

Christchurch City Council
SUPPLEMENTARY AGENDA

Notice of Meeting:

An ordinary meeting of the Christchurch City Council will be held on:

Date: Thursday 11 June 2020
Time: 9.30am
Venue: Council Chambers, Civic Offices, 53 Hereford Street,
Christchurch and by Audio Visual Link

Membership

Chairperson	Mayor Lianne Dalziel
Deputy Chairperson	Deputy Mayor Andrew Turner
Members	Councillor Jimmy Chen
	Councillor Catherine Chu
	Councillor Melanie Coker
	Councillor Pauline Cotter
	Councillor James Daniels
	Councillor Mike Davidson
	Councillor Anne Galloway
	Councillor James Gough
	Councillor Yani Johanson
	Councillor Aaron Keown
	Councillor Sam MacDonald
	Councillor Phil Mauger
	Councillor Jake McLellan
	Councillor Tim Scandrett
	Councillor Sara Templeton

10 June 2020

Principal Advisor

Dawn Baxendale
Chief Executive
Tel: 941 6996

Jo Daly
Council Secretary
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. If you require further information relating to any reports, please contact the person named on the report.

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TABLE OF CONTENTS

25. Resolution to Include Supplementary Reports.....	4
26. Draft Annual Plan 2020/21 consultation document.....	5
27. Order in Council for Christ Church Cathedral	61

25. Resolution to Include Supplementary Reports

1. Background

- 1.1 Approval is sought to submit the following reports to the Council meeting on 11 June 2020:
 26. Draft Annual Plan 2020/21 consultation document
 27. Order in Council for Christ Church Cathedral
- 1.2 The reason, in terms of section 46A(7) of the Local Government Official Information and Meetings Act 1987, why the reports were not included on the main agenda is that they were not available at the time the agenda was prepared.
- 1.3 It is appropriate that the Council receive the reports at the current meeting.

2. Recommendation

- 2.1 That the reports be received and considered at the Council meeting on 11 June 2020.
 26. Draft Annual Plan 2020/21 consultation document
 27. Order in Council for Christ Church Cathedral

26. Draft Annual Plan 2020/21 consultation document

Reference / Te Tohutoro: 20/673228

Report of / Te Pou Matua:	Peter Ryan, Head of Performance Management, peter.ryan@ccc.govt.nz Katy McRae, Engagement Manager, katy.mcrae@ccc.govt.nz
General Manager / Pouwhakarae:	Carol Bellette, General Manager Finance and Commercial, carol.belette@ccc.govt.nz

1. Brief Summary

- 1.1 The purpose of this report is to present to the Council for consideration and adoption:
 - 1.1.1 A Consultation Document for the Draft 2020/21 Annual Plan consultation process (attached to this report as Attachment A).
 - 1.1.2 Proposed changes to level of service performance measures for the Economic Development activity (attached to this report as Attachment B).

2. Officer Recommendations / Ngā Tūtohu

That the Council:

1. Approves and adopts for public consultation the Consultation Document for the draft 2020/21 Annual Plan attached to the staff report as Attachment A.
2. In addition to the consultation process adopted on 29 May 2020 (CAPL/2020/00079 and CAPL/2020/00080 refers), confirms the following process for consultation:
 - a. All relevant information and documents, including the Consultation Document, will be available on the Council website from Friday 12 June 2020 and in hard copy at Council offices, libraries, service centres from Monday 15 June 2020.
 - b. The consultation period will be promoted via the Council's communication channels – Newline, social media and electronic newsletters – as well as through advertisements in newspapers and on radio.
3. Authorises the Chief Executive Officer and the Chief Financial Officer to make any non-material changes to the Consultation Document required before publication of the document.
4. Considers the proposed changes to level of service performance measures for the Economic Development activity. These have been proposed by ChristchurchNZ to reflect the impacts of Covid-19 and improved responses to those impacts.

3. Context / Background / Te Horopaki

- 3.1 The Council initially prepared and adopted information for the draft 2020/21 Annual Plan on 11 February 2020. A Consultation Document was prepared and adopted for an initial consultation period which ran from 2 March to 9 April, before being suspended because of the COVID 19 crisis.
- 3.2 Significant changes have been made to the information consulted on at that time. The Council will therefore resume consultation so that the public can participate effectively in the decision-making process for adopting the Plan. For this purpose, a second Consultation Document has been prepared, which is the document attached to this report.

- 3.3 The Consultation Document identifies and explains the further significant and material differences between the proposed draft 2020/21 Annual Plan and what is in the 2018-28 Long Term Plan for that year. The Council adopted the information relied on by the content of the second Consultation Document on 29 May 2020.
- 3.4 The first Consultation Document will still be available to the public, and people who have already submitted will have the opportunity to make a further submission if they wish.
- 3.5 Given the time pressure on the Council (and all local authorities) the period available for making submissions will be shorter than for the initial consultation. The opportunity for making oral submissions will be possible only during the last week of the consultation period.
- 3.6 Advice from the Council's Legal Services Unit is that by taking this approach the Council will still be acting in accordance with the principles of consultation contained in the Local Government Act 2002.
- 3.7 The consultation and decision-making process approved by the Council on 14 May and confirmed in this report will enable the Council to adopt its 2020/21 Annual Plan and set rates for the 2020/21 financial year on 28 July 2020.
- 3.8 Although this is approximately one month later than previous years, the due date for paying first instalment of 2020/21 rates will remain the same.
- 3.9 In addition to a question on the proposed rates increase, the Consultation document contains specific questions on:
 - 3.9.1 The proposal to introduce an excess water use targeted rate for residents who use more than 333,000 litres a year, in order to create approximately \$2 million in additional revenue. If this charge is not brought in, there will be a 0.3 per cent increase in rates.
 - 3.9.2 The proposal to return to using weed killers containing glyphosate as this will create a saving of \$3.5 million a year. If Council continued to use other methods of weed control, there will be a 0.66 per cent increase in rates.
 - 3.9.3 The proposal to provide a one-off 5 per cent (\$360,000) boost to the Strengthening Communities Fund to acknowledge the challenges faced by community organisations as a result of the COVID19 pandemic and Level 4 lockdown. If this funding boost is approved, it will result in a 0.07 per cent increase in rates.
- 3.10 Economic Development activity levels of service and targets are proposed for change as part of the Annual Plan 2020/21. These changes were not available at the time the draft Annual Plan was adopted. These post-COVID 19 revisions were signed by the ChristchurchNZ Board on 28 May 2020 and are consistent with the levels of service being developed for the draft Long Term Plan 2021-31.
- 3.11 The Legal Services Unit have reviewed the proposed changes and confirmed that these do not trigger section 97 of the Local Government Act (amendment of the Long Term Plan). To form part of the draft Annual Plan 2020/21 these revised levels of service must be adopted by Council.
- 3.12 If they are adopted in the final Annual Plan they will be tracked through the year in performance reporting and the Annual Report for 2020/21.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	Draft Annual Plan 2020/21 consultation document	8
B ↓	Proposed Changes to Economic Development Levels of Service for draft Annual Plan 2020/21	41

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	

Confirmation of Statutory Compliance / Te Whakatūturutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Authors	Katy McRae - Manager Engagement Peter Ryan - Head of Performance Management Ian Thomson - Special Counsel Governance
Approved By	Diane Keenan - Head of Public Information and Participation Peter Ryan - Head of Performance Management Diane Brandish - Head of Financial Management Carol Bellette - General Manager Finance and Commercial (CFO)

CONSULTATION DOCUMENT FOR THE UPDATED DRAFT ANNUAL PLAN 2020-21

INSIDE FRONT COVER:

Consultation Document for the Draft Annual Plan 2020/21

Christchurch Ōtautahi

For the period 1 July 2020 to 30 June 2021.

Adopted on 29 May 2020 for public consultation from 12 - 29 June 2020.

Christchurch City Council

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Cautionary note

The forecast financial statements in the Draft Annual Plan 2020/21 have been prepared on the basis of best estimates available at the time of preparing the accounts. Actual results are likely to vary from the information presented and the variations may be material.

What is an Annual Plan?

Like all local councils, we prepare a **Long Term Plan (LTP)**, including a 30-year infrastructure plan, every three years which outlines what we plan to achieve over the next 10 years, and how we'll fund that. Our last LTP covers 2018–2028.

In the years between long term plans, we develop an **Annual Plan** that sets out what we want to achieve, and funding for the year ahead.

An Annual Plan has two main purposes:

1. It sets out our budget for the next financial year, providing information about how much our activities will cost and how they'll be funded, including the setting of rates.
2. It highlights any key changes from the Long Term Plan for that year.

This Draft Annual Plan covers financial year 3 of the LTP, from 1 July 2020 to 30 June 2021. It has been updated to reflect the impact that the COVID-19 pandemic and the Level 4 lockdown have had on Council's financial position. It replaces the Draft Annual Plan that was adopted by Council on 11 February 2020 and went out for public consultation from 24 February to 9 April 2020.

PAGE HEADING: Mayor's introduction

Lianne Dalziel

Mayor of Christchurch

To be provided.

PAGE HEADING: From the Chief Executive

It is my pleasure to bring you our revised Draft Annual Plan 2020/21.

Some of you reading this document will have submitted on the initial Draft Annual Plan 2020/21 that we signed off in February this year. Since then, the Council has been hit hard financially by the COVID-19 pandemic. We are facing a \$33.3 million deficit to the end of the current financial year as a result of lost revenue, additional costs and a reduced dividend from Christchurch City Holdings Limited. Looking ahead, we are forecasting a deficit of \$50.5 million for 2020/21.

We recognised that we had to revise our budgets, and reduce the average rate increase of 4.65 per cent proposed in our initial Draft Annual Plan given the gravity of the situation that the organisation and our ratepayers are facing. The revised Plan reflects the very different financial position and social and economic environment we are now in as a result of the COVID-19 pandemic.

From the outset, we were clear that we did not want to make significant changes to the levels of service set in the 2018/19 Long Term Plan, which could not have been changed without triggering an amended Long Term Plan process. The 3.5 per cent option we are recommending does not trigger this process. It keeps the average residential rate increase at 1.81 per cent, business at 3.11 per cent and remote rural at 4.72 per cent. For an average house with a value of \$508,608, the proposed increase is an extra \$50.37 a year or \$0.97 a week.

We are also consulting on two other options with proposed rate increases of 5.5 per cent and 4.65 per cent.

To get to the recommended 3.5 per cent rate increase we have capped spending on deliverable capital projects at \$400 million and set aside \$117 million for the Metro Sport Facility and the Canterbury Multi-Use Arena. We have reduced our operational spending by \$23 million and increased our borrowing requirement by \$80 million in 2020/21. We intend to borrow a total of

\$102 million for operational expenditure in 2020/21 and 2021/22. This includes funding the projected 2019/20 deficit.

In determining the saving we could action, it was useful to be able to factor in the findings of our annual Christchurch Residents' Survey, which show that people expect a certain standard of service from the Council and that we need to continue to invest in core infrastructure such as roads and water. We have been very mindful of balancing the need to maintain levels of service for the city's residents with the need to reduce costs to reflect our post-COVID economic environment.

The operational savings put forward in the recommended budget option have been achieved through finding efficiencies across the organisation and implementing new measures such as a recruitment and proposed wage freeze, reduced use of consultants and contractors and savings to staff travel and training. We are also proposing a return to the use of glyphosate weed killer and introducing an excess water use charge for the top 20 per cent of residential users.

To reduce our spend on capital projects, we have gone through our capital programme and identified the projects that could be deferred to a later date. The preparatory work already underway on our next LTP positioned us well for revising our Annual Plan. At all levels we need to be clear about what our essential services are and deliver these efficiently, while demonstrating value for money.

We now want to hear from you, our residents, about what your priorities are for the city in these challenging times. We are faced with some tough choices and we'll have to make some difficult decisions in the coming months. Your feedback on this Plan will help shape the services and projects we deliver as we support our city in its economic recovery.

Dawn Baxendale
Chief Executive

HEADING: Our current situation

In February 2020 Council adopted a Draft Annual Plan for consultation which contained a proposed rates increase of 4.65 per cent. We were on track to reduce that rate increase to 4.33 per cent as a result of savings being identified and growth in our rating base.

However, the COVID-19 crisis and the Level 4 lockdown have had, and continue to have, a significant impact on our financial position. This includes a significant loss of revenue from the closure of many of our facilities during the lockdown, as well as a major loss of dividends from Christchurch City Holdings Limited (CCHL) which includes the Christchurch International Airport and Lyttelton Port of Christchurch.

We use our revenue and dividends to keep our rates increases at a reasonable level. This lost income is creating an unprecedented shortfall in our finances and, if we don't address it now, it will result in a rates increase of more than 20 per cent in the 2020/2021 Annual Plan.

To get back to the 4.65 per cent rates increase proposed in our Draft Annual Plan, we need to find \$88.8 million in savings. If we want the rate increase to be less than that, we need to find even more savings.

The level of change necessary to achieve the savings we now require means we need to re-consult on our Draft Annual Plan.

	Rates impact
Draft Original Annual Plan (February)	4.65%

	\$m impact	Rates impact
Post Draft (pre COVID-19) position (March)		4.33%
2020 COVID-19 impact <i>(Council \$7m, CCHL dividend \$26.3m)</i>	\$33.3m	6.2%
2021 COVID-19 impact <i>(Council \$15m, CCHL dividend \$35.5m)</i>	\$50.5m	9.5%
EcoCentral additional processing fee	\$3.8m	0.72%
Additional Holiday Pay liability (\$2.9m)	\$2.9m	0.55%
TOTAL		21.3%

HEADING: The options

There is no simple solution to address our current financial situation. We have to look at a selection of 'levers' available to Council – cost efficiencies to reduce operating expenditure, reprioritising the capital works programme, using debt, and extending support to ratepayers in need. We need to support the city's recovery without putting too much added financial pressure on our residents and businesses. Getting this balance right is the challenge of this Annual Plan, and the Long Term Plan to follow in 2021.

We have identified three options that, to varying extents, attempt to create this balance. All three options have the same savings on our operational expenditure for year 2020/21 (though the required savings do change for each option in future years). All options have the same level of spending on our capital programme. The main differences lie in the level of borrowing in 2020/21 to compensate for lost revenue, and therefore the longer term level of debt and reduced flexibility that we are prepared to accept (and the risks associated with this). In all options, any COVID-19 related borrowing is proposed to be repaid **over five years** so as not to place an unfair burden on future generations.

Option 1: an overall average rates increase of 3.5 per cent.

This is our recommended option. We believe this is the best balance of the levers available to us, while still reducing rates below the level set in the February 2020 version of the Draft Annual Plan.

It includes \$23 million in savings on our operational expenditure in 2020–21, some of which offsets additional non-COVID-19 related costs we have been faced with since the original Draft Annual Plan 2020/21. Operational expenditure covers things like the operation of our facilities, the services we offer, and the level of maintenance we deliver. We can achieve these savings without having to trigger an amended Long Term Plan because they aren't a major change from what we've already proposed. However, it will mean some changes to our levels of service. You can read more about these changes to our levels of service from page xxx of the Draft Annual Plan.

This option caps our capital expenditure programme at \$400 million – an amount we can realistically deliver – plus \$117 million for the Metro Sports Facility and the Canterbury Multi-Use Area.

It includes borrowing over the next two years of \$102 million which keeps our ratio of debt to revenue manageable at 239 per cent and means we retain sufficient financial flexibility (\$398 million headroom) in the event of a future major event such as a natural disaster.

What this means:

- For an **average house** (CV of \$508,608) – **1.81 per cent** rates increase
- For an **average business** (CV of \$1,858,572) – **3.11 per cent** rates increase
- For an **average remote rural** (CV of \$1,039,580) – **4.72 per cent rates** increase

Read more about what this rates increase would mean for your property on [page xx of this consultation document](#).

BREAK-OUT BOX ON SIDE OF PAGE: A note about our debt to revenue ratio, and what this means

Councils often use debt to fund long-term infrastructure. As future generations will also enjoy the benefit of that infrastructure, it makes sense to spread payment across future ratepayers rather than rate for it over current ratepayers only.

The Local Government Funding Agency (LGFA) provides cost-effective funding to a wide range of New Zealand's local authorities. To manage debt in a prudent way, the LGFA maintains a ceiling ratio of 250 per cent net debt to revenue. We have always preferred to stay below 250 per cent to give ourselves some financial 'headroom' so we can borrow if needed in the event of a natural disaster or other major event. Councils must be able to meet 40 per cent (estimated at up to \$400 million) of the cost of reinstating below-ground assets before they can access Crown contributions (60 per cent), which is why we need to keep this financial headroom.

At a special general meeting on 30 June 2020, the LGFA will recommend to its shareholders that the net debt-to-revenue ratio is extended to 280 per cent. In proposing the 3.5 per cent rate increase option, we have assumed this ratio will be extended.

Option 2: an overall average rates increase of 5.5 per cent.

As the Local Government Funding Agency decision on whether to extend the net debt-to-revenue ratio to 280 per cent will happen after our consultation has closed, we are required to include an option using the 250 per cent ratio limit. Under this option, with borrowing of \$88 million, the proposed peak ratio in 2026 would be 228 per cent. The peak is consistent with what was signalled in the Long Term Plan Financial Strategy which recognises that under a 250 per cent ratio limit we would not have the financial flexibility, or 'headroom' to fully respond to a future major event until the mid-2030s. To maintain headroom at Long Term Plan levels under the 250 per cent ratio limit would require an average rates increase of 5.5 per cent.

This option includes \$23 million in savings on our operational expenditure in 2020/21 and caps our capital expenditure programme at \$400 million (plus \$117 million for the Metro Sports Facility and the Canterbury Multi-Use Area). It will also mean some changes to our levels of service.

- For an **average house** (CV of \$508,608) – **3.62 per cent** rates increase
- For an **average business** (CV of \$1,858,572) – **5.54 per cent** rates increase
- For an **average remote rural** (CV of \$1,039,580) – **7.37 per cent** rates increase

Read more about what this rates increase would mean for your property on [page xx](#)

Option 3: an overall average rates increase of 4.65 per cent.

If we were to retain the 4.65 per cent average rates increase proposed in our original Draft Annual Plan, we would not have to borrow as much. Furthermore, with borrowing of \$96 million, our debt-to-revenue ratio would be at 232 per cent, with \$460 million headroom.

This option includes \$23 million in savings on our operational expenditure in 2020/21 and caps our capital expenditure programme at \$400 million (plus \$117 million for the Metro Sports Facility and the Canterbury Multi-Use Area). It will mean some changes to our levels of service.

What this means:

- For an **average house** (CV of \$508,608) – **2.85 per cent** rates increase
- For an **average business** (CV of \$1,858,572) – **4.51 per cent** rates increase
- For an **average remote rural** (CV of \$1,039,580) – **6.25 per cent** rates increase

Read more about what this rates increase would mean for your property on [page xx](#)

You will notice a slight change from the proposed 4.65 per cent rates increase in the original Draft Annual Plan consultation document. This change is mostly as a result of an increase in the waste minimisation charge.

\$m	Preferred Option (280% LGFA Covenant)	Option 2 (250% LGFA Covenant) (Legally required)	Option 3 (280% LGFA Covenant)
Rates increase	3.5%	5.5%	4.65%
Extra Borrowings (post covid)	102	88	96
Debt ratio (2026 peak)	239%	228%	232%
Headroom (2026 peak)	398	216	460
Opex savings 2021	23	23	23
Capex	517	517	517

SUB-HEADING: Options that were considered and not progressed

A rates increase higher than 5.5 per cent

If we were to raise the rates increase by more than 5.5 per cent we would greatly reduce the level of borrowing we would need to do. We would not breach the 250 per cent or the 280 per cent debt to revenue ratio and we would have good financial headroom to respond to a major event before accessing any Crown contribution. However, given the short and medium term economic climate, and the impact this option would have on individuals and businesses, this level of rates increase was considered to be unacceptable.

A 2.99 per cent rates increase

A 2.99 per cent rates increase would include \$23 million in operational savings for the 2020/21 year and would cap our capital programme at \$400 million (plus \$117 million for the Metro Sports Facility and the Canterbury Multi-Use Area). However, we would need to borrow more which would mean our debt to revenue ratio would rise to 241 per cent. If we assume the debt to revenue ratio is extended to 280 per cent, our headroom would be only \$369 million and we would extend more significantly into the \$400 million headroom we need to maintain in order to access the Crown contribution towards a future major event. If our debt to revenue ratio stays at 250 per cent we would be very close to breaching our limits and would have little to no ability to access the Crown contribution. This would not be a financially responsible decision and is therefore not recommended.

We also want to take an approach that supports those genuinely struggling to pay – as we are doing with our rates payment deferrals and the reduction of late payment penalty fees – rather than reduce rates across the board. An overall reduction in rates inevitably includes a large number of people who can afford to pay for the services they receive.

A zero per cent rates increase

A zero per cent rates increase would severely impact on the services and projects we deliver. Even with borrowing of \$102 million, it would mean finding an additional \$18.5 million of permanent savings over and above the \$23 million that has been incorporated.

This would have a significant impact on both our levels of service, and our capital projects, triggering an amended LTP process.

It would also not align with the government's approach to the country's recovery, which is to support employment and continue to build infrastructure. Local Government New Zealand, which represents New Zealand's 78 local councils, has cautioned against rates freezes, with the LGNZ President Dave Cull on record as saying that this would have "the potential to put the brakes on economic recovery."

With this option we would be close to breaching the debt to revenue ratio of 280 per cent, and we would breach it if it remains at 250 per cent. This means we would have little to no ability to meet our requirements in order to access any Crown contribution towards a future major event.

We also want to take an approach that supports those genuinely struggling to pay – as we are doing with our rates payment deferrals and the reduction of late payment penalty fees – rather than reduce rates across the board. An overall reduction in rates inevitably includes a large number of people who can afford to pay for the services they receive.

The risks associated with a zero rates increase and the significant impact it would have on our levels of service and capital projects were considered too great to proceed with this option.

HEADING: Rates relief

We are very conscious of the financial stress that many ratepayers in our city are under, so we are continuing our rates payment extension for those genuinely in need. Initially we were offering an extension of time to pay Rates Instalment 4, but now we are extending this support to include all four rates instalments for 2020/21 and giving people until June 2022 to catch up with payments without having to pay penalties. We are also keen to work with people to set up rates payment plans, to help make repayments more manageable.

You can find out more about eligibility and how to apply for a rates payment extension at:

<https://ccc.govt.nz/services/rates-and-valuations/ratesextension>

HEADING: Late payment penalties reduced

We intend to reduce the late payment penalty for rates from 10 per cent to 7 per cent. While legislation allows for penalties up to 10 per cent, we think a lower penalty rate can be set because of New Zealand's current low interest rate environment.

We plan to do the same for arrears penalties. Arrears penalties are imposed in early October and early April each rating year on amounts still unpaid from previous rating years. Penalties are set to encourage ratepayers to pay on time but should not be excessive.

HEADING: Excess water use charge for households

We're proposing charging an excess water use targeted rate for households that use significantly more water than the average household. This excess charge would apply if a household used more than 333,000 litres per year or more than the water allowance paid for through its rates, whichever is greater.

We charge for the delivery of water, rather than for the water itself, based on the capital value of a property. We're aware that how we charge residents for this service needs a wider discussion. We aren't able to do that as part of this Draft Annual Plan, but it's something we'll be looking at for next year's Long Term Plan.

Christchurch's water use in summer is approximately double that in winter. This is mostly due to people watering their lawns and gardens. As there is no cost to residents for doing this, and there are practical difficulties in enforcing water restrictions, we have to appeal to people's goodwill to reduce their water use during peak periods.

Charging for excess water use would manage our demand better, give us a more secure water supply, and reduce our pumping costs over summer. It would also mean, long term, we wouldn't need to spend as much money on expanding our water supply network just to cater for the highest users, and it would improve the sustainability of our water supply.

Property owners pay for a water supply allowance via a targeted rate based on the capital value of their property. Commercial users also pay a targeted rate based on the capital value of their property, but then pay a fixed targeted rate (\$1.05 per 1,000 litres) if they exceed their property's allowance. We're proposing charging high residential water users on the same basis as commercial users. This means properties placing an unusually high demand on the water supply network contribute to the extra cost of supplying them with water.

The proposed charge for the excess water use targeted rate in 2020/21 is a fixed \$1.05 per 1,000 litres, with the household charge applying only to water use in excess of 333,000 litres per year. The charge would initially affect about 20,000 properties and bring in revenue of approximately \$2 million to the Council in the first year. Over time, fewer properties could be affected if high-use households reduce their water use.

BREAK-OUT BOX: Did you know?

The top 20 per cent of household water users in Christchurch use half of the total residential water supplied to the city.

SUBHEADING: How much water does an 'average' household use?

In Christchurch, the average household uses 540 litres per day (197,100 litres per year). We have the highest household water use of all the larger cities in New Zealand. As a guide, if you were to take seven baths, you would use roughly 540 litres of water.

Average household use means the use of water for domestic purposes, including washing down a car or boat, garden watering by hand, or using a fixed or moveable garden sprinkler.

The proposed charge for the excess water use targeted rate would only apply to those households that use significantly more water than the average Christchurch household – more than 915 litres per day (at least 333,000 litres per year).

[Graphic showing how Christchurch compares with other major cities in New Zealand]

SUBHEADING: Would properties with a lower capital value be unfairly affected?

No, because all properties with a capital value (CV) below \$420,000 are already given a daily water allowance of 698 litres per day, which is paid for through the property's rates. This is the lowest water allowance provided for and is already higher than the average Christchurch household use of 540 litres per day. As an example, it means a property with a CV of \$250,000 pays less for its 698-litres-per-day allowance than a property with a CV of \$350,000. As a property's CV increases above \$420,000, so does its water allowance and the amount the property pays, via its rates, for this higher allowance.

A property with a lower CV and a minimum water allowance of 698 litres per day would still need to use more than 915 litres per day for a whole year (at least 333,000 litres) before the proposed excess water use targeted rate came into effect. Remember, the average daily household use in Christchurch is 540 litres, so a property would need to be using *significantly* more water than the average household to trigger the excess charge.

A property with a higher CV and a higher water allowance (already above 915 litres per day) would be charged as soon as it went over its annual allowance by 1,000 litres.

There would be some exemptions to the proposed excess water use targeted rate, such as:

- Households where excess water use was considered ordinary based on the number of people in the house.
- Water use for medical purposes.
- Multiple properties served by a single water meter.

SUBHEADING: How would the charging work?

We'd first identify those households with a historical water use greater than 333,000 litres per year. We'd then read their water meters quarterly – at the beginning of July, October, January and April – and assess their current water use against their water allowance paid for through their rates. A household wouldn't be charged for a quarter if its water use was under allowance for that quarter.

SUBHEADING: Crunching the numbers

The proposed excess water use targeted rate would apply to whichever water use is greater for a household:

- Water use is more than 333,000 litres per year

- Water use is more than the annual water allowance paid for through the household's rates.

Examples

- A) A household that pays a rate for a water allowance of 275,000 litres per year uses a total of 295,000 litres in a year.
Charge: No charge, because the household hasn't used more than 333,000 litres.
- B) A household that pays a rate for a water allowance of 425,000 litres per year uses a total of 450,000 litres in a year.
Charge: \$26.25, because the household has used 25,000 litres more than its allowance paid for through its rates, and this allowance is already greater than 333,000 litres per year. The charge is \$1.05 per extra 1,000 litres, so 25,000 extra litres is equal to 25 x \$1.05, a total charge of \$26.25.

PULLOUT BOX: What do you think?

We're proposing to introduce an excess water use targeted rate for residents who use more than 333,000 litres a year, in order to create approximately \$2 million of additional revenue. If we don't bring in this charge, there will be a **0.3** per cent increase in rates. Let us know what you think at ccc.govt.nz/annualplan

HEADING: Increasing our use of weed killers containing glyphosate

We're proposing to increase our usage of weed killers containing glyphosate, such as Roundup. This will create a saving of \$3.5 million a year.

Glyphosate substances are perhaps the most common herbicide in New Zealand and world-wide. It's a broad-spectrum herbicide that works by inhibiting an enzyme found in plants.

The Environmental Protection Authority has approved glyphosate for use in New Zealand. The Authority commissioned a report in 2016 which concluded that glyphosate is unlikely to be carcinogenic to humans or genotoxic (damaging to genetic material or DNA) and should not be classified as a mutagen or carcinogen under the HSNO Act. The Authority's recommendation is to follow the label instructions as these are designed to reduce human exposure to the product and to protect the environment.

We consulted on our glyphosate use in the Draft Annual Plan 2016/17 and amended Long Term plan 2015/25. At that time a decision was made to reduce our usage and increase other methods of weed control, such as high-pressure steam, natural herbicides and hand-pulling.

However, we have increasingly discovered the issues and limitations of these methods in controlling weeds. For example, the alternative organic fatty acid herbicides can't be used near drains or waterways as they are toxic to aquatic life. Non-chemical technology such as high pressure steam can take longer to apply, and can require more applications before it's successful. Hand-pulling is not an efficient way of managing some weed species, especially in remote areas. Given that it is costing us more to use methods which are not as effective in some areas, we are now planning to return to using glyphosate more regularly.

We understand that our proposal to return to using glyphosate will be a concern to some people. However, for context it's useful to understand our current protocols around spraying:

- We don't spray any weed control products in, or around, playgrounds.
- We apply spray using a gun or wand, to make sure we are targeting very specific areas.
- We put signage up in all parks and public areas when we are spraying, to let people know.
- All staff who spray have to be qualified, and are required to wear the protective gear as specified by the product manufacturer.
- Staff have to carry spill kits and safety data sheets with them when they are out spraying.
- We maintain a no-spray register for properties who border onto parks and have let us know they don't want us to spray on the boundary of their property.

PULLOUT BOX: What do you think?

We are proposing to return to using weed killers containing glyphosate as this will create a saving of \$3.5 million a year. If we keep using other methods of weed control, there will be a **0.66** per cent increase in rates. Let us know what you think at ccc.govt.nz/annualplan

HEADING: One-off boost to the Strengthening Communities Fund

We are considering a one-off boost of 5 per cent (\$360,000) to the Strengthening Communities Fund in 2020-21 to acknowledge the challenges faced by community organisations as a result of the COVID-19 crisis and Level 4 lockdown.

The purpose of the Strengthening Communities Fund is to support community-focused organisations whose projects contribute to the strengthening of community wellbeing in the Christchurch city area. The Fund was established in 2008 and each year distributes \$7.2 million. Last year the Fund received 951 applications, with 763 community organisations subsequently receiving a grant.

We acknowledge the very important role that community organisations play in making this city a great place to live, work and play, and difficulties many will be facing at this time. A one-off boost to the funding available is one way we can help support these organisations to continue to do their work.

PULLOUT BOX: What do you think?

We are considering a one-off 5 per cent (\$360,000) boost to the Strengthening Communities Fund to acknowledge the challenges faced by community organisations as a result of the COVID-19 crisis and Level 4 lockdown.

If we introduce this boost in funding, there will be a **0.07** per cent increase in rates. Let us know what you think at ccc.govt.nz/annualplan

HEADING: Changes to spending, revenue and borrowing

SUBHEADING: Spending

Operational expenditure of \$494.7 million is \$17.7 million below the level in the original Draft Annual Plan.

New additional costs of \$6.7 million include:

- A further increase in EcoCentral Recycling's annual processing fee of \$3.8 million through to 2024 to allow time to develop a long term solution for dealing with those recyclable materials that can no longer be shipped to offshore markets (\$8.8 million in total).
- A further increase in funding of \$2.9 million to address potential Holiday Pay liability costs from our changed interpretation of the NZ Holidays Act 2003 (\$8.5 million in total).

Savings include:

- A reduction in weed control cost from a return to using glyphosate (\$3.5million).
- A reduction in grants to ChristchurchNZ and Heritage (\$1.8 million).
- A reduction in salary and wages by not filling vacancies and reducing annual increases (\$5 million).
- A reduction in external consulting budgets (\$3.3 million).
- A reduction in maintenance to essential work only (\$2.6 million).
- A 70 per cent reduction in training and travel for staff and elected members (\$1.6 million).
- Ceasing funding for Regenerate Christchurch (\$1.0 million).
- A further reduction on Heathcote River dredging, (\$1.0 million, \$2.6 million in total).

Operational expenditure for 2020/21 is \$1.8 million lower than the LTP with savings more than offsetting the cost increases we've experienced since the LTP was produced. Interest expense costs are also \$21.6 million lower than the LTP, largely due to falling interest rates. This is partly offset by a drop in interest revenue of \$13 million.

SUBHEADING: Revenue

Our total revenue excluding rates of \$237.3 million is \$63.4 million lower than that in the original Draft Annual Plan. The main revenue changes from the original Draft Annual Plan are:

The main revenue changes are:

- A reduction in CCHL dividend (\$35.5 million).
- Expected reduced revenue from facilities, parking, infringement fees, subvention credits and other sources (\$15 million).
- A reduction in the Waka Kotahi NZ Transport Agency subsidy as a result of changes in the capital programme (\$23 million).
- A reduction in interest revenue (\$3.4 million).
- Reduced rates penalty revenue as a result of reducing the penalty rate from 10 per cent to 7 per cent (\$1.2 million).

This is partially offset by:

- Additional capital grants revenue from the Christchurch Earthquake Appeal Trust (\$12.7 million)

Our total revenue for 2020/21 is \$70 million lower than indicated in the LTP. Other than the changes above, the original Draft Annual Plan signalled additional revenue from the Crown (for the Canterbury Multi-Use Arena) and Waka Kotahi NZ Transport Authority subsidies, offset by lower interest revenue, consent volumes and trade waste revenues.

SUBHEADING: Borrowing

As a result of COVID-19 we are taking the unusual step of borrowing for some of the COVID-19 impact on dividends and revenues. Our intention is to repay these borrowings over five years.

Since the previous Draft Annual Plan we have received significant Crown funding in relation to the Christchurch Regeneration Acceleration Fund (CRAF). The CRAF funds are for developing the Green Spine through the Ōtākaro Avon River Corridor red zone and for improving roads and footpaths, safety initiatives, and bus priority measures on key public transport routes which will occur over a number of years. We also undertook borrowing in April in anticipation of reduced dividend revenue from CCHL.

This Draft Annual Plan includes new borrowing in 2020/21 of \$217.8 million. This new borrowing is \$29.7 million lower than the previous Draft Annual Plan of \$247.5 million and \$98.5 million lower than the planned LTP borrowing for 2020/21, with both reflecting increased funds available.

Financial Risk Management Strategy

There are no changes to our Council policies to assist in managing its financial risk, including liquidity and funding risk management, interest rate exposure and counterparty credit risk. We anticipate that we will stay well within our key financial ratio limits for 2020/21.

As was the case in the original Draft Annual Plan, two benchmarks will not be met in this Draft Annual Plan. The balanced budget benchmark which will reduce from 98 per cent to 90 per cent due to the significant drop in revenue as a result of COVID-19, and the Debt Servicing benchmark which will increase from 10.6 per cent to 11.7 per cent for the same reason. The seriousness of these breaches is regarded as low and short term. There is no concern around the Council's ability to service its debt.

We are now within the Rates affordability (income) benchmark, which was slightly exceeded in the original Draft Annual Plan.

You can find out more information about all of these proposed changes to our spending, revenue and borrowing from page xxx of the Draft Annual Plan: ccc.govt.nz/annualplan

HEADING: Changes to fees and charges

In the previous Draft Annual Plan we identified some changes to Council fees and charges. In most cases they add less than a dollar or two to the amount paid, and reflect increased costs or inflation. In some cases fees are going up to cover the full cost of an individual service, or are for a new service.

There is now one additional change – the building warrant of fitness fee structure is changing from \$250 (in 2019/20) to a lower fixed charge with additional charges depending on the type of building. More complex buildings will pay more, and less complex buildings will pay less. There will be little change in the overall revenue collected – instead, this change brings the fee structure into line with Council costs.

You can find out more information about all of these proposed changes to our fees and charges from page xxx of the Draft Annual Plan: ccc.govt.nz/annualplan

HEADING: Changes to levels of service

All councils are required to include performance standards, or 'levels of service' in their Long Term Plans. These are the services we are expected to deliver, as your Council.

There are a number of changes to levels of service arising from COVID-19 impacts and the need to reduce budgets. However, none of these are significant, or affect significant activities or services we provide.

You can find out more information about all of these proposed changes to our levels of service from page xxx of the Draft Annual Plan: ccc.govt.nz/annualplan

HEADING: Changes to the capital programme

We plan to invest \$517 million in the capital programme in 2020/21. We've used historical data on what we've delivered in previous years to make realistic decisions about what we can achieve, and have therefore capped our programme at \$400 million, plus we have set aside \$117 million for the Metro Sports Facility and the Canterbury Multi-Use Arena.

We've taken a really close look at our capital works programme, to make sure it delivers what our residents want. We've made savings where we can by prioritising projects that are already well committed, or where we receive external funding.

We've also focused on what we are confident we can deliver in the time we say we will. We have reprioritised the capital programme by \$168.2 million by deferring works to later years. We estimate \$107.5 million of continuing 2019/20 works being delivered in 2020/21 and this forms part of the \$517 million capped programme 2020/21 programme. The changes on the reprioritised projects largely reflects the delays resulting from the COVID-19 lockdown, along with reforecasting project cash flows to match realistic delivery timeframes.

Since the original 2020/21 Draft Annual Plan was released we have confirmed funding agreements with the Crown and the Christchurch Earthquake Appeal Trust to deliver regeneration works in the City. The planned spend for these projects in 2020/21 is:

- Ōtākaro Avon River Corridor – \$12.7 million
- Canterbury Multi Use Arena Site Decontamination – \$10.0 million
- Capital Regeneration Acceleration Fund (CRAF) programme (**Roads and Footpaths**) – \$0.8 million, with the remaining \$6 million to be spent in future years.
- Performing Arts Precinct Site Decontamination – \$1.5 million

We are proposing to add the following projects:

- Evans Pass Road and Reserve Terrace Remedial Works \$13.3 million (2020/21 – \$6.3 million) – subject to this project receiving 75 per cent subsidy from Waka Kotahi NZ Transport Authority.
- Bexley Closed Landfill - Foreshore Remediation Project \$1.5 million (2020/21 – \$1.0 million) via funding substitution from the Inner City Waste Collection System project.

Additional funding is proposed to be provided on:

- Safety improvements: guardrails - Dyers Pass route \$5.8 million (2020/21 – \$2.9 million) this project is 75 per cent funded by Waka Kotahi NZ Transport Authority.
- Pedestrian/cycle safety improvements: Dyers Pass route \$1.5 million (2020/21 – \$0.7 million) – this project is 75 per cent funded by Waka Kotahi NZ Transport Authority.
- Carriageway smoothing (asphalt concrete >40mm) \$1.35 million in 2020/21 – this project is 50 per cent funded by Waka Kotahi NZ Transport Authority.
- Footpath renewals delivery project \$0.65 million in 2020/21 – this project is 50 per cent funded by Waka Kotahi NZ Transport Authority.

We are proposing to reduce funding on the Christchurch Art Gallery – Collections Acquisitions by \$0.25 million in 2020/21.

In the previous Draft Annual Plan consultation document we identified a selection of projects that had either had funding brought forward, or deferred. While there are no changes to some of those projects, we are proposing changes to the following projects:

- Budgets for the cycleways projects are proposed to be retimed to reflect a realistic timeframes for planning and construction of the 10 sections of cycleway. All but one section (Northern Line Cycleway - Tuckers to Sturrocks Roads) will start work in 2020/21.
- Robert McDougall Art Gallery strengthening work is now proposed to occur in future years, with only \$128,000 of the \$1.25 million budget for weather tightness spent in 2020/21.
- The timing of the work on the Old Municipal Chambers has been reviewed and we are proposing to defer \$3.5 million, leaving \$1.7 million for work in 2020/21.
- Neighbourhood reserve purchases of \$2.6 million that were introduced in the previous Draft Annual Plan are now proposed not to go ahead in 2020/21.
- The \$2.6 million local cycleway linking Rutland Reserve to Cranford Street is now not proposed to be delivered early. However, it will still be delivered to coincide with the retimed opening of the Christchurch Northern Corridor.
- All work related to the QEII Park Masterplan and \$2.4 million in funding is proposed to be deferred to future years.
- Work on the Birmingham to Wrights route upgrade is proposed to be retimed.
- The \$1.3 million for the Okains Bay new water supply is now proposed to be spent after 2020/21.

While the proposed 2020/21 capital programme is \$7.4 million higher than the LTP, the LTP did not include the Crown's share of the Canterbury Multi-Use Arena.

The complete capital programme, which shows **all changes** to projects, can be found in the **Draft Annual Plan from page XXX**. We also have information on changes at a ward and Community Board level available at ccc.govt.nz/annualplan

The Long Term Plan, which we will review next year, will be another opportunity to look at the timing of projects in our capital programme. Planning for this is underway and a draft plan will be released for public consultation early next year.

BREAK-OUT BOX ON SIDE OF PAGE: Findings from the annual Residents' Survey – we are listening and acting

In reprioritising our capital programme, we took into consideration the findings of our annual Christchurch Residents' Survey programme. The survey programme, which finds out what people think about Christchurch City Council services, shows that overall satisfaction has fallen to 50 per cent in 2019/20 – down from 62 per cent last year.

Dissatisfaction with services such as road and footpath conditions, water supply, stormwater drainage and responsiveness to issues are the main reasons for declines in overall satisfaction. With this in mind, this Draft Annual Plan includes additional funding for footpath renewals and carriageway smoothing, and our well heads improvement programme and water safety plan requirements are still an absolute priority.

As in previous years, there were high degrees of satisfaction with some services including libraries, kerbside collection, recreation and sports facilities, and the Christchurch Botanic Gardens and Mona Vale.

You can read more about the annual Christchurch Residents' Survey Programme 2019/20 at ccc.govt.nz/the-council/how-the-council-works/reporting-and-monitoring/residents-survey

SUBHEADING: Capital programme funding

The capital programme is funded by Crown contributions and subsidies, grants for capital expenditure, development contributions, rates and debt. In 2020/21 we will rate for \$138.7 million of renewals which is consistent with our Financial Strategy.

HEADING: Changes to rates

Your rates and other funding help pay for things such as a safe and reliable water supply, wastewater, roads and footpaths, waste collection and management, a public transport network, sport and recreation facilities and community amenities.

We borrow to pay for some of the capital programme, and use rates to fund day-to-day operational spending – running the social infrastructure (for example, neighbourhood parks and sports fields, swimming pools and community meeting places) that helps people connect and builds strong, resilient communities.

Many of our activities are a mix of capital and operational spending. For example, building a new footpath is capital spending, while repairing a pothole in a footpath is operational spending.

Rates are a tax on property, and most are collected in proportion to the property value – more valuable properties pay more.

[Graphic from original Draft Annual Plan consultation document]

Rates increases for an individual property will depend on:

- The property's classification (whether it's a standard, business or remote rural property).
- Which rates the property pays (for example, a property only pays the sewer rate if it's within the sewer serviced area).
- The capital value of the property, and the extent to which that has changed as a result of the 2019 rating revaluation.
- How many 'separately used or inhabited parts' (SUIPs) the property has. Fixed rates are paid based on the number of SUIPs. For example, a property with two flats will pay two fixed charges. Most residential properties have only one SUIP.

Every three years, the Council is required to carry out a city-wide revaluation of every property for rating purposes. We have just completed one of these revaluations, and 2020/21 will be the first rating year to which the new valuations apply. Some properties have increased in value while others have stayed the same or decreased. The rates increase that a particular property experiences will depend on what has happened to their valuation. If a property's capital value has fallen substantially, it may experience a **decrease** in rates.

- We use a 1.07 per cent capital value increase for standard residential property for illustrative purposes because it is the average increase in capital value for houses in the 2019 revaluation.
- We use 4.19 per cent for businesses for illustrative purposes because this is the average increase in capital value for business properties in the 2019 revaluation.
- We use 6.88 per cent for rural property for illustrative purposes because it is the average increase in capital value for farms in the 2019 revaluation.

These increases relate to Christchurch City Council's rates, not to Environment Canterbury's (ECan) rates. You will see ECan's rates on your rates invoices. We collect these rates on their behalf.

Rates for a typical house are based on the capital value of the property.

Rates for a typical house that are based on the capital value of the property

Cents per dollar of capital value

Rate name	2020/21 New rate	2019/20 Old rate	Increase (%)
Standard General	0.298978	0.307431	-2.7%
Water Connected	0.062554	0.060783	2.9%
Land Drainage	0.039732	0.040430	-1.7%
Sewerage	0.084427	0.080000	5.5%
Total	0.485691	0.488644	-0.6%

Fixed charges for typical house

Dollars

Rate name	2020/21 New rate	2019/20 Old rate	Increase (%)
Uniform Annual General Charge	\$ 132.00	\$ 130.00	1.5%
Waste Minimisation	\$ 205.84	\$ 168.85	21.9%
Active Travel	\$ 20.00	\$ 20.00	0.0%
Heritage(Cathedral)	\$ 6.52	\$ 6.52	0.0%
Total	\$ 364.36	\$ 325.37	12.0%

Note: the Waste Minimisation rate increase is due to the EcoCentral processing fee because other countries are no longer taking our recyclable waste.

Rates for a business that are based on the capital value of the property

Cents per dollar of capital value

Rate name	2020/21 New rate	2019/20 Old rate	Increase (%)
Business General	0.507366	0.521710	-2.7%
Water Connected	0.062554	0.060783	2.9%
Land Drainage	0.039732	0.040430	-1.7%
Sewerage	0.084427	0.080000	5.5%
Total	0.694079	0.702923	-1.3%

Fixed charges for typical business

Dollars

Rate name	2020/21 New rate	2019/20 Old rate	Increase (%)
Uniform Annual General Charge	\$ 132.00	\$ 130.00	1.5%
Waste Minimisation	\$ 205.84	\$ 168.85	21.9%
Active Travel	\$ 20.00	\$ 20.00	0.0%
Heritage(Cathedral)	\$ 6.52	\$ 6.52	0.0%
Total	\$ 364.36	\$ 325.37	12.0%

Rates for a farm that are based on the capital value of the property

Cents per dollar of capital value

Rate name	2020/21 New rate	2019/20 Old rate	Increase (%)
Remote Rural General	0.224234	0.230573	-2.7%
Land Drainage	0.039732	0.040430	-1.7%
Total	0.263966	0.271003	-2.6%

Fixed charges for typical farm

Dollars

Rate name	2020/21 New rate	2019/20 Old rate	Increase (%)
Uniform Annual General Charge	\$ 132.00	\$ 130.00	1.5%
Waste Minimisation (Part)	\$ 154.38	\$ 126.63	21.9%
Active Travel	\$ 20.00	\$ 20.00	0.0%
Heritage(Cathedral)	\$ 6.52	\$ 6.52	0.0%
Total	\$ 312.90	\$ 283.15	10.5%

SUBHEADING: Option 1: our preferred option is an overall average rates increase of 3.5 per cent

This means:

- For an **average house** (CV of \$508,608) – **1.81 per cent** rates increase
- For an **average business** (CV of \$1,858,572) – **3.11 per cent** rates increase
- For an **average remote rural** (CV of \$1,039,580) – **4.72 per cent** rates increase

Standard residential property

The Council plans to change the rates paid by a typical house as shown here:

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 1,335.74	197,876	\$ 1,292.28	\$ 43.46	\$ 0.84	3.36%
300,000	\$ 1,821.43	296,814	\$ 1,775.73	\$ 45.70	\$ 0.88	2.57%
400,000	\$ 2,307.12	395,752	\$ 2,259.19	\$ 47.94	\$ 0.92	2.12%
500,000	\$ 2,792.82	494,689	\$ 2,742.64	\$ 50.17	\$ 0.96	1.83%
600,000	\$ 3,278.51	593,627	\$ 3,226.09	\$ 52.41	\$ 1.01	1.62%
700,000	\$ 3,764.20	692,565	\$ 3,709.55	\$ 54.65	\$ 1.05	1.47%

800,000	\$ 4,249.89	791,503	\$ 4,193.00	\$ 56.89	\$ 1.09	1.36%
1,000,000	\$ 5,221.27	989,379	\$ 5,159.91	\$ 61.36	\$ 1.18	1.19%
1,500,000	\$ 7,649.73	1,484,068	\$ 7,577.18	\$ 72.54	\$ 1.40	0.96%
2,000,000	\$ 10,078.18	1,978,758	\$ 9,994.45	\$ 83.73	\$ 1.61	0.84%
3,000,000	\$ 14,935.09	2,968,137	\$ 14,828.99	\$ 106.10	\$ 2.04	0.72%
<i>Average House</i>						
508,608	\$ 2,834.62	503,206	\$ 2,784.26	\$ 50.37	\$ 0.97	1.81%

A typical house that increased in capital value by 1.07 per cent would see a rates increase of 1.81 per cent

Business property

The Council plans to change the rates paid by a typical business as shown here:

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 1,752.52	191,954	\$ 1,674.66	\$ 77.86	\$ 1.50	4.65%
400,000	\$ 3,140.68	383,908	\$ 3,023.95	\$ 116.73	\$ 2.24	3.86%
600,000	\$ 4,528.83	575,862	\$ 4,373.24	\$ 155.59	\$ 2.99	3.56%
800,000	\$ 5,916.99	767,817	\$ 5,722.53	\$ 194.46	\$ 3.74	3.40%
1,000,000	\$ 7,305.15	959,771	\$ 7,071.82	\$ 233.33	\$ 4.49	3.30%
1,500,000	\$ 10,775.55	1,439,656	\$ 10,445.04	\$ 330.50	\$ 6.36	3.16%
2,000,000	\$ 14,245.94	1,919,541	\$ 13,818.27	\$ 427.67	\$ 8.22	3.09%
3,000,000	\$ 21,186.73	2,879,312	\$ 20,564.72	\$ 622.01	\$ 11.96	3.02%
5,000,000	\$ 35,068.31	4,798,853	\$ 34,057.61	\$ 1,010.70	\$ 19.44	2.97%
<i>Average Business</i>						
1,858,572	\$ 13,264.32	1,783,803	\$ 12,864.13	\$ 400.19	\$ 7.70	3.11%

A typical business property that increased in capital value by 4.19 per cent would see a rates increase of 3.11 per cent.

Remote rural property

The Council plans to change the rates paid by a typical farm as shown here:

2020/21	2019/20	Rates Change

CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 840.83	187,131	\$ 790.28	\$ 50.55	\$ 0.97	6.40%
400,000	\$ 1,368.76	374,262	\$ 1,297.41	\$ 71.35	\$ 1.37	5.50%
600,000	\$ 1,896.70	561,393	\$ 1,804.54	\$ 92.15	\$ 1.77	5.11%
800,000	\$ 2,424.63	748,524	\$ 2,311.67	\$ 112.96	\$ 2.17	4.89%
1,000,000	\$ 2,952.56	935,655	\$ 2,818.80	\$ 133.76	\$ 2.57	4.75%
1,500,000	\$ 4,272.39	1,403,483	\$ 4,086.63	\$ 185.76	\$ 3.57	4.55%
2,000,000	\$ 5,592.22	1,871,310	\$ 5,354.46	\$ 237.76	\$ 4.57	4.44%
3,000,000	\$ 8,231.88	2,806,965	\$ 7,890.11	\$ 341.77	\$ 6.57	4.33%
5,000,000	\$ 13,511.20	4,678,276	\$ 12,961.42	\$ 549.78	\$ 10.57	4.24%
Average Farm						
1,039,580	\$ 3,057.04	972,688	\$ 2,919.16	\$ 137.87	\$ 2.65	4.72%

A typical farm property that increased in capital value by **6.88** per cent would see a rates increase of **4.72** per cent.

SUBHEADING: Option 2: an overall average rates increase of 5.5 per cent

We are legally required to include an option at the 250 per cent debt to revenue ratio. That would put the average rates increase at 5.5 per cent.

This means

- For an **average house** (CV of \$508,608) – **3.62 per cent rates** increase
- For an **average business** (CV of \$1,858,572) – **5.54 per cent rates** increase
- For an **average remote rural** (CV of \$1,039,580) – **7.37 per cent rates** increase

Standard residential property

The Council plans to change the rates paid by a typical house as shown here:

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 1,355.58	197,876	\$ 1,292.28	\$ 63.30	\$ 1.22	4.90%
300,000	\$ 1,851.19	296,814	\$ 1,775.73	\$ 75.46	\$ 1.45	4.25%
400,000	\$ 2,346.80	395,752	\$ 2,259.19	\$ 87.61	\$ 1.68	3.88%
500,000	\$ 2,842.41	494,689	\$ 2,742.64	\$ 99.77	\$ 1.92	3.64%

600,000	\$ 3,338.02	593,627	\$ 3,226.09	\$ 111.93	\$ 2.15	3.47%
700,000	\$ 3,833.63	692,565	\$ 3,709.55	\$ 124.08	\$ 2.39	3.34%
800,000	\$ 4,329.24	791,503	\$ 4,193.00	\$ 136.24	\$ 2.62	3.25%
1,000,000	\$ 5,320.46	989,379	\$ 5,159.91	\$ 160.55	\$ 3.09	3.11%
1,500,000	\$ 7,798.51	1,484,068	\$ 7,577.18	\$ 221.33	\$ 4.26	2.92%
2,000,000	\$ 10,276.56	1,978,758	\$ 9,994.45	\$ 282.11	\$ 5.43	2.82%
3,000,000	\$ 15,232.66	2,968,137	\$ 14,828.99	\$ 403.67	\$ 7.76	2.72%
Average House						
508,608	\$ 2,885.07	503,206	\$ 2,784.26	\$ 100.82	\$ 1.94	3.62%

A typical house that increased in capital value by 1.07 per cent would see a rates increase of 3.62 per cent

Business property

The Council plans to change the rates paid by a typical business as shown here:

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 1,786.18	191,954	\$ 1,674.66	\$ 111.52	\$ 2.14	6.66%
400,000	\$ 3,208.00	383,908	\$ 3,023.95	\$ 184.05	\$ 3.54	6.09%
600,000	\$ 4,629.83	575,862	\$ 4,373.24	\$ 256.59	\$ 4.93	5.87%
800,000	\$ 6,051.65	767,817	\$ 5,722.53	\$ 329.12	\$ 6.33	5.75%
1,000,000	\$ 7,473.47	959,771	\$ 7,071.82	\$ 401.65	\$ 7.72	5.68%
1,500,000	\$ 11,028.03	1,439,656	\$ 10,445.04	\$ 582.98	\$ 11.21	5.58%
2,000,000	\$ 14,582.58	1,919,541	\$ 13,818.27	\$ 764.31	\$ 14.70	5.53%
3,000,000	\$ 21,691.69	2,879,312	\$ 20,564.72	\$ 1,126.97	\$ 21.67	5.48%
5,000,000	\$ 35,909.91	4,798,853	\$ 34,057.61	\$ 1,852.30	\$ 35.62	5.44%
Average Business						
1,858,572	\$ 13,577.15	1,783,803	\$ 12,864.13	\$ 713.02	\$ 13.71	5.54%

A typical business property that increased in capital value by 4.19 per cent would see a rates increase of 5.54 per cent.

Remote rural property

The Council plans to change the rates paid by a typical farm as shown here:

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 855.71	187,131	\$ 790.28	\$ 65.43	\$ 1.26	8.28%
400,000	\$ 1,398.52	374,262	\$ 1,297.41	\$ 101.11	\$ 1.94	7.79%
600,000	\$ 1,941.33	561,393	\$ 1,804.54	\$ 136.79	\$ 2.63	7.58%
800,000	\$ 2,484.14	748,524	\$ 2,311.67	\$ 172.47	\$ 3.32	7.46%
1,000,000	\$ 3,026.95	935,655	\$ 2,818.80	\$ 208.15	\$ 4.00	7.38%
1,500,000	\$ 4,383.98	1,403,483	\$ 4,086.63	\$ 297.34	\$ 5.72	7.28%
2,000,000	\$ 5,741.00	1,871,310	\$ 5,354.46	\$ 386.54	\$ 7.43	7.22%
3,000,000	\$ 8,455.05	2,806,965	\$ 7,890.11	\$ 564.94	\$ 10.86	7.16%
5,000,000	\$ 13,883.15	4,678,276	\$ 12,961.42	\$ 921.73	\$ 17.73	7.11%
Average Farm						
1,039,580	\$ 3,134.37	972,688	\$ 2,919.16	\$ 215.21	\$ 4.14	7.37%

A typical farm property that increased in capital value by **6.88** per cent would see a rates increase of **7.37** per cent.

SUBHEADING: Option 3: an overall average rates increase of 4.65 per cent

If we were to retain the 4.65 per cent average rates increase proposed in our original Draft Annual Plan, we would not have to borrow as much. We would also have more flexibility, or 'headroom' with our debt to revenue ratio.

This means:

- For an **average house** (CV of \$508,608) – **2.85 per cent** rates increase
- For an **average business** (CV of \$1,858,572) – **4.51 per cent** rates increase
- For an **average remote rural** (CV of \$1,039,580) – **6.25 per cent** rates increase

Standard residential property

The Council plans to change the rates paid by a typical house as shown here

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 1,347.15	197,876	\$ 1,292.28	\$ 54.87	\$ 1.06	4.25%
300,000	\$ 1,838.55	296,814	\$ 1,775.73	\$ 62.82	\$ 1.21	3.54%
400,000	\$ 2,329.94	395,752	\$ 2,259.19	\$ 70.76	\$ 1.36	3.13%
500,000	\$ 2,821.34	494,689	\$ 2,742.64	\$ 78.70	\$ 1.51	2.87%

600,000	\$ 3,312.74	593,627	\$ 3,226.09	\$ 86.64	\$ 1.67	2.69%
700,000	\$ 3,804.13	692,565	\$ 3,709.55	\$ 94.58	\$ 1.82	2.55%
800,000	\$ 4,295.53	791,503	\$ 4,193.00	\$ 102.53	\$ 1.97	2.45%
1,000,000	\$ 5,278.32	989,379	\$ 5,159.91	\$ 118.41	\$ 2.28	2.29%
1,500,000	\$ 7,735.30	1,484,068	\$ 7,577.18	\$ 158.12	\$ 3.04	2.09%
2,000,000	\$ 10,192.28	1,978,758	\$ 9,994.45	\$ 197.83	\$ 3.80	1.98%
3,000,000	\$ 15,106.24	2,968,137	\$ 14,828.99	\$ 277.25	\$ 5.33	1.87%
Average House						
508,608	\$ 2,863.64	503,206	\$ 2,784.26	\$ 79.38	\$ 1.53	2.85%

A typical house that increased in capital value by 1.07 per cent would see a rates increase of **2.85 per cent**

Business property

The Council plans to change the rates paid by a typical business as shown here

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 1,771.88	191,954	\$ 1,674.66	\$ 97.22	\$ 1.87	5.81%
400,000	\$ 3,179.40	383,908	\$ 3,023.95	\$ 155.45	\$ 2.99	5.14%
600,000	\$ 4,586.91	575,862	\$ 4,373.24	\$ 213.67	\$ 4.11	4.89%
800,000	\$ 5,994.43	767,817	\$ 5,722.53	\$ 271.90	\$ 5.23	4.75%
1,000,000	\$ 7,401.95	959,771	\$ 7,071.82	\$ 330.13	\$ 6.35	4.67%
1,500,000	\$ 10,920.75	1,439,656	\$ 10,445.04	\$ 475.70	\$ 9.15	4.55%
2,000,000	\$ 14,439.54	1,919,541	\$ 13,818.27	\$ 621.27	\$ 11.95	4.50%
3,000,000	\$ 21,477.13	2,879,312	\$ 20,564.72	\$ 912.41	\$ 17.55	4.44%
5,000,000	\$ 35,552.31	4,798,853	\$ 34,057.61	\$ 1,494.70	\$ 28.74	4.39%
Average Business						
1,858,572	\$ 13,444.23	1,783,803	\$ 12,864.13	\$ 580.10	\$ 11.16	4.51%

A typical business property that increased in capital value by 4.19 per cent would see a rates increase of **4.51 per cent**.

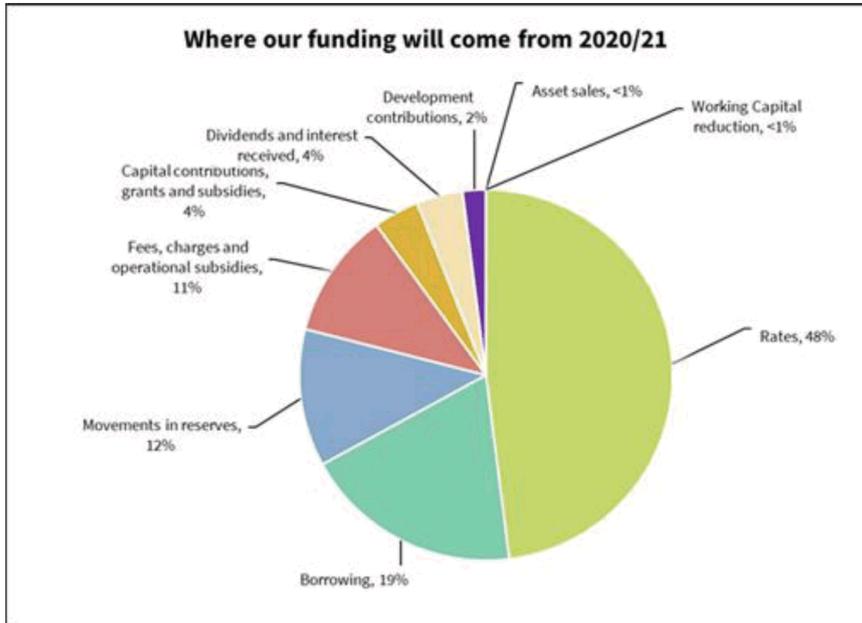
Remote rural property

The Council plans to change the rates paid by a typical farm as shown here:

2020/21		2019/20		Rates Change		
CV	Rates	CV	Rates	\$ per year	\$ per week	%
200,000	\$ 849.39	187,131	\$ 790.28	\$ 59.11	\$ 1.14	7.48%
400,000	\$ 1,385.88	374,262	\$ 1,297.41	\$ 88.46	\$ 1.70	6.82%
600,000	\$ 1,922.36	561,393	\$ 1,804.54	\$ 117.82	\$ 2.27	6.53%
800,000	\$ 2,458.85	748,524	\$ 2,311.67	\$ 147.18	\$ 2.83	6.37%
1,000,000	\$ 2,995.34	935,655	\$ 2,818.80	\$ 176.54	\$ 3.39	6.26%
1,500,000	\$ 4,336.56	1,403,483	\$ 4,086.63	\$ 249.93	\$ 4.81	6.12%
2,000,000	\$ 5,677.78	1,871,310	\$ 5,354.46	\$ 323.32	\$ 6.22	6.04%
3,000,000	\$ 8,360.22	2,806,965	\$ 7,890.11	\$ 470.11	\$ 9.04	5.96%
5,000,000	\$ 13,725.10	4,678,276	\$ 12,961.42	\$ 763.68	\$ 14.69	5.89%
Average Farm						
1,039,580	\$ 3,101.51	972,688	\$ 2,919.16	\$ 182.35	\$ 3.51	6.25%

A typical farm property that increased in capital value by **6.88** per cent would see a rates increase of **6.25** per cent.

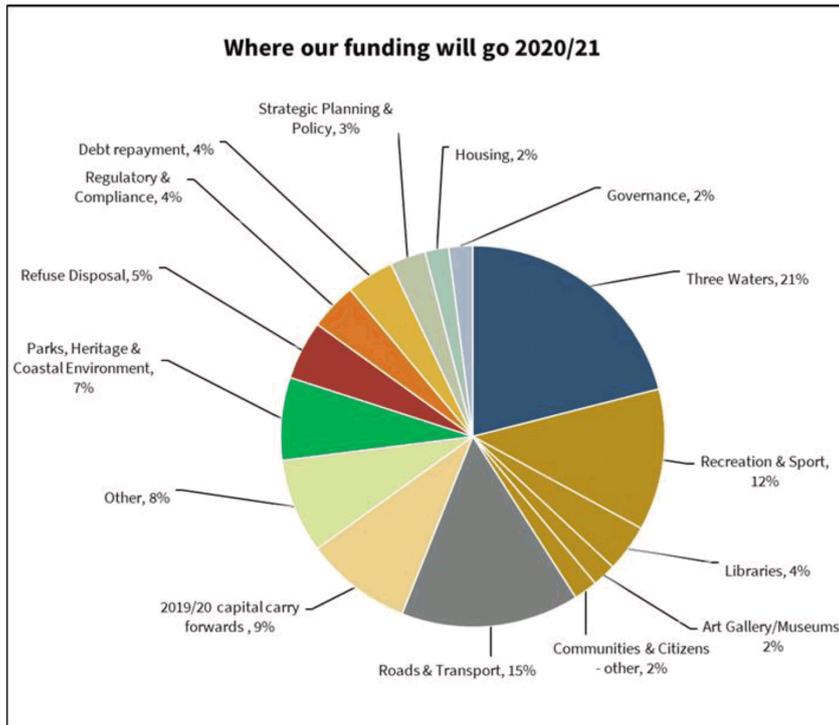
HEADING: Where our funding will come from



Rates are the Council's main source of funding for providing the services and activities that keep Christchurch running.

In the 2020/21 financial year we propose collecting \$556.4 million (excluding GST) in rates to help pay for essential services as well as capital renewal and replacement projects, events and festivals. This income is topped up with funding from fees and charges, Government subsidies, development contributions, and interest and dividends from subsidiaries. We borrow to fund a significant portion of our capital programme.

HEADING: Where our funding will go in 2020/21



We propose to spend \$1.15 billion on operational services and capital works across a range of activities. 'Other' comprises unallocated interest costs, and capital expenditure largely relating to the Canterbury Multi-Use Arena, IT projects and the Performing Arts Precinct project.

HEADING: Our Strategic Framework

Late last year we revised our Strategic Priorities.

Our Strategic Framework commits us to building a resilient city which is ready for the challenges of the 21st century. It's a document that we use to guide our decision-making to ensure we have our community's best interests at the heart of everything we do. You can find the full framework below.

[Insert graphic]

HEADING: Our Community Outcomes

Changes have also been made to the Community Outcomes which set out what we aim to achieve to promote the wellbeing of our communities. The changes are below, with new wording in bold text.

[Insert graphic from original Draft Annual Plan consultation document]

PAGE HEADING: How to have your say

PULLOUT BOX: We'd like your feedback on our plans for the next 12 months, and the matters we have raised in this consultation document.

There are several ways you can give feedback:

Written feedback

Written submissions can be made from Friday 12 June 2020 until 5pm Monday 29 June 2020.

- Fill out our online submission form at ccc.govt.nz/haveyoursay (*preferred*)
- Fill out a submission form (*available from libraries and service centres*).
- Email your feedback to ccc-plan@ccc.govt.nz
- Post a letter to:

Freepost 178 (no stamp required)

Annual Plan Submissions

Christchurch City Council

PO Box 73017

Christchurch 8154

- Or deliver to the Civic Offices at 53 Hereford Street. (*To ensure we receive last-minute submissions on time, please hand deliver them to the Civic Offices*).

You need to include your **full name, postal address, postcode and email address** on your submission. If you wish to speak to your submission at the public hearings, please also provide a daytime phone number.

If you are completing your submission on behalf of a group or organisation, you need to include your organisation's name and your role in the organisation.

Social media

Informal feedback, which is not counted as a submission, can be made in the following ways:

- Go to our Facebook page facebook.com/christchurchcitycouncil and include #cccplan in your post.

- Tweet us your feedback using #cccplan

Have a question?

If you'd like to talk directly with a councillor or community board member about the Draft Annual Plan, get in touch: ccc.govt.nz/the-council/how-the-council-works/elected-members/community-boards/

Alternatively, you can give us a call on (03) 941 8999, provide your details and a good time for us to call, and one of our managers will be in touch.

Hearings

As Council will be adopting its 2020/21 Annual Plan by the end of July 2020, there is not enough time following the close of consultation to complete a separate hearings process. Instead, we are holding hearings at the same time as receiving submissions, with the whole consultation process scheduled to be completed by **5pm Monday 29 June 2020**.

Given the time constraints, opportunities to be heard will be limited but we will endeavour to accommodate submitters within the timeframe. Groups will be allocated five minutes to speak and individuals will have three minutes.

If you would like to be heard, please get in touch with us by **18 June 2020** on (03) 941 8999 or ccc-plan@ccc.govt.nz

Submissions are public information

Subject to the provisions of the Local Government Official Information and Meetings Act 1987, we will make all submissions publicly available, including all contact details you provide on your submission. If you consider there are reasons why your contact details and/or submission should be kept confidential, please contact us by phoning (03) 941 8999 or 0800 800 169.

Glossary

A glossary of terms used in this consultation document can be found at ccc.govt.nz/annualplan

Questions to think about when making your submission:

1. Which of the proposed rates increases – 3.5 per cent (as recommended by Council), 5.5 per cent or 4.65 per cent – do you prefer and why?
2. We are proposing to introduce an excess water use targeted rate for residents who use more than 333 cubic meters a year, in order to create approximately \$2 million of additional revenue. If we don't bring in this charge, there will be a **0.3** per cent increase in rates. Do you agree or disagree with this proposal?

3. We are proposing to return to using weed killers containing glyphosate as this will create a saving of \$3.5 million a year. If we keep using other methods of weed control, there will be a **0.66** per cent increase in rates. Do you agree or disagree with this proposal?
4. We are considering whether to provide a one-off 5 per cent (\$360,000) boost to the Strengthening Communities Fund to acknowledge the challenges faced by community organisations as a result of the COVID-19 crisis and Level 4 lockdown. If we introduce this increase, there will be a **0.07** per cent increase in rates.

HEADING: Submission form for the Updated Draft Annual Plan 2020/21

[Details section as per previous submission form]

Which of the proposed rates increases do you prefer and why?

- 3.5 per cent (as recommended by Council)
- 5.5 per cent
- 4.65 per cent

Comments:

We are proposing to introduce an excess water use targeted rate for residents who use more than 333,000 litres a year, in order to create approximately \$2 million of additional revenue. If we don't bring in this charge, there will be a **0.3** per cent increase in rates.

- Support
- Do not support

Comments:

We are proposing to return to using weed killers containing glyphosate as this will create a saving of \$3.5 million a year. If we keep using other methods of weed control, there will be a **0.66** per cent increase in rates.

- Support
- Do not support

Comments:

We are considering whether to provide a one-off 5 per cent (\$360,000) boost to the Strengthening Communities Fund to acknowledge the challenges faced by community organisations as a result of the COVID-19 crisis and Level 4 lockdown. If we introduce this increase, there will be a **0.07** per cent increase in rates.

- Support
- Do not support

Comments:

Any other comments:

DRAFT

Draft Annual Plan 2020/21

Proposed changes to Economic Development levels of service

A. Additional proposed changes to LTP levels of service

These following Economic Development activity level of service changes are those drafted by ChristchurchNZ for the draft Annual Plan 2020/21.

1. Activity – Economic Development

	Position	Name
Approval by General Manager	GM Strategy and Transformation	Brendan Anstiss
Activity Manager (Submitter)	GM Strategy and Transformation	Brendan Anstiss
Author / Proposer	ChristchurchNZ Board	

Rationale

The following Economic Development levels of service and targets are proposed for amendment, addition and deletion as part of the Annual Plan 2020/21, following revision post-COVID 19, as signed by the ChristchurchNZ Board on 28 May 2020. These revisions are consistent with the levels of service being developed for the draft Long Term Plan 2021-31.

Proposed amendments to Level of Service

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
Innovation & Business Growth				
1. New 5.1.2.6	Build innovation and entrepreneurial strength	Report on implementation of joint activity to deliver on strategic partnerships with key innovation and entrepreneurial partners to grow the rates of entrepreneurship, innovation and commercialisation in Christchurch		Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners
2. 5.1.5.3	Build innovation and entrepreneurial strength	Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	2018/19: 4 Innovation precinct tenant group meetings 4 Innovation precinct tenant group communications	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities
3. 5.1.5.2	Build innovation and entrepreneurial strength	Start-up/SME companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas	2018/19: 15 start-up support; 1 new start up tenant; 14 early stage businesses; 107 supported through mentoring prog.	40 start-up/SME companies to grow innovation and entrepreneurship capability
4. 5.1.5.1	Build innovation and entrepreneurial strength	Number of businesses that have been actively worked with to attract them to the city to support economic recovery and repositioning	2018/19: 3 opportunities to secure innovative businesses or investment into the city (NZ Aerospace Challenge – 33 applicants; Amplifier prog – 9 businesses participating; Contracted Lightning Lab – up to 10 tourism related businesses	50 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning
5. New	Build innovation and entrepreneurial strength	Central government investment secured into innovation and entrepreneurship	New activity to support economic recovery out of Covid-19	Target to be developed Central government investment secured into innovation and entrepreneurship

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
6. New 5.1.2.7	Build a productive knowledge city to grow decent work	Report on implementation of joint activity to deliver on strategic partnership with the tertiaries to grow regional skills and opportunities and research commercialisation		Deliver actions as set out in the strategic partnership with tertiaries
7. New	Build a productive knowledge city to grow decent work	Report on key role played in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training	New activity to support economic recovery out of Covid-19	Target to be developed Regional Skills Leadership Group focused on transitioning more people into decent jobs and training
8. New	Build a productive knowledge city to grow decent work	Central government investment secured into labour market transition	New activity to support economic recovery out of Covid-19	Target to be developed Central government investment secured into labour market transition
9. New 5.1.2.8	Partner with mana whenua to support growth in Māori prosperity and self determination	Report on implementation of joint activity to deliver on strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work	New partnership to be developed in the 2020/21 financial year	Deliver actions as set out in the strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities
10. New 5.1.2.9	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Report on implementation of joint activity to deliver on strategic partnership with the Chamber and central government agencies (NZTE and Callaghan Innovation) to provide a 'combined voice' to drive competitiveness, resilience and sustainability of Christchurch and Canterbury businesses		Deliver actions as set out in the strategic partnership with the Chamber and central government agencies

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
11 5.1.6.1	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber	2018/19: 518 businesses 2017/18: 617 2016/17: 596 businesses received mentoring services 2015/16: 786 businesses received mentoring services	500 businesses access business support or advice
12 5.1.6.2	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Satisfaction of businesses accessing support or advice services	2018/19: +67 net promotor score	Net promotor score for business support services is +50 or greater
13 New	Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability	Central government investment secured into regional business support	New activity to support economic recovery out of Covid-19	Target to be developed Central government investment secured into regional business support
14 New	Realise greater value from Christchurch's Antarctic Gateway	Build and maintain a business network which secures higher revenues from the National Antarctic Programmes		Businesses in the network (target to be developed)
15 5.0.16.6	Realise greater value from Christchurch's Antarctic Gateway	Antarctic Gateway Strategy progress report is produced annually and is available on the CCC website	2018/19: Antarctic Strategy Implementation Plan presented to Council January 2019	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
Destination & Attraction				
16	New 5.1.2.10	Develop Christchurch as an attractive destination	Report on implementation of joint activity to deliver on strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.	Deliver actions as set out in the strategic partnerships
17	5.1.8.1	Develop Christchurch as an attractive destination	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan	2018/19: 34 city bids 30 City bids prepared to attract business events to Christchurch
18	5.1.8.2	Develop Christchurch as an attractive destination	Success rate of bids for business events	2018/19: 35% At least 35% success rate of bids for business events
19	2.8.1.3	Develop Christchurch as an attractive destination	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	2018/19: 2 meetings of the Major Event Strategic Advisory Group Annual report on performance of the major event portfolio against the Major Events Strategy
20	2.8.1.1	Develop Christchurch as an attractive destination	Major events seeding round delivered to support strategic goals of the Major Events Strategy and Economic Recovery Plan	2019/20 to be first year target is reported One Major Events Seed Funding round
21	5.3.5.2	Develop Christchurch as an attractive destination	Destination product offerings developed and supported which embed the city narrative	2018/19: 6 meetings of City Narrative Steering Group 5 destination product offerings developed and supported which embed the city narrative
22	New	Develop Christchurch as an attractive destination	Film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP	100 film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP
23	New	Develop Christchurch as an attractive destination	Private sector investment secured into destination and product development and promotion	Target to be developed Private sector investment secured into destination and product development and promotion

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target	
LOS number	Description			2020/21	
City Branding					
24	5.3.5.1	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story	2018/19: Toolkit. Christchurchnz.com Users – 2,945 Sessions – 5,144 Pageviews – 11,945 Asset downloads – 7,394	Monitor month on month narrative assets and content to ensure consistently increasing engagement and usage
25	5.3.1.1	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	Increase in social engagement year on year	2019/20 to be first year target is reported	30% increase in social engagement year on year
26	5.3.1.2	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	Increase in clicks to ChristchurchNZ website year on year	2018/19: 95 media famils (82 international, 13 domestic); 44 international trade famils; 31 trade events led or attended	25% increase in clicks to ChristchurchNZ website year on year
27	5.1.7.3	Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry	Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media		40 engagements with trade agents or investors in priority markets and sectors
Economic Strategy & Insights					
28	5.1.2.1	Provide leadership in inclusive and sustainable economic development for Christchurch	City economic strategies are reviewed and approved in context of COVID-19 economic recovery		Christchurch Economic Development Strategy is reviewed and approved

Performance Standards Levels of Service		Method of Measurement	Actual Performance	Target
LOS number	Description			2020/21
29	New Provide leadership in inclusive and sustainable economic development for Christchurch	Support development of the (Covid-19) Christchurch Economic Recovery Plan; and report on implementation of initiatives within mandate set out in Plan	New activity to support economic recovery out of Covid-19	Economic Recovery Plan finalised
30	New Provide leadership in inclusive and sustainable economic development for Christchurch	Support development of the (Covid-19) Christchurch Economic Recovery Plan; and report on implementation of initiatives within mandate set out in Plan	New activity to support economic recovery out of Covid-19	Monitoring report on delivery of actions set out in the economic recovery plan
31	5.1.2.3 Provide leadership in inclusive and sustainable economic development for Christchurch	Economic research and insights reports provide city partners with robust evidence base on which to base strategies and investment decisions	2018/19: 4 quarterly economic reports; 8 Research reports	12 economic reports are produced
32	5.1.2.4 Provide leadership in inclusive and sustainable economic development for Christchurch	People actively engaging with ChristchurchNZ economic and strategic insights	2018/19: 2 large events were held (150+ participants) plus a range of economic updates have been presented to multiple groups by CEO and GMs.	Deliver economic information to at least 1,000 people through presentations and online information

Current levels of service showing rationale for proposed amendments, additions and deletions

Proposed LTP and Non-LTP classifications align to those prepared for the LTP 2021-31.

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
Innovation and Business Growth				
1.	New 5.1.2.6 L Build innovation and entrepreneurial strength: Deliver actions as set out in the strategic partnership with key innovation and entrepreneurial partners	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnerships with key innovation and entrepreneurial partners to grow the rates of entrepreneurship, innovation and commercialisation in Christchurch
2.	5.1.5.3 L Build innovation and entrepreneurial strength: 6 initiatives to support industry cluster development	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: ChristchurchNZ chairs at least 4 meetings of the innovation precinct	Lead or play key role in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated	Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
		tenant group and produces 4 newsletters for the groups	unemployment, but also supports transition for long term economic growth including Supernode cluster industries.	
3.	5.1.5.2 L Build innovation and entrepreneurial strength: 40 start-up/SME companies to grow innovation and entrepreneurship capability	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: Support at least 10 start-up/SME companies aligned with priority focus areas	Expanded to clarify the nature of support being provided to start ups and SMEs is to grow innovation and entrepreneurship capability Increase delivery by 30 start-ups/SMEs to reflect increased focus on this activity.	Start-up/SME companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas
4.	5.1.5.1 L Build innovation and entrepreneurial strength: 50 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning	ChristchurchNZ supports an environment that encourages innovation, entrepreneurship and investment: Facilitate at least 2 opportunities to secure significant innovative businesses or investment into the city aligned with 10-year goals and priority focus areas	Simplified language of measure and adjusted focus of business attraction activities to reflect the economic impacts of Covid-19 and need to align with recovery plan. Increase delivery by 48 businesses to reflect increased focus on this activity.	Number of businesses that have been actively worked with to attract them to the city to support economic recovery and repositioning
5.	New N Build innovation and entrepreneurial strength: Central government investment secured into innovation and entrepreneurship Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition	New activity to support economic recovery out of Covid-19

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
			Regional business support	
6.	New 5.1.2.7 L Build a productive knowledge city to grow decent work: Deliver actions as set out in the strategic partnership with tertiaries	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnership with the tertiaries to grow regional skills and opportunities and research commercialisation
7.	New N Build a productive knowledge city to grow decent work: Report on key role played in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training Target to be developed		This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated unemployment, but also supports transition for long term economic growth including Supernode cluster industries	New activity to support economic recovery out of Covid-19

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
8.	New N Build a productive knowledge city to grow decent work: Central government investment secured into labour market transition Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition Regional business support	New activity to support economic recovery out of Covid-19
9.	New 5.1.2.8 L Partner with mana whenua to support growth in Māori prosperity and self-determination: Deliver actions as set out in the strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnership with mana whenua and Te Runanga o Ngāi Tahu entities to grow the value of the Maori economy and deliver intergenerational prosperity and create decent work. New partnership to be developed in the 2020/21 financial year.

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
10. New 5.1.2.9 L	<p>Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability:</p> <p>Deliver actions as set out in the strategic partnership with the Chamber and central government agencies</p>	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals	<p>Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified:</p> <p>Mana whenua and Te Runanga o Ngāi Tahu entities (NEW)</p> <p>Innovation and entrepreneurial partners (IN DEVELOPMENT)</p> <p>Tertiaries (IN DEVELOPMENT)</p> <p>Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING)</p> <p>Visitor destination partners (EXISTING & IN DEVELOPMENT)</p>	Report on implementation of joint activity to deliver on strategic partnership with the Chamber and central government agencies (NZTE and Callaghan Innovation) to provide a 'combined voice' to drive competitiveness, resilience and sustainability of Christchurch and Canterbury businesses
11. 5.1.6.1 L	<p>Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability:</p> <p>500 businesses access business support or advice</p>	<p>ChristchurchNZ facilitates the development of businesses with high growth potential:</p> <p>At least 500 businesses access business support or advice.</p>	Wording change to reflect delivery of this level of service relies on partnership with business groups locally and that this Level of Service relies on central government funding.	Christchurch and Canterbury businesses accessing support, mentors and advice provided in partnership with central Government and industry and peak bodies, including the Chamber
12. 5.1.6.2 L	Ensure Christchurch businesses have access to comprehensive advice and	ChristchurchNZ facilitates the development of businesses with high growth potential:	Minor wording change to separate the target from the measure.	Satisfaction of businesses accessing support or advice services

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
	support to grow competitiveness, resilience and sustainability: Net promotor score for business support services is +50 or greater	Net promotor score for business support services is +50 or greater		
13.	New N Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability: Central government investment secured into regional business support Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to economic development to the ratepayer community. Specific focused on: Innovation and entrepreneurship Labour market transition Regional business support	New activity to support economic recovery out of Covid-19
14.	New N Realise greater value from Christchurch's Antarctic Gateway: Businesses in the network (target to be developed)		Measure captures a key element of the economic development activity of the Antarctic Office	Build and maintain a business network which secures higher revenues from the National Antarctic Programmes
15.	5.0.16.6 L Realise greater value from Christchurch's Antarctic Gateway: Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Christchurch is recognised by Antarctic programme partners as being a quality Gateway city Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Wording change to performance measure. Target wording remains unchanged.	
Destination and Attraction				

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
16. New 5.1.2.10 L	Develop Christchurch as an attractive destination: Deliver actions as set out in the strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.	5.1.2.5 Lead or provide significant input into at least 4 cross-agency or cross -industry working groups designed to deliver actions towards the 10-year goals	Split into several measures that sit under different levels of service to better reflect the core role of an EDA to work collaboratively with local and national partners to impact on citywide economic outcomes. Key relationships identified: Mana whenua and Te Runanga o Ngāi Tahu entities (NEW) Innovation and entrepreneurial partners (IN DEVELOPMENT) Tertiaries (IN DEVELOPMENT) Chamber and central government agencies (NZTE and Callaghan Innovation) (EXISTING) Visitor destination partners (EXISTING & IN DEVELOPMENT)	Report on implementation of joint activity to deliver on strategic partnerships focused on developing and promoting Christchurch as a quality visitor destination.
17. 5.1.8.1 L	Develop Christchurch as an attractive destination: 30 City bids prepared to attract business events to Christchurch	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Prepare at least 30 city bids to attract business events to Christchurch	Expanded to capture strategic focus for business event bidding	City bids prepared to attract business events to Christchurch in line with the business event strategy and economic recovery plan
18. 5.1.8.2 L	Develop Christchurch as an attractive destination:	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences:	Minor wording change to separate the target from the measure.	Success rate of bids for business events

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
	At least 35% success rate of bids for business events	At least 35% success rate for business event bid		
19.	2.8.1.3 N Develop Christchurch as an attractive destination: Annual report on performance of the major event portfolio against the Major Events Strategy	ChristchurchNZ promotes Christchurch and Canterbury as a great place to hold business events and conferences: Portfolio of events delivered in line with the Major Events Strategy	Minor wording change to reflect the need to consider the economic recovery context alongside long term strategic goals.	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan
20.	2.8.1.1 N Develop Christchurch as an attractive destination: One Major Events Seed Funding round	ChristchurchNZ attracts, manages and sponsors the delivery of major events: At least one Major Events Seed Funding round delivered per annum	Minor wording change to reflect the need to consider the economic recovery context alongside long term strategic goals.	Major events seeding round delivered to support strategic goals of the Major Events Strategy and Economic Recovery Plan
21.	5.3.5.2 N Develop Christchurch as an attractive destination: 5 destination products offerings developed and supported which embed the city narrative	ChristchurchNZ leads collaborative development and implementation of a city narrative: Facilitate quarterly stakeholder engagement and business outreach initiative for nurturing city narrative	Improved measure of the level of activity and clearer focus on embedding use of a common city narrative	Destination product offerings developed and supported which embed the city narrative. People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story
22.	New L Develop Christchurch as an attractive destination:		Measure of activity already undertaken but not previously captured in the Levels of Service	Film enquiries attracted and supported, with a view to

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
	100 film enquiries attracted and supported, with a view to growing Canterbury's market share of screen GDP			growing Canterbury's market share of screen GDP
23.	New N Develop Christchurch as an attractive destination: Target to be developed		Proposed measure to recognise ability to leverage CCO status of ChristchurchNZ to attract match funding to deliver a higher level of service in relation to supporting to the business ratepayer community	Private sector investment secured into destination and product development and promotion
City Branding				
24.	5.3.5.1 N Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: Monitor month on month narrative assets and content to ensure consistently increasing engagement and usage	ChristchurchNZ leads collaborative development and implementation of a city narrative: Monitor month on month narrative toolkit traffic and activity to ensure consistently increasing engagement and usage	Improved measure of the level of activity and clearer focus on embedding use of a common city narrative	People using city narrative assets and content to tell the Christchurch story integrated with their own organisation or business story
25.	5.3.1.1 N Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry:	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch: Increase social engagement by 30% year on year	Improved measure of the reach of ChristchurchNZ's marketing campaigns targeting businesses, leisure visitors, students, potential migrants and residents	Provides a measure for marketing activity which is not only achieved through ChristchurchNZs online channels and covers city profile activities relating to key markets for attracting visitors, businesses and

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
	Increase social engagement by 30% year on year			migrants and supporting a portfolio approach to major events.
26.	5.3.1.2 N Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: Increase clicks to ChristchurchNZ website by 25% year on year	ChristchurchNZ provides residents and visitors with information about events, activities and attractions on in Christchurch: Increase clicks to ChristchurchNZ website by 25% year on year	Improved measure of the reach of ChristchurchNZ's marketing campaigns targeting businesses, leisure visitors, students, potential migrants and residents	Provides a measure for marketing activity which is not only achieved through ChristchurchNZ's online channels and covers city profile activities relating to key markets for attracting visitors, businesses and migrants and supporting a portfolio approach to major events.
27.	5.1.7.3 L Lead the collaborative development and implementation of a city narrative to promote Christchurch to businesses, leisure visitors, students, potential migrants, residents and the film industry: 40 engagements with trade agents or investors in priority markets and sectors	ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors: At least 50 famils hosted and 10 trade events led or attended in priority markets	Change in wording to reflect that potential issues with traditional trade engagement techniques i.e. famils during the Covid-19 outbreak require new ways of working. Sector list added for clarity on the breadth of engagements. Reduced by 10 in 2021/22 to reflect expected limitations on international movement of people in 2021/22.	Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media
Economic Strategy and Insights				
28.	5.1.2.1 L Provide leadership in inclusive and sustainable economic development for Christchurch:	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch:	Grouped all city strategies ChristchurchNZ is responsible for into a single measure to provide clearer presentation of strategy work programme.	City economic strategies are reviewed and approved in context of COVID-19 economic recovery

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
	Christchurch Economic Development Strategy is reviewed and approved	Convene two city leadership discussions to review progress and recommend actions towards the 10-year goals		
29.	New L Provide leadership in inclusive and sustainable economic development for Christchurch: Economic Recovery Plan finalised		Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for economic activity to focus on response to a global recession over coming years.	New activity to support economic recovery out of Covid-19. Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan. Economic Recovery Plan to be completed in 2020/21.
30.	New N Provide leadership in inclusive and sustainable economic development for Christchurch: Monitoring report on delivery of actions set out in the economic recovery plan		Replaced the measure relating to city leadership to specifically focus on economic recovery leadership to reflect the need for economic activity to focus on response to a global recession over coming years.	New activity to support economic recovery out of Covid-19. Report on implementation of initiatives within mandate set out in the (Covid-19) Christchurch Economic Recovery Plan. Economic Recovery Plan to be completed in 2020/21.
31.	5.1.2.3 N Provide leadership in inclusive and sustainable economic development for Christchurch:	ChristchurchNZ provides leadership in inclusive and sustainable	Broadened and combined levels of service relating to economic analysis and reporting to reflect the importance of city wide and national use of economic insights and to	Replaced the measure relating to city leadership to specifically focus on economic recovery

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
	12 economic reports are produced	economic development for Christchurch: 5.1.2.2 Quarterly Economic Report is produced and available on the ChristchurchNZ website 5.1.2.3 At least 6 Christchurch or Canterbury economic research reports completed 5.1.7.1 Christchurch Visitor Industry Situation report produced annually and available on ChristchurchNZ website	capture a wider range of the economic reporting and research undertaken by ChristchurchNZ Combined levels of service relating to economic analysis and reporting into a single measure to reflect the need for economic research and insights reports to respond to the needs of city partners and economic environment. Increased delivery by 1 report.	leadership to reflect the need for economic activity to focus on response to a global recession over coming years. Economic research and insights reports provide city partners with robust evidence base on which to base strategies and investment decisions
32.	5.1.2.4 L Provide leadership in inclusive and sustainable economic development for Christchurch: Deliver economic information to at least 1,000 people through presentations and online information	ChristchurchNZ provides leadership in inclusive and sustainable economic development for Christchurch: Deliver face to face economic update to at least 600 people	Broadened level of service to better reflect reach of the economic reporting and research undertaken by ChristchurchNZ e.g. accessing information online. Increased number of people by 400.	People actively engaging with ChristchurchNZ economic and strategic insights
DELETIONS				
33.	5.1.20.1 Deleted	Christchurch i-SITE visitor number is at least: Set target using baseline	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.	

Performance Standards Proposed Service / Level of service and target		2020/21 target adopted with LTP 2018-28	Rationale / What will be done differently	Method of Measurement Target
LOS number	Change to	Change from		
34. 5.1.20.2	Deleted	Christchurch i-SITE visitor e-mail response number is at least: Set target using baseline	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.	
35. 5.1.20.3	Deleted	i-SITE customer satisfaction level is at least 8.5 out of 10	This service has been mothballed indefinitely in the context of international borders being closed. ChristchurchNZ will evaluate what type of visitor information provision is appropriate as the future of international visitation becomes clearer.	

27. Order in Council for Christ Church Cathedral

Reference / Te Tohutoro: 20/704766

Report of / Te Pou
Matua: Brent Pizzey, Associate General Counsel, brent.pizzey@ccc.govt.nz

General Manager /
Pouwhakarae: Brendan Anstiss, Strategy and Transformation,
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1. Executive Summary / Te Whakarāpopoto Matua

- 1.1 The purpose of this report is for Council to approve key points to be made in a written comment by the Council in support of the proposed Christ Church Cathedral (Resource Management Act – Reinstatement) Order 2020 (the Order) and to delegate authority for finalising the Council’s written comment.
- 1.2 The Council supports there being greater certainty of expedited, cost-effective and speedy reinstatement of the Cathedral in a manner that recognises its contribution to cultural, social, and economic wellbeing in Christchurch and its heritage value.
- 1.3 Council officers support there being an Order to streamline the Cathedral reinstatement. It is wholly appropriate that barriers that cause further delays and costs be avoided. Council officers also support the Associate Minister’s intent that the heritage values of the Cathedral and its setting be appropriately protected.
- 1.4 The thrust of the officers’ recommendations in this report is to support streamlining of the resource consent process while at the same time ensuring that heritage values are appropriately protected.
- 1.5 Hon Poto Williams, Associate Minister for Greater Christchurch Regeneration, published an Explanatory Document of the proposed Order on 29 May 2020 (**Attached**). The deadline for any person to make written comments is 22 June 2020.
- 1.6 The recommendations in this report are of medium significance in relation to the Christchurch City Council’s Significance and Engagement Policy. The level of significance was determined by considering the public interest in the management of the Cathedral’s reinstatement, in a context of this report being about Council feedback into a process in which the decision maker on the content of the Order is the Associate Minister, having regard to all input.
- 1.7 The proposed Order would change the District Plan so that Cathedral reinstatement, removal of the Citizens War Memorial and trimming, pruning and removal of the London Plane trees is a controlled activity under the Resource Management Act and cannot be notified. This would mean that the Council cannot decline resource consent for those resource consent applications and can exercise control only over specified matters. The Explanatory Document describes those matters of control.
- 1.8 The officer recommendation is that Council ask the Minister to consider including some prerequisites to the controlled activities for removal of the Citizens War memorial and the London Plane trees that would provide improved assurance that social and cultural wellbeings and heritage objectives are met with the streamlining objectives.
- 1.9 The definition of reinstatement in the Order is very broad. The Minister could consider using a narrower definition of reinstatement more closely aligned to the work actually planned by Christ Church Reinstatement Ltd. Officers also recommend some changes to the matters of control to be listed in the Order.

- 1.10 Officers have no concerns with the timeframes, restrictions on appeals and restriction on the ability of the public to instigate enforcement action that is proposed in the Explanatory Document.
- 1.11 This report recommends that the Council's written comment supports the Order on proviso that those concerns can be addressed by changes to the proposed District Plan provisions, and it describes those changes that officers consider are needed.

2. Officer Recommendations / Ngā Tūtohu

That the Council:

1. Delegate authority to the Chief Executive to authorise the final content of the Council's written comments, provided that the written comments, together with other matters of detail, state that the Council:
 - 1.1 Supports there being an Order in Council that streamlines the resource consent process for reinstatement of the Cathedral and moving the Citizens War Memorial;
 - 1.2 Requests that the "reinstatement" activity that the Order facilitates be more specifically defined in accordance with the works planned by Christ Church Reinstatement Ltd;
 - 1.3 Supports the physical works for reinstatement of the Cathedral being a controlled activity if the existing matters of control in the District Plan are included with those that are proposed in the Explanatory Document, and appropriate matters of control regarding urban design and transport, addressing issues from other parts of the District Plan, are also included;
 - 1.4 Supports the removal of the Citizens War Memorial being a controlled activity if (i) a suitably qualified heritage professional and/or conservation architect and an engineer have certified that it cannot be reasonably practicably protected in its current location, and/or that economic viability justifies removing it to make way for another structure, and (ii) at the time of removal it is relocated to a suitable site on Council owned land in the Square;
 - 1.5 Supports the removal of the London Plane trees being a controlled activity if a technical arborist certifies that the removal is necessary for reinstating the Cathedral in its current footprint – that is, that the Council will still have discretion to decline resource consent for removal if the purpose of the removal is to facilitate a change to the building design or new buildings;
2. Notes that as landowner it is not opposed to considering relocation of the Citizens War Memorial to a site on its land in the Square, and that consideration of that as landowner will follow a separate approval process.

3. Reason for Report Recommendations / Ngā Take mō te Whakatau

- 3.1 The Christ Church Cathedral Reinstatement Act 2017 (the Reinstatement Act) has the purpose to (section 4)
 - (1) facilitate reinstatement of the Cathedral, recognising its contribution to cultural, social, and economic wellbeing in Christchurch, its importance to Christchurch's regeneration, and its heritage value.
 - (2) facilitate reinstatement in an expedited manner compared with processes and requirements outside this Act:

- (3) provide a cost-effective process for reinstatement compared with processes outside this Act; and
 - (4) achieve earlier or greater certainty for the owner of the Cathedral and the Christchurch community generally as to the reinstatement of the Cathedral than would be likely under processes and requirements outside this Act.
- 3.2 In order to achieve that purpose, the Reinstatement Act gives the Minister power to make (with Governor-General approval) an Order that changes powers and duties under other legislation, including under the Resource Management Act. The Minister can do so only if she is satisfied that the Order is necessary or desirable to achieve a purpose of the Reinstatement Act (section 9).
- 3.3 The definition of “reinstatement” in the Reinstatement Act, which the Minister proposes to use for the activity enabled by the Order and for which resource consent cannot be declined, is **reinstatement** includes 1 or more of the following:
 - (a) any activity in relation to any part of the Cathedral that the CWG Report contemplates as being a reinstatement activity;
 - (b) seismic strengthening of any part of the Cathedral;
 - (c) demolition or deconstruction of any part of the Cathedral;
 - (d) construction, reconstruction, or restoration of any part of the Cathedral;
 - (e) improvement or enhancement of any part of the Cathedral or the design of any part of the Cathedral;
 - (f) repair of any part or materials of the Cathedral;
 - (g) reuse of any materials of the Cathedral;
 - (h) use of any new materials;
 - (i) any activity that is ancillary to any activity described in paragraphs (b) to (h).
 - (2) An activity in relation to any part of the Cathedral does not cease to be reinstatement for the purpose of this Act merely because the activity is neither full reinstatement nor reinstatement to the original condition or state.
- 3.4 That broad definition provides unlimited scope to the scale and design of repair, demolition, reconstruction or construction that the Order would deem to be a controlled activity for which resource consent must be granted.
- 3.5 The District Plan requires resource consent for works for the reinstatement of the Cathedral, removal of the London Plane trees and moving the Citizens War Memorial.
- 3.6 Those resource consent applications could be notified, meaning people have the ability to submit in support or opposition, and could be declined by the Council as consent authority under the Resource Management Act. There could be appeals to the Environment Court.
- 3.7 The Explanatory Document indicates that the Minister has the view that changing the District Plan provisions is both necessary and desirable to streamline that process. The Minister’s reasoning in the Explanatory Document emphasises the risks of delay and significant cost increases if there is public notification and if resource consent can be declined. It proposes that all activities related to the reinstatement of the Cathedral, including new ancillary buildings, and possible removal of the Citizens War Memorial and the London Plane trees, be a controlled activity with no notification. It describes the proposed matters of control.

- 3.8 In place of notification, the proposed Order describes a process in which specified parties would have the right to make “written comments” on the resource consent applications. Those people who make written comments would not have the rights of submitters in standard Resource Management Act processes. They would not have the right to be heard or to appeal to the Environment Court.
- 3.9 Officers recommend that the Council written comment seek a narrower definition of the “reinstatement” that must be granted consent.
- 3.10 The Council’s arborist, heritage experts and senior planners have carefully considered the limited content of the Explanatory Document concerning the proposed Order. There are numerous matters of technical detail that ought to be included in the Council’s written comment. Those aside, the Council officers’ opinions on the core thrust of the proposed Order are to support the Order if there are some changes made to the proposed provisions that better achieve the balance intended by the Associate Minister between there being greater certainty of expedited, cost-effective and speedy reinstatement of the Cathedral, together with recognition of its contribution to cultural, social, and economic wellbeing in Christchurch and its heritage value.

The London Plane Trees

- 3.11 The trees are of nationally significant heritage value. The heritage values of the trees is more significant than the benefit that might accrue from extending the footprint of the Cathedral in a way that requires removal of the trees. There is no evidence that the trees are in poor health and they are likely to have a remaining life in hundreds of years. They do not pose a danger to people working on reinstatement. There is no evidence that there is any need to remove them in order to reinstate the cathedral in its current footprint. Due to the changes in the surrounding environment it is unlikely that a mature tree of this size will ever be able to be established in this location again.
- 3.12 Removal of the London Plane trees should be a controlled activity only if a Technician Arborist certifies that removal is necessary for reinstating the current Cathedral footprint. If the resource consent application is for removal is for any other reason, then the Council as consent authority should have the ability to notify it, hear from submitters, and possibly decline the application.
- 3.13 **Attached** is a letter from the Tree Council that expresses similar concerns. Other similar feedback has been raised with the City Arborist.

The Citizens War Memorial

- 3.14 The Citizens War Memorial was designed for its current location in the Square. It has nationally significant heritage value in that setting. The Council is a signatory to the ICOMOS New Zealand Charter 2010. The Charter requires retention of heritage items in their setting unless there is no reasonable option but to remove them.
- 3.15 If the Citizens War Memorial is deconstructed to be placed in storage then its heritage fabric will be irreparably damaged and it will not be available to the community for an unknown length of time.
- 3.16 There is inadequate information in the Explanatory Document for either the Council or the Minister to be satisfied that removal of the Citizens War Memorial is either necessary or desirable. The Minister should not enable its removal as a controlled activity unless a suitably qualified heritage professional and/or conservation architect and an engineer have certified

that it cannot be reasonably practicably protected in its current location, and/or that economic viability justifies removing it to make way for another structure.

- 3.17 It should not be a controlled activity to remove the Citizens War Memorial and place it in storage for an unknown length of time.
- 3.18 It is consistent with heritage objectives to relocate the Citizens War Memorial without substantial deconstruction to another site within the Square. Council's heritage experts favour that relocation provided that removal from the current setting is justified. Removal of the Citizens War Memorial should be a controlled activity only if it is relocated at the same time, without any substantial deconstruction, to an alternative site on Council owned land in the Square.
- 3.19 That relocation to another site within the Square cannot happen without a separate approval by the Council as landowner.

Reinstatement of the Cathedral

- 3.20 Council's planning and heritage officers support the resource consent applications for the reinstatement of the Cathedral, including associated new buildings, being a controlled activity if the matters of control are framed appropriately. The officers' opinion is that the matters of control in the Explanatory Document are inadequate as the most substantive one – "the oversight of a suitably qualified heritage professional and/or conservation architect and the application of heritage advice" – provides no assurance that appropriate heritage outcomes will be achieved.
- 3.21 Council officers would have much more comfort if the existing matters of control and restrictions on discretion (alterations and new buildings) in Part 9.3.5 of the District Plan were also applied to the controlled activity in in the proposed Order, together with matters of control that address urban design and transport matters from other parts of the District Plan. These enable the Council's decision on the resource consent application to exercise control over matters including: the form, materials and methodologies used to maintain heritage values; deconstruction methodology, assuring that partial demolition is undertaken in conjunction with reconstruction and restoration and ensuring additions and new buildings are compatible with the heritage item.

Other miscellaneous matters

- 3.22 In the time available for this Report, officers have not had the opportunity to flesh out all proposed comments on the Order. It would be appropriate for Council to delegate authority to a person or people to approve the final draft of the written comments to be submitted by 22 June 2020.
- 3.23 Those other matters include the purposed list of people and organisations who would have the ability to make written comments on resource consent applications. Council officers will have suggestions on expanding and improving those lists. Officers do not oppose the resource consent processing timeframes proposed in the Order or the changes to appeal rights and enforcement by people other than the Council.

4. Alternative Options Considered / Ētahi atu Kōwhiringa

- 4.1 Alternative options include fully supporting the proposed Order or fully opposing there being any changes to the District Plan.
- 4.2 Fully supporting the proposed Order has the advantage of informing the Minister that the Council supports streamlining the resource consent process in the interests of achieving the purpose of the Reinstatement Act; however, it would have the disadvantage of not addressing officer concerns regarding avoidable damage to heritage values that the currently proposed order might cause.
- 4.3 Support for the proposed Order either in full, or in part as proposed in this Report, has the disadvantage of supporting the possibility that the Minister will change the District Plan to remove the ability of the public to be submitters on some resource consent applications.
- 4.4 Fully opposing the proposed Order has the advantage of continuing to support the District Plan provisions that were determined in the District Plan Review process; however, given the current indications from the Minister in the Explanatory Document that she currently considers the changes to be both necessary and desirable, the Council may achieve more by providing the constructive feedback proposed here. Moreover, if the opposition led to the Minister changing her current position that the streamlining is both necessary and desirable, it would result in the reinstatement process being less certain, more delays, and less efficient.

5. Policy Framework Implications / Ngā Hīraunga ā- Kaupapa here

Strategic Alignment / Te Rautaki Tīaroaro

- 5.1 This report supports the [Council's Long Term Plan \(2018 - 2028\)](#):

5.1.1 Activity: Heritage

- Level of Service: 6.9.1.4 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance. - Public Monuments, Sculptures, Artworks & Parks Heritage Buildings Asset of above average condition: 80%

Policy Consistency / Te Whai Kaupapa here

- 5.2 The decision is consistent with Council's Plans and Policies.

Impact on Mana Whenua / Ngā Whai Take Mana Whenua

- 5.3 The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture and traditions.

Climate Change Impact Considerations / Ngā Whai Whakaaro mā te Āhuarangi

- 5.4 There are no climate change considerations.

Accessibility Considerations / Ngā Whai Whakaaro mā te Hunga Hauā

- 5.5 There are no accessibility considerations.

6. Resource Implications / Ngā Hīraunga Rauemi

Capex/Opex / Ngā Utu Whakahaere

- 6.1 There are no cost implications of the Council making a written comment to inform the Minister of the Council's views on a proposed order in Council.

7. Legal Implications / Ngā Hīraunga ā-Ture

Statutory power to undertake proposals in the report / Te Manatū Whakahaere Kaupapa

- 7.1 The Council has a right under the Reinstatement Act to provide written comments to be Minister.

Other Legal Implications / Ētahi atu Hīraunga-ā-Ture

- 7.2 The legal context and implications have been described throughout this report. This report has been reviewed and approved by the Legal Services Unit.

8. Risk Management Implications / Ngā Hīraunga Tūraru

- 8.1 There are no risks of the Council forming a view regarding the proposed Order and informing the Minister of that view.
- 8.2 There are risks to facilitating Cathedral reinstatement, heritage values and community participation in resource consent processes that arise depending on the final form of the Order. Those risks have been described throughout this report.

Attachments / Ngā Tāpirihanga

No.	Title	Page
A ↓	OIC Explanatory Document	69
B ↓	Tree Council letter to CCC	89

In addition to the attached documents, the following background information is available:

Document Name	Location / File Link
Not applicable	

Confirmation of Statutory Compliance / Te Whakatūturutanga ā-Ture

Compliance with Statutory Decision-making Requirements (ss 76 - 81 Local Government Act 2002).

(a) This report contains:

- (i) sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages; and
- (ii) adequate consideration of the views and preferences of affected and interested persons bearing in mind any proposed or previous community engagement.

(b) The information reflects the level of significance of the matters covered by the report, as determined in accordance with the Council's significance and engagement policy.

Signatories / Ngā Kaiwaitohu

Authors	Brent Pizzey - Associate General Counsel Amanda Ohs - Senior Heritage Advisor Brendan Smyth - Team Leader Heritage Toby Chapman - City Arborist Mark Stevenson - Team Leader City Planning Brent Smith - Principal Advisor Citizens & Community
Approved By	David Griffiths - Head of Planning & Strategic Transport Brendan Anstiss - General Manager Strategy and Transformation



DEPARTMENT OF THE
PRIME MINISTER AND CABINET
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Explanation Document: Proposed Christ Church Cathedral (Resource Management Act – Reinstatement) Order 2020

Hon Poto Williams, Associate Minister for Greater Christchurch Regeneration, makes this document available under section 10 of the Christ Church Cathedral Reinstatement Act as at 29 May 2020

This document was prepared by the Greater Christchurch Group at the Department of the Prime Minister and Cabinet

Page 1 of 20

Table of contents

What's this document for?	3
Background: The Cathedral is being reinstated, beginning now	4
Resource consent is required for reinstatement work	6
Intended purpose: what the proposed Order is intended to achieve	7
The proposed effect of the Order	8
Why the Minister considers the proposed Order is necessary or desirable for the purpose of the Reinstatement Act.....	13
Appendix 1 Frequently asked questions and further information	15

Explanation Document: Proposed Christ Church Cathedral (Resource Management Act – Reinstatement) Order 2020

What's this document for?

An Order in Council has been proposed under the Christ Church Cathedral Reinstatement Act 2017. It would allow a modified process for managing resource consent applications for reinstatement work on the Christ Church Cathedral (the Cathedral).

This document is to assist you in understanding why an Order in Council has been proposed, and to invite you to make a written comment to have your say.

This document is being made available to the public pursuant to section 10 of the Christ Church Cathedral Reinstatement Act 2017 (the Reinstatement Act) to support the engagement process on the proposed Christ Church Cathedral (Resource Management Act – Reinstatement) Order 2020 (the proposed Order).

This document:

- provides a short background on the agreement to reinstate the Cathedral;
- provides a brief description of the work required to reinstate the Cathedral;
- explains what the proposed Order is intended to achieve;
- describes the proposed effect of the proposed Order; and
- explains why the Associate Minister for Greater Christchurch Regeneration (the Minister) considers that the proposed Order is necessary and desirable for the purpose of the Reinstatement Act.

It also encloses Frequently Asked Questions and further information about the Citizens' War Memorial and protected London Plane Trees in Appendix 1.

Pursuant to section 10 of the Reinstatement Act, the public are invited to make written comments about the document. Written comments must be made by **5.00pm Monday 22 June 2020**.

Written comment can also be made online at: www.dpmc.govt.nz/cathedraloic. Or you can download a form from the website and email it to: info.gcg@dpmc.govt.nz. Or you can print and post it to:

Christ Church Cathedral OIC Proposal
Freepost GCG
Greater Christchurch Group - Department of the Prime Minister and Cabinet
Private Bag 4999
Christchurch 8140

Please note: Public written comments, including names and contact details, may become public information. If you consider there are compelling reasons why your name and contact details and/or comments should be kept confidential, please outline this when making a written comment. Public written comments may be proactively released but if you have requested your name and contact details and/or comments be kept confidential, your reasons will be considered. However, if a request is made under the Official Information Act 1982, your information may be legally required to be released. You have the right to ask for a copy of any personal information held about you, and to ask for it to be corrected if you think it is wrong.

Background: The Cathedral is being reinstated, beginning now

An agreement was reached to reinstate the Cathedral

As many people know, the Cathedral was badly damaged during the February 2011 earthquake. After much litigation, public debate and negotiation, in 2017 an [agreement](#) was reached between the Cathedral's owner, the Church Property Trustees, and the Crown to reinstate the Cathedral.

Reinstatement is defined in section 5 of the Reinstatement Act and includes repair, restoration, deconstruction, construction and reconstruction and seismic strengthening¹. For most people, the exterior of the Cathedral will look much the same as it did pre-earthquake – retaining many of its heritage features and, where practicable, original materials. It will also incorporate modern building technology, particularly to improve the seismic safety of the building and meet current building codes and standards. Reinstatement work will also include providing a flexible interior layout and improving functionality and comfort and enhancing visitor experiences and creating an engaging and welcoming interface with Cathedral Square.

The full Cathedral reinstatement project is expected to take 7 to 10 years to complete.

Work has recently begun on the Cathedral

Christ Church Reinstatement Limited (CCRL) – the joint venture company responsible for delivering the reinstatement of the Cathedral – has been planning the reinstatement since 2018. In late May 2020 CCRL started work establishing the construction site and stabilising the Cathedral. CCRL has obtained resource consent for this work through the normal business as usual process.

The next phase of work – strengthening – is scheduled to begin in early 2021. Strengthening includes a new steel frame and base isolation to make the new Cathedral 100 per cent of the [New Building Standard](#).

¹ Under section 5 of the Reinstatement Act, reinstatement includes 1 or more of the following:

- (a) any activity in relation to any part of the Cathedral that the CWG Report contemplates as being a reinstatement activity:
- (b) seismic strengthening of any part of the Cathedral:
- (c) demolition or deconstruction of any part of the Cathedral:
- (d) construction, reconstruction, or restoration of any part of the Cathedral:
- (e) improvement or enhancement of any part of the Cathedral or the design of any part of the Cathedral:
- (f) repair of any part or materials of the Cathedral:
- (g) reuse of any materials of the Cathedral:
- (h) use of any new materials:
- (i) any activity that is ancillary to any activity described in paragraphs (b) to (h).

The actual reinstatement of the Cathedral will follow strengthening; this means putting the Cathedral together again². New ancillary buildings and the tower will follow the rebuild of the main Cathedral, in that order.

The above work:

- **will** also require moving the Citizens' War Memorial (the Memorial) from the Cathedral site; and
- **may** require, **if necessary** for the Cathedral's reinstatement, removing up to three London Plane trees on site, which are protected by the Christchurch District Plan³.

For simplicity, in this document, "strengthening" and reinstatement" is simply referred to as "reinstatement". This is because strengthening is defined as reinstatement in the Reinstatement Act¹. Further resource consent is required for this work.

² You can find out more information about the reinstatement project at CCRL's website, <https://reinstatement.org.nz/>.

³ Frequently Asked Questions and further information about the Citizens' War Memorial and protected London Plane Trees is in Appendix 1.

Resource consent is required for reinstatement work

A resource consent is formal approval for someone (in this case, CCRL), to carry out certain activities or work involving natural and physical resources that are not otherwise permitted as of right under the planning rules. Although there is an existing resource consent for site establishment and stabilisation of the Cathedral, further resource consent is required for the rest of the reinstatement work.

Resource Management Act 1991 (RMA) documents regulate some of the work (or “activities”) needed to reinstate the Cathedral⁴. These documents are:

- the Christchurch District Plan;
- the Canterbury Land and Water Regional Plan; and
- Resource Management (National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health) Regulations 2011.

The work needed for the Cathedral’s reinstatement is described as “permitted”, “controlled”, “restricted discretionary” or “discretionary” in the relevant RMA documents. The “permitted” activities will not need resource consent. However, the “controlled”, “restricted discretionary” or “discretionary” activities **will** need resource consent from either the Christchurch City Council or Environment Canterbury, who are the consent authorities.

Examples of reinstatement work that needs resource consent includes:

- the alteration, relocation and removal of heritage fabric, items, etc. so that the actual Cathedral building can be reinstated;
- activities related to the construction of new buildings (such as a more functional visitors’ centre) on the historic Cathedral site;
- activities related to the safe and careful removal of the Citizens’ War Memorial;
- activities related to the trimming, pruning and/or felling of the three protected London Plane Trees (if necessary for reinstatement);
- removing ground water from underneath the Cathedral site so that, for example, base isolation can be installed; and
- activities related to landscaping and earthworks so that the Cathedral site has a more welcoming and engaging interface with Cathedral Square.

CCRL’s intention is to seek resource consent for the rest of the reinstatement work at the same time. This will give the consent authorities a complete view of the rest of the project and enable a balanced assessment of the effects of the work.

⁴ Other work is controlled by other legislation and regulations, for example, the Building Act 2004 and the Building Code. That work is not the subject of this proposed Order.

Intended purpose: what the proposed Order is intended to achieve (section 10(2)(a) of the Reinstatement Act)

The purpose of the proposed Order is to provide a modified resource consent process for the rest of the reinstatement work not already covered by the existing resource consent. The resource consent process would be streamlined to facilitate the timely, cost-effective and certain reinstatement work associated with the Cathedral, while still providing a transparent consent process.

The proposed Order is being drafted using the Reinstatement Act and its purpose⁵ as a guide. In line with the purpose of the Reinstatement Act, the modified resource consent process is intended to, compared to using processes outside the Act:

- expedite reinstatement;
- provide a cost-effective process; and
- achieve earlier and greater certainty as to reinstatement.

The proposed Order would also ensure that consent authorities can manage the impacts of reinstatement in relation to certain matters.

⁵ Section 5 of the Reinstatement Act refers.

The proposed effect of the Order (section 10(2)(b) of the Reinstatement Act)

The proposed Order would change how the RMA applies to reinstatement work on the Cathedral. It would set out an expedited process which requires resource consent applications for Cathedral reinstatement to be granted without notification. It would do this by:

- treating all restricted discretionary and discretionary activities relating to the reinstatement of the Cathedral as controlled activities;
- preventing the notification of resource consent applications relating to the rest of the reinstatement work on the Cathedral;
- providing an ability for consent authorities (the Christchurch City Council and Environment Canterbury) to impose conditions on the resource consents in relation to certain matters, including appropriate conditions for the removal of the Citizens' War Memorial and the London Plane trees;
- requiring the processing of resource consent applications within 40 days;
- requiring consenting authorities to seek and consider written comment from specified parties within 10 days, during the 40 day processing time;
- preventing the appeal on a resource consent decision, except by the applicant (CCRL); and
- allow the consent authorities to enforce conditions, but remove the ability of the public to do so.

The proposed Order would also use the same definitions for "Cathedral", "Cathedral area" and "reinstatement" that are used in the Reinstatement Act.

More detail about how the application of the RMA would be affected by the proposed Order is below. Similar Orders include the [Canterbury Earthquake \(Resource Management Act—Burwood Resource Recovery Park\) Order 2011](#).

Section 87A of the RMA – modification of activity description

The proposed Order would require resource consent applications for the rest of the reinstatement work on the Cathedral to be **approved**.

It would do this by:

- treating work for the Cathedral's reinstatement, which amounts to "restricted discretionary" or "discretionary" activities under sections 87A(3) and 87A(4) of the RMA, as "controlled" activities under section 87A(2) of the RMA.

As indicated [above](#), some of the work needed for the Cathedral's reinstatement is described as a "restricted discretionary" or "discretionary" activity in the relevant RMA documents. This work is needed to reinstate the Cathedral. However, because resource consent applications for "restricted discretionary" or "discretionary" activities can be declined by the consent authority, there is a risk that the entire resource consent application for the rest of the work on the Cathedral might be **declined**.

"Controlled" works or activities need resource consent, however, an application for resource consent for these activities **cannot** be declined.

The effect of the proposed Order is that it would treat "restricted discretionary" or "discretionary" work for the Cathedral's reinstatement as "controlled" activities. This would also have the effect of making the removal of the Citizens' War Memorial and the removal of the London Plane trees (if needed) a controlled activity.

As a consequence, all resource consent applications for the rest of the reinstatement work on the Cathedral would be **required** to be approved.

Sections 104(1)(b), 105, 107(2) and 108 of the RMA – conditions that can be placed on resource consents

The proposed Order would state the matters that a consent authority can impose conditions on resource consent for the Cathedral's reinstatement. To do this, the proposed Order would **prevent** the consent authorities from using:

- section 104(1)(b) of the RMA, which requires the consent authority to have regard to any relevant provision of the Christchurch District Plan, the Canterbury Land and Water Regional Plan and Resource Management (National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health) Regulations 2011;
- section 105 of the RMA, which relates to discharge permits;
- section 107(2) of the RMA, if the resource consent is a discharge permit; and
- section 108 of the RMA, which allows a consent authority to impose any condition that it considers appropriate on a resource consent.

The proposed Order would instead state the matters that a consent authority can impose conditions on in relation to the Cathedral's reinstatement. This includes the removal of the Citizens' War Memorial and the trimming, pruning and possible removal of one, two or three of the London Plane trees.

The matters that a consent authority can impose conditions on in relation to the Cathedral's reinstatement and the Citizens War Memorial are:

- the oversight of a suitably qualified heritage professional and / or conservation architect and the application of heritage advice;
- the management of the effects from natural hazards including seismicity on the structural integrity of building work;
- the management of the effects of earthworks;
- the methods for managing earthworks that encounter contaminated land;
- the methodology to implement base isolation and management of the effects of dewatering;
- the management of the effects of construction work, stormwater, hazardous substances including biohazards, artificial lighting, dust, noise, and vibration;

- the form and provision of information and interpretation material identifying the history and significance of the Cathedral;
- documentation and recording for the dismantling and removal of the Citizens' War Memorial;
- the potential damage to the Citizens' War Memorial during relocation and whether repairs will be required, and what mitigation measures are proposed, including the use of temporary protection plan;
- storage location and form, including methods to protect the Citizens' War Memorial, and the maintenance work programme while in storage where relevant; and
- management and provision of public information in respect to Citizens' War Memorial.

The matters that a consent authority can impose conditions on in relation to the trimming, pruning and possible removal of one, two or three of the London Plane trees are:

- the management of the effects of the tree removals on:
 - heritage, botanical, environmental, amenity and cultural values;
 - landscape, and visual amenity;
 - surrounding properties and infrastructure; and
- the matters contained in a Tree Removal Management Plan; including
 - measures to prevent or reduce risk to people, buildings, property and infrastructure;
 - proposed mitigation for the loss of any significant tree including time frames for any replanting or site restoration/landscaping; and
 - adoption of internationally accepted arboricultural standards, practices and procedures for the tree removals;
- the management of the effects of the removal construction works, stormwater, hazardous substances including biohazards, lighting, dust, noise, and vibration;
- that a suitably qualified and experienced professional engineer to certify that the removal is necessary in order to achieve the proposed reinstatement of the Christ Church Cathedral; and
- monitoring of the effects during the tree removal works and after completion.

Appendix 1 contains Frequently Asked Questions and further information in relation to the protecting the Cathedral's heritage, the removal of the Citizens' War Memorial and the possible removal of the significant London Plane trees.

Section 115 of the RMA – processing time

The effect of the proposed Order is that the time limit for a consent authority to approve an application would be longer than the normal 20 day processing time. All applications must be approved within **40** working days after the application is lodged. This would mean that:

- section 115 of the RMA does not apply to resource consent applications for reinstatement work on the Cathedral.

Sections 37, 37A, 37B, 88B, 88E of the RMA – extension of processing times

The 40 working day time limit would be able to be **extended**, if both the consent authority and applicant (CCRL agree). This would mean that:

- sections 37, 37A, 37B, 88B, and 88E of the RMA do not apply to resource consent applications for reinstatement of the Cathedral; and
- section 88C, which concerns extensions of processing times to request further information **would still apply**.

Sections 95 to 99A and 100 to 103B of the RMA – removal of notification requirement

The proposed Order would require resource consent applications to be processed on a **non-notified** basis. It would do this by:

- preventing sections 95 to 99A of the RMA from applying to resource consent applications for Cathedral reinstatement work. These sections relate to how public and limited notification, submissions and mediation for resource consent applications work. This also has the flow on effect of preventing sections 100 to 103B of the RMA, which relate to the operation of resource consent application hearings, from applying to resource consent applications for the rest of the Cathedral reinstatement work.

This would have the effect of **preventing** such applications from being publicly notified, which would have been very likely in this case, and **removing** the right of the general public to make submissions on the applications.

Instead, the consent authority would be required to invite specified parties to make written comments, within 10 working days, during the 40 working day processing time. For example, this could include:

- Te Rūnanga o Ngāi Tahu, or any relevant Papatipu Rūnanga identified by Te Rūnanga o Ngāi Tahu;
- Heritage New Zealand Pouhere Taonga;
- Linwood-Central-Heathcote Community Board;
- the Christchurch Civic Trust; and
- owners and occupiers of land adjacent to Cathedral Square.

These comments will help the consent authorities decide which conditions to impose on a resource consent. The proposed Order would also require a summary of these comments and the consent authority's response to the issues raised in the written comments to be made public when it notifies its decision.

Section 120 of the RMA – appeal rights

Under the proposed Order, those persons who are invited to make comments would have **no** right of appeal on the resource consent conditions. This means that:

- section 120 of the RMA cannot be used by written commenters to appeal to the Environment Court. It would only be able to be used by the applicant, for example, to appeal conditions.

Section 316(1) of the RMA – who can undertake enforcement proceedings

The effect of the proposed Order is that only the **consent authorities** will be able to undertake enforcement proceedings on activities undertaken under a resource consent granted in reliance on this Order. This means that:

- section 316 of the RMA, which states who can apply for an enforcement order, still applies but only to the consent authorities. This means that members of the public or other legal persons would be prevented from undertaking enforcement proceedings under section 316(1).

Duration of the Proposed Order

The proposed Order would expire on the expiry of the Act in December 2032. Although only one resource consent application (to both the Christchurch City Council and Environment Canterbury) is currently expected, the proposed Order allows for further resource consent applications to be submitted if required. The long duration of the proposed Order also ensures the consent authorities can carry out their enforcement duties if required, noting that the project will take 7 to 10 years to complete.

Why the Minister considers the proposed Order is necessary or desirable for the purpose of the Reinstatement Act (section 10(2)(c) of the Reinstatement Act)

The purpose of the Reinstatement Act is to **facilitate the Cathedral's reinstatement**, recognising the Cathedral's contribution to cultural, social, and economic wellbeing in Christchurch, its importance to Christchurch's regeneration, and its heritage value.

The Act achieves this purpose by enabling Orders which can grant exemptions from, modify or extend specified enactments, such as the RMA. This is to **enable expedited, cost-effective reinstatement processes, and to achieve earlier or greater certainty of reinstatement** for the Cathedral's owner and the Christchurch community generally.

Using normal processes for the required resource consent applications would cause delay, increased costs and uncertainty

If the normal RMA process was used to consider resource consent applications for the rest of the reinstatement work on the Cathedral, it would likely to create delays and increase costs and uncertainty for the project. This is because under the RMA process, the resource consent applications for reinstatement would very likely need to be publicly notified. This is due to the special circumstances that surround the Cathedral: the public interest in the reinstatement of the Cathedral, a widely-recognised emblem of Christchurch. Public notification can also occur when effects are deemed to be more than minor, which is possible in this case.

As a consequence of the requirement to **publicly notify** this would:

- likely cause significant delays to the project of at least six months and up to two years, if there are appeals on decisions. Work on the project could potentially stop after the site is established and stabilised;
- likely cause an increase in costs at a rate of hundreds of thousands of dollars for every month of delay; and
- not have a certain outcome, as the consent authority can still decline the resource consent and parties can appeal the decision.

If the resource consent is **declined**, aspects of the Cathedral will have to be redesigned. This will cause significant costs for professional services from people such as architects and engineers, increase construction costs and create further delays. It will likely also have a detrimental impact on fundraising. It is likely that after a delay for public notification, appeals and redesign, costs would increase by multiple millions of dollars.

It is both **necessary and desirable** that the proposed Order avoids these significant cost increases and time delays to the reinstatement project. The proposed resource consent application pathway departs from the normal process in a way that serves the purposes of the Act. The process described [above](#) will ensure that the oldest parts of the Cathedral are strengthened as quickly as possible, reducing the likelihood to further deterioration, and will prevent further delays to the project, which is expected to take 7 to 10 years to complete.

Some protections, for example, relating to heritage, the Citizens' War Memorial and the London Plane trees will be removed by this Order. However, I consider that the Order places sufficient protections on these matters, for example:

- the oversight of a heritage professional over reinstatement; and
- the oversight of an engineer on the removal of the Citizens War Memorial and the London Plane trees (if the a tree or trees need to be removed for the purpose of the reinstating the Cathedral).

The removal of public participation and appeal rights which is significant, especially given public interest in Cathedral. However, it is necessary and desirable when balanced against need for expedited, cost-effective and earlier or more certain outcome for reinstatement of the Cathedral.

This Order will ensure that the Cathedral can be reinstated in a manner that is expedited, cost-effective and certain.

Appendix 1 – Frequently asked questions and further information

How will the proposed Order protect the heritage of the Cathedral and its site?

The Cathedral's heritage fabric has been damaged but can be reinstated

Unfortunately, loss some of the Cathedral's heritage fabric has already occurred as a result of being damaged in the 22 February 2011 earthquake and the subsequent time passed. A significant amount of engineering intervention is therefore required to the Cathedral's heritage fabric if it is to be reinstated and used again.

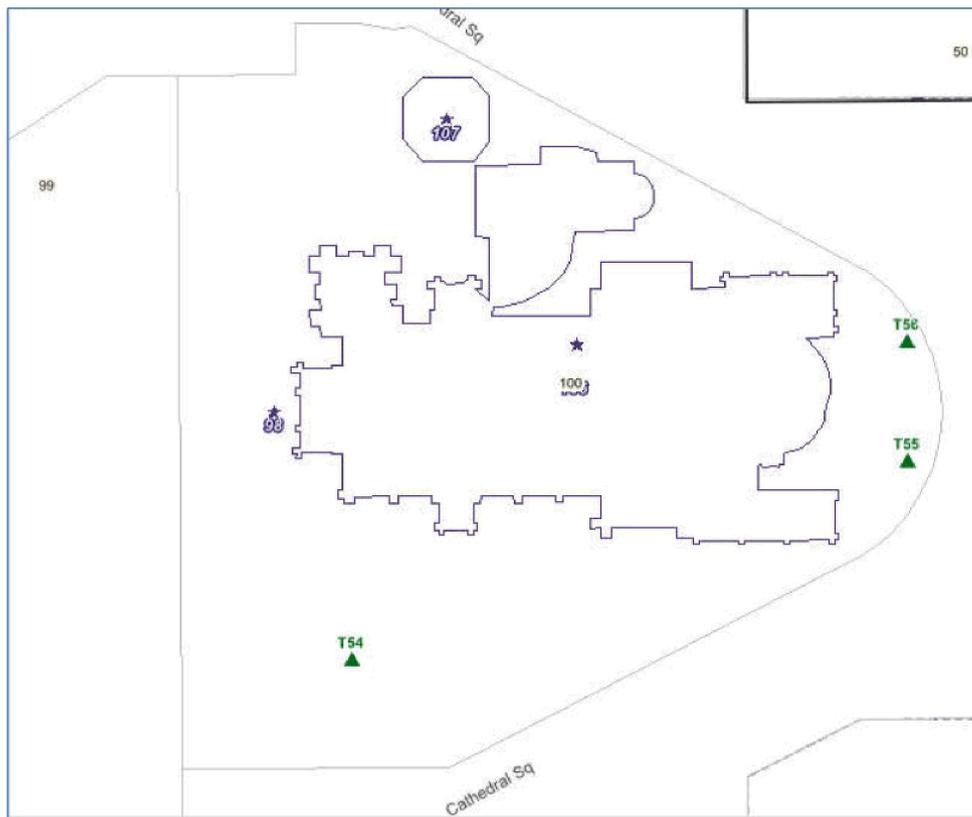
Reinstatement will retain as much as possible the heritage features and integrity of the original gothic revival architecture, while ensuring the Cathedral has resilience and utility for the future, including seismic strengthening, accessibility and interior functionality. Where there is an unavoidable loss of some heritage fabric, it will be balanced by the retention of most of the heritage fabric and the heritage significance of the building.

The proposed Order will ensure the heritage conservation principles are adopted and maintained

The proposed Order will ensure that the alteration, relocation and removal of heritage fabric, items, etc. (so that the Cathedral building itself can be reinstated) is overseen by a suitably qualified heritage professional and / or conservation architect, using the application of heritage advice.

Why does the reinstatement work affect the Citizens' War Memorial (Memorial) and the London Plane trees?

The Cathedral is bordered on three of its four sides by the Memorial and the trees. The map below shows their location. The Memorial is at 107, and the trees are located at T56, T55 and T54.



The Memorial and the trees reduce the safe and efficient working space around the Cathedral. Working around these items may be possible, but it will be a dangerous and therefore a lengthy and expensive process. There is also the possibility, despite best efforts and due care, of damage to the Memorial or trees as a result of reinstatement work. More detailed information about all of this is on the next pages.

Background on the Memorial

In 1934 the Cathedral Chapter and Church Property Trustees agreed with the Christchurch War Memorial Association that a war memorial could be placed on the Cathedral site and it was placed there in 1937. However, that was on the condition that if at any time in the future the land be required for Cathedral purposes, the Memorial should be removed⁶. From 1989, Christchurch City Council has maintained the Memorial.

Since the earthquakes, the Christchurch RSA has been advocating for the relocation of the Citizens' War Memorial.

As it currently stands, the Memorial has some earthquake damage requiring repair, and is also in need of long term, intrusive maintenance, structural repairs and strengthening. Some careful dismantling is needed to be able to undertake this work. Damage is possible when dismantling it, however, the Order requires the oversight of a suitably qualified heritage professional and / or conservation architect to provide appropriate advice on this. The Order ensures the consent authority can place appropriate conditions regarding possible damage.

How does the Memorial impact the reinstatement of the Cathedral?

The Memorial is located on the north side of the Cathedral, immediately adjacent to the existing visitors' centre, which is being demolished. There is an opportunity to redevelop this part of the site to create a more functional visitors' centre and open landscape that complements Cathedral Square.

Clearing the site, including removal of the Memorial, in preparation for construction works and the future redevelopment of the area is implicit in the scope of the reinstatement project.

While the Memorial structure can be protected during site establishment and stabilisation, this becomes harder during strengthening and reinstatement – risking further damage. This is because of the need to use a crane, at height on the north side of the Cathedral. Working around the Memorial would require considerable protective measures, including a cage. This will be a significant impediment to reinstatement and is likely to add additional costs and further delays.

The removal of the Memorial from the Cathedral site will not only reduce the chances of further damage to it, but will also make the Cathedral restoration easier and safer by providing clear working space at the north-west corner of the Cathedral.

To where would the Memorial be relocated?

The Reinstatement Act cannot facilitate relocation the Citizens' War Memorial outside of Cathedral Square. A resource consent using normal processes would be needed for this matter.

⁶ Deed of Agreement, the Church Property Trustees, the Cathedral Chapter and the Christchurch War Memorial Association Inc., 14 March 1934, Christchurch Anglican Diocesan Archives.

A decision on when and where the Memorial will be relocated, whether that be temporarily or permanently, is yet to be decided and will be dealt with using processes outside the Reinstatement Act.

Background on the London Plane trees

There are three protected London Plane trees on the Cathedral site. They are identified as T55, T56 and T54 (respectively) in the Christchurch District Plan, which considers them "significant". This means they are protected from being felled, unless there is resource consent to do so. Two are at the east end of the Cathedral, close to the semi-circular apse (which houses the altar inside the Cathedral) and the vestries, and close to Colombo Street and the tram track and overhead wires. They were planted between 1904 and the 1920s. A further tree is to the south west of the Cathedral. It was likely planted in 1884, when the ground was consecrated.

CCRL will only remove a tree or trees if it is necessary to reinstate the Cathedral. The proposed Order would require a suitably qualified and experienced professional engineer to certify that the removal is necessary in order to achieve the proposed reinstatement activity.

Best efforts are being made to protect and preserve the trees

CCRL engaged a professional arborist when it got a resource consent to prune the trees in 2019. The arborist indicated that their Safe Useful Life Expectancy is between 15 – 40 years, from now, providing that site conditions do not alter. Safe Useful Life Expectancy is a management tool that provides an assessment of the likely timeframe of tree life, conditional upon current age, tree condition (health and structure) and an expectation of total lifespan for a particular type of tree. It is also conditional upon the site conditions remaining unchanged.

CCRL is receiving ongoing advice to help look after the trees' health. Other efforts to preserve the Cathedral trees include taking cuttings from each of the trees. This means that in a worst-case scenario, and a tree needs to be removed, progeny may be available for replanting on the Cathedral site, at a later date.

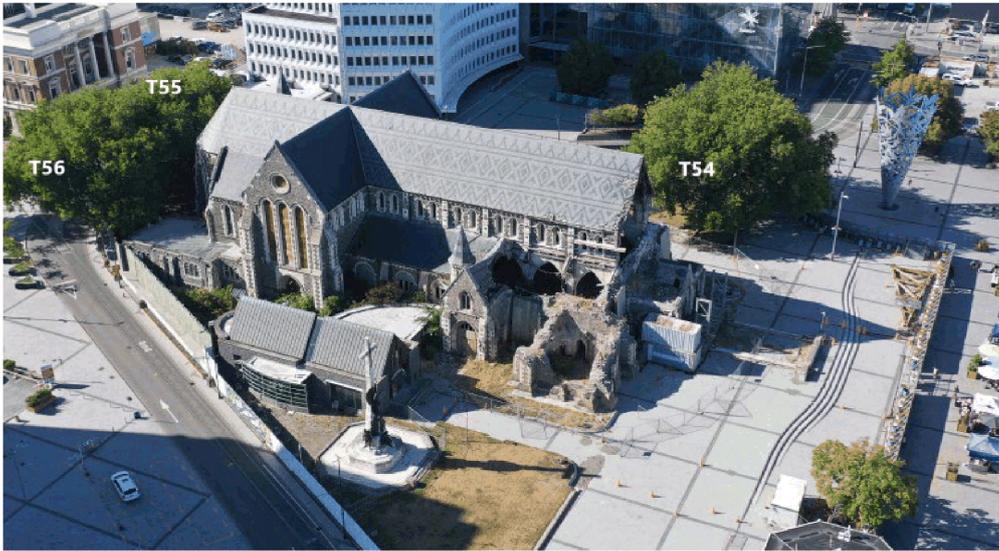
Can the trees be relocated?

Relocating has not been proposed because any significant alteration of site conditions, predominantly the soil and root environment, are likely to shorten the life expectancy of the trees given their size and age.

How will the trees impact the reinstatement of the Cathedral?

The trees have grown considerably over the last decade as it has not been safe to access and maintain them. Their large canopies have increasingly shaded parts of the Cathedral, encouraging moss growth that has degraded the stonework.

While CCRL is able to work around the trees safely and protect them during the stabilisation of the building, it will not know the extent of how the trees might impact reinstatement until its contractors have started their work. This is when they will be able to carry out safe and proper site investigation.



This aerial photo of the Cathedral looks at the Cathedral from a north-west angle. The trees in question are labelled.

The two trees at the east or back end of the Cathedral are expected to be of the most concern. The trees are 17m and 19m high and have 21m and 18m in canopy spread, respectively. Their canopies have grown together and are now touching the Cathedral. The canopies are also descending toward the overhead conductors for the tram line and at their closest points, both trunks are approximately 10m away from the wall of the Cathedral's apse. This indicates it is likely the roots encroach upon the foundations of the Cathedral, which must be excavated for base isolation, to make the building safe again.

The canopy of the tree to the South West of the Cathedral is close to touching the south side of the Cathedral. It is also close to the proposed southern ancillary building. It is 17 metres high and has a canopy spread of 25 metres.

Working between the trees and the building will be dangerous and therefore an expensive and lengthy process, and despite all best endeavours still may be impossible because of the location of the trees. The trees constrain the available working space next to the building and at heights and limit egress.

It is likely the pruning of some of the roots and canopy of the trees may cause unavoidable harm to them.

How would the proposed Order make sure the trees are only removed if necessary?

CCRL will only remove the trees if there is no other way to reinstate the Cathedral without doing so. CCRL is very keen to keep the trees and will exhaust every avenue before removal becomes the only workable solution.

This proposed Order does not make a decision to remove the trees, instead it allows a streamlined pathway to do so only if necessary. That decision will be made on the basis of proper investigation and a full options analysis as part of the resource consent process.

The proposed Order would not provide a pathway for removal of the trees for the sake of convenience. Under the proposed Order, tree removal is a controlled activity and the removal of any of the trees will be subject to certain requirements as set out in a professional arborist's plan. The Order will also ensure a suitably qualified and experienced professional engineer to certify that the removal is necessary in order to achieve the proposed reinstatement activity.



3 June 2020

To: Rt Hon Poto Williams, Associate Minister for Greater Christchurch Regeneration

poto.williams.mp@parliament.govt.nz

CC: Rt Hon David Parker, Minister for the Environment david.parker@parliament.govt.nz

CC: Her Worship Lianne Dalziel, Mayor of Christchurch mayor@ccc.govt.nz

From: The Tree Council

RE: Historic Trees at Christchurch Cathedral

Tēnā koe Minister Williams,

We read with concern the recent Stuff news article regarding the potential risk to the heritage trees on the Christchurch Cathedral site due to the restoration proposals.

<https://www.stuff.co.nz/the-press/news/121668766/historic-trees-could-fall-under-new-planning-laws-for-cathedral-restoration>

In particular our concern is with the potential for a process that will not enable public input to any proposals regarding the future of these trees, ie via the Order in Council (OIC) process mentioned.

Regardless of the reassurances given by the company undertaking the restoration that they would only remove the trees “as a last resort” our experience with many hundreds of

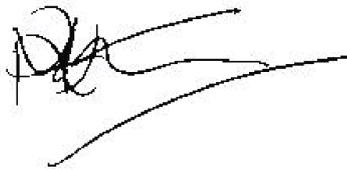
developments over the last 35 years is that this is never the case, and that the protection of trees always has the lowest priority placed on it by construction companies.

Without specific rules in place to protect both the root zones and the canopies of the trees and a legal requirement in the consent for them to be protected - and for that protection to be monitored on site by the Council's arborist team - our experience is that trees are damaged and this damage is often terminal for the trees in the short or long term.

We urge you not to agree to the Order in Council and to agree for the proposals for the restoration of the Cathedral to be scrutinised via a publicly notified process, so that the proposals for both the protection of the trees as well as the restoration of the building can be made robust and enforceable with maximum public buy-in and accountability on the part of the construction company.

This is a very high profile site. Years have already gone by since the earthquake. A few more months delay to get this done properly and with the public's full participation is the right thing to do and will get a better outcome in the end.

Thank you for your attention to this matter.
Ngā mihi maioha



Dr Mels Barton, Secretary
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