



# Christchurch City Council

Pōtitanga Kawanatanga ā Rohe  
**2025 Local Government Elections**

## Te Pūroko i Mua o te Pōtitaka 2025 **Pre-election Report 2025**

# About this report

Under the Local Government Act 2002, all councils are required to produce a pre-election report ahead of local body elections. The purpose of a pre-election report is to provide information to promote public discussion about the issues facing the local authority.

It is designed to help voters, and those considering standing for election, understand the key challenges and opportunities facing the district.

The report presents an overview of Christchurch City Council's financial performance over the past three years and outlines projected trends for the next three. It also highlights major projects, strategic priorities, and the significant decisions that the incoming Council may be required to make.

In addition, the report outlines the role of Council governance in responding to community needs, delivering essential services, and shaping the future of Christchurch and Banks Peninsula.

It has been prepared by the Chief Executive and is independent of the current Mayor and councillors.

## Want to know more?

**Long Term Plan 2024–34**  
[ccc.govt.nz/longtermplan](https://ccc.govt.nz/longtermplan)

**Annual Plan 2025/26**  
[ccc.govt.nz/annualplan](https://ccc.govt.nz/annualplan)

**Annual Reports**  
[ccc.govt.nz/annualreport](https://ccc.govt.nz/annualreport)

**City statistics page**  
[ccc.govt.nz/statsandfacts](https://ccc.govt.nz/statsandfacts)

**Local elections 2025**  
[ccc.govt.nz/elections](https://ccc.govt.nz/elections)

[ccc.govt.nz](https://ccc.govt.nz)

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CHRISTCHURCH CITY COUNCIL

Te Hononga

Te Pou  
Herenga Waka

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# A message from the Chief Executive

Ngā mihi nui ki a koutou katoa

Local government elections will be held in October this year. This is your opportunity to shape the future of your community and the city, either as a candidate for election or by voting for the people you want to represent you.

This pre-election report gives voters and candidates a picture of Christchurch City Council's financial performance over the past three years, along with projections for the next three. It also highlights some major opportunities and challenges facing our city and some of the key decisions the next council might need to consider. The report identifies issues that matter most to our communities, including major capital and service delivery projects currently underway.

Christchurch has emerged as a resilient and forward-looking city, increasingly recognised on the world stage as a place of innovation, growth, and opportunity. Since the earthquakes, the city has undergone a remarkable transformation, and is now regarded as one of Aotearoa New Zealand's most dynamic and liveable urban centres. From its vibrant local communities to strategic infrastructure investments and a strong focus on protecting the natural environment, Christchurch is evolving into a global example of urban regeneration, sustainability, and resilience.

Christchurch City Council plays a pivotal role in the city's ongoing transformation. As the second-largest council in New Zealand and one of the largest organisations in the South Island, we have a significant impact on the regional and national social and economic landscape. We manage billions of dollars in assets and deliver essential services such as water, transport, waste management, and community facilities. We also help shape the long-term vision for the city, working in partnership with mana whenua, communities, local businesses, and regional partners to meet the challenges and opportunities ahead.

Over the past three years, the Council has focused on lifting performance, strengthening financial resilience, and delivering services that matter to residents. Our efforts are making a difference: recent surveys show increasing public confidence in Council decision-making and growing satisfaction with the services we provide. Staff engagement is also trending upwards, reflecting our strong culture of collaboration, responsiveness, and continuous improvement.

As staff, we are proud to work for the Council and the people of Christchurch. We are a diverse and dedicated team from a wide range of professions, cultures, and backgrounds who put the people and the communities we serve at the forefront of what we do. We support our elected representatives, current and future, to make decisions that promote the social, economic, environmental, and cultural wellbeing of our city – now and for generations to come.



**Mary Richardson**  
Chief Executive



**We are proud to serve the Council and people of Christchurch and support elected representatives in their decision-making.**

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# Ōtautahi: our city, our people

## A great place to live

Christchurch remains one of the most liveable cities in New Zealand. Our compact city layout, affordable housing, high-quality public services, and proximity to nature make it a place where people want to be. Council investment in community facilities, public transport, cycleways, and green spaces is helping foster vibrant, inclusive neighbourhoods.

Banks Peninsula forms an integral part of the Christchurch district, complementing the urban environment with its distinctive natural landscapes. The peninsula's coastal and rural character provides valuable recreational and ecological benefits that enhance the overall liveability of the Christchurch urban area.

## A city that is growing and changing

We are growing. Christchurch is home to more than 400,000 people, and our population is becoming more diverse, and increasingly urban. New housing types, changing lifestyles, and rising expectations are shaping the city. Understanding these shifts is central to how we plan for infrastructure, deliver services, and support community wellbeing.

Banks Peninsula is experiencing gradual population growth and housing development primarily concentrated around Lyttelton and Akaroa harbours, areas within commuting distance of Christchurch city. While infrastructure development is ongoing, the Peninsula's challenging terrain and limited urban areas pose constraints to large-scale housing projects. Efforts are being made to balance development with environmental conservation, including initiatives for biodiversity protection.

Christchurch's economy is evolving. In addition to its traditional strengths, it's seeing growth in future-focused industries and social enterprise – underpinned by skilled people, modern infrastructure, and innovation.

## Investing in what matters

The Council has a central role in enabling this progress. We are delivering one of the largest capital programmes in local government, investing more than \$600 million per year in infrastructure and facilities that support sustainable economic growth and enhance the overall quality of life for our communities. This investment also has a longer-term focus, aiming to ensure our city's infrastructure is resilient and adaptable to the challenges posed by climate change and sea-level rise.

**The decisions made in the coming term will shape our future for decades to come, impacting not only the next 10 years but the next 30 years and beyond.**

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## Major public investments

Major public investments like Te Pae Christchurch Convention Centre, Tūranga, Parakiore Recreation and Sport Centre, and One New Zealand Stadium at Te Kaha are reshaping the city's identity and creating new opportunities for community connection, events, and economic growth. We have delivered world-class assets that enhance everyday life while signalling Christchurch's readiness to host and compete on a national and global stage.

## Strong local leadership and governance

Strong local leadership and sound governance remain essential. The decisions made in each Long Term Plan, the policies the Council adopts, and the partnerships we build are all shaping the future of our city and Banks Peninsula. The Council's governance structures and planning tools, outlined in this report, provide the foundation for transparent, well-informed decision-making.

We are also working in partnership with mana whenua, recognising our statutory responsibilities and shared aspirations. Collaborative arrangements like Te Hononga Civic Offices and co-governance efforts at sites of cultural and ecological importance are supporting better environmental outcomes and stronger relationships.

## A capable, focused organisation

As an organisation, Christchurch City Council is in a strong position. Staff engagement is improving, and we are operating with clarity, capability, and a strong service delivery focus. This positive trend is reflected in the fact that 84% of Council services met their annual targets, the highest percentage since pre-earthquake. We have the right expertise in place, from infrastructure and financial management to community engagement and climate planning, and we are ready to support the incoming Council through complex and significant decisions.

These efforts are reflected in increasing resident satisfaction, demonstrating growing community confidence in the Council's ability to deliver effective and responsive services. Overall satisfaction with Christchurch City Council services has seen a notable increase, with a 7% rise in the past year.

## Building on progress, planning for tomorrow

We have made good progress, and the next chapter is full of potential. The decisions made in the coming term will shape our future for decades to come, impacting not only the next 10 years but the next 30 years and beyond. With a strong platform, an engaged community, and a capable organisation, the city is well-positioned to embrace these challenges and opportunities. Ensuring sustainable growth, building resilience, and fostering long-term prosperity are fundamental priorities to secure the city's wellbeing for current and future generations.

# A snapshot of Christchurch

With a population of more than 400,000 and continued steady growth expected to see us reach around 464,000 by 2048, our communities are evolving in ways that shape how we plan, build, and deliver for the future.

## Population and demographics



Estimated resident population

**412,000**

(StatsNZ, 2024 June estimate)

City-wide, growth has averaged 1.2% per annum over the last five years.

(StatsNZ, Annual Population Estimates)



Our residents have a median age of **37.5 years**

(StatsNZ, Census 2023)

16.5% of our population is under 15 years of age, and 16.3% is over the age of 65.

(StatsNZ, Census 2023)

27.9% of the city's population was born overseas.

(StatsNZ, Census 2023)



**Cultural diversity**

Māori 11.2%  
European 75.9%  
Asian 17.1%  
Pacific Peoples 4.3%  
Middle Eastern/Latin American/African 1.9%

(StatsNZ, Census 2023)

Since 2013, those identifying as:

- **European:** decreased from 83.9% to 75.9%
- **Asian:** increased from 9.4% to 17.1%
- **Māori:** increased from 9.9% to 11.2%
- **Pacific Peoples:** increased from 3.1% to 4.3%
- **Middle Eastern/Latin American/African:** increased from 1% to 1.9%

(StatsNZ, Census 2023)



**6%** of our population identify as LGBTIQ+.

(StatsNZ, Census 2023)

## Households



In 2023 there were

**149,442**

households in the city, **up 8% since 2018.**

(StatsNZ, Census 2023)

The number of households is projected to increase by an average of 1150 annually between 2024 and 2028.

(StatsNZ Subnational Projections)

In 2023 there were 166,700 dwellings in the city, and 9 in 10 dwellings were occupied.

(StatsNZ, Census 2023)



In 2025, Christchurch has an average house value of

**\$757,610**

(Infometrics 2025)



## Income and financial wellbeing



In 2025, the average household income in Christchurch city is

**\$117,450**

compared to the national average of \$135,092.

(Infometrics 2025)

Mean annual earnings in Christchurch are \$75,354 compared to the national average of \$78,731.

(Infometrics 2024)

In 2025, the average weekly rent in Christchurch is \$514.

(StatsNZ Subnational Projections)

31,863 people are receiving beneficiary support.

(Infometrics 2025)

5.6% of our population live in areas with the highest deprivation scores.

(New Zealand Index of Deprivation, 2023)

## Economy



**255,782**

were employed in Christchurch in the year to March 2024.

(Infometrics 2024)

Christchurch accounted for around 9.1% of national employment in 2024.

(Infometrics 2024)

Annual average unemployment was 4.4% in the year to March 2024.

(Infometrics 2024)

In March 2024, 11.9% of people aged 15–24 in Christchurch were not in employment or training.

(NEET, Infometrics)

In 2024, total exports from Christchurch were

**\$5664 million**

(Infometrics 2024)

Industries employing the most people in Christchurch in 2024:

- Health care and social assistance (12.9%)
- Professional, scientific and technical services (10.8%)
- Construction (10.4%)

(Infometrics 2024)

Sectors making the largest contributions to economic growth in Christchurch between 2023–2024:

- Health care and social assistance (\$160.6m)
- Information media and telecommunications (\$130.5m)
- Financial and insurance services (\$107.7m)

(Infometrics 2024)



Christchurch's GDP was

**\$35.24 billion**

in the year to March 2024, accounting for 8.4% of New Zealand's total GDP.

(Infometrics 2024)



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# What our residents say

Each year, we ask residents how they feel about Council services and performance. The latest results show a growing satisfaction with many Council services.

## Strong performance in core services

The Council continues to deliver well in areas that matter most to residents. Parks, libraries, sports facilities, and waste services remain standout performers. More than 90% of residents who used libraries or recreation centres in the past year rated them positively – reflecting the high standard of these spaces and the staff who support them.

## Progress in key infrastructure areas

We are also starting to see small improvements in satisfaction in some of our more challenging areas. Footpaths, roads, and water services have all shown improvement, with more residents acknowledging the upgrades and maintenance underway. While roads and parking remain points of frustration, the shift we are beginning to see in sentiment suggests our investment is starting to pay off.

## Perceptions of value are improving

More people believe they are getting good value for their rates. This is a notable step forward and shows that the link between service delivery and rates is becoming clearer for residents. It also signals that efforts to communicate financial decisions and trade-offs are starting to resonate.

## Better communication and engagement

We have made gains in how we engage with the public. Residents are feeling more informed and better supported when accessing Council services. However, there's still room to improve – particularly on major issues where people want their views to genuinely shape outcomes.

Some of the feedback indicates a need for stronger engagement – not just during consultation, but in keeping residents informed and involved. People want clearer, more accessible updates on local activity, decision-making, and ways to have a say. Strengthening communication and being more transparent about trade-offs and constraints will help build trust and deepen Council/community partnerships.

## Lifting performance where it matters

While overall satisfaction is tracking upward, there are clear areas where residents expect more from us. Drinking water quality remains a top concern. Although we have made significant investment, we know that people want greater assurance that their water supply is safe, consistent, and reliable. This is a fundamental service – and continuing to improve it will be critical to building public confidence.

Road and footpath maintenance is another key area. Many residents told us they are frustrated by potholes, uneven surfaces, and the time it takes to complete repairs. These issues affect daily life and perceptions of Council responsiveness. We have made progress, but the challenge remains to better prioritise and communicate our maintenance work so people can see and feel the improvements on the ground.

## Looking ahead

What is clear is that people care deeply about Christchurch and want it to succeed. Residents value the city's quality of life and expect a Council that is capable, responsive, and focused on the future. These results show we are making progress but also highlight where we must keep striving to do better.

Continued focus on quality service delivery, open communication, and strong relationships with our communities will help us keep building trust and improving outcomes.

# Results snapshot

Christchurch Residents Survey Programme 2024/25

## How we're doing

Our annual Residents Survey programme finds out what people think about Christchurch City Council services.

The 2024/25 results show that:

**Overall satisfaction is at 53%**  
up markedly by 7% from last year's 46%.

**Most services (84%) met their annual satisfaction targets** up from 71% last year.

**13 services scored more than 85% satisfaction**  
and more services improved their satisfaction ratings by 1% or more.

**All reputation and trust measures improved**  
including the leadership of the Mayor and councillors and openness and transparency, which both improved 8%.

## What people say we do well

### Education programmes



### Cemeteries administration services



### Botanic Gardens and Mona Vale



### Hagley Park



### Libraries



### Council events support



### Recreation and sport support



### Recreation and sport facilities



### Regional parks recreational opportunities

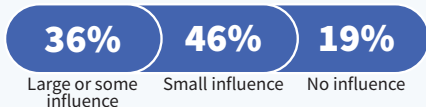
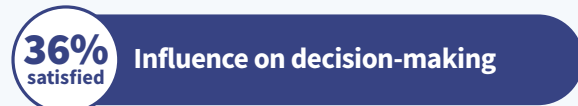


### Cemeteries presentation



## Public involvement in decision-making

(surveying residents in general)



Read the full results at:

[ccc.govt.nz/residents-survey](https://ccc.govt.nz/residents-survey)

### Partnership approvals case management service



### Community facilities



### Customer service



Overall



### Water supply reliability



### Kerbside collection



Overall



### Bus interchange and suburban hubs



### Parks network recreation facilities



## What has improved the most

### Influence on decision-making



### Council events support



### Leadership of Mayor and councillors



### Council is open and transparent



### Opportunities to have a say in decision making



### Understanding decision-making



### Road condition



### External communications



### Cemeteries administration services



### Stormwater management



## Where people think we could improve

### Water supply quality (taste and odour)



### On-street parking



### Community parks presentation



### Water supply responsiveness



### Road condition



### Footpath condition



## Reputation and trust

(surveying residents in general)

### Providing value for ratepayers' money



### Making wise spending decisions



### Communicating how residents' views have informed decision-making



# Partnership with mana whenua

**This partnership is a core part of how the Council plans, makes decisions, and delivers services across the city and Banks Peninsula.**

## Ngāi Tahu governance

Waitaha were the first people of Te Waipounamu, followed by Ngāti Māmoē and then Ngāi Tahu. By the mid-18<sup>th</sup> century, warfare, intermarriage, and alliances forged a common allegiance, merging their traditions and histories to establish Ngāi Tahu as mana whenua.

The governing body for Ngāi Tahu, Te Rūnanga o Ngāi Tahu was established through the Te Rūnanga o Ngāi Tahu Act 1996. The body represent Ngāi Tahu whānui (the wider Ngāi Tahu people) in all matters concerning their collective interests and assets.

Te Rūnanga is made up of 18 Papatipu Rūnanga, which are located throughout Te Waipounamu (South Island). These rūnanga are the mandated representatives of whānau and hapū who hold mana whenua (customary authority over land and resources).

## Acknowledging the past and future commitments

The Crown has apologised for its past failures to acknowledge Ngāi Tahu rangatiratanga and mana over the South Island lands. The Ngāi Tahu Claims Settlement Act 1998 records this apology and gives effect to the provisions of the 1997 Ngāi Tahu Deed of Settlement.

The Council is committed to nurturing our relationship with mana whenua and increasing opportunities for partnership. We acknowledge that the Council has its own work to do including addressing the taking of the Ihutai (Avon-Heathcote Estuary) Reserve, itself granted as part of settlement for earlier Te Tiriti breaches.

## Papatipu Rūnanga

Our district falls within the takiwā (area) of six Papatipu Rūnanga (sub-groups within the larger Ngāi Tahu structure) who hold mana whenua (tribal authority). These are:

- Te Ngāi Tūāhuriri Rūnanga
- Te Hapū o Ngāti Wheke (Rāpaki)
- Te Rūnanga o Koukourārata
- Te Rūnanga o Ōnuku
- Wairewa Rūnanga
- Te Taumutu Rūnanga.

These Papatipu Rūnanga carry responsibility, as kaitiaki (guardian), to uphold the mana of their people and care for the whenua (land), the sea and natural resources, to keep alive their cultural traditions and stories and to keep the home fires burning within their takiwā.

## Our Treaty of Waitangi obligations

The Council has clear legal obligations to support Māori participation in local decision-making and environmental management. These responsibilities are set out in the Local Government Act and the Resource Management Act and reflect the principles of Te Tiriti o Waitangi.

In practice, this means ensuring mana whenua have genuine opportunities to shape the decisions that affect their communities, land, and taonga. These are not optional – they are core responsibilities that apply across all areas of Council work, from governance and planning to service delivery.

We are expected to:

- Involve Māori early and meaningfully in decisions.
- Recognise their special connection to land, water, and sites of cultural significance.
- Support their role as kaitiaki (guardians of the environment).
- Build long-term relationships based on trust and partnership.

## Our partnership in action

We are working with Papatipu Rūnanga to develop collaborative relationships and to maintain and improve participation in its decision-making processes.

In 2016, this was formalised into a Committee of Council: Te Hononga. This Committee comprises representatives from the six Papatipu Rūnanga, councillors, the Mayor, and the Chairperson of the Finance and Performance Committee.

## We also work closely with:

- Whitiara, a representative of Tuahuriri Rūnanga that provides skills and employment support for whānau.
- Mahaanui Kurataiao, a resource and environmental management advisory company established by the six Papatipu, on resource planning matters.
- Five other organisations, including Te Rūnanga o Ngāi Tahu and Te Hapū o Ngāti Wheke (Rāpaki), on the protection of the Whakaraupō/Lyttelton Harbour (Whaka-ora Healthy Harbour project).

As we grow and change, so too does our relationship with mana whenua. Guided by the principles of Te Tiriti o Waitangi, this partnership strengthens our decision-making, brings in mātauranga Māori (Māori knowledge), and supports better outcomes for the environment and our communities.

# Our community outcomes and priorities

## Our guiding vision

Ōtautahi Christchurch – a place of opportunity for all. A place open to new ideas, new people, new investment, and new ways of doing things. A place where anything is possible.

## Our community outcomes 2024–34



**A collaborative,  
confident city**



**A green,  
liveable city**



**A cultural  
powerhouse city**



**A thriving,  
prosperous city**

## Our strategic priorities 2022–25



Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.



Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.



Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.



Champion Ōtautahi Christchurch and collaborate to build our role as a leading New Zealand city.



Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.



Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.

The new Council may choose to review these outcomes and priorities.







# Challenges and decisions ahead

Christchurch has made remarkable progress over the past decade – rebuilding, modernising, and establishing a strong foundation for the future. Looking forward, a new set of complex and interconnected issues will shape the next phase of city governance.



## Water services delivery reform: Local Water Done Well

The Government's Local Water Done Well programme replaces the former Three Waters reform. It retains responsibility for water service delivery with local councils, while introducing stronger national regulation and oversight.

Christchurch City Council has confirmed its intention to continue delivering drinking water, wastewater, and stormwater services through an In-House Delivery Model. This approach keeps governance and operational control with the Council, enabling better integration with the city's infrastructure planning, environmental priorities, and community outcomes.

A Water Services Delivery Plan must be prepared by September 2025.

**The next Council will oversee implementation of the delivery model, including developing a new Water Services Strategy. This strategy will define the direction for water services and meet the requirements for:**

- Ringfenced funding arrangements.
- Enhanced accountability settings.
- Compliance with national performance and regulatory expectations.



## Building Act reform

Reforms to the Building Act are poised to reshape how building consents are managed across New Zealand.

Key areas under review include the structure of Building Consent Authorities (BCAs), exemptions from consent requirements, and the interaction between liability and private insurance.

These changes could significantly impact councils, which act as BCAs. They may shift responsibilities and resourcing and reduce consent volumes. Adjustments to liability and insurance may also alter councils' legal exposure and risk management approaches.

The registration of a standalone private Building Consent Authority (BCA) may also have implications for the council's BCA.

**It's crucial the next Council remains actively involved throughout the reform process.**



## Resource management reform

The Government is undertaking a significant transformation of New Zealand's resource management system. The current Resource Management Act 1991 will be replaced with two new pieces of legislation, aimed at streamlining planning processes and environmental protection:

- Planning Bill – focusing on land-use planning and infrastructure development.
- Natural Environment Bill – addressing environmental protection and restoration, including air, water, soil, and biodiversity.

The new bills are expected to be introduced in October 2025. Once enacted, councils will need to transition to new planning frameworks, including new regional and city-wide planning documents. This will affect how we manage growth, protect natural resources, and make development decisions.

**The next Council will play a pivotal role in guiding the city's transition to these reforms, ensuring Christchurch's unique values, heritage and environmental aspirations are protected, within a new national planning regime and new regional planning documents.**



## Local Government Act reform

The Government has signalled substantive reforms to the Local Government Act 2002, with an amendment Bill expected to be introduced in mid-2025 and passed by the end of the year. Key changes are expected to include:

- Removal of the four wellbeings (social, economic, environmental, and cultural) as a statutory purpose.
- Clearer definition of core services councils should prioritise.
- New funding and financing constraints, including potential rate capping.

These changes could have far-reaching implications for the Council's strategic direction, funding tools, partnerships, and role in community wellbeing.

**The incoming Council may need to re-prioritise initiatives, adapt policies, and reshape service delivery under a more prescriptive mandate.**



## Climate change and the future of service delivery

Climate change is increasingly shaping how we plan and deliver infrastructure and services. Rising sea levels, more frequent extreme weather events, and changing rainfall patterns are placing growing pressure on the city's infrastructure and core services. These changes affect almost every aspect of the Council's responsibilities, from maintaining roads and stormwater networks to providing safe drinking water, protecting coastal areas, and managing parks, buildings, and community facilities. In some cases, the frequency or intensity of weather events is increasing coastal flooding and erosion, shortening asset lifecycles and escalating maintenance and renewal costs.

**The next Council will be pivotal in ensuring Christchurch is resilient and future-ready, including embedding climate resilience into infrastructure design, asset management, and service planning, and making decisions on whether to adapt or retreat. Currently, a lack of national guidance, reliable data, and legal clarity complicates these choices.**



## Reducing Council emissions

In 2019, the Council set a target to be net carbon neutral by 2030 across its operations, focusing on reducing greenhouse gas emissions to the lowest practicable level and offsetting residual emissions through methods such as tree planting.

Achieving this goal is challenging. The largest sources of emissions are wastewater treatment (70%), electricity use (21%), and fuel (7%), with smaller impacts from waste, travel, and refrigerants. These are linked to complex, resource-heavy core services.

**The next Council must determine the pace and scale of action – whether to maintain current efforts or accelerate investment. It also has an opportunity to lead by example, balancing climate goals with costs, technology limits, and service continuity.**

## Challenges and decisions ahead (continued)



### Relationship with central government

Strengthening the relationship between the Council and central government is essential for effective governance, equitable service delivery, and long-term community wellbeing. As the second-largest council in New Zealand and a major driver of South Island development, Christchurch City Council has both the opportunity and responsibility to advocate for the interests of its communities at a national level. This includes developing a more visible presence in central government decision-making, engaging early in reform processes, and contributing meaningfully to national policy design that impacts local government.

**The next Council should take an active role in building a stronger, more constructive relationship with central government and ensuring its voice is heard in national policy discussions.**



### Balancing rates with community expectations

Over the past years, our rates have continued to rise, even as households and businesses across our city face ongoing financial pressure. With an ageing population and more residents living on fixed incomes, affordability is an increasing concern for our community.

At the same time, there is a strong expectation that the Council continues to provide high-quality services. Our community often asks us to do more, and we understand why, but every additional service comes at a cost that must be funded. That creates a difficult tension. What one resident sees as a vital service may be considered non-essential by another. While some call for increased services and investment, others advocate for lower rates and greater restraint. Navigating these competing priorities is not easy, and the challenge will only grow.

**The next Council will need to carefully weigh the need to keep our city moving forward against the imperative to do so affordably and sustainably. Striking this balance will require thoughtful choices, community engagement, and a clear focus on delivering value.**





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# Our capital programme

Christchurch has one of the largest capital investment programmes in local government. We are delivering the infrastructure and community facilities needed to support a vibrant, sustainable and resilient future.

## Overview of capital programme

Over the next three years, we plan to invest between \$645 million and \$735 million annually in new infrastructure, major community facilities, and the renewal of ageing assets. This investment supports the city's growth, strengthens community wellbeing, and helps us adapt to long-term challenges such as climate change.

The capital programme comprises approximately 1000 individual projects that are underway or planned and it is reviewed annually through the Annual Plan and Long Term Plan processes. Projects are funded through a mix of central government grants, development contributions, rates revenue and debt.

## Focus areas

Our capital investment priorities are shaped by community needs and reflect the city's long-term resilience goals. These include:

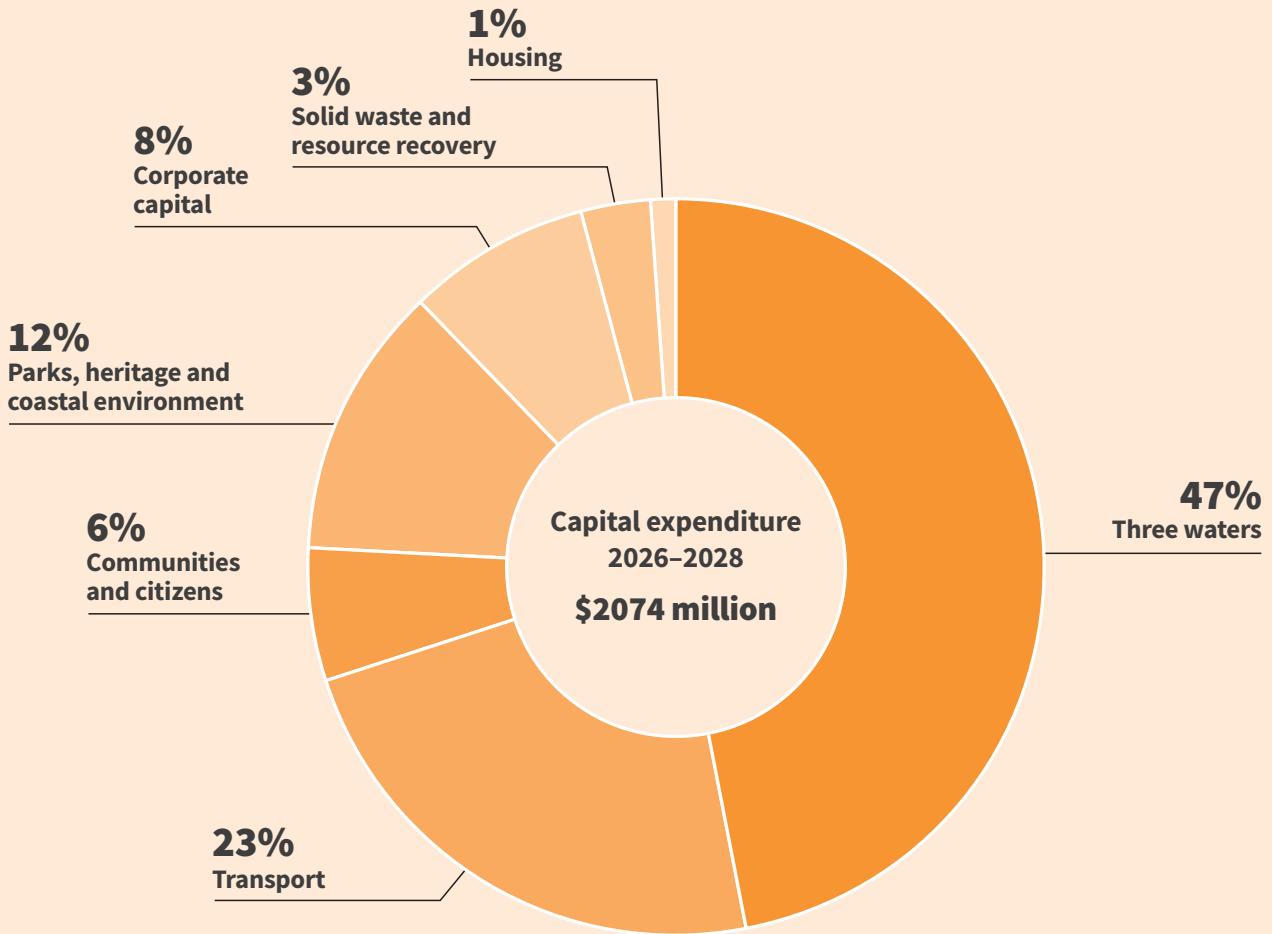
- Maintaining and renewing core infrastructure, such as roads, water and wastewater pipes and public facilities.
- Improving transport networks, including safer roads, footpaths and cycling connections.
- Developing community assets, such as libraries, wharves, and sports facilities.
- Protecting natural environments and public spaces along our rivers and in our parks.
- Responding to climate change through resilient design and green infrastructure.

## Managing delivery and risk

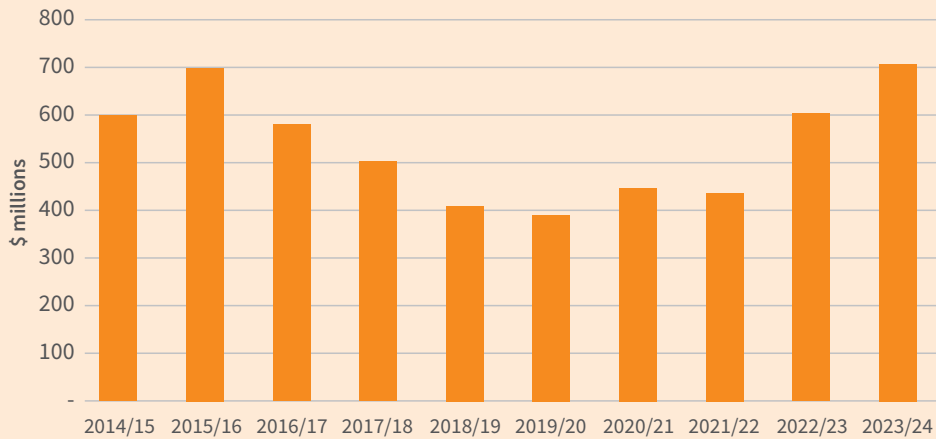
Delivering a large and complex capital programme is not without challenges. Key risks include:

- Funding pressures and cost escalation due to inflation.
- Dependencies on external parties, such as other agencies or infrastructure providers.
- Delays in consenting and design timeframes.
- Workforce availability and supply chain disruptions.

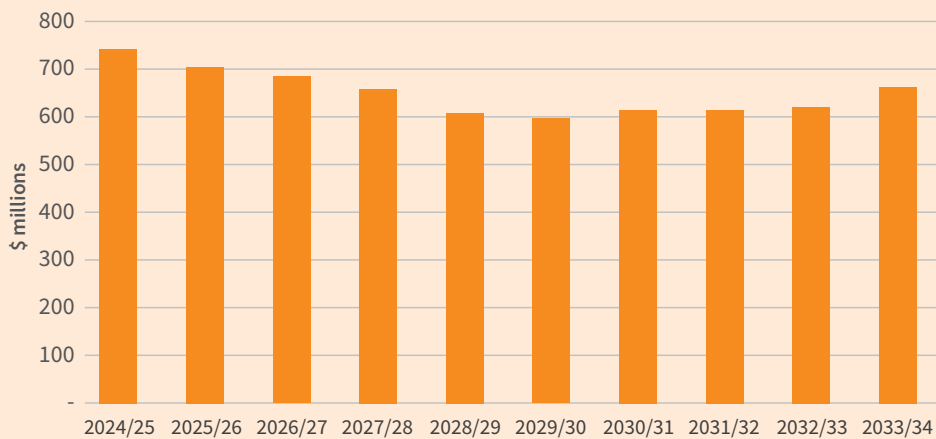
To manage these risks, the Council closely monitors capital delivery performance, with regular reporting to elected members. High-profile and high-risk projects are included on a dedicated watchlist, ensuring transparency regarding progress, milestones, and emerging issues.



**Total capital expenditure over the last decade**



**Total expected capital expenditure over the coming decade (LTP)**



## Major projects planned in the next triennial

In addition to essential local projects – like footpath renewals, stormwater upgrades, and neighbourhood improvements – a number of large, city-shaping investments are a priority over the next three years. These major projects account for approximately 31% of the Council’s total capital budget over that period and are central to building a more liveable, connected, and resilient Christchurch.

Capital budget (financial years)					
Current phase / project	2025/26	2026/27	2027/28	2028/29	Total
<b>Construction</b>					
One New Zealand Stadium at Te Kaha	92.5m	21.2m			<b>113.7m</b>
Carriageway reseals programme	21.4m	29.8m	28.0m		<b>79.3m</b>
Major cycleways programme	11.1m	20.2m	16.3m	29.8m	<b>77.4m</b>
Ōmōkihi South Library and Customer Service Hub	20.3m	6.0m			<b>26.3m</b>
Ōtākaro-Avon River Corridor City to Sea shared use pathway (OARC)	9.8m	8.1m	1.0m		<b>18.9m</b>
<b>Design and procurement</b>					
Christchurch Wastewater Treatment Plant activated sludge reactor	19.7m	50.0m	41.9m	29.1m	<b>140.7m</b>
Wastewater: Akaroa reclaimed water treatment and reuse scheme	1.2m	8.4m	4.5m	54.3m	<b>68.4m</b>
Wastewater: Selwyn pump station (PS0152), pressure main and sewer upgrades	4.6m	16.0m	16.0m	8.9m	<b>45.5m</b>
Wastewater: Grassmere wet weather storage facility	2.2m	12.2m	11.2m	7.5m	<b>33.0m</b>
Stormwater: Addington Brook and Riccarton Drain filtration devices	6.4m	6.2m	7.3m	3.1m	<b>23.0m</b>
Lincoln Road passenger transport improvements (Curletts to Wrights)	0.2m	1.8m	3.4m	3.1m	<b>8.6m</b>
<b>Early planning</b>					
Street renewals programme	9.5m	13.3m	13.9m	9.9m	<b>46.7m</b>
Pages Road bridge renewal (OARC)	1.7m	7.3m	17.9m	15.6m	<b>42.6m</b>
Wastewater: Northeast relief Anzac renewal	2.0m	10.0m	12.0m		<b>24.0m</b>
Stormwater: Waikākāriki – Cranford stormwater treatment (stage 1)	0.8m	5.4m	6.9m	8.0m	<b>21.1m</b>
Wastewater: Fitzgerald Avenue brick barrel mains renewal	2.5m	7.0m	6.5m	4.4m	<b>20.4m</b>
Canterbury Provincial Chambers	0.2m	5.0m	10.0m	4.3m	<b>19.5m</b>
Water supply: Averill Street pump station renewal (PS1005)	0.1m	5.3m	8.1m	4.5m	<b>18.0m</b>
Public Transport Futures programme	3.3m	2.1m	1.1m	11.4m	<b>17.8m</b>
Water Supply: Smart customer water meter rollout	4.4m	4.6m	1.1m	1.7m	<b>11.8m</b>
<b>Total 2025/26–2028/29</b>	<b>213.9m</b>	<b>239.9m</b>	<b>207.1m</b>	<b>195.6m</b>	<b>856.5m</b>
<b>Total capital programme budget 2025/26–2028/29</b>	<b>2.7523 billion</b>				

*The projects / programmes above account for 31% of the total capital programme budget for 2025/26–2028/29*



## Major projects in the construction phase



### One New Zealand Stadium at Te Kaha

A major anchor project under the Central City Recovery Plan, One New Zealand Stadium at Te Kaha will replace the earthquake-damaged Lancaster Park. The new multi-use stadium will seat 30,000 for sports events and up to 37,300 for major concerts. It is a key investment in Christchurch's future as a national and international event destination.

### Carriageway reseals programme

Renewal of road surfaces across the city network.

### Major cycleways programme

Work will continue to complete Christchurch's planned network of 13 major cycleways. Nine of the planned cycleways are now open.

### Ōtākaro-Avon River Corridor City to Sea shared use pathway

This 11km shared-use pathway follows the Ōtākaro Avon River from the central city to New Brighton. The all-weather route includes connections to surrounding communities and features sections of boardwalk to navigate the natural contours and drainage. It's part of the wider regeneration of the former red zone.



### Ōmōkihi South Library and Customer Service Hub

Ōmōkihi replaces the former earthquake-damaged South Library and Service Centre. Located on the same site, the new facility includes a library, learning centre, customer hub, café, governance space, and community rooms. The design reconnects with the landscape and offers more flexible, future-ready public space.

## Major projects in the design and procurement phase



### Christchurch Wastewater Treatment Plant activated sludge reactor

Following the 2021 fire at the Christchurch Wastewater Treatment Plant, this project delivers a new activated sludge system to replace the damaged trickling filter infrastructure, restoring full secondary treatment capacity and improving environmental compliance.

### Selwyn Street wastewater pump station and sewer upgrades

A new wastewater pump station and pressure main are being built to divert wet weather flows away from the Heathcote catchment. Upgrades to surrounding sewers in Simeon, Milton and Selwyn streets will help meet consent requirements and reduce wet weather overflows.



### Akaroa reclaimed water treatment and reuse scheme

This project replaces the wastewater treatment plant at Takapūneke Reserve with a new facility designed to meet long-term consent conditions and cultural expectations. The scheme includes treatment upgrades and a sustainable water reuse solution to remove the current discharge to Akaroa Harbour.

### Grassmere wet weather wastewater storage facility

A new storage tank, pump station and pressure main will reduce sewage overflows during storms and support new development. The facility improves network resilience and helps meet consent conditions.

### Addington Brook and Riccarton Drain stormwater filtration

This project improves stormwater quality in a key urban waterway. We're installing filtration devices and supporting infrastructure in Addington Brook and Riccarton Drain to help meet water quality targets under the Council's Surface Water Strategy and stormwater discharge consents.

### Lincoln Road passenger transport improvements

Improvements to Lincoln Road to accommodate the core south-west public transport route on this corridor.

## Major projects in the early planning phase

### Street renewals programme

City-wide street, asset condition-based, renewals programme including traffic needs assessments, design and reconstruction of kerb and channel and associated street assets.

### Northeast relief Anzac sewer renewal

Renewal and upsizing of 860 metres of the Northeast Relief trunk sewer to a 1200mm diameter pipe. The upgrade improves wastewater capacity and resilience in the city's northeast growth areas.



### Pages Road bridge renewal

A resilient new bridge will replace the ageing Pages Road bridge in New Brighton. The renewal includes approach road upgrades and is being designed with emergency evacuation functionality in mind as part of the wider Avon River Corridor vision.



### Canterbury Provincial Chambers strengthening

This project begins the phased restoration of the historic Canterbury Provincial Chambers – New Zealand's only surviving provincial government building complex – ensuring its preservation for future generations.

### Public Transport Futures programme

A programme of work to facilitate the delivery of public transport infrastructure across the whole network.

### Smart water meter rollout

Installation of smart water meters to support management of water consumption and to improve the long-term sustainability of our water supply.

### Waikākāriki – Cranford stormwater treatment (Stage 1)

This new stormwater treatment facility supports 480 hectares of development discharging via the Dudley Creek diversion. It includes a first-flush basin and wetland to improve water quality and enhance ecological outcomes.

### Fitzgerald Avenue brick barrel mains renewal

Renewal of 1880s-era brick sewer mains under Fitzgerald Avenue between Moorhouse Avenue and Gloucester Street. This critical upgrade supports network reliability and protects against failures in the central city.

### Averill Street water pump station renewal

The Averill Street water supply pump station is being replaced on a new site to ensure continued service reliability and meet the city's long-term water supply needs.

# How the Council works

Strong, effective governance is fundamental to Christchurch's progress.

As the city continues to grow and evolve, the decisions made by elected members will shape not only our infrastructure and services, but the kind of place Christchurch becomes for future generations.

The Mayor and councillors are elected to govern the Council and set the direction for Christchurch. Their responsibilities include making decisions on behalf of the community, approving budgets and investment plans for the city's services and facilities, and adopting the bylaws, policies and plans that guide the Council's operations and long-term planning.

## Our governance structure

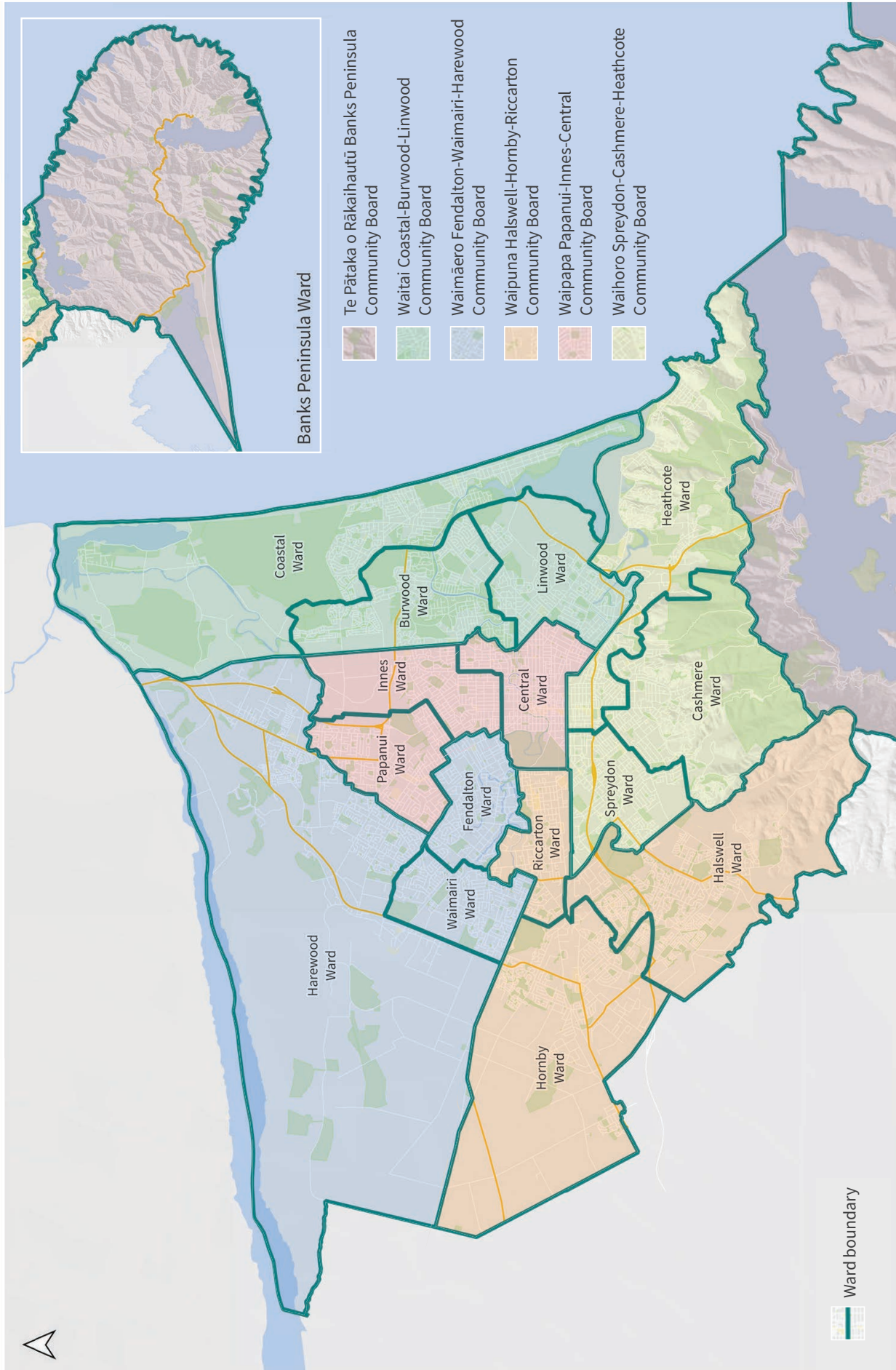
Christchurch City Council comprises the Mayor and 16 councillors. The Mayor is elected at large by voters across the entire district, while each councillor is elected by the voters of one of the 16 wards. Although councillors are elected from specific geographic areas, they have an obligation and a duty to act in the best interests of the city as a whole.

In addition to the governing Council, six community boards operate across the district. These boards are made up of elected community board members and the relevant ward councillors. Community boards are empowered to make decisions on local matters that directly affect neighbourhoods, including things like placement of bus stops and road markings, management of local traffic issues and local community funding. This local decision-making helps ensure that communities have a say in the things that affect them day-to-day.

Community Board	Elected members	Estimated population*
Te Pātaka o Rākaihautū Banks Peninsula	One councillor and seven board members	9280
Waitai Coastal-Burwood-Linwood	Three councillors and six board members	76,900
Waimāero Fendalton-Waimairi-Harewood	Three councillors and six board members	77,900
Waipuna Halswell-Hornby-Riccarton	Three councillors and six board members	88,000
Waipapa Papanui-Innes-Central	Three councillors and six board members	79,100
Waihoru Spreydon-Cashmere-Heathcote	Three councillors and six board members	80,700

\***Source (May 2025):** Statistics NZ population estimates as at 30 June 2025.

## Ward and community board overview



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# How the Council makes decisions

Strong local governance underpins effective and accountable decision-making. The incoming Council will continue to play a pivotal role in balancing local priorities, community expectations, and the broad range of interests and priorities across the city.

While the Local Government Act 2002 does not define a “decision”, it identifies several statutory responsibilities when making decisions. When making a decision, councils must:

- Seek to identify all reasonably practicable options for achieving the decision’s objective.
- Assess the advantages and disadvantages of each option.
- Give consideration to the views and preferences of people likely to be affected by, or have an interest in, the matter.
- Provide opportunities for Māori to contribute to decision-making. Where the decision is significant in relation to land or a body of water, councils must take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.
- Identify and explain any significant inconsistency with existing policies or plans.

Councils have discretion to determine how best to meet these obligations, proportionate to the significance of the decision. The greater the significance of a decision, the more rigorous the process must be.

## Seeking community views and consultation

The Council and community boards work closely with residents, local groups, and mana whenua to ensure decisions are responsive to community needs and aspirations. We actively seek input through the development of local Community Board Plans, the Annual Plan, the Long Term Plan, and other consultations throughout the year.

We welcome the wide range of feedback we receive from individuals, groups, and organisations. This helps inform how we plan, prioritise, and deliver services across the city and Banks Peninsula.

For significant decisions, the Council undertakes a full consultation process – including the use of a special consultative procedure where required. This is mandatory when the Council:

- Adopts or amends a Long Term Plan or Annual Plan.
- Adopts, revokes, or significantly changes a bylaw.
- Proposes changes to how a significant activity is delivered.

The Council may also choose to use this process for other matters, depending on the level of public interest or impact.

Other legislation, such as the Resource Management Act 1991, may also impose specific consultation and engagement processes.

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# How the Council plans for the future

Planning for the future is one of the Council's most important responsibilities. Through tools like the Long Term Plan, Annual Plan, District Plan, and a range of policies, strategies, and bylaws, the Council makes informed and transparent decisions. Together, they provide a roadmap for building a city that is resilient, inclusive, and well-prepared for the future.

## Long Term Plan

Every three years, the Council must prepare a Long Term Plan (LTP) to set the direction for the next 10 years. The LTP outlines the services we intend to deliver, the infrastructure we need to maintain or build, and how we propose to fund it. It is the Council's core strategic and financial planning document, and the key tool for aligning investment, service delivery, and public accountability.

An effective LTP is more than a budget or project list. It brings together several core components to guide the Council's long-term decision-making:

- Community Outcomes set out what the Council aims to achieve for Christchurch and Banks Peninsula. They shape the direction of infrastructure, services, and regulation, and help assess strategic decisions.
- The Infrastructure Strategy identifies the city's most significant infrastructure challenges over the next 30 years. It focuses on key decisions for core assets like water, transport, stormwater, and flood protection – setting out the issues, possible responses, and their implications.
- The Financial Strategy outlines how the Council will sustainably fund its activities. It sets boundaries, such as rates and debt limits, and helps ensure decisions are financially realistic and consider key trade-offs.

The LTP also includes Activity Plans, which detail how services like transport, waste, parks, and libraries will be delivered, and what investment is needed to maintain supporting assets.

Together, these documents enable the Council to prioritise what matters most, make informed investment choices, and clearly explain decisions to the community.

## Annual Plan

An annual plan is the Council's budget for one financial year and is produced in the years between long term plans. It explains how the Council intends to finance the activities and services it provides during that year as directed by its Long Term Plan. It also focuses on the previous year's financial performance, updated financial figures, cost increases and inflation, and any adjustments the Council needs to make.

## Reporting and accountability

Our performance is tracked and reported through an Annual Report, which compares what we planned to do in the LTP and Annual Plan against what we delivered. This is a key mechanism for public transparency and accountability, allowing the community to monitor how well we are performing.

## District Plan

The Christchurch District Plan is separate from the LTP but just as important. It determines land use and subdivision rules across the city. It sets out where housing, commercial, industrial, and community activities can happen and shapes how Christchurch and Banks Peninsula grows and develops. The District Plan is a legal document under the Resource Management Act 1991, and any changes to it require a formal consultation process.

## Policies and bylaws

In addition to the LTP, the Council develops and maintains a wide range of policies and bylaws to guide decision-making, ensure regulatory compliance, and help deliver on our commitments to the community.

The Council is required under various legislation to adopt local bylaws that regulate public behaviour, land use, safety, and environmental protection. Examples include rules about dogs, alcohol in public places, and public signage.

Policies are used to guide the Council's internal decision-making and how services are delivered. These may relate to rating, procurement, fees and charges, community grants, or use of Council land and buildings. While some are required by law, others are adopted to reflect Council priorities and provide consistency in how we operate.

## Strategies and action plans

The Council also develops a range of strategies and action plans that sit between the LTP and day-to-day operations. These strategies are not always required by law, but they play a key role in identifying long-term goals, setting direction for staff and elected members, and enabling coordinated delivery across teams and with external partners. Most are supported by action plans, which outline specific programmes, projects, or policy changes to be implemented over time.







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# Financials

## Our financial strategy

How the Council manages its money is set out in our Financial Strategy, which is developed and adopted during the Long Term Plan process. Our Financial Strategy considers the increasing costs of a growing city and how those costs should be shared between the Council, our partners, and developers. It outlines the implications for rates, fees and charges, debt, and investment, considering affordability and certainty for ratepayers.

Over the next 10 years, we are expecting the following factors to have an influence on Council finances:

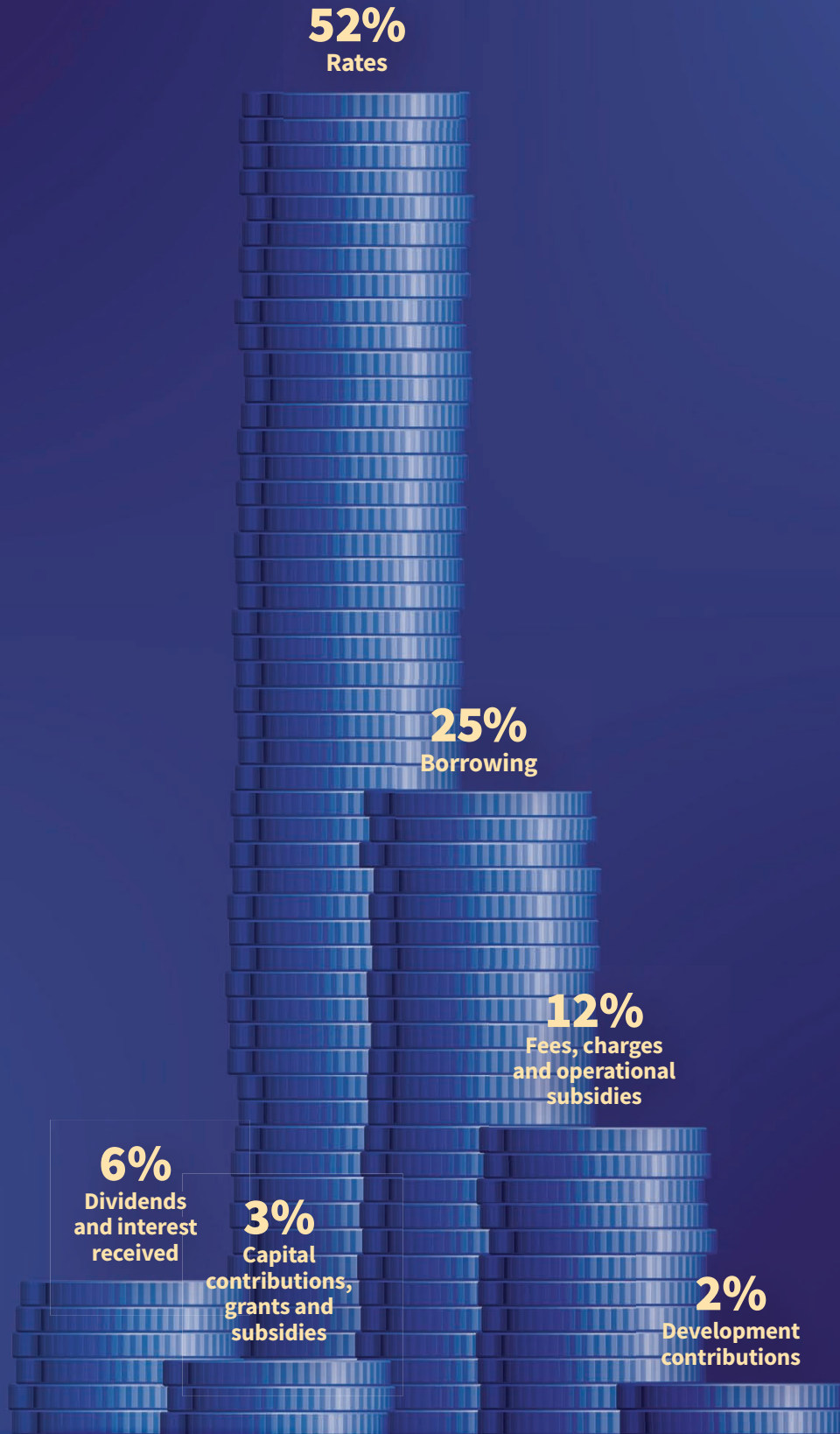
- Inflation and interest rates.
- Continued growth in both population and economic activity.
- Natural hazards, emergencies, and climate change.
- Need to renew and upgrade existing infrastructure.
- Changes in quality/environmental standards and consent requirements.
- Our operation of significant new community facilities.
- Local government reform.

The financial information that follows has been sourced from:

- Audited results from the Annual Reports for 2022/23 and 2023/24
- Forecast results for the 2024/25 financial year
- Annual Plan figures for 2025/26
- Long Term Plan (LTP) data for 2026/27 to 2028/29, as published in June 2024

Please note: The LTP figures have not been updated for any timing or other changes since they were released.

# Where the money comes from



# How the money is spent

The money we receive goes towards operational and capital costs of services and activities – some required by legislation, and others to meet the needs of a healthy, growing community. Here's how the funding is being divided up in 2025/26.



**28%**  
**Three waters**  
\$435.65 million

Providing our water supply, and handling our wastewater and stormwater.



**17%**  
**Transport**  
\$260.59 million

Building and maintaining our roads and investing in making Christchurch an easy city to travel around.



**15%**  
**Communities and citizens**  
\$239.14 million

Providing libraries, pools, Christchurch Art Gallery, recreation centres, community arts and events, and more.



**10%**  
**Parks, heritage and coastal environment**  
\$148.21 million

Maintaining 1358 parks and reserves covering nearly 10,227 hectares, and heritage buildings, statues and more.



**5%**  
**Solid waste and resource recovery**  
\$85.05 million

Collecting and handling our rubbish, organic waste and recycling.



**5%**  
**Debt repayment**  
\$81.23 million

Paying back our borrowing.



**4%**  
**Regulatory and compliance**  
\$72.00 million

Consenting, licensing, parking, noise control, animal control and more.



**1%**  
**Governance**  
\$22.07 million

Supporting elections, participation in democracy, representation reviews and Council decision-making.



**1%**  
**Strategic planning and policy**  
\$21.44 million

Developing strategies, policies and plans to facilitate Council work and city planning.



**1%**  
**Housing**  
\$19.13 million

Maintaining and upgrading the Council's social housing, funded entirely from rents.



**1%**  
**Economic development**  
\$17.99 million

Including interest on our borrowing, strategic land acquisitions, IT projects and capital spending.



**12%**  
**Other**  
\$197.92 million

One New Zealand Stadium at Te Kaha (\$92.5 million capital spend). Interest expenses not allocated to activities (\$85 million). Expenditure on internal activities (\$21 million).



# Funding the future

The table below outlines an overview of the 2024 Long Term Plan, planned rating and borrowing over the next decade to fund the Council's operating expenditure and capital programme.

	Rates to be levied as per LTP \$	Nominal rates increase on 1 July	Percentage rate increase to existing ratepayers	New borrowing \$	Net change in borrowing (new borrowing less debt repayment) \$	Balance gross debt \$	Balance net debt (excludes onlending to subsidiaries) \$
2024/25	760,845,000	11.93%	9.90%	428,579,000	347,059,000	2,939,736,000	1,917,717,000
2025/26	833,617,000	9.56%	8.48%	376,437,000	279,577,000	3,219,313,000	2,203,478,000
2026/27	890,818,000	6.86%	5.80%	352,298,000	239,231,000	3,458,544,000	2,434,147,000
2027/28	952,585,000	6.93%	5.88%	304,507,000	177,453,000	3,635,997,000	2,619,754,000
2028/29	1,009,224,000	5.95%	4.90%	239,818,000	116,640,000	3,752,637,000	2,720,739,000
2029/30	1,067,525,000	5.78%	4.73%	195,199,000	61,442,000	3,814,079,000	2,772,871,000
2030/31	1,124,633,000	5.35%	4.31%	183,775,000	37,926,000	3,852,005,000	2,791,425,000
2031/32	1,160,615,000	3.20%	2.18%	163,955,000	20,948,000	3,872,953,000	2,791,015,000
2032/33	1,189,394,000	2.48%	1.46%	156,917,000	(2,397,000)	3,870,556,000	2,772,498,000
2033/34	1,215,546,000	2.20%	1.19%	191,504,000	36,148,000	3,906,704,000	2,779,554,000

# Funding impact statement

The funding impact statement shows the source of the Council's funds and how those funds are spent. The two main streams are operating (day-to-day) and capital (long term investments in the future).

The table below shows the funding impact statement for the three financial years immediately preceding the election, and for the three financial years immediately following the date of the election.

Funding impact statement for the year ended 30 June							
Actual 2022/23 \$000	Actual 2023/24 \$000	Forecast 2024/25 \$000		AP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000
<b>Sources of operating funding</b>							
387,994	397,968	456,334	General rates, uniform annual general charges, rates penalties	496,391	544,639	582,878	612,769
248,870	294,491	315,960	Targeted rates	340,626	356,983	380,638	407,515
34,592	42,321	41,705	Subsidies and grants for operating purposes	43,320	45,548	43,646	44,078
115,297	119,407	125,448	Fees and charges	128,001	130,097	133,199	136,541
85,866	109,839	112,116	Interest and dividends from investments	102,261	105,952	106,346	116,426
20,776	49,916	36,390	Local authorities fuel tax, fines, infringement fees, and other receipts	26,139	15,000	15,257	15,822
<b>893,395</b>	<b>1,013,942</b>	<b>1,087,953</b>	<b>Total operating funding</b>	<b>1,136,738</b>	<b>1,198,219</b>	<b>1,261,964</b>	<b>1,333,151</b>
<b>Applications of operating funding</b>							
496,862	561,127	569,049	Payments to staff and suppliers	666,298	643,322	653,863	675,647
113,039	129,156	139,702	Finance costs	134,516	154,315	164,788	170,509
52,725	61,100	70,393	Other operating funding applications	70,534	70,763	59,848	62,401
<b>662,626</b>	<b>751,383</b>	<b>779,145</b>	<b>Total applications of operating funding</b>	<b>871,348</b>	<b>868,400</b>	<b>878,499</b>	<b>908,557</b>
<b>230,769</b>	<b>262,559</b>	<b>308,808</b>	<b>Surplus (deficit) of operating funding</b>	<b>265,390</b>	<b>329,819</b>	<b>383,465</b>	<b>424,594</b>
<b>Sources of capital funding</b>							
204,159	61,437	51,358	Subsidies and grants for capital expenditure	50,359	73,447	55,737	41,627
54,956	35,178	26,637	Development and financial contributions	24,237	24,651	25,218	25,798
147,584	294,291	234,338	Net increase (decrease) in debt	102,724	239,231	177,453	116,640
18,087	7,648	581	Gross proceeds from sale of assets	3,829	18,193	2,924	9,095
87,445	27,095	2,936	Other dedicated capital funding	1,266	1,287	1,318	1,348
<b>512,231</b>	<b>425,649</b>	<b>315,851</b>	<b>Total sources of capital funding</b>	<b>182,415</b>	<b>356,809</b>	<b>262,650</b>	<b>194,508</b>
<b>Applications of capital funding</b>							
239,152	237,697	232,051	- to replace existing assets	338,015	361,456	362,651	324,892
301,345	394,968	425,024	- to improve the level of service	267,831	267,818	225,148	216,225
75,796	70,047	41,117	- to meet additional demand	41,976	56,345	70,814	67,143
23,149	(4,367)	6,267	Increase (decrease) in reserves	(17,017)	17,194	5,502	13,842
103,558	(10,137)	(79,800)	Increase (decrease) of investments	(183,000)	(16,185)	(18,000)	(3,000)
<b>743,000</b>	<b>688,208</b>	<b>624,659</b>	<b>Total applications of capital funding</b>	<b>447,805</b>	<b>686,628</b>	<b>646,115</b>	<b>619,102</b>
<b>(230,769)</b>	<b>(262,559)</b>	<b>(308,808)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(265,390)</b>	<b>(329,819)</b>	<b>(383,465)</b>	<b>(424,594)</b>
-	-	-	<b>Funding balance</b>	-	-	-	-

# Summary balance sheet

The balance sheet shows what the Council owns (assets) and what it owes (liabilities). The difference between the two is called ratepayers' equity — it's essentially the community's share of the Council's value. The summary balance sheet focuses mainly on financial items like cash and debt, rather than physical assets like buildings, roads, water assets and equipment.

The table below shows a summary balance sheet based on the Council's financial statements for the three financial years immediately preceding the election, and a summary balance sheet based on the Council's forecasted financial statements.

Summary balance sheet							
Actual 2022/23 \$000	Actual 2023/24 \$000	Forecast 2024/25 \$000		AP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000
<b>Current assets</b>							
136,438	105,931	122,499	Cash and cash equivalents	107,567	98,046	99,198	100,379
107,585	142,880	157,287	Trade receivables and prepayments	157,284	130,388	133,397	136,475
3,742	3,222	3,222	Inventories	3,222	3,933	4,021	4,108
97,379	48,555	45,108	Other financial assets	18,790	111,738	117,243	131,082
<b>Non-current assets</b>							
4,143,797	4,366,803	4,436,055	- Investments in CCOs and other similar entities	4,385,790	4,645,630	4,722,252	4,812,108
113,306	154,534	161,433	- Other investments	191,028	139,052	142,414	145,956
96,701	99,948	60,335	Intangible assets	61,978	135,505	139,180	139,002
2,386,329	2,730,880	3,245,019	Operational assets	3,605,723	3,664,637	3,670,808	3,658,408
11,188,362	11,257,900	11,461,046	Infrastructural assets	12,085,079	13,564,980	14,161,025	14,700,074
1,831,598	1,926,095	1,951,089	Restricted assets	2,039,449	2,180,640	2,262,983	2,345,892
<b>20,105,237</b>	<b>20,836,748</b>	<b>21,643,094</b>	<b>Total assets</b>	<b>22,655,910</b>	<b>24,674,549</b>	<b>25,452,522</b>	<b>26,173,485</b>
<b>Current liabilities</b>							
155,888	159,792	159,792	Trade and other payables	159,792	163,186	166,806	170,508
369,908	290,208	290,208	Borrowings	214,500	331,600	400,000	500,000
27,059	30,970	31,254	Other liabilities and provisions	31,634	28,864	29,012	30,755
<b>Non-current liabilities</b>							
1,895,894	2,279,639	2,516,799	Borrowings	2,675,231	3,126,945	3,235,998	3,252,638
22,688	20,415	19,282	Other liabilities and provisions	15,138	15,697	15,145	13,430
3,522	3,862	3,862	Deferred tax liability	3,862	3,725	3,815	3,906
17,630,278	18,051,862	18,621,896	Ratepayers' equity	19,555,753	21,004,532	21,601,746	22,202,248
<b>20,105,237</b>	<b>20,836,748</b>	<b>21,643,094</b>	<b>Total equity and liabilities</b>	<b>22,655,910</b>	<b>24,674,549</b>	<b>25,452,522</b>	<b>26,173,485</b>

# Statement of compliance with financial strategy

## The purpose of financial prudence benchmarks

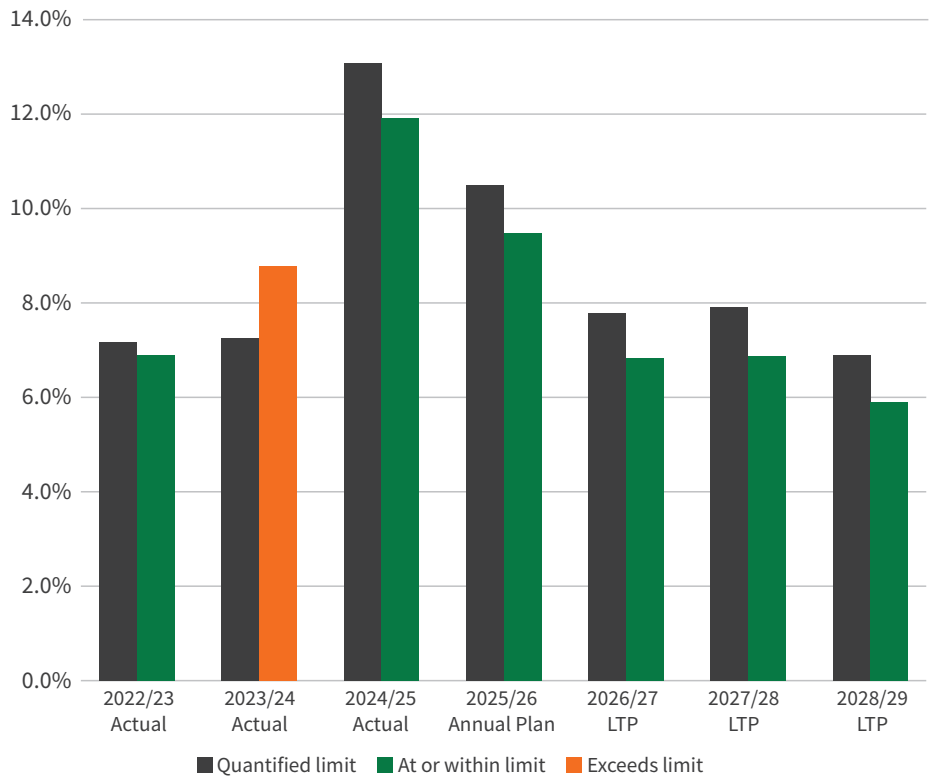
The purpose of the financial prudence benchmarks is to provide information on whether the Council is prudently managing its revenues, expenses, assets and liabilities.

### Rates affordability

The Council meets the rates affordability benchmark if its actual rates increase equals or is less than the quantified limit.

The quantified limit represents a self-imposed limit on rates increases determined as part of the Council's long-term financial strategy. The Council expects to remain within the quantified limit for rates affordability percentage increases as it continues to implement new developments and renewals projects within the city.

Rates (increases) affordability benchmark

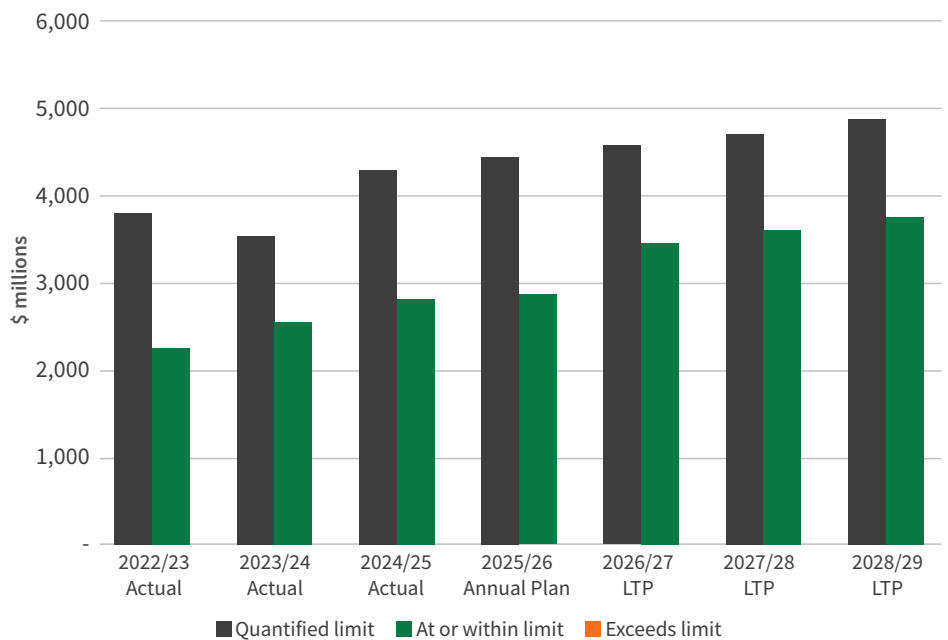


### Borrowing levels and limits

The debt affordability quantified limit benchmark checks whether the Council's actual or planned borrowing is within the debt limits set in its Financial Strategy.

The Council meets the debt affordability benchmark if its actual borrowing is within the quantified limit set in its Financial Strategy.

Debt affordability quantified limits





## Financial prudence benchmarks

The Council also reports a range of other benchmarks and ratios in its Financial Strategy to monitor its financial performance and position. These are set out in the table below, including presenting rates affordability in dollar terms (noting that the rates affordability graph on the opposite page presents it as a percentage).

Measure		Actual 2022/23	Actual 2023/24	Forecast 2024/25
<b>Rates affordability benchmark (\$000)</b>	Limit	637,398	676,915	779,093
	Actual	636,864	692,459	772,294
<b>Balanced budget benchmark</b>	Benchmark	100.0%	100.0%	100.0%
	LTP forecast	115.0%	101.0%	100.0%
	Actual	120.0%	96.0%	95.6%
<b>Debt servicing benchmark</b>	Benchmark	10.0%	10.0%	10.0%
	LTP forecast	8.2%	9.4%	12.4%
	Actual	9.5%	11.9%	12.2%
<b>Essential services benchmark</b>	Benchmark	100.0%	100.0%	100.0%
	LTP forecast	162.7%	159.5%	141.0%
	Actual	133.0%	128.0%	113.7%
<b>Net debt as a % of equity</b>	Limit	20.0%	20.0%	20.0%
	LTP forecast	12.9%	14.7%	9.8%
	Actual	7.6%	8.7%	10.0%
<b>Net debt as a % of total revenue</b>	Limit	295.0%	290.0%	285.0%
	LTP forecast	175.7%	224.0%	166.0%
	Actual	113.0%	145.0%	164.1%
<b>Net interest as a % of total revenue</b>	Limit	20.0%	20.0%	20.0%
	LTP forecast	6.6%	7.5%	7.8%
	Actual	5.6%	6.9%	7.7%
<b>Net interest as a % of annual rates income</b>	Limit	30.0%	30.0%	30.0%
	LTP forecast	10.8%	10.7%	11.8%
	Actual	10.5%	10.8%	11.3%

# Return on investment

The Council has made equity investments in companies either to facilitate economic development or in support of an entity that provides services to local government.

The table below compares the actual returns on Council investments against targets for those investments specified in the Financial Strategy.

Return on investments		2023 Actual \$m	2024 Actual \$m	2025 Forecast \$m
<b>Christchurch City Holdings Limited</b>	Target	32.42	50.70	55.00
	Actual	32.40	50.70	55.00
<b>Transwaste Canterbury Limited</b>	Target	5.21	5.17	7.31
	Actual	7.12	4.69	7.71
<b>Local Government Funding Agency Limited</b>	Target	0.06	0.09	0.09
	Actual	0.09	0.13	0.14

The Council's main investment is in Christchurch City Holdings Limited (CCHL) which holds investments on behalf of the city. CCHL is classified as a Council-controlled organisation (CCO), whereas its operational trading entities are classified as Council-controlled trading organisations (CCTO). CCHL monitors the Council's existing investments in the city's infrastructure assets such as the port, airport, electricity lines and high-speed fibre network.

Transwaste Canterbury Limited provides the Council with its non-hazardous regional landfill. Dividends in the last three years are within the targets set out by the Financial Strategy.

The New Zealand Local Government Funding Agency Limited (LGFA) was setup in 2012 and is owned by local authorities and the Government. Its objective is to provide councils with access to debt funding at lower interest rates than each could individually access.

Investments	Financial Strategy target	Result
<b>Venues Ōtautahi Limited (CCTO)</b>	None	N/A
<b>ChristchurchNZ Holdings Limited (CCO)</b>	None	N/A
<b>Te Kaha Project Delivery Limited (CCO)</b>	None	N/A
<b>Civic Financial Services Limited</b>	None	N/A
<b>Endeavour iCap Fund (EIF)</b>	None	N/A
<b>Civic Building Limited (CCTO)</b>	None	N/A
<b>Capital Endowment Fund</b>	None	N/A
<b>Community Loans</b>	None	N/A

The Council has advanced funds to the companies and funds listed and may, from time to time, extend loans to them at rates above the Council's cost of funds. The Council does not expect any regular dividends, as any profits are normally reinvested back into the company or fund, in the public interest.



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# Delivering through our Council-Controlled Organisations

Christchurch City Council owns or has an equity investment in several organisations that help deliver services, support economic development, and manage key assets on behalf of the city. These are known as Council-Controlled Organisations (CCOs). Each CCO is accountable to the Council through a Statement of Intent, which sets out their strategic direction and performance expectations.

## Christchurch City Holdings Ltd

Christchurch City Holdings Ltd (CCHL) is wholly owned by the Council. CCHL holds shares in the following mostly trading companies and undertakes all governance activities, as well as monitoring and reporting on their performance.

### CCHL subsidiaries include:

- **Orion New Zealand Ltd**  
Electricity distribution and infrastructure across Canterbury, including ownership of Connetics Ltd. Christchurch City Council has an 89.3% shareholding through CCHL, and the remaining 10.7% is owned by Selwyn District Council.
- **Lyttelton Port Company Ltd**  
Operates under the Port Companies Act 1988. As a fully owned subsidiary of CCHL, it manages the port assets, including land and facilities, on a commercial basis. It is the South Island's largest port by volume and the third largest container port in New Zealand. It provides a vital link to international trade routes and plays a key role in the global transport network.
- **Christchurch International Airport Ltd**  
Jointly owned by CCHL (75%) and the Crown (25%). The primary activity of the company is to own and operate the Christchurch International Airport.
- **City Care Limited**  
Nationwide provider of infrastructure maintenance, asset management and construction services. It is a wholly-owned company of CCHL. Citycare owns 100% of Apex Water Ltd, a design and build company of wastewater treatment plants, and 100% of property maintenance company Spencer Henshaw Ltd.
- **Enable Services Ltd**  
Delivers wholesale fibre broadband services across Christchurch. Enable Services Ltd is wholly owned by CCHL.
- **EcoCentral Ltd**  
Manages recycling, refuse processing and waste diversion through EcoDrop, EcoSort, and EcoShop.
- **RBL Property Ltd**  
Wholly owned by CCHL. The company was formerly Red Bus Ltd which provided public passenger transport, freighting and ancillary services. The operations were sold in 2020.
- **Development Christchurch Ltd**  
Retains land assets and an interest in Christchurch Adventure Park. Its former development functions have been transitioned elsewhere.

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## Other Council-Controlled Organisations

The Council has made equity investments in and provides annual operational funding to the three companies listed below. The Council does not expect any regular dividends from these companies as any profits are normally reinvested back into the business in the public interest.

- **Venues Ōtautahi Ltd**  
Manages major city venues including the Town Hall, Wolfbrook Arena, Apollo Projects Stadium, Wigram Air Force Museum, and Hagley Oval Pavilion. It supports social, economic, and cultural activity by hosting events and managing facilities.
- **ChristchurchNZ Holdings Ltd**  
The city's economic development agency. It promotes Christchurch nationally and internationally, delivers strategies to support employment, enterprise, tourism, and city liveability.
- **Te Kaha Project Delivery Ltd**  
Responsible for the delivery of One New Zealand Stadium at Te Kaha, Christchurch's new multi-use stadium. Oversees project planning, design, and construction on behalf of the Council and the Crown.

## Council and Joint Venture Entities

- **Civic Building Ltd**  
Civic Building Ltd (CBL) is wholly-owned by the Council. CBL owns a 50% interest in the Christchurch Civic Building Joint Venture with Ngāi Tahu Property (CCC-JV) Limited. The joint venture owns the Civic Building in Hereford Street.
- **Transwaste Canterbury Ltd**  
Joint venture between Canterbury councils and Waste Management NZ Ltd. Manages the Kate Valley regional landfill. The Council's share is 38.9%.
- **Central Plains Water Trust**  
A partnership between Christchurch City and Selwyn District councils. Holds resource consents for the Central Plains Water irrigation scheme and monitors its environmental performance.

## Council-Affiliated Trusts

These trusts are independent entities supported by the Council to deliver social, environmental and heritage outcomes.

- **Riccarton Bush Trust**  
Manages Riccarton Bush, Riccarton House and Deans Cottage for conservation and public enjoyment.
- **Rod Donald Banks Peninsula Trust**  
A charitable trust promoting conservation and community access on Banks Peninsula.
- **Mayor's Welfare Fund Charitable Trust**  
Provides emergency financial support to Christchurch residents in need.

In April 2001, the Council set up the Capital Endowment Fund using the proceeds from the sale of Orion's investment in a gas company. The Fund provides an ongoing income stream which is applied by the Council to economic development and community events and projects.

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## About the election

Local elections are held every three years and give residents the opportunity to vote for the Mayor, city councillors, and community board members who represent them.

Christchurch and Banks Peninsula use a postal voting system, which means voting papers are sent to voters by mail. Voters then fill them in and return them by post or to a designated drop-off location.

### Who can vote and how to enrol

To vote in the Christchurch and Banks Peninsula local election, you must be:

- 18 years or older.
- A New Zealand citizen or permanent resident.
- Enrolled on the electoral roll at your current residential address.

You can check or update your enrolment details at [vote.nz](https://www.vote.nz), or by calling 0800 36 76 56. Enrolling early ensures you receive your voting papers on time.

### Standing for election

Anyone who is eligible to vote can also stand as a candidate. Candidates must be nominated by two people from within the area they are standing to represent. Roles open for nomination include:

- Mayor of Christchurch
- One councillor for each of the 16 city wards
- Community board members across six local board areas

Standing for election is an opportunity to represent your community and have a direct say in the city's direction. Information about how to stand and what is involved is available on [ccc.govt.nz/elections](https://ccc.govt.nz/elections) or from the Electoral Officer.

# Key dates

## Friday 4 July 2025

Candidate nominations open and the electoral role opens for inspection.

## Friday 1 August 2025

Candidate nominations close at noon and the electoral role closes.

## By Friday 8 August 2025

Public notice of election day and candidates.

## Tuesday 9 September 2025

Voting opens.

## Tuesday 9 September to 22 September 2025

Delivery of voting documents.

## Saturday 11 October 2025

Election day, voting closes at noon.

## By 19 October 2025

Declaration of results.

[ccc.govt.nz/elections](https://ccc.govt.nz/elections)

