

# Long Term Plan 2018-28

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Christchurch City Council  
Long Term Plan 2018-2028  
Christchurch Ōtautahi

Volume 3 of 3

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Christchurch Ōtautahi.  
Volume 3 of 3

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This Long Term Plan was adopted by Christchurch City Council on 26 June 2018.  
It covers the period 1 July 2018 to 30 June 2028.

This plan is contained in three volumes:

**Volume 1** contains the Introduction from the Mayor, the independent auditor's report, the financial overview, rating information, community outcomes, activities and services, the planned capital programme and financial projections for the 10 years covered by the plan;

**Volume 2** contains the Financial 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 schedules and other information.



### Cautionary Note

The forecast financial statements in this Long Term Plan 2018-2028 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 and revenue forecasts.

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.

# Contents (volume 3)

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Significance and Engagement Policy .....	3	ChristchurchNZ Holdings Ltd .....	66
Revenue, Financing and Rating Policies .....	13	Riccarton Bush Trust .....	67
Revenue and financing policy .....	14	Rod Donald Banks Peninsula Trust .....	68
Rates remission policy .....	34	Christchurch Agency for Energy Trust .....	69
Rates postponement policy.....	38	Transwaste Canterbury Ltd .....	70
Remission and postponement policy of rates on Māori freehold land .....	39	Central Plains Water Trust .....	71
Treasury Risk Management Policy.....	41	Gardens Event Trust.....	72
Council Controlled Organisations .....	53	Fees and Charges .....	73
Christchurch City Holdings Ltd.....	54	Development of Māori capacity to contribute to Council decision making processes.....	135
Orion New Zealand Ltd .....	55	Variation between assessment of services and the services in the Long Term Plan .....	139
Lyttelton Port Company Ltd .....	56	Reserves and Trust Funds .....	141
Christchurch International Airport Ltd.....	57	Capital Endowment Fund .....	145
City Care Ltd .....	58		
Enable Services Ltd .....	59		
EcoCentral Ltd .....	60		
Red Bus Ltd.....	61		
Development Christchurch Ltd .....	62		
Vbase Ltd .....	63		
Civic Building Ltd .....	64		
Tuam Ltd.....	65		



# Significance and Engagement Policy

# **SIGNIFICANCE & ENGAGEMENT POLICY**

**20 June 2017**

## **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 Māori, Māori 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 (eg. 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: 23 July 2015

Approval Date: 27 November 2014

Approval Date: 20 June 2017

## **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:

- resource consents or other permissions
- submissions on plans
- decisions required when following the procedures set out in Schedule 1 of the RMA
- references to the Environment Court
- 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 Māori**

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



	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	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
<b>What does it involve</b>	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.
<b>Examples of the tools Council might use</b> <i>(Note: These tools may be applicable across many levels of engagement)</i>	<ul style="list-style-type: none"> <li>Email newsletter to local communities and networks</li> <li>Information flyers to neighbourhoods</li> <li>Public notices /info in Community, newspapers, website</li> </ul>	<ul style="list-style-type: none"> <li>Formal submissions and hearings or the Special Consultative Procedure</li> <li>Focus groups</li> <li>Community meetings</li> <li>Online opportunities to submit ideas/feedback</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Focus/stakeholder groups' meetings</li> <li>Public meetings, drop-in sessions</li> <li>Online surveys/forums</li> </ul>	<ul style="list-style-type: none"> <li>External working groups (involving community experts)</li> <li>Community Advisory Groups (involving community representatives)</li> <li>Forums</li> </ul>	<ul style="list-style-type: none"> <li>Binding referendum</li> <li>Local body elections</li> <li>Delegation of some decision-making to a community</li> </ul>
<b>When the community is likely to be involved</b>	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 and Transwaste Canterbury Ltd, and VBase Ltd;
- (h) the shares Christchurch City Holdings Ltd holds in Lyttelton Port Company Ltd, Christchurch International Airport Ltd, Orion New Zealand Ltd, Enable Services Ltd, Eco Central Ltd, City Care 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 are set out in the Activities and Services section, and for the Council as a whole 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 acknowledges 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 at 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

Council uses Targeted Rates where it is considered desirable and practicable **either** to enhance the transparency of Council spending (i.e. so that ratepayers can see how much they pay for a particular activity) **or** to ensure that the cost of a particular item is borne by the group(s) deemed to derive most benefit from it.

Council has determined that Targeted Rates shall be used in five areas:

#### (a) Water Supply Infrastructure

Council's water supply infrastructure is considered to primarily benefit those properties which connect (or are able to connect) to the network. Targeted Rates will therefore be used to fund the activity from just those properties receiving or able to receive this benefit.

These Targeted Rates will collect the full cash operating cost of the activity plus a portion of depreciation cost. The proportion of depreciation cost recovered will normally be set to match the amount to be spent on renewing existing assets, but a different amount may be recovered if this is considered desirable to help deliver predictable and less volatile rates increases across all sectors and from year to year.

Council has identified three types of non-standard service for which it is considered desirable to recover costs through separate, user-pays based Targeted Rates:

- Properties with a fire connection will be charged a fixed dollar Water Supply Fire Connection Targeted Rate per connection.
- Properties located outside the standard serviced area but receiving a restricted rural water supply will be charged a fixed dollar Restricted Water Supply Targeted Rate per unit of supply being provided.
- Properties located within the standard serviced area which are identified as potential high consumers will be charged a volumetric Excess Water Supply Targeted Rate per cubic metre of actual water consumption in excess of that property's daily allowance.

Aside from these three exceptions, Capital Value is considered to be the most equitable basis for targeted water rates (consistent with the approach taken for General Rates). All activity costs not collected through the above three Targeted Rates for non-standard services will therefore be collected using a Capital Value based Targeted Water Rate, applied to those properties located within the standard serviced area.

Some properties located within the standard serviced area may not be actually connected (most commonly vacant sections). Council considers that the level of benefit received by these un-connected properties is lower than that received by connected properties. The Targeted Water Rate will therefore be set differentially, with connected properties being charged at a higher differential rate than un-connected properties.

#### *(b) Other Key Water Infrastructure*

Council's other key water infrastructure is for Sewerage (including collection, treatment, and disposal) and Land Drainage (including flood protection). As for Water Supply, Council considers that these activities primarily benefit those properties located within the respective serviced areas. Targeted Rates will therefore be used to fund each activity from just those properties located within each serviced area.

The Sewerage and Land Drainage Targeted Rates will collect the full cash operating cost of each activity plus a portion of depreciation cost. The proportion of depreciation cost recovered will normally be set to match the amount to be spent on renewing existing assets, but a different amount may be recovered if this is considered desirable to help deliver predictable and less volatile rates increases across all sectors and from year to year.

For both activities, Capital Value is considered to be the most equitable basis for taxation rather than Land Value or fixed dollar charges (consistent with the approach taken for General Rates). The Sewerage Targeted Rate and Land Drainage Targeted Rate will therefore be set in proportion to Capital Value, and applied to those properties located within the respective serviced area.

#### *(c) Non-Infrastructure Council Activities*

Council has determined to set Targeted Rates to fund three types of non-infrastructure activity:

- **Active Travel:**  
Council considers it desirable to separately fund a portion of its spending on Active Travel activities (including cycleways and pedestrian networks), so that its commitment to spend a minimum amount on this activity is transparent to ratepayers.

Council's Activity groupings have been re-aligned in this LTP, so that cycleways continues to be included within Transportation but pedestrian networks are now included in Roads & Footpaths. Revenue from this Targeted Rate will therefore contribute to both of these Activities, consistent with the original intention.

The benefit of these activities is considered to be distributed relatively evenly across all ratepayers. The Active Travel Targeted Rate will therefore be set as a fixed dollar amount and applied to all SUIPs (consistent with the General Rate's Uniform Annual General Charge).

- **Waste Minimisation:**  
Council considers it desirable to separately fund the full cash operating cost of its recycling and composting activities (plus a portion of the associated depreciation), so that ratepayers can see how much they pay for yellow and green bin services.  
The benefit of this activity is considered to be distributed evenly across all ratepayers, except to the extent that more remote ratepayers do not receive a kerbside collection service. The Waste Minimisation Targeted Rate will therefore be set as a fixed dollar charge per SUIP (consistent with the General Rate's Uniform Annual General Charge), but set differentially – a higher fixed dollar charge will be applied where the property is located within the kerbside collection area.
- **Business Improvement District (BID):**  
The Council's Business Improvement District (BID) Policy provides for the Council to collect a targeted rate from business units located in a BID boundary where a poll of business and property owners has provided sufficient agreement for this to happen. Such a targeted rate may be a fixed charge or a variable charge based on capital value, or a combination of both, as decided on a case-by-case basis.

#### (d) Council Capital Spending

Council may choose to fund an identified portion of its capital spending 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. if a new water or sewer network is being provided to a remote community).

Council may invite 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.

#### (e) One-off Council Grants

Council provides several grants schemes (within its broader Community & Citizens activity), for the benefit of the community and funded by General Rates.

From time to time Council may determine that it is desirable to make a one-off grant which is either outside the scope of existing grants schemes or too large to be accommodated by existing grants budgets. In such circumstance, and subject to public consultation, such grant may be funded by a specific and temporary Grants Targeted Rate.

A Grants Targeted Rate:

- May either fund the grant directly (i.e. the grant is only advanced after the rate revenue has been received) or indirectly (i.e. the grant is advanced immediately and funded by borrowing, with the Grants Targeted Rate used to repay principal and interest on that borrowing).
- May be applied either universally or to a specifically identified group of ratepayers,

depending on Council's assessment of how the benefits of the grant are distributed.

- Will usually be set as a fixed dollar charge per SUIP, because this provides the most readily-calculable revenue stream – Capital Value or other rating basis will only be used if this is considered to generate very significant equity benefits.
- Will exist for only the number of years stated in the original public consultation, and will not be absorbed into any other rate once that period ends.

For any Grants Targeted Rate, the level of rate will be set in each Annual Plan based on the annual revenue required to fund the grant. However, the basis of the rate (for example, fixed dollar amount or value-based, universal or an identified group of ratepayers) will not be changed.

Council currently sets one Grants Targeted Rate under this Policy:

- Special Heritage (Cathedral) Targeted Rate:  
This rate relates to a \$10 million Council grant (plus GST if any) supporting the restoration of the Anglican Cathedral, the benefit of which is considered to be distributed evenly to all ratepayers. The rate will be set as a fixed dollar charge per SUIP, applied to all properties across the District until 30 June 2028.

#### **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), 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 a portion 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).

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 four 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
- **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, 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, and are 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
- Parks, Heritage & Coastal Environment
- Community & Citizens
- Refuse Disposal
- Governance
- Strategic Planning & Policy

## 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.

The following pages set 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

Local authorities have an obligation under the Public Health Act 1956, the Health (Drinking Water) Act 2007, and the Local Government Act 2002 to provide a drinking water supply to the urban areas of the District, to maintain its capacity, to protect it from contamination, and to ensure that it complies with the Drinking Water Standards for New Zealand 2005 (as revised in 2008).

Local Authorities also ensure an adequate supply of water for commercial use and for fire-fighting.

This Activity includes maintaining the network, including wells, pump stations, treatment facilities, reservoirs, and underground reticulation pipes and meters. The Activity also encourages water conservation.

The benefit of this Activity is considered to accrue primarily to those properties located the Council's geographic network area – that is all of those properties that can physically connect to the network. It is therefore considered appropriate to fund the bulk of this Activity from a Targeted Rate applied to all properties located within this serviced area.

However, as the level of supply provided to some properties may differ from the standard supply provided to most it is considered appropriate to charge separate Targeted Rates for:

- *Restricted Rural Supply* – where a city-fringe property is unable to connect to a standard on-demand service but can be connected to a restricted supply (defined as a standard volume of water provided per day);
- *Fire connection* – where a property benefits from a dedicated fire connection; and
- *Excess water consumption* –, for identified high-user properties, the volume of water actually consumed above a threshold determined by the amount of standard Water Supply Targeted Rate paid.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	-	<b>Y</b>	-

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>High</b>	<b>Low</b>	<b>Low</b>	<b>High</b>

**Table 3: Funding Decision**

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>High</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>• <b>Targeted Rate (High)</b></li> <li>• <b>Fees &amp; Charges (Low)</b></li> </ul>	• n/a

## Wastewater

Christchurch City Council builds, owns, operates and maintains wastewater networks and wastewater treatment plants to protect public health and the environment. The service is focussed on providing a reliable, safe and resilient system for conveying wastewater away from properties, for treatment and disposal.

Wastewater, also known as sewage, refers to the used water collected in internal drains from homes and businesses, and includes trade waste from industrial and commercial operations. Wastewater does not include stormwater drainage, which is collected, treated and re-introduced into the environment via a separate system.

Providing a wastewater collection, treatment and disposal service is core business for the Council, required by the Local Government Act 2002 and the Health Act 1956.

Council implements these services for the community in a number of ways, this includes planning, day to day operations, planned and reactive maintenance, repair or renewal of damaged infrastructure, building new infrastructure and implementing improvements to the system.

Key deliverables are to:

- Collect, convey and treat wastewater in a safe, efficient and reliable manner;
- Discharge treated wastewater to the environment in compliance with resource consents;
- Reuse and/or dispose of wastewater treatment by-products, including biogas and bio-solids;
- Provide laboratory services to monitor treatment processes and treated wastewater quality; and
- Plan, regulate, build, maintain, manage and renew wastewater systems.

The Council collects wastewater from approximately 160,000 customers in Christchurch, Lyttelton, Diamond Harbour, Governors Bay, Akaroa, Duvauchelle, Tikao Bay and Wainui, through 945 km of laterals 1,826 km of wastewater mains, 149 pump stations, 84 lift stations, and 34 odour control sites. It provides treatment at eight wastewater treatment plants and disposal via one outfall pump station, six ocean/harbour outfalls and two land irrigation schemes. The wastewater reticulation and treatment infrastructure is monitored and controlled by an extensive communications system.

Although all residents benefit from the presence of a safe and reliable sewer network, the primary benefit accrues to those properties which are located within the Council's geographic network area – that is. all those properties that can physically connect to the network.

It is therefore considered appropriate to fund the bulk of this Activity from a Targeted Rate applied to all properties located within this serviced area.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	-	<b>Y</b>	-

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>High</b>	<b>Low</b>	<b>Low</b>	<b>High</b>

**Table 3: Funding Decision**

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

## Stormwater Drainage

This Activity collects and conveys stormwater, and complements Council's Flood Protection & Control Works Activity to protect the community from the harmful effects of flooding.

The key physical assets used to deliver this activity are:

- The underground conveyance networks (including pipes, manholes, sumps, inlets and outlets);
- Open channels and overland flow path (including natural waterways such as rivers, streams and creeks, constructed drainage channels, in-channel structures, lining and retaining walls); and
- Treatment devices that are not within the Flood Protection and Control Works Activity (for example where there is no flood protection component such as silt traps, gross debris traps or proprietary treatments devices, such as the cartridge filters proposed at the new Bells Creek Pump Station site).

Council uses a multi-value approach to stormwater, where the drainage value of the network is considered alongside other values such as ecology, culture, recreation, heritage and landscape. Together these are known as the 'six values' that Council utilises in stormwater drainage and waterway management.

In delivering this service the Council provides a balanced mix of maintenance and renewals to preserve the levels of service and improve stormwater discharge quality to address waterway degradation.

The benefit of this Activity is considered to accrue mostly to those properties located within the Council's drainage and storm-water infrastructure networks. It is therefore considered appropriate to fund this Activity and the Flood Protections & Control Works Activity together using a Targeted Rate.

**Table 1: Community Outcome**

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

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>High</b>	<b>Low</b>	<b>Low</b>	<b>High</b>

**Table 3: Funding Decision**

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>High</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>• Targeted Rate (High)</li> <li>• Fees &amp; Charges (Low)</li> </ul>	• n/a

## Flood Protection & Control Works

This Activity delivers floodplain and stormwater management plan objectives to reduce the harm from flooding to the community and to improve the quality of ground and surface water. It complements Council's Stormwater Drainage Activity.

The activity includes construction of new flood protection infrastructure and management of existing infrastructure including:

- pump stations and water flow control devices and structures such as valve stations;
- stop-banks;
- water quality treatment devices such as basins, wetlands, tree pits, raingardens and filtration devices; and
- hydrometric monitoring devices, measuring rainfall along with surface water, sea and groundwater levels.

Basins and wetlands serve a dual purpose of providing stormwater detention for reducing flood risk as well as providing water quality treatment.

Approximately half of this activity is delivered through the Land Drainage Recovery Programme (LDRP) and the majority of the remainder relates to construction of community facilities to improve water quality and service growth.

The benefit of this Activity is considered to accrue mostly to those properties located within the Council's drainage and storm-water infrastructure networks. It is therefore considered appropriate to fund this Activity and the Stormwater Drainage Activity together using a Targeted Rate.

**Table 1: Community Outcome**

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

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>High</b>	<b>Low</b>	<b>Low</b>	<b>High</b>

**Table 3: Funding Decision**

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>High</b>	<b>Low</b>	• <b>Targeted Rate (High)</b>	• <b>n/a</b>

## Roads & Footpaths

Local government is responsible for planning for, providing, and maintaining safe road networks, including pedestrian linkages and attractive functional streetscapes. The Council maintains the assets that provide the District’s local roading network, comprising the carriageways, footpaths, bridges, retaining walls, rail crossings, and associated drainage.

National highways linking the Christchurch District with the rest of the country are managed by central government through NZTA and work between the national and local roading networks is co-ordinated as much as possible.

The streets we manage provide a safe and efficient network that connect communities and facilitate the movement of people and goods around the District and to the adjoining region. Key deliverables include:

- Network planning;
- Asset maintenance;
- Renewal of life-expired infrastructure; and
- Improvements to the network.

The benefit of this Activity is considered to accrue primarily to road users. However, it is not considered practicable or desirable to fund the Activity separately, because the roading network is considered to be qualitatively different to the water and sewer networks which are funded through targeted rates: – in particular:

- The roading network also delivers benefits to non-users, to a far greater extent than water or sewer networks, reducing the desirability of a “User-Pays” funding approach (User Pays is given a “Medium” priority in Table 2).
- The extent of “use” (and therefore the extent of liability to be paid) is more difficult to determine than for water and sewer (for which benefit is more clearly binary between those that can connect and those that can’t).

This Activity is therefore primarily funded by the community as a whole, mostly through General Rates (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).

The Active Travel Targeted Rate contributes to this Activity’s spending on pedestrian networks. This is classified as “Community funding” in Table 3, as the Active Travel rate is applied universally to all rating units in the district.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
<b>Y</b>	-	-	-

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>Medium</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>

**Table 3: Funding Decision**

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

## Transportation

This Activity relates to how the roading network and associated infrastructure is used and controlled, so that people have safe, easy, and reliable access to homes, shops, businesses, and leisure activities, from a variety of mode choices.

It is considered helpful to separate this control function from the basic function of asset provision and maintenance, which is the purpose of the Roads & Footpaths Activity.

This Activity includes:

- Control over how the road corridor can be used by other parties (such as service authorities and developers);
- Planning, building, and maintaining the infrastructure required to support the operation of the bus network;
- Planning, building, operating, and maintaining the major cycleways network;
- Operating and maintaining traffic lights, traffic cameras, and traveller information portals;
- Operating and maintaining Christchurch’s public parking facilities; and
- Planning and providing transport education initiatives.

Funding considerations for this Activity are similar to those for Roads & Footpaths. However, Council considers that a higher level of separate funding is both practical and desirable in certain areas:

- Greater use of Fees & Charges is appropriate where the Council’s control function provides permission to specific users for certain actions (such as use of the road corridor or marine activities); and
- The use of a Targeted Rate for Active Travel provides a transparent commitment that a certain minimum level of operational spending will be incurred on cycleways (although this is still classified as “Community funding” in Table 3 because it is applied universally to all rating units in the District).

The overall funding balance for this Activity therefore places more reliance on user charges and less reliance on General Rates compared with the Roads & Footpaths Activity.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
<b>Y</b>	-	-	-

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>Medium</b>	<b>Low</b>	<b>Low</b>	<b>Medium</b>

**Table 3: Funding Decision**

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

## Parks, Heritage & Coastal Environment

Christchurch residents have a strong affinity with their parks, reserves, and open spaces. Council wishes to support this affinity, and maintain the notion of Christchurch as the “garden city”.

This Activity involves the management of:

- **Parks** – The council manages 1,114 parks and reserves, covering nearly 9,000 hectares in Christchurch city and Banks Peninsula. Neighbourhood parks provide space and facilities for local communities; Garden & heritage parks provide botanical diversity and contribute to plant conservation and research; Regional parks protect the region’s natural landscape and biodiversity values, while accommodating extensive outdoor recreation. Significant parks such as Hagley Park, the Botanic Gardens, and Mona Vale also contribute to the economic well-being of the district by attracting visitors.
- **Cemeteries** – The Council administers burials and plot purchases as well as maintaining current and closed cemeteries.
- **Heritage protection** – The Council aims to preserve the district’s built, natural and cultural heritage for the benefit of the current and future communities.
- **Harbours & marine structures** – The Council provides marine structures (including wharves & jetties, slipways & ramps, seawalls, recreational rafts, boat moorings, and wharf buildings), to facilitate access to the marine environment for residents, visitors and commercial operators for recreation, sport, tourism, commercial activities, and transport.

The benefit of this Activity is considered to accrue to the community as a whole. It is therefore considered appropriate to fund it primarily from General rates.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	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"> <li>• Fees &amp; Charges (Low)</li> </ul>	<ul style="list-style-type: none"> <li>• General Rates (High)</li> <li>• Grants &amp; Other (Low)</li> </ul>

## Refuse Disposal

The Council collects and disposes of some of the district’s solid waste, and works with the community encouraging both residents and businesses to recycle their waste thereby reducing the volume of waste sent to the landfill.

This Activity includes:

- **Recycling** – reducing the amount of waste sent to landfill by collecting recyclable material from households and public places, advising the public of recycling options (for example, EcoDrops and register of recyclers), and by sorting and processing recyclable material.
- **Organics / composting** –collection of kitchen and garden waste from households and converting this into compost for resale. The Council encourages home composting and worm farms.
- **Residual Waste** – not everything can be recycled, the waste remaining is collected and transported to landfill.
- **Closed landfill** –monitoring the closed landfills around the District. This includes the capping and aftercare of the old Burwood landfill, where methane gas is captured, piped underground, and used to power some city buildings and parts of the Christchurch Waste Water Treatment Plant.
- **Earthquake construction waste** –facilitating the sorting, re-use, and safe disposal of the Canterbury Earthquake construction and demolition waste.
- **Education** – educating residents to make informed decisions on the best waste practices, focusing on the best environmental and social outcomes. The Council works with other councils on the “love food, hate waste” campaign, with regular workshops informing communities how to minimise the food waste generated by households.

Kerbside collection of general and recycling waste is provided to most properties across the district – other properties may deposit their waste at collections points.

The benefit of this Activity is considered to accrue to the community as a whole. It is therefore considered appropriate to fund the bulk of costs from rates, supported by fees and charges for non-household and excess waste.

It is also considered desirable to make the cost of recycling and composting activity more transparent, so that ratepayers can see how much they are paying for these services. The operating cost of yellow and green wheelie bin services is therefore funded from a Targeted Rate.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	-	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"> <li>• Targeted Rates (Medium)</li> <li>• Fees &amp; Charges (Low)</li> </ul>	<ul style="list-style-type: none"> <li>• General Rates (Medium)</li> <li>• Grants &amp; Other (Low)</li> </ul>

## Community & Citizens

Local Government is responsible for promoting the cultural and social well-being of communities, and for educating the public in regard to civil defence.

This Activity supports strong communities by providing high quality library, sports & recreation, arts & cultural, community development, and emergency management services.

This Activity provides:

- opportunities for people to express themselves and be challenged by art, music, theatre, dance and other media and to understand and celebrate their many identities and heritage;
- libraries which act as a vehicle for access to knowledge, ideas and information and as a democratic service open and available to anyone;
- encouragement to be more active more often through the provision of a range of sport and recreation facilities and programmes;
- community centres, halls and houses to encourage participation in local activities and build a sense of community; and
- information and advice to help citizens and communities, including support to community organisations to help them deliver the valuable services they provide.

The benefit of this Activity is considered to accrue to the community as a whole. It is therefore considered appropriate for it to be funded primarily from General Rates.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	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"> <li>• Fees &amp; Charges (Low)</li> </ul>	<ul style="list-style-type: none"> <li>• General Rates (High)</li> <li>• Grants &amp; Other (Low)</li> </ul>

## Housing

Council wishes to support vulnerable groups in the District's community by providing social housing targeted towards the elderly, disabled, and those on low incomes.

This Activity involves asset management, maintenance, replacement, intensification, and a partnership programme that supports the provision of affordable accommodation to people on low incomes. The Council works collaboratively with central government to address housing supply and affordability issues, through the Christchurch Housing Accord agreement.

Most of the social housing units are studio and one-bedroom units, with a small percentage of two, three, and four bedroom units. These Council-owned social housing complexes are leased to the Otautahi Community Housing Trust, a Community Housing Provider, which then sub-lets these to those in need.

The Council's involvement in this Activity is intended to contribute to social well-being by ensuring that an adequate supply of safe, accessible, and affordable social housing is available to those in need.

The benefit of this Activity is considered to accrue mostly to the social housing tenants. It is therefore considered appropriate to fund the Activity mostly from user charges – housing rentals plus available grants income are intended to be sufficient to cover operating costs without subsidy from rates or other sources.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
<b>Y</b>	-	-	-

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>

**Table 3: Funding Decision**

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>High</b>	<b>Low</b>	• <b>Fees &amp; Charges (High)</b>	• <b>Grants &amp; Other (Low)</b>

## Regulatory & Compliance

Regulation and compliance services are needed to administer the laws that govern building and development work, the health and safety of licensed activities, and the keeping of dogs. The Council enforces compliance with regulations, monitors individual licences and approvals, investigates complaints and non-compliance, and assesses the potential effects of various activities while still enabling builders, developers and property owners to carry on their business.

Key outputs of this Activity are:

- Animal Management;
- Compliance services relating to Resource Management Act (District Plan), Building Act, Local Government Act, Litter Act, and local Council Bylaws;
- Alcohol Licensing;
- Food Safety and Health Licensing; and
- Environmental Health, including noise management, environmental nuisance and environmental health risks e.g. asbestos and land contamination.

The benefit of this Activity is considered to be mixed:

- Licences & consents – costs are mainly caused by applicants and holders whose activities, if unregulated, could cause nuisance to the public or pose a threat to the safety or health of the community; however, the community benefits from the control of such potential nuisances and threats.
- Building services – costs are mainly caused by applicants, but there is a wider community benefit in having a consented building stock.

In addition, it is acknowledged that full cost recovery through user charges would increase those user charges to a point where full compliance may be discouraged. On balance, it is considered appropriate to adopt user charges as the largest single source of funding for this Activity, but to also provide material levels of funding from general rates and other sources.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
<b>Y</b>	-	-	-

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>Medium</b>	<b>Medium</b>	<b>Medium</b>	<b>Medium</b>

**Table 3: Funding Decision**

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

## Strategic Planning & Policy

Strategic planning and policy is fundamental to the workings of local government – in particular, meeting community needs for good quality local infrastructure, local services, and performance of regulatory functions.

This Activity provides strategic policy, city planning and urban regeneration services for the Council and its communities. We support the recovery and ongoing evolution of a resilient city that is better able to adapt to future challenges and take advantage of new opportunities

Key areas include to:

- Provide specialised policy and strategy advice to enable the Council to plan effectively for the future.
- Develop, maintain and monitor the Christchurch District Plan which enables the Council to manage land use, subdivision and development.
- Respond to and prepare regeneration plans and strategies in accordance with the Greater Christchurch Regeneration Act.
- Lead policy and strategy for transport to ensure people and businesses can easily to move around the city.
- Work with the community to enable their aspirations for quality places and neighbourhoods.
- Ensure that natural resources are used efficiently and sustainably to meet the needs of today and those of future generations.
- Understand natural hazard risks to be better prepared for future challenges.
- Work collaboratively with strategic partners at a Greater Christchurch, regional and national level.

The benefit of this Activity is considered to accrue to the whole community. It is therefore considered appropriate to source funding mostly from General Rates.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	-	-	-

**[n/a – good planning and policy provides a foundation for other Activities]**

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>Low</b>	<b>Low</b>	<b>Medium</b>	<b>Low</b>

**Table 3: Funding Decision**

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

\* The ten-year special heritage (Cathedral) targeted rate is included in this activity.

## Governance

Christchurch City Council is the second largest territorial local authority (TLA) in New Zealand. The Council is committed to participatory democracy for all residents, and actively encourages residents to participate in making deputations to Council and Community Boards, participating in hearings and engaging with Councillors and Community Board members. As a large TLA with a strong commitment to an active local democracy its effectiveness is dependent upon efficient and effective processes to support effective governance and good decision making.

In direct support of governance and decision making this activity provides the following services:

- Secretariat services, information, support for Council decision-making processes at governance-level meetings and hearings and to Elected Members of the Council and Community Boards
- Holding elections of Elected Members to the Council and Community Boards, polls and representation reviews

The benefit of this Activity is considered to accrue to the community as a whole. It is therefore considered appropriate for it to be funded primarily from General Rates.

**Table 1: Community Outcome**

Liveable City	Strong Community	Healthy Environment	Prosperous Economy
-	-	-	-

**[n/a – good governance provides a foundation for other Activities]**

**Table 2: Funding Principles**

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>Low</b>	<b>Low</b>	<b>Medium</b>	<b>Low</b>

**Table 3: Funding Decision**

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>Low</b>	<b>High</b>	• <b>Fees &amp; Charges (Low)</b>	• <b>General Rates (High)</b>

## 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 ( 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.

**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"> <li>• Debt (interest only)</li> </ul>	<ul style="list-style-type: none"> <li>• Dividends and Rates,</li> </ul>
Network & Community assets: <ul style="list-style-type: none"> <li>• Renewal / replacement</li> <li>• Service Improvement</li> <li>• Earthquake repairs</li> <li>• Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Rates and debt</li> <li>• Debt</li> <li>• Insurance proceeds, Crown contributions, asset sales, rates, debt</li> <li>• Debt and Development Contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Rates</li> <li>• Rates</li> <li>• Debt and Rates</li> <li>• Debt and Development Contributions</li> </ul>
<ul style="list-style-type: none"> <li>• Social Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Debt</li> </ul>	<ul style="list-style-type: none"> <li>• Rent</li> </ul>
Other assets	<ul style="list-style-type: none"> <li>• Debt</li> </ul>	<ul style="list-style-type: none"> <li>• Rates</li> </ul>

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**

Activity	Rates	Borrowing	DCs	Grants & Other
Water Supply	Medium	Low	Low	Low
Wastewater	Medium	Low	Low	-
Stormwater Drainage	Medium	Medium	-	-
Flood Protection & Control Works	Low	High	Low	-
Roads & Footpaths	Medium	Low	Low	Medium
Transportation	Low	Medium	Low	Medium
Parks, Heritage, & Coastal Environment	Medium	Medium	Low	Low
Refuse Disposal	Medium	Medium	-	Low
Community & Citizens	Medium	Medium	-	Low
Housing	-	-	-	High
Governance	-	-	-	-
Regulatory & Compliance	High	Low	-	-
Strategic Planning & Policy	-	High	-	-

**\* Housing Activity note:**

The Council may consider providing capital funding (loans) to the Otautahi Community Housing Trust or similar organisation for the purpose of acquiring or developing additional community housing. Any such lending:

- Will be approved by Council Resolution on a case by case basis;
- Will only be approved if it is considered to be financially prudent and consistent with Council's community housing objectives;
- Will be funded initially by Council borrowing; and
- Will be serviced (principal plus interest) by the community housing provider's rental income – that is, there will be no subsidy from Rates.

No such arrangements have been approved to date, so the above table does not include Borrowing as a source of capital funding for the Housing Activity.

# Rates Remission Policy

## Objective of the policy

To provide rates relief in certain 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 (including parks, libraries, halls, and similar),
- 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 two-year period.
  - Only penalties applied within the past twelve months 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
- 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 (i.e. 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 2018/19, 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 as a result of Council's earthquake recovery work, 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,
- That was vacant land prior to 4 September 2010, or
- That is sold after 30 June 2018

## **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 for residential and "non-rateable" units unable to be occupied as a direct result of earthquake damage (i.e. the remission will not apply to houses vacated for the purpose of effecting earthquake repair).

The amount remitted will be equal to the amount of rates charged on the value of Improvements (i.e. rates will effectively be charged on Land Value only, as if the building had been demolished).

This remission shall NOT apply to properties sold after 30 June 2018, and will cease once the property becomes inhabited or inhabitable.

Any new applications must be in writing, and any new remissions granted will not be back-dated prior to 1 July 2018. 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 Charges**

### **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 7: Other remissions deemed fair and equitable**

**Objective**

To recognise that the 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 – in particular for ratepayers aged 65 years and over, but also for younger ratepayers if they do not have the financial capacity to pay their rates or where the payment of rates would create financial hardship.

### Postponement statement

Up to 100% of rates may be postponed for a period determined by the Council, where Council's rating staff consider that the applicant qualifies under this Policy.

### Conditions and criteria

The postponement applies to properties that are the primary private residence owned and occupied by the ratepayer.

Applicants aged 65 years and over qualify automatically. Younger ratepayers may qualify if they can demonstrate that:

- 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) (for younger ratepayers qualifying due to financial hardship) the ratepayer recovers the ability to pay; or
- d) a date specified by the Council at the time of granting the postponement;

whichever is the sooner.

Notwithstanding these criteria, the total amount postponed may not exceed 20% of the property's most recent Rating Valuation. If the postponed amount exceeds this figure, or Council rates staff consider that the continuation of postponement for another financial year will cause it to exceed this figure, the postponement will cease and all amounts will become due and payable. In such circumstance, the ratepayer may apply for a payment arrangement to avoid the imposition of late payment penalties (in accordance with Remission 3 of Council's Remissions Policy)

### Postponement applies to:

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

### 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, and will be added to the total postponed amount. This fee will be calculated at the end of each rating year on the accrued amount postponed (including any fees) 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.

The Applicant must demonstrate understanding of the nature of compound interest, for example through evidence of adequate financial or legal advice. The Council may require this understanding to be re-confirmed each financial year.

## 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, with operational authority delegated to staff as recorded in the Council's Delegations Register.

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 Finance & Performance 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.

### **Finance & Performance Committee (FPC)**

The FPC is a Council committee responsible for advising the full Council on Treasury and related matters. Under this Policy, the FPC 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 debt associated with specific 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 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 the amount equal to all interest and financing costs less interest income for the relevant period.
- Annual Rates Income is 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 the 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 borrow externally 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;

- Legal documentation and financial covenants considerations;
- For internally funded projects, assurance 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 its \$1.3 billion 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.

## Internal borrowing

Council also uses its reserves and external borrowing to internally fund both capital expenditure and working capital. 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"> <li>• Bank bills (purchased caps and one for one collars)</li> <li>• Interest rate swaptions (purchased swaptions and one for one collars only)</li> </ul>

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;
- 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 staff as recorded in Council's Delegation Register.

## 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 help 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 return, 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 after 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 to provide 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. 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 policy 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.

<b>Debt Interest Rate Policy Parameters</b>		
<b>Debt Period Ending</b>	<b>Minimum Fixed</b>	<b>Maximum Fixed</b>
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 Head of Financial Management.
- 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 Finance and Performance 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 Finance & Performance Committee. Credit limits are dependent on the counterparty’s Standard & Poors’, (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](http://www.cchl.co.nz)

Christchurch City Holdings Ltd (CCHL) is the wholly-owned investment arm of Council, holding shares in various trading companies and monitoring them 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
- Development Christchurch Ltd

### Nature and scope of activities

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.

The company's core role is to monitor the Council's existing investments, which largely service the region's existing infrastructure needs.

The general objective of the CCHL investments is to deliver strong financial returns and dividends to the Council. CCHL seeks to encourage and facilitate the subsidiary and associated companies to increase shareholder value and regional prosperity through growth, investment and dividend payments.

### 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 outlined in CCHL's Statement of Intent. CCHL monitors 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 2018/19 Statement of Intent is provided below. More detail can be obtained from CCHL's Statement of Intent on the company's website.

#### Performance targets

- CCHL pays dividends and makes capital release payments that meet or exceed shareholder's expectations.
- Maintains an appropriate capital structure for the nature of its business.
- Periodically review the performance of subsidiary companies and other investments against external benchmarks, and assess the value of the investment in the individual companies in relation to their inherent business risk and community benefits.
- Subsidiary companies adopt strategies that contribute to regional growth.

#### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Net profit after tax	86.0	89.0	95.0
Ordinary dividend	48.3	45.1	51.0
Special dividends	143.2	-	-

#### Ratios

Shareholder's funds / total assets	40%	39%	40%
net debt / net debt plus equity	54%	56%	55%
Interest cover (EBIT / Interest)	2.7	2.6	2.6
Return on average equity	5.1%	5.4%	5.7%

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

Subsidiary companies

- Connetics Ltd

### Nature and scope of activities

Orion owns and operates the electricity distribution network between the Waimakariri and Rakaia rivers and from the Canterbury coast to Arthur's Pass. It has approximately 200,000 customer connections, and is NZ's third largest electricity distribution business (EDB) when compared on 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.

Through the Statement of Intent process, the Council establishes broad parameters reflecting the public nature of Orion without inhibiting proper commercial management.

### Key performance targets

Orion annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from Orion's Statement of Intent.

### Performance targets

- Duration of supply interruptions in minutes per connected customer to not exceed 73 minutes (SAIDI).
- Number of supply interruptions per connected customer to not exceed 0.9 (SAIFI).

SAIDI and SAIFI measures are international industry standards which enable assessment of network performance.

The targets are consistent with the Commerce Commission's network reliability limits for Orion for the year, pursuant to Orion's customised price-quality path (CPP).

### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Network delivery revenue	260.5	247.3	237.4
Profit after tax (\$ million)	50.4	42.8	33.5
Profit after tax to average equity (%)	7.5%	6.4%	5.1%
Fully imputed dividends (\$ million)	53.0	47.0	41.0
Debt to debt plus equity (%)	31.0%	32.0%	34.0%
Equity to total assets (%)	56.0%	55.0%	54.0%

### Network reliability (urban)

SAIDI (duration of supply interruptions in minutes per year per connected customer)	73.0	73.0	73.0
SAIFI (number of supply interruptions per year per connected customer)	0.9	0.9	0.9

Lyttelton Port Company Ltd (LPC) operates under the Port Companies Act 1988. As a fully owned subsidiary of CCHL, it manages the Port assets, including land and facilities on a commercial basis.

Lyttelton Port is the South Island's largest port by volume and the third largest container port in NZ processing over 400,000 TEUs (20-foot equivalent units) of containerised cargo in FY17 (its highest annual volume). 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 annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from LPC's Statement of Intent on the company's website.

### Performance targets

- Removal of trucks off the Rolleston-Christchurch route, from 30,000 in 2019 to 35,000 in 2021.
- Ship Rate (as measured by the Ministry of Transport) no less than 65.0 each year.
- To measurably improve safety performance with a reduction in significant incidents frequency rate (per 200,000 hours) to no more than 7.1 in 2019 to 5.6 in 2021.
- Electrical car charges available for use by the public rising from 1 to 2 by 2020.

### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Revenue	128.0	133.0	143.0
Net profit after tax	11.0	12.0	11.5
Dividends	6.4	7.0	5.8
<b>Ratios</b>			
Interest cover ratio	8.0	4.0	3.0
Shareholders funds to total assets	73.0%	64.0%	64.0%
<b>Other measures</b>			
Crane rate	27	27	27
Ship rate	65	65	65
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 the Christchurch International Airport efficiently and on sound business principles.

### 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 Airport is located 10 kilometres northwest of Christchurch city centre, on the western city development edge and is a critical piece of national and regional infrastructure. As the gateway for Christchurch and the South Island, the Airport is NZ's second largest airport based on passenger numbers and the busiest and most strategic air connection for South Island trade and tourism markets.

CIAL is responsible for the efficient and safe operation of the Airport, while aiming to provide the Airport's diversity of users with modern, appropriate and efficient facilities and services.

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 annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from CIAL's Statement of Intent on the company's website.

### Performance Targets

- Year on year increases in domestic and international passengers through the airport.
- To continue to support events which attract visitors, enhance the image of Christchurch and are enjoyed by the community.
- Work with stakeholders to reduce, reuse and recycle to minimise impact on the environment.
- Achieve a lost time injury frequency rate (LTI / million hours worked) better than industry standards, with ultimate target of Nil.

### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Revenue	192.0	201.7	210.7
EBITDAF	123.8	133.3	140.3
Net Profit After Tax	49.7	52.0	56.0
Dividends	40.3	43.3	46.9
<b>Ratios</b>			
EBITDAF as % of Revenue	64.5%	66.1%	66.6%
Return on Average Equity	5.9%	6.1%	6.5%
Return on Average Total Assets	3.7%	3.8%	4.0%

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

### Nature and scope of activities

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

- 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.

CityCare Group contracts with Auckland Council and Wellington City Council for the delivery of services in those regions.

### 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 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. These indicators are outlined in City Care's Statement of Intent on the Company's website.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2018/19 Statement of Intent is provided below. More detail can be obtained from City Care's Statement of Intent.

### Performance targets

- Maintain accreditation for ISO systems.
- Win one new 'significant' contract or client for the company (>\$5m).
- Measure greenhouse gas emissions to deliver a company-wide emission reduction of 5%.
- Achieve 5% reduction in TRIF (Total Recordable Incident Frequency) accident rates from the previous year.

### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Revenue	299.2	313.5	328.6
Net Profit After Tax	4.8	5.9	7.5
Dividends	1.2	2.7	3.3
<b>Ratios</b>			
Return on Average Equity	8.2%	9.6%	11.5%
Shareholders funds to total assets	54.9%	58.1%	60.4%
Debt to debt plus equity	19.6%	13.0%	8.1%

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

### Nature and scope of activities

ESL was established in February 2007 by CCHL to investigate the opportunity of developing a fibre optic network covering key public and private business locations throughout greater Christchurch. ESL participated in the Government's partner selection process and, in conjunction with Crown Infrastructure Partners, established ENL in May 2011. ESL was then awarded the Ultra-Fast Broadband contract to build and operate a fibre optic network for greater Christchurch.

The completed network will extend across greater Christchurch and to a number of towns in the Waimakariri and Selwyn Districts.

### Associate companies

Enable Networks Limited (ENL).

### 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 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 annually agrees its key financial and non-financial performance indicators with its shareholder. These indicators are outlined in ESL's Statement of Intent on the company's website.

The Council provides feedback to CCHL on the proposed targets.

A summary of the key performance and financial performance targets from the 2018/19 Statement of Intent is provided below. More detail can be obtained from Enable's Statement of Intent.

### Performance targets

- At least 1,000 site audits and safety observations conducted annually.
- Publish a sustainability framework.
- Total recordable injuries frequency rate/million hours to not exceed 2.5, with zero serious harm injuries.

### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Revenue	58.6	74.0	87.8
EBITDA	36.2	53.3	66.1
Net Profit/(Loss) After Tax	(0.8)	10.5	19.9

### Other measures

Number of connections (cumulative)	104,000	130,000	150,000
Shareholders funds to total assets	37.0%	38.0%	12.0%

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 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 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 a Statement of Intent, 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. 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 2018/19 Statement of Intent is provided below. More detail can be obtained from EcoCentral's Statement of Intent on the company's website.

#### Performance targets

- EcoShop – 142,000 customer sales per annum and at least 8,000 tonnes diverted from landfill.
- Total recordable incidents per 200,000 hours worked (TRIFR) <20
- EcoSort - 9% waste

#### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Revenue	35.3	35.5	35.7
Net profit after tax	0.7	0.6	0.6
Return on equity	7.9%	6.8%	5.9%
Shareholders funds to total assets	64.7%	65.7%	66.6%
Dividends	0.25	0.25	0.25

#### Other measures

EcoSort - MRF plant efficiency %	75.0%	75.0%	75.0%
EcoSort - Waste %	9.0%	9.0%	9.0%
EcoShop - number of customer sales	0.142	0.142	0.142

## Council Controlled Organisations

### Red Bus Ltd

[www.redbus.co.nz](http://www.redbus.co.nz)



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

Red Bus operates urban and school bus routes within Christchurch city and tourism and coach services across the South Island.

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 and coach 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 annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from Red Bus' Statement of Intent on the company's website.

#### Performance targets

- Achieve at least 3.4 million passenger trips.
- Achieve at least 97% of service trips starting on time.
- At least 90% of the bus fleet has engines with Euro 2 or higher emission standards.
- Carbon footprint reduction of 280 tonnes per annum
- Fewer than 15 lost time injuries per million hours worked.

#### Financial performance targets

	2019 \$ million	2020 \$ million	2021 \$ million
Revenue	20.5	20.8	21.3
EBITDA	2.8	2.9	3.0
Net profit after tax	-	(0.01)	(0.02)

#### Ratio

Net debt as a % of equity	<20%	<20%	<20%
Shreholders funds to total assets	87.6	87.6	87.5

#### Other Measures

Minimum fleet utilisation in peak	85.0%	85.0%	85.0%
Percentage of service trips not run	<1%	<1%	<1%
Percentage of service trips starting on time	97.0%	97.0%	97.0%

Council Controlled Organisations  
Development Christchurch Ltd

[www.dcl.org.nz](http://www.dcl.org.nz)

CCHL established DCL in July 2015 at the request of the Council to deliver on the Council's ambition to drive investment opportunities, encourage urban development, aid regeneration and engage the community in activities that will benefit Christchurch.

#### Nature and scope of activities

DCL's core role is to provide the Council with the increased capacity and capability that arises from its commercial focus and commitment to engage effectively with developers, investors, businesses and other stakeholders. Outside this core activity, there is also a role to add capacity to Council by acting as delivery agent for some nominated capital works.

#### 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 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 outlined in DCL's Statement of Intent.

The Council provides feedback to DCL on the proposed targets.



A summary of the key performance and financial performance targets from the 2018/19 Statement of Intent is provided below. More detail can be obtained from DCL's Statement of intent on the company's website.

#### Performance targets

- Agree an aligned set of objectives with Regenerate Christchurch.
- Lead the revitalisation of New Brighton.
- Lead a Development Management process that seeks a development partner for Council land in the Peterborough Quarter within the Central City.
- Work with the Council to progress other development projects or disposal/development of surplus Council land which has the potential to deliver on the City's vision, provide value for money and require support from the Council.

#### Financial performance targets

	2019	2020	2021
	\$ million	\$ million	\$ million
Net profit after tax	0.01	0.66	0.84
Total Assets	17.80	13.70	9.26
Shareholder's funds to total assets	107%	122%	146%

## Council Controlled Organisations

### Vbase Ltd

[www.vbase.co.nz](http://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 achieve a viable and sustainable trading entity.

#### Nature and scope of activities

Vbase owns and/or operates the following venues:

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

The repair of the Christchurch Town Hall commenced in July 2015 and is expected to re-open in 2019, with a dedicated space for the Christchurch Symphony Orchestra.

#### Policies and objectives relating to ownership and control

Through the negotiation of an annual 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 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 2018/19 Statement of Intent is provided below. More detail can be obtained from Vbase's Statement of intent on the Council's website.



#### Performance targets

- Facilitate access to venues to local community and charitable organisations by providing venue discounts of \$200,000 in 2018/19 and \$100,000 in 2019/20 and 2020/21.
- At least 100 events delivered at Horncastle Arena.
- At least 50 events delivered at Air Force Museum.
- At least 50 event days are delivered at Hagley Oval Pavilion.
- Deliver at least 1 major event at AMI Stadium that is outside the standard Super 15 and provincial rugby fixtures.
- Visitors to venues exceed 500,000.
- Annual employee total recordable injury frequency rate, based on 200,000 hours worked, less than 12.

#### Financial performance targets

	2019	2020	2021
	\$000	\$000	\$000
Earnings before interest, tax, depreciation and amortisation	(2,586)	(2,541)	(3,938)
Net profit / (deficit) after tax	(26,655)	(7,387)	(8,510)

#### Forecast capital structure

Equity	234,471	234,471	234,471
Debt	14,485	14,485	14,485
Total assets	201,148	192,999	183,538

#### Ratios

Shareholder's funds / total assets	73%	72%	71%
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## 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, 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 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 2018/19 Statement of Intent is provided below. More detail can be obtained from CBL's Statement of intent on the Council's website.

### 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

	2019	2020	2021
	\$000	\$000	\$000
Revenue	4,641	4,543	4,452
Expenses	4,986	4,558	4,643
Net profit / (deficit) after tax	(198)	41	(84)

### Forecast capital structure

Finance lease asset	48,341	47,052	45,634
Borrowings from Council	53,888	52,388	51,388
Total assets	54,900	53,318	52,046

### Ratios

Shareholder's funds / total assets	(18.5%)	(18.9%)	(19.6%)
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## Tuam Ltd

Tuam is 100 per cent 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 Crown in 2014.

### Key performance targets

The company is exempt from being a Council Controlled Organisation under section 7 of the Local Government Act and is not required to prepare a Statement of Intent. As the company is non-trading no performance indicators have been set.

Council Controlled Organisations  
**ChristchurchNZ Holdings Ltd**  
[www.christchurchnz.com](http://www.christchurchnz.com)

ChristchurchNZ Holdings Ltd (CNZL) is 100 per cent owned by Council. It is the holding company for the Council's investment in ChristchurchNZ and CRIS Ltd. ChristchurchNZ 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's overall purpose is to grow the economy to the benefit of all. It does this by leading the development and promotion of the city profile, attracting visitors, migrants, students, new business and investment, and a business environment that supports successful and sustainable enterprise, encouraging creativity and innovation.

CNZ 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 the sole shareholder of CRIS Limited which holds the assets and long term contractual arrangements for innovation assets in the region. New Zealand Food Innovation (SI) Limited is a joint venture between CRIS Ltd and Callaghan Innovation and forms part of a national network of Food Processing Pilot Plants.

CNZL is also a joint venture partner with the Canterbury Employers' Chamber of Commerce in Canterbury Regional Business Partners Limited, a regional vehicle funded by the Ministry of Business, Innovation and Employment to drive increased capability in small to medium entities.

### Nature and scope of activities

CNZL, along with its partners, is responsible for developing, monitoring and implementing the Christchurch Economic Development Strategy, Christchurch Visitor Strategy, Christchurch Major Events Strategy and Christchurch Antarctic Gateway Strategy, and for developing the Christchurch City Narrative.

### Policies and objectives relating to ownership and control

Through the negotiation of an annual SOI, the Council establishes broad parameters for CNZL without inhibiting proper commercial management.

### Key Performance Targets

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

The Council provides feedback to CNZL on the proposed targets.

A summary of the key performance and financial performance targets from the 2018/19 Statement of Intent is provided below. More detail can be obtained from CNZL's Statement of Intent on the company's website.

#### Performance targets

- Economic updates for the City and region including rebuild are produced and communicated to relevant audiences.
- Information is published on economic updates and key economic development achievements.
- Christchurch and Canterbury are profiled locally, nationally and globally.
- Enhance Christchurch as an exciting destination and gateway.
- Attract major events to Christchurch.
- Ensure at least 500 local businesses receive targeted support each year.

#### Financial performance targets

	2019	2020	2021
	\$000	\$000	\$000
Council funding	11,619	11,619	11,619
Other funding	5,521	6,521	6,521
Shareholder's funds/total assets	79%	78%	80%

## Council Controlled Organisations

### Riccarton Bush Trust

[www.riccartonhouse.co.nz](http://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.

Riccarton Bush Trust 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

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 annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from Riccarton Bush Trust's Statement of Intent on its website.

#### Performance targets

- Upgrade interpretation panels to represent relationship with Ngāi Tuāhiriri.
- Monitor health and safety practices in accordance with adopted policy to meet the requirements of the Health and Safety at Work Act 2015. Target results for all Trust activities of:  
Serious harm incidents = 0  
Accident = 1  
Near misses = 3

#### Financial performance targets

	2019	2020	2021
	\$000	\$000	\$000
Revenue	556	567	578
Expenses	556	567	578
Operating surplus / (deficit) before depreciation			

#### Forecast capital structure

Equity	11,810	11,671	11,535
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Council Controlled Organisations  
**Rod Donald Banks Peninsula Trust**  
[www.roddonaldtrust.co.nz](http://www.roddonaldtrust.co.nz)

The Rod Donald Banks Peninsula Trust (RDBPT) is a charitable trust created by the Council in July 2010. The Trust was established to honour the memory of Rod Donald and his commitment to Banks Peninsula and exists for the benefit of the present and future inhabitants of Banks Peninsula and visitors to the region. The Trust's long term vision is to restore 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 Peninsula's natural environment.

**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 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**

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

The Council provides feedback to RDBPT on the proposed targets.

A summary of the key performance and financial performance targets from the 2018/19 Statement of Intent is provided below. More detail can be obtained from Rod Donald Banks Peninsula Trust's Statement of Intent on its website.

**Performance targets**

- The Trust has determined four key pillars on which its projects will be based; Access, Biodiversity, Knowledge, and Partnership. The Trust must assess all potential projects brought to the Trust's attention against these four pillars to determine whether they should be added to the Trust's project list and action those that are deemed a high priority. The Trust also makes submissions to relevant policy documents in support of the pillars.
- Enable public walking and cycling access to support the objectives of the Trust's Walking strategy through continual review of potentially strategic property to secure long term public access, and through development of tracks on the grounds.
- Progress the Te Ara Pātaka project according to the Phase 1 project plan, including continued management of Rod Donald Hut.

**Financial performance targets**

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
Revenue	313	61	49
Operational expenditure	147	150	153
Committed grants	20	20	21
Minor projects	3	3	3
Capital grants and projects	292	715	515
<b>Balance of Trust funds</b>	<b>2,045,233</b>	<b>1,218,145</b>	<b>575,135</b>

## Council Controlled Organisations Christchurch Agency for Energy Trust

Christchurch Agency for Energy Trust (CAfE) is a charitable trust established by the Council in 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 support the uptake of renewable energy and enhanced energy efficiency in rebuild projects.

It is currently providing the Christchurch Energy Grant Scheme, which aligns with the Council's Climate Smart and Sustainable Energy strategies. The scheme provides a grant for plant purchase and installation for renewable energy initiatives, district energy scheme, energy efficiency measures that go well beyond the building code minimum in new and/or renovated buildings and initiatives that result in the use of electricity instead of fossil fuels.

### Policies and objectives relating to ownership and control

The Council is the settlor of CAfE. Through the negotiation of an annual Statement of Intent, the Council establishes broad parameters for CAfE. It is anticipated that CAfE will distribute the balance of its funds in the 2018/19 financial year at which point it will be wound up.

### Key performance targets

CAfE annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from CAfE's Statement of intent on the Council's website.

### Performance targets

- Allocation of the remaining balance of incentive grants for initiatives within the central city through the Christchurch Energy Grants Scheme or other initiatives in line with the Trust Deed.

### Financial performance targets

	2019	2020	2021
	\$000	\$000	\$000
Revenue	1		
Expenditure (including grants payments)	88		
Deficit for year	(87)		
<b>Awarded by unpaid Christchurch Energy Grant Scheme grants</b>	-		
<b>Balance of Trust funds</b>	-		

Council Controlled Organisations  
**Transwaste Canterbury Ltd**

[www.transwastecanterbury.co.nz](http://www.transwastecanterbury.co.nz)



Transwaste was incorporated in March 1999 with the principal purposes of selecting, consenting, developing, owning and operating a non-hazardous regional landfill in Canterbury. The landfill was opened in June 2005. Transwaste is a joint venture between local authorities in the region and Waste Management 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 annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from Transwaste's Statement of intent.

**Performance targets**

- Nil established consent breaches.
- Landfill is available to waste transporters for more than 99% of normal annual transport access hours.
- BRRP is available to demolition contract transporters for more than 99% of normal annual transport access hours.

**Financial performance targets**

	2019	2020	2021
	\$000	\$000	\$000
<u>Kate Valley</u>			
Revenue	43,340		
Earnings before interest and tax	15,396		
Dividends	11,000	10,200	9,800
<u>Burwood Resource Recovery Park</u>			
Revenue	1,512		
EBIT	(262)		
Dividends	5,000	5,000	5,000
<b>Ratios</b>			
Shareholder's funds / total assets	61.4%	59.3%	56.6%

## Council Controlled Organisations Central Plains Water Trust

[www.cpw.org.nz](http://www.cpw.org.nz)



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

Resource consents were issued by the Environment Court in 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).

Stage 1 of the Scheme has been completed. Stage 2 commenced in 2016 and is expected to be completed in September 2018.

### Nature and scope of activities

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

CPWT undertakes monitoring of CPWL's activities to ensure compliance with the resource consent conditions, operates a public complaints procedure, and administers the Environmental Management Fund that receives annual contributions from CPWL.

### 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, as a 50 per cent Settlor of the CPWT, hopes to mitigate the adverse effects of any proposed scheme on its own water supply.

### Key performance targets

CPWT annually agrees 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 2018/19 Statement of Intent is provided below. More detail can be obtained from CPWT's Statement of intent.

#### Performance targets

- Monitor the performance of CPWL in constructing, commissioning and operating the Scheme, and communicate the results to the public.
- Consult, and develop scheme recreational opportunities for the headrace canal and its margins and establish and support the Environmental Management Fund.

#### Financial performance targets

	2019	2020	2021
	\$000	\$000	\$000
Revenue	80	80	80
Expenditure (including grants payments)	80	80	80
Deficit for year	-	-	-

## Council Controlled Organisations Gardens Event Trust

The Gardens Event Trust is a Charitable Trust established by the Council in December 2008.

The Trust has been dormant since 2014 and has no retained earnings.

The primary purpose of the Trust was to raise the community's awareness of the benefits of good horticultural, floricultural and landscape construction and design practices and encourage active participation in these practices across all cultures and age groups.

### Nature and scope of activities

In order to pursue its Charitable Objects the Trust focused on the following activities:

- Fostering, promoting and increasing the knowledge of the public as to horticulture, floriculture, landscape construction, landscape design and cuisine.
- Providing support for schools of learning and establishing scholarships and prizes in areas of horticulture, floriculture, landscape design and construction.
- Promoting gardening as a leisure activity across all cultures, genders and age groups in New Zealand.
- Promoting and maintaining the health and safety of the public or any section of the public.

### Key performance targets

As the Trust is dormant no performance targets have been set

# Fees and Charges

# Schedule of Fees & Charges

## Activity Areas

Corporate (debt collection).....	75	Waste Charges (Refuse Minimisation & Disposal) .....	109
Official Information Requests .....	75	Waste Charges (Cleanfill & Handling).....	110
Art Gallery .....	77	Waste Charges (Trade Waste & Water).....	111
Economic Development.....	78	City Water and Waste (sale of plans) .....	113
Library .....	79	Licensing and Registration Services.....	114
Recreation and Leisure .....	81	District Plan .....	119
Community Support .....	91	Development Contributions.....	120
Parks and Open Spaces .....	94	Resource Consents .....	121
Events and Park Hire.....	102	Building Consents .....	126
Streets and Transport .....	105	Property Information Services .....	133
Parking Compliance .....	108		

All fees and charges listed in this Schedule are set under sections 12 or 150 of the Local Government Act 2002, other relevant legislation (such as the Building Act 2004, Food Act 2014, etc.), or Council By-law.

Animal management charges (including dog registration) are not included in the Schedule, as they are set under separate consultation each March.

## Corporate (debt collection)

### Debt Collection

Where any fee or charge (or other amount payable) 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.

### Online or Credit Card Payments

The Council is not obliged to accept any online or credit card payment. Where such payments are accepted, the Council reserves the right to add a surcharge to the amount being paid, to approximately meet the costs incurred by the Council as a result of this acceptance.

### Payment denominations

All payments to Council should be in reasonable denominations, including compliance with section 27 of the Reserve Bank Act 1989 for cash payments. The Council reserves the right to refuse acceptance or to add an additional administration fee to the amount owed where the payer attempts to make multiple small-denomination payments (including multiple payments by cheque or electronic mechanisms) in a manner which Council staff at their sole discretion consider to be unreasonable or vexatious.

## 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 LIM, plan sales, cemetery and Library enquiries, copies of video, audio and film tapes.*

### Copy and Print Services (for information requests)

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

**Aerial Photographs**

A4	\$18.50
A3	\$26.00
A2	\$37.00
A1	\$47.00
A0	\$84.00

**Staff time recovery**

For time spent actioning the request in excess of one hour.

- for the first chargeable half hour or part thereof	\$38.00
- for each half-hour thereafter	\$38.00

**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.

## Art Gallery

### Curatorial

Photographic reproduction	Art Gallery director's discretion to set fees
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### 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
Hire of Auditorium Friday and Saturday evenings from 5pm - flat fee in place of hourly charge	\$1,000.00
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	\$2,750.00
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
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### Gallery Tour charges

Pre-booked group tours - per student	\$1.00
Pre-booked group tours - per adult	\$5.00
School classes - 1.5 hr session - per person	\$2.00

*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

## 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

# Library

## Stock

Bestseller collection	\$3.00
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## 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
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## Overdue Fines

Per item per day	\$0.70
Maximum fine per item	\$21.00

## Holds & interloans

Adults - per item	\$3.00
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
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

**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	\$58.50
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.	

## Recreation and Leisure

*Note: General Manager has discretion to modify timing of scheduled increases in response to developing market and community conditions*

### Recreation and Sport Centres

*\* Items identified with this symbol have a beneficiary discount of 25% on the full costs (this discount also applies to children of the beneficiary card-holder)*

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

* FLEXI - Direct Debit (monthly fee)	\$83.32
* FLEXI - Direct Debit (fortnightly fee)	\$38.35
* FIXED - 12 Month Fee prepaid	\$903.52
* FIXED - 3 Month Fee prepaid	\$315.18

#### Swim

* Adult	\$6.00
*Children	\$3.50
Preschool Child with parent/caregiver	\$3.50
School Group swims pre or post swimsafe/learn to swim	\$1.75
Family of 4 (2 adults, 2 children)	\$15.20
Family of 3 (1 adult, 2 children)	\$10.40
Family of 2 (1 adult, 1 child)	\$7.60
Additional child	\$2.80

*(includes all Recreation and Sport Centres, and the outdoor pools: Halswell, Lyttelton and Waltham)*

#### Hydroslides - Jellie Park & QEII

* Adult Indoor (winter)	\$7.00
* Child Indoor (winter)	\$6.00
* Adult Indoor & outdoor (summer)	\$10.80
* Child Indoor & outdoor (summer)	\$8.70

Group Booking - Outdoor Swim/Hydroslide - Adult	\$13.10
Group Booking - Outdoor Swim/Hydroslide - Child	\$10.40
Group Booking - Outdoor Swim/Hydroslide - School Group	\$9.80

**Hydroslides - Waltham & Te Hapua**

Adult entry fee	\$2.00
Child entry fee	\$2.00

**SwimSmart**

* School Age and Adult - 25 min	\$12.80
* Pre School - 20 min	\$12.80
* Mini-squads - 45 min	\$12.80
* Individual lessons - 15 min	\$26.00
* Shared lessons - 15 min	\$17.50
* Parent and Child - 25 min	\$10.00

**Swimsafe/Learn to Swim - Schools**

per group per 25-30 min lesson	\$32.00
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*General Manager has discretion to change fees in response to external funding/sponsorship opportunities*

**Pool Membership: all Recreation & Sport Centres**

* FLEXI - Direct Debit (monthly fee)	\$63.04
* FLEXI - Direct Debit (fortnightly fee)	\$29.02
* FIXED - 12 Month Fee prepaid	\$683.40
* FIXED - 3 Month Fee prepaid	\$236.64

**Pool Concessions**

*Child x 10	\$31.50
*Child x 20	\$59.50
*Child x 50	\$140.00
* Adult x 10	\$54.00
* Adult x 20	\$102.00

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

School	\$12.00
Community	\$12.00
Commercial 25m	\$24.00
Commercial 50m	\$48.00
Major event and Commercial	Price by negotiation

**Suburban Pools - Templeton**

Adult	\$2.50
Child	\$2.00

**Suburban Pools - Lyttelton (Norman Kirk Memorial Pool)**

Summer Pool Membership (for access outside lifeguard hours)	\$160.00
Replacement Key	\$50.00

**Fitness Membership: all Recreation & Sport Centres**

* FLEXI - Direct Debit (monthly fee)	\$72.23
* FLEXI - Direct Debit (fortnightly fee)	\$33.25
* FIXED - 12 Month Fee prepaid	\$783.36
* FIXED - 3 Month Fee prepaid	\$273.36

Replacement membership card	\$12.50
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**Fitness Centre Casual:**

* Adult	\$16.20
* Adult Concession x 10	\$145.80
Assessment Programme preparation	General Manager's discretion to set fees at cost recovery level
Specialist Programmes & Services	General Manager's discretion to set fees at cost recovery level

**Group Fitness Casual (includes Spin & Aqua)**

* Adult	\$10.60
* Adult Concessions x 10	\$95.40
Specialist Programmes & Services	General Manager's discretion to set fees at cost recovery level

**Recreation Programmes:**

* Adult	\$10.20
Children	\$7.60
Specialist Programmes & Services	General Manager's discretion to set fees at cost recovery level

**Recreation Casual:**

Tumble Times / Bubbletimes	\$4.20
Tumble Times / Bubble Times - additional sibling	\$3.20
Tumble Times Concession Card x 10	\$37.80
Tumble Times Concession Card x 20	\$75.60
Older Adults Gentle Exercise	\$5.50
Badminton Individual	\$6.60
Badminton Concession card x 10	\$59.40
Specialist Programmes & Services	General Manager's discretion to set fees at cost recovery level

**Indoor Stadia Hire:**

## Basketball court / hour:

-- Child (school students)	\$37.50
-- Adult (based on activity and more than 50% of participants)	\$50.00

## Half-court hire:

-- 1 Adult	\$8.30
-- 2 Adult	\$16.70
-- 3 plus Adult	\$25.00
-- 1 child	\$6.30
-- 2 child	\$12.50
-- 3 plus child	\$18.80

Pioneer Stadium Commercial Plus per hour (Includes Security/Alcohol)	\$293.00
Pioneer Stadium Commercial per hour (excludes Security/Alcohol)	\$243.16
Cowles Commercial per hour	\$162.20
Cowles Non Commercial per hour	\$110.30

Volley Ball Court - per hour	\$25.00
Badminton Court - per hour	\$17.10

Pioneer Bleacher Hire - small bleachers no arms each	\$50.00
Pioneer Bleacher Hire -medium bleachers	\$81.30
Pioneer Bleacher Hire - Large Bleachers	\$102.00
Cowles Bleacher hire - per bleacher	\$30.00

**Room Hire:**

Jellie Park Penthouse - full day	\$114.00
Jellie Park Penthouse - half day	\$68.30
Jellie Park Penthouse - per hour	\$28.50
Pioneer Room hire per room - per hour (Den/Lookout or Lounge)	\$22.70
Pioneer Kitchen - per hour	\$5.60
Pioneer Lookout - per hour in conjunction with other rooms	\$11.30
Group Fitness Studio - per hour (room and equipment only)	\$110.00
Cowles Changing rooms - per hour	\$24.80
Cowles Kitchen - per hour	\$11.20
Cowles Rec Room - per hour	\$11.20

**Group Membership (discount is off the full membership fee)**

Ten or more people	20% discount
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Other to employees of organisations or at UM discretion

*Group is defined as businesses (known as company, firm, and corporation), educational institutions, medical institutions, and NGOs*

**Southern Centre - Multi-Sensory Facility**

*(One caregiver free per participant)*

* Individual 25-30 min	\$7.60
* Individual 45 min	\$11.40
Specialist Programmes - based on costs	General Manager's discretion to set fees at cost recovery level

**Products and Equipment Hire**

Various products and equipment hire Fees & Charges	General Manager's discretion to set fees at cost recovery level
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<b>Recreation and Sport Staff Time</b> - the time taken for additional staffing requirements for events or additional specialised programmes will be charged at the relevant hourly rate applicable at the time the work was carried out.	General Manager's discretion to set fees at cost recovery level
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<b>Community Recreation Programmes</b>	General Manager's discretion to set fees at cost recovery level
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Lyttelton Recreation Centre - Regular Bookings	
Sports Gym Adult Group per hour	\$26.50
Sports Gym Child Group per hour	\$20.00
Sports Gym Commercial per hour	Price by negotiation
Sports Gym Function (9 hours +)	Price by negotiation

## Camp Grounds

### **Pigeon Bay**

Site Fee per night	\$15-\$16
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### **Okains Bay**

*New dynamic Pricing to be introduced in line with Spencer Beach Holiday Park and Duvauchelle Holiday Park*

Non powered site, per night

-- Per adult	\$12-\$14
-- per Child 3-15 years	\$6-\$7
-- per Child under 5 years	No Charge

### **Duvauchelle Holiday Park**

*New dynamic Pricing to be introduced in line with Spencer Beach Holiday Park and Okains Bay Campground*

Non-powered site, per night:

-- 1 Adult	\$25-\$26
-- 2 Adults	\$35-\$37
-- per extra adult	\$17-\$18
-- per Child 3-15 years	\$6-\$7
-- per Child under 3 years	No Charge
-- Motor Caravan Association Rate	10% discount

Powered site, per night:

-- 1 Adult	\$30-\$32
-- 2 Adults	\$40-\$42
-- per extra adult	\$20-21
-- per Child 3-15 years	\$6-\$7
-- per Child under 3 years	No Charge
-- Motor Caravan Association Rate	10% discount

Tourist Flat per night

-- up to 2 guests	\$120.00
-- per extra adult	\$30-\$34
-- per extra Child 3-15 years	\$10-\$10.50
-- per extra Child under 3 years	No Charge
-- Surcharge for 1 night hire only	\$25.00

Deluxe Cabin per night

-- up to 2 guests	\$80-\$85
-- per extra adult	25-26
-- per extra Child 5-15 years	\$10-\$10.50
-- per extra Child under 5 years	No Charge

Standard Cabin per night

-- up to 2 guests	\$65-\$70
-- per extra adult	\$25-\$26
-- per extra Child 5-15 years	\$10-\$10.50
-- per extra Child under 5 years	No Charge

Annual Site Fees

--Solid	\$550.00
--Canvas	\$500.00
Annual Site Holder Staynight - Adult	\$18.00
Temporary Caravan Storage - Weekly	\$14.00

Boat Parking - 12 months

--Annual Site Holder	\$200.00
--Non Site Holder	\$420.00

Continuous Power Supply

--6 Months	\$110.00
--Daily Rate	\$2.50

Lawns - 6 months	\$60.00
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**Spencer Beach Holiday Park***Continued use of dynamic pricing model.***Tourist Flat per night**

-- up to 2 guests	\$95 - \$122.40
-- per extra adult	\$18 - \$20.40
-- per extra Child 3-15 years	\$12- \$12.25
-- per extra Child under 3 years	No Charge

**Standard Cabin per night**

-- up to 2 guests	\$55 - \$76.50
-- per extra adult	\$14 - \$18.36
-- per extra Child 3-15 years	\$8 - \$10.20
-- per extra Child under 3 years	No Charge

**Kitchen Cabin per night**

-- up to 2 guests	\$66 - \$81.60
-- per extra adult	\$15 - \$20.40
-- per extra Child 3-15 years	\$8 - \$10.20
-- per extra Child under 3 years	No Charge

**Ensuite Cabin per night**

-- up to 2 guests	\$90 - \$122.40
-- per extra Child under 3 years	No Charge

**Non-powered site, per night:**

-- 1 Adult	\$16 - \$25.50
-- 2 Adults	\$32 - \$38.76
-- per extra adult	\$16 - \$17.34
-- per Child 3-15 years	\$8 - \$10.20
-- per Child under 3 years	No Charge

**Powered site, per night:**

-- 1 Adult	\$17 - \$30.60
-- 2 Adults	\$34 - \$40.80
-- per extra adult	\$17 - \$18.36
-- per Child 3-15 years	\$8 - \$10.20

-- per Child under 3 years	No Charge
-- 1 Adult weekly rate (long stay guests)	\$133.00
-- 2 Adult weekly rate (long stay guests)	\$184.00

The Homestead (18-bed self-contained accommodation)

-- up to 8 guests	\$180 - \$204
-- per additional person	\$22 - \$25.50
-- Child under 3 years	No Charge

The Lodge (36-bed self-contained accommodation)

-- up to 15 guests	\$265 - \$290.70
-- per additional person	\$17 - \$20.40
-- Child under 3 years	No Charge

Spa Pool (per half-hour)	\$5.00
Caravan Storage - Per day	\$2.00

Mini Golf

-- Per Child	\$4.00
-- Per Adult	\$4.00

## Community Support (halls & rooms for hire)

### 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	\$15.00
Category B	\$15.00
Category C	\$12.00

Self Employed Tutors & Franchised programmes - entrance fee charged

Category A	\$30.00
Category B	\$30.00
Category C	\$20.00

Private social events - family functions

Category A	\$80.00
Category B	\$50.00
Category C	\$30.00

Commercial events - hires by corporates, government, and seminars

Category A	\$100.00
Category B	\$95.00
Category C	\$60.00

Community Events - with door charges or prepaid tickets

Including organisation run dances, social events & concerts

Category A	\$65.00
Category B	\$50.00
Category C	\$30.00

**Weekend Event Hire (Friday and Saturday night hireage from 6pm to midnight for the following venues)**

North New Brighton War Memorial & Community Centre (Upstairs)	\$400.00
North New Brighton War Memorial & Community Centre (Downstairs)	\$155.00
Templeton Community Centre	\$405.00
Harvard Lounge	\$265.00
Halswell Community Centre (Main and function halls)	\$400.00

**Additional charges for halls**

Bond for events - refund subject to condition of the facility after the event	\$450.00
Security charge - to ensure the facility has been left fit for purpose	\$65.00
Additional costs for materials & services associated with a facility hire	
Deposit (non-refundable) - for bookings with a value of \$150 or more	\$55.00
Lost keys and access cards	\$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) Aranui Wainoni Community Centre (Sports Hall) Hei Hei Community Centre
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**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)  
General Manager has discretion to change fees in response to external funding/sponsorship opportunities  
The Gaiety Supper Room  
Hire of 2 of the "C" sized facility spaces  
South Brighton Community Centre  
Halswell Community Centre (business suite - whole room)  
Sumner Hall  
Sumner Activity 1

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

Abberley Hall  
Avice Hill  
Bishopdale Meeting Room 1  
Fendalton Community Centre (Seminar Room)  
North New Brighton War Memorial & Community Centre (Downstairs)  
Parklands Community Centre (Lounge)  
Templeton Community Centre (Supper Room)  
Waimairi Road Community Centre (Small Room)  
Waimairi Road Community Centre (Large Room)  
Aranui Wainoni Community Centre (Large meeting room and small meeting room)  
Halswell Community Centre (business suite - half room)  
Halswell Community Centre (four small meeting rooms)  
Sumner Activity 2  
St Martins Community Meeting Space  
Woolston Community Centre Meeting Room

## Parks and Open Spaces

### Venue Hire

Botanics Function Centre (Community, non-commercial, and not for profit)

Full day rate	\$105.00
Half day rate	\$52.00
Evening rate	\$210.00

### Parks Indoor Venues (base charge per hour)

Not for profit community programmes - with or without nominal entrance fee	\$11.00
Private social events - family functions	\$32.00
Community Events - with door charges or prepaid tickets Including organisation run dances, social events & concerts	\$32.00
Commercial events - hires by corporates, government, and seminars	\$60.00

### Sports Grounds - Association & Clubs

Ground Remarkings	\$125.00
New Ground Markings	\$185.00

### Hockey, Rugby, League, Soccer, Softball

Tournaments - daily charge per ground	\$50.00
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*(Outside normal season competition)*

### Cricket

Grass Prepared - Senior	\$1,500.00
Grass Prepared - Other Grades	\$750.00
<i>(50% of preparation cost only)</i>	
Daily Hire - Club prepared/artificial	\$50.00
<i>(Outside normal season competition)</i>	
Artificial - Council Owned - season	\$640.00
Practice nets per time	\$18.00

**Hagley Park Wickets - CCC Prepared Rep Matches**

Level 1 - club cricket / small rep matches - cost per day	\$295.00
Level 2 - first class domestic 1 day match	\$1,260.00
Level 3 - first class domestic 3 or 4 day or 5 day international - cost per day	\$865.00
Non CCA Events/Charity Match	\$1,390.00

**Casual Hires - Not Affiliated Clubs**

Casual Hires and Miscellaneous Events - Application Fee	\$40.00
Small field (eg. touch, junior & intermediate sport, korfbal, Samoan cricket, artificial wicket) - daily fee per ground	\$52.00
Large field (eg. senior sport, softball, prepared cricket wicket) - daily fee per ground	\$115.00

**Athletics**

Training Track Season	\$480.00
Athletic Meetings (Hansens Park)	\$70.00

**Park Bookings****Park bookings including picnics and weddings (excluding Botanic Gardens and Garden & Heritage Parks)**

Note: no charge is made for groups who visit Christchurch City Council's parks and gardens without making a booking

Fund Raiser / Not For Profit (with no sponsorship) - No Charge	
(0-300)	\$73.00

*If over 300, the increase in price is relevant to park and organisation and at Unit Manager's discretion)*

**Outdoor Weddings**

Botanic Gardens & Mona Vale	\$155.00
Garden & Heritage Parks	\$105.00

**Botanic Gardens Indoor Wedding Ceremonies**

Townend House, Cunningham House, and other Garden Buildings Venue Hire	\$500 - \$2000 (depending on time)
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## Cemeteries

### Plot purchases

Child's plot	\$775.00
Ashes beam	\$475.00
Full size plot	\$1,640.00

### Burial Fees

Stillborn (up to 20 weeks old)	\$185.00
21 weeks to 12 months old	\$420.00
13 months to 6 years old	\$690.00
7 years old and over	\$1,100.00
Ashes Interment	\$220.00
Additional Burial Fees - Saturday & Public Holidays	\$670.00
Disinterment - Adult Casket	Greater of \$1,500.00 or actual costs
Disinterment - Child Casket	Greater of \$1,130.00 or actual costs
Disinterment - Ashes	Greater of \$370.00 or actual costs
Use of lowering device	\$110.00
Less than 8 hours notice	\$275.00
Burials after 4.00pm Mon- Fri & Sat after 1pm.	\$290.00
Ashes Interment on Saturday - attended by Sexton	\$200.00
Transfer of burial right	\$65.00
Muslim Boards	\$320.00
Green Burials	Greater of \$2,367.32 or actual costs

### Memorial Work

New plots	\$70.00
Additions	\$30.00
Renovating work	\$40.00

### Search Fees

Written Information (per hour)	\$65.00
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## Marine Facilities

### All Wharfs

#### Casual Charter Operators

Rate per surveyed passenger head per vessel per day (Seasonal) - per person	\$2.00
With a minimum charge per vessel (Seasonal)	\$500.00

#### Regular Charter Operators

Rate per surveyed passenger head per vessel (Annual); or	\$165.00
Minimum charge per vessel (Annual)	\$830.00

*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	\$500.00
Boat Length less than 10m - Annual	\$785.00
Boat Length greater than 10m - Seasonal	\$785.00
Boat Length greater than 10m - Annual	\$1,100.00

*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)	\$345.00
51 - 150 (passenger capacity)	\$1,020.00
151 - 350 (passenger capacity)	\$2,380.00
351 - 750 (passenger capacity)	\$5,100.00
751 - 1500 (passenger capacity)	\$10,200.00
1501 - 2000 (passenger capacity)	\$11,600.00
Above 2000 (passenger capacity)	\$12,900.00

*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	\$48.00
Boat Length greater than 10m - per night	\$63.00

*Rates to apply for a maximum period of 7 consecutive days. For periods greater than 7 days, rates are by arrangement with an authorised officer of the Council*

**Recreation Boats**

Per Night	\$40.00
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*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	\$785.00
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*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*

**Slipway Fees**

*Boat ramps subject to fees set by the Council; e.g. Lyttelton, Purau, Wainui, Duvachelle and Akaroa*

**Commercial Users**

Per month	\$95.00
Per annum (non ratepayer)	\$220.00
Per annum (ratepayer)	\$145.00

**Private/Recreational Users**

Per day	\$6.50
Per month	\$63.00
Per annum (non ratepayer)	\$145.00
Per annum (ratepayer)	\$55.00
In certain areas where day charge is not economic or practical, as set by Unit Manager	Requested donation

**Diamond Harbour**

Mooring (with dinghy shelter)	\$630.00
Mooring (without dinghy shelter)	\$475.00

**Cass Bay Dinghy Shelter**

12 months per dinghy	\$155.00
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**Akaroa Boat Compound**

12 months per vessel site	\$825.00
6 months	\$515.00
3 months	\$340.00
Per week	\$58.00
Per day	\$12.00

*In addition there is an initial licence preparation fee of \$25.00 incl. GST and a \$50 refundable key bond.*

**Lyttelton - Magazine Bay****Mooring Fee**

Per day (7 days or less)	\$20.00
Casual (3 Months or less) - per month	\$285.00
Per Annum - annual fee invoiced monthly	\$3,430.00

**Live Aboard in addition to Mooring Fee**

Per day (3 days or more)	\$13.00
Per Month	\$160.00
Per Annum - annual fee invoiced monthly	\$1,520.00

**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**

<b>Note:</b> 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.	\$64.00
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<b>Other Facilities</b>	General Manager's discretion to set fees
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## Commercial & fundraising activities

### Mobile Shops

Mobile shops - per day	\$94.00
Mobile shops - per half-day	\$47.00
<b>Commercial photography</b>	
Low-impact	\$52.00
Low-impact - seasonal fee	\$260.00
High-impact	\$520.00

### Public Education

Talks & tours per person	up to \$50.00
Group talks or tours	up to \$300.00
Brochures & publications	up to \$100.00
Photocopying	\$0.20 per copy

### Arboriculture

Timber & firewood sales - per truck load - Fee determined by City Arborist	market rates
Tree pruning	Cost recovery as determined by Community Board
Tree removal	Recovery of actual cost
Tree replacement	Recovery of actual cost
Tree removal / replacement relating to personal health-related issues	50% of actual cost
Commemorative tree planting	Recovery of actual cost
Botanic Gardens sale of plants	market rates

<b>Recreation Concessions</b>	General Manager's discretion to set fees
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<b>Spencer Park Beach Permits</b>	\$37.00
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<b>Consents - Commercial applications</b>	Based on actual costs
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<b>Promotional Activities</b>	\$225.00
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**Miscellaneous**

Parking infringements	\$58.00
Horse grazing - specific charge at Unit Manager's discretion	\$10.00 - \$25.00 per week
Mountain bike track maintenance fee (Unit Manager's discretion to set fees)	\$1.00 - \$5.00 per bike

**Hagley Park Banner Frame Hire (for use by Hagley Park Events only)**

Weekly hire per frame	\$37.00
Bond (per hire)	\$280.00

**Banks Peninsula Recreation Grounds - Akaroa, Diamond Harbour & Lyttelton**

Seasonal users pavillion - for season	\$360.00
Akaroa netball / tennis courts	Unit Manager's discretion to set fees
Akaroa Croquet Club	Unit Manager's discretion to set fees

**Banks Peninsula Casual Users with exclusive use of the Ground only**

Commercial use - half day	\$73.00
Commercial use - full day	\$145.00
Community / charitable use - half day	\$21.00
Community / charitable use - full day	\$42.00

**Banks Peninsula Casual Users with exclusive use of the Ground and Building Areas**

Commercial use - half day	\$177.00
Commercial use - full day	\$354.00
Community / charitable use - half day	\$42.00
Community / charitable use - full day	\$73.00

*NOTE: additional charges will be made for cleaning, materials, supplies, etc.*

**Bonds - seasonal users key bond**

*at General Manager's discretion*

Occasional user's Bond (dependent on event) - minimum	\$26.00
Occasional user's Bond (dependent on event) - maximum	\$310.00
Private hire of Akaroa Sports Pavillion	\$330.00

## Events and Park Hire

### 1. Events - All Parks except CBD & Hagley Park - Daily Fee

Includes fairs, carnivals, and sporting events

#### Community & Not-For-Profit

(1 - 5,000 people)	\$0.00
(5,001+ people)	\$204.00

#### Commercial and Private Event

(50 - 299 people)	\$102.00
(300 - 500 people)	\$147.90
(500 - 4,999 people)	\$255.00
(5,000+ people)	\$510.00
<b>Admin Fee</b>	\$65.28

#### Other event booking type

Dependent on event type & organisation	Unit Manager's discretion to set fees
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<b>Set-up / dismantle fee</b>	100% of daily fee
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#### Bond (refundable if no damage occurs)

Event (dependent on the nature of the Activity - Park Manager's discretion to set bond)	\$200 - \$3,000
Key hire	\$51.00

#### Power Fee

Dependent on event type, organisation, and power used	Actual or Park Manager's discretion to set fees
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#### Restoration to Land Fees

Dependent on Event and Park - Park Manager's discretion to set fees	Park Manager's discretion to set fees
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**Parking Fees**

Car parking fee paid to CCC (based on car counter)	\$2.00
Maximum car park fee by Event Organiser	\$5.00
<i>A maximum of \$5.00 per car in Park (\$2.00 of which must go to the Park)</i>	
Any Events of Activities solely for children under 18 (sports-related)	Free

**2. Events - Hagley Park - Daily Fee**

Includes fairs, carnivals, and sporting events

**Community & Not-For-Profit**

(50 - 299 people)	\$51.00
(300 - 1,000 people)	\$153.00
(1,000 - 10,000 people)	\$306.00
(10,001+ people)	\$510.00
<b>Admin Fee</b>	\$65.28

**Commercial and Private Event**

(50 - 299 people)	\$295.80
(300 - 1,000 people)	\$397.80
(1,000 - 10,000 people)	\$612.00
(10,001+ people)	\$1,020.00
<b>Admin Fee</b>	\$122.40

**Other event booking types**

Dependent on Event

<b>Set-up / dismantle fee</b>	100% of daily fee
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**Bond (refundable if no damage occurs)**

Event (dependent on the nature of the Activity - Park Manager's discretion to set)	\$200 - \$5,000
Key hire	\$51.00

**Power Fee**

Dependent on event type, organisation, and power used	Actual or Park Manager's discretion to set fees
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**Restoration to Land Fees**

Dependent on Event and Park - Park Manager's discretion to set fees	Park Manager's discretion to set fees
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**Parking Fees**

Car parking fee paid to CCC (based on car counter)	\$2.00
Maximum car park fee by Event Organiser	\$5.00
<i>A maximum of \$5.00 per car in Park (\$2.00 of which must go to the Park)</i>	
Any Events of Activities solely for children under 18 (sports-related)	Free

**General manager has discretion to charge fees in response to external funding / sponsorship opportunities**

**3. Events - CBD - Daily Fee****Community & Not-For-Profit**

(1 - 5,000 attendees)	\$0.00
(5,001 - 10,000+ attendees)	\$204.00

**Commercial and Private Event**

(50 - 299 attendees)	\$102.00
(300 - 500 attendees)	\$147.90
(500 - 4,999 attendees)	\$255.00
(5,000 - 10,000+ attendees)	\$510.00
<b>Admin Fee</b>	<b>\$65.28</b>

## 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 Parking Restrictions Subcommittee within the following range:	\$0 to \$25.00 per day or part thereof
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### Activity - Off Street Parking

#### (i) Rolleston Avenue Car Park

Reserved Parking - may change to reflect movements in all day rates subject to Parking Restrictions Subcommittee approval.	\$172.50
Unreserved Parking - may change to reflect movements in all day rates subject to Parking Restrictions Subcommittee approval.	\$133.00
Pay by Plate Revenue - determination of fees on individual sites is delegated to the Parking Restrictions Subcommittee.	\$3.20

#### (ii) Lichfield Street Car Park and Art Gallery Car Park

The determination of fees on individual sites is delegated to the Parking Restrictions Subcommittee.	\$2.80 per hour
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### Activity - On street Parking

(a) Parking Meters - discretion to set and modify fees within these ranges is delegated to the Parking Restrictions Subcommittee

(i) 1 hour meters	\$3 to \$10
(ii) 2 hour and 3 hour meters	\$3 to \$10
(iii) All Day meter rate	\$3 to \$10
(b) Coupon Parking	\$3.20
(c) Meter Hoods - per day	\$20.50
(c) Meter Hoods - per month	\$306.00
(d) Waiver of Time limit restriction	\$127.50
(e) Residential Parking Permits	\$54.00

**Activities On Street**

Trenches/ Trenchless	
Normal road opening	\$461.50
High grade pavement opening	\$740.00
Footpath and minor openings - sewer	\$245.00
Footpath and minor openings - stormwater	\$125.00
Corridor Access Request - Trenching / Trenchless Utilities Application	\$368.00
Corridor Access Request - Intersections Trenching / Trenchless	\$143.00
Corridor Access Request - Construction activity on sites adjacent to the road corridor	\$200 plus \$2,500 bond
Water discharge	\$317.00

<b>Vehicle Crossing Inspection - per crossing</b>	<b>\$153.00</b>
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**Structures on Streets & application fees**

Landscape Features (retaining walls for landscaping / private land only)	\$266.00
Retaining walls for driveways (Board approval not required)	\$266.00
Retaining walls for driveways, parking platforms etc (Board approval required)	\$658.00
Preparation/Transfer of lease Document	\$398.00
Temporary use of legal road - rate per square metre per month	\$16.50
- minimum charge per month	\$71.50
New street name plate & post	\$617.00
Akaroa sign frames - Annual fee per name blade	\$172.00

**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)	\$608.00
Processing fee (following evaluation by Council, if the applicant wishes to proceed a non-refundable minimum fee will apply)	\$1,217.00
Traffic management plan applications or revisions	\$195.50

### 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)	\$200.00
Garage Sites - Double (per annum)	\$398.00

### Air Space

Temporary site rental - development purposes - per sq m per month	\$7.30
- minimum charge per month	\$60.00 minimum charge per month
- Miscellaneous Sites (per annum)	\$2,553.00
Application Fee for Discharging Ground Water to Road	\$322.00

### Licences (Other):

Stall Licence	\$84.00
Buskers Licence - outside designated areas (preparation of Licence and Issuing)	\$37.00
Hawkers	\$37.00
Mobile Shops	\$136.00

# Parking Compliance

Abandoned Vehicle Charges	Full cost recovery including administration charges
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## Waste Charges (Refuse Minimisation & Disposal)

Council rubbish bags - pack of 5 - CBD collection only	\$11.10
Recycling bags for the CBD recycling collection user pays service - pack of 5	\$4.50

### Change the size of Wheelie Bins (larger or smaller)

-- one bin only	\$93.00
-- two bins at the same time	\$105.00
-- three bins at the same time	\$117.00

*NOTE: This is a one-off fee charged by Council to cover the cost of physical delivery and collection of the bins. Where a standard-size bin has been replaced by a larger bin, this represents an enhanced service which our contractor will charge for on an annual basis for as long as the enhanced service is provided. Invoicing and payment will be between the contractor and the customer, without Council's involvement.*

<b>Opt-in for non-rateable or similar properties</b>	<b>\$275.00</b>
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*NOTE: Some properties do not receive a wheelie bin service because they do not pay Council's Waste Minimisation Rate. These properties may elect to pay for these services separately - properties opting in will be invoiced by the Council annually.*

## Waste Charges (Cleanfill & Handling)

Cleanfills & Waste Handling Operation Licence Application Fee	\$346.80
Cleanfills Annual Licence Fee	\$4,151.40
Waste Handling Operation, Annual Licence Fee	\$346.80
Cleanfills & Waste Handling Operation, Additional Monitoring Fee (during financial year)	\$346.80

## Waste Charges (Trade Waste & Water)

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

### Trade Waste Conditional Quarterly Charges

Volume - peak periods	\$0.81
Volume - off peak	\$0.41
Suspended Solids - per Kg	\$0.39
Biological Oxygen Demand - per Kg	\$0.54
Metals - Cadmium	\$15,378.18
Metals - Chromium	\$0.00
Metals - Copper	\$88.02
Metals - Zinc	\$61.49
Metals - Mercury	\$26,016.87

### Treatment and disposal fees

Tankered Waste Fee (\$/m <sup>3</sup> )	\$41.95
Trade Waste Consent Application Fee	\$567.00
Trade Waste Annual Fee (permitted) - less than 1,245 m <sup>3</sup> /yr and complies with Schedule 1A of the Trade Waste Bylaw 2015	\$171.00
Trade Waste Annual Consent Fee >1,245 m <sup>3</sup> /yr	\$325.00
Trade Waste Discharge Analysis	Actual Costs
Laboratory Services	General Manager's discretion to set fees

### Network fees

Acceptance of Selwyn District Sewage (\$/m <sup>3</sup> )	\$0.81
Sewer Lateral Recoveries - actual costs recovered	General Manager's discretion to set fees

## Water Supply

### Water rates

Included within Rating Policy

### Supply of water

For consumers not paying a water rate - per cubic metre	\$0.94
Excess water supply charge (Rate charge) and Excess Factor	\$0.94
Cross boundary rural restricted supply	\$195.00

### Network cost recovery

Water Supply Connection Fees & Charges - Standard Domestic	\$900.00
Standard 15mm Water Supply Connection Relocation (existing fittings)	\$205.00
Standard 15mm Water Supply Connection Relocation (new fittings)	\$780.00
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

### Stormwater

Stormwater Approval Application Fee (Commercial)	General Manager's discretion to determine cost recovery
Stormwater Annual Discharge Fee (Commercial)	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	\$575.00
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### Water Supply

Application for approval as Christchurch City Council authorised water supply installer	\$575.00
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### Drainlayer

Application for approval as Christchurch City Council authorised PE Welder	\$575.00
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### Water Supply

Application for approval as Christchurch City Council authorised PE Welder	\$575.00
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**City Water and Waste (sale of plans)**

Sales of Plans levied per A4 Sheet	\$13.50
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## Licensing and Registration Services

### Sale and Supply of Alcohol and Gambling

#### 1. Alcohol Licensing Fees

*These fees are not set by Council, but by the Sale & Supply of Alcohol (Fees) Regulations 2013*

##### (i) Application for Premises

cost/risk rating category - Very Low	\$368.00
cost/risk rating category - Low	\$609.50
cost/risk rating category - Medium	\$816.50
cost/risk rating category -High	\$1,023.50
cost/risk rating category - Very High	\$1,207.50

##### (ii) Annual Fee for Premises

cost/risk rating category - Very Low	\$161.00
cost/risk rating category - Low	\$391.00
cost/risk rating category - Medium	\$632.50
cost/risk rating category -High	\$1,035.00
cost/risk rating category - Very High	\$1,437.50

##### (iii) Special Licence

Class 1	\$575.00
Class 2	\$207.00
Class 3	\$63.25

(iv) Managers Certificates (application and renewals)	\$316.25
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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	\$89.80
Certificate of Compliance (Sale and Supply of Alcohol Act)	\$169.30

## 2. Gambling

Application fee under the Gambling & TAB Venue Policy	\$161.00
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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	\$166.80
(v) Noisy Alarm Deactivations	Actual costs recovered

### 2. Offensive Trades Licences

(i) Annual Premise Registration	\$265.20
(ii) New Application (incl. Annual Registration if granted)	\$469.20
(iii) Change of ownership	\$95.90

### 3. Noise making Equipment Seizure & Storage

(i) Staff time associated with managing equipment seizure	\$119.90
(ii) Storage of seized equipment	\$71.90
(iii) Noise contractor attendance (per Unit) related to equipment seizure	\$25.50

### Swimming Pool Compliance

Fencing of swimming pools: Application for Exemption	\$450.00
Fencing of swimming pools: Application for Exemption for Spa Pool	\$225.00
Compliance Inspection Fee	\$166.80
Compliance Inspection Administration Fee	\$45.40
Periodic Inspection Fee (s.222A, Building Act 2004)	\$166.80

**Seizure of Signage**

Impounding of non-complaint signage (made up of officer times, storage and administration)	\$166.80
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**Licences (Other):**

Amusement Devices	\$11.50
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**Food Safety and Health Licensing****1. Food Premises Annual Fee****(a) Food Service**

RC1 (Restaurants & Cafes 1 to 50 Seats)	\$341.70
RC2 (Restaurants & Cafes more than 50 Seats)	\$341.70
FE1 (Includes Function Events Centres and premises with 1 to 2 kitchen/preparation areas)	\$341.70
FE2 (Includes Function Events Centres and premises with more than 2 kitchen/preparation areas)	\$341.70

**(b) General Food Premises**

G1 (Gift shops, shops selling pre-wrapped confectionary, fruit & vegetable shops)	\$341.70
G2 (Dairies, Butcheries, Bakeries, Delicatessens, Takeaway Food, Caterers, & All Other Premises)	\$341.70

**(c) Manufacturers**

M1 (Manufacturer of Non-High Risk food and High Risk food with no heat treatment)	\$341.70
M2 (Manufacturer of High Risk food with heat treatment)	\$341.70

**(d) Supermarkets**

SM (Supermarket)	\$341.70
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**Inspection Fee ( Additional to the annual registration Fee above)**

*These fees charged when Inspection is carried out on the premises*

Fee band 1 Inspection ( onsite time less than 30 minutes)	\$270.30
Fee band 2 Inspection (up to 90 minutes of onsite time)	\$387.60
Hourly cost to be charged for each 30 minutes or part thereof after 90 minutes onsite	\$163.20

Hourly charge , Mentoring Fee for Food Control Plan ( calculated per 30 minutes)	\$163.20
Hourly Charge for consulting / advisory activities for food safety not otherwise identified ( calculated per 30 minutes)	\$163.20

Copies of printed information	Actual costs recovered
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## 2. Other Premises requiring Health Licensing Registration Annual Fee

HAR (Hairdressers)	\$234.60
FND (Funeral Directors)	\$387.60
FND (Funeral Directors - no mortuary, registration only)	\$224.40
CMP (Camping Grounds)	\$408.00

## 3. General Fees

- Inspection/Verification Visits (includes request and additional registration/compliance visits from third visit each registration year)	\$224.40
Change of Ownership of Hairdresser, Funeral Director, Campground or Food Hygiene Regulations 1974 registered premises ( until transition date of Food Act 2014)	\$112.20
- Late Payment of Food Premises Registration and FCP Verification Fees	additional 10%

## Food Act 2014 Fees and Charges

New Application Charge for Food Control Plans / National Programmes	\$438.60
Annual Charge Food Control Plan Food Act 2014	\$341.70
Annual Charge Food Control Plan Food Act 2014, 2 premises operating under same Food Control Plan and owner	\$561.00
Annual Charge Food Control Plan Food Act 2014, 3 or more premises operating under same Food Control Plan and owner	\$836.40
Annual Charge for Compliance and Monitoring of Existing Food Control Plans Registered before 1 March 2016	\$234.60

## National Programmes

Bi-Annual Charge National Programme	\$336.60
Bi-Annual Charge National Programme 2 Premises operating under same programme same owner	\$561.00
Bi-Annual Charge 3 or more Premises operating under same programme same owner	\$836.40

**Inspection /Audit / Verification fees**

Fee band 1 Inspection / audit or verification fee or revisit ( onsite time less than 30 minutes)	\$270.30
Fee band 2 Inspection / audit or verification fee or revisit (up to 90 minutes of onsite time)	\$387.60
Hourly cost to be charged for each 30 minutes or part thereof after 90 minutes onsite	\$163.20
Hourly charge , Mentoring Fee for Food Control Plan ( calculated per 30 minutes)	\$163.20
Hourly Charge for consulting / advisory activities for food safety not otherwise identified ( calculated per 30 minutes)	\$163.20
Copies of printed information	Actual costs recovered
Application for Exemption from Food Act 2014 ( If available under Delegated power to assess Section 33 Food Act 2014)	\$234.60
Penalty for late payment of Fees ( Section 215 Food Act 2014)	10%
Cancelling an audit within 24 hours of the scheduled date and time of the audit / no person available for the audit	\$81.60

**Compliance / Enforcement**

*Enforcement / compliance visits as per the Fee Bands described above*

*Infringement Fees (set by Legislation) to be confirmed when the Appropriate Regulations have been passed by Government*

## District Plan

### 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

### 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

## 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

## 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. If an application falls into more than one fee category the higher fee applies. All fees are deposits unless otherwise listed as a Fixed Fee.

### 1. Land use applications - non-notified Deposit (Minimum Application Fee)

#### Resource Consents

- Additions, alterations and accessory buildings (all zones)	\$1,800.00
- One or two new residential units (incl Older Person's Housing Units) - all zones	\$2,000.00
- 3 or more units (total on site, including any existing units) - all zones	\$3,500.00
- Signage	\$1,500.00
- Earthworks and retaining walls	\$2,500.00
- Telecommunications	\$1,800.00
- All other non-residential	\$4,000.00

#### · Applications for the following works to protected 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 trees	\$1,800.00

#### Other land use applications Deposit (Minimum Application Fee) unless otherwise stated

– s 87BA Permitted boundary activity	\$800.00
– s 125 Extension of consent lapse period	\$1,800.00
– s 127 Application to change or cancel any condition	\$1,800.00
– s 139 Certificate of Compliance	\$1,200.00
– s 139A Existing Use Certificate	\$1,500.00
– s 176A Application for outline plan	\$2,000.00
– s 176A(2)(c) Waiver of Outline Plan	\$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)	\$300.00
– s 128 Review of conditions	Actual cost

– s 87BB Marginal or temporary non-compliance	\$1,000.00
– s 357A(1)(f) and (g) Objections - cost of commissioner, where commissioner has been requested by the objector	Actual cost

## 2. Subdivisions

### Subdivision consents - Deposit (Minimum Application Fee)

Fee simple subdivisions (including boundary adjustments and change of tenure)	
-- Per Lot (deposit capped at \$20,000)	\$750.00
Cross lease subdivisions (including cross lease updates)	\$1,500.00
Unit Title subdivisions	\$2,000.00

### Other subdivision applications - Deposit (Minimum Application Fee) unless otherwise stated

s 348 Right of Way approval	\$1,500.00
s 127 RMA Cancellation/Variation of Consent Condition	\$1,800.00
s 221(3) RMA Variation/Cancellation of Consent Notice	\$1,500.00
- where this relates to a diseased, unhealthy or hazardous tree protected by a condition of subdivision consent	No charge
s 138 Surrender of resource consent (fixed fee)	\$475.00
s 125 Extension of time for consent which has lapsed	\$1,800.00
s 226 RMA Certification	\$530.00
s 241 RMA Cancellation of Amalgamation	\$530.00
s 243 RMA Surrender of Easements	\$530.00
s 348 LGA Certification on of Documents	\$530.00
s 223 and/or 224 re-certification (after payment of final invoice)	\$300.00

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

**3. Notified land use and subdivision consent applications Deposit (Minimum Application Fee)**

Limited notified	\$10,000.00
Publicly notified	\$15,000.00

**4. Notices of Requirement - Deposit (Minimum Application Fee)**

Notice of requirement for a new designation under Section 168	\$15,000.00
Notice of requirement for alteration of a designation, other than a notice under Section 181(3)	\$10,000.00
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
Notice to remove a designation (in whole or in part) under section 182	\$1,000.00

**5. District Plan Certificates**

Minimum Floor Level Certificate (Fixed Fee)	\$105.00
Infrastructure Capacity Certificate (Fixed Fee)	\$105.00
Rockfall AIFR Certificate (Deposit)	\$2,000.00
Tree Removal Certificate	No Charge
Other District Plan Certificates, including Event Management Plan certification (Deposit)	\$300.00

**6. 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 older person's housing	\$485.00
Discharge of encumbrance - conversion of family flat or older person's housing unit	\$500.00
Cancellation/discharge of bond, covenant or other encumbrance	\$340.00

### 7. Additional Processing Fees for ALL applications subject to a deposit:

If the actual 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 and undertake associated subdivision post-consent work, will be charged at 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.

The subdivision consent fees include consent processing, engineering design acceptance, construction audits and clearances, and certification. The final fee (and any outstanding interim invoices) is required to be paid before the s.224 certificate will be released.

#### Hourly rates

- Administration	\$105.00
- Planner Level 1 and Planning Technician	\$155.00
- Planner Level 2 and 3 and specialist input (junior and intermediate level) from another Council department	\$185.00
- Senior Planner, Team Leader, Manager, and specialist input (senior level) from another council department	\$205.00
- 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 documents (if not provided with application)	\$5.00 per document
Consent management fee (fixed fee included in the total processing fees for every resource consent application)	\$85.00

### 8. Fees for Monitoring and Non Compliance of Resource Consent Conditions

*These fees are additional to the processing fees for every resource consent that requires monitoring of conditions. The monitoring programme administration fee and initial inspection fees will be charged at the time the consent is issued. Any additional monitoring time will be charged when the monitoring has been carried out, at the specified hourly rate.*

Monitoring programme administration fee (standard fee charged at the time of consent and applicable to variations and amendments)	\$102.00
Residential consent monitoring fee (standard fee for first monitoring inspection charged at the time of consent)	\$116.80
Commercial consent monitoring fee (standard fee for first monitoring inspection charged at the time of consent)	\$175.50
Note the above monitoring fees are payable when resource consent is issued. The Council will recover additional costs from the consent holder if more than one inspection, or additional monitoring activities (including those relating to non-compliance with consent conditions), are required. Additional charges will apply based on the additional monitoring hourly rate below.	\$120.90
Additional monitoring (per hour fee covering travel, monitoring assessment and associated file management / administration)	\$120.90

### 8A. Fee for Monitoring and Non Compliance with EQ temporary accommodation permits/District Plan provisions

Monitoring visit fee for temporary accommodation permits (per visit)	\$114.50
Final site visit following permit expiry	\$61.00
Non compliance fee (per hour fee - covering travel, compliance assessment/meetings, and associated file management/administration)	\$118.50

## Building Consents

All deposits and fixed fees will be invoiced at the time of lodgement with the Council.

Payment to be as soon as practicable.

Applications that are not accepted at the time they are submitted will incur administration costs.

Other services not specifically detailed in this schedule will be charged at the relevant officer charge out rate.

Any reference to Residential, Commercial 1, 2 or 3 or Industrial is based on National BCA Competency Assessment System Levels.

<b>1.1 Solid or Liquid Fuel Heaters</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Solid or liquid fuel heaters per single household unit. Fixed fee includes processing, one inspection and a code compliance certificate. Additional Fees may apply if further services requested.	Fee	Yes	\$390.00
Solid liquid fuel heater that changes location and/or make and/or model.	Fee	Yes	\$280.00

### 1.2 Building Consent Applications

This deposit is payable for all residential and commercial consent applications.

Actual costs will be calculated at the time of the processing decision.

#### 1.2.1 Residential Applications

Value of work:

	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
\$0 to \$19,999	Deposit	Yes	\$1,200.00
\$20,000 to \$100,000	Deposit	Yes	\$1,400.00
Over \$100,000 to \$300,000	Deposit	Yes	\$2,000.00
Over \$300,000 to \$500,000	Deposit	Yes	\$2,800.00
Over \$500,000	Deposit	Yes	\$3,800.00

*Excluding multi-storey apartment buildings.*

*New buildings, additions and alterations*

### 1.2.2 Commercial Applications

Type of Charge	Other Charges Possible	Fees for 2018/19
----------------	------------------------	------------------

Value of work:

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

*Including multi-storey apartment buildings.  
New buildings, additions and alterations*

### 1.2.3 Amendment of a Building Consent

Type of Charge	Other Charges Possible	Fees for 2018/19
----------------	------------------------	------------------

- Minor Variation	Fee	Yes	\$185.00
- Residential Amendment	Deposit	Yes	\$495.00
- Commercial/Industrial Amendment	Deposit	Yes	\$740.00
- Amendment to modify building code clause B2 - Durability	Deposit	Yes	\$162.50

### 1.2.4 Miscellaneous fees associated with granting of a Building Consent.

Type of Charge	Other Charges Possible	Fees for 2018/19
----------------	------------------------	------------------

Registration of section 73 certificates under the Building Act 2004.	Fee	Yes	\$420.00
Registration of section 75 certificates under the Building Act 2004.	Fee	Yes	\$420.00
Memorandum of encumbrance due to grant of waiver under section 67 of the Building Act 2004	Fee	Yes	Actual Cost

### 1.3 Building Consents - Fixed Fees

#### 1.3.1 Streamline Residential Dwellings

	Type of Charge	Other Charges Possible	Fees for 2018/19
Up to \$300,000	Fee	Yes	\$1,750.00
Over \$300,000 to \$500,000	Fee	Yes	\$1,900.00
Over \$500,000	Fee	Yes	\$2,500.00

*Fixed processing fee from participants in the Streamline consenting process.  
Covers the processing costs for the consent only.  
Excludes inspections or any other Council/Government fees and levies  
Additional categories of work may be added to the Streamline Building Consent process.  
Appropriate fees are set at the discretion of the General Manager Consenting & Compliance.*

#### 1.3.2. Building Inspection Fees

	Type of Charge	Other Charges Possible	Fees for 2018/19
-- Residential (excluding multi-storey apartment buildings)	Hourly Rate	Yes	\$200.00
-- Commercial (including multi-storey apartment buildings and industrial)	Hourly Rate	Yes	\$255.00

*Per inspection not exceeding one hour.  
Any time over an hour will be charged in 15min increments.  
Not all chargeable time is on site.  
Offsite tasks may include assessment, communications and decisions made.*

#### 1.3.3 Notice to Fix

	Type of Charge	Other Charges Possible	Fees for 2018/19
Notice to fix	Deposit	Yes	\$370.00
Extension of time to start work on an issued building consent	Deposit	Yes	\$150.00

*Costs exceeding the scheduled fee will be recovered at the relevant officer hourly rate.*

#### 1.3.4 Certificate for Public Use.

	Type of Charge	Other Charges Possible	Fees for 2018/19
-- Commercial 1 & 2	Deposit	Yes	\$430.00
-- Commercial 3	Deposit	Yes	\$850.00

*Scheduled cost includes deposit, assessment and inspection  
Costs exceeding the scheduled fee will be recovered at the relevant office hourly rate.*

<b>1.3.5. Code Compliance Certificates</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Residential minor building work.	Deposit	Yes	\$126.00
Residential accessory buildings and residential alterations.	Deposit	Yes	\$220.00
Residential new dwellings (excluding multi-storey apartment buildings).	Deposit	Yes	\$360.00
Commercial 1 & 2 and Residential multi storey apartment buildings.	Deposit	Yes	\$550.00
Alterations to a Commercial 3 building less than or equal to \$500,000	Deposit	Yes	\$550.00
Commercial 3 over \$500,000	Deposit	Yes	\$1,200.00

*Costs exceeding the scheduled fee will be recovered at the relevant officer hourly rate.*

<b>1.4 Other Building Act Applications</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
<b>1.4.1 Schedule 1 Exemption Application</b>	Fixed Fee		\$590.00

<b>1.4.2 Certificate of Acceptance</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
<b>1.4.2.1 Application for Certificate of Acceptance.</b>	Case by Case		Calculated at application

*Equivalent fees, charges or levies that would have been applied if a Building Consent had been obtained.  
The authority to recover these fees is enabled under Section 97 (e) of the Building Act 2004.*

<b>1.4.2.2 Residential Certificate of Acceptance Applications.</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Value of work:			
\$0 to \$19,999	Deposit	Yes	\$1,200.00
\$20,000 to \$100,000	Deposit	Yes	\$1,400.00
Over \$100,000 to \$300,000	Deposit	Yes	\$2,000.00
Over \$300,000 to \$500,000	Deposit	Yes	\$2,800.00
Over \$500,000	Deposit	Yes	\$3,800.00

*Second element of charge recovered under Section 96(1) (a) of the Building Act.  
Costs exceeding the scheduled fee will be recovered at the relevant officer hourly rate.  
Excluding multi-storey apartment buildings*

#### 1.4.2.3 Commercial Certificate of Acceptance Applications.

Type of Charge	Other Charges Possible	Fees for 2018/19
----------------	------------------------	------------------

Value of work:

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

*Second element of charge recovered under Section 96(1) (a).*

*Costs exceeding the scheduled fee will be recovered at the relevant officer hourly rate.*

*Including multi-storey apartment buildings and industrial.*

#### 1.4.3 Change of Use Application

Type of Charge	Other Charges Possible	Fees for 2018/19	
Application Fee	Deposit	Yes	\$540.00

*Primary purpose where use of building changes.*

*Fee based on 2 hour technical review and administration.*

#### 1.4.4 Project Information Memoranda (PIM)

Type of Charge	Other Charges Possible	Fees for 2018/19
----------------	------------------------	------------------

Costs exceeding the scheduled fee will be recovered at the relevant officer hourly rate.

- Residential	Deposit	Yes	\$360.00
- Commercial/Industrial	Deposit	Yes	\$485.00

#### 1.4.5 Building Warrant of Fitness

Type of Charge	Other Charges Possible	Fees for 2018/19	
Compliance schedule amendment fee	Deposit	Yes	\$250.00
Annual Base Fee for administering a Building Warrant of Fitness (BWOFF)	Fee		\$125.00
Annual Variable Fee for administering a Building Warrant of Fitness (BWOFF) per system	Fee		\$40.00
Issue and register a new compliance schedule	Deposit	Yes	\$200.00
BWOFF Audit Fee	Deposit	Yes	\$250.00

*Costs exceeding the scheduled fee will be recovered at the relevant officer hourly rate.*

<b>1.4.6. Miscellaneous Fees</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Admin/Management Fee (applicable to all building consents without fixed fees and to certificates of acceptance).	Fee		\$175.00
Building Levy as per The Building Act 2004 for work valued over \$20,000	Fee		\$2.01 per \$1,000 value
Building Research Levy as per The Building Research Levy Act 1969 for work valued over \$20,000 (BRANZ Levy).	Fee		\$1.00 per \$1,000 value
Residential Accreditation Levy (Payable on all Building Consents to recover appropriate Council costs).	Fee		\$0.35 per \$1,000 value
Commercial Accreditation Levy (Payable on all Building Consents to recover appropriate Council costs).	Fee		\$0.49 per \$1,000 value

Costs recovered under the Building (Accreditation of Building Consent Authorities) Regulations 2006.

Application for Exemption for an Earthquake Prone Building (New Charge).	Deposit	Yes	\$610.00
Application for an Extension of time for a Heritage Earthquake Prone Building.	Deposit	Yes	\$610.00
Assessment of information related to a Building's EQP status.	Deposit	Yes	\$610.00
Notification of works to be placed on property file	Fee		\$65.00
Document storage fee for consents issued by other Building Consent Authorities	Deposit		Actual Cost
Electronic file management charge	Fee		\$52.00

<b>1.5 Relevant Officer Charge Out Hourly Rates</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Rate 1: Building Administrator, Inspections Administration Officer			\$120.00
Rate 2: Code Compliance Auditors, Vetting Officers,			\$180.00
Rate 3: Building Consent/Control Officer, Case Managers, External Contractor (insp. & processing)			\$210.00
Rate 4: Specialist, Senior Building Consent/Control Officer, Senior Building Inspector			\$245.00
Rate 5: Specialist Engineer, Principal Building Official, External Specialist			\$275.00
Rate 6: Senior Engineer, Team Manager, Senior External Specialist			\$294.00

*Any new roles will be matched with the closest role that exists on the schedule.*

<b>1.6 Partnership Approvals Service</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Case Manager hourly charge out rate			\$210.00
Individual agreements for service may be available to customers			By negotiation

*Available for projects where a case management approach will assist with the rebuild of the City.*

*Examples are projects of high profile, either in terms of site/dollar value/complexity or multiple project customers.*

<b>1.7. Pre Application Advice for Regulatory Services</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Pre-application Meetings			Actual costs recovered.

*Officer time and Administration costs pre and post meeting will be incorporated into total cost of service.*

## Property Information Services

<b>Land Information Memoranda</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Residential Land Information Memoranda	Fee	No	\$290.00
Fast track Residential Land Information Memoranda (5 days)	Fee	No	\$390.00
Commercial Land Information Memoranda	Fee	No	\$435.00
Fast track Commercial Land Information Memoranda (5 days)	Fee	No	\$535.00
Land Information Memoranda cancellation fee (over 24hr acceptance period)	Fee	No	\$63.00

<b>Property File Services</b>	<b>Type of Charge</b>	<b>Other Charges Possible</b>	<b>Fees for 2018/19</b>
Digitised Residential Property file (hard copy conversion only)			\$65.00
Digitised Property file (all electronic files)			\$30.00
Commercial Property File Service ( First Hour)			\$64.50
Commercial Property File Service ( Subsequent to 1st hour)			\$36.00
Barcode queries (More than 3)			\$9.00
Optional electronic scan of Commercial Property Files (to be offset by the viewing fee)			Actual costs recovered



# Development of Māori Capacity to Contribute to Council Decision Making Processes

## Development of Māori Capacity to Contribute to Council Decision Making Processes

The views of Ngāi Tahu and Māori are important to Christchurch City Council. The legislative framework for tangata whenua engagement is conveyed in the Local Government Act 2002 and the Resource Management Act 1991.

One hundred and seventy eight years on from signing the Treaty of Waitangi at Akaroa, the Council enjoys a strong working relationship with Ngāi Tahu via Te Hononga Council - Papatipu Rūnanga Committee (Te Hononga).

Te Hononga is underpinned by the relationship agreement which was signed in 2016 by the six Papatipu Rūnanga of Canterbury and the Council. It is a landmark in the evolution of civic and tribal diplomacy. The agreement established a firm basis for both Ngāi Tahu and the Council to reinforce the commitment to Otautahi Christchurch. The Committee enables the Council to strengthen relationships and communication with manawhenua. It also improves Māori capacity to contribute to decision-making.

Fast forward to 2018, the Council has worked hard to develop staff cultural capability and awareness. Within the office of the Chief Executive, two new positions have been established:

1. Principal Advisor Ngāi Tahu; this role services the Te Hononga Committee and provides advice for the Council's strategies to co-create genuine partnership opportunities with ngā rūnanga.
2. Senior Advisor Ngāi Tahu and Māori; this role provides cultural advice and has oversight of Māori / Ngāi Tahu learning opportunities within Council.

The Council provides many different pathways for staff to participate and engage to extend their understanding of Ngāi Tahu / Maori. As well as providing Treaty of Waitangi workshops for all newcomers to the organisation, Council employees can:

- learn te reo
- join the waiata lunch time group
- request a marae based Ngāi Tahu one day workshop
- request a Māori protocol half day experience at a local marae
- attend a clinic every Tuesday with the Ngāi Tahu / Māori team to discuss any aspects of their project that involves Māori.

Māori specialists' organisations have also been an important part of the Council / Māori relationship. A service level agreement has been signed with Mahaanui Kurataiao, the Ngāi Tahu environmental planning organisation. Another service level agreement is in development with Mataapopore, a

charitable trust that is mandated by manawhenua to provide design, arts and urban planning advice. Their contribution to the rebuild of Christchurch has created a Ngāi Tūāhuriri aesthetic in the city that is exciting and unique.

The Council has also supported the 2017 Ngāi Tahu tribal economies conference and contributed to Ngā Rūnanga resilience activities. Significant dates in the Māori calendar are celebrated such as Waitangi Day, when the Council holds a special citizenship ceremony at a local marae. On these days both the Mayor and manawhenua welcome new citizens to Christchurch. Manawhenua are also represented on the Greater Christchurch Partnership, whose role is to collaborate on planning and managing the impacts of growth and development in the Greater Christchurch area.

Ngā Rūnanga have identified three strategic areas for Te Hononga Committee to focus on:

1. Water
2. Tribal economies
3. Housing and land use on Māori reserves.

These three areas form the basis of the Te Hononga forward work plan.

The Council also has an operational and functional relationship with Mataawaka, who are Māori whose tribal affiliations are from outside of Christchurch and are part of the wider Māori community as residents and rate payers. Situated at Ngā Hau e Wha Marae - Te Rūnanga o Ngā Maata Waka is a valuable stakeholder. 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 Assessment of Services and the Services in the Long Term Plan

## Variations between assessments of services and the services in the Long Term Plan

### Wastewater

Variation	Long Term Plan consideration	Explanation
The services in the Wastewater Service Plan 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 wastewater systems only	Issues surrounding privately owned systems are best dealt with through resource management processes

### Water supply

Variation	Long Term Plan consideration	Explanation
The services in the Water Supply Service Plan do not include any specific reference to privately owned systems	All measures in the Long Term Plan refer to the Council's wastewater systems only	Issues surrounding privately owned systems are best dealt with through resource management processes

### Solid Waste

Variation	Long Term Plan consideration	Explanation
The services in the Waste Management and Minimisation Plan 2013 does not include a new inner city collection service	A new inner city collection service is included in the capital programme in the Long Term Plan	This has been added to provide effective solid waste services to the central city

# Reserves and Trust Funds

## RESERVES and TRUST FUNDS

			\$000	FORECAST BALANCE 1 July 2018	DEPOSITS	WITHDRAWALS	FORECAST BALANCE 30 June 2028
<b><u>Special Funds &amp; Reserves</u></b>	<b>Principal Activity</b>	<b>Purpose</b>					
Capital Endowment Fund - Principal	Economic Development; Recreation, Sports, Comm Arts & Events; Community Development and Facilities	Inflation protected principal of a Fund that generates an ongoing income stream which can be applied to community, economic development, innovation and environment projects		103,582	13,547	-	117,129
Capital Endowment Fund - Allocatable	as above	Funds available for allocation after inflation protection of the Fund's principal		14	25,785	(25,799)	-
Housing Development Fund	Housing	Separately funded Council activity (Housing)		18,768	185,115	(203,456)	427
Burwood Landfill Capping Fund	Solid Waste	Contributions set aside to fund the future capping of Cell A at Burwood Landfill		367	323	(207)	483
Historic Buildings Fund	Heritage	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		1,239	263	-	1,502
Community Loans Fund	Community Development and Facilities	To lend funds to community organisations to carry out capital projects		3,008	-	-	3,008
Dog Control Account	Regulatory Compliance & Licencing	Statutory requirement to set aside the surplus from all Dog Control accounts		277	24,703	(23,193)	1,787
Non Conforming Uses Fund	Strategic Planning & Policy	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		1,832	583	-	2,415
Flood Defence Fund	Flood protection and control works	To fund flood defence works		760	-	-	760
Conferences Bridging Loan Fund	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		628	200	-	828
Loan Repayment Reserve	Corporate	To facilitate repayment of rate funded loans		-	685,927	(685,927)	-
Debt Repayment Reserve	Corporate	To hold abnormal capital receipts unused at year end for use in funding future capital expenditure in lieu of borrowing, or reducing debt		125,270	-	(125,270)	-
Contaminated Sites Remediation	Housing	To fund contaminated land remediation work at Housing sites		254	-	-	254
Commercial Waste Minimisation	Solid Waste	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	Various	Minor reserves		42	4	-	46
Bertelsman Prize	Governance & 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 Development and Facilities	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).		22	7	-	29
Wairewa Reserve 3185	Flood protection and control works	To enable drainage works relative to Lake Forsyth		318	101	-	419
Wairewa Reserve 3586	Flood protection and control works	To enable letting out Lake Forsyth into the sea in times of flood		72	23	-	95
QEII Sale Proceeds	Recreation, Sports, Comm Arts & Events	For investment in initiatives that promote the most appropriate and productive use of remaining Council land on QEII site		4,449	-	(120)	4,329
Reserve Management Committee Funds	Community Development and Facilities	To enable maintenance and improvements at public reserves in Duvauchelle and Okains Bay		123	-	-	123

			\$000	FORECAST BALANCE 1 July 2018	DEPOSITS	WITHDRAWALS	FORECAST BALANCE 30 June 2028
Cathedral Restoration Grant	Principal Activity Corporate	Purpose A grant of \$10 million (spread over the period of the reinstatement) towards the capital cost of reinstatement, to be made available once other sources of Crown and Church funding have been applied to the reinstatement project. Any interest will be available for other heritage projects.		-	10,470	(10,000)	470
Development & Financial Contributions							
- Reserves	Parks and Foreshore	Development and financial contributions held for growth related capital expenditure		2,799	12,501	(12,543)	2,757
- Transport / Roads & Footpaths	Roads and footpaths; Public transport infrastructure	Development and financial contributions held for growth related capital expenditure		2,337	34,984	(34,984)	2,337
- Stormwater & Flood Protection	Stormwater drainage; Flood protection and control works	Development and financial contributions held for growth related capital expenditure		4,624	45,754	(45,754)	4,624
- Water Supply	Water supply	Development and financial contributions held for growth related capital expenditure		2,497	24,981	(24,981)	2,497
- Wastewater Collection	Wastewater collection	Development and financial contributions held for growth related capital expenditure		-	66,008	(66,008)	-
- Wastewater Treatment	Wastewater treatment and disposal	Development and financial contributions held for growth related capital expenditure		-	28,003	(28,003)	-
				<b>273,880</b>	<b>1,159,282</b>	<b>(1,286,245)</b>	<b>146,917</b>
<b><u>Trusts &amp; Bequests</u></b>							
Housing Trusts & Bequests	Housing	Various bequests made for the provision of Housing		93	30	-	123
Cemetery Bequests	Parks and Foreshore	Various bequests made for the maintenance of cemeteries		70	22	-	92
CS Thomas Trust - Mona Vale	Parks and Foreshore	Funds set aside for restoration work at Mona Vale		38	12	-	50
Woolston Park Amateur Swim Club	Community Development and Facilities	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		18	6	-	24
Parklands Tennis Club	Recreation, Sports, Comm Arts & Events	Residual funds passed to the Council from the windup of the Parklands Tennis Club		19	6	-	25
19th Battalion Bequest	Parks and Foreshore	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		17	-	-	17
Yaldhurst Hall Crawford Memorial	Community Development and Facilities	Funds left by Mr Crawford for capital improvements to the Hall		11	4	-	15
Sign of Kiwi Restoration Fund	Heritage	Funds set aside for restoration work at the Sign of the Kiwi		4	1	-	5
Fendalton Library Equipment Bequest	Libraries	Bequest made to fund equipment at the Fendalton Library		3	1	-	4
				<b>273</b>	<b>82</b>	<b>-</b>	<b>355</b>
<b>TOTAL RESERVE FUNDS</b>				<b>274,153</b>	<b>1,159,364</b>	<b>(1,286,245)</b>	<b>147,272</b>



# 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 specific projects.

Current Council resolutions in respect of the fund are:

1. that the purpose of the fund be for: civic and community, innovation, economic development and environment.
2. that the capital of the fund including the inflation adjusted component will not be used unless 80% of councillors present vote in favour.
3. funds are managed in accordance with Council's Investment Policy.
4. the earnings from the fund be split 40% to civic and community, and 60% to innovation, economic development and environment.
5. that no single project be funded for more than three years, except in exceptional circumstances,
6. that if desired, funding be carried forward to another year for allocation,
7. only projects greater than \$50k will be considered.
8. all funding proposals must include an assessment against the agreed assessment criteria for the category

Annual Plan	2017/18	Long Term Plan 2018 - 2028									
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		\$000									
<b>Capital</b>											
100,042	Inflation protected Capital opening balance	103,582	103,582	103,582	103,582	105,240	107,029	108,848	110,808	112,802	114,945
1,100	Plus inflation protection	-	-	-	1,657	1,789	1,819	1,959	1,995	2,143	2,184
<b>101,142</b>	<b>Total inflation protected Capital closing balance</b>	<b>103,582</b>	<b>103,582</b>	<b>103,582</b>	<b>105,239</b>	<b>107,029</b>	<b>108,848</b>	<b>110,807</b>	<b>112,803</b>	<b>114,945</b>	<b>117,129</b>
<b>Income allocation</b>											
108	Unallocated funds from prior year	14	-	-	-	-	-	-	-	-	-
2,655	Net interest earnings after inflation protection	3,627	3,647	3,667	2,031	2,021	2,077	2,069	2,250	2,177	2,219
2,763	Funds available for allocation	3,641	3,647	3,667	2,031	2,021	2,077	2,069	2,250	2,177	2,219
<b>Allocations:</b>											
939	Christchurch NZ funding	939	939	939	939	939	939	939	939	939	939
600	Christchurch NZ - events	1,350	600	600	600	600	600	600	600	600	600
400	Innovation and Sustainability grants	400	400	400	-	-	-	-	-	-	-
200	Golden Oldies Games	-	-	-	-	-	-	-	-	-	-
70	Mountain Bike Racing	-	-	-	-	-	-	-	-	-	-
150	Rugby League World Cup	-	-	-	-	-	-	-	-	-	-
-	Events Seeding Fund	50	-	-	-	-	-	-	-	-	-
-	EnviroSchools	50	50	50	-	-	-	-	-	-	-
2,359	Funds allocated	2,789	1,989	1,989	1,539	1,539	1,539	1,539	1,539	1,539	1,539
<b>404</b>	<b>Balance available for allocation</b>	<b>852</b>	<b>1,658</b>	<b>1,678</b>	<b>492</b>	<b>482</b>	<b>538</b>	<b>530</b>	<b>711</b>	<b>638</b>	<b>680</b>

Note the balance shown is not cumulative as it is assumed it will be allocated and spent during the year it is available.



