

Council Controlled Organisations

Christchurch City Holdings Ltd

www.cchl.co.nz

Christchurch City Holdings Ltd (CCHL) is a CCTO and the wholly owned investment arm of Council. CCHL holds shares in various trading companies and monitors these companies and their subsidiaries on behalf of the Council.

Subsidiary companies

- Orion New Zealand Ltd (89.3%)
- Lyttelton Port Company Ltd
- Christchurch International Airport Ltd (75%)
- City Care Ltd
- Enable Services Ltd
- EcoCentral Ltd
- RBL Property Ltd
- Development Christchurch Ltd

Nature and scope of activities

CCHL's key purpose is to invest in and promote the establishment of key infrastructure, for the City. CCHL is working closely with the Council to implement its capital release programme as outlined in its Long Term Plan.

CCHL's mission is to support the future growth of Christchurch by investing in key infrastructure assets that are commercially viable and environmentally and socially sustainable.



CCHL's strategic approach is to identify those of Christchurch's infrastructural needs that are not filled by the private sector or existing Council operations, and take a role in helping to meet them through joint ventures, public-private partnerships, establishing new entities or acting as a catalyst for private sector providers.

CCHL also encourages and, if necessary facilitates, appropriate investment by its trading companies when significant upgrades are required to existing infrastructural assets.

Policies and objectives relating to ownership and control

This company was established to group the Council's interests 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 annually agrees its key financial and non-financial performance indicators with its shareholder the Council. These indicators are recorded in CCHL's Statement of Intent, (SOI). CCHL monitors the performance of its subsidiaries throughout the year against the performance targets that have been agreed.

The SOI is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations

Orion New Zealand Ltd

www.oriongroup.co.nz

Orion is a CCTO and an energy network management company in which Council has an 89.3 per cent shareholding through CCHL. The remaining 10.7 per cent is owned by Selwyn District Council.

Subsidiary companies

Subsidiary companies

- Connetics Ltd – Orion owns 100 per cent of the electrical contracting business Connetics Ltd. Connetics is a contracting service provider to utility network operators, local authorities, developers and commercial/industrial customers.

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 207,500 homes and businesses, and is New Zealand's third largest electricity distribution business in terms of line revenue, asset size and system length (km).

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. The company is regulated under the Electricity Act 1992.

Through the Statement of Intent, (SOI) the Council establishes broad parameters reflecting the public nature of Orion without inhibiting proper commercial management. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

Key performance targets

Orion annually agrees its key financial and non-financial performance indicators with its shareholder CCHL. These indicators are recorded in Orion's SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations

Lyttelton Port Company Ltd

www.lpc.co.nz

Lyttelton Port Company Ltd (LPC) is a CCTO operating the Port of Lyttelton. Council has a 100 per cent shareholding through CCHL.

LPC is the South Island's largest Port and Container Terminal, managing 80 per cent of the area's container trade imports and more than half its exports.

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. The company operates off-wharf container processing facilities in Woolston and Rolleston.

The company is regulated under the Port Companies Act 1988.



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, (SOI), the Council establishes broad parameters reflecting the public nature of this company without inhibiting proper commercial management.

Key performance targets

LPC annually agrees its key financial and non-financial performance indicators with its shareholder and these targets are reflected in its SOI. This is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations



Christchurch International Airport Ltd

www.christchurch-airport.co.nz

Christchurch International Airport Ltd (CIAL) is a CCTO and is jointly owned by CCHL (75 per cent) and the Crown (25 per cent). The provision of airport facilities and services to airline and airport users is the predominate business of CIAL.

CIAL operates the Christchurch International airport for the benefit of commercial and non-commercial aviation users, and in accordance with its aerodrome licence which defines standards and conditions laid down by the Ministry of Transport.

Nature and scope of activities

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.

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.

CIAL has and continues to actively develop 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. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

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

Key performance targets

CIAL annually agrees its key financial and non-financial performance indicators with its shareholders CCHL and the Crown. These indicators are recorded in CIAL's SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations



City Care Ltd

www.citycare.co.nz

City Care Ltd is a CCTO, 100 per cent owned by Council through CCHL.

Subsidiary and associate entities

Apex Environmental Ltd – designing, building, installing and commissioning water and wastewater treatment plants for the food and beverage, dairy, textiles, winery and municipal sectors. City Care owns 57.16 per cent of Apex Environment Ltd.

Nature and scope of activities

CityCare Group is in the business of constructing, maintaining and managing infrastructure and property assets.

CityCare Group has recently announced a new delivery model that re-defines the company's structure, providing a platform that positions it better for future growth in key market sectors:

- Citycare Water – construction and maintenance for water, wastewater and stormwater networks, with a focus on smarter management and optimisation of water sector infrastructure assets.
- Citycare Property – encompassing end-to-end construction and maintenance of public and private building and greenspace facilities.
- Citycare Civil – focusing on national construction and maintenance opportunities in roading, landscapes and subdivisions.

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 contractor servicing assets of a public nature. Through the negotiation of an annual Statement of Intent, (SOI) the Council establishes broad parameters for City Care's scope and nature of operations without inhibiting its commercial management.

Key performance targets

City Care annually agrees its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are recorded in City Care's SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations

Enable Services Ltd

www.enable.net.nz

Enable Services Ltd (ESL) is a CCTO, 100 per cent owned by CCHL and trades as Enable Networks.

Subsidiary companies and associates

Enable Networks Limited

Nature and scope of activities

ESL and its subsidiary Enable Networks Ltd (Enable Group) are building and connecting local homes and businesses to a world-class fibre network as part of the Government ultra-fast broadband (UFB) initiative.

Enable owns the critical fibre infrastructure and provides wholesale fibre broadband services to 38 retail providers.

The ESL UFB network reaches over 200,000 homes, businesses and schools in Christchurch and towns in the Waimakariri and Selwyn districts.

Policies and objectives relating to ownership and control

ESL is considered a regional 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 the Statement of Intent, (SOI), the Council establishes broad parameters reflecting the public nature of this company without inhibiting proper commercial management. To continue to do this the Council has a policy of maintaining a controlling interest in this company.

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 annually agrees its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are recorded in ESL's SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations

EcoCentral Ltd

www.ecocentral.co.nz

EcoCentral is a CCTO, 100 per cent owned by CCHL.

EcoCentral oversees the processing of household and commercial refuse and the automated sorting of recycling throughout the Canterbury region.

The company is committed to reducing the amount of waste going to landfill and finding 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 as reclaimed material in New Zealand or overseas.
- EcoDrop, three transfer stations that manage the City'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; 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 an annual Statement of Intent, (SOI) the Council, via its 100 per cent ownership of CCHL, establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

EcoCentral annually agrees its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are recorded in EcoCentral's SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations

RBL Property Ltd (formerly Red Bus Limited)

RBL Property Ltd is a CCTO, 100 per cent owned by the Council through CCHL.

In November 2020, Ritchies Transport Holdings Limited purchased the transport business of Red Bus Limited. Red Bus Ltd changed its name to RBL Property Ltd following the sale of the “Red Bus” brand to Ritchies.

Nature and scope of activities

The company retains an investment in land and buildings in central Christchurch.

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, (SOI) the Council establishes broad parameters for this company without inhibiting proper commercial management.

Key performance targets

RBL Property Ltd annually agrees its key financial and non-financial performance indicators with its shareholder, CCHL. These indicators are recorded in RBL Property Ltd’s SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.



Council Controlled Organisations

Development Christchurch Ltd

www.dcl.org.nz

Development Christchurch Ltd (DCL) is a CCTO, 100 per cent owned by the Council through CCHL.

Subsidiary companies and associates

Leisure Investments NZ (Limited Partnership) / Port Hills Leisure Ltd (General Partner) trading as Christchurch Adventure Park (54.73 per cent).

Nature and scope of activities

DCL was established at the request of Council in 2016 to help progress and contribute to the region through development, investment and regeneration activities, and to source overseas investment funding.

Policies and objectives relating to ownership and control

The Council, through CCHL, is the sole shareholder of DCL. Through the negotiation of an annual Statement of Intent, (SOI) the Council establishes broad parameters for the company's operations without inhibiting proper commercial management.

Key performance targets

DCL annually agrees its key financial and non-financial performance indicators with the Council. These indicators are recorded in DCL's SOI which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations



Vbase Ltd

www.vbase.co.nz

Vbase is a 100 per cent owned CCTO subsidiary of the Council operating under direct Council governance and management.

A review of Vbase's future ownership structure and operational requirements is being undertaken to enable it to return to being a viable and sustainable trading entity.

Nature and scope of activities

Vbase has two areas of focus – attracting, hosting and managing events and ownership and management of facilities.

The current list of Vbase venues are:

- Christchurch Town Hall (owned and managed);
- Christchurch Arena (owned and managed);
- Orangetheory Stadium Addington (managed);
- Wigram Air Force Museum (managed); and
- Hagley Cricket Oval Pavilion (managed).

Policies and objectives relating to ownership and control

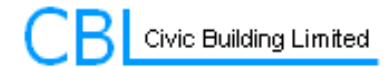
Through the negotiation of an annual Statement of Intent, (SOI) the Council establishes broad parameters for the company's operations reflecting both the public benefits which the facilities provide without inhibiting proper commercial management.

Key performance targets

Vbase annually agrees its key financial and non-financial performance indicators with the Council. These indicators are recorded in Vbase's SOI.

The Council is currently reviewing Vbase's Draft SOI in order to provide feedback. The final financial and non-financial key performance indicators for the years ending June 2022, 2023 and 2024 will be published in the final Long Term Plan.

Council Controlled Organisations



Civic Building Ltd

Civic Building Ltd (CBL) is a CCTO, 100 per cent owned by the Council.

Nature and scope of activities

CBL owns a 50 per cent interest of the Christchurch Civic Building Joint Venture with Ngāi Tahu Property (CCC-JV) Limited. The joint venture owns the Civic building in Hereford Street.

Policies and objectives relating to ownership and control

Through a Statement of Intent, (SOI) the Council established broad parameters around the design and refurbishment milestones, and management of the financial targets.

Key performance targets

CBL annually agrees its key financial and non-financial performance indicators with the Council. These indicators are reviewed in CBL's SOI.

The Council is currently reviewing CBL's Draft SOI in order to provide feedback. The final financial and non-financial key performance indicators for the years ending June 2022, 2023 and 2024 will be published in the final Long Term Plan.

Council Controlled Organisations

CMUA Project Delivery Ltd (formerly CCC Six Limited)

CMUA Project Delivery Ltd (CPDL) is a CCO 100 per cent owned by Council. It is the delivery company for the new Canterbury multi-use arena to be constructed over the next four years.

The funding partners in the development are the Council and Crown.

Nature and scope of activities

CPDL mandate is to optimise the delivery of the new Canterbury multi-use arena on behalf of the Council and the Crown.

Policies and objectives relating to ownership and control

Through the negotiation of an annual Statement of Intent, (SOI) the Council establishes broad parameters for CPDL without inhibiting proper commercial management.



Key Performance Targets

CPDL annually agrees its key financial and non-financial performance indicators with the Council. These indicators are recorded in CPDL's SOI.

The Council is currently reviewing CPDL's Draft SOI in order to provide feedback. The final financial and non-financial KPIs for the years ending June 2022, 2023 and 2024 will be published in the final Long Term Plan.

Council Controlled Organisations

ChristchurchNZ Holdings Ltd

www.christchurchnz.com

ChristchurchNZ Holdings Ltd (CNZHL) is a CCO 100 per cent owned by Council. It is the holding company for the Council's investment in ChristchurchNZ Ltd (CNZL). CNZL was established on 1 July 2017 from the amalgamation of Canterbury Development Corporation, Christchurch & Canterbury Convention Bureau and Christchurch & Canterbury Marketing Ltd.

Subsidiary and associate entities

CNZL operates to optimise the economic and social opportunities that tourism, major events, city promotion and economic development can bring to Christchurch and Canterbury.

CNZL is also a joint venture 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 small to medium entities.

Nature and scope of activities

CNZHL is building a strong, combined approach to the delivery of the Christchurch Visitor Strategy, business growth and investment, talent attraction, international education and the city's range of high-profile events.

In June 2020, related entity CRIS Ltd was amalgamated into CNZL. CRIS Ltd held the assets and long term contractual arrangements for innovation assets in the region.



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Policies and objectives relating to ownership and control

Through the negotiation of an annual Statement of Intent, (SOI) the Council establishes broad parameters for CNZHL without inhibiting proper commercial management.

Key Performance Targets

CNZHL annually agrees its key financial and non-financial performance indicators with the Council. These indicators are recorded in CNZL's SOI.

The Council is currently reviewing CNZHL's Draft SOI in order to provide feedback. The final financial and non-financial key performance indicators for the years ending June 2022, 2023 and 2024 will be published in the final Long Term Plan.

Council Controlled Organisations

The Riccarton Bush Trustees

www.riccartonhouse.co.nz

The Riccarton Bush Trustees (RBT) is a CCO and charitable trust that 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.

RBT was incorporated under a 1914 Act of Parliament, which was followed by a series of amendments, the most recent being the Riccarton Bush Amendment Act 2012. These give the Riccarton Bush Trust the power to negotiate with 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

RBT maintains and operates Riccarton Bush, Riccarton House and its grounds.



Policies and objectives relating to ownership and control

Through a Statement of Intent, (SOI) 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

RBT annually agrees its key financial and non-financial performance indicators with the Council. These indicators are recorded in RBT's SOI.

The Council is currently reviewing RBT's Draft SOI in order to provide feedback. The final financial and non-financial key performance indicators for the years ending June 2022, 2023 and 2024 will be published in the final Long Term Plan.

Council Controlled Organisations



Rod Donald Banks Peninsula Trust

www.rodonaldtrust.co.nz

The Rod Donald Banks Peninsula Trust (RDBPT) is a CCO and charitable trust created by the Council in July 2010. RDBPT was established to honour the memory of Rod Donald and his commitment to Banks Peninsula.

RDBPT 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 Pātaka o Rākaihautū – 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

RDBPT 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.

RDBPT acts as a facilitator, conduit and connector to assist these groups and projects in the pursuit of their common goals. RDBPT'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, (SOI) the Council established broad parameters reflecting the public nature of the RDBPT's objectives. To continue to do this the Council maintains a controlling interest in this Trust.

Key performance targets

RDBPT agrees annually its key financial and non-financial performance indicators with the Council. These indicators are recorded in RDBPT's SOI.

The Council is currently reviewing RDBPT's Draft SOI in order to provide feedback. The final financial and non-financial key performance indicators for the years ending June 2022, 2023 and 2024 will be published in the final Long Term Plan.

Council Controlled Organisations

Transwaste Canterbury Ltd

www.transwastecanterbury.co.nz

Transwaste Canterbury Ltd (TCL) is a CCTO and is a joint venture between local authorities in the Canterbury region and Waste Management NZ Limited, with Council owning 38.9 per cent.

TCL was incorporated in March 1999 with the principal purposes of selecting, consenting, developing, owning and operating a non-hazardous regional landfill in Canterbury which was opened in June 2005.

Nature and scope of activities

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

TCL 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.

TCL 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

TCL agrees annually its key financial and non-financial performance indicators with the Council and other joint venture and investment partners.

These indicators are recorded in TCL's Statement of Intent, (SOI) which is due to be finalised by 30 June 2021, in accordance with the provisions of the Local Government Act 2002. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.



Council Controlled Organisations

Central Plains Water Trust

www.cpw.org.nz

The Central Plains Water Trust (the Trust) is a CCO established by the Council and Selwyn District Council to facilitate sustainable development of central Canterbury's water resource.

Resource consents were issued by the Environment Court on 25 July 2012 which allow water to be taken from the Rakaia and Waimakariri rivers for the Central Plains Water Enhancement Scheme operated by Central Plains Water Limited (CPWL).

Nature and scope of activities

The Trust holds the resource consents against which it issues water rights to CPWL for the use of water in its irrigation schemes and monitors compliance.

Policies and objectives relating to ownership and control

The Trust was settled with the objective of promoting the development of agriculture in the Central Canterbury Plains area for the benefit of the inhabitants of the Canterbury region.

Key performance targets

The Trust agrees annually its key financial and non-financial performance indicators with the Council and Selwyn District Council. These indicators are recorded in the Trust's Statement of Intent, (SOI).

The two Councils are currently reviewing the Trust's Draft SOI in order to provide feedback. The final key performance indicators for the years ending June 2022, 2023 and 2024 will be updated in the final Long Term Plan.

Council Controlled Organisations

Council exempted organisations

The Council has direct ownership of a number of small operating and non-operating entities that via resolution are exempt from the CCO provisions of the Local Government Act 2002.

In support of the resolution, Council has considered the nature and scope of the activities of these entities, along with the costs associated with being a CCO and minor benefits that result from being a CCO.

Exemptions have been granted by Council resolution for:

- CCC One Limited
- CCC Five Limited
- CCC Seven Limited
- Ellerslie International Flower Show Limited
- Mayor's Welfare Fund Charitable Trust