated file management/administration)	116.00

7. Fast Track Fee (fixed fee on top of normal fees per the above schedule and any additional processing fees)

There are eligibility criteria for applications to be fast tracked. Please refer to fast track pamphlet for more information on the process.	375.00
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8. Bonds, Covenants and Encumbrances (Fixed fee)

Preparation and registration of bond or covenant under section 108	485.00
Preparation and registration of encumbrance for family flat or elderly persons housing	485.00
Discharge of encumbrance - conversion of family flat or elderly persons housing unit	485.00
Cancellation/discharge of bond, covenant or other encumbrance	340.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

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GST Inclusive (15%)

9. Miscellaneous

Consent management fee (fixed fee included in the total processing fees for every resource consent application).	51.50
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Subdivisions

All fees are the minimum required on lodgement of the application and include GST. The processing of applications will not begin until payment has been made.

Fee simple subdivisions – Deposit (Minimum Application Fee)

Category 2 : Applications for 4 or more allotments in ALL ZONES

2 - 10 lots (per lot)	775.00
11 - 30 lots (per lot)	720.00
31 - 50 lots (per lot)	670.00
Greater than 50 lots (per lot)	620.00

Unit title, cross lease – Deposit (Minimum Application Fee)

More than 5 Units/flats Unit Titles or Cross Lease. Minimum application fee is based on the following schedule:

1 - 5 units/flats	1,500.00
6 - 10 units/flats	280.00
1 : 20 Units / Flats (per unit)	255.00
1 : 30 Units / Flats (per unit)	230.00
Greater 30 Units / Flats (per unit)	205.00

s 348 Right of Way approval	1,500.00
Cross lease update	1,500.00
Change of tenure	1,500.00
Combined applications (subdivision consent applications involving non-compliance with land use rules)	\$0 now included as part of subdivision deposit.

City Council Fees & Charges for 2015/16

Fees for 2015/16

GST Inclusive (15%)

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Processing fees

The Minimum Application Fee is payable on application. Where this fee exceeds \$20,000 a **deposit** of \$20,000 or 20% of the assessed minimum application fee (whichever is the greater) shall be paid at the time of application.

The minimum application fee includes consent processing, engineering design acceptance, construction audits and clearances, and certification. If the actual cost exceeds the Minimum Application Fee an invoice will be sent for the additional fees. Alternatively, the balance of the Minimum Application Fee will be refunded if it is not required for processing. The time taken to process an application and undertake associated post-consent work will be charged at the relevant hourly rate, plus the actual cost of any external specialists/consultants/commissioner and disbursements (refer Resource Consent Fees Schedule). Additional costs may be interim invoiced on a monthly basis.

The final fee (and any outstanding interim invoices) will be required to be paid before the section 224 certificate will be released.

Notified Applications - Subdivisions – Deposit (Minimum Application Fee)

Limited Notified	7,500.00
Publicly Notified	12,500.00

Plus if a hearing is required there will be additional fees as per the **Resource Management Fee Schedule**.

Plus actual officer's time by scheduled hourly rate for post consent process.

Associated Fees Deposit (Minimum application fee) unless otherwise specified)

section 127 RMA Cancellation/Variation of Consent Condition	
section 221(3) RMA Variation/Cancellation of Consent Notice	530.00
- where this relates to a diseased, unhealthy or hazardous tree protected by a condition of subdivision consent	No charge
section 226 RMA Certification (Fixed Fee)	530.00
section 241 RMA Cancellation of Amalgamation (Fixed fee)	530.00
section 243 RMA Surrender of Easements (Fixed Fee)	530.00
section 348 LGA Certification on of Documents (Fixed Fee)	530.00
section 223 and/or 224 re-certification (after payment of final invoice)	300.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
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All other documents not associated with a current subdivision application:	
Preparation of document fee (Fixed fee)	265.00
Execution of document fee (Fixed Fee)	190.00
Bond and Maintenance Clearances administration and inspection (Fixed Fee)	450.00
– section 138 Surrender of resource consent (fixed fee)	475.00
– section 125 Extension of time for consent which has lapsed	1,000.00
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Miscellaneous	
Certificate of Title (if not provided with application)	\$11.40
Consent management fee (fixed fee included in the total processing fees for every resource consent application)	80.00

Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002

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Fees set under the Long Term Plan 2015-25

GST Inclusive (15%)

Regulatory Services

Regulatory & Property Information Services

1. Land Information Memoranda

Residential Land Information Memoranda	267.00
Fast track Residential Land Information Memoranda (5 days)	325.00
Commercial Land Information Memoranda	335.00
Fast track Commercial Land Information Memoranda (5 days)	415.00
Land Information Memoranda cancellation fee (over 24hr acceptance period)	60.00

2. Copy and Print Services

Cost of copy/photocopying

A4	0.20
A3	2.00
A2	3.50
A1	6.50
A0	10.50

Cost of Scanning for hard copy application conversion

1 - 20 single sided A3 & A4 pages	27.40
21 - 40 single sided A3 & A4 pages	29.50
41 - 60 single sided A3 & A4 pages	33.50
61 - 80 single sided A3 & A4 pages	37.90
81 - 100 single sided A3 & A4 pages	42.00
101 - 150 single sided A3 & A4 pages	49.50
each 100 sheets or part thereof over 100	70.50

Cost per sheet larger than A3

1 - 20 single sided	27.50
21 - 40 single sided	37.90
41 - 60 single sided	59.00
61 - 80 single sided	80.00
81 - 100 single sided	100.00
101 - 150 single sided	138.00
each 100 sheets or part thereof over 100	160.00

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GST Inclusive (15%)

Aerial Photographs	
A4	18.50
A3	26.00
A2	37.00
A1	47.00
A0	84.00
4. Property File Services	
Digitised Residential Property file (hard copy conversion only)	62.00
Digitised Property file (all electronic files)	30.00
Commercial Property File Service (hard copy viewing only)	\$64.50 for first hour of booking (viewings exceeding an hour duration an additional \$36.00 charge for each subsequent hour of booking will be applied). Each barcode required over 3 will incur a charge of \$9.00.
Optional electronic scan of Commercial Property Files (to be offset by the viewing fee)	Actual costs recovered

City Council Fees & Charges for 2015/16

Fees for 2015/16

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Regulatory Compliance Licensing and Registration services

Sale and Supply of Alcohol and Gambling

(iv) Managers Certificates (application and renewals)

316.25

City Council Fees & Charges for 2015/16

Fees for 2015/16

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(v) Other fees payable	
Temporary Authorities	296.70
Temporary Licence	296.70
Permanent Club Charters	632.50
Extract from register	57.50
Public notice of applications for new alcohol licences administration fee	85.00
Certificate of Compliance (Sale and Supply of Alcohol Act)	160.00

2. Gambling

Application fee under the Gambling & TAB Venue Policy	155.00
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Environmental Health

1. Environmental Health Recoveries

(i) Noise surveys	Actual costs recovered
(ii) Court/Legal Recoveries	Actual costs recovered
(iii) Contaminated Land / P Lab / P House Testing	Actual costs recovered
(iv) Equipment hire of specialist noise/gas detection equipment	160.00
(v) Noisy Alarm Deactivations	Actual costs recovered

2. Offensive Trades Licences

(i) Annual Premise Registration	255.00
(ii) New Application (incl. Annual Registration if granted)	450.00
(iii) Change of ownership	92.00

3. Noise making Equipment Seizure & Storage

(i) Staff time associated with managing equipment seizure	115.00
(ii) Storage of seized equipment	69.00
(iii) Noise contractor attendance (per Unit) related to equipment seizure	33.00

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Fees for 2015/16

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4. Cleanfill Licensing

(i) License Application Fee	250.00
(ii) License Monitoring Fee	3,470.00

Swimming Pool Compliance

Fencing of swimming pools: Application for Exemption	440.00
Fencing of swimming pools: Application for Exemption for Spa Pool	220.00
Compliance Inspection Fee	160.00
Compliance Inspection Administration Fee	43.50

Seizure of Signage

Impounding of non-complaint signage (made up of officer times, storage and administration)	160.00
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Licences (Other):

Amusement Devices	11.50
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Food Safety and Health Licensing

1. Food Premises

(a) Food Service	
RC1 (Restaurants & Cafes 1 to 50 Seats)	654.00
RC2 (Restaurants & Cafes more than 50 Seats)	802.00
FE1 (Includes Function Events Centres and premises with 1 to 2 kitchen/preparation areas)	802.00
FE2 (Includes Function Events Centres and premises with more than 2 kitchen/preparation areas)	1,012.00
(b) General Food Premises	
G1 (Gift shops, shops selling pre-wrapped confectionary, fruit & vegetable shops)	390.00
G2 (Dairies, Butcheries, Bakeries, Delicatessens, Takeaway Food, Caterers, & All Other Premises)	654.00

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Fees for 2015/16

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(c) Manufacturers	
M1 (Manufacturer of Non-High Risk food and High Risk food with no heat treatment)	802.00
M2 (Manufacturer of High Risk food with heat treatment)	1,012.00
(d) Moveable and Mobile Food Premises	
MS (Mobile Shops)	390.00
MP (Moveable Premises)	Fee based on G1 or G2
(e) Supermarkets	
SM (Supermarket)	830.00
2. Other Premises requiring Health Licensing registration	
HAR (Hairdressers)	225.00
FND (Funeral Directors)	380.00
CMP (Camping Grounds)	420.00
3. General Fees	
- Application for Registration (includes premises and Food Control Plans)	220.00
- Exempt / Unregistered Premises	Fee based on premise categories as detailed above
- Inspection/Verification/Grading Visits (includes request and additional registration/compliance visits from third visit each registration year)	220.00
- Occasional Food Premises - per occasion	138.00
- Change of ownership	110.00
- Late Payment of Food Premises Registration and FCP Verification Fees	additional 10%

City Council Fees & Charges for 2015/16**Fees for 2015/16**

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Development Contributions

1. Estimates (set under section 12 of Local Government Act)

Requests for estimates of development contributions where no building consent, resource consent, subdivision consent or service connection has been applied for.

Estimate of development contributions (Fixed fee)	95.00
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2. Objections

Objections under section 199C of the Local Government Act 2002 to development contribution assessments.

The time taken to process an objection will be charged at the relevant scheduled hourly rate, plus the actual cost of the commissioner(s) and disbursements. Time will be charged at the hourly rate applicable at the time the work was carried out.

If the cost of processing exceeds the Deposit an invoice will be sent for the additional processing fees. Alternatively, the balance of the deposit will be refunded if it is not required for processing.

Deposit required before processing of the objection will commence	1,000.00
Development contributions commissioners	Actual cost
Secretarial costs (hourly rate)	100.00
Administrative costs - Development Contributions Assessors (hourly rate)	150.00
Administrative costs - Team Leader/Manager level (hourly rate)	200.00
Disbursements	Actual cost

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Animal Management Fees	
Dogs Classified as Dangerous	
If paid on or before 31 July	\$135.00
If paid on or after 1 August	\$167.00
Un-neutered Dogs (other than RDO status)	
If paid on or before 31 July	\$90.00
If paid on or after 1 August	\$122.00
Spayed/neutered Dogs (other than RDO status)	
If paid on or before 31 July	\$79.00
If paid on or after 1 August	\$111.00
Owner Granted RDO status	
First Dog	
If paid on or before 30 June	\$56.00
If paid between 1 July and 31 July	\$79.00
If paid on or after 1 August	\$111.00
Second and subsequent dogs	
If paid on or before 30 June	\$39.00
If paid between 1 July and 31 July	\$79.00
If paid on or after 1 August	\$111.00
Working Dog	
First Dog	
If paid on or before 31 July	\$27.00
If paid on or after 1 August	\$39.00
Second and subsequent dogs	
If paid on or before 31 July	\$22.00
If paid on or after 1 August	\$32.00

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Disability Assist Dogs

Two or more Dogs Licence (other than rural zoning and Banks Peninsula wards)

Licence for 2 dogs and up to 3 dogs	\$69.00
Licence for 4 dogs or more (licence issued for maximum number)	\$125.00
Re-inspection fee - same property (up to 3 dogs)	\$32.00
Re-inspection fee - same property (2/3 dogs licence to 4/more dog licence)	\$59.00

(change to new property means new initial inspection fee rather than re-inspection)

Seizure fees - Dogs

Fee for the seizure of a registered dog. Subject to the dog being returned to its owner and not impounded	\$47.00
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Pound fees - Dogs

Fee for the first impounding of any dog	\$47.00
Fee for the second impounding of the same dog within 2 years of the first impounding	\$74.00
Fee for the third or subsequent impounding of the same dog within 1 year of the second impounding	\$116.00
Sustenance charge per day or part thereof	\$8.00
Destruction and disposal charge for impounding dog	\$52.00
Adopting a dog from the pound (appropriate registration fees will be charged over and above this fee)	\$36.00

City Council Fees & Charges for 2015/16**Fees for 2015/16****GST Inclusive (15%)**

Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002

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Fees set under the Long Term Plan 2015-25

Pound fee - Stock, per day	
For every stallion (over 9 months old)	\$22.00
For every gelding, mare, colt, filly or foal	\$11.00
For every mule, ass or donkey	\$11.00
For every bull (over 9 months old)	\$22.00
For every steer, cow, heifer, or calf	\$11.00
For every boar or sow (over 6 months old)	\$11.00
For every other pig	\$6.00
For every sheep or goat	\$3.00
For every deer, llama, or alpaca	\$11.00
Sustenance charge per day or part thereof	\$4.00

- Fees payable for release of stock will include all costs incurred by the Council in the impoundment of the stock (including mileage and travel costs, hire of equipment, e.g., trailers if appropriate) and also the appropriate pound Fees, as detailed above

- Fees indicated above are a guide only and actual costs for release of stock will be advised when individual costs are tallied.

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Fees for 2015/16

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Parking Enforcement

Abandoned Vehicle Charges

Full cost recovery including
administration charges

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Streets and Transport

Activity - At Ground (or 'at grade') Parking

Parking on temporarily vacant sites

Determination of fees on individual sites is delegated to the Chief Operating Officer and Chief Financial Officer within the following range: \$0 to \$25.00 per day or part thereof

Activity - Off Street Parking

(i) Rolleston Avenue Car Park

Reserved Parking - may change to reflect movements in all day rates subject to Chief Operating Officer and Chief Financial Officer approval. \$169.00

Unreserved Parking - may change to reflect movements in all day rates subject to Chief Operating Officer and Chief Financial Officer approval. \$130.00

Pay and Display Revenue - determination of fees on individual sites is delegated to the Chief Operating Officer and Chief Financial Officer and Chairperson of the Environmental Committee \$3.10

(ii) Art Gallery Car Park The determination of fees on individual sites is delegated to the Chief Operating Officer and the Chief Financial Officer - Car Park currently closed. Fees will be reviewed prior to reopening.

Activity - On street Parking

(a) Parking Meters

(i) 1 hour meters - General Manager's discretion to set and modify fees \$3 to \$10

(ii) 2 hour and 3 hour meters - General Manager's discretion to set and modify fees \$3 to \$10

(iii) All Day meter rate - General Manager's discretion to set and modify fees \$3 to \$10

(b) Coupon Parking \$3.10

(c) Meter Hoods - per day \$20.00

(c) Meter Hoods - per month \$300.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

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(d) Waiver of Time limit restriction	\$125.00
(e) Residential Parking Permits	\$53.00
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Activities On Street	
Trenches/ Trenchless	
Normal road opening	\$452.50
High grade pavement opening	\$725.50
Footpath and minor openings - sewer	\$240.50
Footpath and minor openings - stormwater	\$122.50
Corridor Access Request - Trenching / Trenchless Utilities Application	\$360.00
Corridor Access Request - Intersections Trenching / Trenchless	\$140.00
Water discharge	\$310.00
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Vehicle Crossing Inspection - per crossing	\$150.00
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Structures on Streets & application fees	
Landscape Features (retaining walls for landscaping / private land only)	\$260.00
Retaining walls for driveways (Board approval not required)	\$260.00
Retaining walls for driveways, parking platforms etc (Board approval required)	\$645.00
Preparation/Transfer of lease Document	\$390.00
Temporary use of legal road	\$15.00
- minimum charge per month	\$70.00
New street name plate & post	\$605.00
Akaroa sign frames - Annual fee per name blade	\$168.50
<hr/>	
Road Stopping	
When any person applies to stop a road, then the applicant shall be responsible for meeting the costs and expenses associated with the road stopping process as determined by Council.	
Application fee (provides for an evaluation of the application by Council)	\$596.00
Processing fee (following evaluation by Council, if the applicant wishes to proceed a non-refundable minimum fee will apply)	\$1,193.00

City Council Fees & Charges for 2015/16

Fees for 2015/16

GST Inclusive (15%)

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

Other Costs	
Other costs and expenses that an applicant will be liable to meet include, but are not limited to:	
- survey costs	
- cost of consents	
- public advertising	
- accredited agent fees	
- Land Information New Zealand (LINZ) fees	
- legal fees	
- valuation costs	
- cost of Court and hearing proceedings	
- staff time	
- market value of the road	
Street Site Rentals	
Garage Sites - Single (per annum)	\$192.00
Garage Sites - Double (per annum)	\$381.00
Air Space	
Temporary site rental - development purposes - per sq m per month	\$7.10
- minimum charge per month	\$59.00 minimum charge per month
- Miscellaneous Sites (per annum)	\$2,503.00
- Cell Site Rentals (per annum)	\$8,770.00
Application Fee for Discharging	
Ground Water to Road	\$315.00
Licences (Other):	
Stall Licence	\$82.00
Buskers Licence - outside designated areas (preparation of Licence and Issuing)	\$36.00
Hawkers	\$36.00
Mobile Shops	\$133.00

City Council Fees & Charges for 2015/16**Fees for 2015/16**

Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002

GST Inclusive (15%)

Set under the Special Consultative Procedure

Fees set under the Long Term Plan 2015-25

See also Fees and charges set under section 12 Local Government Act 2002

Trade Waste Quarterly Charge for flow rate over 5CuM / day	
Volume - peak periods	\$0.70
Volume - off peak	\$0.35
Suspended Solids - per Kg	\$0.33
Biological Oxygen Demand - per Kg	\$0.46
Metals - Cadmium	\$15,076.65
Metals - Chromium	\$0.00
Metals - Copper	\$86.29
Metals - Zinc	\$60.28
Metals - Mercury	\$25,506.74
Treatment and disposal fees	
Tankered Waste Fee (\$/m3)	\$38.00
Trade Waste Consent Application Fee	\$520.00
Trade Waste Annual Licence Fee <1,245 m ³ /yr (usually small food premises)	\$155.00
Trade Waste Annual Consent Fee >1,245 m ³ /yr	\$300.00
Trade Waste Discharge Analysis	Actual Costs
Laboratory Services	General Manager's discretion to set fees
Network fees	
Acceptance of Selwyn District Sewage (\$/m3)	\$0.73
Sewer Lateral Recoveries - actual costs recovered	General Manager's discretion to set fees

City Council Fees & Charges for 2015/16**Fees for 2015/16**

Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25

GST Inclusive (15%)**Water Supply****Water rates**

Included within Rating Policy

Supply of water

For consumers not paying a water rate - per cubic metre	\$0.71
Excess water supply charge (Rate charge) and Excess Factor	\$0.71
Cross boundary rural restricted supply	\$175.00
Supply of Bulk water ex Fire Hydrant - per hour	n/a

Network cost recovery

Water Supply Connection Fees & Charges - Standard Domestic	\$650.00
Standard 15mm Water Supply Connection Relocation (existing fittings)	\$185.00
Standard 15mm Water Supply Connection Relocation (new fittings)	\$500.00
Commercial & Industrial Connection - actual costs recovered	General Manager's discretion to determine cost recovery
New Sub Mains/Connections Cost Share	General Manager's discretion to determine cost recovery
Damage Recoveries	General Manager's discretion to determine cost recovery

Registration to undertake Authorised Work for Council**Drainlayer**

Application for approval as Christchurch City Council authorised drainlayer	\$540.00
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Water Supply

Application for approval as Christchurch City Council authorised water supply installer	\$540.00
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City Council Fees & Charges for 2015/16

Fees for 2015/16

**Fees and charges set under section 150 and in accordance with section 83 of the Local Government Act 2002
Set under the Special Consultative Procedure
Fees set under the Long Term Plan 2015-25**

GST Inclusive (15%)

Corporate - Official Information requests

For requests for information under the Local Government Official Information and Meetings Act 1987

Where the information request is covered by fees defined elsewhere, that fee shall prevail.

Examples include Land Information memorandum, plan sales, cemetery and Library enquiries, copies of video, audio and film tapes.

Staff time recovery

For time spent actioning the request in excess of two hours.

- for the first chargeable half hour or part thereof

25.00

- for each hour thereafter

25.00

All other costs to obtain or supply the information

The amount actually incurred in responding to the request.

General Manager's discretion to determine full cost recovery

Deposit may be required

A deposit may be required where the charge is likely to exceed \$100 or where some assurance of payment is required to avoid waste of resources.

General Manager's discretion to determine the deposit required.



**Development of
Maori capacity to
contribute to Council
decision making
processes**



Development of Māori Capacity to Contribute to Council Decision Making Processes

The Council enjoys a strong working relationship with local Māori. The Council continues to work at developing processes to provide for opportunities for Māori to contribute to the decision making process of the Council.

Over the past year Council have given real consideration to how we strengthen relationships and communication with mana whenua, improve Māori capacity to contribute to decision-making, and develop staff cultural capability and awareness.

The Council held a formal meeting with ngā Rūnanga o Waitaha in 2105 aimed at consolidating and further developing relationships between the Council and Ngāi Tahu runanga. As a result of that meeting, an advisory group has been formed to develop a formal relationship agreement.

The Council has an ongoing relationship with Mahaanui Kurataiao Ltd. Mahaanui Kurataiao Ltd is a jointly owned company of six Ngāi Tahu Rūnanga. It was formed to provide information and advice on resource and environmental management on behalf of those Rūnanga. These relationships assist Council officers give effect to the legislative requirements that relate to Mana Whenua and assist the Rūnanga in their engagement with the Council. We are currently working with Mahaanui Kurataiao to develop a joint work programme for the next 1-2 years.

In 2013, the six Ngāi Tahu Rūnanga in the Council's district launched the Mahaanui Iwi Management Plan (IMP), which the Council is

required to take into account when preparing or changing a district plan. The IMP is a key tool that supports the aspirations of the Rūnanga to better inform Council decision processes about their values and objectives. It is of assistance to staff in their work affecting these Rūnanga.

The Canterbury Earthquake Recovery Act 2011 requires that Te Rūnanga o Ngāi Tahu must have the opportunity to provide input into the development of the recovery plan for the central business district. The Recovery Strategy for greater Christchurch *Mahere Haumanutanga o Waitaha* (Recovery Strategy) and the Christchurch Central Recovery Plan (CCRP) reflect a commitment to reintegrating Ngāi Tahu and Ngāi Tūāhuriri values, narratives and aspirations into the rebuild of the central city. To give this affect the Council has developed a relationship with Te Ope Matapopore (setup in 2013 and mandated by Ngāi Tahu and Ngāi Tūāhuriri).

The Council also has an operational and functional relationship with Te Rūnanga o Ngā Maata Waka. Te Rūnanga o Ngā Maata Waka is an urban Māori authority which provides services including education, health, counselling, driver education, advocacy, early childhood education, recreation, sport, justice, courts, legal support, Māori legal services and initiatives in employment related matters.



Variation between the long-term plan and assessment of water

Variations between Assessments of Services and the Services in the Long Term Plan

Water Supply

Variation	Long Term Plan consideration	Explanation
The assessment does not consider increased leakages, failures and renewals due to the aging of the network	A new target has been introduced – reducing water loss from the networked system	This measure is mandatory pursuant to the Local Government Act 2002

Wastewater

Variation	Long Term Plan consideration	Explanation
The services in the relevant Statement of Service Provision do not include any specific reference to privately owned systems, e.g septic tanks	All measures in the long-term plan refer to the Council's systems.	Issues surrounding privately owned systems are best dealt through consenting and resource management processes

Waste Management and Waste Minimisation Plan

There is no significant variation between the Council's waste management and waste minimisation plans and proposals in this draft long-term plan.

Other Sanitary Services

There is no significant variation between assessments of stormwater, public toilets and crematoria and proposals in this draft long-term plan.



Reserves and trust funds

RESERVES and TRUST FUNDS			FORECAST	DEPOSITS	WITHDRAWALS	FORECAST
			OPENING			CLOSING
			BALANCE			BALANCE
			1 July 2015			30 June 2025
			(\$000)			
Special Funds & Reserves	Principal Activity	Purpose				
Capital Endowment Fund - Principal	Christchurch economic development, events and festivals, community grants	Inflation protected principal of a Fund that generates an ongoing income stream which can be applied to economic development and civic and community projects	97,674	23,078	(872)	119,880
Capital Endowment Fund - Allocatable	as above	Funds available for allocation after inflation protection of the Fund's principal	234	24,031	(23,161)	1,104
Capital Endowment Fund 2	as above	Invested in the Endeavour I-Cap Fund to fulfil the requirements of the main Capital Endowment fund that a proportion of that fund be invested locally	1,866	-	-	1,866
Housing Development Fund	Social housing	Separately funded Council activity (Social Housing)	41,102	180,404	(212,710)	8,796
Burwood Landfill Capping Fund	Refuse minimisation	Contributions set aside to fund the future capping of Cell A at Burwood Landfill	208	482	(390)	300
Historic Buildings Fund	Heritage protection	To provide for the purchase by Council of listed heritage buildings threatened with demolition, with the intention of reselling the building with a heritage covenant attached.	1,189	343	-	1,532
Community Loans Fund	Community support	To lend funds to community organisations to carry out capital projects	2,764	-	-	2,764
Dog Control Account	Animal control	Statutory requirement to set aside the surplus from all Dog Control Accounts	904	23,701	(23,164)	1,441
Non Conforming Uses Fund	City planning and development	To enable Council to purchase properties containing non-conforming uses causing nuisance to surrounding residential areas and inhibiting investment and redevelopment for residential purposes. The intention is to remove the buildings and extinguish existing use rights	1,721	760	-	2,481
Flood Defence Fund	Flood protection and control works	To fund flood defence works	-	750	-	750
Conferences Bridging Loan Fund	Christchurch economic development	To provide bridging finance to organisers to allow them to promote, market and prepare initial requirements for major events and conferences, repaid by first call on registrations	510	-	-	510
Cash in Lieu of Parking	Parking	To hold contributions from property developers in lieu of providing parking spaces. Used to develop parking facilities	590	261	-	851
Loan Repayment Reserve	All	Fund is used for facilitating repayment of rate funded loans	-	564,509	(564,509)	-
Sandilands Contaminated Sites Remediation	Social housing	To fund contaminated land remediation work at Social Housing sites	254	-	-	254
Businessscare - Commercial Waste Minimisation	Refuse minimisation	For investment in initiatives that assist in the achievement of the Council's goal of zero waste to landfill by 2020	68	-	-	68
Misc Reserves	General	Minor reserves	34	2	-	36
Bertelsman Prize	City governance and decision making	For provision of in-house training programmes for elected members and staff which have an emphasis on improving excellence within the Council.	20	-	-	20
WD Community Awards Fund	Community grants	To provide an annual income for assisting in the study, research, or skills development of residents of the former Waimairi District (within criteria related to the Award).	21	9	-	30
Wairewa Reserve 3185	Flood protection and control works	To enable drainage works relative to Lake Forsyth	299	132	-	431
Wairewa Reserve 3586	Flood protection and control works	To enable letting out Lake Forsyth into the sea in times of flood	89	39	-	128
Development & Financial Contributions	Cemeteries	Development and financial contributions held for growth related capital expenditure	1	1	-	2
Development & Financial Contributions	Recreation and sport	Development and financial contributions held for growth related capital expenditure	-	-	-	-
Development & Financial Contributions	Libraries	Development and financial contributions held for growth related capital expenditure	495	219	-	714
Development & Financial Contributions	Parks and open spaces	Development and financial contributions held for growth related capital expenditure	19,684	24,111	(17,184)	26,611
Development & Financial Contributions	Road network; Active travel; Public transport	Development and financial contributions held for growth related capital expenditure	13	32,265	(32,259)	19
Development & Financial Contributions	Stormwater and flood protection	Development and financial contributions held for growth related capital expenditure	1,786	51,664	(50,875)	2,575
Development & Financial Contributions	Water supply	Development and financial contributions held for growth related capital expenditure	1	22,961	(22,961)	1
Development & Financial Contributions	Wastewater collection	Development and financial contributions held for growth related capital expenditure	-	54,894	(54,894)	-
Development & Financial Contributions	Wastewater treatment and disposal	Development and financial contributions held for growth related capital expenditure	-	28,422	(28,422)	-
			171,527	1,033,038	(1,031,401)	173,164

Trusts & Bequests			FORECAST	DEPOSITS	WITHDRAWALS	FORECAST
			OPENING			CLOSING
			BALANCE			BALANCE
			1 July 2015			30 June 2025
Housing Trusts & Bequests	Social housing	Various bequests made for the provision of Social Housing	431	190	-	621
Cemetery Bequests	Cemeteries	Various bequests made for the maintenance of cemeteries	66	28	-	94
CS Thomas Trust - Mona Vale	Garden and heritage parks	Funds set aside for restoration work at Mona Vale	36	16	-	52
Woolston Park Amateur Swim Club (W	Community grants	Scholarship programme including an Annual Talented Swimmer Scholarship and an Annual Potential Swimmer Scholarship utilising the former Woolston Park Amateur Swimming Club monies gifted to the Council	27	12	-	39
Parklands Tennis Club	Community support	Residual funds passed to the Council from the windup of the Parklands Tennis Club	18	8	-	26
19th Battalion Bequest	Parks and open spaces	Funds passed to the Council by the 19th Battalion and Armoured Regiment to help fund the maintenance of the 19th Battalion and Armoured Regiment Memorial area	7	-	-	7
Yaldhurst Hall Crawford Memorial	Community facilities	Funds left by Mr Crawford for capital improvements to the Hall	10	5	-	15
Sign of Kiwi Restoration Fund	Heritage protection	Funds set aside for restoration work at the Sign of the Kiwi	4	2	-	6
Fendalton Library Equipment Bequest	Libraries	Bequest made to fund equipment at the Fendalton Library	3	1	-	4
W A Sutton Art Gallery Bequest	Art Gallery	Bill Sutton's desire that any proceeds and benefits from copyright fees that might be charged be utilised for the acquisition and advancement of Canterbury Art	-	-	-	-
Earthquake Memorial	Community support	Funds set aside from Earthquake Mayoral Relief fund for a memorial	-	-	-	-
			602	262	-	864
TOTAL RESERVE FUNDS			172,129	1,033,300	(1,031,401)	174,028



Capital
endowment
fund

Capital Endowment Fund

In April 2001, Council set up a Capital Endowment Fund of \$75 million. This fund was established using a share of the proceeds from the sale of Orion's investment in a gas company. The Fund provides an ongoing income stream which can be applied to economic development and civic and community projects.

Current Council resolutions in respect of the fund are:

1. that the income from the fund be allocated each year in the following way:

Economic Development	70%
Civic and Community	30%

The above general categories are reviewed on a three yearly cycle, the next review aligning with the 2015/25 Long Term Plan, or if the interest earned from the fund changes significantly (increase or decrease) within the intervening years.

2. that if desired, funding for a particular category be carried forward to another year,
3. that no single project be funded for more than three years, except in exceptional circumstances,
4. that the capital of the fund will not be used unless 80% of councillors vote in favour,
5. funds are managed in accordance with Council's Investment Policy.
6. With regards the Civic and Community portion; projects implement a strong community strategic plan, projects are of city-wide benefit, priority is given to new community facilities, only projects greater than \$50k will be considered.

Plan	Fund Movements:	Long Term Plan 2015 - 2025												
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
2014/15		\$000												
100,102	Capital opening balance	97,674	98,462	100,333	102,340	104,489	106,683	109,030	111,538	114,215	116,956			
1,601	Plus inflation protection	1,660	1,871	2,007	2,149	2,194	2,347	2,508	2,677	2,741	2,924			
(4,029)	Less allocations from capital	(872)												
97,674	Total inflation protected Capital closing balance	98,462	100,333	102,340	104,489	106,683	109,030	111,538	114,215	116,956	119,880			
1,123	Unallocated funds brought forward	234	(314)	42	193	110	119	176	340	510	800			
3,611	Plus net Interest earnings excluding inflation protection	2,745	2,644	2,410	2,106	2,199	2,246	2,352	2,358	2,479	2,493			
4,735	Funds available for distribution	2,980	2,330	2,452	2,299	2,308	2,365	2,528	2,698	2,988	3,293			
(4,488)	Less allocations from revenue	(3,294)	(2,288)	(2,259)	(2,189)	(2,189)	(2,189)	(2,188)	(2,188)	(2,188)	(2,189)			
247	Unallocated funds carried forward	(314)	42	193	110	119	176	340	510	800	1,104			

Capital Funding Allocations:

Civic and Community Initiatives

1,000	Civic and Community Grants	
2,500	Participatory Democracy, Sensing City and related projects	
(529)	Suburban Masterplans debt servicing	872

2,971 Total Capital Allocations

872

Revenue Funding Allocations:

Economic Development Initiatives

1,000	CDC special projects	977	*								
1,000	CCT special projects	977		958	939	939	939	939	938	938	938

Community Events

1,050	Events (Cup & Show Week, PGA Golf, Antarctic Festival, Mountain Bike Race)	1,050		1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
25	World Bowls	200									
275	FIFA Under 20 Mens Football World Cup										
	Golden Oldies Tournament				200						
	Mountain Bike Racing	90		80	70						
60	Events (Unallocated)			200	200	200	200	200	200	200	200

Civic and Community Initiatives

1,078	Civic and Community Grants										
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4,488	Total Revenue Allocations	3,294	2,288	2,259	2,189	2,189	2,189	2,188	2,188	2,188	2,189
7,459	Total Allocations	4,166	2,288	2,259	2,189	2,189	2,189	2,188	2,188	2,188	2,189

* Because of revised lower interest rates since the Draft, the Fund cannot support all previous allocations. From 2017 this item has been transferred to directly rates funded. A report on the ongoing viability of the Fund will be considered by Council by 30 September 2015.