

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

Approvals

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			Signature	Date of sign-off
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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 Kennedy-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.

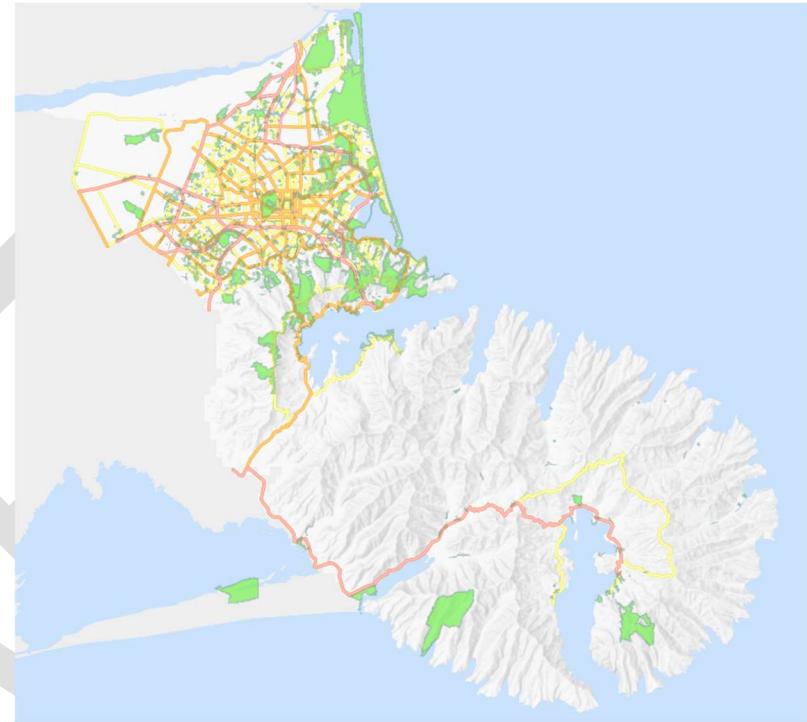
The team focuses on facilitating positive behaviour change through consideration of different ecological, cultural, social, and economic needs of the citizens of Christchurch. The 'Learning Through Action' programmes, which include biodiversity, civics, water, and waste, are conducted at various sites 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

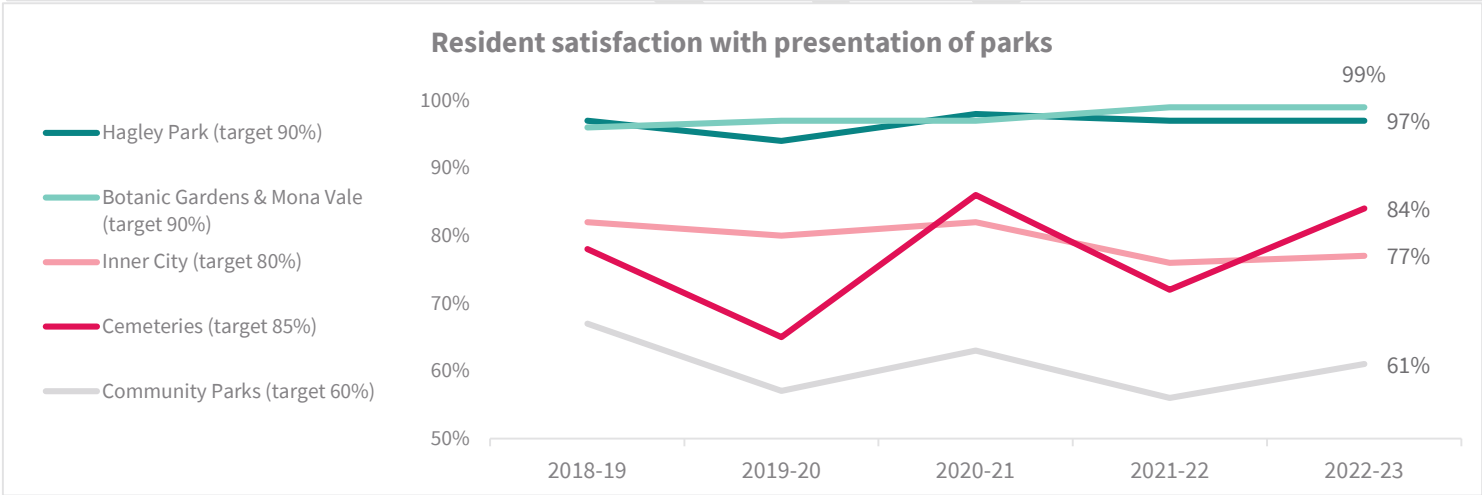
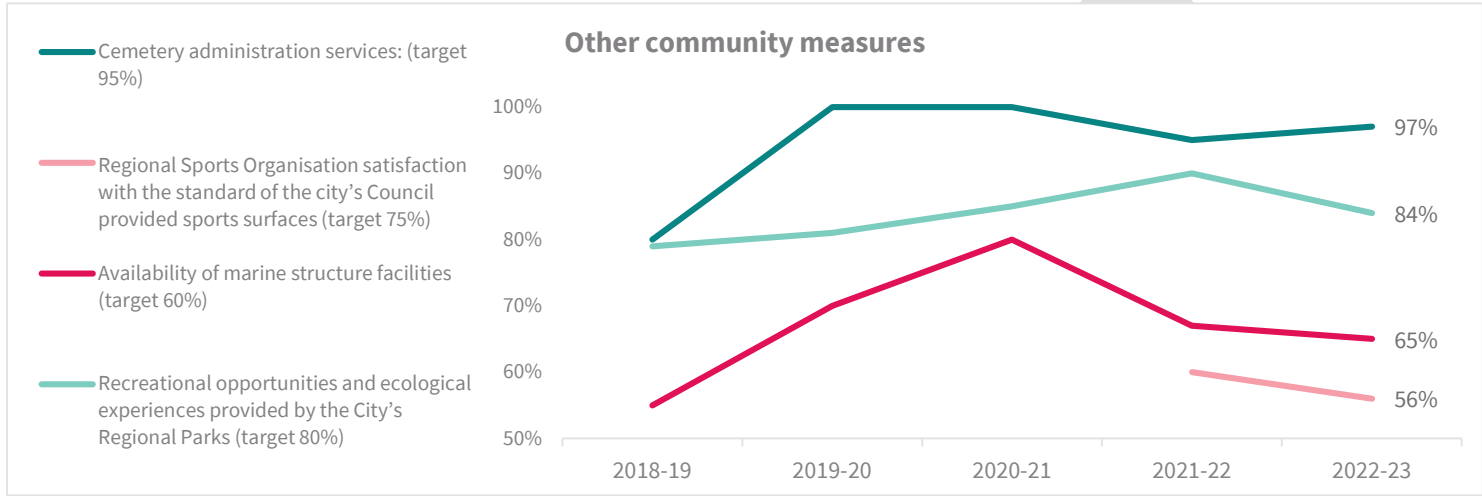
Where we came from

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

	Resident satisfaction with availability of recreation facilities within the city’s parks and foreshore network: Majority are satisfied				
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>			


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.

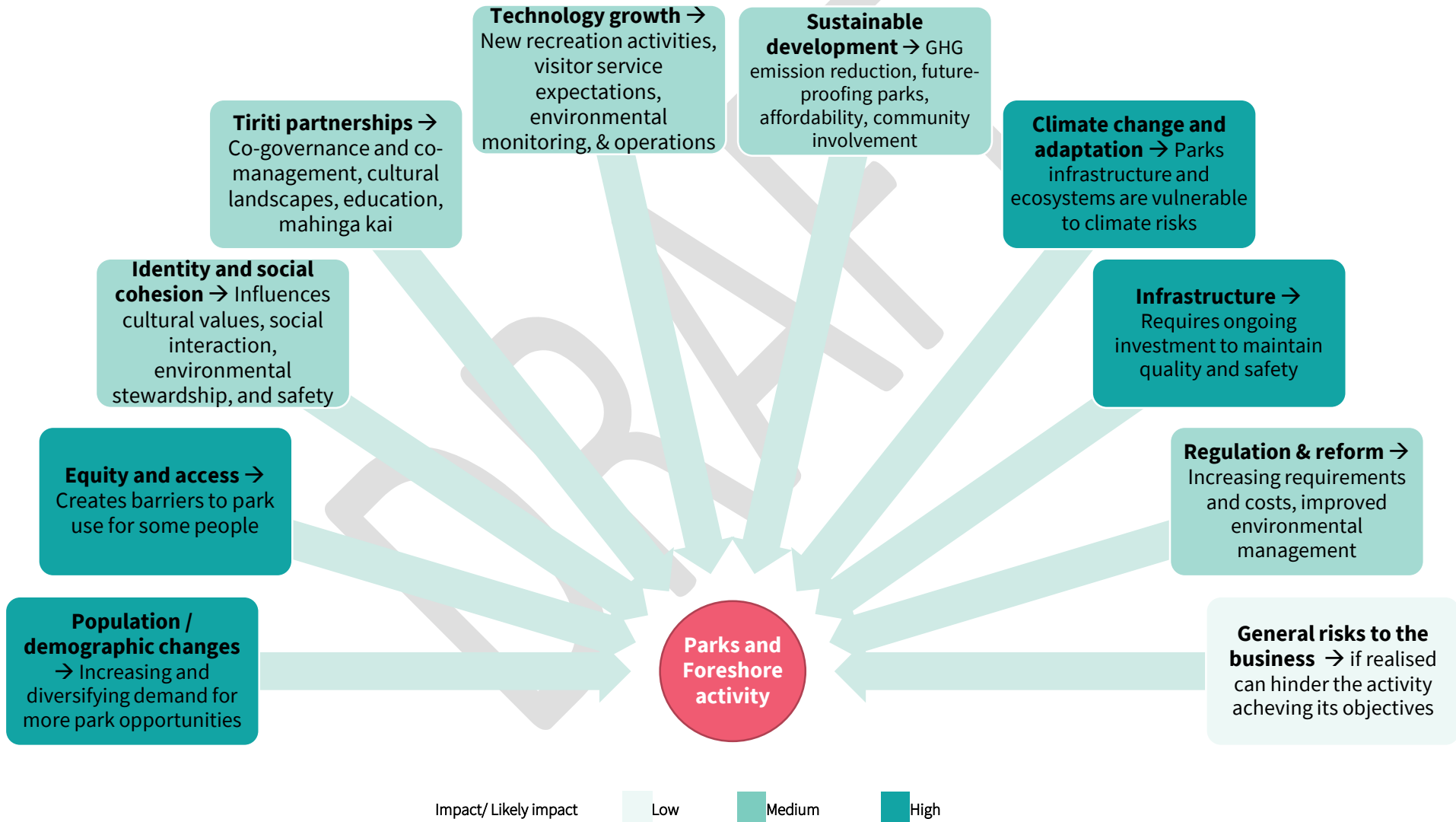
- Avonhead Park retention ponds and swales: This is a project looking to manage stormwater on site and not add to the stormwater network.
 - The Port Hills Plan, to be developed in 2024, aims to establish a coordinated and collaborative approach to the management of the Port Hills in Christchurch. The 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> |
|--|

DRAFT

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.



Equity and Access

→ Inequitable provision, design, and development of parks.

This will **impact the community outcomes and strategic priorities** by disadvantaging some communities in accessing recreation, sport, and ecological opportunities.

Mitigating actions to ensure we manage equity and access issues include researching community needs, developing criteria for fair and equitable investment that prioritises disadvantaged groups and activities, and adopting inclusive design practices.



Climate change and adaptation

→ Park assets are vulnerable and biodiversity is at risk.

This will **impact the community outcomes and strategic priorities** by threatening recreation opportunities, environmental values, and community well-being.

Mitigating actions to ensure we manage climate change and adaptation include avoiding vulnerable development, creating resilient infrastructure, and enhancing natural defences.



Population / Demographic Changes

→ Increasing pressure and competition for limited space and resources.

This will **impact the community outcomes and strategic priorities** by straining the capacity of parks to accommodate everyone's needs.

Mitigating actions to ensure we manage population changes include providing additional greenways, trees, environmental restoration, and adapting parks to meet diversifying community needs and preferences.



Infrastructure

→ Challenges in managing our assets

This will **impact the community outcomes and strategic priorities** through reduced quality and safety.

Mitigating actions to ensure we manage infrastructure include improved asset data, condition assessments, maintenance, and renewal programmes.

**Parks and
Foreshore
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

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). • 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 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). • Use bullet points if it helps break it up. 3) 		<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.

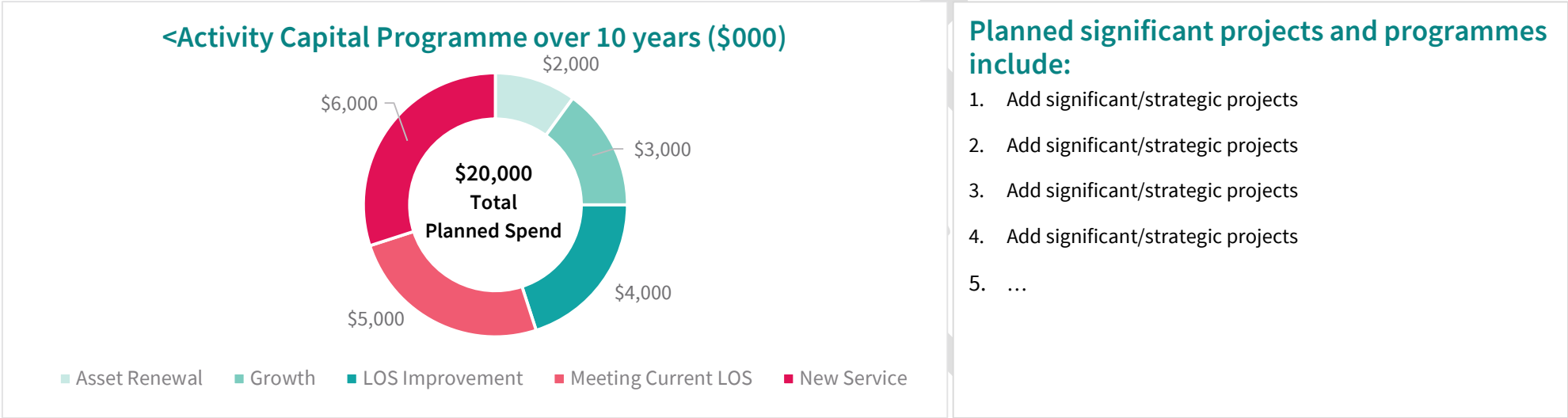
By allocating a sufficient budget throughout the life cycle of our assets and implementing proactive and ongoing maintenance practices, we can ensure that our assets are utilised to their fullest capacity before reaching the renewal stage. This approach will optimise the performance and longevity of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

Appendices

A. Appendix A: Levels of Service detail

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

Change item

TBC	Recommendation: <ul style="list-style-type: none">TBC
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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		
All Parks – Provision, Maintenance, Asset Condition and Performance										
6.8.2.3	C	Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Asset Performance)	2023: TBD 2022: 90% condition or better 2021: 90% condition 2020: 91% condition 2019: 84% condition		At least 90% of parks and associated public recreational assets are available for safe public use during opening hours	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours	Register of closed facilities, equipment and fields maintained and reported monthly.	A collaborative confident city
6.8.5	C	Satisfaction with the overall availability of recreation facilities within the city’s parks and foreshore network.	2023: 73% 2022: 76% 2021: 78% 2020: 75% 2019: 74%	Auckland CC 90% satisfaction with all parks 2017 Parks Unit Baseline: 83%	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: >= 70%.	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: >= 70%.	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: >= 70%.	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: >= 70%.	Annual Resident Satisfaction Survey (GSS)	A cultural powerhouse city
6.0.1 <i>Amend See below</i>	M	All Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance)	2023: TBD 2022: 97% 2021: 92% 2020: 91% 2019: 95%		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, tree and facility maintenance services provided	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		
6.8.1.9 Amend See below	M	Value for money Controllable Cost per hectare	2023: TBD 2022: Cost per hectare reduced by \$225.61	Controllable cost per hectare	Cost of Provision Per Annum does not increase in respect to the total hectares of land managed	Cost of Provision Per Annum does not increase in respect to the total hectares of land managed	Cost of Provision Per Annum does not increase in respect to the total hectares of land managed	Cost of Provision Per Annum does not increase in respect to the total hectares of land managed	Annual result, cost per hectare noting any increase or decrease in land asset.	A thriving prosperous city
6.8.1.3	M	Parks are provided (people have access to parks within walking distance of home)	2023: 79% Not achieved 2022: 80% 2021: 93% 2020: 90% 2019: 80%	Wellington 70 ha/1000 people Recreation Aotearoa best practice guide <500m	80% of urban residential properties are <500m from a park (any type of park except a utility park) at least 3000m2 in size	80% of urban residential properties are <500m from a park (any type of park except a utility park) at least 3000m2 in size	80% of urban residential properties are <500m from a park (any type of park except a utility park) at least 3000m2 in size	80% of urban residential properties are <500m from a park (any type of park except a utility park) at least 3000m2 in size	Spatial Analysis updated annually with reserve provision in new subdivisions and in deficient areas	A green, liveable city
All Parks – Planning										
6.8.10.3 Delete See below	C	Timely response to community initiated use of parks	2023: 100% Achieved 2022: 100%		Respond to initial use or occupation enquiry within four working days – 95%	Respond to initial use or occupation enquiry within four working days – 95%	Respond to initial use or occupation enquiry within four working days – 95%	Respond to initial use or occupation enquiry within four working days – 95%	Administrative records. Includes applications for park usage, but excludes casual bookings.	A cultural powerhouse city
6.8.10.1 Amend See below	M	Appropriate use and occupation of parks is facilitated	2023: 100% Achieved 2022: 100%		Formal approval process initiated within ten working days of receiving complete	Formal approval process initiated within ten working days of receiving complete	Formal approval process initiated within ten working days of receiving complete	Formal approval process initiated within ten working days of receiving complete	Administrative records. Includes applications for park usage, but excludes casual bookings.	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		
					application – 95%	application – 95%	application – 95%	application – 95%		
6.8.10.2	M	Network Plans and reserve management plans are developed to guide management and investment in parks	2023: Roto Kohatu completed, other plans in progress Achieved 2022: RK hearing will be in July.		At least one new or revised management or network plan approved each year	At least one new or revised management or network plan approved each year	At least one new or revised management or network plan approved each year	At least one new or revised management or network plan approved each year	Number of plans completed and approved each year	A collaborative confident city
All Parks – Biodiversity, Canopy										
6.3.2.1	C	Comply with Canterbury Regional Pest Management Plan	2023: 100% Achieved 2022: 100% (0 directions issued) 2021: 100% (0 directions issued) 2020: 100% 2019: Achieved	2017 Parks Unit Baseline: 100% Compliance	Annual compliance 100% (nil notices of direction served by ECan).	Annual compliance 100% (nil notices of direction served by ECan).	Annual compliance 100% (nil notices of direction served by ECan).	Annual compliance 100% (nil notices of direction served by ECan).	Record annual compliance	A green, liveable city
6.3.2.2 Delete See below	M	Protect biodiversity by controlling pest animals and plants in Parks, and contributing to New Zealand's 2050 Predator Free programme	2023: TBD 2022: Achieved? 2021: Achieved? 2020: Achieved 2019: Achieved		Develop a pest animal and a pest plant management plan including KPI's and methods of measurement.	Implement the Pest Animal and Pest Plant Management Plan and Report against Year 1 KPI's of Pest Management Programme Target: 80% delivery of KPI's or higher	Report against Year 2 KPI's of Pest Management Plans Target: 85% delivery of KPI's or higher	90% Delivery of KPI's or higher.	Yearly analysis of Pest Management Plan programme (outputs and effectiveness).	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		
6.3.10.2	M	Protection and enhancement of locally threatened indigenous species	2023: TBD 2022: Achieved		Prepare at least two threatened species or site-led conservation plans per annum	Prepare at least two threatened species or site-led conservation plans per annum	Prepare at least two threatened species or site-led conservation plans per annum	Prepare at least two threatened species or site-led conservation plans per annum		A green, liveable city
6.8.2.1	C	Increasing tree canopy in Parks	2023: TBD 2022: 1:2.4 2021: 1:1.8* 2020: 1:1.49* 2019: 1:1* *Tree replacement policy was Minimum 1:1		A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species.	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species.	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species.	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species.	Count of trees planted vs trees removed Canopy cover survey (iTree)	A green, liveable city

Community Parks (Includes neighbourhood parks, sports fields, Hagley Park)

6.0.3	C	Overall customer satisfaction with the presentation of the City's Community Parks	2023: 61% Achieved 2022: 56% 2021: 63% 2020: 57% 2019: 67%	Auckland CC target 90% for all parks	Community Parks presentation: resident satisfaction >=60 %	Community Parks presentation: resident satisfaction >=60 %	Community Parks presentation: resident satisfaction >=60 %	Community Parks presentation: resident satisfaction >=60 %	Annual Resident Satisfaction Survey (POC)	A collaborative confident city
6.8.1.6 Amend See below	C	Overall Regional Sports Organisation satisfaction with the	2023: 56% Not achieved 2022: 60%		Satisfaction >=75%	Satisfaction >=75%	Satisfaction >=75%	Satisfaction >=75%	Seasonal survey of regional sports organisations. Satisfaction >=75%	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		
		standard of the city's Council provided sports surfaces								
6.8.4.1	C	Overall customer satisfaction with the presentation of Hagley Park	2023: 97% Achieved 2022: 97% 2021: 98% 2020: 94% 2019: 95%	Auckland CC target 90% for all parks 2017 Parks Unit Baseline:	Hagley Park presentation: resident satisfaction >=90 %	Hagley Park presentation: resident satisfaction >=90 %	Hagley Park presentation: resident satisfaction >=90 %	Hagley Park presentation: resident satisfaction >=90 %	Annual Resident Satisfaction Survey (POC)	A cultural powerhouse city
New 1? See below										
New 2? See below										
Botanic Gardens, Inner city parks and gardens and heritage parks										
6.2.2	C	Overall customer satisfaction with the presentation of the City's Garden Parks – Botanic Gardens , Mona Vale and Garden Heritage Parks	2023: 99% Achieved 2022: 99% 2021: 97% 2020: 97% 2019: 96%	Auckland CC target 90% for all parks	Botanic Gardens & Mona Vale presentation: resident satisfaction >=90%.	Botanic Gardens & Mona Vale presentation: resident satisfaction >=90%.	Botanic Gardens & Mona Vale presentation: resident satisfaction >=90%.	Botanic Gardens & Mona Vale presentation: resident satisfaction >=90%.	Annual Resident Satisfaction Survey (POC)	A collaborative confident 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		
6.8.4.2	C	Overall customer satisfaction with the presentation of the City's Parks	2023: 77% Not achieved 2022: 76% 2021: 82% 2020: 80% 2019: 82%		Inner City presentation: resident satisfaction ≥80%	Inner City presentation: resident satisfaction ≥80%	Inner City presentation: resident satisfaction ≥80%	Inner City presentation: resident satisfaction ≥80%	Annual Resident Satisfaction Survey (GSS)	A thriving prosperous city
6.2.4.11	M	Botanic Gardens Plant collection curation and development.	2023: TBD 2022: 8	Analysis of current plant collections records	Measurable improvement of one plant collection	Measurable improvement of one plant collection	Measurable improvement of one plant collection	Measurable improvement of one plant collection	Review of collection to reflect improvement of diversity and/or record quality	A cultural powerhouse city
6.8.7.2 <i>Amend? See below</i>	M	Integrated conservation of threatened species.	2023: TBD 2022: 3 2021: 10? 2020: 5 2019: Achieved		≥3 additional threatened species conserved in Botanic Gardens.	≥3 additional threatened species conserved in Botanic Gardens.	≥3 additional threatened species conserved in Botanic Gardens.	≥3 additional threatened species conserved in Botanic Gardens.	Analysis of Threatened species as per IUCN rating (WB). Relates to 3 additional taxa/ accessions having been added or identified in the Botanic Gardens collection as per database record.	A green, liveable city
6.2.12	M	Active collaboration on plant and biodiversity project, including	2023: TBD 2022: Achieved		Actively collaborate with a partner on a conservation project	Actively collaborate with a partner on a conservation project	Actively collaborate with a partner on a conservation project	Actively collaborate with a partner on a conservation project	Demonstrate the collaboration	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		
		conservation of rare and threatened species.								
6.2.13	M	Botanic Garden Conservation International (BGCI) is achieved.	2023: TBD 2022: Accreditation not achieved* *Impacted by Covid-19 on resourcing personnel		Maintain accreditation	Maintain accreditation	Maintain accreditation	2026 Explore the next level, Conservation Practitioner Accreditation	BGCI - Botanic Garden Conservation International Rating, which ranks the quality of member gardens.	A cultural powerhouse city
6.2.14	M	Number of active visitor/group engagements (talks, tours, articles) provided by staff.	2023: TBD 2022: Friends Tours are successful with well over 40 tours in the last year, reaching to over 400 guests, the CHS tours continue to be well attended by about 20 people at the time, Mona Vale tours are a great success, continuing through the winter		30 engagements provided annually	32 engagements provided annually	33 engagements provided annually	45 engagements provided annually	Recording of talks, tours, articles	A cultural powerhouse city
Regional Parks										
6.3.5	C	Overall customer satisfaction with the recreational opportunities	2023: 84% Achieved 2022: 90% 2021: 85% 2020: 81% 2019: 79%	Auckland CC target 90% for all parks	Regional Parks resident satisfaction >=80 %.	Regional Parks resident satisfaction >=80%.	Regional Parks resident satisfaction >=80 %.	Regional Parks resident satisfaction >=80 %.	Annual Resident Satisfaction Survey (POC)	A green, liveable city 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		
		and ecological experiences provided by the City's Regional Parks.								
6.3.9 <i>Delete? See below</i>	M	Support conservation groups to achieve the city's biodiversity outcomes.	2023: TBD 2022: 100% 2021: 100% 2020: 100% 2019: 100%	Wellington CC 95% of grants fund successfully allocated 2017 Parks Unit Baseline: 100% of conservation group project agreed targets met.	100% of funded conservation group project agreed outcomes met.	100% of funded conservation group project agreed outcomes met.	100% of funded conservation group project agreed outcomes met.	100% of funded conservation group project agreed outcomes met.	Annual Review of Group Audited reports	A green, liveable city
Foreshore & Marine Access										
10.8.1.1	C	Availability of a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.	2023: 65% Achieved 2022: 67% 2021: 80% 2020: 70% 2019: 55%		Customer satisfaction with the availability of marine structure facilities: 60%	Customer satisfaction with the availability of marine structure facilities: 60%	Customer satisfaction with the availability of marine structure facilities: 60%	Customer satisfaction with the availability of marine structure facilities: 60%	Customer satisfaction survey & monthly reporting.	A cultural powerhouse city
Cemeteries Provision & Administration										

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		
6.4.4	C	Overall customer satisfaction with the presentation of the City's Cemeteries.	2023: 84% Not achieved 2022: 72% 2021: 86% 2020: 65% 2019: 78%	Auckland CC target 90% for all parks	Cemeteries presentation: resident satisfaction >=85 %.	Cemeteries presentation: resident satisfaction >=85 %.	Cemeteries presentation: resident satisfaction >=85 %.	Cemeteries presentation: resident satisfaction >=85 %.	Annual Resident Satisfaction Survey (POC)	A collaborative confident city
6.4.2 <i>Amend See below</i>	M	Cemeteries are provided managed and maintained in a clean, tidy, safe, functional and equitable manner- (Provision)	2023: TBD 2022: 5 years 2021: years 2020: 10 years 2019: 3.5 years		Minimum 2 year future interment capacity.	Minimum 2 year future interment capacity.	Minimum 2 year future interment capacity.	Minimum 2 year future interment capacity.	Annual count of interment capacity.	A collaborative confident city
6.4.2.2 <i>Delete See below</i>	C	Range of interment options provided to meet diverse religious, cultural, and community needs	2023: TBD 2022: 100%		80% of preferred interment options met	82% of preferred interment options met	85% of preferred interment options met	95% of preferred interment options met	Records of requests and fulfilment for cultural burials	A collaborative confident city
6.4.3	M	Deliver effective and efficient Cemeteries administration services	2023: TBD 2022: 100%		Cemeteries administration tasks, including interment applications, completed within agreed	Cemeteries administration tasks, including interment applications, completed within agreed	Cemeteries administration tasks, including interment applications, completed within agreed	Cemeteries administration tasks, including interment applications, completed within agreed	Monthly review. Number and management of interment applications and other cemeteries administrative	A collaborative confident 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		
					timeframes: 98%	timeframes: 98%	timeframes: 98%	timeframes: 98%	tasks are measured. Interment applications are generally responded to within 48 hours.	
6.4.5	C	Cemeteries administration services meet customer expectations	2023: TBD 2022: 95% 2021: 100% 2020: 100% 2019: 80%		Customer satisfaction with cemetery administration services: Target >= 95%	Customer satisfaction with cemetery administration services: Target >= 95%	Customer satisfaction with cemetery administration services: Target >= 95%	Customer satisfaction with cemetery administration services: Target >= 95%	Includes satisfaction with application response time, provision of information about plot location, ownership and availability, and the manner of the Council cemetery staff. Survey to be asked of all applicants; individual families (real-time, time-sensitive survey), and those applying through Funeral Directors (annually). Annual Resident	A collaborative confident 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		
									satisfaction survey	
Environmental Education & Volunteers										
6.8.6	M	Delivery of Environmental, Conservation, Water, and Civil Defence education programmes.	2023: 14,606 or 37 participants/1000 residents (143%) 2022: 10,525 or 26.5 participants/ 1000 residents (101%) 2021: 15,151 (146%) 2020: 8,646 or 21.6/1,000 people* 2019: 155%	Auckland Region Target 12 participants/1000 people 2017 Parks Unit Baseline: 26	Education programmes: 26 Participants/ 1000 residents.	Education programmes: 26 Participants/ 1000 residents.	Education programmes: 26 Participants/ 1000 residents.	Education programmes: 26 Participants/ 1000 residents.	Annual measure of actual parks education programme participants.	A green, liveable city
19.1.6	C	Delivery of Environmental, Conservation, Water, and Civil Defence education programmes.	2023: 100% 2022: 100% 2021: 99.7% 2020: 100% 2019: 98%	MOE target 90%	Teachers satisfied with education programmes delivered: 95%.	Teachers satisfied with education programmes delivered: 95%.	Teachers satisfied with education programmes delivered: 95%.	Teachers satisfied with education programmes delivered: 95%.	Annual survey of customer satisfaction with quality and delivery education programmes.	A green, liveable city
6.3.7.4	C	Provide community participation opportunities across the parks network –participation.	2023: 60,609 2022: 59,809 volunteer hours		Volunteer hours – maintain or grow compared to previous year	Volunteer hours – maintain or grow compared to previous year	Volunteer hours – maintain or grow compared to previous year	Volunteer hours – maintain or grow compared to previous year	Better Impact – volunteer database to provide reports	A collaborative confident 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		
6.3.7.5	M	Provide community participation opportunities across the parks network – quality.	2023: 76% repeat visits 2022: Achieved?		Target: Establish baseline	Target: Maintain or increase the percentage of groups with return or multiple events at existing sites	Target: Maintain or increase the percentage of groups with return or multiple events at existing sites	Target: Maintain or increase the percentage of groups with return or multiple events at existing sites	Better Impact – volunteer database to provide reports to At least one return visit to an existing site in the current calendar year.	A collaborative confident city
6.8.9 Delete See below	M	Investment in research scholarship programme, internships or traineeships.	2023: 23 2022: 16 2021: 9 2020/21: 39 2020: 29 2019: 6		Increase in research scholarships, internships or traineeships awarded.	Increase in research scholarships, internships or traineeships awarded.	Increase in research scholarships, internships or traineeships awarded.	Increase in research scholarships, internships or traineeships awarded.	Record the number of opportunities taken up annually.	A thriving prosperous city
Harewood Nursery										
6.8.11.2	M	The gene pool of locally occurring indigenous species is maintained	2023: Achieved 2022: Achieved		100% of eco-sourced plants can be traced to their source population and source details are listed in nursery stocklist	100% of eco-sourced plants can be traced to their source population and source details are listed in nursery stocklist	100% of eco-sourced plants can be traced to their source population and source details are listed in nursery stocklist	100% of eco-sourced plants can be traced to their source population and source details are listed in nursery stocklist	All eco-sourced stocklists contain detail on source population	A green, liveable city
6.8.11.1	M	Nursery capacity is adequate to meet Council core requirements	2023: 352,000 plants Achieved 2022: 337,000 plants		Capacity to produce minimum of 300,000 plants per annum	Capacity to produce minimum of 300,000 plants per annum	Capacity to produce minimum of 300,000 plants per annum	Capacity to produce minimum of 300,000 plants per annum	Number of plants produced or measure of capacity annually	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		
Residential Red Zone										
NEW?										

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
6.8.10.3 Timely response to community initiated use of parks - Respond to initial use or occupation enquiry within four working days – 95%	Delete	Was introduced in last LTP but is not useful as the initial response to applicants is automated. Amended 6.8.10.1 (below) better captures the intention of progressing park use applications in a timely fashion.	
6.3.2.2 Protect biodiversity by controlling pest animals and plants in Parks, and contributing to New Zealand's 2050 Predator Free programme Target to prepare a pest animal and plant management plan and report on delivery of KPIs	Delete	This LoS was amended in 2021 LTP but has proven to be problematic to monitor and measure. Pest threats and responses are highly variable and too complicated to capture in a meaningful level of service.	
6.3.9 Support conservation groups to achieve the city's biodiversity outcomes – 100% of funded conservation group project agreed outcomes met	Delete	Having the fund available and distributed is sufficient to ensure we are supporting conservation groups and this is incorporated in financial reporting. This target is more about accountability which is already incorporated in the funding process.	
6.4.2.2 Range of interment options provided to meet diverse religious, cultural, and community needs - 80% of preferred interment options met	Delete	Having a range of interment options is important to meet community needs but we have no way of knowing of all preferences and if they are being met.	
6.8.9 Investment in research scholarship programme, internships or traineeships – Increase in research scholarships, internships or traineeships awarded.	Delete	The target is not meaningful because these programmes don't require additional funding and can be managed within existing programmes.	

New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
For Community Parks Greenspace and/or pocket parks are provided in Medium and High Density Catchments - Target: 80% of residences in medium/high density catchments are <200m from greenspace or a park of at least 500m2 in size. Community measure	New LoS	To enable green spaces in medium/high density development areas and collection of Development Contributions to improve amenity values and support more sustainable low carbon urban living consistent with the Greater Christchurch Spatial Plan and local area planning	
For Community Parks Satisfactory playability and presentation of playing surfaces at metropolitan stadia - Target: Achieve accreditation of stadia from relevant international sports bodies for international games Community measure	New LoS		
For Residential Red Zone Residential red zone land is appropriately managed Target: Residual RRZ is evaluated for future use and allocated to relevant park category - 33% per year Management measure Restoration planting of residential red zone land - At least 0.5 ha of restoration planting per annum Community measure	New LoS	There are currently no levels of service specific to this service. The proposed levels of service recognise the process of incorporating residual RRZ into our existing park network and undertaking a significant amount of restoration planting.	

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
6.8.10.1 Appropriate use and occupation of parks is facilitated	Change in target: <ul style="list-style-type: none"> From LTP 2021: Formal approval process initiated within ten working days of receiving complete application – 95% To LTP 2024: Processing of the application is started within ten working days of receiving application – 95% 	Amended wording better reflects aim to facilitate use by progressing applications in a timely fashion. Community measure to indicate to the public what they can expect.	
6.0.1 LTP 2021 Description All Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance) LTP 2024 Description 6.0.1 All Community Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance) Target: Maintenance plan Key performance indicators $\geq 90\%$ achieved	Change to community measure Change to only Community Parks	KPIs are for contractors but maintenance is increasingly internal and doesn't currently have formal KPIs. The LoS might be ok but KPIs should be reviewed to be more outcome focussed.	
6.8.1.9 Value for money Controllable Cost per hectare	Change in target: <ul style="list-style-type: none"> From LTP 2021: Cost of Provision Per Annum does not increase in respect to the total hectares of land managed To LTP 2024:	Wording is amended to clarify the target.	Management measure, consultation not required

	Controllable inflation-adjusted operational cost per hectare of park land does not increase		
<p>6.8.1.6</p> <p>LTP 2021 Description:</p> <p>Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces – Satisfaction 75%</p> <p>LTP 2024 Description</p> <p>Fields are maintained to a level that meets the playing requirements of Regional Sports Organisations.</p>	<p>Change in description</p> <p>Change to a Management measure instead of Community</p> <p>Change in target</p> <ul style="list-style-type: none"> • From LTP 2021: Satisfaction $\geq 75\%$ • To LTP 2024: 90% of scheduled games are able to proceed safely (except when closed during adverse weather events) 	<p>Only eight out of 16 Regional Sports Organisations responded to the 2023 survey. The results are subjective and may not be representative.</p> <p>The proposed level of service is better focussed on the outcome of sports being able to be played.</p>	
<p>6.4.2</p> <p>LTP 2021 Description</p> <p>Cemeteries are provided managed and maintained in a clean, tidy, safe, functional and equitable manner- (Provision)</p> <p>LTP 2024 Description</p> <p>Sufficient cemetery capacity is available to cater for the burial needs of Christchurch</p>	<p>Change in target:</p> <ul style="list-style-type: none"> • From LTP 2021: Minimum 2 year future interment capacity. • To LTP 2024: Minimum 2 year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver. 	<p>Reword to clarify that the LoS is about provision, not management and maintenance of cemeteries, and also to clarify how capacity is measured.</p>	

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

B.1. Changing customer needs

Population / demographic changes (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth	389,300 in 2022	<ul style="list-style-type: none"> Medium projection: 473,140 between 2018-2054 	Increased demand for Parks and Foreshore services in general, e.g. <ul style="list-style-type: none"> Increased demand on recreational spaces and amenities Increased user numbers and impact on assets Demand for additional infrastructure Need for additional park space 	<ul style="list-style-type: none"> Reviewing where and how parks and foreshore services are provided and if there is a need to provide additional parks
Population growth (general and in specific areas)	In 2022 the estimated population in the Central City was 7,760	<ul style="list-style-type: none"> Central city population ambition of 20,000 by 2028. 	Increased demand for Parks and Foreshore services in specific areas <ul style="list-style-type: none"> Demand for more trees and greenways in intensified residential areas to provide access to nature More stress on environment – pollution, habitat fragmentation, loss of biodiversity 	<ul style="list-style-type: none"> Reviewing where and how parks and foreshore services are provided and if where there is a need to provide additional parks Engaging in environmental restoration where and as needed
Ageing population	In 2021 the median age was 37.3 years. 16% of Christchurch's population is older than 65 years.	<ul style="list-style-type: none"> Population aged 65 years and over is expected to increase to 20% of our population by 2048 (from 56,600 to 88,300) and 24% by 2058. 	<ul style="list-style-type: none"> Changing demand for variety of different park activities, settings, and experiences, e.g, increased demand for walkways, cycleways, seats and comfort, toilets, accessible 	<ul style="list-style-type: none"> Adapting parks to meet an ageing population's needs and preferences.

			<p>facilities, quiet areas for relaxation and socialisation, corresponding reduction in participation rates for some sports and associated facilities such as sports fields</p> <ul style="list-style-type: none"> • Potential increased volunteerism • Lifelong learning 	<ul style="list-style-type: none"> • Reviewing the spaces and different programmes and activities
Family/household structure		<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • Usage patterns of different households, e.g. young families vs older adults – effects what should be provided • Multigenerational use – activities for different age groups • Socialisation and connection • Additional support for caregivers needed – safe, convenient, benches, shade etc 	<ul style="list-style-type: none"> • Adapting parks to meet diversifying community needs and preferences. • Reviewing the spaces and different programmes and activities
Diversity	78% European, 15% Asian, 10% Māori, 4% Pacifica, 3% other - less ethnically diverse than North Island cities	<ul style="list-style-type: none"> • Becoming more ethnically diverse. 	<p>Expected increase in diverse range of park users with varying preferences for different activities, settings, and experiences. E.g.</p> <ul style="list-style-type: none"> • Cultural practices – different social and gathering spaces, food preparation • Cemetery requirements • Social connections • Accessibility 	<ul style="list-style-type: none"> • Parks need to be adaptive to changing community preferences • Parks will need to focus on inclusivity and equity • Cultural showcase, eg Persian Garden • Diverse burial options to be accommodated in cemeteries to meet cultural needs.
Shifts within city (e.g., growing communities, possible future managed retreat)	The Christchurch earthquakes depopulated large areas of red zoned	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • Increased demand for Parks and in specific areas • Declining usage of some parks 	<ul style="list-style-type: none"> • Additional parks in new subdivisions • Adaptive and repurposing, opportunities for nature

	land. Residential growth is occurring in greenfields areas in the north and south areas of the city, and in increased density areas			
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Equity and access (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Incomes/discretionary income	<p>In 2019, the city's median equivalised household income was \$62,300</p> <p>In the Quality of Life survey, 15% of Christchurch respondents reported they did not have enough money to meet their everyday needs.</p>	<ul style="list-style-type: none"> No projected data 	<ul style="list-style-type: none"> Varying needs use, and financial ability to access parks 	<ul style="list-style-type: none"> Promote equity and inclusion Community support of local parks – volunteers, community fundraising, engagement
Growing gap rich and poor	<p>The bottom 20% of households had a median income of \$32,300. The top 20% of households had a median income of \$105,700.</p>	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Different needs, eg lack of private open space means more public open space needed Increased concerns about safety and security, graffiti and vandalism 	<ul style="list-style-type: none"> Community engagement and participation

Physical access	<p>Good distribution of parks around the city. 79% of residences have access to a park at least 3000m2 in size within 500m.</p> <p>Low socio-economic communities are less mobile and need parks and recreation opportunities close to home.</p> <p>High density residential areas require additional parks to replace the disappearing back yards.</p>	<ul style="list-style-type: none"> Increased residential density areas may need higher levels of park provision. Climate change will affect parks differently 	<ul style="list-style-type: none"> Varying physical needs to access parks need to be considered (e.g. mobility, proximity, ability and transport) Increase needs and desires for connectivity 	<p>Reviewing and considering physical access needs in park provision and design, e.g.</p> <ul style="list-style-type: none"> Proximity and transport Universal design, accessibility Connectivity – cycleways, walkways, colocation with community facilities Safety and security, CPTED Several fully accessible play spaces are to be provided in the city’s play space network
Equity access across city	<p>Some activities in parks are better catered for than others with free-to-use facilities such as sports fields and pavilions, some activities are expected to develop and maintain their own facilities such as leased areas and emerging recreation and sport.</p>	<ul style="list-style-type: none"> Increased competition for space and facilities from an increasingly diverse range of activities Declining participation in some activities and growth in others 	<ul style="list-style-type: none"> Requires fair and equitable investment in recreation and sport based on identified need Adaptive designs required to respond to changing demand 	<ul style="list-style-type: none"> Prioritising investment based on highest need and disadvantaged groups, adopting inclusive design practices, and providing diverse and adaptive opportunities.

Identity and social cohesion (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Cultural identity	78% European, 15% Asian, 10% Māori, 4% Pacifica, 3% other - less ethnically diverse than North Island cities	<ul style="list-style-type: none"> Becoming more ethnically diverse. 	<p>If there is an increase in the diversity of the cultural identity in Christchurch this could influence:</p> <ul style="list-style-type: none"> Park preferences – design, aesthetics, artworks etc Varied activities, eg events, sports, recreation, clubs, cultural activities Community engagement and consultation Cemetery needs The cultural landscapes and sacred places Interpretations Mahinga kai Social connections, community cohesion 	<p>Support and promote cultural identity through the park and foreshore activity e.g.</p> <ul style="list-style-type: none"> Diverse burial options to be accommodated in cemeteries to meet cultural needs.
Sense of place and community	68% of Christchurch respondents consider it is important to feel a sense of community with people in their neighbourhood, although only 48% reported feeling a sense of community (Quality of Life Survey, 2022)	<ul style="list-style-type: none"> No projected data 	<ul style="list-style-type: none"> Parks provide spaces for social interaction and cohesion Quality parks influence wellbeing and quality of life 	<p>Consider and provide:</p> <ul style="list-style-type: none"> Local landmarks or gathering spots that hold cultural, historical or environmental significance Cultural expression reflecting diversity and heritage of the community Spaces for social and cultural events Community involvement in decision making Environmental awareness and stewardship

Rising crime, rallies, protests (safety)		•	<ul style="list-style-type: none"> • Safety concerns discourage use • Damage increases maintenance requirements • Disruptions to regular park activities • Noise and congestion • Public image and perception of parks – free expression or disruption and conflict • Temporary closures and restrictions 	<ul style="list-style-type: none"> • CPTED
Safety staff and public		•	<ul style="list-style-type: none"> • Safety expectations and acceptable levels of risk vary within the community 	<ul style="list-style-type: none"> • CPTED

B.2. Tiriti Partnerships (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Partnership with mana whenua	<ul style="list-style-type: none"> • We partner with Ngāi Tahu as our mana whenua partner • We acknowledge the six Papatipu Rūnanga in the greater Christchurch area. 	<ul style="list-style-type: none"> • Continues partnership and acknowledgment 	<ul style="list-style-type: none"> • Increased need to deliver our services in a culturally responsive way that delivers to te tiriti • Increased need for te reo Māori to be incorporated in our services. 	<ul style="list-style-type: none"> • Co governance and co management • Cultural recognition and integration • Traditional resource management and kaitiaki • Economic development, tourism opportunities • Relationship building, collaboration • Education and interpretation • Mahinga kai

B.3. Technological growth (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
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Changing technology	In the 2018 Census, 81% of Christchurch households had access to the internet.	<ul style="list-style-type: none"> A high percentage of the population now have access to digital technology, with devices rapidly advancing in capability and use. 	<ul style="list-style-type: none"> There may be increased demand/expectations for technology in parks for electronic devices and for new ways to access information. E.g. wi fi, e-charging stations, interactive interpretation, real time information about parks, and electronic sports infrastructure such as scoreboards. 	<ul style="list-style-type: none"> Visitor experience – interactive maps and info, virtual reality, online info Environmental monitoring and management Sustainability and energy efficiency eg smart irrigation systems, LED lighting, motion sensors Interpretation and education Safety and surveillance Maintenance and asset management Changing activities
Digital divide	There were 1,250 households (1%) that had no access to telecommunication systems (i.e. internet, cellphone, telephone or fax machine)	<ul style="list-style-type: none"> No projected data 	<ul style="list-style-type: none"> There may be increased demand/expectations for technology in parks 	<ul style="list-style-type: none"> Equity to online information and engagement Providing internet in parks

B.4. Resilience and environmental considerations

Climate change & adaptation (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Increasing numbers of extreme weather events change utilisation of physical and digital assets		<ul style="list-style-type: none"> Increased frequency and intensity of storms Sea level rise Rising temperatures Changed rainfall patterns <p>See section 2.3</p>	<ul style="list-style-type: none"> Park closures Demand for all weather facilities Increased repairs Heightened safety risks Disaster response and recovery <p>See section 2.3</p>	<ul style="list-style-type: none"> Avoiding vulnerable development Creating resilient infrastructure, Enhancing natural defences. <p>See section 2.3</p>

Increased community expectations of information and engagement	The Council has declared a climate change and ecological emergency, set a strategic priority to meet the challenge of climate change through every means possible, and has a target of becoming carbon neutral by 2030.	<ul style="list-style-type: none"> Consumption of natural resources, pollutants, and environmental impacts in the development and operation of our parks is under increasing public scrutiny together with their resilience to the effects of climate change. 	<ul style="list-style-type: none"> Increased community expectations and scrutiny of park services to positively contribute to the climate change and adaptation 	<ul style="list-style-type: none"> Transparency and accountability – public visibility of decision making processes and access to plans, policies and data Public participation and involvement – opportunities for community to have input Communication and information Collaboration and partnerships Align with community expectations
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Sustainable development (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions	See section 2.3	<ul style="list-style-type: none"> See section 2.3 	<ul style="list-style-type: none"> See section 2.3 	<ul style="list-style-type: none"> See section 2.3
Ethical markets & procurement		<ul style="list-style-type: none"> — 	<ul style="list-style-type: none"> — 	<ul style="list-style-type: none"> —
Resilience & risk	See asset management plan and section B.7. for more detail on risk	<ul style="list-style-type: none"> See asset management plan and section B.7. for more detail on risk 	<ul style="list-style-type: none"> See asset management plan and section B.7. for more detail on risk 	See asset management plan and section B.7. for more detail on risk
Natural hazards		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	
Triple bottom line		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	

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		•	•	<ul style="list-style-type: none"> Reviewing and understanding asset data Operational plans New land and assets supported with opex and staff
Resilience to impacts of climate change		•	•	•
Planning and investing for growth		•	•	<ul style="list-style-type: none"> Understanding residential growth areas and trends in park activities
Understanding and maintaining the condition of our infrastructure		•	•	<ul style="list-style-type: none"> Plans and actions are underway to improve the understanding asset data Condition assessments Maintenance and renewal programmes

B.6. Regulations & reform (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Three Waters reform	TBC	• TBC	• TBC	<ul style="list-style-type: none"> Maintaining a watching brief to be able to adapt and react quickly as there are developments impacting parks
Resource Management reforms	TBC	• TBC	<ul style="list-style-type: none"> Possible changes in guidance and regulations affecting parks design Improved conservation and ecological management Increased costs 	<ul style="list-style-type: none"> Maintaining a watching brief to be able to adapt and react quickly as there are developments impacting parks

Future for Local government	TBC	<ul style="list-style-type: none">• TBC	<ul style="list-style-type: none">• TBC	<ul style="list-style-type: none">• Maintaining a watching brief to be able to adapt and react quickly as there are developments impacting parks
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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"> Inclusive and equitable city 	Equity If we don't prioritise communities and activities that are least well catered for then we will perpetuate existing inequalities and limit full community participation resulting in reduced resident satisfaction and community wellbeing.				<ul style="list-style-type: none"> Undertake research to identify community need and gaps in provision Establish criteria for prioritising capital programme based on identified need and equity Where practical, design parks to meet accessibility criteria for people with disabilities. 	
<ul style="list-style-type: none"> Inclusive and equitable city 	Changing community needs and preferences If we don't adapt to emerging recreation and sport trends then we will not meet community needs, existing assets may become obsolete, and park use may decline resulting in diminished community wellbeing and resident satisfaction.				<ul style="list-style-type: none"> Keep up to date with Conduct community research and consultation into preferences and needs to inform capital development and renewal. Regularly evaluate and update park offerings to ensure they remain relevant. Develop capital programme to respond to trends 	
<ul style="list-style-type: none"> Protecting indigenous biodiversity 	Biodiversity If we don't increase plant and animal pest control, then biodiversity will continue to decline				<ul style="list-style-type: none"> Develop and implement pest management plan 	
<ul style="list-style-type: none"> Protecting indigenous biodiversity 	Biodiversity If we don't increase our understanding of indigenous				<ul style="list-style-type: none"> 	

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
	biodiversity (presence and trends) then we won't be able to meet our obligations to protect and restore biodiversity					
<ul style="list-style-type: none"> Protecting indigenous biodiversity 	Biodiversity If we don't increase habitat size/representation and connectivity, then indigenous biodiversity will not be adequately protected nor enhanced, and native species will be more vulnerable to loss, and increasing with climate change.				<ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> Balance the needs of today's residents with the needs of the future 	Asset management If we continue to defer maintenance and renewal of assets then we increase the likelihood of deteriorating condition and asset failures resulting in decreased resident satisfaction, higher costs for future renewals, and potential safety concerns.				<ul style="list-style-type: none"> Resource improved asset data collection and information Develop, implement, and monitor improved maintenance schedules to extend the life of assets Increase resources for renewal programmes consistent with asset life cycles Prioritise renewal of critical assets only and allow non-critical assets to decline and be removed Rationalise assets to an affordable level 	
<ul style="list-style-type: none"> Economic Costs 	Financial If we don't have sufficient operational and capital funding then we will need to reduce development and maintenance of	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> Develop a robust business plan with financial projections financial planning Advocate for increased funding by highlighting the park's benefits to the 	<rating>

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
	parks resulting in declining resident satisfaction There is a risk of: <ul style="list-style-type: none"> • X • Y • Z 				community, environment and local economy <ul style="list-style-type: none"> • Describe control/mitigation plan 1 • Describe control/mitigation plan 2 • 	
<ul style="list-style-type: none"> • Seasonal fluctuations • List 	Resilience If we don't make our parks more resilient then there is a greater risk of asset failure and park closures There is a risk of: <ul style="list-style-type: none"> • X • Y 	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> • Plant according to environmental conditions • Develop all-weather facilities • Describe control/mitigation plan 1 • Describe control/mitigation plan 2 • 	<rating>
<ul style="list-style-type: none"> • Weather • List 	Title of risk There is a risk of: <ul style="list-style-type: none"> • X • Y 	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> • Describe control/mitigation plan 1 • Describe control/mitigation plan 2 • 	<rating>
<ul style="list-style-type: none"> • Natural disaster • List 	Title of risk If there are natural disasters then there could be damage to park infrastructure, disrupt operations, and require costly repairs There is a risk of: <ul style="list-style-type: none"> • X • Y 	<Impact>	<Likelihood>	<Inherent Risk Level>	<ul style="list-style-type: none"> • Describe control/mitigation plan 1 • Describe control/mitigation plan 2 • 	<rating>
<ul style="list-style-type: none"> • 	Regulatory compliance If we don't adhere to increasing regulatory requirements then we				<ul style="list-style-type: none"> • 	

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
	could face fines, legal issues, and reputational damage					
•	Safety and security If we don't maintain a safe and secure environment, then the likelihood of graffiti and vandalism will increase resulting in reduced use and downward spiral				<ul style="list-style-type: none"> • CPTED • Address graffiti and vandalism as soon as possible after it occurs 	
•	Pandemic If we don't plan for pandemics then we may have reduced revenue, not enough cemeteries				•	

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