

14. Application to the Capital Endowment Fund - The Christchurch Foundation

Reference Te Tohutoro: 25/4186

Responsible Officer(s) Te Rose Crossland, Community Development Advisor

Pou Matua: Gary Watson, Manager Community Partnerships

Accountable ELT

Member Pouwhakarae: Andrew Rutledge, Acting General Manager Citizens and Community

Confidentiality

Section under the Act:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Sub-clause and Reason:	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.
Public Interest Consideration:	The report discusses commercially sensitive financial information relating to the need for the Council to financially support a community organisation, which outweighs the public interest.
Potential Release Review Date and Conditions:	30 June 2025 After the Council has considered whether to provide ongoing financial support to a community organisation.

1. Purpose and Origin of the Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is for the Council to consider an application of \$550,000 to its Capital Endowment Fund (CEF) from The Christchurch Foundation (Foundation) payable over three financial years, 2024/25, 2025/26 and 2026/27.
- 1.2 The report originates from the Council's direction in the 2024/34 Long Term Plan process for staff to work with the Foundation on its long-term future and report back to the Council in 2025. It is also as a result of an application to the CEF from the Foundation.

2. Officer Recommendations Ngā Tūtohu

That the Council:

1. Receives the information in the Application to the Capital Endowment Fund - The Christchurch Foundation Report.
2. Notes that the decision in this report is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy.
3. Makes a grant of \$82,500 from the Capital Endowment Fund to the Christchurch Foundation, to support the operation of the Foundation whilst it engages with the Council to finalise and prepare to implement its new Strategic Plan.

4. Notes that the Council may be asked to consider up to two further grants from the Capital Endowment Fund, as an extension to this application, to support the operation of the Foundation whilst it implements its new Strategic Plan in a manner agreed with the Council.
5. Agrees to publicly release this report after the Council has considered whether to financially support the Christchurch Foundation to implement its new Strategic Plan, anticipated to be in June 2025.

3. Executive Summary Te Whakarāpopoto Matua

- 3.1 During the 2024/34 Long Term Plan process, the Council directed staff to work with the Foundation on its long-term future and report back to Council in 2025.
- 3.2 The Foundation has been in a period of fundamental change over the last year and is close to finalising a new strategic and operational direction that it believes will achieve long-term success in attracting philanthropic support for various strategically significant areas in Christchurch and Banks Peninsula. Councillor oversight and financial support is considered essential to ensure success.
- 3.3 This report provides a range of options that invite Councillors to consider the degree of oversight and support, if any, for the continued operation of the Foundation and under what conditions.
- 3.4 The preferred option:
 - provides limited short-term financial support to keep the Foundation operational whilst it engages with Councillors and seeks the Council's support for its new Strategic Plan and its implementation, and
 - contemplates future financial support for the implementation of the Strategic Plan conditional on targets agreed with the Council being achieved to the Council's satisfaction.

4. Background/Context Te Horopaki

- 4.1 Community Foundations are independent, not-for-profit organisations governed by local boards. They focus on their place, their people and local needs to build long-term funding streams, growing and investing donations they receive to ensure local generosity goes to causes where it has the greatest impact.
- 4.2 There are 18 community foundations located in most regions across New Zealand. Examples include Wellington's Nikau Foundation, the first community foundation (1991), which has distributed \$50million over the past 5 years. The Auckland Foundation has distributed \$15,750,000 to communities (2024: \$1,165,232).
- 4.3 Unlike most other community foundations in New Zealand, the Christchurch Foundation was set up in 2017 by the Council, in part to coordinate philanthropic activities related to the 2011 earthquake. Its initial task was to facilitate funds from TSB, Spark, and Southbase Construction to support the Tūranga build. From there its key focus was in generating revenue to support the city. It was agreed that the Mayor of Christchurch was to be a representative on the Board, and that it would be run by a Chief Executive with a number of supporting roles.
- 4.4 The Council invested approximately \$3 million over 8 years to establish and operate the Foundation with the expectation it would work towards financial independence. Community foundations start to become sustainable when they have approximately \$30million under

management. This requires a key focus of growing endowment capital, the management of which helps cover operational costs.

- 4.5 There are a variety of factors that have contributed to the Foundation's current financial situation. Annual operational costs were high compared with other comparable community foundations. Rather than focus only on generating funds, a variety of activities were undertaken that would generate a lower income.
- 4.6 Smaller sized funds were established and limited fees-for-service were taken. A decision was also made not to take any fees to facilitate the distribution of funds from the mosque shootings. Taking a fee would have generated a significant amount of revenue to help cover some operational costs. The Foundation is still facilitating the Our People, Our City Fund.
- 4.7 Other activities that generated limited revenue was the Better Business Programme where membership fees went towards operational costs, selling gin where the income to expenditure ratio was low and a youth philanthropy programme where income derived from the fundraising activities of the members went to other charities.
- 4.8 The appointment of a new Chair and a subsequent examination of the Foundation's finances resulted in the appointment of new Trustees and a new General Manager with considerable experience in community foundations. It also prompted a fundamental review of the organisation – reflecting on its past, resetting its business model, right-sizing its operations and having a particular emphasis on the previously under-developed endowment aspect of the Foundation's model. The Foundation's Draft Strategic plan 2025-2027 which outlines its proposed key actions and what is achievable over the next two years is attached to this report as **Attachment A**.
- 4.9 Changes include but are not limited to:
 - 4.9.1 Strategic
 - Recruited a new Board with solid experience in building endowment capital and strong networks into the community. This aims to provide confidence to external stakeholders and potential donors that the new direction will result in successful outcomes for the Foundation and the donor.
 - Change of focus on fundraising strategies - Increased focus on the previously underdeveloped endowment aspect of the Foundation's model, setting up new funds, bequests and looking at the potential to transfer other Trusts into the Foundation. Tax benefits through corporate giving will be promoted.
 - 4.9.2 Operational
 - Recruited new staff – Now 2 FTE (previously 5 FTE) including an experienced General Manager. The job title changed from Chief Executive with lower remuneration. Part time financial support, fundraising and communications support staff are in place. Staff work remotely which helps lower operational costs.
 - Re-engaged with key stakeholders and developing new relationships – this aims to provide confidence in the new direction of the Foundation and the people involved. Experienced staff steward existing relationships and develop new ones; they also implement new systems and processes.
 - Made cost saving efficiencies in salaries, travel, reduced costs in provision of financial services, have pro bono legal services and received discount rates for its recent website refresh.

- 4.10 The Foundation believes it is essential to develop a strong relationship with Councillors and, to progress this goal, made a presentation to the Council in the 2024/34 LTP on 12 May 2024. The Council directed that staff work with the Foundation on its long-term future and report back in 2025.
- 4.11 In order to implement the Council's direction, it is proposed that a Council workshop is scheduled on 25 March 2025 where the Foundation can discuss its future plans and how a strong relationship at governance level can be developed. More specifically:
- The Foundation will seek feedback from Councillors on its revised Draft Strategic Plan and how it proposes to implement the Plan through the achievement of defined milestones.
 - Councillor feedback will be incorporated in the finalised Strategic and Implementation Plans. These will be presented to the Council in May 2025. It is intended that the Foundation's performance against these plans will inform the Council's consideration of any future Council funding.
- 4.12 The Foundation's proposed operational budget is \$300,000p/a, approximately half of its previous budget. Its sources of funding include fees for managing invested funds, fees for service of pass-through funds, Better City Business membership fees and donations. A copy of the Foundation's budget is attached to this report as **Attachment B**.
- 4.13 As the Foundation's income will not cover its operational costs for the next three years, the Foundation is seeking the Council's financial support while it works to build its own funds, through this application to the CEF.
- The Foundation applied for \$110,000 in 2024/25, \$220,000 in 2025/26 and 2027/28.
 - Whilst the Foundation is confident it will be in a far more sustainable financial position by 2027, it is unlikely it will be fully sustainable. If this is the case, the Foundation will ask the Council to consider any further support as part of the 2027/37 Long Term Plan.
- 4.14 The following related information session/workshops have taken place for the members of the meeting:

Date	Subject
12 May 2024	LTP – Submission by the Foundation

Options Descriptions Ngā Kōwhiringa

- 4.15 **Preferred Option:** Provide a grant of up to \$82,500. Noting that the Council may be asked to consider up to two further grants from the Capital Endowment Fund, as an extension to this application, to support the operation of the Foundation whilst it implements its new Strategic Plan in a manner agreed with the Council.
- 4.15.1 **Option Description:** The Council provide a grant of \$82,500 to support the core operation of the Foundation to 30 June 2025 whilst it finalises and works on implementation of its new Strategic Plan. The Council's consideration of further financial support, if any, would be undertaken through a continuation of the current application process in May/June 2025 following a Council workshop with the Foundation scheduled in March 2025.
- 4.15.2 **Option Advantages**
- Secures the Foundation in Christchurch and Banks Peninsula until at least 30 June 2025.

- Allows the Foundation time and resources to engage with the Council and finalise its Strategic Plan.
- Provides Councillors strategic and operational oversight prior to any further grant funding being contemplated.
- Contemplates the opportunity but does not set any firm expectation on Council funding going forward.

4.15.3 Option Disadvantages

- Does not provide the level of certainty asked for by the Foundation to finalise and implement its new Strategic Plan, and to maintain momentum particularly to attract and retain donors, staff and volunteer Board Members.
- Will require a number of separate funding processes, administratively less efficient and potentially disjointed.
- Will be more difficult for staff to provide the Council robust advice on the likely future commitments to the CEF. Also, the eligibility of using the CEF for future grants to the Foundation.

4.16 Option Two: Decline the application.

4.16.1 Option Description: Decline the application and ask staff to work with the Foundation to manage the effects of this decision.

- This may include directing staff to explore alternatives to a community foundation.

4.16.2 Option Advantages

- Clarity. Sends a clear signal to the Foundation and the wider philanthropic community on the Council's view on the role and function of a community foundation.
- Potentially opens the door to alternatives.
- Allows the CEF to be invested in other Council priorities.

4.16.3 Option Disadvantages

- Whilst the Foundation can function into the next financial year, this will be at a reduced level and will not be able to deliver change and grow new funds.
- If the Foundation cannot continue Christchurch and Banks Peninsula will be one of the only regions in New Zealand without a community foundation.
- The wind-down of the Foundation would result in the loss of the trustees and staff, who are experienced in working in community foundations and wealth creation.
- The Foundation holds a number of general and named endowment funds including the Our People, Our City Fund. Discussion would need to be held as to where these funds go and who will manage them.
- Benefits to Christchurch and Banks Peninsula from the current momentum of the Foundation in its changed format, may be delayed or lost.
- There is a potential longer-term financial disadvantage to Christchurch and Banks Peninsula of not having an independent, not-for-profit foundation through which revenue generated from corporate partnerships and emergency funding can be directed.

4.17 **Option Three:** Provide a conditional grant of up to \$522,500 over three years.

4.17.1 **Option Description:** Provide a conditional grant of up to \$522,500 over three years payable in instalments over three financial years, namely:

- Tranche 1: \$82,500 - payable February 2025, to support the core operation of the Foundation to 30 June 2025, whilst it finalises, and plans the implementation of, its new Strategic Plan.
- Tranche 2: Up to \$220,000 – payable 1 July 2025, subject to the Council's approval of a new Strategic Plan and Implementation Plan in May/June 2025.

This decision to be made via a Council report.

- Tranche 3: Up to \$220,000 – payable 1 July 2026, subject to the Council's approval of the progress in implementing the new Strategic Plan in May/June 2026.

This decision to be made via a Council report.

4.17.2 This option broadly matches the Foundation's application except that it provides for \$82,500 in 2024/25 as opposed to the \$110,000. \$82,500 is considered sufficient to support the Foundation for the remaining 4.5 months of the current financial year and to minimise the financial support drawn down prior to the Council supporting the new Strategic Plan.

4.17.3 **Option Advantages**

- Secures the immediate future of a community foundation in Christchurch and Banks Peninsula.
- Provides Councillors a multi-year strategic and operational oversight prior to grant funding being drawn down.
- Allows the Foundation time and resources to engage the Council, finalise and implement its Strategic Plan and deliver to its potential.
- Allows the Foundation to generate funds that can be distributed to the community.
- Allows the access to funds not potentially available to the Council.
- In time it will relieve some of the pressure on Council funding given the increasingly high demand.
- Provides an opportunity to generate funds through corporate partnerships primarily providing tax rebate benefits and a trustworthy, independent base for holding funds and directing them to strategically identified community-centric areas.
- Spreads grant funding over three financial years allowing the Council the opportunity to support other priorities at no additional cost to rates.

4.17.4 **Option Disadvantages**

- Requires the Council to make an ongoing financial commitment to the Foundation.
- Requires the Council to make an initial commitment of \$82,500, albeit conditional, without clear Strategic and Implementation Plans agreed up front.
- Requires a total of up to \$520,500 that could have potentially better use elsewhere.
- The Council may be subject to reputational damage given the belief that the previous iteration of the Foundation did not deliver on its potential.

4.18 The following options were considered but ruled out:

- 4.18.1A larger one-off grant in early 2025 – as the Foundation has not completed and agreed its new Strategic Plan with the Council, there is limited opportunity for Councillor oversight, which is considered a condition precedent to further Council financial support.
- 4.18.2A larger one-off grant when the Foundation has agreed its new Strategic Plan with the Council (May June 2025) – this option does not provide for the immediate financial support required by the Foundation, nor does it allow effective oversight by the Council on the implementation of its Strategic Plan, which is considered a condition precedent to further Council financial support.

Analysis Criteria Ngā Paearu Wetekina

- 4.19 The degree to which the Council wants or needs a Foundation operating for the benefit of Christchurch and Banks Peninsula. – Ultimately this is a decision for the Council. Given the degree of support by the Council to date and the direction by the Council in May 2024 for staff to work with the Foundation and report back, it is considered appropriate that the Council be provided with options.
- 4.20 The operational costs of running a community foundation vs. the potential funding that can be distributed. -- Over time the 'business model' of income vs expenditure tracks towards financial sustainability as returns from endowment funds increase. Income exceeds operational costs and the proceeds are distributed.
- 4.21 The degree to which the Foundation understands the need for, and is committed to, change. -
 - The Foundation enters 2025 after a year of expenditure reductions, reviewed strategic initiatives and a strong focus on relationship building. Staff believe it is progressing to becoming a 'second-generation organisation', having undertaken a full refresh of board and management and embraced a leaner operational model that prioritises efficiency and transparency.
- 4.22 The level of further Council support sufficient to support meaningful change. – Options provided in this report allow the Council to review its level of support at intervals over the forthcoming 20 months based on actual progress and the achievement of pre-agreed targets. Staff believe this provides the Council with sufficient flexibility.
- 4.23 The appropriate degree of Councillor oversight. -- Given the previous history of the Council's funding to the Foundation, it is considered appropriate that Councillor oversight is applied at yearly intervals, particularly over the development and implementation on a new Strategic Plan. Having an elected member on the Foundation Board gives governance and strategic oversight on an ongoing basis. It is also considered appropriate that ongoing Councillor oversight covers the potential drawdown of any further Council funding.

5. Financial Implications Ngā Hīraunga Rauemi

Capex/Opex Ngā Utu Whakahaere

	Recommended Option	Option 2 - Decline	Option 3 – Conditional grant up to \$522,500
Cost to Implement	Grant \$82,500.	None	\$82,500 this financial year plus up to \$220,000 set aside per annum, in FY 2025/26 and FY 2026/27.

			Total commitment of \$522,500 over three years
Maintenance/Ongoing Costs	Potential for two future grants in FY 2025/26 and FY 2026/27 of up to \$220,000 each.	N/A	N/A
Funding Source	CEF	N/A	CEF
Funding Availability	Immediate	N/A	Immediate
Impact on Rates	None	N/A	None

- 5.1 After accounting for all commitments to the CEF, the current balance available for allocation in 2024/25 is \$1,620,248. If the recommendations of this report are accepted the remaining available balance for this financial year will be \$1,537,748.
- 5.2 Anticipated applications to the CEF include:
- St Albans Cricket Club. \$70,000 – initial discussions underway.
- 5.3 The Foundation currently manages approximately \$2,500,000 in endowment capital. Its target is being determined at the moment. It will be determined based on feedback from Councillors, key stakeholders and supporters, and examining the current economic environment and what is realistically achievable based on capacity - people and financial. Targets will be based on generating both major gifts and smaller gifts, enabling a wide sector of the community to contribute.

6. Considerations Ngā Whai Whakaaro

Risks and Mitigations Ngā Mōrearea me ngā Whakamātautau

- 6.1 There is a risk that despite the Council's contribution, the Foundation do not raise the funds to become financially sustainable. This could ultimately result in the wind-up of the organisation.
- 6.1.1 This risk is mitigated by the proposed condition of any Grant that the Foundation presents a progress update to the satisfaction of the Council, prior to any drawdown. The Council will take the Foundations financial sustainability into consideration when considering the approval of any grant application and/or drawdown.
- 6.2 There is a risk of reputational damage to the Council as some elements of the community may not support further funding of the Foundation and/or see the Council's CEF better spent elsewhere.
- 6.2.1 This risk can be partially mitigated by announcing the Council's decision in the context of the enduring community benefits to Christchurch and Banks Peninsula and the economic and reputational benefits to Christchurch and Banks Peninsula.

Legal Considerations Ngā Hīraunga ā-Ture

- 6.3 The authority to make decisions relating to the allocation of the CEF sits with the Council.
- 6.4 There are no other legal implications other than noting that the Council's Legal Services Team review the form and function of all funding agreements and formal documentation.

Strategy and Policy Considerations Te Whai Kaupapa here

- 6.5 The required decision:

- 6.5.1 Aligns with the [Christchurch City Council's Strategic Framework](#). Strategic Priorities – Champion Ōtautahi and Manage Ratepayers Money Wisely. Community Outcomes – Cultural Powerhouse and Thriving & Prosperous.
- 6.5.2 Is assessed as low significance based on the Christchurch City Council's Significance and Engagement Policy. The level of significance was determined by considering the fact that the CEF is a recently consulted level of service in the 2024/34 LTP. The application is eligible under both the community and economic focus of the CEF and has a strategic alignment. Also, any long-term decisions around the Council financially supporting the Foundation will be made in the 2027/27 process.
- 6.5.3 Is consistent with the Council's Plans and Policies. Specifically, the Strengthening Communities Together Strategy, and the strategic pillar of Preparedness Te Mahi, particularly working with communities to prepare for and respond to emergencies and increase climate resilience and adaptation action. This includes the ability for the community to donate funds to the Foundation's Green Philanthropy Fund. An Emergency Support Fund can also be set up so the wider community can donate funds in case of a natural disaster.
- 6.6 This report supports the [Council's Long Term Plan \(2024 - 2034\)](#):
- 6.7 Communities & Citizens
- 6.7.1 Activity: Community Development and Facilities
- Level of Service: 2.3.1.1 Provide and manage funding for initiatives that facilitate resilient and active communities owning their own future - 100% of funding assessments detail rationale and demonstrate benefits aligned to the Council's strategic priorities, and where appropriate, Community Board Plans

Community Impacts and Views Ngā Mariu ā-Hāpori

- 6.8 The CEF is a recently consulted level of service in the 2024/34 LTP. The application is eligible under both the community and economic focus of the CEF and has a strategic alignment. Any long-term decisions around the Council financially supporting the Foundation will be made in the 2027/27 process.
- 6.9 The decision affects Christchurch and Banks Peninsula.
- 6.10 This application was discussed with stakeholders including the Foundation and the Council's Community Development, Finance and Funding teams. There is support for the development and implementation of a new Strategic Plan provided this has considerable Council oversight, primarily due to the enduring community and economic benefit to Christchurch and Banks Peninsula from a properly functioning community foundation.

Impact on Mana Whenua Ngā Whai Take Mana Whenua

- 6.11 The decision does not involve a significant decision in relation to ancestral land, a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Mana Whenua, their culture, and traditions.
- 6.12 The decision does not involve a matter of interest to Mana Whenua and will not impact on our agreed partnership priorities with Ngā Papatipu Rūnanga.
- 6.13 The decision the Council is being asked to make involves the allocation of the CEF by way of an eligible application that aligns with the Council's strategic priorities, particularly:
- Te Haumoko; Te Whitingia Strengthening Communities Together Strategy – Pillar 1 Tangata People: Actively contribute to supporting strong and resilient Māoritanga within mana

whenua and tangata whenua communities; fostering and maintaining relationships with Māori providers and networks across the rohe.

- Foundation staff will work with Council staff in the Treaty Relationships team, mana whenua and the wider Māori community to discuss how funding can be designed to be easily accessible and relevant.

Climate Change Impact Considerations Ngā Whai Whakaaro mā te Āhuarangi

6.14 The decisions in this report are likely to:

- Contribute positively to adaptation to the impacts of climate change. The Foundation has a Green Philanthropy Fund that has supported the Tūi Corridor project (24,000 native trees planted) and the Rod Donald Banks Peninsula Trust (raise funds to purchase a significant block of land - Te Ahu Pātiki - on Banks Peninsula). It is currently working with Terra Nova Foundation to develop a programme for local businesses to help teach them how to be more sustainable.
- Contribute positively to emissions reductions. The Foundation is committed to growing the Green Philanthropy Fund and working with key stakeholders to influence change.

7. Next Steps Ngā Mahinga ā-muri

- 7.1 Should the Council support the preferred option, a Council workshop with the Foundation will be confirmed in March 2025 to workshop the new draft Strategic Plan and the implementation of the Plan going forward.
- 7.2 The Council can expect to be asked to consider a grant from the CEF of up to \$220,000 in May/June via a decision-making report. The Council's consideration of this would be conditional on the Council's satisfaction with the finalised new Strategic Plan and its proposed implementation over the 2025/26 financial year.
- 7.3 The Council can expect to be asked to consider a grant from the CEF of up to \$220,000 in May/June 2026 via a decision-making report. The Council's consideration of this would be conditional on the Council's satisfaction the actual implementation of the Plan over the 2025/26 financial year, and the proposed implementation over 2026/27.
- 7.4 Any consideration of ongoing financial support for the Foundation will be undertaken through the 2027/37 Long Term Plan process.

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A	Attachment A - The Christchurch Foundation DRAFT Strategic Plan 2025-27	25/178085	16
B	Attachment B - The Christchurch Foundation Budget January 2025-27	25/178087	18

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

Document Name – Location / File Link
Not applicable

Signatories Ngā Kaiwaitohu

Authors	John Filsell - Head of Community Support and Partnerships Josh Wharton - Team Leader Community Funding Rose Crossland - Community Development Advisor Gary Watson - Manager Community Partnerships
Approved By	Peter Langbein - Finance Business Partner John Filsell - Head of Community Support and Partnerships Andrew Rutledge - Acting General Manager Citizens and Community

Released From Public Excluded



The Christchurch Foundation Strategic Plan 2025-2027 DRAFT

During 2024, the team at the Christchurch Foundation has undertaken a fundamental review of the organisation, reflecting on our past, resetting our business model and right-sizing our operations to be best placed to serve our communities going forward. We have a particular emphasis on the previously undeveloped endowment aspect of the Foundation's model.

This strategy focuses on what is achievable in the next two years, and the major initiatives for this next period are already in various stages of development.

Mission Statement:

We will grow giving to benefit the communities of Canterbury for generations to come.

Vision:

We will contribute to meeting our communities' needs through targeted philanthropy, and our services and investments will increasingly provide income that will ensure the organisation is self-sustaining.

Values:

Manaakitanga – Caring	We care for our communities' needs and those who support and invest in them
Mahitahi – Collaboration	We work together – with individuals, corporates, and civic institutions - to grow investments for shared community projects
Mana – Respect	We respect the place in which we work and everyone we work with and for, in our region
Kaitiaki – Guardians	We are considered caretakers of mission-aligned investments on behalf of our communities

Strategic objectives:

Connecting	We connect generosity to community needs in a strategic framework that supports People, Place and Planet across the region
Organisational sustainability	We offer secure opportunities for our people, provide assurity to our partners and run fiscally prudent operations



Accessibility and profile

We are approachable and align our giving with community need.
We are a recognised and trusted asset to the community we serve

Collaboration

We foster strong relationships across the region, aligning interests, needs and opportunities

Actions:

Connecting

- Develop and maintain a deeper understanding of community needs
- Continue to build the funding ecosystem required to provide targeted support where it is needed
- Build and maintain strong relationships with Christchurch, Selwyn and Waimakariri Districts

Organisational sustainability

- Exercise fiscal responsibility
- Keep operations lean
- Remain focussed on key deliverables that build sustainability as quickly as is practicable, consistent with maintaining service excellence
- Implement systems and processes to support delivery
- Ensure robust governance and policies are in place
- Maintain high levels of transparency and accountability

Accessibility

- Develop a range of products and programmes that make giving accessible to everyone
- Through targeted communications, inform and educate the community about the Foundation and the considerable opportunity it represents
- Celebrate stories of giving to inspire others

Collaboration

- Build trusting relationships with key stakeholders
- Build partnerships within the corporate community
- Build a strong reputation within the community for bringing people and organisations together to deliver support where it is needed and most valuable.

Christchurch Foundation - budget Jan 2025 - 30 June 2027

Category	Jan 2025-30 June 2025		1 July 2025-30 June 2026		1 July 2026-30 June 2027	
People	\$	125,000.00	\$	250,000.00	\$	250,000.00
PR & Marketing	\$	7,500.00	\$	15,000.00	\$	15,000.00
Accounting & Legal	\$	5,000.00	\$	10,000.00	\$	10,000.00
IT & Subscriptions	\$	7,500.00	\$	15,000.00	\$	15,000.00
Travel & Community Engagement	\$	2,500.00	\$	5,000.00	\$	5,000.00
Office & Meeting Space	\$	2,500.00	\$	5,000.00	\$	5,000.00
TOTAL	\$	150,000.00	\$	300,000.00	\$	300,000.00
 CCC APPLICATION AMOUNT	 \$	 110,000.00	 \$	 220,000.00	 \$	 220,000.00