

Long Term Plan 2024-34 Activity Plan

# Ōtākaro Avon River Corridor (OARC)

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

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# 1. What this activity delivers

This activity includes the following services:

| Services   | Contributes to Community Outcomes  |
|--|--|
|  <p><b>Manage and implement the Ōtākaro Avon River Corridor Regeneration Plan</b> – Implementation of the core objectives of the Ōtākaro Avon River Corridor Regeneration Plan across Parks, 3 Waters and Transport’s activities in a cost-effective, ecologically sensitive and culturally competent manner. These objectives focus on a restored deltaic river environment with enhanced mahinga kai outcomes that provides improved recreational and cultural experiences.</p> | <ul style="list-style-type: none"> <li>• A collaborative confident city</li> <li>• A green, liveable city</li> <li>• A cultural powerhouse city</li> <li>• A thriving prosperous city</li> </ul> |



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

## Background

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

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

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

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

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

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

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

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

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

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

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

### Land Status

Over the last three years, the individual property titles have been progressively amalgamated into superlots and transferred to Council ownership by the Crown Agency Toitū Whenua (LINZ). As the new property titles were issued, full ownership rights and responsibilities transferred across to the Christchurch City Council. This process was completed in 2023.

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



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

## Services are delivered by doing the following:

### Parks

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

Management of the OARC land and implementation of the Ōtākaro Avon River Corridor Regeneration Plan involves a high level of community engagement, due to its significance to the city.

### Stormwater and Floodplain Management

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

### Transport

As a part of the land amalgamation and transfer process, existing legal roads and accessways within the Ōtākaro Avon River Corridor that are no longer needed have been legally stopped, and are most are physically closed to traffic. Transport infrastructure and assets related to these former roads will be removed as implementation of the Regeneration Plan proceeds.

Where required by the Regeneration Plan, new roads and accessways will be created over time.

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

### Underground Infrastructure

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

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



The recently completed Dallington Landing.



## A snapshot of provision and use:

- ✓ **During the earthquakes, land in the Corridor sunk by an average of 500mm and in places up to one metre. This means that the groundwater is now much closer to the surface than it was, and in places it is at ground level.**
- ✓ **Around one third of the city's surface water runs into the Corridor. Treating this water via the planned Stormwater Management Areas will have a large impact on water quality in both the river and the Estuary.**
- ✓ **It is estimated that when fully completed, the Corridor could be home to 4 million individual shrubs, trees and grasses.**
- ✓ **We manage around 40 community leases in the Corridor, spanning a range of activities from community gardens to dog rehabilitation**
- ✓ **Due to its scale, restoration of the Corridor offers the potential to try more environmentally-friendly methods of construction than are currently employed, potentially influencing best practice in park development.**

## Where we came from

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

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

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

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

*Nōku te awa. The river is mine.*

*We all share in the future of this river.”*

## What our community is saying

### Who our key customers are:

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

### Who our key stakeholders are:

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

### What we do:

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

### What you say:

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

### Main community outcome:

A green liveable city

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







Over time, the River Corridor will become a naturalised lowland river delta.



## 2. Why we deliver this activity





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









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

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

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

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


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

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

### Net zero emissions Christchurch

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

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

|  |  |
|--|--|
|  | <p>Key climate risks for the OARC activity include:</p> <ul style="list-style-type: none"> <li>• Sea level rise – over time this will bring groundwater closer to the surface and increase its salinity. Higher ocean levels will increase water levels in the river as the water is ‘held back’, increasing the potential for flooding. Increased water levels will also impact the ability of the piped, gravity-based stormwater system to function in places.</li> <li>• Extreme weather events – increased frequency and intensity of storms causing flooding and a mix of erosion and sediment deposition in differing locations.</li> <li>• Rising temperatures – increased risk of wildfires, heat stress on plants and ecosystems, and shifts in the geographic range of plant and animal species including invasive plant and animal pests</li> <li>• Changed rainfall patterns – more severe drought and high rainfall periods impacting vegetation growth and recreational activity</li> </ul> |
|--|--|

Options being considering to reduce the risks to the OARC activity and the community posed by those climate risks include:

- Increasing the height of stopbanks over time, and relocating these away from the river in order to allow more room for floodwaters
- Creation of 17 Stormwater Management Areas to detain stormwater runoff from urban areas and more slowly release this into the Corridor, reducing the ‘flashiness’ of flood events.
- Using natural solutions such as wetland restoration to provide natural buffers against rising water levels, while also sequestering carbon
- Increase resilience of assets by improving drainage (to above ground, natural systems), designing infrastructure to withstand extreme weather events, minimising hardstand and considering relocatable options for vulnerable infrastructure
- Encouraging native plant recolonisation of appropriate sites to create more resilient communities. Planning for succession over time as salinity and water levels change.
- Increased use of temporary irrigation where needed to get plants through dry summer periods in their first year of establishment.
- Research and monitoring to better understand the impacts of climate change and make informed decisions, including ongoing monitoring of water levels and quality.
- Managing the accumulation of flammable materials or long grass to reduce the risk of fires

### We are guardians of our natural environment and taonga

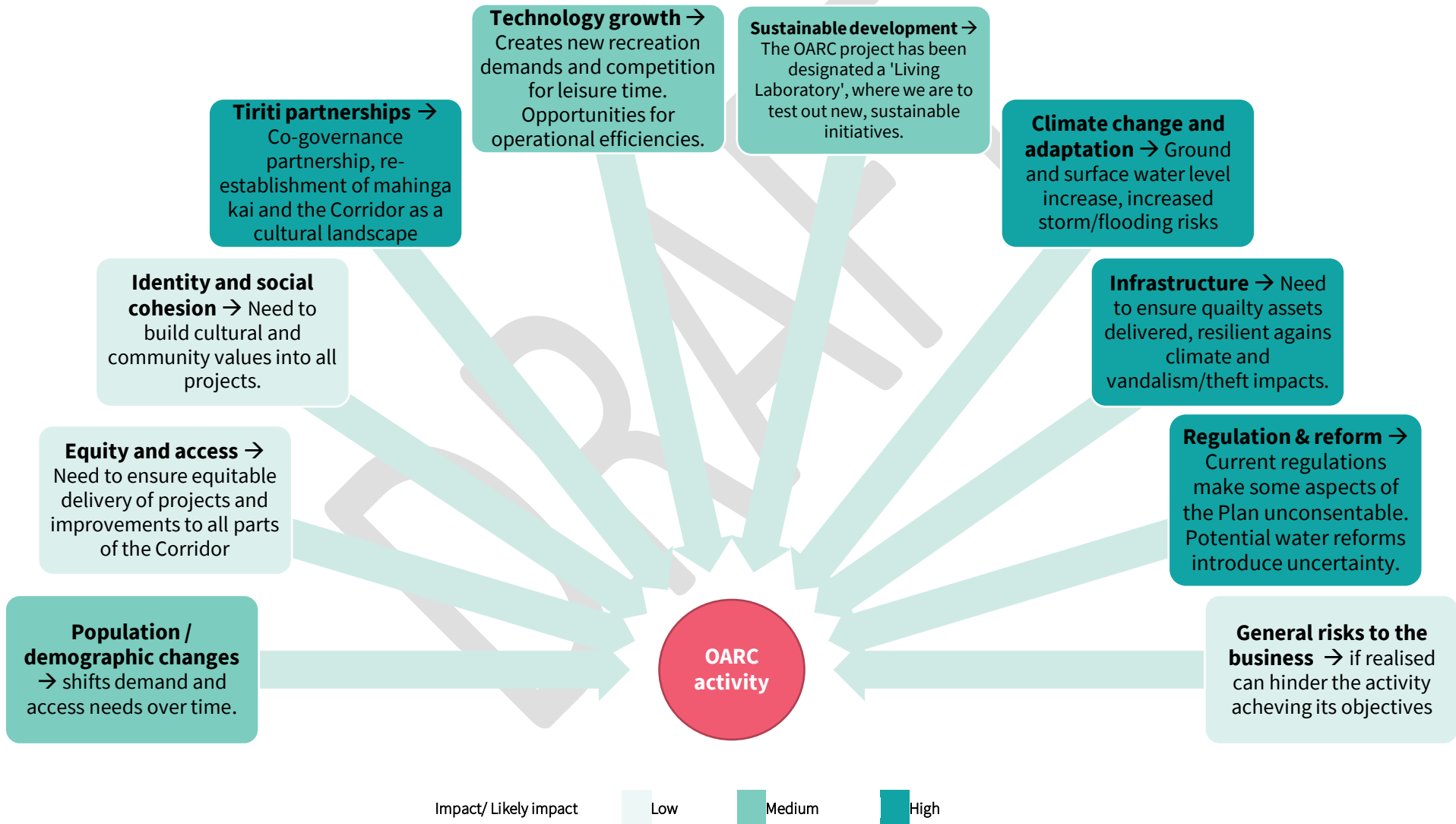


- We will be undertaking a pilot project in the next three years to investigate methods to remove residual contamination from red zone soils and former roads using natural methods such as bioremediation by plants, bacteria and microorganisms. The aim of this will be to reduce the carbon (and financial) costs of the traditional approach, which is to remove contaminated material to landfill.
- We will also be undertaking a pilot project to come up with innovative park furniture options using recycled consumer waste rather than shipping this material overseas.
- We are actively investigating options to convert our greenwaste to biochar, allowing us to improve red zone soils and promote healthy plant growth, in addition to sequestering carbon. Surplus energy produced would be captured and sold back to the grid to offset costs.
- Trapping and plant pest management programmes are well underway. We work with the local community to assist us in these efforts, greatly increasing our ability beyond what we could do by ourselves.
- We are working with the Lyttelton Port Company to reuse hardwood wharf timber that is being replaced via their project.
- While work will be undertaken to support climate resilience goals, no specific changes to LoS are expected in this LTP period as a result of climate change.

# 3. How we are planning for future impacts

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

## 3.1. Issues impacting current and future activity demand and deliverability



## 3.2. The high impact issues and mitigations planned

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



### Regulation and reform

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

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

**Mitigating actions** to manage this issue include:

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



### Tiriti partnerships

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

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

**Mitigating actions** to manage this issue include:

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



### Climate change and adaptation

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

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

**Mitigating actions** to manage this issue include:

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



### Infrastructure

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

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

**Mitigating actions** to manage this issue include:

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

**OARC activity**



## 4. Our levels of service

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

### Services & Level of Service Statements, with Measures of Success and future year Targets

| Level of Service statement<br>(What we will provide)   | Measures of success<br>(What our community can expect)   | Performance Targets/Outputs  |   |         |           |
|--|--|--|---|---------|-----------|
|  |  | 2024/25  | 2025/26                                     | 2026/27 | 2027 - 34 |
| <b>Manage and implement the Ōtākaro Avon River Corridor Regeneration Plan</b>  |  |  |   |         |           |
| <b>Implementation of the Ōtākaro Avon River Corridor Regeneration Plan in a cost effective, ecologically sensitive &amp; culturally competent manner</b> | Effective permanent Co- Governance entity for the Ōtākaro Avon River Corridor (6.8.12.2)   | Permanent Co-Governance entity options assessment completed  | Permanent Co- Governance entity operational |         |           |
|  | Progress integrated Green Spine programme (Green Spine, Council-led capital investment – Parks, Water and Transport) as per the implementation Plan (6.8.12.1) | 90% of approved work programmes delivered in the year funded   |   |         |           |
|  | Implement and progress the Ōtākaro Avon River Corridor Regeneration Plan (Green Spine) - Council /3rd party collaborations (6.8.12.4)                          | Align Council and community resources to enable successful implementation of appropriate and approved projects |   |         |           |
|  | Manage and maintain the OARC environment (6.8.12.6)  | Maintenance Plan key performance indicators 90% achieved   |   |         |           |

## 5. How assets will be managed to deliver the services

As the OARC is a relatively new landholding for the Council, it currently has very few assets relative to its size. At the time of writing the Plan, the latest valuation showed around \$1.6m of assets, however this will change relatively quickly as the Regeneration Plan is implemented.

### Managing our assets

Management of assets within the OARC will be coordinated with the rest of the city's assets to deliver value for money for Council.

In an environment where there is significant public demand for new or improved assets, effective asset management is crucial. The Ōtākaro Avon River Corridor asset base is forecast to grow rapidly as projects are delivered.

The escalating demands on both operational and capital budgets pose a challenge. The expanding portfolio necessitates strategic prioritisation around creation of new assets. The Ōtākaro Avon River Corridor is largely an ecological restoration project, meaning that it is envisaged that most of our assets will be vegetative and self-maintaining once out of the initial maintenance period.

Where new built assets are created, these will enter a maintenance and renewal schedule which will include regular checks to consider asset condition, performance and life cycle modelling. Our goal is to sustain assets at a condition rating of 3 or better, utilising a scale from 1 to 5.

### Looking forward

The Regeneration Plan is being implemented by three Council Units – Parks, Three Waters and Transport. As physical works are completed, the assets created are inspected, signed off and handed back to the individual Council Unit responsible for their ongoing operation and maintenance.

Asset registers are updated, and the individual Asset Management Plans for the three Units will then guide the maintenance, operation and eventual replacement of the assets.

Please refer to the following Asset Management Plans for more information.

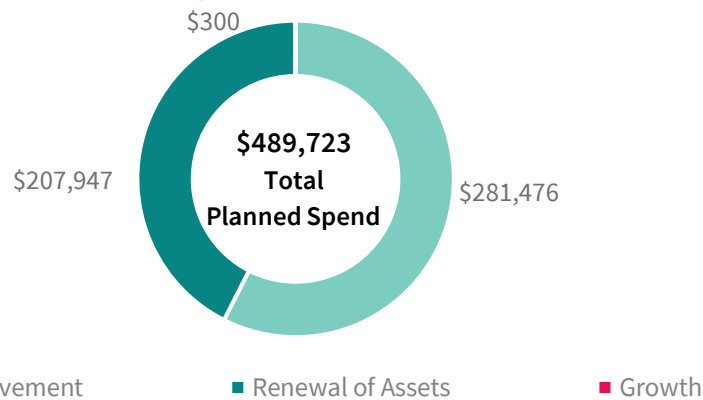
1. Parks and Foreshore
2. Stormwater and Flood Control
3. Transport

## 6. Capital expenditure and key capital projects

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

**Please note**, the budget for this activity are held by the Parks & Foreshore, Stormwater Drainage, Flood Protection & Control Works, and Transport activities.

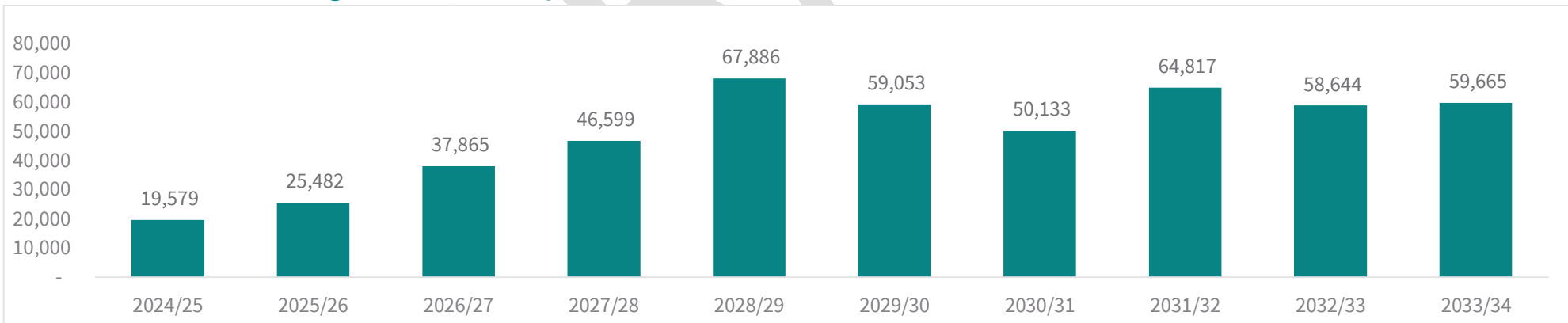
Activity Capital Programme over 10 years (\$000)



### Planned significant projects and programmes include:

1. The City to Sea Pathway
2. Bexley Estuarine Wetland and Stopbank
3. Pages Road Bridge
4. Kerrs Reach Flatwater Hub
5. The ongoing stopbank and Stormwater Management Area programme
6. The ongoing ecological restoration programme

Total Planned Capital Programme summary (\$000)



See the separate Asset Management Plans for Parks & Foreshore, Stormwater Drainage, Flood Protection & Control Works and Transport for more detail on the Planned Capital Programme.

## 7. Financial resources needed

This Activity Plan brings together a view of related governance and capital programme costs that make up the activities contributing to the regeneration of the Otakaro Avon River Corridor. The Co-governance costs fall within the Governance group of activities and will be reported there in future Annual Reports.

### 7.1. Resources needed

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

#### OARC Co-Governance

| 000's   | LTP 2024/25 | LTP 2025/26 | LTP 2026/27 | LTP 2027/28 | LTP 2028/29 | LTP 2029/30 | LTP 2030/31 | LTP 2031/32 | LTP 2032/33 | LTP 2033/34 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Activity Costs Before Overheads by Service</b> |             |             |             |             |             |             |             |             |             |             |
| Collections                                       | 200         | 206         | 211         | 216         | 221         | 225         | 230         | 235         | 239         | 244         |
|   | 200         | 206         | 211         | 216         | 221         | 225         | 230         | 235         | 239         | 244         |
| <b>Activity Costs by Cost Type</b>                |             |             |             |             |             |             |             |             |             |             |
| Direct Operating Costs                            | 200         | 206         | 211         | 216         | 221         | 225         | 230         | 235         | 239         | 244         |
| Direct Maintenance Costs                          |             |             |             |             |             |             |             |             |             |             |
| Staff and Contract Personnel Costs                |             |             |             |             |             |             |             |             |             |             |
| Other Activity Costs                              |             |             |             |             |             |             |             |             |             |             |
| <b>Overheads, Indirect and Other Costs</b>        |             |             |             |             |             |             |             |             |             |             |
| Depreciation                                      | 7           | 8           | 7           | 7           | 7           | 7           | 7           | 7           | 7           | 7           |
| Debt Servicing and Interest                       |             |             |             |             |             |             |             |             |             |             |
| <b>Total Activity Cost</b>                        | <b>208</b>  | <b>214</b>  | <b>218</b>  | <b>223</b>  | <b>228</b>  | <b>232</b>  | <b>237</b>  | <b>242</b>  | <b>246</b>  | <b>250</b>  |
| <b>Funded By:</b>                                 |             |             |             |             |             |             |             |             |             |             |
| Fees and Charges                                  |             |             |             |             |             |             |             |             |             |             |
| Grants and Subsidies                              |             |             |             |             |             |             |             |             |             |             |
| Cost Recoveries                                   |             |             |             |             |             |             |             |             |             |             |
| <b>Total Operational Revenue</b>                  |             |             |             |             |             |             |             |             |             |             |
| <b>Net Cost of Service</b>                        | <b>208</b>  | <b>214</b>  | <b>218</b>  | <b>223</b>  | <b>228</b>  | <b>232</b>  | <b>237</b>  | <b>242</b>  | <b>246</b>  | <b>250</b>  |
| <b>Funding Percentages</b>                        |             |             |             |             |             |             |             |             |             |             |
| Rates   | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        |
| Fees and Charges                                  | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          |
| Grants and Subsidies                              | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          |
| Cost Recoveries                                   | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          |

## 7.2. Funding consideration and outcome

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

1. Parks Activity Plan
2. Stormwater Drainage Activity Plan
3. Flood Protection & Control Works Activity Plan
4. Transport Activity Plan

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## 8. Possible significant negative impacts on wellbeing



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

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

# Appendices



# A. Appendix A: Levels of Service detail

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

*In response to Council’s decision to undertake a s17A review in 2023 options were presented to Council regarding ongoing maintenance service for community parks and a decision made to implement general parks maintenance services through internally resourced teams, to become effective from the 1st of July 2024. Future options will be prepared for Council to consider*

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

| Level of Service statement<br>(What we will provide)   | LOS      | Measures of success<br>(What our community can expect)  | Performance Targets/Outputs  |  |  |  | Method of Measurement  | Community Outcome              | Historic Performance Trends  | Benchmarks            | C/M |
|--|----------|---|--|--|--|--|--|--------------------------------|--|-----------------------|-----|
|  |          |   | 2024/25  | 2025/26  | 2026/27  | 2027 - 34  |  |                                |  |                       |     |
| <b>Manage and implement the Ōtākaro Avon River Corridor Regeneration Plan</b>  |          |   |  |  |  |  |  |                                |  |                       |     |
| <b>Implementation of the Ōtākaro Avon River Corridor Regeneration Plan in a cost effective, ecologically sensitive &amp; culturally competent manner</b> | 6.8.12.2 | Effective permanent Co-Governance entity for the Ōtākaro Avon River Corridor  | Permanent Co-Governance entity options assessment completed  | Permanent Co-Governance entity operational   | Permanent Co-Governance entity operational   | Permanent Co-Governance entity operational   | Agreed stages achieved                                       | A collaborative confident city | 2023: Establishment Committee set up, permanent entity not yet established.  |                       | C   |
|  | 6.8.12.1 | Progress integrated Green Spine programme (Green Spine, Council-led capital investment – Parks, Water and Transport) as per the Implementation Plan | 90% of approved work programmes delivered in the year funded   | 90% of approved work programmes delivered in the year funded   | 90% of approved work programmes delivered in the year funded   | 90% of approved work programmes delivered in the year funded   | 90% of approved work programmes delivered in the year funded | A green, liveable city         | 2023: 118%<br>2022: New target   |                       | C   |
|  | 6.8.12.4 | Implement and progress the Ōtākaro Avon River Corridor Regeneration Plan (Green Spine) - Council /3rd party collaborations                          | Align Council and community resources to enable successful implementation of appropriate and approved projects                   | Align Council and community resources to enable successful implementation of appropriate and approved projects                   | Align Council and community resources to enable successful implementation of appropriate and approved projects                   | Align Council and community resources to enable successful implementation of appropriate and approved projects                   | Annual report to Co-Governance                               | A cultural powerhouse city     | 2023: Five new licences for Temporary Land Uses within the OARC processed and approved, and numerous discussions held with existing lease and licence holders to progress ambitions within the Corridor.<br>2022: New target |                       | C   |
|  | 6.8.12.5 | Implementation and progress the Ōtākaro Avon River Corridor Regeneration Plan - 3rd party led, Council facilitated investment                       | Assess and present proposals to governance body as they arise. Facilitate implementation of appropriate and approved initiatives | Assess and present proposals to governance body as they arise. Facilitate implementation of appropriate and approved initiatives | Assess and present proposals to governance body as they arise. Facilitate implementation of appropriate and approved initiatives | Assess and present proposals to governance body as they arise. Facilitate implementation of appropriate and approved initiatives | Annual report to Co-Governance                               | A thriving prosperous city     | 2023: All requests received and actioned as per required timeframes.<br>2022: Not achieved   |                       | M   |
|  | 6.8.12.6 | Manage and maintain the Ōtākaro Avon River Corridor environment   | 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   | Hybris ticket reporting                                      | A collaborative confident city | 2023: 84%, up from 77% the previous year<br>2022: New target   | Parks Management Plan | C   |
|  | NEW      | Increase of tree canopy in the Ōtākaro Avon River Corridor  | Minimum two for one replacement of any trees that are removed in any financial year  | Minimum two for one replacement of any trees that are removed in any financial year  | Minimum two for one replacement of any trees that are removed in any financial year  | Minimum two for one replacement of any trees that are removed in any financial year  | Tree survey data, project records and Consents.              | A green, liveable city         | New target with LTP 2024   |                       | M   |
|  | NEW      | Native restoration of the Ōtākaro Avon River Corridor   | Minimum 3Ha of native restoration in any financial year  | Minimum 3Ha of native restoration in any financial year  | Minimum 3Ha of native restoration in any financial year  | Minimum 3Ha of native restoration in any financial year  | Project records and Consents.                                | A green, liveable city         | New target with LTP 2024   |                       | M   |

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

### Deletions

This Activity has no deleted levels of service.

### New

| Activity / Level of Service  | Change from 2021-31 LTP | Reason/Rationale                                 | Options for Consultation                      |
|--|-------------------------|--|---|
| LOS # # TBC : (M)<br>Two for one replacement of any trees that are removed | New Level of Service    | Alignment with the Urban Forest Plan             | Management measure, no consultation required. |
| LOS # TBC: (M)<br>Native restoration of the Ōtākaro Avon River Corridor.   | New Level of Service    | Alignment with the aims of the Urban Forest Plan | Management measure, no consultation required. |

### Amendments

| Activity / Level of Service  | Change from 2021-31 LTP  | Reason/Rationale   | Options for Consultation  |
|--|--|--|---|
| LOS 6.8.12.2 (C)<br>Permanent Co-Governance entity for the Ōtākaro Avon River Corridor | <p>LOS:</p> <ul style="list-style-type: none"> <li>Wording changed <i>from</i> “Operational Co-governance” to “Effective permanent Co-governance”</li> </ul> <p>Target:</p> <ul style="list-style-type: none"> <li>Wording changed <i>from</i> “Co-governance group operational” to “Permanent Co- Governance entity options assessment completed / Permanent Co-Governance entity operational”</li> </ul> | <p>Establishment Committee has been set up and is operational.</p> <p>This LOS relates to the permanent form of the Co-Governance entity, as developed by the Establishment Committee.</p> | <p>No specific consultation required.</p> <p>Change also noted in the Statement of Service Provision.</p> |

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

### B.1. Changing customer needs

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

| Issue/driver                                      | Present Position  | → Projection   | Impact on services   | Mitigating plans/actions   |
|---|---|--|--|--|
| Population growth                                 | 396,200 in 2023   | <ul style="list-style-type: none"> <li>Medium projection: 473,140 between 2018-2054</li> </ul>   | Increased demand for Parks services in general, e.g. <ul style="list-style-type: none"> <li>Increased demand on recreational spaces and amenities</li> <li>Increased user numbers and impact on assets</li> <li>Demand for additional infrastructure</li> <li>Need for additional park space</li> </ul>  | <ul style="list-style-type: none"> <li>Development of the OARC will assist in providing open space facilities in areas of underprovision.</li> <li>Checking provision maps to ensure assets are being delivered in areas of greatest need.</li> </ul>  |
| Population growth (general and in specific areas) | There are currently around 20 people living within the Corridor                                 | <ul style="list-style-type: none"> <li>Some 35Ha of the Corridor are set out for housing development in the Regeneration Plan, split between Fringe Housing and Trial Housing</li> </ul> | <ul style="list-style-type: none"> <li>This will increase local demand for Parks services, as noted above.</li> </ul>  | <ul style="list-style-type: none"> <li>Ensure good connections between these new residences and amenities being developed in the Corridor.</li> </ul>  |
| 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"> <li>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.</li> </ul>    | <ul style="list-style-type: none"> <li>Changing demand for different park activities, settings, and experiences (ie increased demand for walkways, cycleways, seats, toilets, accessible facilities, quiet areas for relaxation and reduction in participation rates for sports and demand for sports fields)</li> <li>Potential increased volunteerism</li> </ul> | <ul style="list-style-type: none"> <li>Adapting designs to meet an ageing population's needs and preferences.</li> <li>Reviewing the spaces and different programmes and activities</li> <li>Providing volunteer and learning opportunities</li> </ul> |

|   |  |  |   |  |
|---|--|--|---|--|
|   |  |  | <ul style="list-style-type: none"> <li>• Lifelong learning</li> </ul>   |  |
| Family/household structure  | Average of 2.4 people per household  | <ul style="list-style-type: none"> <li>• This has been trending down for some time and is expected to continue to do so.</li> </ul>                            | <ul style="list-style-type: none"> <li>• Usage patterns of different households, e.g. young families vs older adults – affects what should be provided</li> <li>• Multigenerational use – activities for different age groups</li> <li>• Socialisation and connection</li> <li>• Additional support for caregivers needed – safe, convenient, benches, shade etc</li> </ul> | <ul style="list-style-type: none"> <li>• Adapting parks to meet diversifying community needs and preferences.</li> <li>• Reviewing the spaces and different programmes and activities</li> </ul>   |
| Diversity   | 78% European, 15% Asian, 10% Māori, 4% Pacifica, 3% other - less ethnically diverse than North Island cities                                     | <ul style="list-style-type: none"> <li>• Christchurch, along with most of New Zealand’s main centres is becoming more ethnically diverse over time.</li> </ul> | <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"> <li>• Cultural practices – different social and gathering spaces, food preparation</li> <li>• Social connections</li> <li>• Accessibility</li> </ul>  | <ul style="list-style-type: none"> <li>• Adapting parks to meet diversifying community needs and preferences.</li> <li>• Spaces need to focus on inclusivity and equity</li> </ul>   |
| Shifts within city (e.g., growing communities, possible future managed retreat) | <ul style="list-style-type: none"> <li>• Both groundwater and surface water levels in the Corridor are forecast to increase over time</li> </ul> |  | <ul style="list-style-type: none"> <li>• This will change ecological conditions in terms of both plant and animal habitat</li> <li>• It will also change flood patterns and recreational uses over time</li> </ul>  | <ul style="list-style-type: none"> <li>• Ensure that habitats are planned to allow for this, ie create riverbank spaces suitable for inanga spawning upstream of their current location</li> <li>• Consider rising water levels when planning walking/cycling and other recreation facilities</li> </ul> |

## Equity and access (low impact)

| Issue/driver                 | Present Position  | → Projection  | Impact on services   | Mitigating plans  |
|------------------------------|---|---|--|---|
| Incomes/discretionary income | In 2019, the city's median equivalised household income was \$62 300.<br><br>In 2022, 15% of Christchurch respondents reported they did not have enough money to meet their everyday needs <sup>1</sup> .   | <ul style="list-style-type: none"> <li>No projected data</li> </ul> | <ul style="list-style-type: none"> <li>Varying needs use, and financial ability to access parks</li> </ul>   | <ul style="list-style-type: none"> <li>Promote equity and inclusion</li> <li>Community support of local parks – volunteers, community fundraising, engagement</li> <li>Ensure that the red zone remains free and open to all</li> </ul> |
| Growing gap rich and poor    | The bottom 20% of households had a median income of \$32,300. The top 20% of households had a median income of \$105,700.   | <ul style="list-style-type: none"> <li>No projected data</li> </ul> | <ul style="list-style-type: none"> <li>Different needs, eg lack of private open space means more public open space needed</li> <li>Increased concerns about safety and security, graffiti and vandalism</li> <li>Inequity can be a driver of theft, which is a challenge felt keenly in the red zone.</li> </ul> | <ul style="list-style-type: none"> <li>Community engagement and participation</li> <li>Encourage local manufacturing, industry and tourism by creation of a quality, world leading River Corridor.</li> </ul>                           |
| Physical access              | Good distribution of parks around the city, with 79% of residences having access to a park at least 3000m <sup>2</sup> in size within 500m.<br>Low socio-economic communities are less mobile and need parks and recreation opportunities close to home.<br>High density residential areas have increased public space needs due to a lack of private open space. |   | <ul style="list-style-type: none"> <li>Varying physical needs to access parks need to be considered (e.g. mobility, proximity, ability and transport)</li> <li>Increase needs and desires for connectivity</li> </ul>  | <p>Reviewing and considering physical access needs in park provision and design, e.g.</p> <ul style="list-style-type: none"> <li>Proximity and transport</li> <li>Universal design, accessibility</li> </ul>                            |

<sup>1</sup> Rangahau te Korou o te Ora /Quality of Life Survey 2022 (Nielsen IQ)

|                           |  |  |  |   |
|---------------------------|--|--|--|---|
|                           | Around ¼ of the city’s residents are living with some form of long lasting disability.   |  |  | <ul style="list-style-type: none"> <li>• Connectivity; cycleways, walkways, co-location with community facilities</li> <li>• Safety and security, CPTED</li> </ul>  |
| Equity access across city | Some activities in parks are better catered for than others with free-to-use facilities such as sports fields and pavilions, while some activities are expected to develop and maintain their own facilities such as leased areas and emerging recreation and sport. | <ul style="list-style-type: none"> <li>• Increased competition for space and facilities from an increasingly diverse range of activities</li> <li>• Declining participation in some activities and growth in others</li> </ul> | <ul style="list-style-type: none"> <li>• Requires fair and equitable investment based on identified need</li> <li>• Adaptive designs required to respond to changing demand</li> </ul> | <ul style="list-style-type: none"> <li>• Prioritising investment based on highest need and disadvantaged groups, adopting inclusive design practices, and providing diverse and adaptive opportunities.</li> <li>• Ensure good connections east-west and north-south across the Corridor, to ensure that people from all parts of the city are able to easily access its facilities.</li> </ul> |

### Identity and social cohesion (low 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"> <li>• Christchurch, along with most of New Zealand’s main centres is becoming more ethnically diverse over time.</li> </ul> | <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"> <li>• Cultural practices – different social and gathering spaces, food preparation</li> <li>• Social connections</li> <li>• Accessibility</li> </ul> | <ul style="list-style-type: none"> <li>• Adapting parks to meet diversifying community needs and preferences.</li> <li>• Spaces need to focus on inclusivity and equity</li> </ul> |
| Sense of place and community | 68% of Christchurch respondents consider it is important to feel a   | <ul style="list-style-type: none"> <li>• No projected data</li> </ul>  | <ul style="list-style-type: none"> <li>• Parks provide spaces for social interaction and cohesion</li> <li>• Quality parks influence wellbeing and quality of life</li> </ul>  | <p>Consider and provide:</p> <ul style="list-style-type: none"> <li>• Local landmarks or gathering spots that hold cultural,</li> </ul>  |

|  |  |  |   |   |
|--|--|--|---|---|
|  | sense of community with people in their neighbourhood, although only 48% reported feeling this way. <sup>2</sup> |  |   | <p>historical or environmental significance</p> <ul style="list-style-type: none"> <li>• Cultural expression reflecting diversity and heritage of the community</li> <li>• ‘Bump spaces’ for social and cultural events</li> <li>• Community involvement in decision making</li> <li>• Environmental awareness and stewardship</li> </ul> |
| Rising crime, rallies, protests (safety) | The red zone is sometimes sites for crime and protests   | <ul style="list-style-type: none"> <li>• No projected data, although anecdotally crime and protest has been on the rise due to a range of societal pressures.</li> </ul> | <ul style="list-style-type: none"> <li>• Safety concerns discourage use</li> <li>• Damage increases maintenance requirements</li> <li>• Disruptions to regular park activities</li> <li>• Noise and congestion</li> <li>• Public image and perception impacts</li> <li>• Temporary closures and restrictions</li> </ul> | <ul style="list-style-type: none"> <li>• Alleviated by careful regard to CPTED principles, in particular activation, sightlines and ‘eyes on the space’</li> <li>• Ensure park elements are designed to to be robust and well secured.</li> </ul>   |
| Safety staff and public                  | Physical hazards are identified and managed. Some abuse of staff occurs.   | <ul style="list-style-type: none"> <li>• No projected data, although across Council and other organisations, harassment of staff is on the rise.</li> </ul>              | <ul style="list-style-type: none"> <li>• Flooding is the main physical hazard, and this is dealt with specifically in the Flood Control Activity Plan</li> <li>• Staff abuse can have an impact on our ability to retain staff and deliver services.</li> </ul>   | <ul style="list-style-type: none"> <li>• Apply CPTED principles to park design</li> <li>• Maintain a hazard register and keep health and safety procedures up to date</li> <li>• Staff training</li> </ul>  |

<sup>2</sup> Rangahau te Korou o te Ora /Quality of Life Survey 2022 (Nielsen IQ)

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

| Issue/driver                 | Present Position   | → Projection   | Impact on services  | Mitigating plans  |
|------------------------------|--|--|---|---|
| Partnership with mana whenua | <ul style="list-style-type: none"> <li>We partner with Ngāi Tahu as our mana whenua partner</li> </ul> | <ul style="list-style-type: none"> <li>Permanent Co-Governance entity is in place for the Corridor.</li> </ul> | <ul style="list-style-type: none"> <li>Increased need to deliver our services in a culturally responsive way that delivers on Te Tiriti</li> <li>Increased need for te reo Māori to be incorporated in our services.</li> </ul> | <ul style="list-style-type: none"> <li>Cultural recognition and integration in parks planning and operations</li> <li>Increased ability for the Corridor to function as a place to gather and process mahinga kai, including traditional resource management and kaitiaki opportunities</li> <li>Economic development, tourism opportunities</li> <li>Relationship building, collaboration</li> <li>Education and interpretation</li> </ul> |

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

| Issue/driver        | Present Position   | → Projection  | Impact on services  | Mitigating plans  |
|---------------------|--|---|---|---|
| Changing technology | In the 2018 Census, 81% of Christchurch households had access to the internet. | <ul style="list-style-type: none"> <li>This will continue to increase, and anecdotally increasing use of devices is reducing the amount of time that people spend in the outdoors.</li> </ul> | <ul style="list-style-type: none"> <li>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.</li> </ul> | <p>Adapt to demand for new technology, such as:</p> <ul style="list-style-type: none"> <li>Visitor experience – interactive maps and information, virtual reality, interpretation, education, and online information</li> <li>Technology-based environmental monitoring and management</li> <li>Sustainability and energy efficiency, e.g. smart</li> </ul> |



|                        |   |   |  |   |
|------------------------|---|---|--|---|
|                        |   |   |  | irrigation systems, LED lighting, motion sensors <ul style="list-style-type: none"> <li>• Safety and surveillance</li> <li>• Technology-supported maintenance and asset management</li> <li>• New recreation activities and expectations</li> </ul> |
| Digital divide         | There were 1,250 households (1%) that had no access to communication systems (internet, phone or fax) | <ul style="list-style-type: none"> <li>• No projected data</li> </ul>   | <ul style="list-style-type: none"> <li>• There may be increased demand/expectations for technology in parks</li> </ul>   | <ul style="list-style-type: none"> <li>• Equitable access to online information and engagement</li> <li>• Providing free wi-fi in parks</li> </ul>  |
| Technology development | New technology has potential to improve efficiency in planning, developing and maintaining parks      | <ul style="list-style-type: none"> <li>• No projected data, although improvements in AI may increase the pace of technological advancement in this space</li> </ul> | <ul style="list-style-type: none"> <li>• Increased expectations of quality</li> <li>• More automated systems such as drone surveys, irrigation, monitoring, line marking and mowing</li> </ul> | <ul style="list-style-type: none"> <li>• Keep up to date with latest technology for optimum benefit</li> </ul>  |

## B.4. Resilience and environmental considerations

### Climate change & adaptation (high impact)

| Issue/driver   | Present Position  | → Projection  | Impact on services   | Mitigating plans   |
|--|---|---|--|--|
| Population movement due to managed retreat and adaptation                          | Temporary stopbanks control river flooding  | <ul style="list-style-type: none"> <li>• Sea level rise will increase flood levels in the river, as the water is 'held back' by higher water in the estuary.</li> </ul>   | <ul style="list-style-type: none"> <li>• Higher stopbanks required over time</li> </ul>  | <ul style="list-style-type: none"> <li>• Model projected sea level rise and plan for long term stopbanks accordingly</li> </ul>  |
| Increasing numbers of extreme weather events change utilisation of physical assets | Relatively minor costs associated with repairing damage from severe weather events due to limited number of | <ul style="list-style-type: none"> <li>• Greater frequency/intensity of storms</li> <li>• Sea level rise</li> <li>• Rising temperatures</li> <li>• Changing rainfall patterns</li> <li>• Increased vulnerability of biodiversity</li> <li>• Increased risk of fire</li> </ul> | <ul style="list-style-type: none"> <li>• Park closures</li> <li>• Increased demand for all weather facilities</li> <li>• Increased repair requirements</li> <li>• Heightened safety risks</li> <li>• Disaster response and recovery</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure infrastructure is resilient to projected impacts</li> <li>• Enhance natural defences to increase resiliency</li> <li>• Avoid vulnerable development</li> </ul> |

|  |   |  |   |   |
|--|---|--|---|---|
|  | assets in the floodplain  | <ul style="list-style-type: none"> <li>Greater number of assets in the floodplain, as the stopbanks are relocated away from the river edge</li> </ul> <p>See section 2.3 for further details</p>   | See section 2.3 for further details   | <ul style="list-style-type: none"> <li>Stormwater Management Areas created to detain floodwaters</li> </ul> <p>See section 2.3 for further details</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 and has a target of becoming carbon-neutral by 2030. | <ul style="list-style-type: none"> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>Increased community expectations and scrutiny of park services to positively contribute to climate change mitigation and adaptation</li> </ul> | <ul style="list-style-type: none"> <li>Transparency and accountability – public visibility of decision making processes and access to plans, policies and data</li> <li>Public participation and involvement – opportunities for community to have input</li> <li>Communication and information</li> <li>Collaboration and partnerships</li> <li>Align with community expectations</li> </ul> |

### Sustainable development (medium impact)

| Issue/driver                  | Present Position   | → Projection | Impact on services   | Mitigating plans   |
|-------------------------------|--|--------------|--|--|
| Managing GHG emissions        | See section 2.3  |              |  |  |
| Ethical markets & procurement | Council considers ethical markets in all Procurement decisions.  |              | <ul style="list-style-type: none"> <li>Ethical procurement improves the local economy and can result in reduced environmental impacts</li> </ul> | <ul style="list-style-type: none"> <li>Greater emphasis in briefs and assessment due to the increased ability of the red zone to influence this aspect.</li> </ul> |
| Resilience & risk             | See Section 2.3 and B.7. for more detail on risk   |              |  |  |
| Natural hazards               | <ul style="list-style-type: none"> <li>Refer to <a href="#">Flood Protection and Control Works Activity and Asset Management Plan</a></li> </ul> |              |  |  |

|                    |  |   |   |
|--------------------|--|---|---|
| Triple bottom line | Council considers the triple bottom line (Economic, Social and Environmental) in all Procurement decisions | <ul style="list-style-type: none"> <li>We have a chance in the red zone to increase the links between these areas more strongly than a traditional project</li> </ul> | <ul style="list-style-type: none"> <li>Strategic partnerships with academic and commercial entities</li> <li>Greater emphasis in briefs and assessment</li> </ul> |
|--------------------|--|---|---|

## 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        | Significant design and consenting work well underway. Delivered 118% of capital programme in 2023. | <ul style="list-style-type: none"> <li>Delivery at high levels will continue over the coming years due to the focused delivery team in this space.</li> <li>Consenting will continue to bottleneck delivery</li> </ul> | <ul style="list-style-type: none"> <li>Improved range of recreational assets and activities</li> <li>Improved flood management and water quality devices</li> <li>Ecological restoration</li> </ul>              | <ul style="list-style-type: none"> <li>New assets must be supported with additional resources to manage and maintain</li> <li>Investigate expanded use of global consents</li> </ul> |
| Resilience to impacts of climate change                           | See B.4  |  |  |  |
| Planning and investing for growth                                 | No further significant land acquisition envisaged in the Corridor                                  | <ul style="list-style-type: none"> <li>Delivery of housing areas as per the Regeneration Plan will proceed over the next decade.</li> </ul>  | <ul style="list-style-type: none"> <li>Housing areas will require infrastructure services</li> <li>The wider Orion network throughout the Corridor will need to be progressively removed or relocated</li> </ul> | <ul style="list-style-type: none"> <li>Create long term service demand plan, and use this to guide discussions with infrastructure providers.</li> </ul>                             |
| Understanding and maintaining the condition of our infrastructure | Asset condition data generally up to date, due to small and number of assets, and their young age  | <ul style="list-style-type: none"> <li>Asset numbers and age will increase</li> </ul>  | <ul style="list-style-type: none"> <li>Increased focus on data capture and management will be required</li> </ul>  | <ul style="list-style-type: none"> <li>Expand condition assessment programme</li> <li>Plan maintenance and renewal programmes</li> </ul>   |

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

| Issue/driver                | Present Position   | → Projection  | Impact on services  | Mitigating plans   |
|-----------------------------|--|---|---|--|
| Three Waters reform         | There is current uncertainty around the future of these reforms. | <ul style="list-style-type: none"> <li>Potential split or integration of land drainage infrastructure and functions from Parks</li> </ul> | <ul style="list-style-type: none"> <li>Uncertain</li> </ul>       | <ul style="list-style-type: none"> <li>Maintaining a watching brief to be able to adapt and react quickly as there are developments impacting parks</li> </ul> |
| Resource Management reforms | There is current uncertainty around the future of these reforms. | <ul style="list-style-type: none"> <li>Possible changes in guidance and regulations affecting parks design</li> </ul>                     | <ul style="list-style-type: none"> <li>Uncertain</li> </ul>       | <ul style="list-style-type: none"> <li>Maintaining a watching brief to be able to adapt and react quickly as there are developments impacting parks</li> </ul> |
| Future for Local government | There is current uncertainty around the future of these reforms. | <ul style="list-style-type: none"> <li>Unknown</li> </ul>   | <ul style="list-style-type: none"> <li>Unknown, if any</li> </ul> | <ul style="list-style-type: none"> <li>Maintaining a watching brief to be able to adapt and react quickly as there are developments impacting parks</li> </ul> |

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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  | Impact   | Likelihood    | Inherent Risk Rating | Controls / Mitigations   | Residual Risk Rating |
|--|---|----------|---------------|----------------------|--|----------------------|
| Reducing emissions while protecting biodiversity | <b>Biodiversity</b><br>If we fail to carry out plant and animal pest control across all Council areas, then biodiversity will likely continue to decline. This may result in our failure to meet environmental obligations, posing a risk to our reputation and exposing us to potential fines. | Moderate | Highly Likely | High                 | <ul style="list-style-type: none"> <li>Continue to implement pest management plans in the OARC</li> <li>Establish systems for early detection of threats and rapid response</li> <li>Continue to train the community to identify and report pest threats</li> <li>Continue to foster partnerships to enhance pest control efforts</li> <li>Continue to monitor the impact of pest control</li> <li>Increase efforts across the Corridor as its ecological value increases over time</li> </ul>   | Medium               |
| Reducing emissions while protecting biodiversity | <b>Biodiversity</b><br>If we fail to increase habitat size, representation and connectivity, then indigenous biodiversity will receive insufficient protection and enhancement. This inadequacy may render native species more vulnerable to loss, especially in the face of climate change.    | Moderate | Highly Likely | High                 | <ul style="list-style-type: none"> <li>Continue to implement habitat expansion and restoration projects</li> <li>Prioritise critical areas and species</li> <li>Establish green corridors to link habitats</li> <li>Integrate ecological principles into landscape planning</li> <li>Prioritise the removal of invasive species</li> <li>Select plant species that are resilient to a range of climate scenarios</li> <li>Engage local communities in habitat protection and restoration</li> <li>Advocate for land use planning that protects and enhances natural habitat</li> </ul> | Medium               |

| Strategic priorities risk is associated with                        | Risk Description   | Impact   | Likelihood    | Inherent Risk Rating | Controls / Mitigations   | Residual Risk Rating |
|---|--|----------|---------------|----------------------|--|----------------------|
| Balance the needs of today's residents with the needs of the future | <p><b>Asset management</b></p> <p>If we defer assessment, maintenance and renewal of assets, then our assets will deteriorate and fail. This may lead to decreased resident satisfaction, escalated costs for future renewals and potential safety concerns.</p> | Moderate | Highly Likely | High                 | <ul style="list-style-type: none"> <li>• Resource improved asset data collection and information</li> <li>• Develop, implement, and monitor improved maintenance schedules to extend the life of assets</li> <li>• Allocate sufficient resources and funding for renewal programmes consistent with asset life cycles</li> <li>• Prioritise renewal of critical assets</li> </ul>  | Medium               |
| Reduce emissions and invest in adaptation and resilience            | <p><b>Resilience</b></p> <p>If we fail to adequately protect to Corridor from the risks of climate change, this poses a flooding risk to large parts of the city, as well as increasing the risk of asset failure and potential park closures increases.</p>     | Extreme  | Highly Likely | Very High            | <ul style="list-style-type: none"> <li>• Continue to deliver the Corridor's Flood Protection programme, in accordance with the modelled effects of sea level rise.</li> <li>• Continue to deliver the Corridor's Stormwater Management programme, to reduce the likelihood of flooding</li> <li>• Incorporate climate resistant design principles into all projects</li> <li>• Integrate green infrastructure, such as permeable surfaces where practical</li> <li>• Increase use of climate-resilient plants</li> <li>• Design multi-functional buffer areas within the floodplain</li> </ul> | Medium               |