

Long Term Plan 2024-34 Joint development briefing

Aug 22, 2023

Long Term Plan 2024-34

- This briefing is one of a series held as part of the development of the Long Term Plan 2024-34.
- **All discussions involve draft material and reflect a position on the day.**
- Decisions will be set out in the draft Long Term Plan, which will be adopted for consultation in February 2024.
- This recording is intended to provide residents with an overview and understanding of the big picture issues, and therefore may not include all detail and matters discussed at the briefing.

Long Term Plan 2024-34 Activity Plan

Parks and Foreshore

- *Community Parks*
- *Harewood Plant Nursery*
- *Cemeteries*
- *Botanic Gardens*
- *Regional Parks*
- *Residential Red Zone*
- *Foreshore & Marine Access*
- *Environmental Education*

Adopted XX and XX June 2024

1. What this activity delivers

Parks are an integral part of our city infrastructure with numerous benefits to our mental and physical wellbeing, as well as to the environment, society, and economy.

Parks shape our urban form and even the smallest green spaces are valuable, offering relief from our highly developed urban environment. The importance of parks was underscored during the Canterbury earthquakes and the Covid-19 pandemic when parks provided a safe haven for many people seeking respite and relaxation.

In the Parks and Foreshore activity, we create, develop, manage, promote, and maintain parks for various purposes, including providing a range of visitor and community services and programmes to enhance understanding and enjoyment of these spaces. We also manage parts of the foreshore and provide and maintain marine structures. Our extensive network of parks and foreshore areas offers a diverse range of open space, recreation, and environmental opportunities that cater to a wide range of preferences. Parks contribute to the community's natural character and landscape values, play a crucial role in responding to the climate and ecological emergency, and help support the City's garden image, cultural landscape, treescape, and ecology. Parks are integral to urban amenity, particularly to incentivise regeneration and redevelopment in planned growth areas.

Staff also support conservation groups across the city for environmental outcomes.



CCC Parks Port Hills Kennedys-Bush and Ohinetahi.

This activity includes the following services:



Community Parks



Harewood Plant Nursery



Cemeteries



Botanic Gardens



Regional Parks



Residential Red Zone



Foreshore and Marine Access



Environmental Education

Community Parks

Community parks provide a range of options for people to enjoy the outdoors and engage in recreational and community activities. These parks vary in size and purpose, catering to the unique needs and preferences of local neighbourhoods and users. They are categorised as neighbourhood parks, garden and heritage parks, and sports parks each providing different types of experiences.

Local neighbourhood parks are designed to provide open space and greenery for individuals or groups living in the immediate vicinity. They offer a place for people to relax and participate in outdoor recreation and community activities and are becoming increasingly important in densely developed areas where back yard space is limited. Many of these parks have play spaces for different age groups. They also include greenways that provide important linkages for the community.

In addition to our other responsibilities, we also oversee a considerable number of Land Drainage reserves on behalf of Three Waters. These reserves serve a critical role in stormwater management, but they also offer valuable open space and recreation opportunities, serving as green linkages within the community. Maintaining these reserves is an essential aspect of our commitment to providing well-rounded and sustainable environmental solutions.

Garden and heritage parks are primarily focussed on offering a tranquil setting for people to appreciate well-maintained gardens, plant collections, and botanical diversity. These parks contribute to plant conservation and research, as well as the city's Garden City image. Many also contain heritage assets that are managed and maintained under the Parks Heritage Management activity. Mona Vale and Woodham Park are prime examples of such parks.

Sports parks are primarily designed to cater to sports enthusiasts, with infrastructure such as sports fields, buildings, car parks, public toilets, and, in some cases, sports field floodlighting. These parks are usually multi-purpose

providing various recreational and community activities. They also offer significant areas of open space and trees that contribute to the city's landscape.

Hagley Park and Ngā Puna Wai are two metropolitan sports parks of significant importance for sport and events. Hagley Park is renowned for its extensive area (165 hectares), wide open spaces, and mature woodlands. It serves as a major sporting and event venue with an international cricket facility and offers a diverse range of entertainment and recreational opportunities in close proximity to the city centre. Ngā Puna Wai is home to specialised regional sports facilities for athletics, tennis, rugby league, and polo. It hosts major sporting events and tournaments and is linked to Canterbury Agricultural Park which hosts Canterbury's annual A&P Show and other large events.

Harewood Plant Nursery

Harewood Nursery plays a vital role in the Council's ecological restoration programmes and the beautification of our city's parks, streets, and land drainage features. We specialise in propagating and growing eco-sourced native species that are specifically required for these programmes, as well as a variety of native and exotic trees, shrubs, and herbaceous plants to cater to the needs of the entire Council.

As community-led planting initiatives continue to grow in popularity, we recognise the importance of expanding our eco-sourcing and propagation capacity to meet the increasing demand. City growth and Council adoption of the Urban Forest Plan are contributing to rapidly increasing demand for nursery plants, both native and exotic tree species, including for increased afforestation to aid in carbon sequestration and gain associated carbon credit benefit.

An important focus for the next decade will be to provide the millions of plants required for the ecological restoration of the Ōtākaro Avon River Corridor. This will involve expanding our capabilities and resources to ensure we can meet the demands of this ambition restoration project. We

are committed to providing high-quality plants and contributing to the improvement of our city's environmental health and beauty.

Cemeteries

We provide, maintain, and administer operational cemeteries for plot purchases and burials.

In addition to our active cemeteries, we also recognise the importance of preserving the heritage and history of our closed cemeteries. These cemeteries hold significant value and are managed and maintained under the Parks Heritage Management activity, ensuring that their heritage values are preserved and celebrated for future generations to enjoy.

Botanic Gardens

The Botanic Gardens are home to a diverse collection of plants from around the world, including rare and endangered species, grown for research, conservation, education, and display.

Our specialised garden collections offer unique experiences for the community and visitors to explore and study botanical diversity. We contribute to plant conservation and research, including growing globally endangered plant species in our collections such as the locally extinct *Gunnera arenaria* genotype which we have recently reintroduced to a suitable location at the edge of the city.

In addition to the Botanic Gardens, we manage several other heritage garden parks that also hold significant, rare, and endangered plant species. Some of these parks have garden craft areas which showcase ornamental plants for public enjoyment.

The Botanic Gardens are a world-class attraction, drawing over one million visitors annually. Our visitor facilities include conservatories, cafes, a children's playground, and restaurant experiences. We host a variety of events throughout the year that enhance the visitor experience and many educational activities for both school age children and adults including guided tours, workshops, and interactive learning experiences.

Regional Parks

Regional Parks are an extensive network of nature-based parks that are of regional or ecological significance, playing a vital role in providing people with opportunities to experience, protect, learn about, and enhance scenic, cultural, or environmental values while enjoying resource-based recreation. These parks include stunning locations such as the Port Hills, Bottle Lake Forest Park, McLeans Grassland Park, Travis Wetland and on the Banks Peninsula Misty Peaks and Te Oka.

Typically, these parks offer a range of natural areas and compatible outdoor recreation facilities, such as walking and biking tracks, horse trails, and large open spaces for dog exercise. They also provide services such as information, volunteer opportunities, track networks, and biodiversity support. In addition, some parks have visitor information centres that provide valuable resources and information on the park's history, tracks, natural features, and local culture.

Regional Parks have an important role in protecting the region's natural and cultural landscape and biodiversity values, working in collaboration with tangata whenua. Overall, Regional Parks are an integral part of our natural heritage, providing us with a deeper appreciation of our environment and the importance of protecting it for future generations.

Residential Red Zone

After the Canterbury earthquakes, the Government red-zoned and purchased many residential properties and transferred ownership of land in the Port Hills, Brooklands, and Southshore to the Council to manage. Planning activities are being carried out in each area, with an Action Plan being developed for Brooklands, design work for the Estuary Edge Erosion Management and Flood Protection project nearing completion at Southshore, and a reassessment of hazards completed in the Port Hills. Any properties deemed unnecessary will be divested, and plans will be made, in consultation with the community, for those that remain under Council ownership.

Land in the Ōtākaro Avon River Corridor is co-governed and is covered by a separate Activity Plan.

Foreshore and Marine Access

We manage Council owned or administered coastal areas to promote natural resilience to coastal hazards, maintain and restore natural ecosystems, and compatible recreational opportunities.

We also manage marine structures to enable access to the marine environment for recreation, sport, tourism, fishing, and transport. These structures include wharves, jetties, slipways, recreational rafts, boat moorings, wharf buildings and seawalls that protect Council owned park land or assets.

Environmental Education

The Education Team is dedicated to promoting environmental education and sustainability through various programmes and initiatives while encouraging people to use parks and waterways safely.

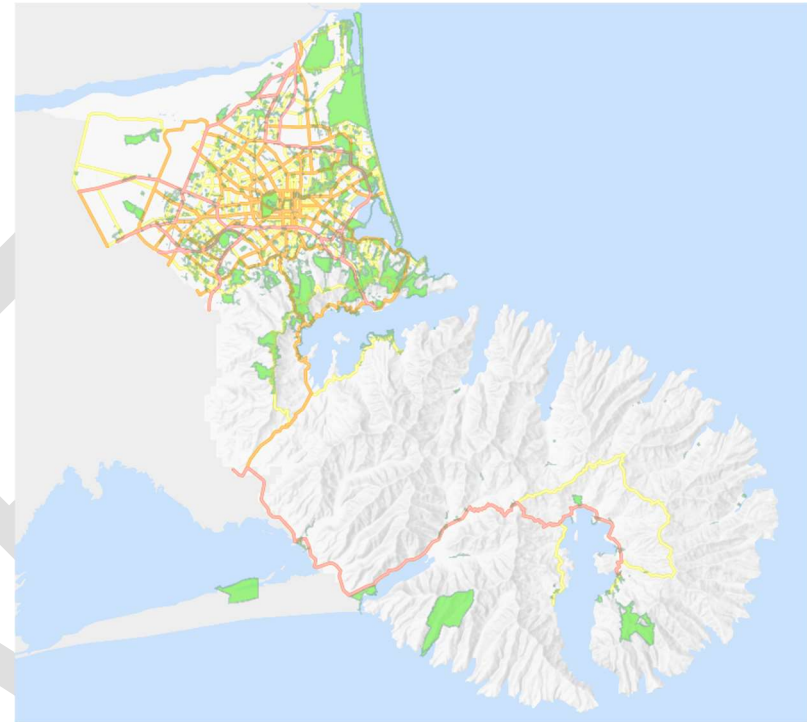
The team focuses on facilitating positive behaviour change through consideration of different ecological, cultural, social, and economic needs of the citizens of Christchurch. The 'Learning Through Action' programmes, which include biodiversity, civics, water, and waste, are conducted at various sites around Christchurch. During these programmes, school groups are led through a two hour interactive hands-on session that focuses on sustainability.

In addition to these programmes, the Education Team also offers Civil Defence Emergency Management (CDEM) programmes that help students become more aware of and prepared for civil defence emergencies that are most likely to affect the citizens of Christchurch. These programmes guide students through a series of activities that aim to educate them on emergency preparedness.



A snapshot of provision and use:

- ✓ In 2023 we had 1,296 parks covering 9,768 hectares (excluding OARC).
- ✓ Our smallest park is Sorrel Gate Reserve at 69m², a connecting link to a larger park.
- ✓ Our largest park is Bottle Lake Forest Park at almost 994 hectares, popular for a wide range of recreational activities.
- ✓ We have 937 sports fields which supports more than 3.2 million participations annually (including players, officials, and spectators).
- ✓ 60,600 volunteer hours were spent planting thousands of plants and trees.




Distribution of Parks across the city and Banks Peninsula

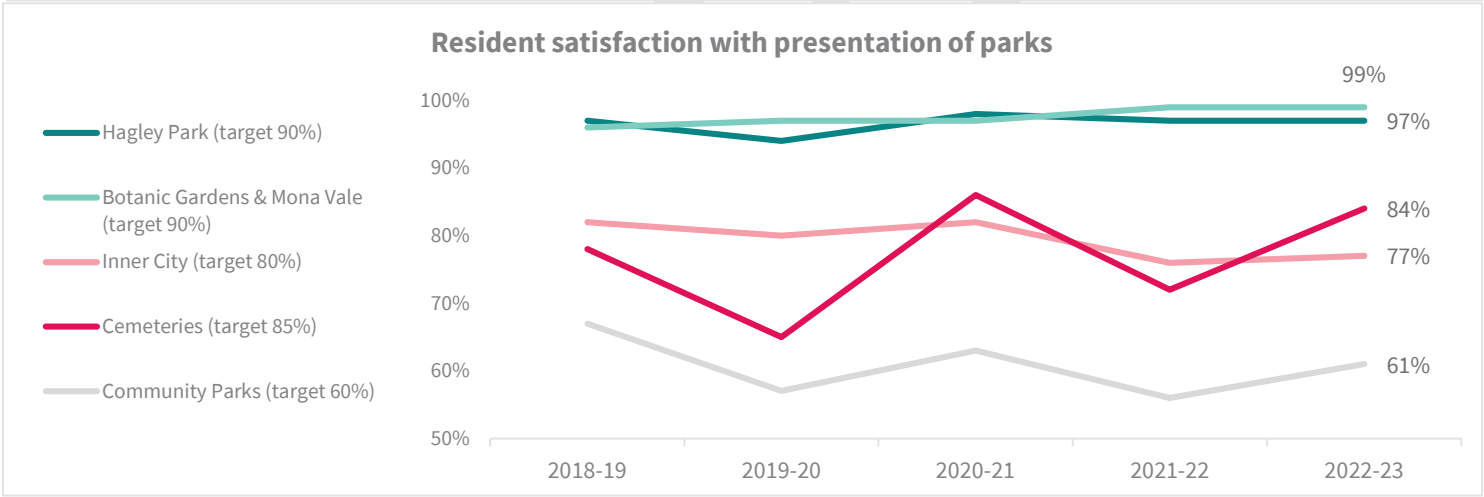
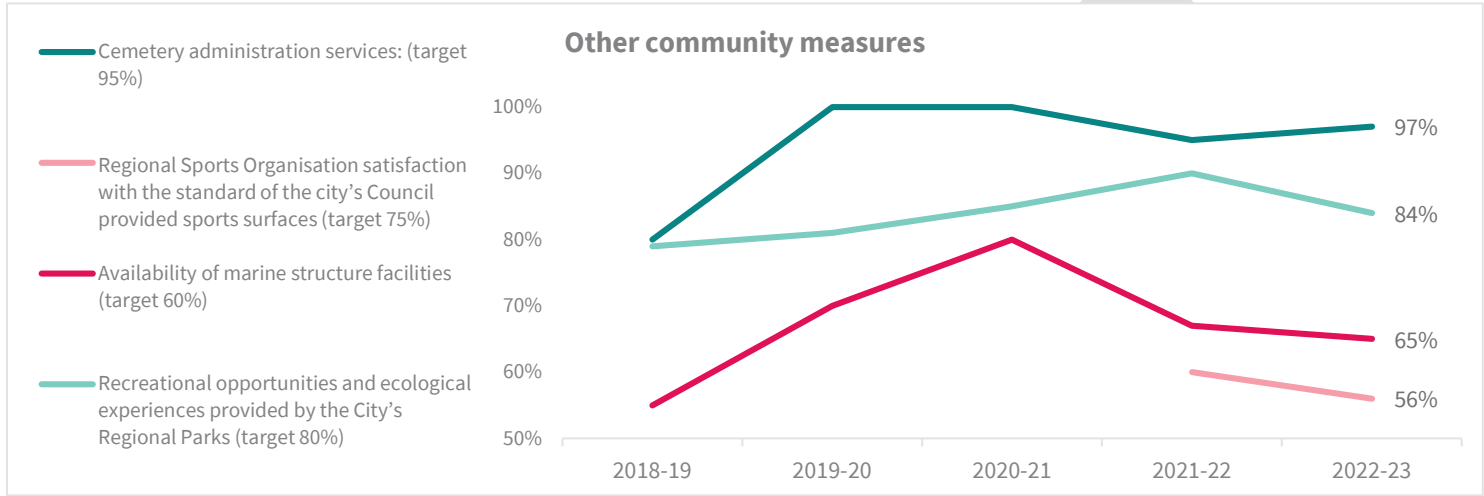
Where we came from

Ever since its establishment in 1826, the Council has remained steadfast in its commitment to offering a diverse range of parks and recreational facilities. As it has grown through amalgamations, the Council has expanded its network of parks to provide a wide range of opportunities. These include recreational and sporting facilities, park buildings, cemeteries, as well as initiatives focused on biodiversity protection and restoration. In addition, the Council has created flagship gardens and sites that are accessible and valued for their unique landscapes, attracting both residents and visitors alike.

Key strategies driving the Parks and Foreshore Activity are the Public Open Space Strategy 2010-2040, the Biodiversity Strategy 2008-2035, the Physical Recreation and Sport Strategy 2002, Ōtautahi Christchurch Climate Resilience Strategy 2021, and Te Haumoko Te Whitingia Strengthening Communities Together Strategy 2022-2027 together with several growth strategies and plans.

What our community is saying

	<div>  <div> Resident satisfaction with availability of recreation facilities within the city’s parks and foreshore network: Majority are satisfied </div> </div>				
Year:	2018-19	2019-20	2020-21	2021-22	2022-23
Result:	74%	75%	78%	76%	73%
Target:	85%	85%	85%	70%	70%



Who our key customers are: Residents, community groups and organisations, sports clubs and associations, volunteers, community agencies, education and research organisations, businesses, event organisers, lessees/occupiers, utility services

Who our key stakeholders are: Ratepayers, contractors / consultants / equipment suppliers, various interest groups

What we do: Protect our natural environment and provide opportunities for recreation, sport, ecology, landscape, culture, community, business activities, urban regeneration and development.







What residents say: “Parks provide a welcome space – space that belongs to the community rather than particular individuals.” “Lovely to have green spaces in urban areas.” “Provides space for connecting back to nature.”

- Community outcomes:**
- A green, liveable city
 - A cultural powerhouse city
 - A collaborative confident city

Source: 2022-2023 Residents Survey

2. Why we deliver this activity





2.1. Community Outcomes: How this activity contributes





	Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
	A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe		<p>The Parks and Foreshore activity plays an integral role in creating a sense of community by providing opportunities for people to participate in activities, volunteer, and share their views on park developments.</p> <ul style="list-style-type: none"> • Parks are a community focal point, bringing people together for a wide range of events and activities. • Parks provide spaces to explore and create a shared sense of place that connect people to each other and to nature. • Parks offer safe and positive environments for recreational activities. • People can get involved in the development and management of parks, fostering a sense of ownership and participation.
	A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy		<p>Parks are essential in providing a diverse network of accessible green spaces that promote a healthy and active lifestyle, protect biodiversity, water bodies, and tree canopy, and promote sustainable transport options and quality urban environments. They are a core element for achieving a regenerative holistic approach to developing the city's form and function and are vital in building climate resilience, restoring ecosystems, and managing natural hazards.</p> <ul style="list-style-type: none"> • Parks provide access to open space close to home for exercise, relaxation, and connection with nature. • Parks help maintain a healthy and resilient environment and restored ecosystems. • Parks provide opportunities for environmental awareness and education. • Parks improve the city landscape, urban amenity, and improve connectivity across the city. • Our Nursery provides high-quality plants for parks and public spaces while supporting the restoration of native ecosystems.
	A cultural powerhouse city Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'		<p>Parks provide multi use spaces for recreation, sport, cultural events, festivals, and community celebrations that promote community engagement and social cohesion and showcase the diversity and richness of the city's cultural heritage. We partner with mana whenua to protect and restore cultural values, landscapes, and mahinga kai.</p> <ul style="list-style-type: none"> • We provide facilities for cultural, recreational, and sporting interests. • We weave cultural elements into the design of parks. • Cemeteries provide places of remembrance. • Also refer to the Parks Heritage Management Activity Plan for protection and promotion of the city's heritage.

	<p>A thriving prosperous city</p> <p>Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>	<p>★★</p>	<p>Parks provide opportunities for recreation that promote well-being, support business and investment by providing green spaces that attract visitors, enhance property values, and contribute to the local economy. They serve as venues for events and activities that promote tourism and support local businesses. Parks can reduce emissions and improve air quality by absorbing carbon from the atmosphere.</p> <ul style="list-style-type: none"> • Inner city parks and facilities add to the attractiveness and character of the city and attract people to the central city. • Parks, together with other public realm elements, help incentivise investment, regeneration, and growth, particularly within priority local area planning. • Utility infrastructure is often located in parks. • Parks host a variety of large scale and local events. • Parks provide access to the outdoors and a range of recreation opportunities that make Christchurch a great place to live, work, and do business
<p>*Level of contribution – what this means</p> <p>★★★★ This activity is critical to the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service</p> <p>★★★ This activity strongly supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements</p> <p>★★ This activity supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable</p> <p>★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact</p>			

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2.2. Strategic Priorities - How this activity supports progress on our priorities



Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection	★★★★	<ul style="list-style-type: none"> • Parks enhance our personal, social, cultural, environmental, and economic wellbeing and are freely available throughout our district for all to enjoy. • Parks connect people socially and physically through hosting events, activities, and creating green linkages that bring people together and promote a sense of belonging, with a focus on local areas facing the greatest change and intensification. • We actively engage the community in planning and developing parks through consultation, volunteer opportunities, and community use. • We design our park facilities to cater to a wide range of abilities and preferences and we strive to make them as accessible and inclusive as practical.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★★★	<ul style="list-style-type: none"> • Parks provide opportunities for events and tourism. • Our iconic parks showcase Christchurch's unique character and identity, attract visitors, enhance the city's aesthetic appeal, and promote a sense of pride among residents. • Parks are an essential component of sustainable urban development, creating an environment that prioritises our health and wellbeing and enhancing the liveability of the city, especially when integrated with transport and urban development planning. • We ensure our parks are well maintained, providing a safe and enjoyable experience for users. • Through community engagement we foster a sense of ownership and pride. • Parks provide valuable platforms for research and experiential learning about our natural environment.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★★★	<ul style="list-style-type: none"> • We meet the needs of our community through meaningful partnerships and collaboration with Ngāi Tahu, recreation and sport providers, community organisations, and developers. • Parks planning is integral to intensified development of parts of the City. • We encourage and support volunteer involvement in park development and management. • We are open and transparent in our communication and provide regular updates about park developments to keep people informed. • Our community engagement ensures people have a voice in shaping the future of our parks. • We value and respond to feedback through our customer service requests (CSRs). • We share our success stories through various channels such as Newsline.
	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	★★★★	<ul style="list-style-type: none"> • We minimise our environmental impact by incorporating sustainable and resilient design principles in all new developments and renewals, including prioritising low carbon footprints and emissions, energy efficiency, and water conservation strategies. • Parks protect and restore our ecosystems, including pest management. • We plant a variety of plants that support indigenous biodiversity and carbon sequestration in alignment with our Urban Forest Plan to increase canopy cover. • We promote mahinga kai.

			<ul style="list-style-type: none"> • We offer education programmes, signage, interpretation materials, workshops, guided tours, and community talks to raise awareness and understanding of our environment. • Our community is involved in volunteer planting days and programmes. • Parks are places of social interaction reducing social isolation. • Parks provide natural defences to environmental hazards, reducing risks while enhancing environmental values.
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents		<ul style="list-style-type: none"> • We support transparent budgeting and accountability. • We utilise needs-based assessment to allocate resources equitably and make well-informed decisions. • We integrate parks with other Council services for cost effective solutions. • We prioritise core services that directly impact residents' park experience and wellbeing including maintenance, cleaning, safety, and accessibility. • We explore partnerships and collaborations to leverage resources and expertise. • We evaluate and report on contractor performance.
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind		<ul style="list-style-type: none"> • We undertake long term planning that anticipates population growth, changing demographics, evolving community preferences, long term environmental impacts, and sustainability concerns. • We incorporate inclusive, sustainable, and resilient design and environmentally friendly practices. • We employ adaptive management practices to address dynamic challenges. • We foster intergenerational engagement to create opportunities for diverse age groups and abilities to participate and contribute to park initiatives. • We promote environmental education to raise awareness and foster a sense of responsibility towards the environment. • We offer internships and apprenticeships to provide valuable learning experiences and promote park-related career development. • We encourage research collaboration to advance knowledge and innovative solutions.
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2.3. Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity includes:</p> <ul style="list-style-type: none"> • Vehicle emissions – visitors and staff commuting and park operational and maintenance vehicles such as utes and lawn mowers • Energy use – powering buildings and facilities • Infrastructure and buildings – construction, operation, and maintenance of park buildings and infrastructure • Waste management – inadequate recycling programmes, decomposing of organic waste that produces methane 				
	<p>Parks and Foreshore are taking the following actions to reduce greenhouse gas emissions:</p> <table border="1"> <thead> <tr> <th data-bbox="206 523 1167 560">Operational/embedded greenhouse gas emissions</th><th data-bbox="1167 523 2110 560">Greenhouse gas emissions by users of Parks and Foreshore</th></tr> </thead> <tbody> <tr> <td data-bbox="206 560 1167 1249"> <ul style="list-style-type: none"> • Going electric - we are progressively transitioning vehicles and power tools to electric where possible as they become due for renewal • Conservation and restoration – we have a focus on habitat conservation and restoration efforts which will act as carbon sinks • Education – we raise awareness of school groups, park visitors, local communities, and staff about the importance of reducing greenhouse gas emissions and foster a culture of environmental stewardship through our education programmes and information • Appropriate vegetation – we consider alternatives to grass to reduce mowing requirements, and select plant species suited to the environmental conditions with reduced irrigation requirements • Energy efficiency – transition through renewal programmes to energy efficient heating and ventilation systems, appliances, and lighting systems, implementing energy saving measures such as insulation, thermostats, and occupancy sensors where appropriate • Sustainable transportation – encouraging visitors and staff to use sustainable transport options such as bikes, public transport, and car pooling • Waste management – recycling waste where possible and encouraging composting </td><td data-bbox="1167 560 2110 1249"> <ul style="list-style-type: none"> • Providing a diverse network of park opportunities within the city to reduce the need to travel further afield • Integration of parks with other Council and community services including proximity of public transport and cycle routes to major park destinations, and walkable catchments • Support urban design initiatives by providing parks as leading infrastructure within areas signalled for growth to reduce emissions and support the Greater Christchurch Spatial Plan and local area planning </td></tr> </tbody> </table>	Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of Parks and Foreshore	<ul style="list-style-type: none"> • Going electric - we are progressively transitioning vehicles and power tools to electric where possible as they become due for renewal • Conservation and restoration – we have a focus on habitat conservation and restoration efforts which will act as carbon sinks • Education – we raise awareness of school groups, park visitors, local communities, and staff about the importance of reducing greenhouse gas emissions and foster a culture of environmental stewardship through our education programmes and information • Appropriate vegetation – we consider alternatives to grass to reduce mowing requirements, and select plant species suited to the environmental conditions with reduced irrigation requirements • Energy efficiency – transition through renewal programmes to energy efficient heating and ventilation systems, appliances, and lighting systems, implementing energy saving measures such as insulation, thermostats, and occupancy sensors where appropriate • Sustainable transportation – encouraging visitors and staff to use sustainable transport options such as bikes, public transport, and car pooling • Waste management – recycling waste where possible and encouraging composting 	<ul style="list-style-type: none"> • Providing a diverse network of park opportunities within the city to reduce the need to travel further afield • Integration of parks with other Council and community services including proximity of public transport and cycle routes to major park destinations, and walkable catchments • Support urban design initiatives by providing parks as leading infrastructure within areas signalled for growth to reduce emissions and support the Greater Christchurch Spatial Plan and local area planning
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<h3>We understand and are preparing for the ongoing impact of Climate change</h3>					
	<p>Key climate risks for the Parks and Foreshore activity includes:</p> <ul style="list-style-type: none"> • Extreme weather events – increased frequency and intensity of storms causing flooding, land slips, erosion, storm damage, and sediment deposition to parks 				

	<ul style="list-style-type: none"> • Sea level rise – risk of inundation and erosion of parks in coastal areas, increased risk to vulnerable infrastructure, and saltwater intrusion into freshwater ecosystems • Rising temperatures – wild fires, heat stress on plants and ecosystems, shifts in the geographic range of plant and animal species including invasive plant and animal pests • Changed rainfall patterns – more severe drought and high rainfall periods impacting vegetation growth, sports turf capacity, and recreational activity • Vulnerable biodiversity – increased protection and restoration required to maintain and enhance habitat size, diversity, quality, and connectivity for resilience and adaptation, genetic diversity, ecosystem services, and carbon sequestration • Other impacts on assets and infrastructure (see the Asset Management Plan for more details).
	<p>Options being considered to reduce the risks to the Parks and Foreshore activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> • Protect and restore natural defence systems such as sand dunes, wetlands, natural buffer zones, hillside and waterway plantings • Protection and restoration of natural ecosystems and habitats to sequester carbon, regulate water cycles, enhance biodiversity, and create more resilient ecosystems • Early engagement with Ngāi Tahu where sites of cultural significance are affected by the impacts of climate change • Increase resilience of assets including improving drainage systems, designing infrastructure to withstand extreme weather events, considering relocatable options for vulnerable infrastructure • Sustainable water management such as planting appropriate species suited to the climate, re-scheduling irrigation, more efficient drip irrigation, and monitoring water use • Adaptation of parks such as prioritising natural and nature-based defence strategies over hard engineered options where possible, repurposing vulnerable park areas compatible with natural processes, and tolerating and accommodating regular hazards such as flooding in parks • Avoiding new or renewed development that may be maladaptive or encourage further investment into high-risk locations (noting that parks may provide natural buffer zones with a key role in adaptation and regeneration pathways for affected communities) • Research and monitoring to better understand the impacts of climate change and make informed decisions • Stormwater retention within parks to ameliorate impacts of more intense downpours on downstream waterways and wetlands, other parks, residential land, roads and other infrastructure • Managing the accumulation of flammable materials in parks to reduce the risk of wildfires
We are guardians of our natural environment and taonga	
	<ul style="list-style-type: none"> • We will be undertaking a pilot project in the next three years to further support extending our tree canopy cover • Our Urban Forest Plan sets out how we can grow our tree canopy cover and sustain a thriving urban forest that provides numerous benefits, such as carbon sequestration, wildlife habitat, heat reduction, air quality improvements, and stormwater management. The plan emphasises strong involvement across Council activities and by the whole community. Actions include strategic tree planting and calculating carbon sequestration by urban trees, offsetting the Council's carbon footprint. By implementing this plan, Christchurch can create a greener, healthier, and more sustainable city with a flourishing urban forest for the benefit of current and future generations. • Irrigation management in Linwood Park: In an effort to minimize water use, a new irrigation system is being implemented in Linwood Park. The use of in-ground drip irrigation will be trialled, and the water use of one field will be compared with another field using traditional irrigation methods. Moisture sensors via smart meters will be utilised to efficiently manage water application. The results may influence future irrigation systems.

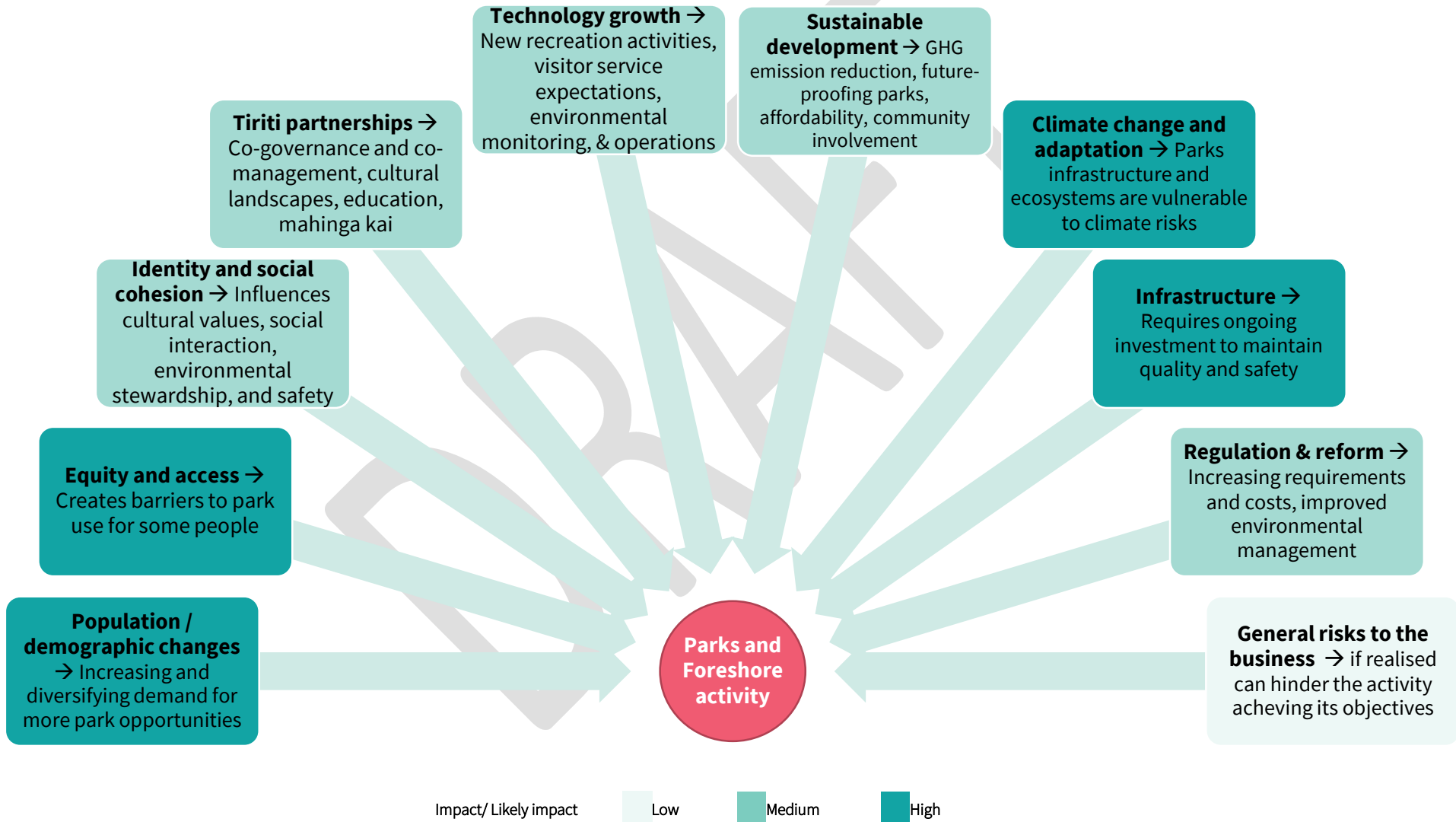
- Avonhead Park retention ponds and swales: This is a project looking to manage stormwater on site and not add to the stormwater network.
 - The Port Hills Plan, to be developed in 2024, aims to establish a coordinated and collaborative approach to the management of the Port Hills in Christchurch. The plan involves working closely with mana whenua, landowners, and key stakeholders to develop a vision and strategies that align with agreed environmental, cultural, and recreational outcomes. The plan will prioritise the involvement of all relevant parties in development of the plan to ensure a holistic and inclusive approach to the management of the Port Hills.
 - The Biodiversity Network Plan, to be developed 2024-25, aims to protect and restore authentic and representative indigenous ecosystems through the establishment of a network of strategic sites across Ōtautahi Christchurch. The plan involves identifying sites for acquisition and/or improved management to enhance biodiversity and address climate change.
 - The Botanic Gardens will continue to support conservation of rare native species including reintroduction where considered suitable.
- | |
|--|
| <ul style="list-style-type: none"> • <i>Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change. TBC</i> • <i>LOS change statement TBC</i> |
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3. How we are planning for future impacts

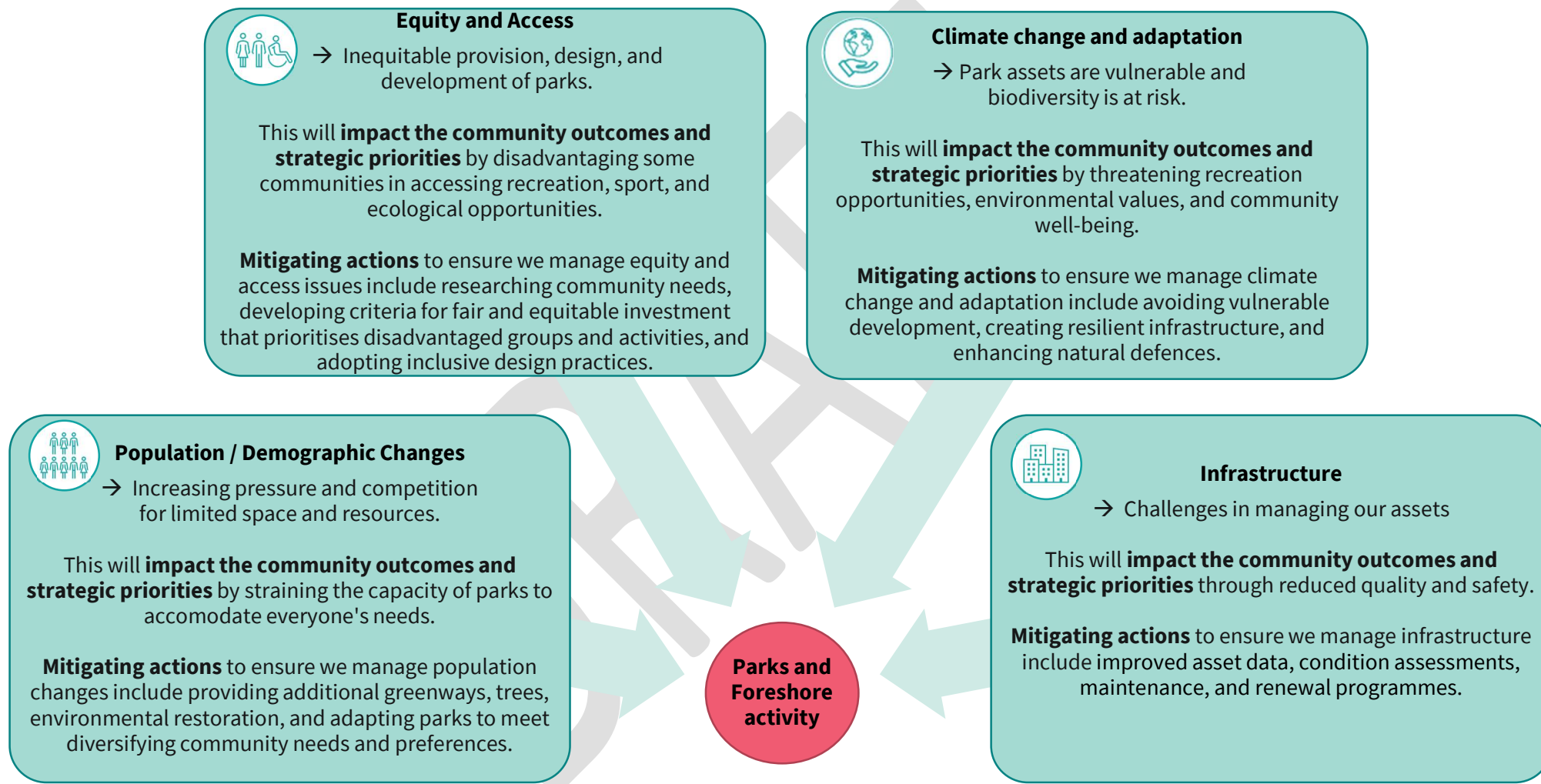
There are various factors influencing current and future demand for Council parks and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.







4. Our levels of service






Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Summary of Levels of Service

TBC following a review of LoS in A2

- ➔ Parks and Foreshore have # **Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision)
- ➔ Parks and Foreshore have # **Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)

 All Parks – Provision, Maintenance, Asset Condition and Performance		 All Parks – Planning	
Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 2 Community and 3 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3) 	Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 1 Community and 2 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3)
 All Parks – Biodiversity, Canopy		 Community Parks (Includes neighbourhood parks, sports fields, Hagley Park)	
Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 2 Community and 2 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3) 	Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 5 Community and 5 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3)

 Regional Parks		 Foreshore & Marine Access	
Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 1 Community and 1 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3) 	Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 1 Community LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3)
 Cemeteries Provision & Administration		 Environmental Education & Volunteers	
Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 3 Community and 2 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). <p>Use bullet points if it helps break it up. 3)</p>	Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 2 Community and 3 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). • Use bullet points if it helps break it up. 3)
 Harewood Nursery			
Service contributes to: <ul style="list-style-type: none"> • Outcome 1 • Outcome 2 • Outcome 2 <p>This is by generally <change?> the targets of the levels of service promised.</p>	Levels of Service This service has 2 Management LoS. <ul style="list-style-type: none"> • Summaries LOS 1).... • 2). <p>Use bullet points if it helps break it up. 3)</p>		<ul style="list-style-type: none"> •

5. How assets will be managed to deliver the services

The Parks & Foreshore portfolio is made up of Land, Buildings, Improvement assets and Marine Structures.

The Asset value of this Activity is \$1.48B.

Managing our assets

Asset management involves planning, maintenance, and renewal by a combination of internal staff and external contractors. The capital renewal program is developed using inputs from staff members and their knowledge of assets, feedback from the community and by asset renewal modeling, which employs a condition grading scale of 1-5 (with 1 being very good and 5 being very poor). Our objective is to maintain assets at a condition of 3 (average) or better.

Challenges:

In an increasingly demanding and dynamic environment where the appetite for new assets is high, effective asset management has become imperative. Striving to maintain low operational costs, we find ourselves facing a mounting backlog of assets requiring maintenance, for example – 65% of trees require maintenance. The challenges stem from a shortage of resources, backlog of renewals, lack of processes and accountability. It is crucial to halt the deferral of renewals and maintenance tasks before they escalate into safety risks.

Main capital spend from 5 asset categories:

- Renewal of Assets (\$197.3M) – Naval Point Development (\$18.3M)
- Infrastructure to meet backlog demand (\$38.2M) – CP Planned Development (\$12.8M)
- Provision of infrastructure to support growth (\$138.8M) - Neighbourhood Reserve Purchase Catchment (\$27M)
- Improved level of Service(\$37M) - Botanical Garden Planned Buildings Development (\$9M)

Looking forward

The focus over the course of the LTP are:

1. Enhance the accuracy and completeness of the base asset information to improve its accuracy and completeness.
2. Implement appropriate ongoing maintenance practices for the assets.
3. Regularly assess and document the condition of the assets.
4. Prioritise asset renewals within available resources, taking into account factors such as condition, age, performance, risk of failure, cost, and community feedback.

In addition to the tasks mentioned above, Parks aim to implement a criticality framework for assets and a prioritisation matrix for capital programs/renewals.

Ensuring the availability of accurate and up-to-date information regarding our assets is of utmost importance, as it serves to enhance our understanding and enables us to make informed decisions that are in the best interest of our community and align with our Long-Term Planning objectives.

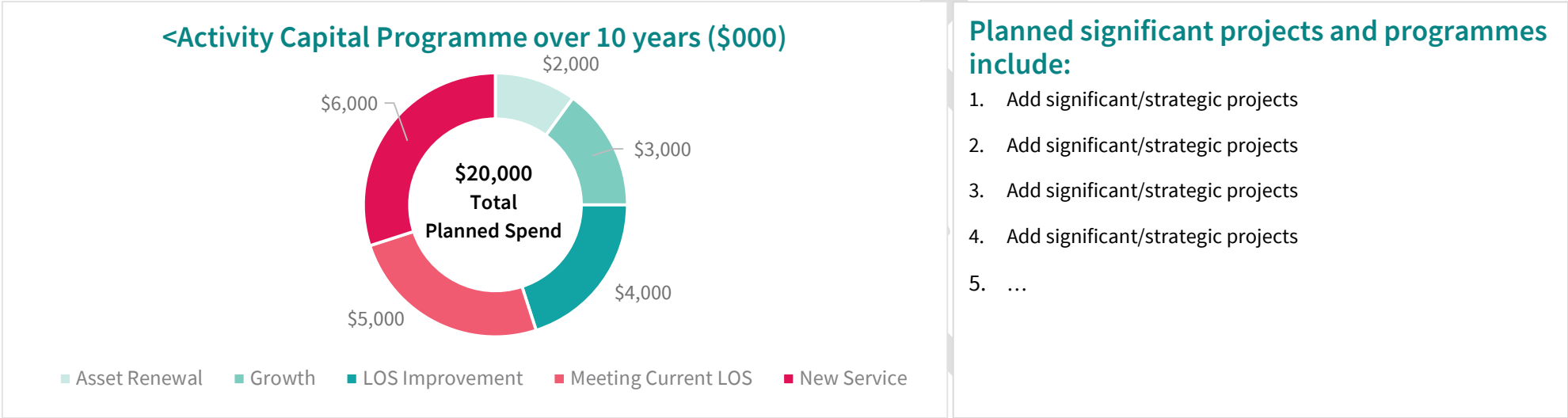
By allocating a sufficient budget throughout the life cycle of our assets and implementing proactive and ongoing maintenance practices, we can ensure that our assets are utilised to their fullest capacity before reaching the renewal stage. This approach will optimise the performance and longevity of our assets, ultimately leading to improved efficiency and cost-effectiveness in asset management.

Please refer to the [Asset Management Plan – Parks and Foreshore](#) for more information on these assets.

6. Capital expenditure and key capital projects

TBC

To ensure the continued ability to deliver on our activities and services, and contributing to our community outcomes and strategic priorities, projects have been planned and budgeted for the next 10 years.



Total Planned Capital Programme summary (\$000)



See <reference> for more detail on the Planned Capital Programme.

7. Financial resources needed

7.1. Resources needed

Indicative budgets are based on the 2023/24 Annual Plan projections for the balance of the current LTP. They are subject to year-end capital carry forwards, and further refinement of inflation and other assumptions for the new LTP.

Parks and Foreshore								
000's	Annual Plan 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
Activity Costs Before Overheads by Service								
Community Parks	18,412	19,427	20,068	20,627	21,204	21,713	22,190	22,634
Botanic Gdns, Inner City & Heritage Park	7,051	7,676	7,888	8,097	8,024	8,222	8,401	8,568
Regional Parks	9,023	8,924	9,178	10,755	8,715	8,919	9,110	9,287
Cemeteries	1,726	1,813	1,872	1,925	1,977	2,024	2,069	2,110
Environmental Education	417	439	452	462	473	482	491	499
Foreshore and Marine Access	307	321	332	341	350	358	366	374
Harewood Nursery	693	740	764	785	807	826	844	861
Residential Red Zone	2,902	2,731	2,815	2,893	2,970	3,046	3,113	3,179
Plan/Prog R&R of Existing Infrastructure	665	653	675	694	711	728	744	759
Manage/Deliver New & Replacement Infrast	1,818	1,898	1,963	2,020	2,078	2,130	2,180	2,226
	43,013	44,621	46,006	48,598	47,308	48,448	49,508	50,496
Activity Costs by Cost Type								
Direct Operating Costs	7,748	5,784	5,925	7,428	6,068	6,214	6,344	6,466
Direct Maintenance Costs	19,335	20,696	21,379	21,975	22,586	23,128	23,637	24,109
Staff and Contract Personnel Costs	15,797	18,007	18,563	19,052	18,508	18,957	19,374	19,765
Other Activity Costs	132	135	138	142	146	150	153	156
Overheads, Indirect and Other Costs	9,693	10,141	10,741	10,865	11,218	11,781	11,826	12,103
Depreciation	30,326	31,175	32,711	34,407	36,282	37,642	38,164	39,053
Debt Servicing and Interest	3,517	4,351	5,285	6,211	6,862	7,094	6,977	6,961
Total Activity Cost	86,549	90,288	94,743	100,082	101,670	104,966	106,474	108,613
Funded By:								
Fees and Charges	3,240	3,436	3,535	3,618	3,700	3,772	3,839	3,899
Grants and Subsidies	529	1,208	1,208	1,208	11	11	11	11
Cost Recoveries	422	440	455	467	480	492	502	512
Other Revenues								
Total Operational Revenue	4,192	5,084	5,197	5,294	4,192	4,275	4,352	4,423
Net Cost of Service	82,357	85,204	89,546	94,788	97,478	100,690	102,122	104,190
Funding Percentages								
Rates	95%	94%	95%	95%	96%	96%	96%	96%
Fees and Charges	4%	4%	4%	4%	4%	4%	4%	4%
Grants and Subsidies	1%	1%	1%	1%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure								
Improved Service Levels	14,705	19,016	17,803	27,279	40,515	28,888	36,882	37,669
Increased Demand	10,045	13,023	15,774	13,589	14,896	15,280	16,203	15,814
Renewals & Replacements	25,484	31,627	25,654	21,783	23,738	20,298	18,466	18,976
Total Activity Capital	50,234	63,666	59,231	62,651	79,149	64,465	71,551	72,460

7.2. Funding consideration and outcome

Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.

Council funds the Parks and Foreshore Activity predominately through the general rate. This means that most funding comes from general rates, mostly on the basis of capital value.

- **Operating expenditure** is largely funded through general rates as the Parks and Foreshore Activity benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on asset renewals.

This funding approach is based on applying the following main funding principles to determine the funding policy.

Funding principles considered for operating costs

Consideration for funding method	Result	Implication
User-Pays <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	Low	Mostly funded from rates
Exacerbator-Pays <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	Low	Fund from rates
Inter-Generational Equity <i>the degree to which benefits can be attributed to future periods</i>	Med	Fund in year costs are incurred
Separate Funding? <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	Low	Fund from rates

Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	Low	• Fees & Charges (Low)
Community	High	• General Rates (High) • Grants & Other (Low)

Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

Category of capex	How it is funded initially - Refer also to Financial Strategy	Proportion*
Renewal/replacement	<i>Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.</i>	Medium
Service improvement	<i>Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.</i>	Medium
Growth	<i>Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.</i>	Medium

Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	Medium
Borrowing	Medium
Development Contributions	Low
Grants and Other	Low

* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
Social	
Noise and disturbance from park users affecting neighbours, e.g. complaints about basketball, flying fox, skateparks, and children's play	Ensure parks are large enough to accommodate community recreation facilities with appropriate separation from neighbours, e.g. recommended minimum 30m separation from basketball court, 40m separation from skate parks. Design the layout of parks appropriately and manage their use.
Impacts of leases and other developments on neighbours and park users, e.g. exclusive use of public land, increased traffic, blocking views, light spill, and loss of open space	Feedback on specific leasing and development proposals should be addressed on a case-by-case basis. Mitigation may require a revised design, conditions on use, or the proposal may be declined.
Economic	
Increasing cost to provide, operate and maintain parks	Seek efficiencies in networks, focus on identified need rather than "nice to have" developments, seek partnership opportunities such as with schools, sponsors, and community organisations.
Environmental	
Carbon footprint of park developments	Consider alternative development options such as natural play instead of manufactured playgrounds, use natural items such as boulders and plants as vehicle barriers, use recycled materials such as recycled plastic furniture.
Travel requirements to access parks, traffic generation	Consider transport options in design of parks. Ensure significant park facilities are located on public transport routes, with safe cycling and walking links.
Public use of natural areas can impact wildlife and ecology	Direct public use away from sensitive wildlife and ecological areas, use screening and manage use.
Use of chemicals, water, and energy in operations and maintenance	Review operation and maintenance processes, consider alternative developments and methods such as drought tolerant turf, organic sprays, and electric vehicles and tools, seek more efficient irrigation, seek energy efficiencies in lighting and heating systems.
Greenhouse gas emissions	Review operation and maintenance requirements and processes, reduce mowing requirements by planting areas out, design new or renewed assets for low emission operation, encourage public transport, walking or cycling to parks, transition to electric vehicles and tools.
Cultural	
Modification of cultural landscapes and impact on cultural values	Follow archaeological best practice, seek māori and other culture's input and heritage advice on park developments.

Questions

Long Term Plan 2024-34 Activity Plan

Parks Heritage Management

- *Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts.*

Adopted XX and XX June 2024

1. What this activity delivers

Christchurch and Banks Peninsula boast a rich and diverse heritage encompassing the stories of Ngāi Tahu, early European settlers, Pasifika, and people of various ethnic and cultural backgrounds who have journeyed here over time. Our heritage plays a vital role in shaping our sense of identity and belonging, connecting us to our communities and city.

Heritage is a broad concept that includes built and natural places, objects, stories, memories, and traditions that we inherit, care for, and pass on, whether they are historic or more recent. It encompasses values across all cultures that contribute to our community identity and continues to evolve.

The Parks Heritage Management activity is responsible for the management and maintenance of a wide range of places, buildings, public artworks, monuments, ornamental fountains, and artefacts held by the Parks Unit.

While some heritage items are protected through scheduling in the District Plan, many are not. Preserving and maintaining these assets ensures that these precious taonga are conserved for future generations.

The services provided by this activity include:

- Managing and maintaining heritage places and items, both scheduled and unscheduled, including those of cultural significance to Ngāi Tahu and other cultures, through Council ownership
- Developing and implementing conservation plans to guide the management of scheduled heritage items under the Parks Unit's care.

- Applying the ICOMOS NZ Charter (2010) as best practice heritage asset management for all works, including maintenance, repairs, upgrades, and alterations.
- Facilitating the use of scheduled heritage buildings in a manner that aligns with their heritage values.
- Providing interpretation, storytelling opportunities, and promotion of Parks heritage, including the incorporation of Te Reo and Te Ao Māori.

This activity aligns with various strategies, including the Our Heritage, Our Taonga Heritage Strategy, the Our Future Together Multicultural Strategy, and the Toi Ōtautahi Strategy for Arts and Creativity. The Our Heritage, Our Taonga Heritage Strategy recognises that the Council has a leadership role in recognising, protecting, and celebrating a broad range of the district's built and natural heritage. It acknowledges the Council's responsibility as an owner of scheduled heritage buildings, places, objects, structures and spaces¹, and highlights its role as a champion of the value of heritage to our collective identity.



advocacy, strategy, policy and planning, grant funding, research and identification, and community partnerships is included in the Strategic Planning and Policy Activity.

¹ Note that this activity relates only to the management and maintenance of built heritage and cultural objects within the Parks portfolio. Other activities such as Transport, Water Supply and Community Facilities also provide a heritage management service for assets within their portfolio. Heritage advice, education and

This activity includes the following services:



Management and maintenance of Parks scheduled items, public artworks, monuments, ornamental fountains, and artefacts.

- We are responsible for managing and maintaining the city's taonga, its heritage treasures.
- Some of these are places and objects scheduled under the Christchurch District Plan, including buildings, monuments, ornamental fountains, parks and green spaces, cemeteries, wharves, and other items.
- We also manage and maintain public artworks (sculptures and murals), statues, war memorials and other monuments, ornamental fountains, community-based museum collections, archaeological artefacts, and plaques.



A snapshot of provision and use:

- ✓ We have circa 50 buildings scheduled in the District Plan. Some sites such as Canterbury Provincial Buildings (CPB) and Sign of the Takahe have several distinct building periods. Buildings range from complex such as CPB, to simple such as Yew Cottage in Akaroa. Also included are several Band Rotundas, clock towers, a water tower, and a cavern.
- ✓ Other scheduled items that are not buildings include a cannon, try pots, a culvert, park gates, Victorian phone box, and a horse watering ramp.
- ✓ 58% of our scheduled heritage buildings have conservation plans in place and 49% of our non-building scheduled items.
- ✓ We have another 489 assets that fall within the artwork grouping, ranging in size from a gnome called Henry (0.4m) to Fanfare (25m) on the northern motorway.
- ✓ There is an extensive range of monuments from statues, war memorials, and monuments to boroughs and events.

Note that Park buildings that have heritage value but are not scheduled in the District Plan are included in the Parks and Foreshore Activity Plan.



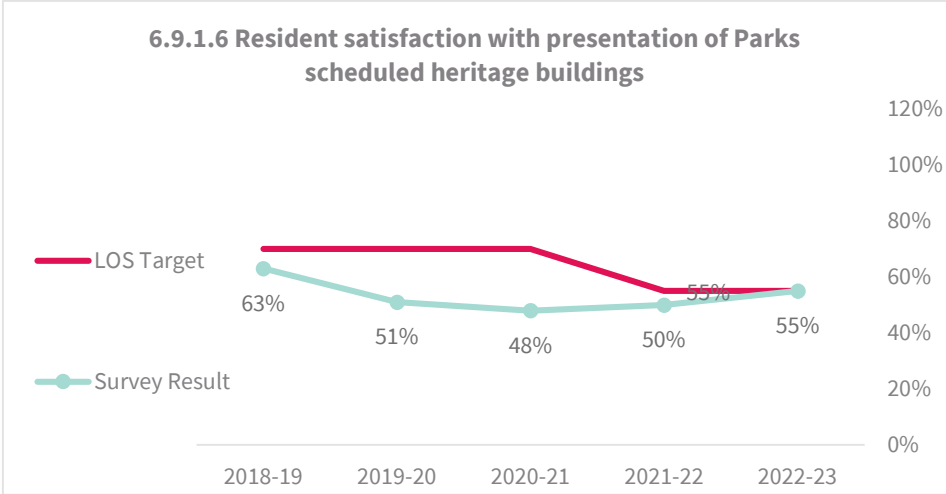
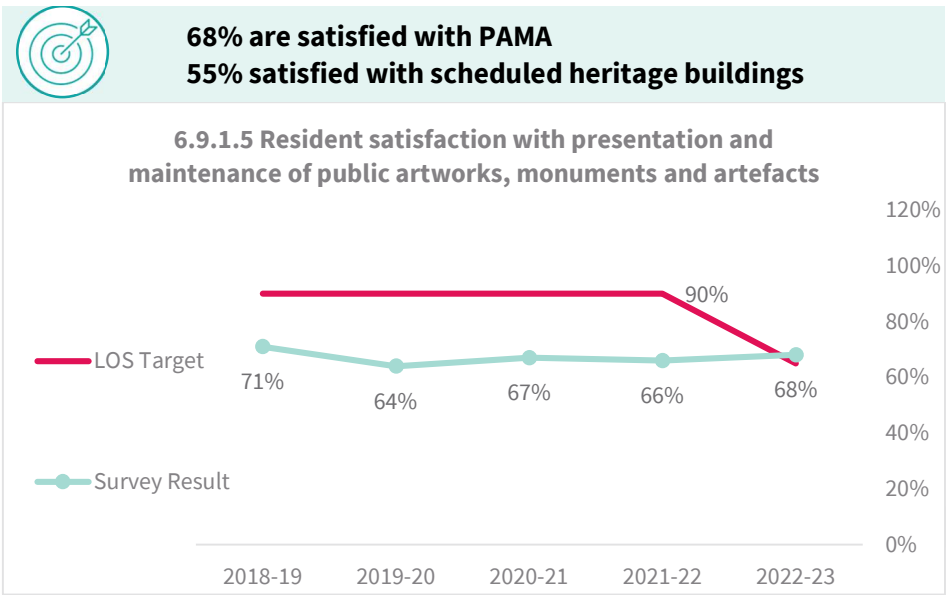
Where we came from

The Parks Unit has always had responsibility for scheduled heritage buildings. The number of these increased when the Christchurch City Council amalgamated with the Banks Peninsula District Council in 2006 and again around 2008 when the restricted asset portfolio was transferred from Property Consultancy. District Plan changes have extended the portfolio further.

The Canterbury Earthquakes of 2010 and 2011 caused varying degrees of damage, and work to repair these buildings and return them to a suitable use continues.

The Parks Unit became responsible for the recording and maintenance of Council owned outdoor statues, fountains, clocks, memorials and other public artworks and structures by Council resolution in 2001.

What our community is saying



Source: [Provide link to source](#)

Who our key customers are: Local residents, community, cultural and arts organisations, event organisers, lessees, tourists and visitors, businesses, school and educational groups, heritage and art enthusiasts, researchers and historians, cultural and arts organisations

Who our key stakeholders are: Mana whenua, local community, Government authorities, Heritage New Zealand Pouhere Taonga, tenants, advocacy groups, cultural communities, artists and art organisations, academic and research institutions, philanthropic organisations and sponsors

What we do: We manage and maintain scheduled heritage in the Parks Unit portfolio and all Council owned artworks, monuments, artefacts and ornamental fountains across the District.

What you think: key stat The customer thinks

Parks heritage buildings

“Great to see [...] heritage buildings being restored but shocking how long it’s taken to do so meaning it will cost more.”





What you say: “quote.” They have said

Community outcomes:

- A cultural powerhouse city
- A collaborative confident city







2. Why we deliver this activity

2.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe	☆☆☆	The Parks Heritage activity plays a pivotal role in creating communal spaces that encourage social interaction, celebrate local history, and inspire a sense of pride and identity among its residents. <ul style="list-style-type: none"> • Preserving cultural identity • Enhancing public spaces • Promoting cultural tourism • Encouraging creativity and expression • Creating safe and inclusive spaces • Facilitating dialogue and understanding
	A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy	☆☆	The Parks Heritage activity contributes significantly by enhancing green spaces, preserving natural and cultural heritage, promoting environmental awareness and enhancing the overall quality of life for residents. <ul style="list-style-type: none"> • Promoting sustainable practices through preservation and conservation • Beautifying green spaces • Encouraging active transportation with artworks along cycle and walking routes • Celebrating biodiversity and natural heritage • Educating and inspiring residents • Supporting local and green economy
	A cultural powerhouse city Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'	☆☆☆☆	The Parks Heritage activity provides a platform for artistic expression, showcasing cultural diversity and traditions, attracting creative talent and visitors, and fostering cultural exchange and community participation. <ul style="list-style-type: none"> • Preserving and promoting cultural heritage • Fostering artistic expression • Supporting cultural and recreational interests in repurposed buildings and spaces • Boosting the creative economy • Cultivating a sense of pride and identity • Hosting cultural events and festivals • Encouraging community participation
	A thriving prosperous city Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative	☆☆	The Parks Heritage activity enhances the city's aesthetic appeal, attracts tourism and investment, stimulates economic growth, fosters creativity and innovation, and provides opportunities for recreation, cultural activities, and community engagement. <ul style="list-style-type: none"> • Enhancing quality of life and sense of place • Fostering creativity and innovation


	and smart, and where together we raise productivity and reduce emissions		<ul style="list-style-type: none">• Heritage-led regeneration and tourism• Supporting smart and sustainable development• Promoting economic diversification• Building social cohesion and community engagement• Promoting sustainable transportation and urban design
*Level of contribution – what this means			
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

2.2. Strategic Priorities - How this activity supports progress on our priorities


Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection	★★★★	<ul style="list-style-type: none"> • We encompass representation and diversity • We engage and empower the community • We incorporate accessible and inclusive design • Social impact and well-being • Education and awareness • Preservation and adaptive re-use
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★★	<ul style="list-style-type: none"> • Preservation and restoration to recognise and preserve our rich heritage and historical landmarks • Promotion of local artists and creatives through public art installations • Collaborative design and placemaking to integrate heritage into urban planning • Cultural tourism and economic development that attracts visitors • Partnerships and collaborative projects • Innovation and forward thinking
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★	<ul style="list-style-type: none"> • Collaborative decision-making and consultation with residents and stakeholders • Supporting community-led initiatives • Transparent communication • Education and awareness to foster a greater appreciation and understanding • Long-term sustainability to foster a sense of security and assurance
	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.	★	<ul style="list-style-type: none"> • Sustainable design and preservation • Climate resilience and adaptation • Public awareness and education through artwork and heritage • Integration with nature and biodiversity • Collaboration with mana whenua • Adaptive reuse and regeneration
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	★	<ul style="list-style-type: none"> • Sufficient funding for preservation, restoration, and maintenance • Accessibility and inclusiveness for all • Community engagement and participation in decision-making • Value for money and transparency
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	★★★★	<ul style="list-style-type: none"> • Sustainable preservation • Integrating heritage and artworks for cultural continuity • Accessible and inclusive, catering to a diverse range of residents • Education and awareness • Sustainable funding and resource allocation
*Levels of contribution – what this means			
★★★★		This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service	
★★★		This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements	

2.3. Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity includes:</p> <ul style="list-style-type: none"> • Energy consumption from heating, cooling, and lighting systems • Construction and restoration involving the extraction, processing and transportation of construction materials as well as on-site energy use • Conservation and preservation processes that may involve the use of chemical and solvents 		
	<p>Parks Heritage Management is taking the following actions to reduce greenhouse gas emissions:</p> <table border="1"> <tr> <td data-bbox="212 383 1164 671"> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Energy efficiency improvements when restoring heritage buildings such as lighting and heating systems and improved insulation • Using environmentally friendly products • Education and awareness • Retaining and repurposing buildings rather than demolishing and rebuilding • Store and reuse materials on site or other sites where practical </td><td data-bbox="1164 383 2110 671"> <p>Greenhouse gas emissions by users of heritage buildings</p> <ul style="list-style-type: none"> • Require tenants to recycle, compost, minimise waste and report on the outcome of their actions </td></tr> </table>	<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Energy efficiency improvements when restoring heritage buildings such as lighting and heating systems and improved insulation • Using environmentally friendly products • Education and awareness • Retaining and repurposing buildings rather than demolishing and rebuilding • Store and reuse materials on site or other sites where practical 	<p>Greenhouse gas emissions by users of heritage buildings</p> <ul style="list-style-type: none"> • Require tenants to recycle, compost, minimise waste and report on the outcome of their actions
<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Energy efficiency improvements when restoring heritage buildings such as lighting and heating systems and improved insulation • Using environmentally friendly products • Education and awareness • Retaining and repurposing buildings rather than demolishing and rebuilding • Store and reuse materials on site or other sites where practical 	<p>Greenhouse gas emissions by users of heritage buildings</p> <ul style="list-style-type: none"> • Require tenants to recycle, compost, minimise waste and report on the outcome of their actions 		

We understand and are preparing for the ongoing impact of Climate change

	<p>Key climate risks for the Parks Heritage Management activity include:</p> <ul style="list-style-type: none"> • Extreme weather events that cause damage to heritage assets, increased soil water may result in salt mobilisation and surface deterioration, historic rainwater systems may not handle heavy rain events, flooding and post flooding growth of damaging micro-organisms • Rising sea levels and coastal erosion affecting vulnerable assets • Temperature and humidity fluctuations and extremes may influence the stability and condition of artworks and heritage fabric • Increased pest infestation due to migration of pests • Cultural landscape changes such as shifts in vegetation patterns and water availability that affect the character and integrity of heritage sites and availability of materials for maintenance (timber) • Wildfires • Other impacts on assets and infrastructure (see the Asset Management Plan for more details). <p>Options being considered to reduce the risks to the Parks Heritage Management activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> • Consideration to climate change impact on an item as part of its evaluation for listing and not listing if the risk is high or reduces its life • Conservation and preservation practices such as identifying, evaluating and determining strategies to address the risks • Retrofitting and adaptation of heritage buildings such as raising or relocating buildings and artworks • Investigate flood protection • Maintain and improve drainage systems • Emergency preparedness and response disaster management, first responders • Careful consideration of placement of new artworks to avoid vulnerable sites
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We are guardians of our natural environment and taonga



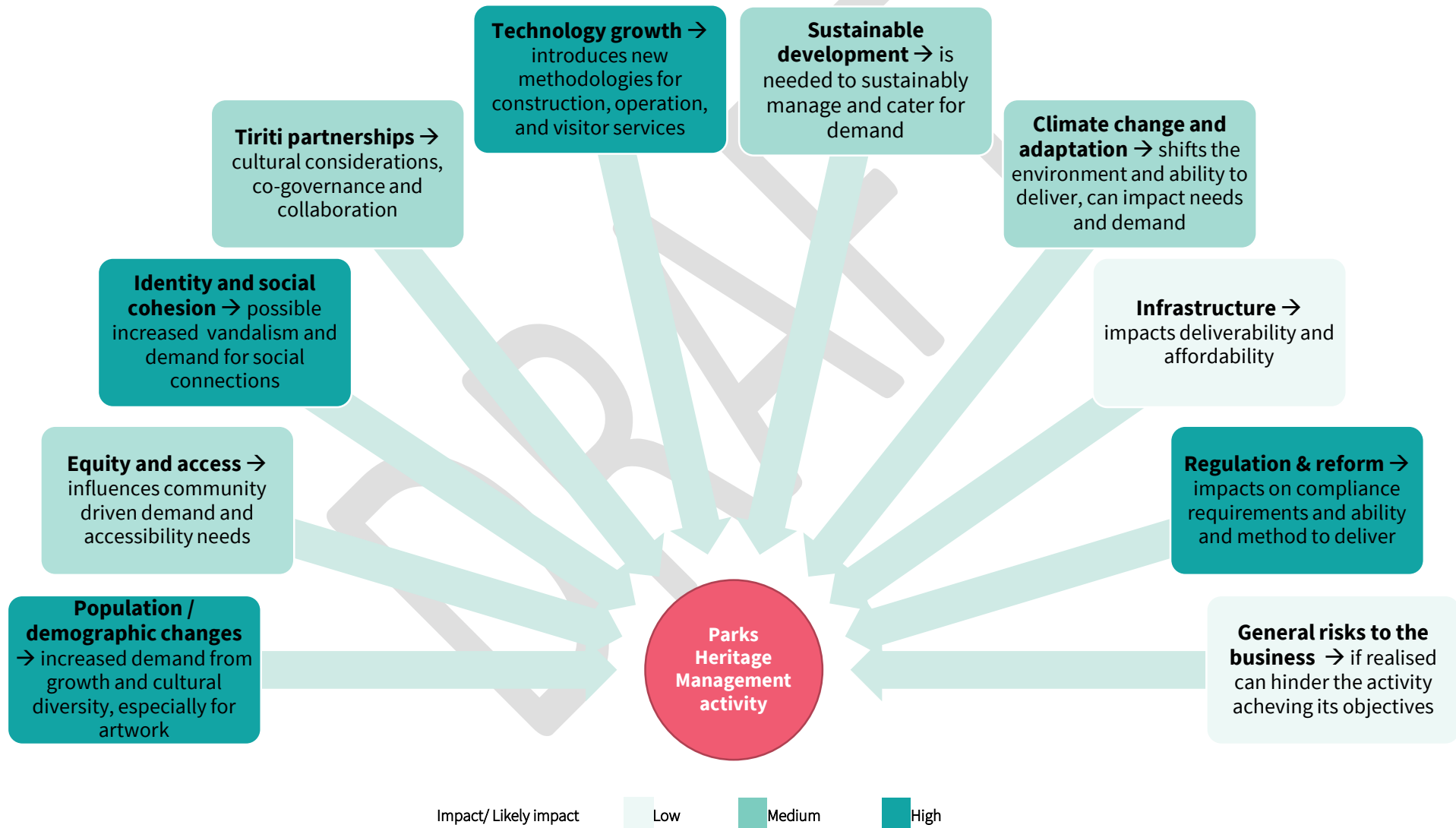
- Please describe a pilot project you will undertake in the next three years to increase understanding of emissions reduction options and building resilience to climate risks relevant to your activity.
- We will be undertaking a pilot project in the next three years to further support
- Cunningham Glass House energy efficiency – incorporating energy efficiency methods into the repair and restoration of Cunningham house such as automated heat management and lower carbon fuel (ground source heat)
- Repairs to heritage buildings such as Kukupa Hostel and Yew Cottage take into consideration passive building design and retrofit
- Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change.
- LOS change statement

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3. How we are planning for future impacts

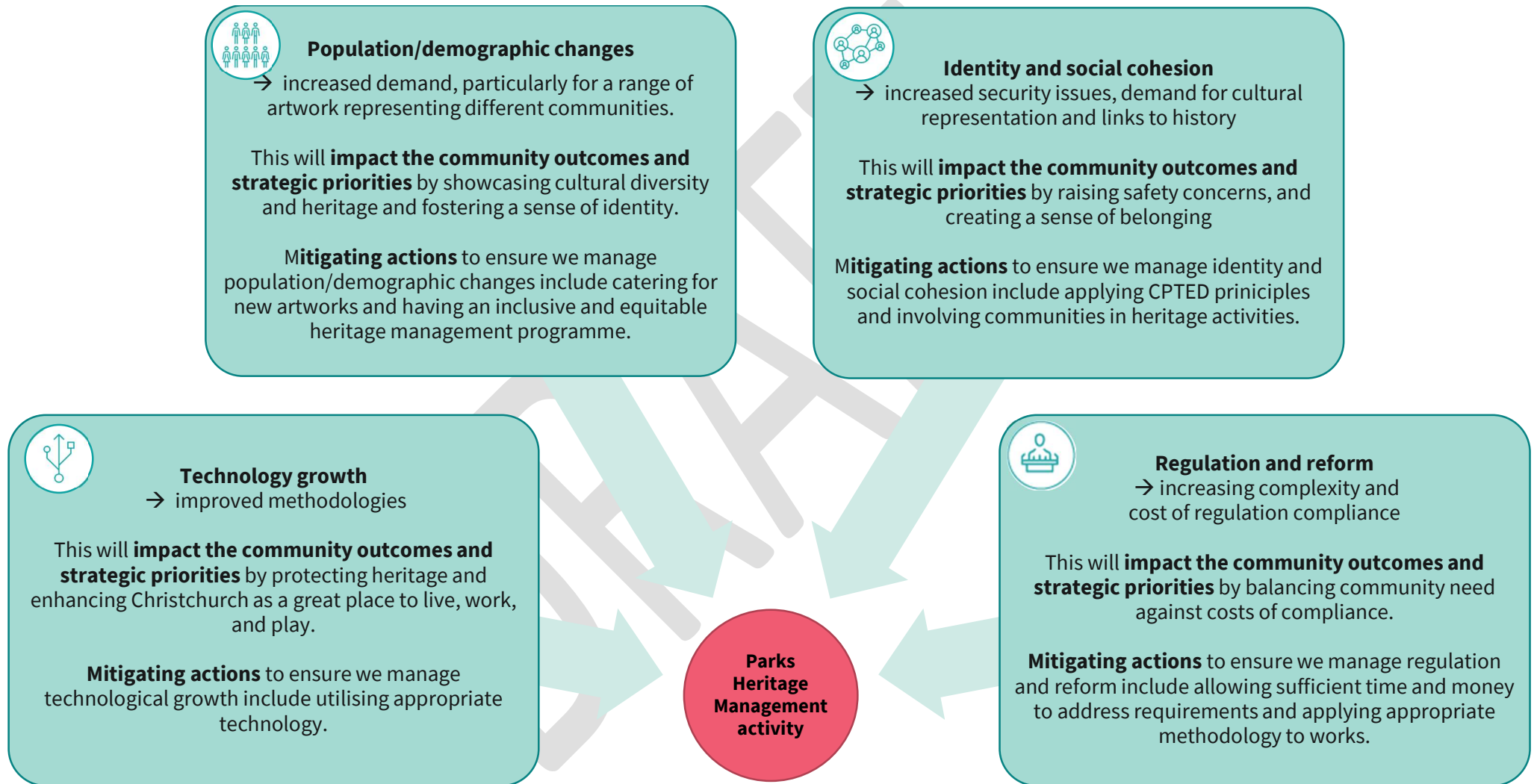
There are various factors influencing current and future demand for Parks Heritage activities and services and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.




4. Our levels of service

Council’s Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Summary of Levels of Service

- ➔ Parks Heritage Management have **3 Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision)
- ➔ Parks Heritage Management also have **3 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)

<div>Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts</div>	
<div>Service contributes to:<ul style="list-style-type: none">• Outcome 1• Outcome 2• Outcome 2This is by generally <change?> the targets of the levels of service promised.</div>	<div>Levels of Service<p>This service has 3 Community and 3 Management LoS.</p><ul style="list-style-type: none">• Parks scheduled heritage buildings are repaired and managed in safe and operational order• To manage and maintain Public Artworks, Monuments and Artefacts• To manage and maintain Parks scheduled heritage buildings (two different measures/targets)• To manage all Parks Heritage items scheduled on the District Plan• All heritage assets (exculding buildings) are managed and maintained in a clean, tidy, safe, functional and equitable manner.</div>

5. How assets will be managed to deliver the services

Statement and key fact of this asset E.g., The Parks Heritage portfolio is made up of buildings, artworks, monuments, ornamental fountains and artefacts. The Asset value of this Activity is \$, representing approx. X% of total Council Assets.

Managing our assets

The Parks Heritage portfolio comprises scheduled heritage buildings, artworks, monuments, ornamental fountains, and artefacts. This collection holds an asset value of \$xx, representing approx. X% of total Council Assets. The portfolio continues to grow largely through the acquisition of additional artworks.

It is critical to maintain heritage assets to a high standard as the heritage values are not renewable. Given resource limitations, maintenance and renewal activities for heritage assets are prioritised based on their condition, risk level, and significance.

The maintenance of monuments, ornamental fountains, and artworks became an internal service in early 2021 following a s17A service review conducted in 2017. Maintenance of heritage buildings and clock mechanisms is outsourced to external contracts.

In late 2022 an internal service was established to handle limited building maintenance and repair. A combination of both internal staff and an external contractor are involved in a graffiti removal programme.

Most of the capital expenditure is dedicated to repairing earthquake damage in scheduled heritage buildings. It is challenging to find a viable use for the building before allocating repair funds. Buildings that remain unrepaired are at a high risk of deterioration and loss of irreplaceable heritage values.

Looking forward

The primary goal for the next 10 years is to strengthen and repair earthquake-damaged buildings and renew the worst condition deteriorated assets. This is crucial to preserve our heritage for future generations. Efforts will focus on assessing structural integrity, implementing tailored strategies, and improving seismic resilience. **How many buildings are left to repair?**

Looking after our Taonga and safeguarding their irreplaceable heritage values relies on the implementation of effective maintenance programmes. By prioritising and allocating resources to planned maintenance, we can reduce long term costs and prevent the loss of heritage values. Our maintenance planning is guided by condition assessments, ensuring our efforts are focussed where they are most needed.

To enhance our asset information, we are actively completing asset data capture and records for public artworks, monuments, and artefacts. This information will become available on our asset management system, and improved.

To enhance resilience, we evaluate capital projects in relation to climate change, emissions, and potential hazards. We are considering the potential relocation of vulnerable buildings like Yew Cottage and the Akaroa Immigration Barracks. We strive to incorporate energy efficient measures into our renewal and repair projects.

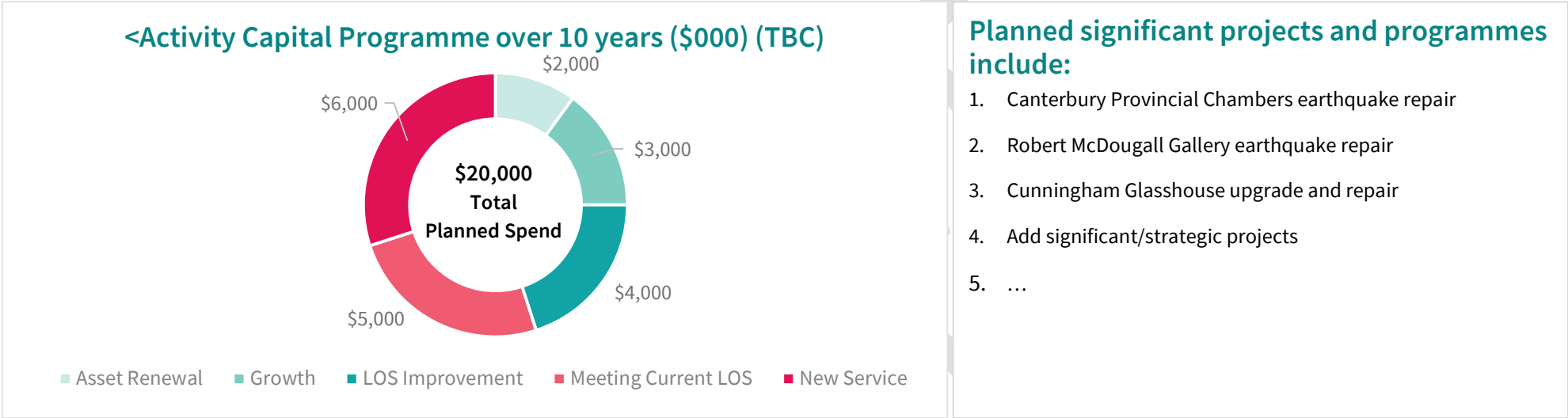
To meet the demands of a growing and evolving community we collaborate with communities to enhance the environment through the installation of artworks and murals. We consider heritage items identified by the community for potential scheduling to ensure their significance is appropriately recognised and protected.

We will conduct Disaster Planning for heritage buildings in collaboration with emergency management organisations like FENZ (Fire and Emergency NZ) to identify and implement enhanced protection measures, improve resilience, and develop disaster response plans.

Please refer to the Parks Heritage Asset Management Plan for more information on these assets.

6. Capital expenditure and key capital projects

To ensure the continued ability to deliver on our activities and services, and contributing to our community outcomes and strategic priorities, projects have been planned and budgeted for the next 10 years.



Total Planned Capital Programme summary (\$000) (TBC)



See [reference](#) for more detail on the Planned Capital Programme.

7. Financial resources needed

7.1. Resources needed

Indicative budgets are based on the 2023/24 Annual Plan projections for the balance of the current LTP. They are subject to year-end capital carry forwards, and further refinement of inflation and other assumptions for the new LTP.

Heritage Management								
000's	Annual Plan 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
Activity Costs Before Overheads by Service								
Heritage Buildings and Structures	1,328	1,389	1,445	1,485	1,524	1,561	1,594	1,626
	1,328	1,389	1,445	1,485	1,524	1,561	1,594	1,626
Activity Costs by Cost Type								
Direct Operating Costs	158	171	176	181	186	191	195	199
Direct Maintenance Costs	932	966	998	1,026	1,054	1,079	1,103	1,125
Staff and Contract Personnel Costs	238	252	270	277	284	291	297	303
Other Activity Costs								
Overheads, Indirect and Other Costs	964	1,018	1,070	1,092	1,129	1,170	1,187	1,213
Depreciation	1,089	1,312	1,520	1,668	1,764	1,831	1,873	1,915
Debt Servicing and Interest	113	142	172	198	214	220	219	223
Total Activity Cost	3,493	3,861	4,206	4,444	4,632	4,782	4,874	4,976
Funded By:								
Fees and Charges	197	205	212	218	224	229	234	239
Grants and Subsidies								
Cost Recoveries								
Other Revenues								
Total Operational Revenue	197	205	212	218	224	229	234	239
Net Cost of Service	3,296	3,656	3,994	4,226	4,408	4,553	4,640	4,737
Funding Percentages								
Rates	94%	95%	95%	95%	95%	95%	95%	95%
Fees and Charges	6%	5%	5%	5%	5%	5%	5%	5%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure								
Improved Service Levels	10,144	9,112	5,412					
Replace Existing Assets	6,140	9,500	7,198	5,617	3,611	1,183	748	450
Total Activity Capital	16,284	18,612	12,610	5,617	3,611	1,183	748	450

7.2. Funding consideration and outcome

Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.

Council funds the Parks Heritage Management Activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the following basis of:

- **Operating expenditure** is largely funded through general rates as the Parks Heritage Management Activity benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on asset renewals.

This funding approach is based on applying the following main funding principles to determine the funding policy.

Funding principles considered for operating costs

Consideration for funding method	Result	Implication
User-Pays <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	Low	Mostly funded from rates
Exacerbator-Pays <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	Low	Fund from rates
Inter-Generational Equity <i>the degree to which benefits can be attributed to future periods</i>	High	Funded in the year costs are incurred
Separate Funding? <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	Low	Fund from rates

Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	Low	• Fees & Charges (Low)
Community	High	• General Rates (High)

Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

Category of capex	How it is funded initially - Refer also to Financial Strategy	Proportion*
Renewal/replacement	Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.	Medium
Service improvement	Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.	Medium
Growth	Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.	n/a

Initial funding source	Proportion of capex funded*
Rates	Medium
Borrowing	Medium
Development Contributions	n/a
Grants and Other	n/a

Outcome: Initial funding for capital

* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
Social	
Not all scheduled heritage buildings are accessible.	Provide accessibility where possible, potentially develop digital virtual tours.
Vandalism and theft	Apply CPTED principles, enhance security measures where practical, ensure proper maintenance and conservation practices are in place to preserve the integrity of the items.
Economic	
Negative public response to applying limited Council funding to repairing damaged heritage buildings and items. Negative public response to not repairing heritage buildings and items.	A use for buildings is sought before a repair programme is approved. Explore alternative ownership, funding, and building utilisation opportunities.
High cost maintenance items, such as painting which can be \$100k plus, are difficult to fund in the opex programme	Ensure adequate operational budgets are in place to effectively cover planned maintenance requirements.
True value of heritage, artworks, and monuments is not reflected in the return on its use, often this does not cover the maintenance cost	The importance of heritage assets in terms of their historical, aesthetic, educational, artistic, and economic contribution is applied to valuation methods. These methods should be able to assess the monetary values for the protection and management of heritage from a societal point of view.
Environmental	
Production of waste from businesses operating in scheduled heritage buildings	Waste management and recycling
Travel requirements to access heritage, artworks, and monuments	Location of artworks in public spaces such as walkways, cycleways, and recreational areas
Cultural	
Loss of heritage through neglect or non repair	Ensure high level of maintenance so heritage values are not compromised and repair damaged assets

Questions

Long Term Plan 2024-34 Activity Plan

Ōtākaro Avon River Corridor (OARC)

- *Manage and implement the Ōtākaro Avon River Corridor Regeneration Plan*

Adopted XX and XX June 2024

1. What this activity delivers

This activity includes the following services:



Manage and implement the Ōtākaro Avon River Corridor Regeneration Plan – Implementation of the core objectives of the Ōtākaro Avon River Corridor Regeneration Plan across Parks, 3 Waters and Transport’s activities in a cost-effective, ecologically sensitive and culturally competent manner. These objectives focus on a restored deltaic river environment with enhanced mahinga kai outcomes that provides improved recreational and cultural experiences.



View looking north over the Ōtākaro Avon River Corridor, towards Travis Wetland.

Background

The Ōtākaro Avon River Corridor, spanning 602 hectares, presents a unique opportunity to create a lasting legacy for future generations. Stretching 11km from the city to the sea, this regeneration area holds immense history and potential. By focusing on the health and wellbeing of the Ōtākaro Avon River (Te Mana o te Wai), we can unlock a multitude of environmental, social, and economic benefits. This includes safeguarding homes from climate change and sea-level rise, enhancing the well-being of the community, and fostering stronger connections between people, this place and its culture.

Given the scale of the Regeneration Area (it’s three-and-a-half times bigger than Hagley Park), and the costs of implementation, we estimate it will take 30-50 years to complete this development.

Work on the Green Spine, which forms the core of the regeneration area, is already underway. New foot/cycle bridges have been installed at Snell Place, Medway Street and Hulverstone Drive. The first riverside landing (at Dallington) has been completed, and planning work on the City to Sea Pathway from Fitzgerald Avenue to New Brighton is well advanced.

The success of the Activity Plan will be measured by the health of the water and the environment, restoration of mahinga kai and by future generations’ enjoyment of the river and the Corridor. The regeneration of the Ōtākaro Avon River Corridor is an opportunity for Ōtautahi Christchurch and Ngāi Tūāhuriri to demonstrate genuine co-governance, alongside innovative environmental leadership.

The transformative impact of this regeneration cannot be underestimated, involving substantial investment in regenerative planting, tidal wetland development, stopbank construction, stormwater treatment facilities, bridges, landings, and cycling and walking pathways. These infrastructure and environmental endeavours will not only enable diverse uses and

activities within the Corridor but also generate significant social, wellbeing, and economic benefits for our city more broadly.

There is significant community interest in this programme of works, and implementation of this Plan is a primary focus for Council over the coming decades. The programme spans all of Council's major asset-holding groups and involves a high level of investment; around \$1 250 million in total, with \$300 million in the first ten years.

Careful and integrated planning will be required to ensure the most beneficial and cost-effective implementation. The Parks Unit is responsible for coordinating the cross-Council programme, reporting to the co-governance body and engaging with the community.

To achieve value for Council, a dedicated multi-disciplinary design and programme management team is actively working to deliver a cohesive approach for turning the Council components of the Regeneration Plan into a reality.

The Regeneration Plan lays the foundation for achieving aspirational environmental goals, reducing climate change impacts, and supporting a growing and prosperous economy. Water quality, environmental health and recreational outcomes are priorities. The Corridor's regeneration not only offers a space for exploration, experimentation, and knowledge-sharing within New Zealand but also opens doors for international exportation of our innovative approaches. Moreover, it will create captivating experiences that attract both local and international visitors, forging a connection between our city and the sea along the river corridor. The investments outlined in the Activity Plan encompass a wide array of activities, initiatives, and projects, ensuring that these broader benefits become a reality.

Notably, the Plan provides a vision for the long-term future of the land. It allows communities and the wider public to begin planning for the future while being flexible and inviting new ideas in an ever-changing world.

Land Status

At the time of drafting, a small portion of the Corridor remained in Crown ownership, however final transfer is expected shortly. Christchurch City Council have full land management responsibilities. Where Crown retain the land, decisions on activities are made by Council following recommendation to the Crown Agency Toitū Whenua (LINZ). This agency holds ownership and property administration rights of the land on behalf of the Crown. As individual portions receive their new property titles, full ownership rights and responsibilities transfer across to the Christchurch City Council.

The Global Settlement Agreement (GSA - 23 September 2019) between the Crown and Council, sets out how the land associated with the Residential Red Zone should be governed and managed.

Operational funding will be required to support the Co-Governance entity so staff are developing options for Council to consider this in the 3rd quarter of 2023.



View looking south over the Ōtākaro Avon River Corridor, towards Kerrs Reach

Services are delivered by doing the following:

Implementation of the core objectives of the Ōtākaro Avon River Corridor Regeneration Plan across Parks, 3 waters and transports activities in a cost-effective, ecologically sensitive and culturally competent manner, and promoting and providing recreational and cultural assets, a restored river environment with enhanced Mahinga Kai outcomes.

Operational Management

Parks

The land associated to the Ōtākaro Avon River Corridor is part of a wider Residential Red Zone. This land is managed by the Parks Unit on behalf of Council by a dedicated internally resourced team for Planning, Park Ranger and maintenance activity. This team is supplemented by external contractors when required. All the land, including the Ōtākaro Avon River Corridor, is divided into discreet maintenance zones and is on a monthly preventative and low level amenity maintenance cycle.

Management of the OARC land and implementation of the Ōtākaro Avon River Corridor Regeneration Plan involves a high level of community engagement on an ongoing basis.

Stormwater and Floodplain Management

Operational management of the stormwater and floodplain management assets in the Ōtākaro Avon River Corridor will be consistent with the established practices for similar stopbank, basins, wetlands, pump stations, waterways, pipelines and control structure assets located elsewhere in the city. Operational management of these assets will be in accordance with the requirements of the Ōtākaro Avon River Stormwater Management Plan, as required under the Comprehensive Stormwater Network Discharge Consent, and with the Surface Water Implementation Plan.

Transport

As a part of the land amalgamation process, existing legal roads and access-ways within the Ōtākaro Avon River Corridor areas that are no longer needed will be stopped, and the new roads and alignments will be created. Transport infrastructure and assets that are deemed unnecessary will be removed in-line with the progress of the entire programme.

Operational management of the remaining open road network in the Ōtākaro Avon River Corridor will be consistent with established practices for the city's wider transport network.

Underground Infrastructure

CCC and underground infrastructure owners are negotiating a mutually acceptable methodology and funding process that allows for the coordination of the design and construction of project and programme works within the Ōtākaro Avon River Corridor with existing underground infrastructure.

The methodology will allow specific Ōtākaro Avon River Corridor projects and programmes to proceed.



A snapshot of provision and use:

- ✓ During the earthquakes, land in the Corridor sunk by an average of 500mm and in places up to one metre. This means that the groundwater is now much closer to the surface than it was, and in places it is at ground level.
- ✓ Around one third of the city's surface water runs into the Corridor. Treating this water via the planned Stormwater Management Areas will have a large impact on water quality in both the river and the Estuary.
- ✓ It is estimated that when fully completed, the Corridor could be home to 4 million individual shrubs, trees and grasses.
- ✓ **Insert red counter stats**
- ✓ Due to its scale, restoration of the Corridor offers the potential to try more environmentally-friendly methods of construction than are currently employed, potentially influencing best practice in park development.

Where we came from

Over 6500 residential properties were 'red zoned' in the aftermath of the Canterbury earthquake sequence in 2010 and 2011. Of these, around 5500 homes fell within the boundaries of the Ōtākaro Avon River Corridor Regeneration Plan.

Following the designation of the land as 'red zone', the Government acquired the residential properties from their previous owners and cleared the properties. Council reached a comprehensive settlement with the Government, which involved the transfer of "red-zoned" land in the Port Hills, Brooklands, Southshore, and the Ōtākaro Avon River Corridor to the Council for ownership and maintenance. Council responsibilities for management and maintenance commenced in July 2020, and the transfer of ownership is now almost complete.

In 2019 the Minister for the Regeneration of Greater Christchurch signed off on the Ōtākaro Avon River Corridor Regeneration Plan. The plan centres on the river and the vital role that the river plays within the Corridor and more broadly, the city. The plan emphasises a restored natural environment, and strengthened connection between people, the river and the land. This is articulated in the vision of the plan:

“The river connects us together with each other, with nature and with new possibilities.

Nōku te awa. The river is mine.

We all share in the future of this river.”

What our community is saying

Who our key customers are:

Residents, community groups and organisations, sports clubs and associations, volunteers, community agencies, education and research organisations, businesses, event organisers, lessees and utility service providers.

Who our key stakeholders are:

Mana whenua (as a partner), specific local interest groups including sporting groups and residents associations, schools, contractors/consultants and local ratepayers generally.

What we do:

Deliver improved ecological, cultural and recreational outcomes as set out in the Regeneration Plan. Manage and maintain the land, and administer Temporary Land Uses, via a series of short and long-term leases.

What you say:

A key message heard from the community is that it has been over a decade since the earthquakes, the Regeneration Plan is now settled and it is time to get on and deliver it.

Main community outcome:

A green liveable city

- *Improved terrestrial and aquatic ecosystems*
- *Greater flood/sea level rise resilience*
- *Greater local biodiversity*
- *Improved walking and cycling connections and routes*
- *Greater range of local recreational and cultural activities*
- *Improved awareness of the area's culture and history*
- *Carbon sequestration via establishment of vegetation and wetlands*

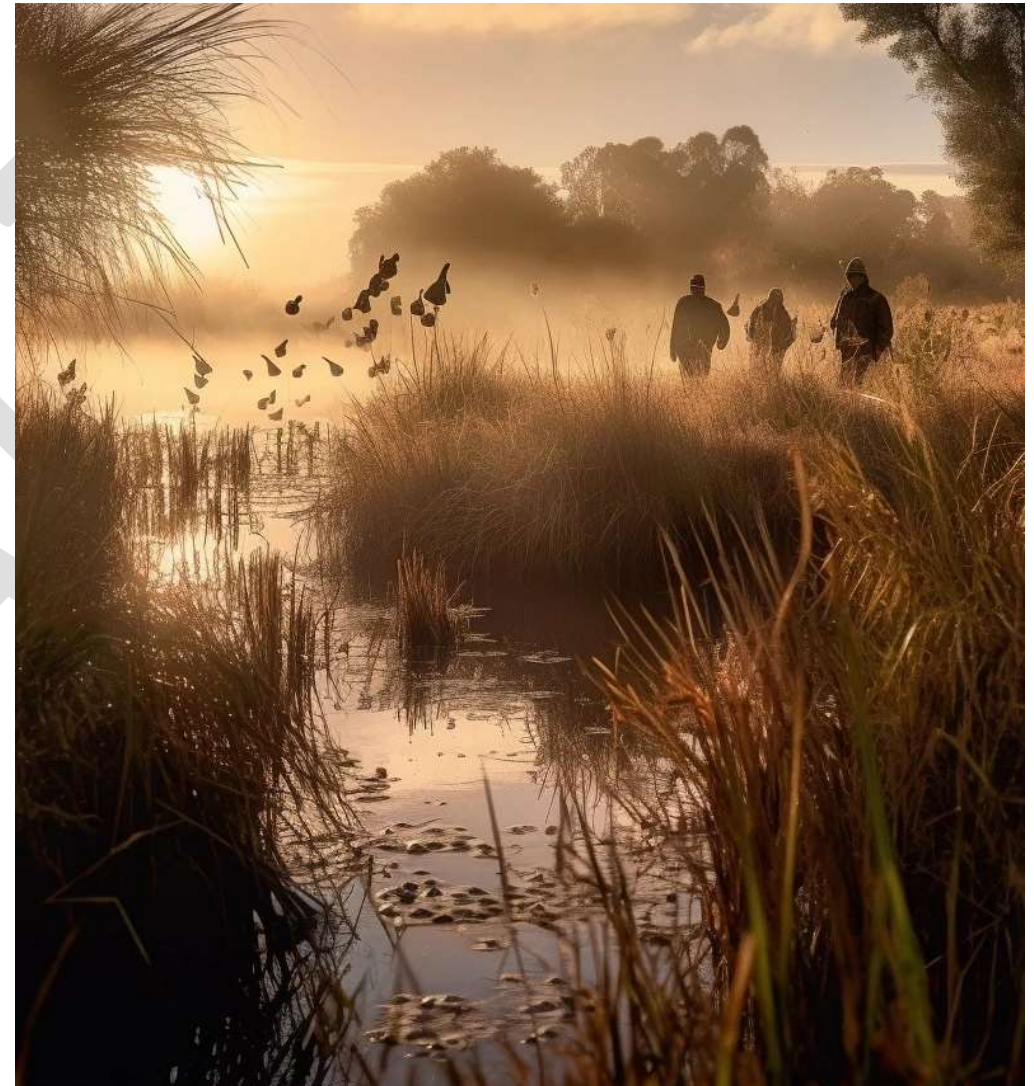







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2. Why we deliver this activity





2.1. Community Outcomes: How this activity contributes





Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe	☆☆☆	The OARC Regeneration Plan activity plays an important role in creating a sense of community by providing opportunities for residents to participate in activities, volunteer and socialise. <ul style="list-style-type: none"> A range of recreational activities and gathering spaces will be created as the Plan is delivered Many opportunities exist for the community to get involved right now, including planting, trapping and custodianship, specific temporary land uses and by providing input into evolving designs As the Plan is delivered, passive surveillance will improve. This will lead to a greater sense of safety and security.
	A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy	☆☆☆☆	Regeneration of the OARC represents our single largest opportunity to create a green, liveable city. <ul style="list-style-type: none"> The planned walkways and shared paths will greatly improve accessible local connections, as well as providing active transport options for those travelling into the city centre. Restoration of the Corridor's 'delta landscape' by pushing the stopbanks back will increase climate resilience, while the planned planting will offset carbon emissions. The planned Stormwater Management Areas will improve water quality, while also reducing the likelihood and severity of flooding impacts. Around 3-400 hectares of the Corridor will ultimately become vegetated or aquatic habitat, greatly increasing local biodiversity. We will increase tree canopy where possible, however this is primarily a wetland habitat. The planned stopbanks will increase climate resilience.
	A cultural powerhouse city Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'	☆☆☆	The OARC regularly hosts cultural events, sporting events and festivals that showcase the diversity and richness of our city. A co-governance arrangement is in place with our mana whenua partners to ensure that the Plan is delivered in a way that respects the history and aspirations of Ngāi Tūāhuriri. <ul style="list-style-type: none"> Temporary events spaces are facilitated, and more permanent facilities are being planned. Our partnership with mana whenua places a high value on achieving best practice ecological outcomes, a return of the ability to gather and process mahinga kai, and other ways of bringing the unique cultural history of the area to life. Sporting and recreational improvements are planned - notably flatwater sports, but also via a series of natural playspaces.

	<p>A thriving prosperous city</p> <p>Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>		<p>The Regeneration Plan includes a number of ‘activity zones’ where entrepreneurial ‘third party’ (non-Council) activities can be considered.</p> <ul style="list-style-type: none"> • An assessment framework for third party proposals is currently being developed by governance, which will allow progression of this aspect. • These activity zones could include a range of innovative initiatives, spanning cultural, educational, scientific, tourism, agricultural or technological aspects. A link back to the area or community needs to be shown however. • In the interim, a number of Temporary Land Uses are facilitated by Council, which allow a reduced version of this to occur.
<p>*Level of contribution – what this means</p> <p>★★★★ This activity is critical to the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service</p> <p>★★★ This activity strongly supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements</p> <p>★★ This activity supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable</p> <p>★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact</p>			

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2.2. Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection	★★★★	<ul style="list-style-type: none"> The OARC will ultimately become the city's largest park, and parks and open spaces have well-documented benefits to wellbeing, physical health and community connections. By hosting events, activities, and creating green linkages, the Corridor will foster social and physical connections among people, promoting a sense of ownership and bringing the community together. We actively engage the community in its planning and development through consultation, volunteer opportunities, and community use. Designs for the OARC aim to accommodate a wide range of abilities and preferences, ensuring accessibility and inclusivity to the greatest extent possible.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★★★	<ul style="list-style-type: none"> Regeneration of the OARC is of international significance, and has potential to put Christchurch on the map as world-leading in a number of areas. Particular areas we are focused on include contaminated land remediation, climate change resilience, habitat restoration, and the reflection of cultural values in all aspects of delivery.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★★	<ul style="list-style-type: none"> We are working on a meaningful partnership and collaboration with Ngāi Tūāhuriri via the co-governance arrangement. We also work closely with a range of local stakeholders, including volunteer organisations, sport providers, event organisers and other community groups. We encourage and support volunteer involvement in planting and maintenance. We are open and transparent in our communication and provide regular updates about our developments to keep people informed. This ensures people have a voice in shaping the future of the Corridor. We value and respond to operational feedback through our customer service requests (CSRs). We share our success stories through various channels such as Newsline.
	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	★★★★	<ul style="list-style-type: none"> We minimise our climate change impacts by making this a fundamental principle in all project briefs. New projects are required to track the embodied carbon, as well as likely uptake via planting, with the aim to be 'carbon negative' across the Corridor. We also aim to use the project's scale to leverage new and improved construction techniques, including more re-use of material, lower carbon alternatives to typical products and finding end uses for our recycled material. Almost all projects within the Corridor have aspects that will restore the local aquatic and terrestrial environment. Each year we work with our partners to install around 50 000 native plants, and this number is likely to increase as suitable planting areas are established. Operationally, we carry out extensive plant and animal pest management. We work with local community groups and schools to raise awareness and understanding of our environment, and the approaches employed in the Corridor to improve it.


	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents		<ul style="list-style-type: none"> • We have sourced central government funding for part of the Regeneration Plan delivery • We have carried out integrated planning across the three delivery departments to ensure works are planned coherently, and in an order that responds to the specific requirements of the Corridor. • We deliver projects in a joined-up manner between departments, ensuring that investigations, planning and design are efficient and duplication is avoided. • We prioritise core services that directly impact residents' experience and wellbeing including maintenance, cleaning, repairs and safety. • We facilitate community partnerships and collaborations to leverage resources and expertise.
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind		<ul style="list-style-type: none"> • The Regeneration Plan was a comprehensive planning document that we are tasked with delivering. As it is an intergenerational plan, it is reviewed at regular intervals and may be updated to suit changing circumstances. • We incorporate the predicted impacts of climate change and sea level rise into all of our delivery projects. • We plan engagement to encourage diverse age groups and abilities to contribute to project design, including targeted sessions with local schools. • We promote environmental education to raise awareness and foster a sense of responsibility towards the environment. • We offer internships to provide valuable learning experiences and promote park-related career development. • We encourage research projects to advance knowledge and provide innovative solutions to the unique challenges of the Corridor.
*Levels of contribution – what this means			
★★★★★ This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan			
★★★★ This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only			
★★★ This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable			
★★ This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact			


2.3. Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity could include:</p> <ul style="list-style-type: none"> • Vehicle and tool emissions – park maintenance vehicles and tools such as utes, lawnmowers and line trimmers • Construction activities and embodied carbon in materials used (steel, concrete and the like) • Operational power usage in buildings and outdoor lighting • Waste management – organic waste breakdown produces methane <p>Within the Ōtākaro Avon River Corridor, we are taking the following actions to reduce greenhouse gas emissions:</p> <table border="1"> <thead> <tr> <th data-bbox="212 427 1167 496">Operational/embedded greenhouse gas emissions</th><th data-bbox="1167 427 2110 496">Greenhouse gas emissions by users of the OARC</th></tr> </thead> <tbody> <tr> <td data-bbox="212 496 1167 1058"> <ul style="list-style-type: none"> • Going electric - transition of operational vehicles and power tools to electric where possible • Tracking ‘whole of life’ embodied carbon in individual project design phases, and reducing this to the greatest practical extent • Working on a unique furniture suite which seeks to find end uses for recycled materials, rather than treating this in other countries. • Strong focus on habitat conservation and restoration efforts/planting programmes which will act as carbon sinks • Education – raising awareness about the importance of reducing greenhouse gas emissions and fostering a culture of environmental stewardship • Best-practice energy efficiency as a baseline on all new buildings • ‘Dark skies’ approach within the Corridor, minimising light pollution and energy usage. • Waste management – recycling waste where possible and encouraging composting </td><td data-bbox="1167 496 2110 1058"> <ul style="list-style-type: none"> • Providing recreational activities opportunities within local neighbourhoods to reduce travel needs • Providing the City to Sea Pathway and other shared paths, which will improve active transport options in the east. </td></tr> </tbody> </table>	Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of the OARC	<ul style="list-style-type: none"> • Going electric - transition of operational vehicles and power tools to electric where possible • Tracking ‘whole of life’ embodied carbon in individual project design phases, and reducing this to the greatest practical extent • Working on a unique furniture suite which seeks to find end uses for recycled materials, rather than treating this in other countries. • Strong focus on habitat conservation and restoration efforts/planting programmes which will act as carbon sinks • Education – raising awareness about the importance of reducing greenhouse gas emissions and fostering a culture of environmental stewardship • Best-practice energy efficiency as a baseline on all new buildings • ‘Dark skies’ approach within the Corridor, minimising light pollution and energy usage. • Waste management – recycling waste where possible and encouraging composting 	<ul style="list-style-type: none"> • Providing recreational activities opportunities within local neighbourhoods to reduce travel needs • Providing the City to Sea Pathway and other shared paths, which will improve active transport options in the east.
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We understand and are preparing for the ongoing impact of Climate change

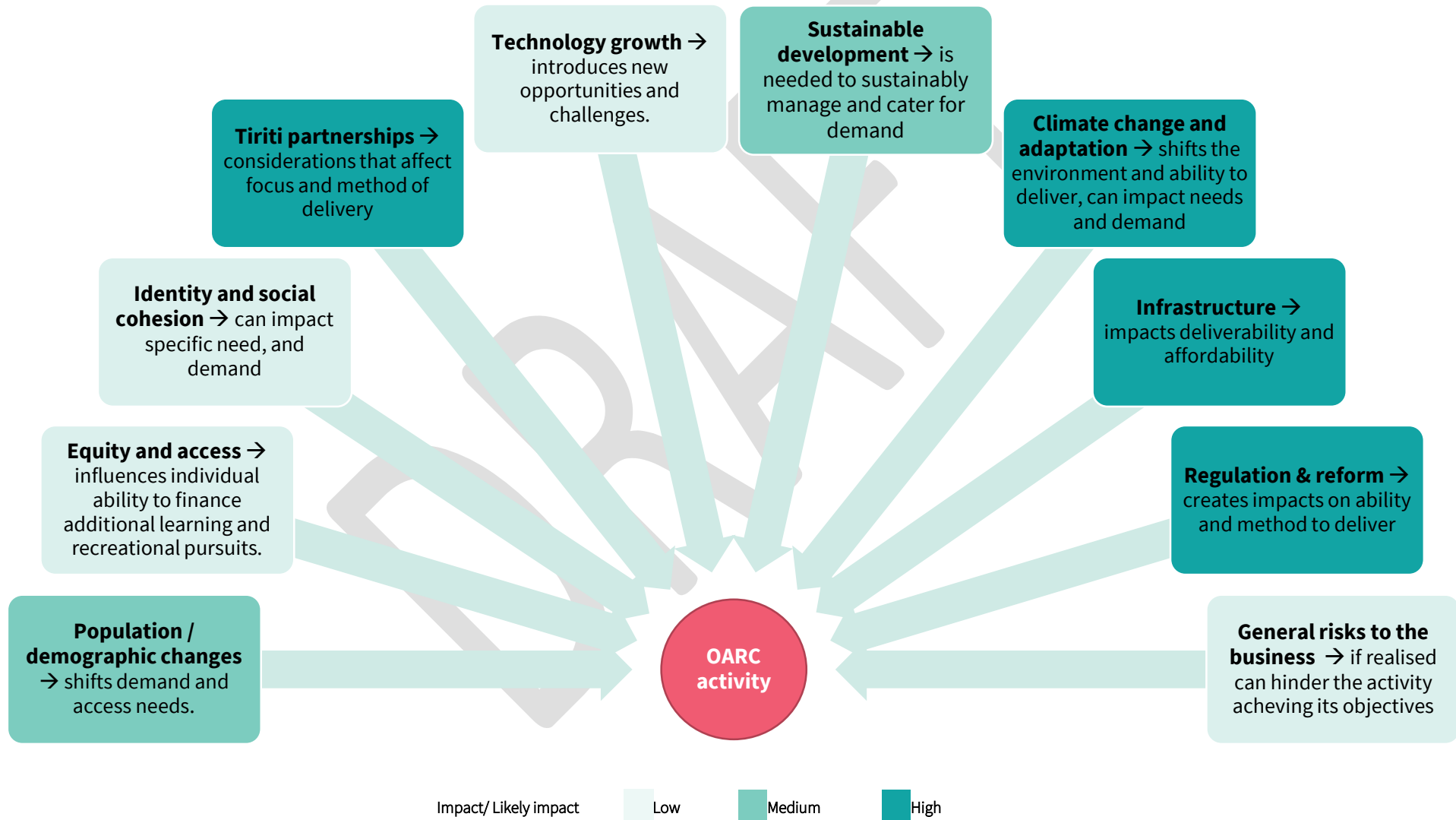
	<p>Key climate risks for the OARC activity include:</p> <ul style="list-style-type: none"> • Sea level rise – over time this will bring groundwater closer to the surface and increase its salinity. Higher ocean levels will increase water levels in the river as the water is ‘held back’, increasing the potential for flooding. Increased water levels will also impact the ability of the piped, gravity-based stormwater system to function in places. • Extreme weather events – increased frequency and intensity of storms causing flooding and a mix of erosion and sediment deposition in differing locations. • Rising temperatures – increased risk of wildfires, heat stress on plants and ecosystems, and shifts in the geographic range of plant and animal species including invasive plant and animal pests • Changed rainfall patterns – more severe drought and high rainfall periods impacting vegetation growth and recreational activity
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	<p>Options being considering to reduce the risks to the OARC activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> • Increasing the height of stopbanks over time, and relocating these away from the river in order to allow more room for floodwaters • Creation of 17 Stormwater Management Areas to detain stormwater runoff from urban areas and more slowly release this into the Corridor, reducing the ‘flashiness’ of flood events. • Using natural solutions such as wetland restoration to provide natural buffers against rising water levels, while also sequestering carbon • Increase resilience of assets by improving drainage (to above ground, natural systems), designing infrastructure to withstand extreme weather events, minimising hardstand and considering relocatable options for vulnerable infrastructure • Encouraging native plant recolonisation of appropriate sites to create more resilient communities. Planning for succession over time as salinity and water levels change. • Increased use of temporary irrigation where needed to get plants through dry summer periods in their first year of establishment. • Research and monitoring to better understand the impacts of climate change and make informed decisions, including ongoing monitoring of water levels and quality. • Managing the accumulation of flammable materials or long grass to reduce the risk of fires
We are guardians of our natural environment and taonga	
	<ul style="list-style-type: none"> • We will be undertaking a pilot project in the next three years to investigate methods to remove residual contamination from red zone soils using natural methods such as bioremediation by plants, bacteria and microorganisms. The aim of this will be to reduce the carbon (and financial) costs of the traditional approach, which is to remove contaminated soil to landfill. • We will also be undertaking a pilot project to come up with innovative park furniture options using recycled consumer waste rather than shipping this material overseas. • We are also working with the Lyttelton Port Company to reuse hardwood wharf timber that is being replaced via their project. • <i>Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change.</i> • <i>LOS change statement</i>

3. How we are planning for future impacts

There are various factors influencing current and future demand for the OARC facilities and our ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.



Regulation and reform

Impacts of the Three Waters reform on the Corridor are yet to be clarified, while the current regulatory environment makes consenting difficult.

This will **impact the community outcomes and strategic priorities** by delaying projects.

Mitigating actions to manage this issue include:

- Corridor-wide investigations and Global Consents
- Ongoing discussions with regulatory authorities



Tiriti partnerships

The Corridor is of high cultural significance to mana whenua, who have a strong interest in its Regeneration.

This will **impact the community outcomes and strategic priorities** by improving outcomes overall.

Mitigating actions to manage this issue include:

- Establishment of a co-governance committee
- Ongoing discussions to determine the best manner of input into individual projects.



Climate change and adaptation

Impacts of climate change on the Corridor will primarily relate to water levels and flood risk.

This will **impact the community outcomes and strategic priorities** by changing ground conditions.

Mitigating actions to manage this issue include:

- Pushing stopbanks back and increasing height over time
- Creating stormwater management areas to detain runoff
- Planning for plant communities to evolve to saline groundwater conditions over time



Infrastructure

Inflation has hit the construction industry particularly hard, compounded by limited resource levels.

This will **impact the community outcomes and strategic priorities** by increasing costs.

Mitigating actions to manage this issue include:

- Early Contractor Involvement in projects to 'sense check'
- Community planting involvement where possible
- Limiting infrastructure, in particular imported materials


**OARC
activity**

4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Summary of Levels of Service

- ➔ The OARC has **6 Community (C) Levels of Service**. (These LoS community facing and will be published in our Statement of Service Provision)
- ➔ The OARC also has **1 Management (M) Levels of Service**. (These are LoS that are measured in the organisation to ensure service delivery)

 Manage and implement the Ōtākaro Avon River Corridor Regeneration Plan	
Service contributes to: <ul style="list-style-type: none">• A collaborative confident city• A green, liveable city• A cultural powerhouse city• A thriving prosperous city <p>This is by generally increasing (?) the targets of the levels of service promised.</p>	Levels of Service <p>This service has 6 Community and 1 Management LoS.</p> <ul style="list-style-type: none">• Permanent co-governance entity established for the Ōtākaro Avon River Corridor• Manage and maintain the Ōtākaro Avon River Corridor• Two for one replacement of any trees that are removed (new, tbc)• Native restoration of 3Ha minimum area per year (new, tbc)• Implementation of the OARC Regeneration Plan (Green Spine) - Council-led capital investment• Implementation of the OARC Regeneration Plan (Green Spine) - Council/3rd party collaborations• Implementation of the OARC Regeneration Plan (Green Spine) - 3rd party led, Council facilitated investment

5. How assets will be managed to deliver the services

As the OARC is a relatively new landholding for the Council, it currently has very few assets relative to its size. This will change over time.

Managing our assets

From the LTP 2021:

Management of all assets within the OARC will be coordinated with the rest of the city's assets to deliver value for money for Council. A strong integrated programme management team will need to be established in order to deliver this activity.

Looking forward

From the LTP 2021:

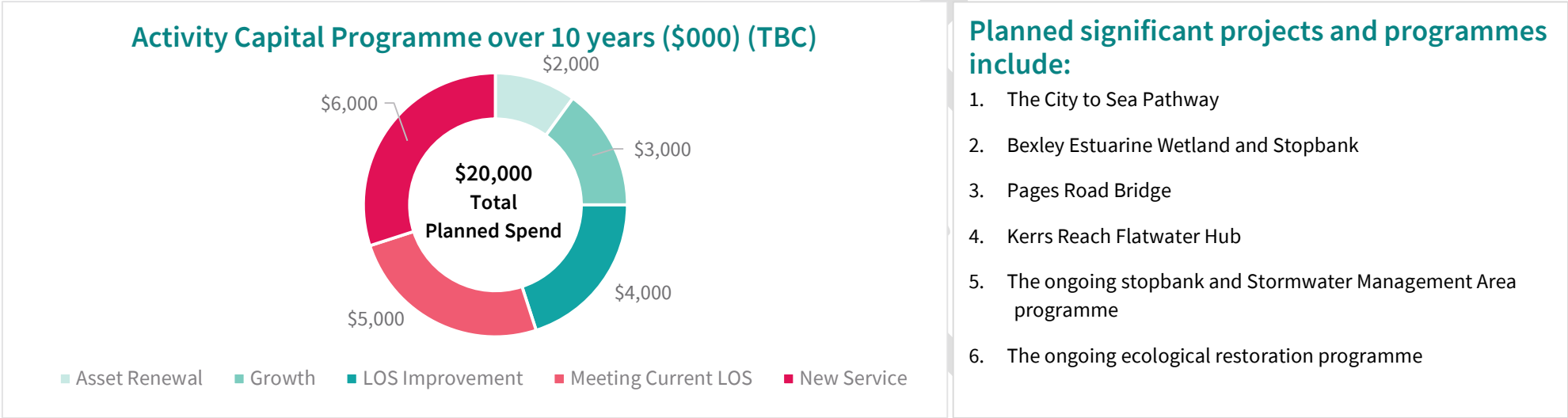
The current planning teams are working together to draft an integrated way forward. As works are completed, they will be handed back to the individual Council Unit responsible for ongoing operation and maintenance. Asset registers will be updated, and the individual asset management plans for the four activities will address the maintenance, operation and eventual replacement of the assets.

Please refer to the following Asset management plans for more information on these assets.

1. Parks and Foreshore Asset Management Plan
2. Stormwater and Flood Control
3. Transport

6. Capital expenditure and key capital projects

To ensure the continued ability to deliver on our activities and services, and contributing to our community outcomes and strategic priorities, projects have been planned and budgeted for the next 10 years.



Total Planned Capital Programme summary (\$000) (TBC)



See [reference](#) for more detail on the Planned Capital Programme.

7. Financial resources needed

7.1. Resources needed

Managing finances across the activities in an integrated way will be a key function of the delivery team. The delivery team will need to manage scope and budgets to ensure efficient delivery of the programme. Generally, a one-pass approach to all capital works will be applied wherever possible, but cost-efficient project timing will need to be balanced against immediate community benefits in some locations. Immediate community benefits may justify the delivery of works in stages or the construction of temporary assets.

The focus of this initial OARC Activity plan is to identify the combined capital programme and outline co-governance arrangements and associated costs (TBC). The day-to-day planning and operating costs for the OARC are currently budgeted and managed within the Activity Plans for Parks, Stormwater and Flood Protection and Transport and are not readily separable from the rest of the networks. As the planning for OARC co-governance, planning, and delivery continues, additional OPEX funding may be required to cover direct resourcing of those functions. Such requirements would be brought forward to the next Annual Plan and further update this Activity Plan.

7.2. Funding consideration and outcome

Funding consideration and policy are stated in the following four activity plans:

1. Parks Activity Plan
2. Stormwater Drainage Activity Plan
3. Flood Protection & control works
4. Transport Activity Plan

8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
Social	
Remaining residents and neighbours will be exposed to temporary and/or ongoing disruption.	<ul style="list-style-type: none"> • Seek to minimise noise, vibration and dust during construction. Explore options to separate high traffic pathways from remaining residents. • Ensure residents and stakeholders are well informed during development and construction of nearby projects.
Economic	
The implementation of the plan will require significant ongoing capital and operational funding to be fully implemented across multiple Long Term Plans.	<ul style="list-style-type: none"> • Complete rigorous cost analysis on an ongoing basis for all projects throughout the design and construction phases • Ensure that all opportunities for volunteer-led implementation are maximised providing multiple benefits including cost reduction. • Investigate ways for any revenue generated within the Corridor to be channelled back to its ongoing maintenance
Environmental	
Pump stations will be required to pump water from the Stormwater Management Areas past the stopbanks and back into the river, negatively affecting Council's ambitions for a reduced carbon footprint.	<ul style="list-style-type: none"> • Future pumping of stormwater back into the river is unavoidable due to the need to locate the Stormwater Management Areas on the landward side of the stopbanks. Designs of the facilities and pump stations will seek to reduce energy consumption required, and/or utilise local energy generation through solar or other sources.
Cultural	
Modification of the landscape could impact on wahi tapu or wahi taonga sites	Follow archaeological best practice, seek mana whenua advice on projects, co-governance and then consenting reviews as a final check

Questions