

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

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
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# 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*

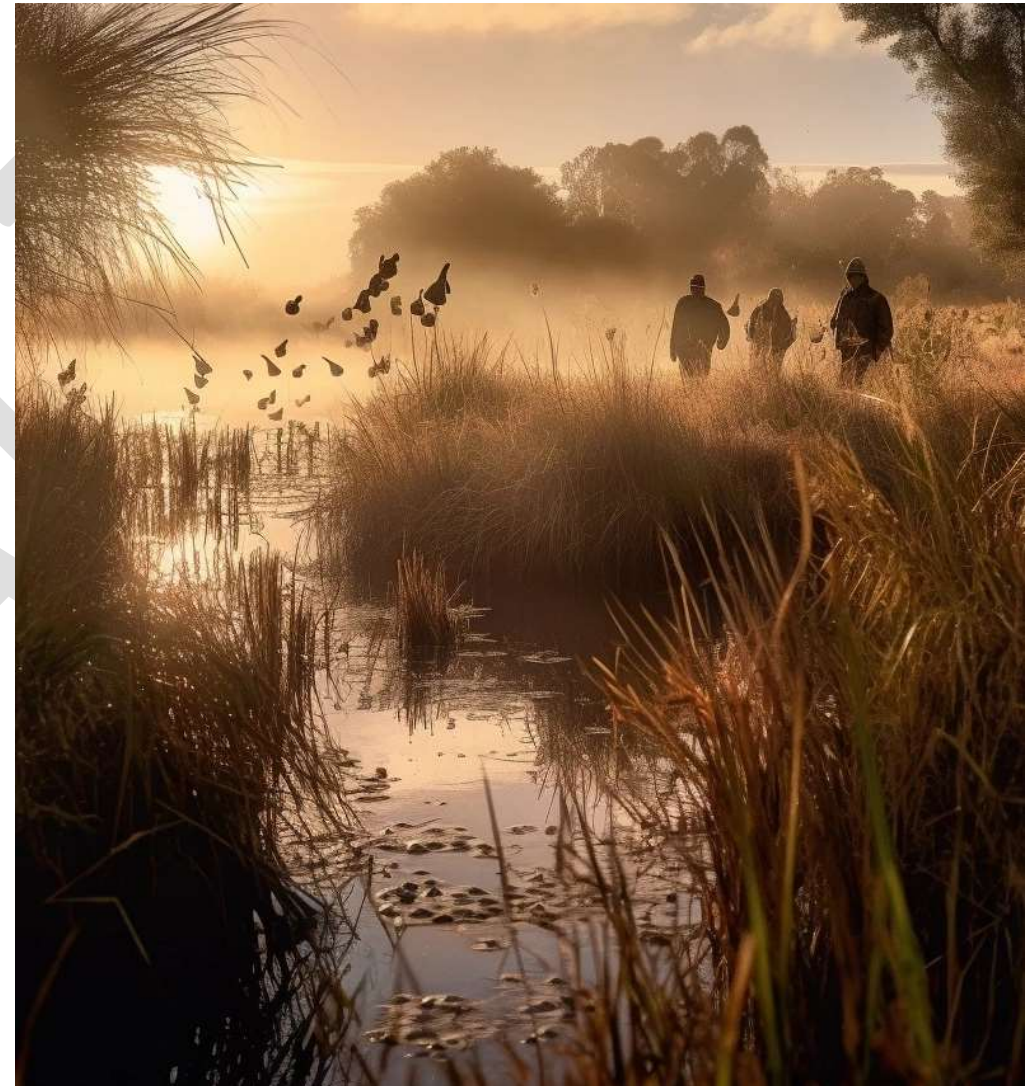







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## 2. Why we deliver this activity





### 2.1. Community Outcomes: How this activity contributes





Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe	☆☆☆	<b>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.</b> <ul style="list-style-type: none"> <li>A range of recreational activities and gathering spaces will be created as the Plan is delivered</li> <li>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</li> <li>As the Plan is delivered, passive surveillance will improve. This will lead to a greater sense of safety and security.</li> </ul>
	<b>A green, liveable city</b> 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	☆☆☆☆	<b>Regeneration of the OARC represents our single largest opportunity to create a green, liveable city.</b> <ul style="list-style-type: none"> <li>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.</li> <li>Restoration of the Corridor's 'delta landscape' by pushing the stopbanks back will increase climate resilience, while the planned planting will offset carbon emissions.</li> <li>The planned Stormwater Management Areas will improve water quality, while also reducing the likelihood and severity of flooding impacts.</li> <li>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.</li> <li>The planned stopbanks will increase climate resilience.</li> </ul>
	<b>A cultural powerhouse city</b> 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'	☆☆☆	<b>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.</b> <ul style="list-style-type: none"> <li>Temporary events spaces are facilitated, and more permanent facilities are being planned.</li> <li>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.</li> <li>Sporting and recreational improvements are planned - notably flatwater sports, but also via a series of natural playspaces.</li> </ul>

	<p><b>A thriving prosperous city</b></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><b>The Regeneration Plan includes a number of ‘activity zones’ where entrepreneurial ‘third party’ (non-Council) activities can be considered.</b></p> <ul style="list-style-type: none"> <li>• An assessment framework for third party proposals is currently being developed by governance, which will allow progression of this aspect.</li> <li>• 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.</li> <li>• In the interim, a number of Temporary Land Uses are facilitated by Council, which allow a reduced version of this to occur.</li> </ul>
<p><b>*Level of contribution – what this means</b></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
	<b>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection</b>	★★★★	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>We actively engage the community in its planning and development through consultation, volunteer opportunities, and community use.</li> <li>Designs for the OARC aim to accommodate a wide range of abilities and preferences, ensuring accessibility and inclusivity to the greatest extent possible.</li> </ul>
	<b>Champion Christchurch and collaborate to build our role as a leading New Zealand city</b>	★★★★	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents</b>	★★★	<ul style="list-style-type: none"> <li>We are working on a meaningful partnership and collaboration with Ngāi Tūāhuriri via the co-governance arrangement.</li> <li>We also work closely with a range of local stakeholders, including volunteer organisations, sport providers, event organisers and other community groups.</li> <li>We encourage and support volunteer involvement in planting and maintenance.</li> <li>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.</li> <li>We value and respond to operational feedback through our customer service requests (CSRs).</li> <li>We share our success stories through various channels such as Newsline.</li> </ul>
	<b>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</b>	★★★★	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Almost all projects within the Corridor have aspects that will restore the local aquatic and terrestrial environment.</li> <li>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.</li> <li>Operationally, we carry out extensive plant and animal pest management.</li> <li>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.</li> </ul>

	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</b>		<ul style="list-style-type: none"> <li>• We have sourced central government funding for part of the Regeneration Plan delivery</li> <li>• 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.</li> <li>• We deliver projects in a joined-up manner between departments, ensuring that investigations, planning and design are efficient and duplication is avoided.</li> <li>• We prioritise core services that directly impact residents' experience and wellbeing including maintenance, cleaning, repairs and safety.</li> <li>• We facilitate community partnerships and collaborations to leverage resources and expertise.</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind</b>		<ul style="list-style-type: none"> <li>• 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.</li> <li>• We incorporate the predicted impacts of climate change and sea level rise into all of our delivery projects.</li> <li>• We plan engagement to encourage diverse age groups and abilities to contribute to project design, including targeted sessions with local schools.</li> <li>• We promote environmental education to raise awareness and foster a sense of responsibility towards the environment.</li> <li>• We offer internships to provide valuable learning experiences and promote park-related career development.</li> <li>• We encourage research projects to advance knowledge and provide innovative solutions to the unique challenges of the Corridor.</li> </ul>
<b>*Levels of contribution – what this means</b>			
★★★★★ 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			
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★ 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"> <li>• Vehicle and tool emissions – park maintenance vehicles and tools such as utes, lawnmowers and line trimmers</li> <li>• Construction activities and embodied carbon in materials used (steel, concrete and the like)</li> <li>• Operational power usage in buildings and outdoor lighting</li> <li>• Waste management – organic waste breakdown produces methane</li> </ul> <p><b>Within the Ōtākaro Avon River Corridor, we are taking the following actions to reduce greenhouse gas emissions:</b></p> <table border="1"> <thead> <tr> <th data-bbox="208 427 1167 496">Operational/embedded greenhouse gas emissions</th><th data-bbox="1167 427 2112 496">Greenhouse gas emissions by users of the OARC</th></tr> </thead> <tbody> <tr> <td data-bbox="208 496 1167 1059"> <ul style="list-style-type: none"> <li>• Going electric - transition of operational vehicles and power tools to electric where possible</li> <li>• Tracking ‘whole of life’ embodied carbon in individual project design phases, and reducing this to the greatest practical extent</li> <li>• Working on a unique furniture suite which seeks to find end uses for recycled materials, rather than treating this in other countries.</li> <li>• Strong focus on habitat conservation and restoration efforts/planting programmes which will act as carbon sinks</li> <li>• Education – raising awareness about the importance of reducing greenhouse gas emissions and fostering a culture of environmental stewardship</li> <li>• Best-practice energy efficiency as a baseline on all new buildings</li> <li>• ‘Dark skies’ approach within the Corridor, minimising light pollution and energy usage.</li> <li>• Waste management – recycling waste where possible and encouraging composting</li> </ul> </td><td data-bbox="1167 496 2112 1059"> <ul style="list-style-type: none"> <li>• Providing recreational activities opportunities within local neighbourhoods to reduce travel needs</li> <li>• Providing the City to Sea Pathway and other shared paths, which will improve active transport options in the east.</li> </ul> </td></tr> </tbody> </table>	Operational/embedded greenhouse gas emissions	Greenhouse gas emissions by users of the OARC	<ul style="list-style-type: none"> <li>• Going electric - transition of operational vehicles and power tools to electric where possible</li> <li>• Tracking ‘whole of life’ embodied carbon in individual project design phases, and reducing this to the greatest practical extent</li> <li>• Working on a unique furniture suite which seeks to find end uses for recycled materials, rather than treating this in other countries.</li> <li>• Strong focus on habitat conservation and restoration efforts/planting programmes which will act as carbon sinks</li> <li>• Education – raising awareness about the importance of reducing greenhouse gas emissions and fostering a culture of environmental stewardship</li> <li>• Best-practice energy efficiency as a baseline on all new buildings</li> <li>• ‘Dark skies’ approach within the Corridor, minimising light pollution and energy usage.</li> <li>• Waste management – recycling waste where possible and encouraging composting</li> </ul>	<ul style="list-style-type: none"> <li>• Providing recreational activities opportunities within local neighbourhoods to reduce travel needs</li> <li>• Providing the City to Sea Pathway and other shared paths, which will improve active transport options in the east.</li> </ul>
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### We understand and are preparing for the ongoing impact of Climate change

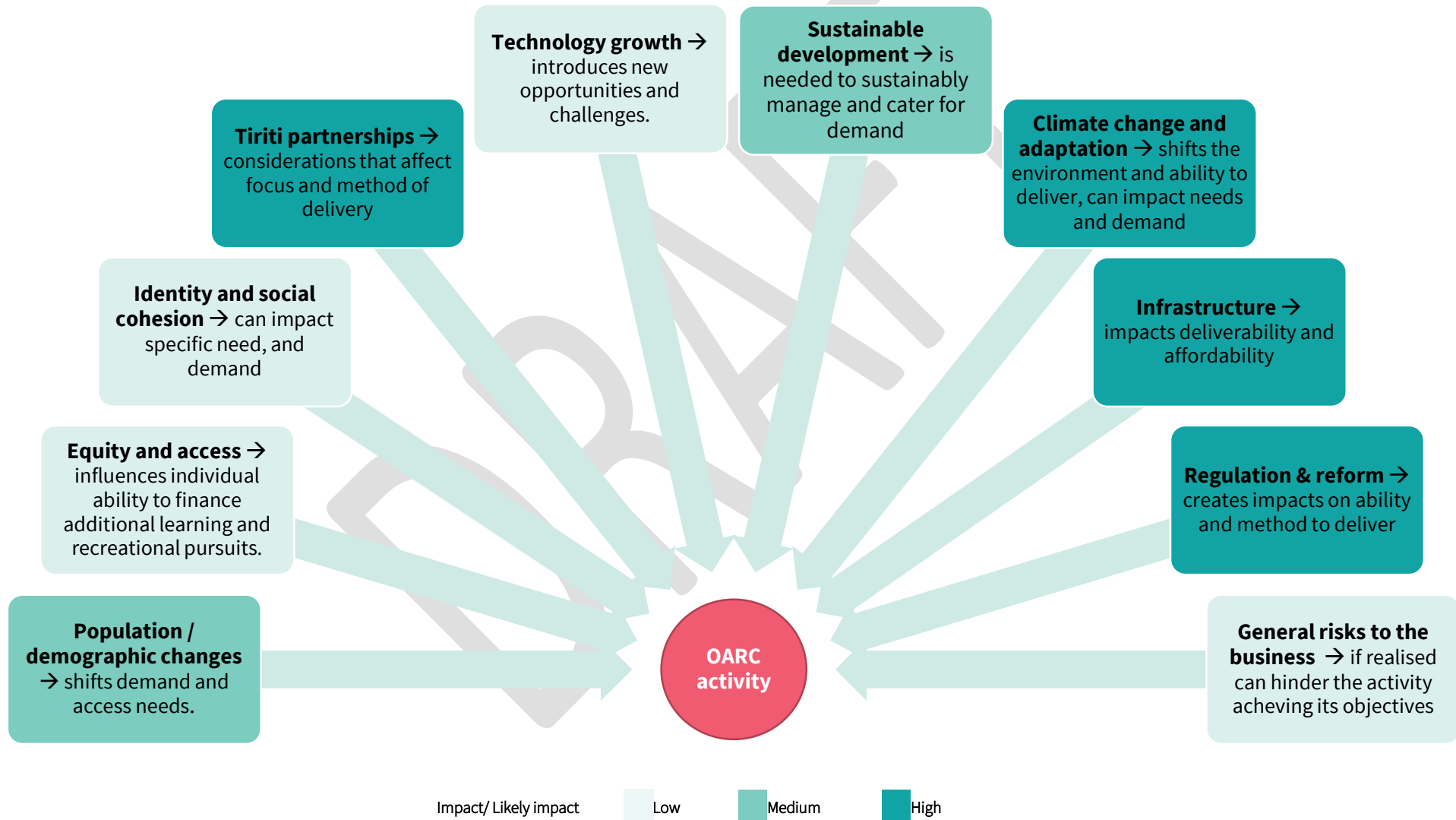
	<p>Key climate risks for the OARC activity include:</p> <ul style="list-style-type: none"> <li>• Sea level rise – over time this will bring groundwater closer to the surface and increase its salinity. Higher ocean levels will increase water levels in the river as the water is ‘held back’, increasing the potential for flooding. Increased water levels will also impact the ability of the piped, gravity-based stormwater system to function in places.</li> <li>• Extreme weather events – increased frequency and intensity of storms causing flooding and a mix of erosion and sediment deposition in differing locations.</li> <li>• 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</li> <li>• Changed rainfall patterns – more severe drought and high rainfall periods impacting vegetation growth and recreational activity</li> </ul>
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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"> <li>• Increasing the height of stopbanks over time, and relocating these away from the river in order to allow more room for floodwaters</li> <li>• 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.</li> <li>• Using natural solutions such as wetland restoration to provide natural buffers against rising water levels, while also sequestering carbon</li> <li>• 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</li> <li>• Encouraging native plant recolonisation of appropriate sites to create more resilient communities. Planning for succession over time as salinity and water levels change.</li> <li>• Increased use of temporary irrigation where needed to get plants through dry summer periods in their first year of establishment.</li> <li>• Research and monitoring to better understand the impacts of climate change and make informed decisions, including ongoing monitoring of water levels and quality.</li> <li>• Managing the accumulation of flammable materials or long grass to reduce the risk of fires</li> </ul>
<b>We are guardians of our natural environment and taonga</b>	
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• We are also working with the Lyttelton Port Company to reuse hardwood wharf timber that is being replaced via their project.</li> <li>• <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></li> <li>• <i>LOS change statement</i></li> </ul>

### 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)

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

## 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:

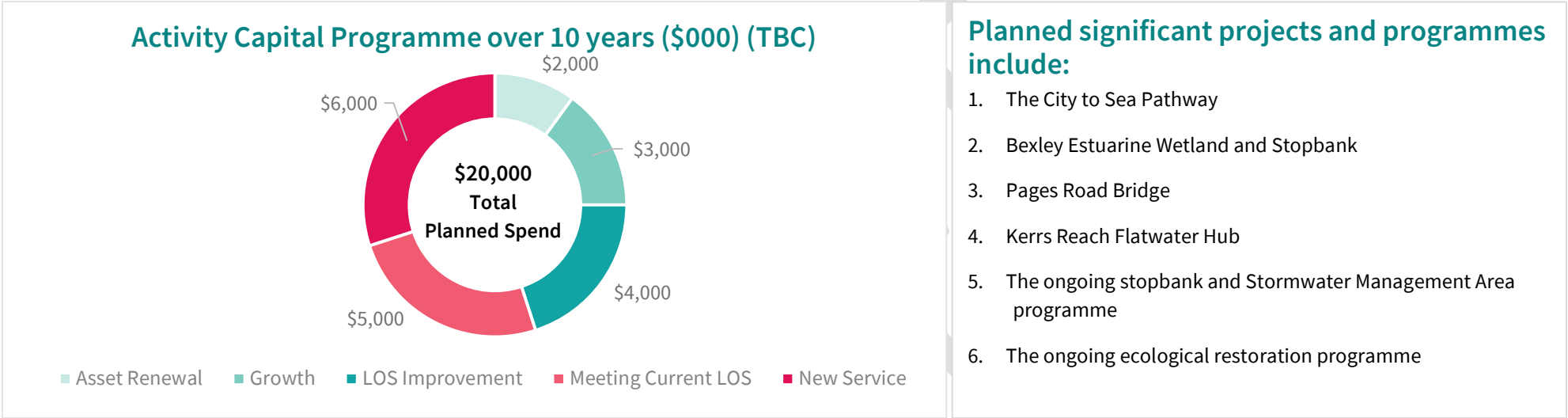
The current planning teams are working together to draft an integrated way forward. As works are completed, they will be handed back to the individual Council Unit responsible for ongoing operation and maintenance. Asset registers will be updated, and the individual asset management plans for the four 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
<b>Social</b>	
Remaining residents and neighbours will be exposed to temporary and/or ongoing disruption.	<ul style="list-style-type: none"> <li>• Seek to minimise noise, vibration and dust during construction. Explore options to separate high traffic pathways from remaining residents.</li> <li>• Ensure residents and stakeholders are well informed during development and construction of nearby projects.</li> </ul>
<b>Economic</b>	
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"> <li>• Complete rigorous cost analysis on an ongoing basis for all projects throughout the design and construction phases</li> <li>• Ensure that all opportunities for volunteer-led implementation are maximised providing multiple benefits including cost reduction.</li> <li>• Investigate ways for any revenue generated within the Corridor to be channelled back to its ongoing maintenance</li> </ul>
<b>Environmental</b>	
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"> <li>• 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.</li> </ul>
<b>Cultural</b>	
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

# Appendices

## A. Appendix A: Levels of Service detail

### A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

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## A.2. Levels of Service: Performance measures in detail

LOS number	C/ M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Manage and Implement the Ōtākaro Avon River Corridor Regeneration Plan										
6.8.12.2 <div>Delete</div>	€	<del>Operational Co-governance entity for the Ōtākaro Avon River Corridor</del>	<del>2023: Established 2022: Not Established</del>	N/A	<del>Co-governance group operational</del>	<del>Co-governance group operational</del>	<del>Co-governance group operational</del>	<del>Co-governance group operational</del>	Agreed stages achieved	
NEW	C	Permanent Co-Governance entity for the Ōtākaro Avon River Corridor	2023: New Target	N/A	Permanent Co-Governance entity options assessment completed	Permanent Co-Governance entity operational	Permanent Co-Governance entity operational	Permanent Co-Governance entity operational	Agreed stages achieved	A collaborative confident city
6.8.12.1	C	Implementation of the Ōtākaro Avon River Corridor Regeneration Plan (Green Spine, Council-led capital investment)	2023: TBD 2022: New target	N/A	Progress integrated Green Spine programme (Parks, Water and Transport) as per the Implementation Plan.  Target: 90 % of approved work programmes delivered in the year funded	Progress integrated Green Spine programme (Parks, Water and Transport) as per the Implementation Plan.  Target: 90 % of approved work programmes delivered in the year funded	Progress integrated Green Spine programme (Parks, Water and Transport) as per the Implementation Plan.  Target: 90 % of approved work programmes delivered in the year funded	Progress integrated Green Spine programme (Parks, Water and Transport) as per the Implementation Plan.  Target: 90 % of approved work programmes delivered in the year funded	90 % of approved work programmes delivered in the year funded	A green, liveable city
NEW	C	Implementation of the Ōtākaro Avon River Corridor Regeneration	2023: New target	N/A	<del>Two for one replacement of any trees that are removed</del>	<del>Two for one replacement of any trees that are removed</del>	<del>Two for one replacement of any trees that are removed</del>	<del>Two for one replacement of any trees that are removed</del>	Tree survey data, project records and Consents.	A green, liveable city



LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
		Plan (Green Spine, Council-led capital investment)			<del>Target:</del> Two for one replacement of any trees that are removed in any financial year.	<del>Target:</del> Two for one replacement of any trees that are removed in any financial year.	<del>Target:</del> Two for one replacement of any trees that are removed in any financial year.	<del>Target:</del> Two for one replacement of any trees that are removed in any financial year.		
NEW	C	Implementation of the Ōtākaro Avon River Corridor Regeneration Plan (Green Spine, Council-led capital investment) Native restoration of the Ōtākaro Avon River Corridor.	2023: New target	N/A	<del>Native restoration of the Ōtākaro Avon River Corridor.</del>  Target: Minimum 3Ha of native restoration in any financial year.	<del>Native restoration of the Ōtākaro Avon River Corridor.</del>  Target: Minimum 3Ha of native restoration in any financial year.	<del>Native restoration of the Ōtākaro Avon River Corridor.</del>  Target: Minimum 3Ha of native restoration in any financial year.	<del>Native restoration of the Ōtākaro Avon River Corridor.</del>  Target: Minimum 3Ha of native restoration in any financial year.	Project records and Consents.	A green, liveable city
6.8.12.4	C	Implementation of the Ōtākaro Avon River Corridor Regeneration Plan (Green Spine) - Council /3rd party collaborations	2023: TBD 2022: New target	N/A	Align Council and community resources to enable successful implementation of appropriate and approved projects.	Same?	Same?	Align Council and community resources to enable successful implementation of appropriate and approved projects.	Targeted stakeholder engagement surveys, facilitated by AVoN.	A cultural powerhouse city

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
6.8.12.5	C	Implementation of the Ōtākaro Avon River Corridor Regeneration Plan - 3rd party led, Council facilitated investment	2023: TBD 2022: Not achieved	N/A	Assess and present proposals to governance body as they arise. Facilitate successful implementation of appropriate and approved initiatives.	Same?	Same?	Facilitate successful implementation of appropriate third party initiatives as they arise.	Targeted stakeholder engagement surveys, facilitated by AVoN.	A thriving prosperous city
6.8.12.6	M	Manage and maintain the OARC environment	2023: TBD 2022: New target	Parks Management Plan	Maintenance Plan key performance indicators 90% achieved	Maintenance Plan key performance indicators 90% achieved	Maintenance Plan key performance indicators 90% achieved	Maintenance Plan key performance indicators 90% achieved	Monthly reporting on maintenance key performance indicators for parks maintenance services provided	A collaborative confident city

## A.3. Levels of Service changes from Long-term Plan 2021-31, and why

### Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
Operational Co-Governance entity for the Ōtākaro Avon River Corridor	Now operational.	Can be deleted as this has been achieved (Establishment Committee set up and operational).	

### New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
LOS #: Permanent Co-Governance entity for the Ōtākaro Avon River Corridor Target: <b>Permanent Co- Governance entity options assessment completed</b>	New Level of Service	This will be the permanent form of the current Establishment Committee	
LOS #: Two for one replacement of any trees that are removed	New Level of Service	Alignment with the Urban Forest Plan	
LOS #: Native restoration of the Ōtākaro Avon River Corridor.	New Level of Service	Alignment with the aims of the Urban Forest Plan	

### Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation

## B. Appendix B: Possible issues impacting the Activity & the mitigations planned

### B.1. Changing customer needs

#### Population / demographic changes (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth		•	•	•
Population growth (general and in specific areas)		•	•	•
Ageing population		•	•	•
Family/household structure		•	•	•
Diversity		•	•	•
Shifts within city (e.g., growing communities, possible future managed retreat)		•	•	•

#### Equity and access (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Incomes/discretionary income		•	•	•
Growing gap rich and poor		•	•	•
Physical access		•	•	•
Equity access across city		•	•	•

## Identity and social cohesion (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Cultural identity		•	•	•
Sense of place and community		•	•	•
Rising crime, rallies, protests (safety)		•	•	•
Safety staff and public		•	•	•

## B.2. Tiriti Partnerships (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
		•	•	•
		•	•	•
		•	•	•

## B.3. Technological growth (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology		•	•	•
Digital divide		•	•	•
Digital security		•	•	•

## B.4. Resilience and environmental considerations

### Climate change & adaptation (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Key climate impact #1		•	•	•
Key climate impact #1		•	•	•
Population movement due to managed retreat and adaptation		•	•	•

Increasing numbers of extreme weather events change utilisation of physical and digital assets		•	•	•
Increased community expectations of information and engagement		•	•	•

### Sustainable development (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions (per table above)		•	•	•
Ethical markets & procurement		•	•	•
Resilience & risk		•	•	
Natural hazards		•	•	
Triple bottom line		•	•	

### B.5. Infrastructure (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Delivering on what we say and looking after what we've got		•	•	•
Resilience to impacts of climate change		•	•	•



Planning and investing for growth		•	•	•
Understanding and maintaining the condition of our infrastructure		•	•	•

## B.6. Regulations & reform (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Three Waters reform		•	•	•
Resource Management reforms		•	•	•
Future for Local government		•	•	•

## B.7. Identified Business Unit Risks

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> <li>Z</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>
<ul style="list-style-type: none"> <li>List</li> <li>List</li> </ul>	<b>Title of risk</b>  There is a risk of: <ul style="list-style-type: none"> <li>X</li> <li>Y</li> </ul>	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> <li>Describe control/mitigation plan 1</li> <li>Describe control/mitigation plan 2</li> <li>....</li> </ul>	<rating>