

Long Term Plan 2024-34 Activity Plan

# Parks and Foreshore

- *Community Parks*
- *Harewood Plant Nursery*
- *Cemeteries*
- *Botanic Gardens, Mona Vale, and Inner-City Parks*
- *Regional Parks*
- *Residential Red Zone*
- *Foreshore & Marine Access*
- *Environmental Education*

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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, and support regeneration and redevelopment in planned growth areas.

The Council is committed to partnering with Ngāi Tahu to achieve meaningful outcomes that benefit the whole community.

We also support conservation groups across the city for environmental outcomes on both public and private land.

This activity includes the following services:

Services		Contributes to Community Outcomes
	<b>Community Parks</b>	<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>
	<b>Harewood Plant Nursery</b>	<ul style="list-style-type: none"> <li>• A green, liveable city</li> </ul>
	<b>Cemeteries</b>	<ul style="list-style-type: none"> <li>• A cultural powerhouse city</li> </ul>
	<b>Botanic Gardens, Mona Vale, and Inner-City Parks</b>	<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>
	<b>Regional Parks</b>	<ul style="list-style-type: none"> <li>• A green, liveable city</li> <li>• A collaborative confident city</li> <li>• A cultural powerhouse city</li> <li>• A thriving prosperous city</li> </ul>
	<b>Residential Red Zone</b>	<ul style="list-style-type: none"> <li>• A green, liveable city</li> <li>• A collaborative confident city</li> </ul>
	<b>Foreshore and Marine Access</b>	<ul style="list-style-type: none"> <li>• A green, liveable city</li> <li>• A cultural powerhouse city</li> <li>• A thriving prosperous city</li> </ul>
	<b>Environmental Education</b>	<ul style="list-style-type: none"> <li>• A green, liveable city</li> <li>• A collaborative confident city</li> </ul>

## Community Park

Community parks provide open space in the urban environment and offer 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 or 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 as 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 Risingholme 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 close 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

The 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 ambitious restoration project. We

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

### **Cemeteries Provision**

We provide, maintain, and administer 23 operational cemeteries for plot purchases and burials.

In addition to our operational 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, Mona Vale, and Inner-City Parks**

The Botanic Gardens, Mona Vale and our inner-city parks collectively present high-quality garden parks that significantly enrich the urban landscape.

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. Our commitment to plant conservation and research extends to the cultivation of globally endangered plant species in our collections. An exemplar is the reintroduction of the locally extinct *Gunnera arenaria* genotype to a suitable location at the edge of the city.

As a world-class attraction, the Botanic Gardens draw over a million visitors annually. Our visitor facilities, ranging from conservatories to cafes, a children's playground, and restaurant experiences, create a welcoming experience for diverse audiences. We host a variety of events throughout the year that enhance the visitor experience, complemented by educational activities for both school age children and adults. These activities include guided tours, workshops, and interactive learning experiences.

Beyond the Botanic Gardens, our stewardship extends to several heritage garden parks, with Mona Vale being a prime example showcasing a garden of mature trees and several heritage buildings.

Our commitment to maintaining the highest standards extends to the inner-city parks and gardens under our care. By meticulously tending to these green spaces, we aim to enhance the overall urban experience for residents and visitors alike.

### **Regional Parks**

Regional Parks are an extensive network of resource-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 Banks Peninsula, Misty Peaks and Te Oka.

Typically, these parks offer diverse natural settings and compatible outdoor recreation activities such as walking, biking, horse riding, and dog exercising. 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 play an important role in protecting the region's natural and cultural landscape and biodiversity values, working in collaboration with tangata whenua. 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. Note, however, that operational costs are included in this plan, but not capital costs.

### **Foreshore and Marine Access**

We manage Council owned or administered coastal areas to promote natural resilience to coastal hazards, and to 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.

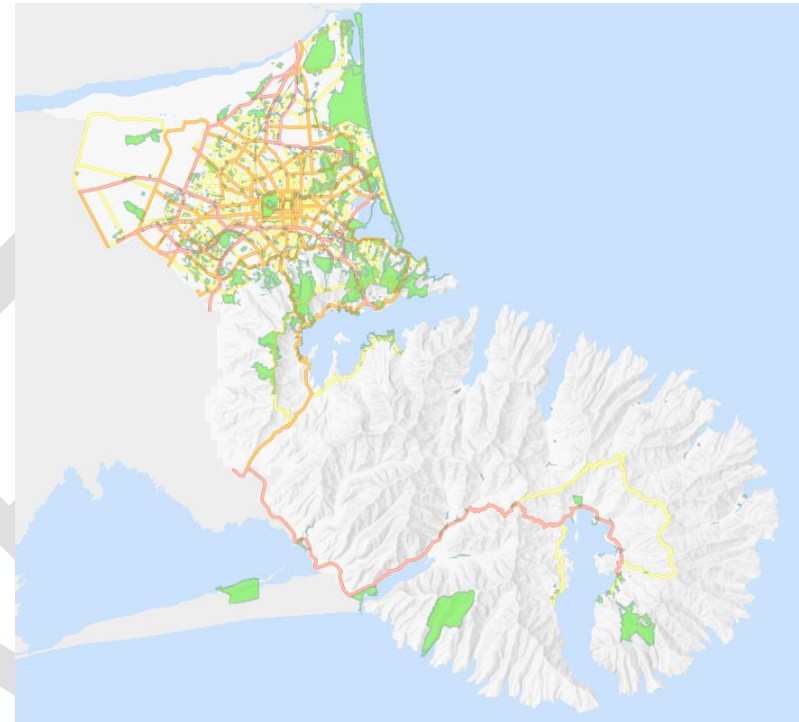


CCC Parks Port Hills Kennedys-Bush and Ohinetahi.



## 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 69m<sup>2</sup>, 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

Christchurch was planned as a Garden City around the central Cathedral Square with a framework of avenues and squares and surrounded by a green belt, of which Hagley Park is a surviving remnant. Little park development occurred for many years due to limited finance and demand. The first city gardener was appointed in 1895 at about the same time Harry Ell began establishing a network of scenic reserves along the Port Hills. As the city has grown, the Council has expanded its network of parks to provide a diverse range of opportunities. These include recreational and sporting facilities, community buildings, biodiversity protection and restoration, flagship gardens that attract both residents and visitors alike, and cemeteries.

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 urban growth strategies and plans.



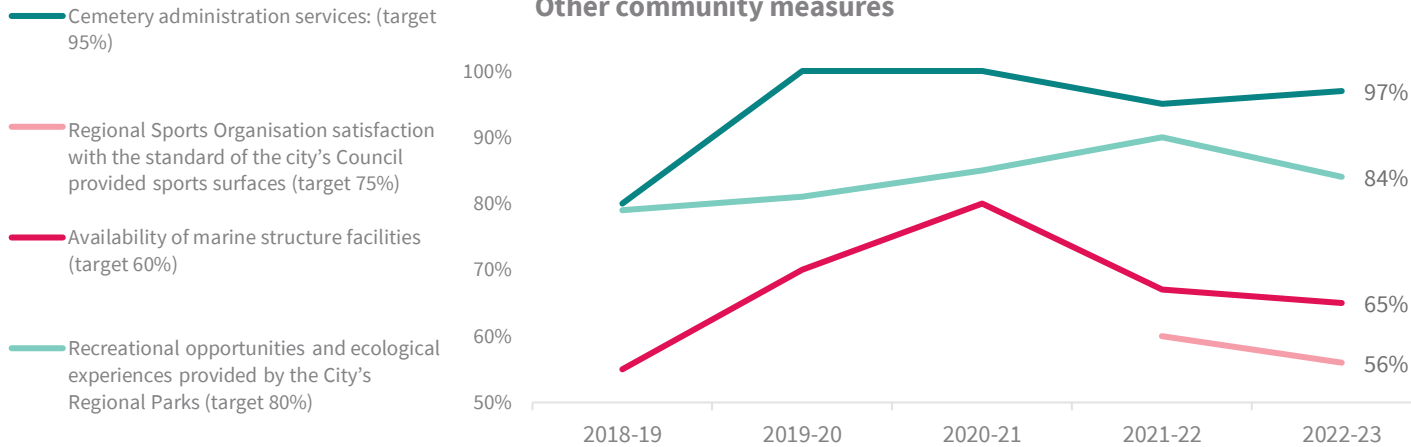
## What our community is saying



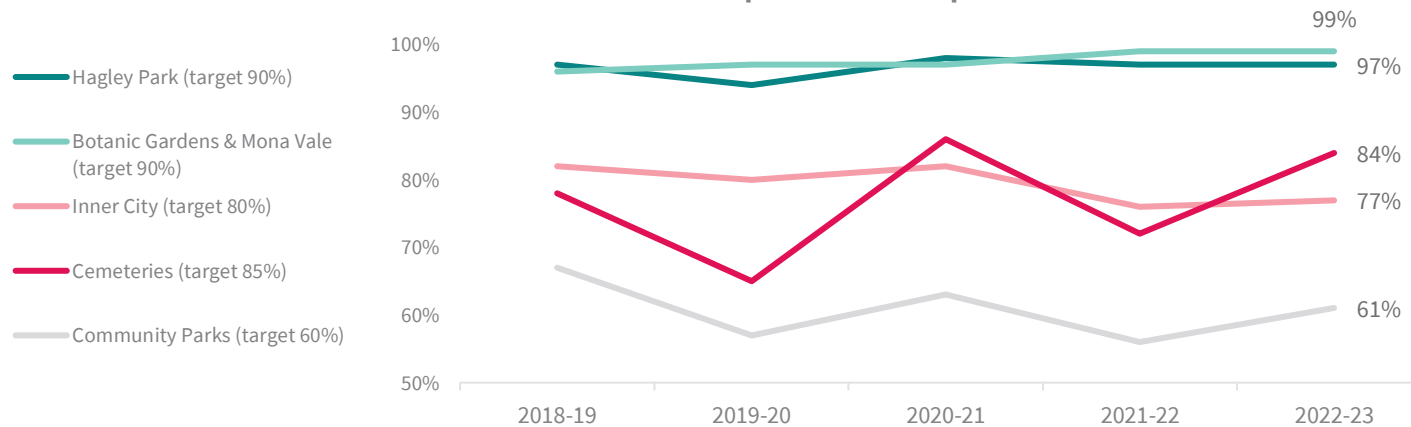
### Resident satisfaction with availability of recreation facilities within the city's parks and foreshore network: Majority are satisfied

Year:	2018-19	2019-20	2020-21	2021-22	2022-23
Result:	74%	75%	78%	76%	73%
Target:	85%	85%	85%	70%	70%

#### Other community measures



#### Resident satisfaction with presentation of parks



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

**Who our key stakeholders are:** Local communities, contractors / consultants / equipment suppliers, various interest groups.

**What we do:** Provide opportunities for recreation, sport, biodiversity, ecosystems, landscape, culture, community, business, 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
- A thriving, prosperous 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
 <p><b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	<p>☆☆☆</p>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• Parks are a community focal point, bringing people together for a wide range of events and activities.</li> <li>• Parks provide spaces to explore and create a shared sense of place that connect people to each other and to nature.</li> <li>• Parks offer safe and positive environments for recreational activities.</li> <li>• People can get involved in the development and management of parks, fostering a sense of ownership and participation.</li> </ul>
 <p><b>A green, liveable city</b> Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy</p>	<p>☆☆☆☆</p>	<p><b>Parks are essential in providing a diverse network of accessible green spaces that promote a healthy and active lifestyle, protect and restore 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.</b></p> <ul style="list-style-type: none"> <li>• Parks provide access to open space close to home for exercise, relaxation, and connection with nature.</li> <li>• Parks and foreshore help maintain a healthy and resilient environment and restored ecosystems.</li> <li>• Parks and foreshore provide opportunities for environmental awareness and education.</li> <li>• Parks improve the city landscape, urban amenity, and improve connectivity across the city.</li> <li>• Our Nursery provides high-quality plants for parks and public spaces, supporting the restoration of native ecosystems.</li> </ul>
 <p><b>A cultural powerhouse city</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events ‘powerhouse’</p>	<p>☆☆☆☆</p>	<p><b>Parks and marine structures 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.</b></p> <ul style="list-style-type: none"> <li>• Parks and marine structures provide opportunities for cultural, recreational, and sporting activities.</li> <li>• We protect and weave cultural elements into the design of parks.</li> <li>• Cemeteries provide places of remembrance.</li> <li>• Also refer to the Parks Heritage Management Activity Plan for protection and promotion of the city’s heritage.</li> </ul>

	<p><b>A thriving prosperous city</b> 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>Parks provide opportunities that promote well-being, support business and investment by providing green spaces that attract residents and visitors to the city, enhance property values, and contribute to the local economy. They serve as venues for events and activities that promote tourism and support local businesses. Marine structures support tourism and business. Parks can reduce emissions and improve air quality by absorbing carbon from the atmosphere.</b></p> <ul style="list-style-type: none"> <li>• Inner city parks and facilities add to the attractiveness and character of the city and attract people to the central city.</li> <li>• Parks, together with other public realm elements, help support investment, regeneration, and growth, particularly within priority local area planning.</li> <li>• Parks support utility infrastructure.</li> <li>• Parks host a variety of large scale and local events.</li> <li>• Parks provide access to a range of outdoor opportunities that make Christchurch a great place to live, work, and do business.</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>• Parks enhance our personal, social, cultural, environmental, and economic wellbeing and are freely available throughout our district for all to enjoy.</li> <li>• 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.</li> <li>• We actively engage the community in planning and developing parks through consultation, volunteer opportunities, and community use.</li> <li>• 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.</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>• Parks provide opportunities for events and tourism.</li> <li>• 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.</li> <li>• 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.</li> <li>• We ensure our parks are well maintained, providing a safe and enjoyable experience for users.</li> <li>• Through community engagement we foster a sense of ownership and pride.</li> <li>• Parks provide valuable platforms for research and experiential learning about our natural environment.</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 meet the needs of our community through meaningful partnerships and collaboration with Ngāi Tahu, community organisations, and developers.</li> <li>• Parks planning is integral to intensified development of parts of the City.</li> <li>• We encourage and support volunteer involvement in park development and management.</li> <li>• We are open and transparent in our communication and provide regular updates about park developments to keep people informed.</li> <li>• Our community engagement ensures people have a voice in shaping the future of our parks.</li> <li>• We value and respond to feedback through our customer service requests (CSRs).</li> <li>• We share our success stories through various channels such as Newsline.</li> </ul>
	<b>Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy</b>	★★★★	<ul style="list-style-type: none"> <li>• We minimise our 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.</li> <li>• Parks protect and restore our ecosystems, including pest management.</li> <li>• We plant a variety of plants that support indigenous biodiversity and carbon sequestration, in alignment with our Urban Forest Plan to increase canopy cover.</li> <li>• We promote mahinga kai.</li> </ul>


			<ul style="list-style-type: none"> <li>• We offer education programmes, signage, interpretation materials, workshops, guided tours, and community talks to raise awareness and understanding of our environment.</li> <li>• Our community is involved in volunteer planting days and programmes.</li> <li>• Parks are places of social interaction reducing social isolation.</li> <li>• We nurture natural defences to environmental hazards, reducing risks while enhancing environmental values.</li> </ul>
	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</b>		<ul style="list-style-type: none"> <li>• We support transparent budgeting and accountability.</li> <li>• We utilise needs-based assessment to prioritise resource allocation equitably and make well-informed decisions.</li> <li>• We integrate parks with other Council services for cost effective solutions.</li> <li>• We prioritise core services that directly impact residents' park experience and wellbeing including maintenance, cleaning, safety, and accessibility.</li> <li>• We explore partnerships and collaborations to leverage resources and expertise.</li> <li>• We evaluate and report on contractor performance.</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind</b>		<ul style="list-style-type: none"> <li>• We undertake long term planning that anticipates population growth, changing demographics, evolving community preferences, long term environmental impacts, and sustainability concerns.</li> <li>• We incorporate inclusive, sustainable, and resilient design and environmentally friendly practices.</li> <li>• We employ adaptive management practices to address dynamic challenges.</li> <li>• We foster intergenerational engagement to create opportunities for diverse age groups and abilities to participate and contribute to park initiatives.</li> <li>• We promote environmental education to raise awareness and foster a sense of responsibility towards the environment.</li> <li>• We offer internships and apprenticeships to provide valuable learning experiences and promote park-related career development.</li> <li>• We encourage research collaboration to advance knowledge and innovative solutions.</li> </ul>
<b>*Levels of contribution - what this means</b>			
 This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service			
 This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements			
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 This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact			

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

### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity includes:</p> <ul style="list-style-type: none"> <li>• Vehicle emissions – visitors and staff commuting and park operational and maintenance vehicles such as utes and lawn mowers</li> <li>• Energy use – powering buildings and facilities</li> <li>• Infrastructure and buildings – construction, operation, and maintenance of park buildings and infrastructure</li> <li>• Waste management – inadequate recycling programmes, decomposing of organic waste that produces methane</li> </ul>	
	<p>Parks and Foreshore are taking the following actions to reduce greenhouse gas emissions:</p> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> <li>• Going electric - we are progressively transitioning vehicles and power tools to electric where possible as they become due for renewal</li> <li>• Conservation and restoration – we have a focus on habitat conservation and restoration efforts which will also act as carbon sinks</li> <li>• 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</li> <li>• Appropriate vegetation – we consider alternatives to grass to reduce mowing requirements, and select plant species suited to the environmental conditions with reduced irrigation requirements</li> <li>• Energy efficiency – transition our facilities 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</li> <li>• Sustainable transportation – encouraging visitors and staff to use sustainable transport options such as bikes, public transport, and car pooling</li> <li>• Waste management – recycling waste where possible and encouraging composting</li> </ul>	<p>Greenhouse gas emissions by users of Parks and Foreshore</p> <ul style="list-style-type: none"> <li>• Providing a network of diverse park opportunities within the city to reduce the need for users to travel further afield</li> <li>• Integration of parks with other Council and community services including proximity of public transport and cycle routes to major park destinations, and walkable catchments</li> <li>• 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</li> </ul>

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

	<p>Key climate risks for the Parks and Foreshore activity includes:</p> <ul style="list-style-type: none"> <li>• Extreme weather events – increased frequency and intensity of storms causing flooding, land slips, erosion, storm damage, and sediment deposition to parks</li> <li>• Sea level rise – risk of inundation and erosion of parks in coastal areas, increased risk to vulnerable infrastructure, and saltwater intrusion into freshwater ecosystems</li> <li>• 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</li> <li>• Changed rainfall patterns – more severe drought and high rainfall periods impacting vegetation growth, sports turf capacity, and recreational activity</li> <li>• 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, also increasing pest control needed</li> <li>• Other impacts on assets and infrastructure (see the <a href="#">Asset Management Plan</a> for more details).</li> </ul>
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Options being considered to reduce the risks to the Parks and Foreshore activity and the community posed by those climate risks include:

- 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 enhance biodiversity, sequester carbon, regulate water cycles, 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 or removal of 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

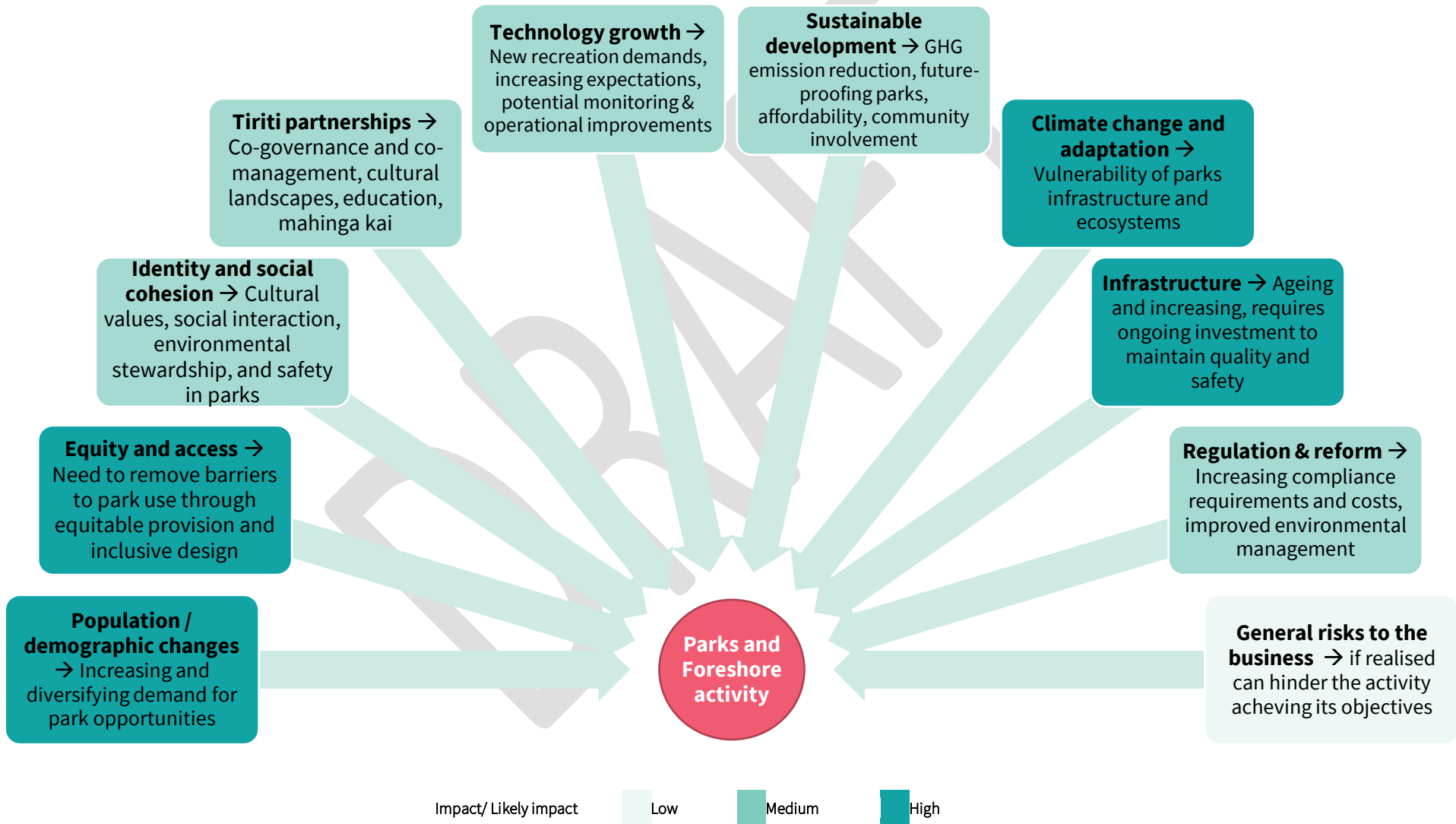


- We will be undertaking a pilot project in the next three years to further support extending our tree canopy cover
- Our Urban Forest Plan sets out how we can grow our tree canopy cover and sustain a thriving urban forest that provides numerous benefits, such as carbon sequestration, wildlife habitat, 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: 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 Botanic Gardens will continue to support conservation of rare native species including reintroduction where considered suitable.
- 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 Council parks and the ability to deliver them. These are listed below.

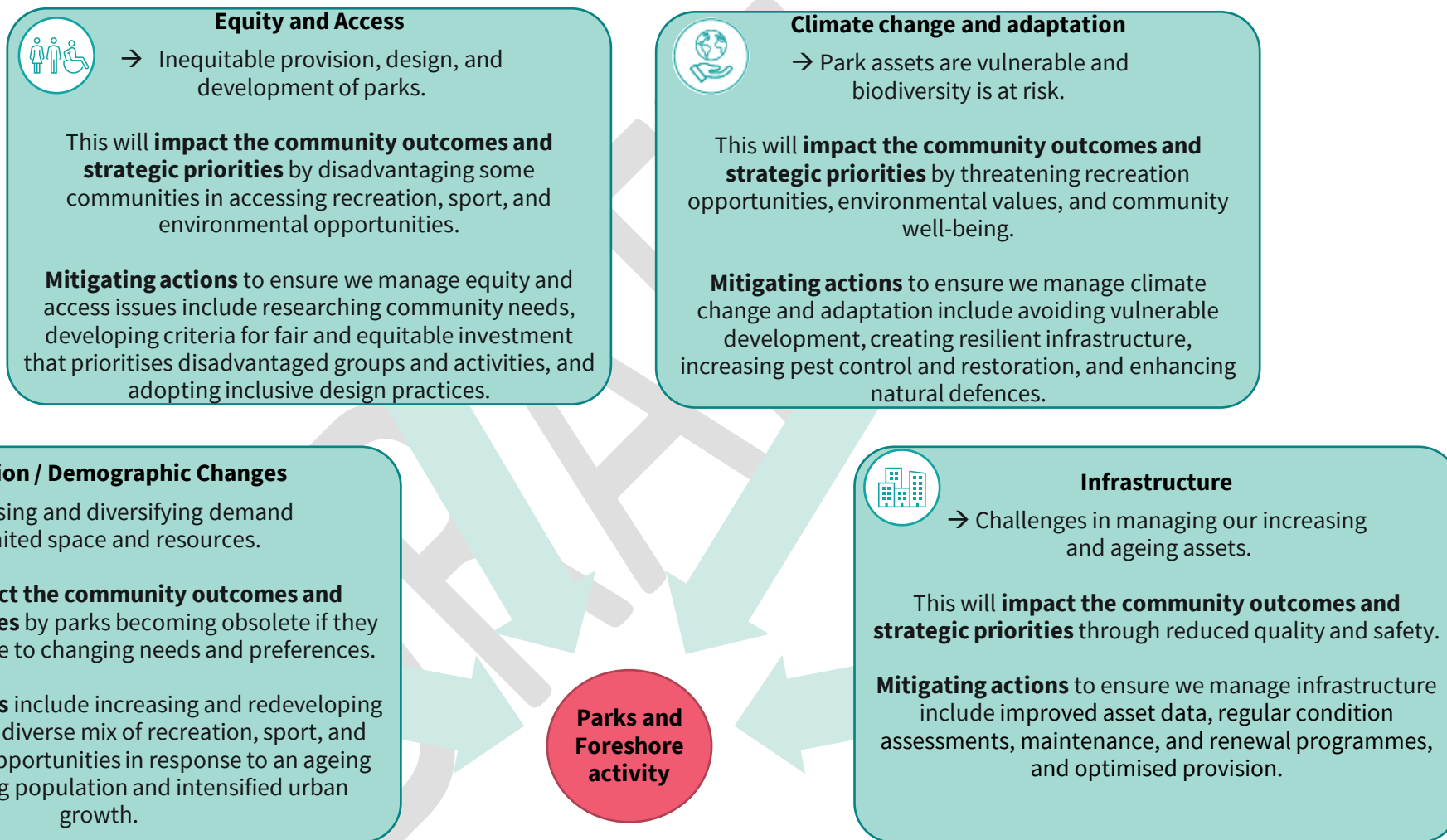
## 3.1. Issues impacting current and future activity demand and deliverability





## 3.2. The high impact issues and mitigations planned

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



## 4. Our levels of service

The Council’s Level 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 (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
<b>Planning, Provision, Maintenance, Asset Condition and Performance, and Biodiversity</b>					
<b>Deliver variety of Parks that are managed, maintained, and available for public use, (including access, play, and sports) that contribute to Christchurch’s ecological health</b>	Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Asset Performance) (6.8.2.3)	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours			
	All Community Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Maintenance)	90% Maintenance Plan key performance indicators are achieved			
	Resident satisfaction with the overall availability of recreation facilities within the City’s parks and foreshore network (6.8.5)	>= 70%			
	Appropriate use and occupation of parks is facilitated (6.8.10.1)	95% of applications processing is started within ten working days of receiving application			
	Comply with Canterbury Regional Pest Management Plan (6.3.2.1)	Annual compliance 100% (nil notices of direction served by ECan)			
	Increasing tree canopy in Parks (6.8.2.1)	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			
	Customer satisfaction with the presentation of Community Parks (6.0.3)	>=60%			
	Customer satisfaction with the presentation of Hagley Park (6.8.4.1)	>=90%			
	Satisfactory playability and presentation of playing surfaces at metropolitan stadium (new)	Achieve accreditation of stadia from relevant international sports bodies for international games			
	Greenspace increases with intensified population growth in urban development areas (new)	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population			

<b>Botanic Gardens, Inner city parks and gardens and heritage parks</b>		
<b>Provide quality garden, Inner City and Heritage Parks including Botanical diversity, plant conservation and research, visitor facilities, hosted events, guided tours and educational activities</b>	Customer satisfaction with the presentation of the City's Garden Parks – Botanic Gardens and Mona Vale (6.2.2)	>=90%
	Resident satisfaction with the presentation of the City's inner city parks (6.8.4.2)	>=80%
<b>Regional Parks</b>		
<b>Extensive network of resource-based Parks that are of regional or ecological significance are provided, with opportunities to experience, protect, learn about and enhance scenic, cultural and environmental values</b>	Customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks (6.3.5)	>=80%
<b>Foreshore &amp; Marine Access</b>		
<b>Manage and enable access to a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors</b>	Customer satisfaction with the availability of public marine structure facilities (10.8.1.1)	>=60%
<b>Cemeteries Provision &amp; Administration</b>		
<b>Provide, maintain, and administer operational cemeteries in a clean, safe, functional and equitable manner, and preserve the heritage and history of our closed cemeteries</b>	Customer satisfaction with the presentation of the City's Cemeteries (6.4.4)	>=85%
	Customer satisfaction with cemetery administration services (6.4.5)	>= 95%

<b>Environmental Education &amp; Volunteers</b>		
<b>Deliver effective and engaging Environmental, Conservation, Water, and Civil Defence education programmes and opportunities</b>	Teacher satisfaction with the delivery of Environmental, Conservation, Water, and Civil Defence education programmes (19.1.6)	>=95%
	Volunteer participation at community opportunities across parks network (6.3.7.4)	Volunteer hours – maintain or grow compared to previous year
<b>Residential Red Zone</b>		
<b>Delivery of Red Zone Areas Action plans (excluding the Ōtākaro Avon River Corridor)</b>	Restoration planting of residential red zone land (new)	At least 0.5 ha of restoration planting per annum

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## 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

Effective asset management is crucial in our challenging and ever-changing environment where there is significant public demand for new or improved assets. The Parks and Foreshore asset portfolio grows each year primarily through the subdivision process and new capital developments in response to population growth and increasing community demand and expectations.

The escalating demands on both operational and capital budgets pose a significant challenge. Limited resources have led to deferral of maintenance and renewal activities, elevating the risk of diminished resident satisfaction, safety concerns, and potential reduction in service levels. The expanding portfolio, coupled with rising costs and public expectations, necessitates strategic prioritisation of maintenance and renewal programmes within resource constraints. Balancing the demand for new and upgraded developments while looking after existing assets is imperative.

Our approach to prioritising the capital renewal programme involves a comprehensive assessment considering asset condition, performance, criticality, community demand, risks, and asset life cycle modelling. The goal is to sustain assets at a condition rating of 3 or better, utilising a scale from 1 to 5.

Much of the operation and maintenance of Parks assets is being brought inhouse, with some activities still conducted by external contractors.

### Looking forward

In the pursuit of effective asset management, key undertakings include:

1. Enhancing base asset information: Continuously improving the accuracy and completeness of base asset information to support better decision making.
2. Implementing ongoing maintenance practices: Incorporating appropriate and consistent maintenance programmes and practices to ensure the longevity and performance of assets.
3. Regular asset condition assessment and documentation: Periodically assessing and documenting the condition of assets to inform decision-making and guide prioritisation actions.
4. Consider whole of life costs: Give careful thought to the whole-of-life cost when introducing new assets to the portfolio. The need to maintain Levels of Service and the growing backlog of renewals will put an additional burden on the resources in the future.
5. Prioritising asset renewals: Allocating resources judiciously by considering factors such as condition, age, performance, risk of failure, cost, and community need.

The availability of accurate and up-to-date asset information is paramount. It enhances our understanding, enabling informed decisions aligned with LTP objectives and community interests.

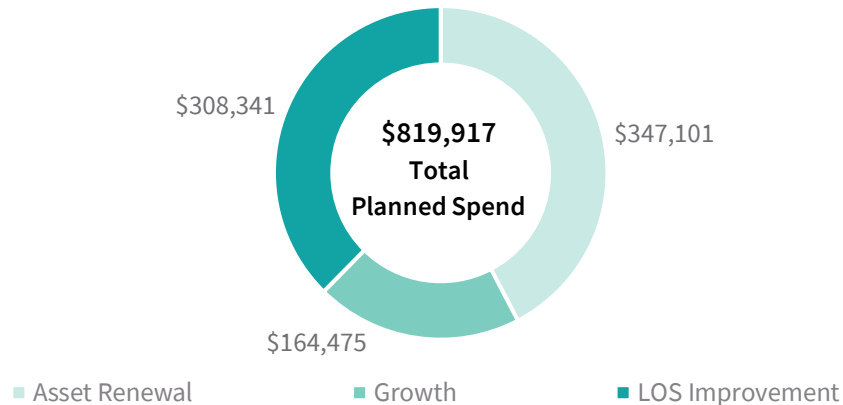
Allocating sufficient budget across the asset life cycle and implementing proactive maintenance practices will optimise asset performance, extending their longevity and, ultimately, enhancing efficiency and cost-effectiveness. By focusing on these key functions, the Parks Unit can ensure that assets are maximally used before reaching the renewal stage.

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

## 6. Capital expenditure and key capital projects

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

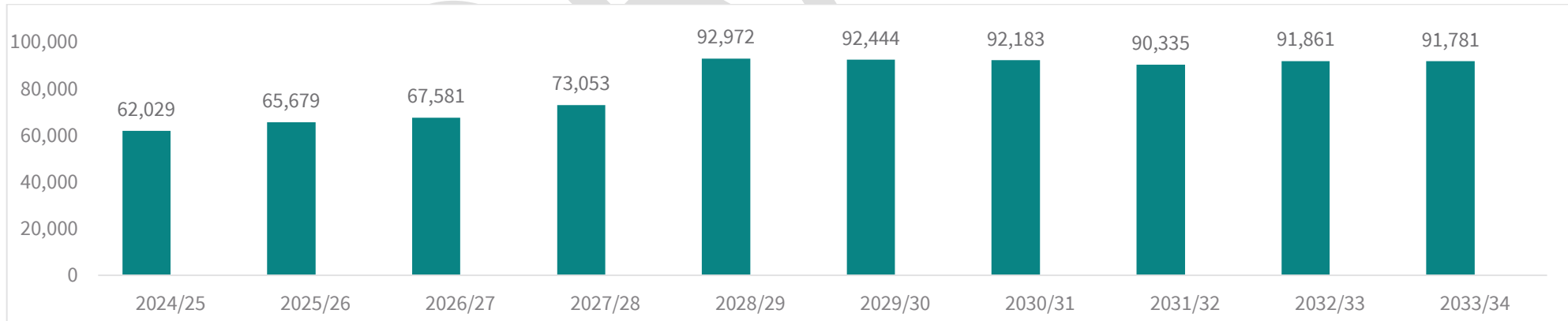
Activity Capital Programme over 10 years (\$000)



### Planned significant projects and programmes include:

1. Akaroa Wharf Renewal
2. Botanic Gardens Gondwana Land and Childrens Garden
3. Botanic Gardens Science Centre Development
4. Naval Point Development Plan
5. Parks Maintenance Depots Development
6. Sports Field Network Plan
7. Takapūneke Reserve Development
8. Te Kaha Stadium Turf Farm
9. Urban Forest Implementation

Total Planned Capital Programme summary (\$000)



See the [Asset Management Plan – Parks and Foreshore](#) for more detail on the Planned Capital Programme.

# 7. Financial resources needed

## 7.1. Resources needed

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

### Parks and Foreshore

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>										
Community Parks	19,632	20,205	20,649	21,143	21,632	22,106	22,570	23,025	23,485	23,933
Botanic Gdns, Inner City & Heritage Park	11,574	11,866	12,123	12,094	12,399	12,636	12,885	13,195	13,468	13,733
Regional Parks	8,038	8,223	9,721	8,083	8,259	8,419	8,579	8,736	8,894	9,057
Cemeteries	1,630	1,683	1,723	1,767	1,813	1,859	1,901	1,945	1,986	2,022
Environmental Education	363	372	378	385	393	399	406	413	420	426
Foreshore and Marine Access	520	537	550	565	579	594	608	622	635	647
Harewood Nursery	669	688	703	719	736	752	768	783	799	814
Residential Red Zone	3,019	3,106	3,177	3,254	3,334	3,413	3,488	3,564	3,638	3,705
Parks Planning & Asset Management	(876)	(934)	(969)	(1,015)	(1,065)	(1,120)	(1,159)	(1,218)	(1,257)	(1,268)
	<b>44,568</b>	<b>45,745</b>	<b>48,055</b>	<b>46,995</b>	<b>48,080</b>	<b>49,058</b>	<b>50,045</b>	<b>51,065</b>	<b>52,068</b>	<b>53,067</b>
<b>Activity Costs by Cost Type</b>										
Direct Operating Costs	6,375	6,519	8,014	6,638	6,823	6,946	7,077	7,276	7,430	7,568
Direct Maintenance Costs	15,953	16,416	16,774	17,177	17,572	17,959	18,336	18,703	19,077	19,439
Staff and Contract Personnel Costs	22,106	22,672	23,126	23,036	23,537	24,003	24,478	24,929	25,401	25,897
Other Activity Costs	135	138	141	144	147	151	154	157	160	163
Overheads, Indirect and Other Costs	11,064	11,898	11,977	12,348	12,949	13,254	13,603	14,305	14,435	14,495
Depreciation	33,322	34,111	35,308	36,757	37,701	38,531	39,867	41,585	43,442	45,555
Debt Servicing and Interest	4,422	5,098	5,739	6,547	6,858	7,010	7,250	7,504	7,673	7,924
<b>Total Activity Cost</b>	<b>93,376</b>	<b>96,852</b>	<b>101,080</b>	<b>102,647</b>	<b>105,587</b>	<b>107,853</b>	<b>110,766</b>	<b>114,459</b>	<b>117,618</b>	<b>121,040</b>
<b>Funded By:</b>										
Fees and Charges	5,725	5,875	5,908	6,031	6,155	6,276	6,394	6,522	6,653	6,779
Grants and Subsidies	1,208	1,208	1,208	11	11	11	11	11	11	12
Cost Recoveries	440	453	463	474	484	495	506	516	526	536
Other Revenues										
<b>Total Operational Revenue</b>	<b>7,373</b>	<b>7,536</b>	<b>7,579</b>	<b>6,515</b>	<b>6,650</b>	<b>6,782</b>	<b>6,911</b>	<b>7,049</b>	<b>7,190</b>	<b>7,327</b>
<b>Net Cost of Service</b>	<b>86,004</b>	<b>89,316</b>	<b>93,501</b>	<b>96,132</b>	<b>98,937</b>	<b>101,071</b>	<b>103,856</b>	<b>107,410</b>	<b>110,428</b>	<b>113,713</b>
<b>Funding Percentages</b>										
Rates	92%	92%	93%	94%	94%	94%	94%	94%	94%	94%
Fees and Charges	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%
Grants and Subsidies	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>										
Improved Service Levels	23,550	21,984	27,538	28,210	33,365	34,919	34,948	32,145	35,506	36,178
Increased Demand	10,807	11,507	12,983	14,054	19,033	18,185	18,613	20,492	19,873	18,928
Renewals & Replacements	27,672	32,188	27,060	30,789	40,574	39,340	38,623	37,698	36,482	36,675
<b>Total Activity Capital</b>	<b>62,029</b>	<b>65,679</b>	<b>67,581</b>	<b>73,053</b>	<b>92,972</b>	<b>92,444</b>	<b>92,183</b>	<b>90,335</b>	<b>91,861</b>	<b>91,781</b>

## 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.

The 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 funded from debt and rates in the year the expenditure occurs.

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
<b>User-Pays</b> <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
<b>Exacerbator-Pays</b> <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
<b>Inter-Generational Equity</b> <i>the degree to which benefits can be attributed to future periods</i>	Med	Fund in year costs are incurred
<b>Separate Funding?</b> <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*
<b>Renewal/replacement</b>	<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
<b>Service improvement</b>	<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
<b>Growth</b>	<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>	Low

### 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
<b>Social</b>	
Noise, disturbance, and privacy intrusions for neighbouring residents from park users and their activities	<p><b>Adequate park size and layout:</b> Ensure parks are large enough to accommodate various community recreation facilities with adequate separation from neighbours. Implement recommended separation distances from residential areas, such as a minimum of 30m from basketball courts and 40m from skate parks.</p> <p><b>Strategic park design:</b> Design the layout of parks thoughtfully, considering the placement of recreational facilities in relation to neighbouring properties. Employ landscaping and natural barriers to help minimise sound transmission and privacy intrusion.</p> <p><b>Usage management:</b> Develop and enforce usage guidelines where necessary to manage recreational activities. Implement time restrictions or designated hours for activities that may generate noise or disturbance.</p>
Crime, vandalism, and safety	<p><b>Security measures:</b> Apply CPTED principles to the design and operation of parks.</p>
Impacts of developments, including leases, on neighbours and park users	<p><b>Comprehensive evaluation:</b> Review leasing and development proposals, considering potential impacts on neighbouring communities and park users such as exclusive use of public land, increased traffic, blocking views, light spill, and loss of open space. Evaluate the proposal's compatibility with the surrounding environment.</p> <p><b>Stakeholder engagement:</b> Seek feedback from the community and affected parties on specific proposals to inform decision-making. Consider revised designs, additional conditions on use, or alternative solutions to address concerns.</p>
<b>Economic</b>	
Increasing cost to acquire, develop, operate, and maintain parks	<p><b>Network planning:</b> Take a strategic network approach to parks to seek efficiencies and optimised provision. Consolidate assets and streamline operational processes.</p> <p><b>Needs-based development:</b> Prioritise developments based on identified and equitable community needs rather than pursuing “nice to have” projects. Conduct regular community surveys and research to understand evolving needs and preferences, such as changes in sport and recreation participation.</p> <p><b>Partnership opportunities:</b> Explore collaborative partnerships with schools, sponsors, and community organisations to share costs and resources. Establish joint-use agreements with schools to utilise their facilities during non-school hours, maximising space utilisation.</p>

	<p><b>Sponsorship and funding:</b> Seek sponsorship opportunities from local businesses to supplement funding. Identify and pursue funding grants.</p> <p><b>Community engagement and volunteers:</b> Engage the community in volunteer programmes for park maintenance and management. Foster a sense of community ownership.</p> <p><b>Technology adoption:</b> Leverage technology for efficient park management, including smart irrigation systems, energy-efficient lighting, and automated maintenance tracking systems.</p>
<b>Environmental</b>	
Carbon footprint of park developments	<b>Alternative development options:</b> Consider options that have a lower carbon footprint, such as natural play areas instead of manufactured playgrounds, use of natural items such as boulders and plants for vehicle barriers. Incorporate recycled materials, such as recycled plastic furniture, to promote sustainability in park infrastructure.
Travel requirements and traffic generation	<b>Transport considerations:</b> Integrate transport considerations into park design, locating significant facilities along public transport routes. Create safe cycling and walking links to encourage eco-friendly modes of transport.
Wildlife and ecology disturbance	<b>Manage public use:</b> Direct public use away from sensitive wildlife and ecological areas through strategic signage and designated pathways. Implement screening techniques. Develop and enforce guidelines for responsible park use to minimise ecological impact.
Chemical, water, and energy use	<b>Reduce unnecessary use:</b> Review operation and maintenance processes to minimise the use of chemicals, water, and energy. Consider alternative developments such as drought tolerant turf and organic sprays, to reduce reliance on water and chemical inputs.
Greenhouse gas emissions	<b>Review operation and maintenance requirements and processes:</b> Reduce the need for frequent mowing, promoting natural landscaping in certain areas. Design new or renewed assets for low emission operation, including energy efficient lighting and heating systems. Encourage eco-friendly modes of transport to parks. Transition to electric vehicles and tools for park maintenance to reduce emission and noise pollution.
<b>Cultural</b>	
Modification of cultural landscapes and impact on cultural values	<p><b>Archaeological best practice:</b> Adhere to archaeological best practices when planning and delivering park developments. Conduct thorough archaeological assessments to identify culturally and historically significant sites before initiating any modifications.</p> <p><b>Cultural collaboration:</b> Actively seek input from māori and other cultural communities regarding park developments. Establish collaborative partnerships with cultural experts and heritage advisors to ensure a comprehensive understanding of the cultural landscape.</p> <p><b>Heritage advice:</b> Integrate heritage advice into the planning and decision-making processes for park modifications.</p>

# 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 (What we will provide)	LOS	Measures of success (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>Planning, Provision, Maintenance, Asset Condition and Performance, and Biodiversity</b>											
<b>Deliver variety of Parks that are managed, maintained, and available for public use (including access, play, and sports) that contribute to Christchurch's ecological health</b>	6.8.2.3	Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Asset Performance)	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	2023:90% condition average or better 2022: 90% condition or better 2021: 90% condition 2020: 91% condition 2019: 84% condition		C
	6.8.5	Resident satisfaction with the overall availability of recreation facilities within the City's parks and foreshore network	>= 70%	>= 70%	>= 70%	>= 70%	Annual Resident Satisfaction Survey	A cultural powerhouse city	2023: 73% 2022: 76% 2021: 78% 2020: 75% 2019: 74%		C
	6.0.1	All Community Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Maintenance)	90% Maintenance Plan key performance indicators are achieved	90% Maintenance Plan key performance indicators are achieved	90% Maintenance Plan key performance indicators are achieved	90% Maintenance Plan key performance indicators are achieved	Monthly reporting on maintenance Key Performance Indicators for parks, tree and facility maintenance services provided	A cultural powerhouse city	2023: 91% 2022: 97% 2021: 92% 2020: 91% 2019: 95%	2017 Parks Unit Baseline: 83%	C
	6.8.1.9	Value for money, Controllable Cost per hectare	Controllable inflation-adjusted operational cost per hectare of park land does not increase	Controllable inflation-adjusted operational cost per hectare of park land does not increase	Controllable inflation-adjusted operational cost per hectare of park land does not increase	Controllable inflation-adjusted operational cost per hectare of park land does not increase	Annual result, cost per hectare noting any increase or decrease in land asset.	A thriving prosperous city	2023: Cost per hectare reduced by \$263.56 2022: Cost per hectare reduced by \$225.61	Controllable cost per hectare	M
	6.8.1.3	Parks are provided (people have access to parks within walking distance of home)	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	2023: 79% Not achieved 2022: 80% 2021: 93% 2020: 90% 2019: 80%	Recreation Aotearoa best practice guide <500m	M
	6.8.10.1	Appropriate use and occupation of parks is facilitated	Processing of the application is started within ten working days of receiving application – 95%	Processing of the application is started within ten working days of receiving application – 95%	Processing of the application is started within ten working days of receiving application – 95%	Processing of the application is started within ten working days of receiving application – 95%	Administrative records. Includes applications for park usage but excludes casual bookings.	A cultural powerhouse city	2023: 100% Achieved 2022: 100%		M

Level of Service statement (What we will provide)	LOS	Measures of success (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					
	6.8.10.2	Network Plans and reserve management plans are developed to guide management and investment in parks	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	2023: Roto Kohatu final approval, other plans in progress Achieved 2022: RK hearing will be in July.		M
	6.3.2.1	Comply with Canterbury Regional Pest Management Plan	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	2023: 100% Achieved 2022: 100% (0 directions issued) 2021: 100% (0 directions issued) 2020: 100% 2019: Achieved	2017 Parks Unit Baseline: 100% Compliance	C
	6.3.10.2	Protection and enhancement of locally threatened indigenous species	Prepare at least two threatened species or sited conservation plans per annum	Prepare at least two threatened species or sited conservation plans per annum	Prepare at least two threatened species or sited conservation plans per annum	Prepare at least two threatened species or sited conservation plans per annum	Record number of plans completed	A green, liveable city	2023: Achieved - 5 plans prepared 2022: Achieved		M
	6.8.2.1	Increasing tree canopy in Parks	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	2023: 1:2 2022: 1:2.4 2021: 1:1.8* 2020: 1:1.49* 2019: 1:1*  *Tree replacement policy was Minimum 1:1		C
	6.0.3	Customer satisfaction with the presentation of Community Parks	>=60%	>=60%	>=60%	>=60%	Annual Resident Satisfaction Survey	A collaborative confident city	2023: 61% Achieved 2022: 56% 2021: 63% 2020: 57% 2019: 67%		C
	6.8.1.6	Fields are maintained to a level that meets the playing requirements of Regional Sports Organisations	90% of scheduled games are able to proceed safely (except when closed during adverse weather events)	90% of scheduled games are able to proceed safely (except when closed during adverse weather events)	90% of scheduled games are able to proceed safely (except when closed during adverse weather events)	90% of scheduled games are able to proceed safely (except when closed during adverse weather events)	Administration records of field closures	A cultural powerhouse city	New measure with LTP 2024		M
	6.8.4.1	Customer satisfaction with the presentation of Hagley Park	>=90%	>=90%	>=90%	>=90%	Annual Resident Satisfaction Survey	A cultural powerhouse city	2023: 97% Achieved 2022: 97% 2021: 98% 2020: 94% 2019: 95%	2017 Parks Unit Baseline:	C

Level of Service statement (What we will provide)	LOS	Measures of success (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					
	New	Satisfactory playability and presentation of playing surfaces at metropolitan stadia	Achieve accreditation of stadia from relevant international sports bodies for international games	Achieve accreditation of stadia from relevant international sports bodies for international games	Achieve accreditation of stadia from relevant international sports bodies for international games	Achieve accreditation of stadia from relevant international sports bodies for international games	Accreditation achieved for proposed games	A cultural powerhouse city			C
	New	Greenspace increases with intensified population growth in urban development areas	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population	Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population	Annual measure of neighbourhood parks hectares and population	A green, liveable city			C

**Botanic Gardens, Mona Vale, and Inner-City Parks**

Provide quality garden, Inner City, and Heritage Parks including Botanical diversity, plant conservation and research, visitor facilities, hosted events, guided tours, and educational activities	6.2.2	Customer satisfaction with the presentation of the City's Garden Parks – Botanic Gardens and Mona Vale	>=90%	>=90%	>=90%	>=90%	Annual Resident Satisfaction Survey	A collaborative confident city	2023: 99% Achieved 2022: 99% 2021: 97% 2020: 97% 2019: 96%		C
	6.8.4.2	Resident satisfaction with the presentation of the City's inner city parks	>=80%	>=80%	>=80%	>=80%	Annual Resident Satisfaction Survey	A thriving prosperous city	2023: 77% Not achieved 2022: 76% 2021: 82% 2020: 80% 2019: 82%		C
	6.2.4.11	Botanic Gardens Plant collection curation and development	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	2023: 5 2022: 8		M
	6.2.12	Active collaboration on plant and biodiversity project, including conservation of rare and threatened species	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	Working with others to advance this work	A green, liveable city	2023: Achieved 2022: Achieved		M

Level of Service statement (What we will provide)	LOS	Measures of success (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					
	6.2.14	Number of active visitor/ group engagements (talks, tours, articles) provided	30 engagements provided annually	32 engagements provided annually	33 engagements provided annually	33 - 45 engagements provided annually	Number of tours, talks, articles and other engagements provided by the team	A cultural powerhouse city	2023: 32+ talks, daily walks: over 1000 guests, Specialist tours continue 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		M
<b>Regional Parks</b>											
Extensive network of resource-based Parks that are of regional or ecological significance are provided, with opportunities to experience, protect, learn about, and enhance scenic, cultural, and environmental values	6.3.5	Customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks	>=80%	>=80%	>=80%	>=80%	Annual Resident Satisfaction Survey	A green, liveable city A cultural powerhouse city	2023: 84% Achieved 2022: 90% 2021: 85% 2020: 81% 2019: 79%		C
<b>Foreshore &amp; Marine Access</b>											
Manage and enable access to a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors	10.8.1.1	Customer satisfaction with the availability of public marine structure facilities	>=60%	>=60%	>=60%	>=60%	Customer satisfaction survey & monthly reporting.	A cultural powerhouse city	2023: 65% Achieved 2022: 67% 2021: 80% 2020: 70% 2019: 55%		C



Level of Service statement (What we will provide)	LOS	Measures of success (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>Cemeteries Provision &amp; Administration</b>											
Provide, maintain, and administer operational cemeteries in a clean, safe, functional, and equitable manner, and preserve the heritage and history of our closed cemeteries	6.4.2	Sufficient cemetery capacity is available to cater for the burial needs of Christchurch	Minimum 2-year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver	Minimum 2-year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver	Minimum 2-year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver	Minimum 2-year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver	Annual count of interment capacity.	A collaborative confident city	2023: 5 years 2022: 5 years 2021: years 2020: 10 years 2019: 3.5 years		M
	6.4.3	Deliver effective and efficient Cemeteries administration services	Cemeteries administration tasks, including interment applications, completed within agreed timeframes: 98%	Cemeteries administration tasks, including interment applications, completed within agreed timeframes: 98%	Cemeteries administration tasks, including interment applications, completed within agreed timeframes: 98%	Cemeteries administration tasks, including interment applications, completed within agreed timeframes: 98%	Monthly review. Number and management of interment applications and other cemeteries administrative tasks are measured. Interment applications are generally responded to within 48 hours.	A collaborative confident city	2023: 100% 2022: 100%		M
	6.4.4	Customer satisfaction with the presentation of the City's Cemeteries	>=85%	>=85%	>=85%	>=85%	Annual Resident Satisfaction Survey	A collaborative confident city	2023: 84% Not achieved 2022: 72% 2021: 86% 2020: 65% 2019: 78%		C
	6.4.5	Customer satisfaction with cemetery administration services	>=95%	>=95%	>=95%	>=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 satisfaction survey	A collaborative confident city	2023: 97% 2022: 95% 2021: 100% 2020: 100% 2019: 80%		C
<b>Environmental Education &amp; Volunteers</b>											
Deliver effective and engaging Environmental, Conservation, Water, and Civil Defence education programmes and opportunities	6.8.6	Participation in Environmental, Conservation, Water, and Civil Defence education programmes	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	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%		M

Level of Service statement (What we will provide)	LOS	Measures of success (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					
	19.1.6	Teacher satisfaction with the delivery of Environmental, Conservation, Water, and Civil Defence education programmes	>=95%	>=95%	>=95%	>=95%	Annual survey of customer satisfaction with quality and delivery education programmes.	A green, liveable city	2023: 100% 2022: 100% 2021: 99.7% 2020: 100% 2019: 98%		C
	6.3.7.4	Volunteer participation at community opportunities across parks network	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	2023: 60,609 2022: 59,809 volunteer hours		C
	6.3.7.5	Attendance of repeat groups at community opportunities across the parks network	Establish baseline	Maintain or increase the percentage of groups with return or multiple events at existing sites	Maintain or increase the percentage of groups with return or multiple events at existing sites	Maintain or increase the percentage of groups with return or multiple events at existing sites	Better Impact – volunteer database to provide reports  At least one return visit to an existing site in the current calendar year.	A collaborative confident city	2023: Achieved. 76% repeat visits 2022: Achieved		M
<b>Harewood Nursery</b>											
Propagating and growing eco-sourced natives and exotic trees, shrubs, and herbaceous plants to meet the needs of Council	6.8.11.2	The gene pool of locally occurring indigenous species is maintained	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	2023: Achieved 2022: Achieved		M
	6.8.11.1	Nursery capacity is adequate to meet Council core requirements	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	2023: 352,000 plants Achieved 2022: 337,000 plants		M
<b>Residential Red Zone</b>											
Delivery of Red Zone Areas Action plans (excluding the Ōtākaro Avon River Corridor)	New	Restoration planting of residential red zone land	At least 0.5 ha of restoration planting per annum	At least 0.5 ha of restoration planting per annum	At least 0.5 ha of restoration planting per annum	At least 0.5 ha of restoration planting per annum	Project records and consent	A green, liveable city	New measure with LTP 2024		C

## 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 (C) 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.	No specific consultation required. Change also noted in the Statement of Service Provision.
6.3.2.2 (M) 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. However, the pest plans have been prepared and are being implemented.	Management measure, no consultation required.
6.3.9 (M) 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.	Management measure, no consultation required.
6.4.2.2 (C) 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 measuring if they are being met.	No specific consultation required. Change also noted in the Statement of Service Provision.
6.8.9 (M) 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.	Management measure, no consultation required.

6.8.7.2 (M) Integrated conservation of threatened species - >=3 additional threatened species conserved in Botanic Gardens.	Delete	The threatened species programme is mostly linked to working with partners, thus 6.8.12 is more meaningful.	Management measure, no consultation required.
6.2.13 (M) Botanic Garden Conservation International (BGCI) is achieved - Maintain accreditation	Delete	This target now forms part of curatorial, conservation, presentation of the collections and partnerships.	Management measure, no consultation required.

## New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p><b><i>For Planning, Provision, Maintenance, Asset Condition and Performance, and Biodiversity</i></b></p> <p>TBC (C) Greenspace increases with intensified population growth in urban development areas</p> <p>Target: Neighbourhood parks are provided in urban areas at a rate of at least 1.9 ha/1000 population</p>	New LoS	This new level of service acknowledges the growing demand for additional greenspace in areas characterised by medium to high population density in accordance with strategic, network, and local area planning directions, policies, and plans, emphasising the importance of amenity value and facilitation of regenerative urban development. This level of service sits alongside 6.8.1.3 which ensures convenient access to larger neighbourhood parks suitable for recreation and community use.	Standard consultation through elevation into the Consultation Document.
<p><b><i>For Planning, Provision, Maintenance, Asset Condition and Performance, and Biodiversity</i></b></p> <p>TBC (C) Satisfactory playability and presentation of playing surfaces at metropolitan stadia –</p>	New LoS	To ensure playing surfaces are fit for purpose to hold international and domestic events and met the accredited standards.	No specific consultation required. Change also noted in the Statement of Service Provision.

Target: Achieve accreditation of stadia from relevant international sports bodies for international games			
<b>For Residential Red Zone</b> TBC (C) Restoration planting of residential red zone land  Target: At least 0.5 ha of restoration planting per annum	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.	No specific consultation required. Change also noted in the Statement of Service Provision.

## Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
6.8.10.1 (M→C) Appropriate use and occupation of parks is facilitated	Change in target: <ul style="list-style-type: none"> <li>From LTP 2021: Formal approval process initiated within ten working days of receiving complete application – 95%</li> <li>To LTP 2024: 95% of applications processing is started within ten working days of receiving application</li> </ul> Change to community measure	Amended wording better reflects aim to facilitate use of parks by progressing applications in a timely fashion. Community measure to indicate to the public what they can expect.	Consultation not required. LOS now reported to Council/Community. Change also noted in the Statement of Service Provision.
6.0.1 (M→C) All Community Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance)  Target: >=90% Maintenance Plan key performance indicators are achieved	Measure of success change with the 2024-34 LTP: Wording changed <ul style="list-style-type: none"> <li>From All Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance)</li> <li>To All Community Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Maintenance)</li> </ul> Change to community measure	This Level of Service is only measured for Community Parks.  Target changed from ‘management’ internal measure to ‘community’-facing. This is to enable Council and the community to monitor achievement of community parks maintenance plan key performance indicators following Council decision to transition from	Standard consultation through elevation into the Consultation Document.

		contracted to in-house maintenance service provision.	
6.8.1.9 (M) Value for money Controllable Cost per hectare	Change in target: <ul style="list-style-type: none"> <li>From LTP 2021: Cost of Provision Per Annum does not increase in respect to the total hectares of land managed</li> <li>To LTP 2024: Controllable inflation-adjusted operational cost per hectare of park land does not increase</li> </ul>	Wording is amended to clarify the target.	Management measure, no consultation required.
6.8.1.6 (C→M) LTP 2021 Description: Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces – Satisfaction 75%  LTP 2024 Description Fields are maintained to a level that meets the playing requirements of Regional Sports Organisations.	Change in description  Change to a Management measure instead of Community  Change in target <ul style="list-style-type: none"> <li>From LTP 2021: Satisfaction &gt;=75%</li> <li>To LTP 2024: 90% of scheduled games are able to proceed safely (except when closed during adverse weather events)</li> </ul>	Only eight out of 16 Regional Sports Organisations responded to the 2023 survey. The previous target was subjective and subsequent results may not be representative.  The proposed level of service is better focussed on the outcome of sports being able to be played.	No specific consultation required. Change also noted in the Statement of Service Provision.
6.4.2 (M) LTP 2021 Description Cemeteries are provided managed and maintained in a clean, tidy, safe, functional and equitable manner- (Provision)  LTP 2024 Description Sufficient cemetery capacity is available to cater for the burial needs of Christchurch	Change in target: <ul style="list-style-type: none"> <li>From LTP 2021: Minimum 2 year future interment capacity.</li> <li>To LTP 2024: Minimum 2 year future interment capacity (full burial plots) is planned, consented, and funded, ready to deliver.</li> </ul>	Reword to clarify that the LoS is about provision, not management and maintenance of cemeteries, and also to clarify how capacity is measured.	Management measure, no consultation required.

## 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	396,200 in 2023	<ul style="list-style-type: none"> <li>• Medium projection: 473,140 between 2018-2054</li> </ul>	Increased demand for Parks and Foreshore services in general, e.g. <ul style="list-style-type: none"> <li>• Increased demand for recreational spaces and facilities</li> <li>• Increased user numbers and impact on assets</li> <li>• Need for additional environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>• Parks network planning to meet varied community needs</li> </ul>
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"> <li>• Central city population ambition of 20,000 by 2028.</li> </ul>	Increased demand for Parks and Foreshore services in specific areas <ul style="list-style-type: none"> <li>• Demand for more trees and greenways in intensified residential areas to provide access to nature</li> <li>• More stress on environment – pollution, habitat fragmentation, loss of biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporating open space planning in to urban design</li> <li>• Engaging in environmental restoration where and as needed</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, e.g, increased demand for walkways, cycleways, seats, toilets, accessible facilities, quiet areas for relaxation and socialisation,</li> </ul>	<ul style="list-style-type: none"> <li>• Adapting parks to meet an ageing population’s needs and preferences.</li> <li>• Reviewing the spaces and different programmes and activities</li> </ul>

			<p>and corresponding reduction in participation rates for sports and demand for sports fields</p> <ul style="list-style-type: none"> <li>• Potential increased volunteerism</li> <li>• Lifelong learning</li> </ul>	<ul style="list-style-type: none"> <li>• Providing volunteer and learning opportunities</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 may be closer to 1.8 in the future.</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>• Becoming more ethnically diverse.</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>• Cemetery requirements</li> <li>• Social connections</li> <li>• Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Parks need to be adaptive to changing community preferences</li> <li>• Parks will need to focus on inclusivity and equity</li> <li>• Cultural showcase, e.g. Persian Garden</li> <li>• Diverse burial options to be accommodated in cemeteries to meet cultural needs.</li> </ul>
Shifts within city (e.g., growing communities, possible future managed retreat)	Residential growth is occurring in greenfields areas in the north and south areas of the city, and in increased density areas		<ul style="list-style-type: none"> <li>• Increased demand for Parks and in specific areas</li> <li>• Declining usage of some parks</li> </ul>	<ul style="list-style-type: none"> <li>• Additional parks in new subdivisions</li> <li>• Adaptive and repurposing, opportunities for nature</li> </ul>



## 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"> <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> </ul>
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"> <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> </ul>	<ul style="list-style-type: none"> <li>Community engagement and participation</li> </ul>
Physical access	<p>Good distribution of parks around the city. 79% of residences have access to a park at least 3000m<sup>2</sup> in size within 500m. Low socio-economic communities are less mobile and need parks and recreation</p>	<ul style="list-style-type: none"> <li>Increased residential density areas may need higher levels of park provision.</li> <li>Climate change will affect parks differently</li> </ul>	<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> <li>Connectivity – cycleways, walkways, colocation with community facilities</li> <li>Safety and security, CPTED</li> </ul>

	opportunities close to home. High density residential areas require additional parks to replace the disappearing back yards.			<ul style="list-style-type: none"> <li>Several fully accessible play spaces are to be provided in the city's play space network</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, 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 in recreation and sport 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> </ul>

### 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"> <li>Becoming more ethnically diverse.</li> </ul>	<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"> <li>Park preferences – design, aesthetics, artworks etc</li> </ul>	<p>Support and promote cultural identity through the park and foreshore activity e.g.</p> <ul style="list-style-type: none"> <li>Diverse burial options to be accommodated in cemeteries to meet cultural needs.</li> </ul>

			<ul style="list-style-type: none"> <li>• Varied activities, eg events, sports, recreation, clubs, cultural activities</li> <li>• Community engagement and consultation</li> <li>• Cemetery needs</li> <li>• The cultural landscapes and sacred places</li> <li>• Interpretations</li> <li>• Mahinga kai</li> <li>• Social connections, community cohesion</li> </ul>	
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"> <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, historical or environmental significance</li> <li>• Cultural expression reflecting diversity and heritage of the community</li> <li>• 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)	Parks are sometimes sites for crime and protests	<ul style="list-style-type: none"> <li>• No projected data</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 of parks – free expression or disruption and conflict</li> </ul>	<ul style="list-style-type: none"> <li>• CPTED</li> </ul>

			<ul style="list-style-type: none"> <li>• Temporary closures and restrictions</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</li> </ul>	<ul style="list-style-type: none"> <li>• Safety expectations and acceptable levels of risk vary within the community</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>

## 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"> <li>• We partner with Ngāi Tahu as our mana whenua partner</li> <li>• We acknowledge the six Papatipu Rūnanga in the greater Christchurch area.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance partnership and acknowledgment</li> </ul>	<ul style="list-style-type: none"> <li>• Increased need to deliver our services in a culturally responsive way that delivers to 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>• Co-governance and co-management of parks</li> <li>• Cultural recognition and integration in parks planning and operations</li> <li>• Traditional resource management and kaitiaki opportunities</li> <li>• Economic development, tourism opportunities</li> <li>• Relationship building, collaboration</li> <li>• Education and interpretation</li> <li>• Mahinga kai protection and restoration</li> </ul>

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

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	In the 2018 Census, 81% of Christchurch households had	<ul style="list-style-type: none"> <li>• A high percentage of the population now have access to digital technology,</li> </ul>	<ul style="list-style-type: none"> <li>• There may be increased demand/expectations for technology in parks for</li> </ul>	Adapt to demand for new technology, such as:

	access to the internet.	with devices rapidly advancing in capability and use.	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"> <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 irrigation systems, LED lighting, motion sensors</li> <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 telecommunication systems (i.e. internet, cellphone, telephone or fax machine)	<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	Adopting new technology in planning, developing, operating, and maintaining parks as it becomes available and affordable	<ul style="list-style-type: none"> <li>• Increased application of technology for improved efficiency</li> <li>• More automated systems such as irrigation, line marking, mowing</li> </ul>	<ul style="list-style-type: none"> <li>• Increased efficiency and effectiveness</li> <li>• Increased expectations of quality</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
Increasing frequency of extreme weather events change utilisation of physical assets	Many of our parks and foreshore are already subject to the physical impacts of climate change, increasing the costs associated with repairing damage from severe weather events.	<ul style="list-style-type: none"> <li>• Increased frequency and intensity of storms</li> <li>• Seal level rise</li> <li>• Rising temperatures</li> <li>• Changed rainfall patterns</li> <li>• Increased vulnerability of biodiversity</li> <li>• Increased risk of wildfires</li> </ul> <p>See section 2.3 for further details</p>	<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> <p>See section 2.3 for further details</p>	<ul style="list-style-type: none"> <li>• Avoiding vulnerable development</li> <li>• Ensuring existing and new infrastructure is resilient to climate change impacts</li> <li>• Enhancing natural defences to increase resiliency</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 through every means possible, 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			
Resilience & risk	See the <a href="#">Asset Management Plan – Parks and Foreshore</a> and section B.7. for more detail on risk			

## 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	Limited resources means that maintenance and renewals continue to be deferred. Delivered 85.8% of capital programme in 2023.	<ul style="list-style-type: none"> <li>Aiming for improved delivery rate of capital programme</li> <li>Continue to “sweat the assets”</li> </ul>	<ul style="list-style-type: none"> <li>Ageing and deteriorating asset condition affects customer satisfaction</li> <li>Prioritisation of renewals, potential removal of non-critical assets if unable to maintain or renew them</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing and understanding asset data</li> <li>Prioritised maintenance and renewal plans</li> <li>New land and assets must be supported with additional resources to manage and maintain</li> <li>Disposal of non critical assets at the end of their life</li> </ul>
Risk to assets from climate change	Climate change is affecting resilience of some assets.	<ul style="list-style-type: none"> <li>Increasing threats to assets from climate change</li> </ul>	<ul style="list-style-type: none"> <li>Increased risk of asset damage and closures</li> </ul>	<ul style="list-style-type: none"> <li>Design for climate change resilience</li> <li>Avoid development in vulnerable areas</li> <li>Allow for ecosystem adaptation to occur</li> <li>Enhance natural defences</li> </ul>
Planning and investing for growth	New reserves acquired through subdivision process. Upgrade of existing facilities in growth	<ul style="list-style-type: none"> <li>New park requirements identified through area planning for urban intensification.</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity needed to cater for growing urban development</li> </ul>	<ul style="list-style-type: none"> <li>Understanding residential growth areas and trends in park activities</li> <li>Incorporating open space in to urban design</li> </ul>

	areas at time of renewal.			
Understanding and maintaining the condition of our infrastructure	Some incomplete or outdated asset condition data	<ul style="list-style-type: none"> <li>Expanded assessment programme to fill gaps in information</li> </ul>	<ul style="list-style-type: none"> <li>Limited data affects decision making for renewal programme</li> </ul>	<ul style="list-style-type: none"> <li>Expanded condition assessment programme</li> <li>Planned maintenance and renewal programmes</li> <li>Asset criticality framework</li> </ul>

## B.6. Regulations & reform (medium 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>



## 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
Inclusive and equitable city	<p><b>Equity</b></p> <p>If we fail to prioritise communities and activities that are least well-catered for, then we risk perpetuating existing inequalities. This oversight may result in limited community participation, leading to reduced resident satisfaction and compromised community wellbeing.</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>• Conduct regular assessments to identify the specific needs and preferences of diverse communities to inform decision-making and resource allocation</li> <li>• Integrate the principles of inclusivity into the planning and design of parks</li> <li>• Implement proactive engagement with underrepresented communities to understand their needs and preferences</li> <li>• Establish criteria for and regularly review equitable allocation of resources, and adjust to changing community demographics and needs</li> <li>• Monitor and evaluate the impact of parks on community satisfaction and wellbeing</li> <li>• Provide training for staff on cultural competence, diversity, and inclusivity</li> </ul>	Medium
Inclusive and equitable city	<p><b>Changing community needs and preferences</b></p> <p>If Parks neglect to adapt to emerging recreation and sport trends, then we face the risk of not meeting community needs. Consequently, existing assets may become obsolete, and park</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>• Conduct regular assessments to understand evolving recreation and sport preferences and identify emerging trends to inform decision-making and resource allocation</li> <li>• Design parks to be flexible and adaptable</li> </ul>	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
	use may decline, ultimately leading to diminished community wellbeing and resident satisfaction.				<ul style="list-style-type: none"> <li>Engage with the community to stay informed of emerging trends</li> <li>Establish partnerships to support identifying and implementing new activities</li> <li>Periodically assess the condition and relevance of existing assets and whether or not upgrades or modifications are required</li> <li>Embrace technological advancements and innovations and integrate smart technologies</li> <li>Monitor participation metrics to identify trends</li> </ul>	
Reducing emissions while protecting biodiversity	<p><b>Biodiversity</b> If we fail to increase 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.</p>	Moderate	Highly Likely	High	<ul style="list-style-type: none"> <li>Develop and implement pest management plans in parks</li> <li>Establish systems for early detection of threats and rapid response</li> <li>Train staff and the community to identify and report pest threats</li> <li>Foster partnerships to enhance pest control efforts</li> <li>Conduct regular monitoring and surveys to assess impact of pest control</li> <li>Allocate sufficient resources and funding for ongoing pest control efforts across all of the Council</li> </ul>	High
Reducing emissions while protecting biodiversity	<p><b>Biodiversity</b> If we do not enhance our understanding of indigenous biodiversity, including its</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>Conduct comprehensive assessment of biodiversity and regular monitoring</li> <li>Train and educate staff and the community on biodiversity</li> </ul>	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
	presence and trends, then we will be unable to fulfil our obligations to protect and restore biodiversity.				<ul style="list-style-type: none"> <li>Integrate māori perspectives and values into biodiversity management</li> <li>Stay informed about legislative and policy requirements</li> <li>Report on biodiversity outcomes</li> </ul>	
Reducing emissions while protecting biodiversity	<p><b>Biodiversity</b></p> <p>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.</p>	Moderate	Highly Likely	High	<ul style="list-style-type: none"> <li>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
Balance the needs of today's residents with the needs of the future	<p><b>Asset management</b></p> <p>If we continue to defer maintenance and renewal of assets, then we increase the probability of deteriorating asset condition and failures. This outcome 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, prioritise renewal of critical assets</li> <li>Rationalise assets to an affordable level</li> </ul>	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
Manage ratepayers' money wisely	<p><b>Financial</b></p> <p>If we lack sufficient operational and capital funding, then we will be compelled to curtail the development and maintenance of parks. This reduction may lead to declining resident satisfaction with the overall park experience.</p>	Major	Unlikely	Medium	<ul style="list-style-type: none"> <li>• Develop a robust business plan with financial projections</li> <li>• Explore opportunities to diversify and increase revenue</li> <li>• Consider partnerships with other providers</li> <li>• Review cost effectiveness of operations</li> <li>• Prioritise funding allocations based on critical need and community priorities</li> <li>• Assess and understand the impact of any funding cuts</li> </ul>	Medium
Reduce emissions and invest in adaptation and resilience	<p><b>Resilience</b></p> <p>If we neglect to enhance the resilience of our parks to climate change, then the risk of asset failure and potential park closures increases.</p>	Major	Likely	High	<ul style="list-style-type: none"> <li>• Conduct a thorough climate risk assessment for parks assets</li> <li>• Incorporate climate resistant design principles into park infrastructure projects</li> <li>• Integrate green infrastructure, such as permeable surfaces and water management systems, into park design</li> <li>• Implement biodiversity conservation and restoration initiatives</li> <li>• Promote the use of climate-resilient plants</li> <li>• Develop emergency preparedness plans</li> <li>• Monitor climate related stressors and impacts</li> <li>• Design multi-functional buffer areas in parks</li> </ul>	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
Reduce emissions and invest in adaptation and resilience	<p><b>Natural Disasters</b> If natural disasters occur, there is potential for damage to park infrastructure, disruption of operations, and the need for costly repairs.</p>	Major	Likely	High	<ul style="list-style-type: none"> <li>• Develop a comprehensive disaster preparedness and recovery plan</li> <li>• Conduct a thorough risk assessment and emergency response plan specific to different types of disasters</li> <li>• Design and build infrastructure with resilience in mind</li> <li>• Ensure adequate insurance coverage</li> <li>• Educate the community about potential risks</li> <li>• Provide emergency response training for Parks staff</li> <li>• Establish partnerships with local emergency services</li> <li>• Develop backup systems for critical operations</li> </ul>	Medium
Manage ratepayers' money wisely	<p><b>Regulatory compliance</b> If we fail to adhere to increasing regulatory requirements, then we face the potential consequences of fines, legal issues, and reputational damage.</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>• Establish a regulatory monitoring and compliance programme</li> <li>• Seek legal advice and reviews to identify risks, assess compliance, and identify areas for improvement</li> <li>• Provide training and education for staff on relevant obligations</li> <li>• Maintain accurate records of compliance activities</li> </ul>	Low
Be an inclusive and equitable city	<p><b>Safety and security</b> If we fail to maintain Parks as a safe and secure environment, then the likelihood of graffiti and vandalism will increase, leading to reduced park usage and a potential downward spiral.</p>	Major	Likely	High	<ul style="list-style-type: none"> <li>• Apply CPTED principles to design and operation of parks</li> <li>• Prioritise regular maintenance programmes, promptly repair damaged infrastructure and remove graffiti</li> </ul>	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
					<ul style="list-style-type: none"> <li>Engage with schools and community to promote a sense of shared responsibility for the park</li> <li>Create easy-to-use platforms for the community to report issues, and respond to them promptly</li> </ul>	
Manage ratepayers' money wisely	<p><b>Pandemic or catastrophe</b> If we do not plan for pandemics, then we may face challenges in accommodating the demand for cemeteries.</p>	Major	Likely	High	<ul style="list-style-type: none"> <li>Pandemic preparedness planning</li> <li>Design cemeteries to adapt to sudden increases in demand</li> <li>Consider flexible design to accommodate various burial needs</li> <li>Regularly assess existing cemetery capacity and forecast demand</li> <li>Stay informed about pandemic or catastrophe scenarios</li> </ul>	Medium

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