WAIMAKARIRI
DISTRICT COUNCIL

Activity Management Plan 2024
Community and Recreation

Community and Recreation | 2024

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Revision Nº	Description	TRIM	Date
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Document Acceptance

Action	Name		Signed	Date
Prepared by	Justine Rae	Senior Advisor Community & Recreation- Assets & Capital		15/11/2023
Reviewed by	Grant MacLeod	Greenspace Manager		04/10/2024
Approved by	Chris Brown	Manager Community Greenspace		04/10/2024
Adopted by	Council			

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1   Executive Summary

1.1   Introduction to the Plan

The purpose of this Activity Management Plan (AMP) is to demonstrate responsive asset management (and services delivered from assets), regulatory compliance, and communication of the funding required to deliver the agreed level of services. The Community and Recreation Activity Management Plan comprises of Greenspace, Aquatics and Community Facilities activities. This AMP describes the strategies and work programmes for the Council's activities to provide the necessary levels of service effectively and efficiently to both current and future customers.

This plan is intended to be a living document under continuous review. A continuous improvement approach is considered appropriate by the Council as the most effective way of progressing improvements to planning across the range of the activities covered by the Plan rather than relying on major rewrites with this approach also supported by Audit NZ. Included in the Plan is a section that identifies the improvements planned before the next review.

The executive summary of the Community and Recreation Activity Management Plan is intended to provide a brief overview of activities, outline key issues for consideration and solutions to be implemented.

1.2   Overview of the Activity

Council has a long history of providing recreation facilities, such as parks and reserves, sports grounds, aquatic facilities, and community facilities. These are accessible and beneficial to both residents and visitors to the District, which in turn supports community health and wellbeing. As with all areas of Council, this activity must both maintain understanding of changing needs of the community as well as review trends locally and internationally to forecast future expectations.

The assets within the Plan are diverse and provide opportunities for recreation, sporting, health and wellbeing and biodiversity.

1.3   Why is Community and Recreation Important?

The planning and management of a diverse and accessible range of open spaces and facilities is considered important by the community as they contribute to the social, cultural and environmental wellbeing of Waimakariri. The network of open spaces support and enhance the natural cultural values of the district, creating opportunities for the local community and visitors to experience a wide range of recreational activities. The Aquatic Facilities provide important centres for recreation as well as supporting educational, sporting and rehabilitation needs for the District.

Community Outcomes play a critical role in our strategic planning processes. They provide an understanding of what the community wants for the future. Community outcomes are identified in the table below.

Figure 1.0 WDC Community Outcomes
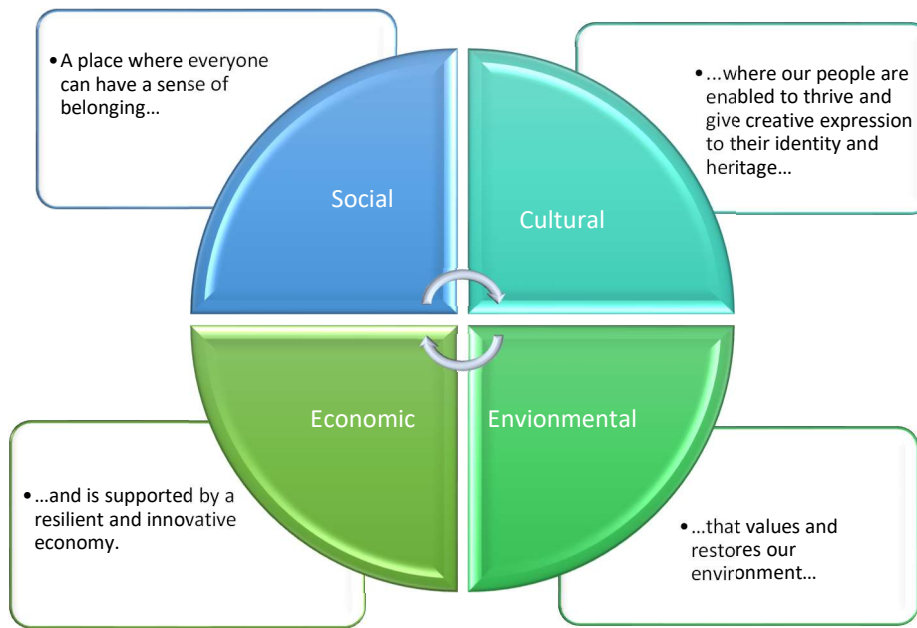
- A place where everyone can have a sense of belonging…

- …where our people are enabled to thrive and give creative expression to their identity and heritage…

- …and is supported by a resilient and innovative economy.

- …that values and restores our environment…

Social | Cultural | Economic | Envionmental

Some of the key activities from Community and Recreation that support community outcomes are identified below.

Facilities, Opens Spaces and Streetscapes

- Enables recreation and sporting activities to be undertaken, and natural and cultural heritage values to be protected and restored. Contributes to and supports community health and wellbeing.

Aquatic Facilities

- Provides for recreation opportunities and supports the wellbeing of the community as well as providing facilities for children to learn to swim.

Parks and Reserves

- Provide visual amenity and opportunities for relaxation, health and social interaction.

Airfield and Kaiapoi Marina

- Provides for recreation and commercial opportunities, building a sense of community.

Cemeteries

- Cemeteries play an important role in our society. They support our sense of community and reflect the history of local people and cultures that founded and influenced our District.

1.4   Assets Included in the Plan/ what we do

Waimakariri District Council manages and operates a broad range of community facilities, cemeteries, parks and reserves across the District, and related services to the community. The Council's extensive network of community and recreation activities provide a range of experiences and functional services to our community and visitors to the District.

To provide this activity, the Council has developed and maintains the following assets:

- The provision of 882.23ha (as of June 2023) hectares of extensive park and reserve space in the form of neighbourhood parks, sports and recreation reserves, natural parks, public gardens, cultural and heritage parks and features (including cemeteries), recreation and ecological linkages, civic spaces, streetscapes.

- Twenty-seven community buildings in the form of halls, community centres, pavilions, and meeting rooms.

- Main power Stadium – Indoor Court Facility containing four courts, a gym and sports house.

- Rangiora Airfield.

- Kaiapoi Marine Precinct including pontoons.

- A total of 63 public toilet facilities are located throughout the district, of which two are located in privately owned buildings and one is privately managed.

- Three 25 metre lane pools at Dudley (8 lanes), Kaiapoi (6 lanes) and Oxford (4 lanes), three Learn to Swim pools at Dudley, Kaiapoi and Oxford, a leisure pool and spa at the Dudley Aquatic Centre and a seasonal paddling pool at Waikuku.

See Section 5 for a more detailed description of the assets of Community and Recreation activities.

In general terms the assets covered by this plan are performing adequately and no immediate performance issues need to be addressed in the short term.

Going forward investment will be required to update / modernise many facilities and should be timed when renewals are planned, the facilities include:

- Changes to playground equipment will inevitably be needed as new types of equipment become available and will be required to respond to latest trends and desires, it will be important that these trends can be anticipated to ensure that they can be delivered in a timely manner.

- Community Buildings will inevitably require modernisation, updating and compliance with new standards so that they can continue to provide for the community needs, it will be important to monitor and track usage of the buildings and anticipate the changing needs of the community. It may well be that some facilities will need to be replaced in the longer term.

- New community facilities have been identified from the updated Community Facilities strategy within the Pegasus and Ravenswood areas. These facilities are required in response to the adopted levels of service for provision and the continued growth forecast in these areas necessitating the construction of additional community facility space. Staff intend to develop a network facilities plan by the next LTP.

- The Council provides three main aquatic facilities, and these will require significant modernisation and updating to cater for changes in lifestyle and recreational demands of the local communities. This has been identified within the recently completed Aquatic Facilities Strategy around future improvement required for these spaces. Such improvements can be planned to coincide with expected renewal programmes however they are likely to incur additional costs over and above simple renewal of an asset.

- The Aquatics Facilities Strategy has also identified the need to develop a new facility in the east of the district, likely in Ravenswood, following continued population growth in line the that identified as part of the Community Facilities Strategy.

- The improvements to the asset capture of both Community and Aquatic Facilities has identified a more accurate renewal programme for these facilities to update and maintain existing Levels of Service. This will be managed in conjunction with the development of additional spaces for the community.

- The provision of sports parks is very much driven by the demands of the local community and the types of sports fields required is likely to change over time as population trends change. This has been identified within the updated Sports Facility Strategy around the changing demographics and sporting patterns which will drive the development of sporting spaces including provision for more non-traditional spaces in addition to existing types of recreation.

- The recent completion of the designation process for the Rangiora Airfield in December 2020 has confirmed the future of the airfield. Now that this process is complete this will allow the development and implementation of the overall master plan for the entire airfield site.

- The council has a very diverse range of tree species that enhance the landscapes of both parks and open spaces but also streetscapes. It will be important to anticipate trends in climate changes where it is expected that the weather will be warmer and drier, this will require a review of the types of trees that will withstand this change in weather patterns.

- A focus of Council has been around the implementation and consideration of biodiversity throughout the district both on Council and private property. The two major projects that have fallen out of this is Arohatia te Awa and providing funding opportunities for the community for Significant Natural Areas (SNAs)

1.5 How much does it cost?

Operational expenditure (Opex) is funded according to the Revenue and Financing Policy through the collection of rates (both general and targeted) and through user fees and charges.

Capital expenditure (Capex) is funded in accordance with the Revenue and Financing Policy through two main mechanisms: debt and development contributions. Debt is used because Council recognises that the benefit of the asset is experienced over extended periods. Development contributions are only used to aid funding of growth-related projects.

Figure 1.1 Community and recreation Capital Programme 10 years.

C&R Capital Programme

(Chart: grouped bar chart with Value ($) Millions on the vertical axis ranging from $- to $30.00. Categories: Renewals, New Works Growth, New Works Levels of Service. Legend: Year 1-3 (green), Year 4-10 (blue).)
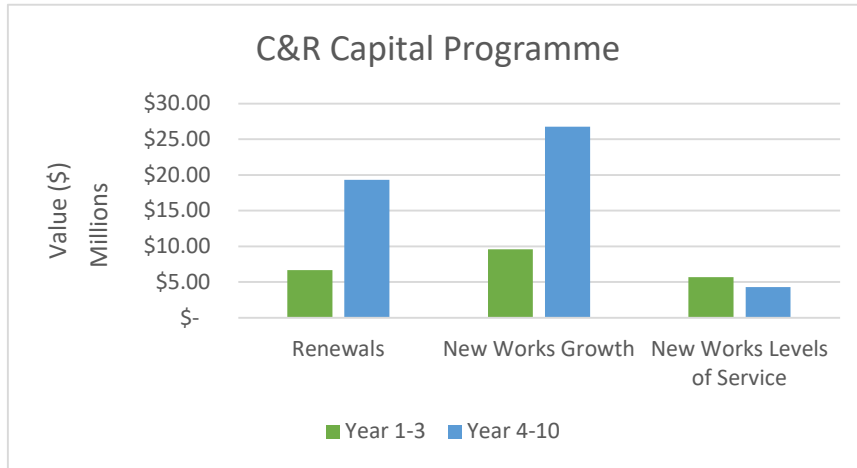
1.6 Key Capital Project Planned for the next 10 Years

The proposed investment for Greenspace is shown in the Figure 1.2 below which forecast the capital expenditure for the next 10 years as a percentage. The graph shows new works growth make up over half of the capital expenditure associated to Greenspace assets.

Figure 1.2 Percentage of Greenspace

(Pie chart: Renewals 31%, New Works Growth 55%, New Works Levels of Service 14%.)
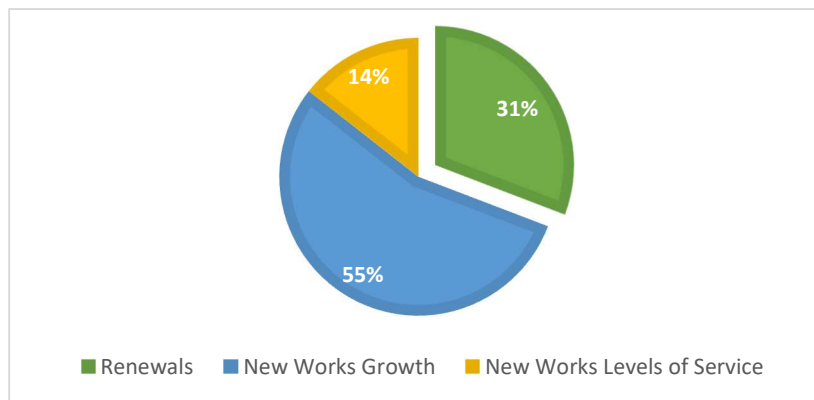
New Capital Projects Growth and Level of Service

Table 1.0 highlights the key capital projects and major programmes planned in the short-term 2024/25-2026/27 where the planned expenditure is more than $200k or of other importance to the Community & Recreation programme. The proposed budget is indicative only and shows uninflated amounts. It will be updated through the LTP 2024-34 prioritisation process.

Table 1.0 C & R Key Capital Projects Year 1-3

Description	1	2	3	Year 1-3
Item	24/25	25/26	26/27	
General Reserve Renewals	$ 369,020.00	$ 369,020.00	$ 369,020.00	$ 1,107,060.00
Future Replacement works	$ 410,920.00	$ 410,920.00	$ 410,920.00	$ 1,232,760.00
Roads & carparks	$ 343,290.00	$ 343,290.00	$ 343,290.00	$ 1,029,870.00
Playgrounds/Park Furniture	$ 284,580.00	$ 284,580.00	$ 284,580.00	$ 853,740.00
Non-specified Reserve Enhancement	$ 255,225.00	$ 255,225.00	$ 255,225.00	$ 765,675.00
Future Sports Ground Development	$ 479,230.00	$ -	$ 436,228.00	$ 915,458.00

Arohatia te Awa (Cam River Walkway)	$ 109,057.00	$ 109,057.00	$ 109,057.00	$ 327,171.00
Land Purchase - Neighbourhood	$ 1,883,700.00	$ 1,883,700.00	$ 1,883,700.00	$ 5,651,100.00
Land Development - Neighbourhood	$ 355,400.00	$ 355,400.00	$ 355,400.00	$ 1,066,200.00
North Eastern Rangiora Playground	$ 136,820.00			$ 136,820.00
Kaiapoi Lakes (last gravel pit development)	$ -	$ 194,299.52	$ -	$ 194,299.52
Kaiapoi Railway Heritage Precinct	$ 53,302.50	$ 373,117.50		$ 426,420.00
East Mixed Business Use Development			$ 533,025.00	$ 533,025.00
Support for MUBA (Area directly adjacent to KTC)	$ 746,235.00	$ 667,833.75		$ 1,414,068.75
Building Renewals	$ 381,430.00	$ 388,680.00	$ 396,080.00	$ 1,166,190.00
Pegasus Community Centre Building (Growth)	$ 910,800.00			$ 910,800.00
Pegasus Community Centre Building (Level of Service)	$ 1,366,200.00			$ 1,366,200.00

The capital programme also includes a range of projects under $200,000 across the District for ongoing development of community facilities, parks, Street trees, and reserves, including track renewal, landscaping, revegetation, heritage precinct work and playgrounds. The key projects or major programmes planned over the Longer Term 2027/28 to 2033/34 where planned expenditure is greater than $200,000 per annum or are of significance to Community & Recreation are highlighted in the table 1.1 below.

Table 1.1 C & R Key Capital Projects Year 1-3

Description	4	5	6	7	8	9	10	Year 4-10
Item	27/28	28/29	29/30	30/31	31/32	32/33	33/34	
Future Sports Ground Development	$ -	$ 381,700.00	$ -	$ 381,700.00	$ -	$ 381,700.00		$ 1,145,100.00
East Eyreton Domain	$ -	$ 159,738.00	$ -	$ -	$ -	$ -	$ -	$ 159,738.00
Toilet Renewals	$ -	$ 369,510.00	$ -	$ 383,310.00	$ -	$ 397,240.00		$ 1,150,060.00
Arohatia te Awa (Cam River Walkway)	$ 109,057.00	$ 109,057.00	$ 109,057.00	$ 109,057.00	$ 109,057.00	$ 109,057.00	$ 109,057.00	$ 763,399.00
Non-specified Reserve Enhancement	$ 255,225.00	$ 255,225.00	$ 255,225.00	$ 255,225.00	$ 255,225.00	$ 255,225.00	$ 255,225.00	$ 1,786,575.00
Playgrounds/Park Furniture	$ 284,580.00	$ 284,580.00	$ 284,580.00	$ 284,580.00	$ 284,580.00	$ 284,580.00	$ 284,580.00	$ 1,992,060.00
Roads & carparks	$ 343,290.00	$ 343,290.00	$ 343,290.00	$ 343,290.00	$ 343,290.00	$ 343,290.00	$ 343,290.00	$ 2,403,030.00
Land Development - Neighbourhood	$ 355,400.00	$ 355,400.00	$ 355,400.00	$ 355,400.00	$ 355,400.00	$ 355,400.00	$ 355,400.00	$ 2,487,800.00
General Reserve Renewals	$ 369,020.00	$ 369,020.00	$ 369,020.00	$ 369,020.00	$ 369,020.00	$ 369,020.00	$ 369,020.00	$ 2,583,140.00
Building Renewals	$ 403,590.00	$ 411,260.00	$ 418,660.00	$ 426,210.00	$ 433,880.00	$ 441,700.00	$ 449,210.00	$ 2,984,510.00
Future Replacement works	$ 410,920.00	$ 410,920.00	$ 410,920.00	$ 410,920.00	$ 410,920.00	$ 410,920.00	$ 410,920.00	$ 2,876,440.00
Land Purchase - Neighbourhood	$ 1,883,700.00	$ 1,883,700.00	$ 1,883,700.00	$ 1,883,700.00	$ 1,883,700.00	$ 1,883,700.00	$ 1,883,700.00	$ 13,185,900.00
Dudley Netball Court Surface Renewal		$ 175,100.00						$ 175,100.00
Coldstream Astroturf Renewal		$ 772,500.00						$ 772,500.00
Kendall Park Astroturf Renewal			$ 772,500.00					$ 772,500.00
Kaiapoi Stopbank Recreational Walkway			$ 272,642.81					$ 272,642.81
Cycle Training Track				$ 266,512.50				$ 266,512.50
Rangiora Town Hall Projection					$ 250,000.00			$ 250,000.00
Ravenswood Community Centre Building (Level of Service)			$ 538,410.00					$ 538,410.00
Ravenswood Community Centre Building (Growth)			$ 4,845,720.00					$ 4,845,720.00
Cust Community Centre Forecourt Upgrade							$ 124,000.00	$ 124,000.00

Capital Renewals

Considerable effort has been made over recent years to improve the Council's understanding and knowledge of its asset base this in turn enables more robust and accurate predictions to be made when planning and forecasting renewals programmes.

The major renewals programmes are shown in table 1.2:

Table 1.2 Renewal Programme

Renewal Programme	Description
Play Spaces	Renewal of playgrounds and other play equipment.
General Reserve Renewals	Renewal of other assets located within Parks and Reserves such as benches, bins and signage.
Community Facilities	Renewal of assets located within Community Facilities.
Aquatic Facilities	Renewal of assets located with Aquatic Facilities
Reserve Roads & Carparks	Renewal of roads, carparks and footpaths located with Parks and Reserves
Hard Surfaces	Renewal of hard playing surfaces such as basketball half courts located within Parks and Reserves
Trees and Gardens	Renewal of trees and gardens throughout the district as part of both planned renewal and response to additional renewals required through service requests.
Public Toilets	Renewal of public toilets as per the Public Toilet Strategy.

New facilities included in the 2024/34 long-term plan will also increase renewals programmes over the longer period, this will need to be factored into future long term renewals programmes. Planning for future operational budgets has taken this into consideration. Table 1.3 summarises the renewal programme of the 10-year period of this Plan.

Figure 1.3 10-year Capital Renewals Programme
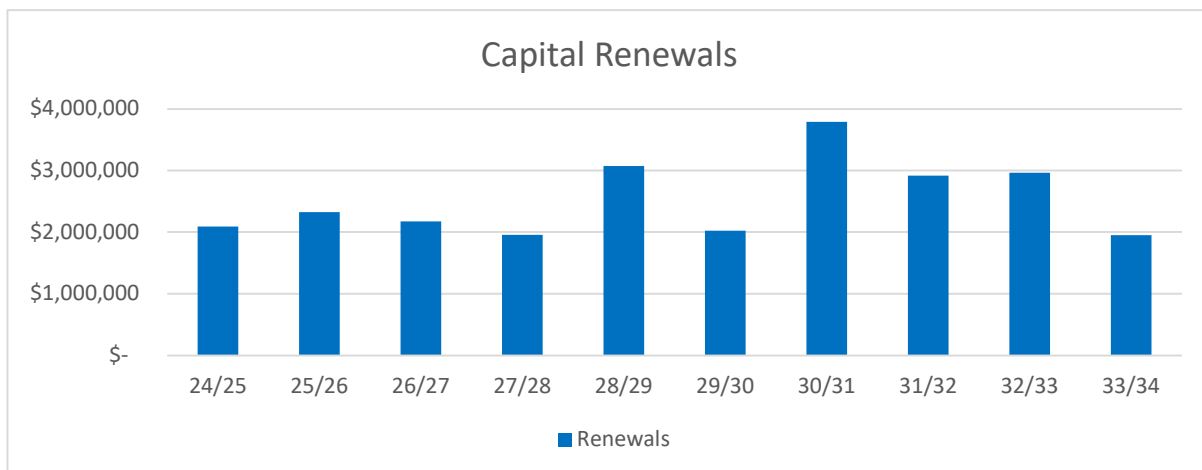
1.7　Levels of Service, Performance Measures and Linkages to Community Outcomes

The Local Government Act 2002 (Amended 2017) identifies under section 11A the core services council must consider in performing its role and requires local authorities to identify how they will achieve this purpose. Community outcomes are established by the Council to show how the activities it undertakes contribute to performing its role. Section 11A of the LGA states: - In performing its role, a local authority must have particular regard to the contribution that the following core services make to the community:

a)　network infrastructure

b)　public transport

c)　solid waste collection and disposal

d)　the avoidance and mitigation of hazards

e)　libraries, museums, reserves and other recreational facilities and community amenities.

This Plan focuses on some of the services covered under section (e) above. The Council Community Outcomes that this Plan contributes to are:

- Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.

- Public spaces express our cultural identities and help to foster an inclusive society.

- Land use is sustainable; biodiversity is protected and restored.

- Our communities are able to access and enjoy natural areas and public spaces.

- People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.

- People participate in improving the health and sustainability of our environment.

- There are sufficient and appropriate locations where businesses can set up in our District.

- Infrastructure and services are sustainable, resilient, and affordable.

In interpreting these community outcomes, the Council has identified that this Activity Management Plan contributes by the following items listed in Table 1.3 below.

Table 1.3 Community and Recreation Contributions

Community and Recreation Contributions	
Reserves provide recreational opportunities for communities	Maintaining and developing Rangiora Airfield enabling additional recreation as well as business opportunities
Providing and managing cemeteries to provide for community health	Providing reserves that respect local character
Providing buildings and halls as community focal points and meeting places for events, gatherings and recreational activities	Maintaining and developing Kaiapoi Marine precinct for additional recreational and commercial opportunities.
Provision of community facilities or meeting / office space in community buildings	Providing public swimming facilities
To improve public safety by encouraging involvement in learn to swim programs	To assist public health by enabling injury rehabilitation access and mobility enhancement
Providing sports fields and other sports facilities to support and encourage the health and wellbeing of the community	

In seeking to meet the communities' desires and expectations the Council has set its Level of Service. The Council in its Long-Term Plan has made the following commitments to the community through the setting of performance measures and the associated performance targets, these are audited annually by Audit NZ and the results shared with the community through the Council's Annual Report.

Table 1.4 Greenspace Level of Service Measure and Targets

Asset Type	Performance measure	Targets
Parks and Reserves	Provision of reserves	Provision of 8 hectares of park land per 1000 residents. Provision of 1 hectare of neighbourhood reserve per 1000 residents.
Parks and Reserves	Customer Satisfaction	90% satisfaction with sports grounds required. 90% satisfaction with meeting and performance spaces
Aquatic Facilities	Meeting quality management criteria as set by the Pool safe Accreditation scheme	100% compliance
Aquatic Facilities	Customer satisfaction	At least 90%

In order to make sure that all facets of a service are covered, the Council believes it is critical to evaluate service provision from a variety of angles. To do this several additional non-audited performance measures have also been developed. These are generic and designed to be used internally to measure and monitor operational performance and guide recreation planning. They relate to the following aspects of service:

Customer satisfaction	Accessibility	Safety
Reliability / responsiveness	Management	Sustainability

There are several documents which prescribe service levels for the development of open space in the district.

Table 1.5 Service Level Strategies and Plans

Service Level Strategies and Plans	Description
Public Toilet Strategy 2017	This Strategy is intended to provide direction to Council on enhancing the fit for purpose, safe and attractive public toilet network.
District Play Space Strategy 2017	Help to provide well-designed and well- maintained play spaces for participants of all ages and levels of ability.
Sports Facilities Plan 2020	Identifies issues, considerations, and priorities for the network of sporting facilities.
Sports Facilities Plan Sports Strategy- Fields Capacity	Provide direction to the Council with the prioritisation of investment in future sports fields and sport facility developments.
Aquatics Facilities Strategy 2021	10-year strategy outlining aquatic facility provisions in the district
Reserve Management Plans Neighbourhood Reserve Management Plan 2015 Sports Park Reserve Management Plan 2015	Current and future uses of parks and associated management considerations.
WDC Long Term Plan	10-year plan outlining priorities, projects and financial implications
WDC Infrastructure Strategy	Describing the key infrastructure issues the Council needs to face over the next thirty years, relationship to LTP
Waimakariri Cemetery Strategy Action Plan 2020 – 2039	Plan describing the objectives of Council for cemeteries level of services
Community Facilities Network Plan	
Financial Strategy	Outlines the key financial parameters and limits within which the Council will operate over the next ten years.
Natural Environment Strategy	Council's local response to the degradation of important natural ecosystems and species being reported across the world, including within our District.
Cemetery Strategy	Provides council with objectives to meet growth, ensure compliance and clear use and management directions.
Climate Change Policy 2020	To Support climate change mitigation and adaptation

The documents investigate in depth how external factors may affect assets both now and, in the future, and offer recommendations for how development may be carried out to meet community expectations in an economical manner. It has been identified within some of these strategies the need to move away from provision-based Levels of Service towards a usage or capacity focused approach. As such Levels of Service for both Sports Fields and Toilets have been updated to reflect this change in approach and is further detailed in the respective strategies.

1.8   Future Demand and Growth

Waimakariri is a growing community that has increasing urbanisation of its main centres. As the urban areas continue to develop the rural space between these areas will diminish on the outskirts of the main centres. This is a change from the previous urban and rural character of the district

being balanced within these spaces. Greater urbanisation will likely result in higher expectation for open space experiences to align with larger centres and towns. This will also include capacity and function of our district's cemetery spaces.

An aging population with greater numbers of people over the age of 65 years will change the demands on existing services. Passive recreational activities such as walking and cycling are likely to increase with these trends being accentuated by new technologies like e-bikes.

Community expectations regarding Greenspace quality needs to be monitored because there is a national trend for Communities to seek less quantity but higher quality assets. The result of this and the other pressures will change the asset mix required of Greenspace, Community and Aquatic Facilities over time. The Greenspace, Aquatics and Community Facilities Activity Management Plan has included a number of initiatives to support growth which include:

- Council has increased its provision of parkland and local neighbourhood parks with associated purpose-built infrastructure where the level of service is directly tied to increases in population. It currently exceeds its level of service requirements in this area and therefore is well placed to accommodate the anticipated increases in population over the next ten years. It must continue this approach to ensure it stays ahead of demand into the future.

- Identification of areas of growth where provision of community and aquatic facilities will be required such as Pegasus and Ravenswood. These areas have been identified following development of strategies for the provision of these assets. These assets need to be planned as part of the overall network of facilities that are provided as part of the district for both community, libraries and aquatic provision.

- Expectations and population growth are increasing the need to improve sports ground quality so that existing facilities can be more heavily utilised. The Sports Facilities Strategy has identified that Council should upgrade and improve existing surfaces and facilities before considering additional provision in this space.

- Growth and trends in sports participation are influencing the need for Council to provide more indoor court space. This has led to the construction of MainPower Stadium which provides four new indoor courts. Based on population growth forecast for the district over the next 30 years it is anticipated that the need for expansion of this space.

- Growth of the individual communities may lead to a larger urban centre with little or no rural areas in between. As this occurs, Council must take an integrated approach with development of corridors for walking and cycling, while also providing migration corridors for the natural ecosystem.

- Council's plans also ensure that the development of cemeteries is managed in line with demand which indirectly is linked to population growth. There are plans for the creation of a new cemetery in the Rangiora area.

1.8.1 Trends

The following table outlines the key trends along with the impact and action taken or planned to be taken for the Greenspace and Aquatic Activities.

Table 1.6 Community and Recreation Trends

Trend	Impact	Action
Biodiversity	Priority of Council to consider biodiversity across the district	Several initiatives in place including development of environmental strategy, Arohatia te Awa project and a biodiversity fund. Significant Natural Areas (SNAs) increasing in the District Plan as well as accountability from Central Government. This is also a mechanism to address Climate Change.
Technology	Changes in technology change how users of reserves can access and recreate in these spaces. It provides additional options that can supplement or replace more traditional options.	Consider as part of any redevelopments the ability for changes in technology such as e-bikes, e-scooters etc. to be provided for within these spaces.
Climate Change	Climate change impacts on the suitability of plants and assets to be provided in the district with particular focus on the coastal areas.	Consider appropriateness of plants and assets being installed within these areas to ensure that these will last based on forecast climatic change in this area. Consideration also needs to be given on location of these assets as the landscape may change across the coastal environment.
Global Impacts (Covid-19)	Global events such as Covid-19 have impacted on ability for staff to source overseas products on occasion leading to delays or longer lead times.	Consider local or New Zealand based products or equipment where possible to minimise risk of delay or issues with replacement parts etc. Where not possible consider as part of the planning phase the risks around overseas procurement when choosing products. Clearly communicate any delays through updated forecasting of projects.
Sporting Trends / Participation	Changes to sporting trends and participation rates impact on the development of new and existing sports facilities. Focus on certain types of recreation will change based on the continued change in these areas. Sports and activities that are more willing to offer products or opportunities that suit the consumer are noted as more likely to flourish while others are struggling to increase numbers and, in some areas, retain current levels alongside growth.	Focused development of existing sporting space alongside targeted development of indoor court space to serve the growing demand for this activity (MainPower Stadium). Reassessment of trends and participation across sporting codes will be considered as part of the refresh of the sports facility strategy planned every three years to ensure that focus remains on key areas. Capacity building and linking clubs with the likes of Sport Canterbury will be essential. Staff within Community and Recreation will need to continue to work with sporting codes to consolidate numbers and ensure the community needs are met as best as they can be.
Sustainability	Focus by Council around sustainability of Council, contractors and how we operate to ensure the ongoing health and wellbeing of the environment and the people within the district for the future.	Focus has been placed on local sourcing for contractors and supplies to minimise environmental impact. Where possible alternative options are being considered for new or replacement assets. Council has begun considering social procurement outcomes as part of the procurement process. This also relates to the work we can achieve with the resources available to us both from a market and human perspective.
Growth Patterns / Accessibility	Continued development of new subdivisions across the district increasing number of residents accessing services and recreational opportunities. This coincides with government projects such as the new motorways into Christchurch Central.	Consider overall provision of facilities (Community and Aquatic) as part of new developments as population increases in these areas. This will also need to include how residents are able to access these assets to ensure that levels of service are maintained. This is currently focussed on the forecast population growth in Pegasus/Ravenswood in the coming years.
Demographics	Shift of demographics within the district with subsequent change in recreation and social needs. This isn't only age but an expected change in cultural values as well.	Consideration of alternative or additional opportunities for different demographics such as youth or elderly across both reserves and aquatics. The Community and Recreation team will need to forecast likely trends that could see changes in new community expectations.
Expectations	Expectations of quality over quantity for assets and reserves	Consideration as part of the development process for new/replacement assets and new developments to focus on high quality assets.

1.9   Lifecycle Management

The assets included in this Plan that support services to the community are diverse and varied. For all of them it is important that robust and accurate asset analysis carried out to optimise life of an asset. While ensure assets are fit for purpose, are able to deliver the performance expected over their lifetime and have the capacity to provide the service expected both now and in the future. This is influenced by:

- Design standards

- Procurement strategies

- Construction standards and specifications

- Operating and maintenance strategies

- Planned maintenance regimes

- Operator training

- Decommissioning plans

- Operating environment

- Investment

In addition, the level and frequency of maintenance and repair of an asset will also determine the life of an asset. Many of the assets covered by this plan are "natural" or "living" assets that have a finite life expectancy, the council through its appropriate design standards and specifications endeavour to provide the most appropriate asset which is supported through its day to day operational and maintenance activities to ensure that these assets support the services of the council. The disposal of these asset is also important as they need to be disposed in a safe and environmentally sustainable way. Natural living material is able to be composted and then returned to the ground.

For other man made or built assets the council has appropriate standards and specifications that influence and guide the design of assets. The Council has operational and maintenance contracts in place that endeavours to ensure that these assets deliver services over their expected useful lives. The successful lifecycle management of assets endeavours to minimise the total cost of ownership, balancing the initial capital cost with that of the ongoing operational and maintenance expenditure.

The major renewals programmes being planned by Council are the following:

- Upgrade its sports grounds to meet the changing expectations of the community.

- Toilet renewals.

- Playgrounds and play space renewals.

- Aquatic Facilities plant and equipment renewals.

- Community Facilities plant and equipment renewals.

- Roads and Carpark located with reserves.

The balance of renewals are undertaken on a programmed basis with individual capital expenditure being less significant:

- Play/safety equipment as required.

- Reserve landscapes.

- Street trees/gardens.

- Hardcourts.

The renewal programme is developed as follows:

Table 1.7 Renewal Programme Development

Activity	Approach Used	Criteria
Renewal forecasts 1-30 years	Combination of: strategies, historical expenditure, consultant reports, age / remaining life based on calculating remaining life expiries and converting information into a programme of replacements based on valuation replacement costs and internal staff knowledge and experience.	Converting data into a priority list of asset renewals in the short term. Year expected to be renewal estimated cost of the renewal. Nearing or past asset remaining useful life.
Renewal scheduling	Proposed shutdown cycles for community and aquatic facilities. Based on criticality and prioritisation of service users.	Renewal programme scheduled on cyclical basis and based on component consumption. Condition rating of 4 & 5.

1.10 Risk Management Assumptions

Through the diversity of services it offers, the Council is aware that it is crucial to understand the risks involved in service provision so that strategies, investments, and decisions may be made to either decrease or completely eliminate such risks.

The provision of services covered by this Plan are largely supported or delivered by the provision and operation of a wide variety of assets. It is important that the council is able to understand what contribution those assets make and should they fail what are the consequences.

There are three levels of risk assessment that are considered for each activity within Council:

- Level 1 - Organisational Risk Assessment

- Level 2 - Activity Management Risk Assessment

- Level 3 - Critical Asset Risk Assessment.

The last risk assessment carried out for Greenspace Activity identified the key risks which may affect the activity are described below:

- Over the longer period changes in climatic conditions could have a major impact on Greenspace assets. If as predicted weather patterns are likely to become warmer and drier, many existing species of trees and plants may deteriorate quicker than anticipated leading to an accelerated renewals program. This will also mean that many of the existing species will no longer be practical option to replant and the current look and feel of many open spaces and parks is likely to change over time.

- Climate change and associated sea level rise is also likely to change the coastal landscape of the District, this could lead to the loss of coastal margins enjoyed by both the local community and visitors.

- The Council has experienced a recent period of significant growth particularly in the towns of Rangiora, Woodend and Kaiapoi. This increase in population has changed what were small rural townships into a more urban environment and this can place different expectations on the provision of open spaces.

- The expected increasing age profile of the District will also bring about changing needs of the local communities, this in particular may impact on future sports fields and sports facilities, whereby the current level of provision will in due course need to be reviewed.

- Future seismic events are also likely to have a serious impact on the District with many assets vulnerable to damage, experience of the earthquake events in 2010 and 2011 should be used to forecast the likely impact.

- Local community expectations also change over time for instance the council has sufficient capacity with regard to sports parks and facilities however there is increasing expectations that these facilities should provide better or improved levels of service, this can be difficult to manage as many of the assets have relatively long-life cycles. It will be important that community expectations can be anticipated.

1.11   Asset Management Systems, Practices

The Council manages its assets in line with national and international guidelines and standards, it has also invested in systems and processes that enables it to gather and record asset data.

The Council has a variety of systems and tools that support effective asset data recording, operation, and maintenance, and enable that data to be analysed to support optimised life-cycle management. Council's enterprise system, Technology One is in the process of being replaced, Council is moving to an entirely cloud based platform. The new system will take effect from 2025. There is continued persistence to incorporate all asset data into the council enterprise system which will be implemented in the development of the new system. Having the system and processes to manage evaluate and report on assets is important to support sound, accurate and timely decisions on investment and levels of intervention.

1.12   Sustainability and Climate Change

The activities covered by this Plan can have a significant impact on the well-being of the community and it is important that these services are delivered in ways that promote and support sustainability and improve the quality of life for its community. This is done by considering the needs of current and future communities through overseeing and maintaining physical assets in a manner that is ecologically and socially responsible in future proofing assets.

1.12.1 Sustainability and Climate Change within Greenspace activities:

- Greenspace is linked closely to the environment it is important that these spaces are well managed and that maintenance practices are sustainable; however, the spaces also provide a vital role in people's wellbeing as places to relax and enjoy or to exercise and meet.

- Community Facilities provide formal and informal places for the community to meet, that helps foster a feeling of belonging.

- Trees provide a vital role in the sustainability of the planet, they also create and contribute to the landscape, make places and the environment enjoyable.

Climate change affects everyone, but the most vulnerable people and communities have the most exposure. Waimakariri District Council acknowledges concerted action is required by all levels of government, and by all people, to act responsibly and address climate change for current and future generations. The Council sets to work with the community in creating a resilient and low emissions future through being more sustainable, supporting vulnerable people, improving the quality of the environment, mitigating our impact on the world's climate, and adapting to the effects of climate change that are already underway.

Council has taken a precautionary approach and adopted a high intensity scenario for its planning purposes. The District climate change scenarios are represented in Figure 1.4 below. The impacts on Greenspace assets will vary as will responses. Greenspace activities will be seeking to implement two key strategies:

Vulnerability Assessment Strategies- Greenspace assets risk assessment project to assess the vulnerability and risk (potential likelihood and consequences) to assets, this is currently in the early stages of development.

Adaptation Strategies- Developing adaptation plans, including options, timeframes, funding sources and responsibilities.

<p align="center">Figure 1.4 Waimakariri Climate Change Scenarios</p>
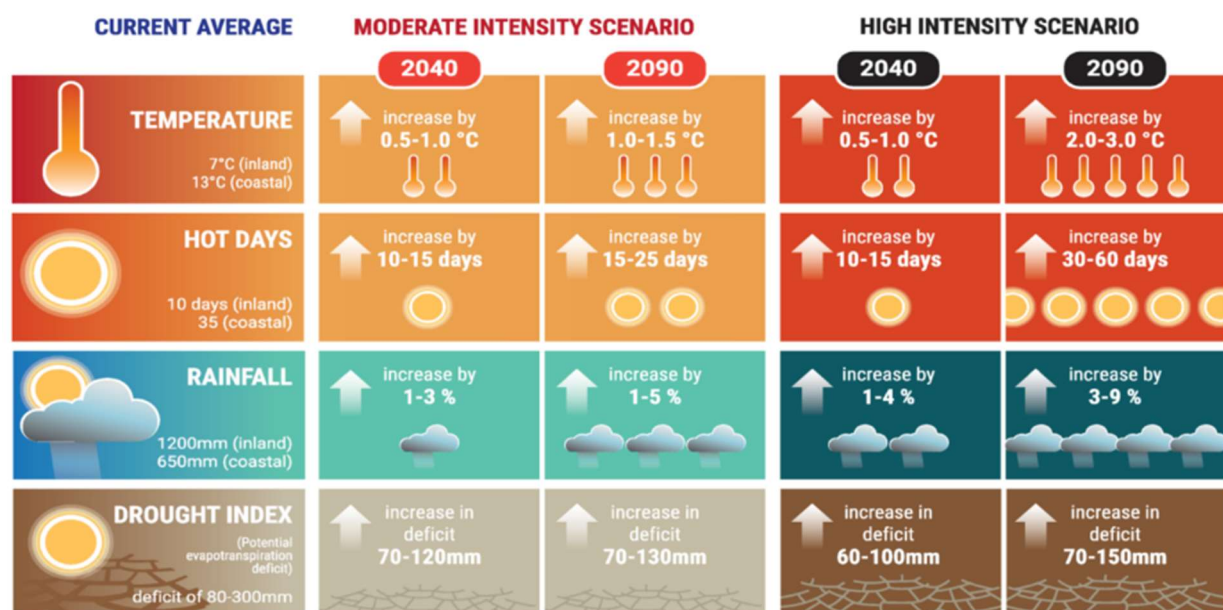
The Community and Recreation unit are actively looking for ways to mitigate emissions and adapt to climate change to activities within this Plan. Greenspace is implementing a natural based solution to address the mitigation of climate change through the planting of streets and urban pocket forests. Trees can store large amounts of carbon and therefore help to mitigate the effects of climate change. Protecting and restoring wetlands as blue carbon sinks will also support the mitigation of climate change.

1.13   Improvement Plan

The Activity Management Plan process has identified areas where improvements are possible to the current systems and processes within Greenspace and Aquatics. These improvements have been evaluated and priority assigned to ensure that these are included in the work programmes over the next several years. The key improvements identified within this document for Greenspace and Aquatics to address are as follows:

- Demand monitoring for community facilities to provide additional information to assist with planning and decision making.

- Ongoing information capture is required on the construction and condition of the Community Facilities buildings to create a detailed building register to allow more accurate forecasting for renewals budgeting. This process is currently underway.

- To move towards demand and usage levels of service rather than provision-based measures where appropriate to more accurately respond to growth.

2   Introduction

2.1   Purpose of plan

The purpose of this Activity Management Plan (AMP) is to outline significant assets and issues associated with Community and Recreation assets and to show how the Council proposes to manage services and assets in the future. The goal of this plan is to communicate the funds required to deliver the agreed-upon level of service and to demonstrate responsive management of assets and services provided from assets. The key output of this AMP is to provide information for the 2024-2034 LTP process, which will be the subject of a public consultative procedure.

Key purposes of this plan are to:

- Demonstrate responsible management of the assets covered by this Plan on behalf of the community

- Comply with Council's statutory obligations

- Inform the Council's Long-Term Plan

- Demonstrating its support in achieving community outcomes

- Ensure the provision of open space, streetscapes and other parks and reserve at a level and quality that meets the identified needs of the community.

- Describe how the strategies, policies and plans of the Council come together in order to deliver the agreed levels of service (LOS)

By optimising and delivering the operating and capital requirements unique to each asset type administered by the Community and Recreation Unit, the AMP chooses asset and non-asset strategies to support and achieve the objectives outlined in the Long-term plan.

The assets covered by this activity management plan represent significant investment by the community and are important to the quality of life of the Waimakariri District's residents. These assets represent a wide range of asset types and must be managed and maintained in order to ensure that they continue to provide service and benefits for the community now and for future generations.

It is intended that this plan will be a continuously improved and updated document that will guide, and influence decision making and form the basis of future financial programmes.

2.2   Our District
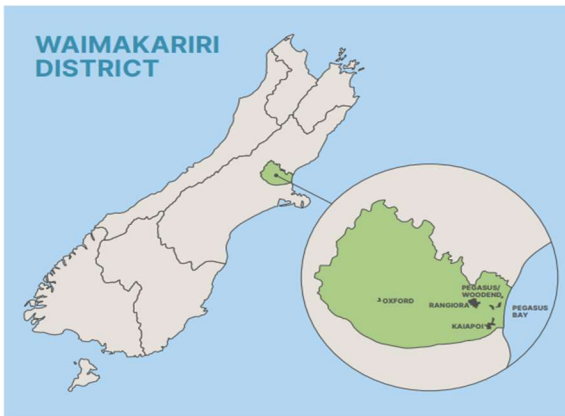
The Waimakariri District lies to the north of Christchurch on the Canterbury Plains, and covers some 225,000 hectares, extending from Pegasus Bay in the east to the Puketeraki Range in the west. It is bounded to the north by Hurunui District. Descendants of Ngāi Tūāhuriri (along with other Ngāi Tahu whanui) have resided in the area now known as the Waimakariri District for over 40 generations.
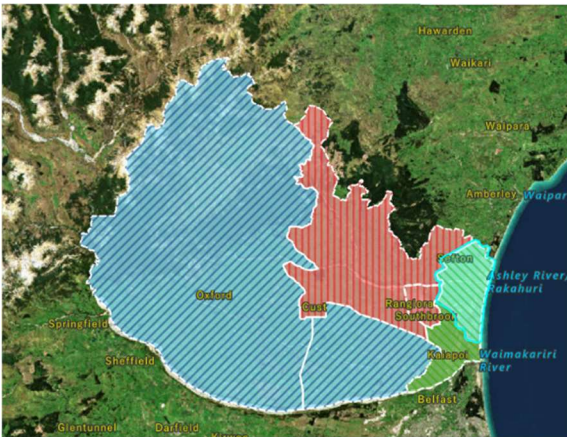
The district is broken into 4 wards:

- Rangiora-Ashley

- Oxford-Ohoka

- Kaiapoi-Tuahiwi

- Woodend-Sefton

2.3   Greenspace Activity

The Council is a significant provider of public open space within the District managing over 882ha. The main aim of Greenspace is to provide sports grounds and reserves to enable many recreational opportunities for communities as well as protect and enhance areas of indigenous vegetation. To provide buildings and halls as community focal points, and meeting spaces for events, gatherings, and recreational activities. Along with to provide aquatic facilities to enable recreational and educational opportunities for communities to support community health, fitness, and quality of life.

To deliver upon the above goals, Council manages:

Table 2.1 Greenspace Asset Categories

Category	Number
Civic Space	8
Cultural Heritage	19
Natural	16
Neighbourhood	75
Open Adventure	1
Public Gardens	3
Rec and Ecological Linkages	248
Sports & Recreation	28
Streetscapes	356

Category	Number
Rangiora Airfield	1
Public Toilets	63
Community Facilities	27
Aquatic Facilities	4
Cemeteries	8
Trees	23800

Within the above asset categories there are significant Greenspace assets identified within the Significance and Engagement Policy that are classed as strategic critical assets. These are as follows:

• Libraries.

• Aquatic centres.

• Oxford and Rangiora town halls.

• MainPower Stadium.

• Reserves and sports grounds.

• Rangiora Airfield.

The above assets can be located within different catchment areas such as seen in figure 2.1. A detailed description can be found within Section 5 of the Plan.

Figure 2.1 Greenspace Catchment Hierarchy
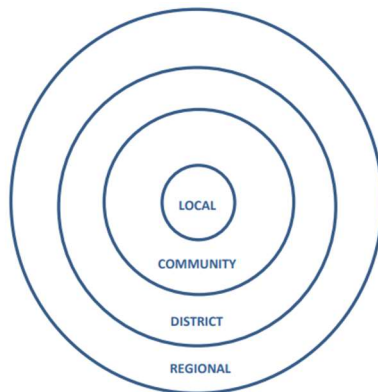
2.4 Key Risks / Challenges

It is possible for circumstances beyond Council's control to affect its ability to carry out its plans. The effect can occasionally be very strong. Making specific assumptions to assist handle any related uncertainty is the key to good quality planning because uncertainty is a constant in any planning process. These include:

Health and Safety Issues	Climate Change Impacts	Population Growth
Users of facilities, parks and reserves	Coastal erosion, storm damage to trees and facilities, flooding events	Unexpected rapid growth in a particular demographic or geographic area.
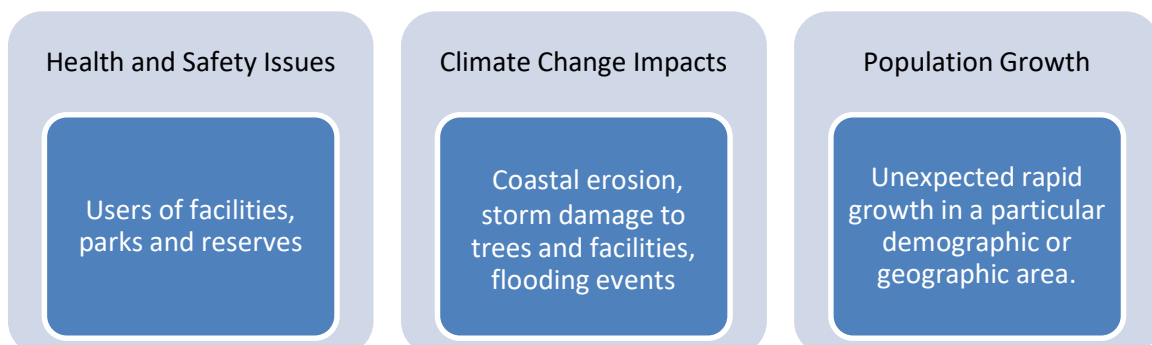
2.4.1   Negative effects of Greenspace activities

The Local Government Act 2002 (Amended 2017) requires every local authority to outline any significant negative effects that any activity may have on the social, economic, environmental, or cultural well-being of the local community.

In general terms, the effects generated by the Community and Recreation activities are likely to have limited negative impact and are not considered to have a high degree of significance in terms of the Council's Significance and Engagement Policy.

A table outlining the possible negative effects of the activities included in this plan and ways of monitoring and mitigating these can be found on the TRIM link 231023168549.

2.5   Strategic Direction

Strategic direction for the Greenspace activity is set using a combination of District-wide and local issues and priorities. The Council's infrastructure vision is 'To provide well maintained infrastructure that meets the needs of today's community and caters for the projected growth in the District's population in a manner that is sustainable and anticipates a changing environment.'

Activity Management Plans both shape and are shaped by the Long-Term Plan. Every three years, the Council's ten-year spending programme is reviewed, and the activity management plans have a key role to play in this process. The strategic direction set in each Long-Term Plan provides the context for activity management plans when they are reviewed. The AMP is a tactical plan that enables alignment of operational delivery with the Council's strategic objectives (as defined in strategic plans). It also shows how the delivery of services will contribute to meeting the community outcomes and delivering the agreed levels of service identified in the Long-Term Plan.

The following diagram depicts the relationship between the various processes and levels of planning within the Council required to support the achievement of identified community outcomes.
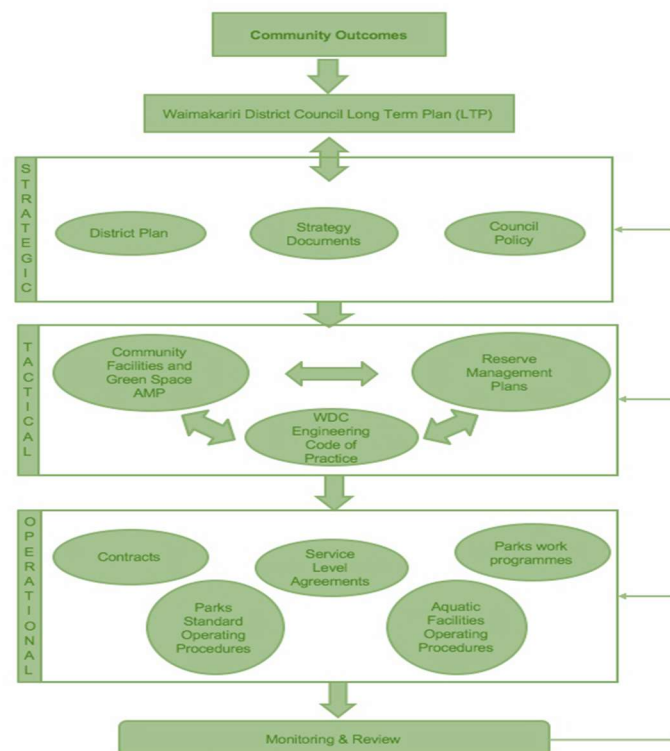
Figure 2-2: Planning within Council to achieve the Community Outcomes

Strategic, tactical and operational levels of planning feed into the Long-Term Plan and Community Outcomes. For details on how the levels of services for Greenspace support the strategic development see Section 3. The various Council planning frameworks can be found in Section 6.

2.5.1 District Plan

The Council's District Plan is one of the overarching documents that dictates how the district is administered including Community and Recreation assets. The District Plan is currently under review and Community and Recreation staff are contributing to this review around zoning and management of Greenspace areas within this plan.

The District Plan sets out how Greenspace zones (Natural, Open Space and Sports and Recreation) are managed. These zones dictate at a high level what is able to be developed within these spaces and needs to be considered alongside levels of service and reserve management plans. Public consultation occurs after each development.

If adopted this will formalise the management of these spaces and provide additional guidance on what activities are permitted within these spaces.

2.5.2 Our Goal

Community and Recreation activities aim to provide:

Table 2.2 Community and Recreation goal through contributions

Community and Recreation Contributions	
Reserves provide recreational opportunities for communities to promote the physical, psychological, environmental, and social well-being of the community	Maintaining and developing Rangiora Airfield enabling additional recreation as well as business opportunities
Providing and managing cemeteries to provide for community health through a peaceful environment for the burial, memorial, and remembrance of the deceased	Providing reserves that respect local character
Providing buildings and halls as community focal points and meeting places for events, gatherings and recreational activities	Maintaining and developing Kaiapoi Marine precinct for additional recreational and commercial opportunities.
Provision of community facilities or meeting / office space in community buildings for indoor activities and recreation spaces	Provide community grant funding and environmental education to build a sense of community
Providing public swimming facilities, to improve public safety by encouraging involvement in learn to swim programs	To assist public health by enabling injury rehabilitation access and mobility enhancement

Providing sports fields and other sports facilities to support and encourage the health and wellbeing of the community	Clean public toilet facilities to meet community and visitor needs, in appropriate locations

2.5.3   Approach to Sustainability

Sustainability remains an ongoing part of how Greenspace and Aquatics are delivered both now and into the future. Sustainability has been considered as part of existing contracts such as measures put in place to ensure sustainable practises such as using mulch from the Tree Maintenance Contract as part of the Parks & Reserves Maintenance Contract and the development of infrastructure located at the Aquatic Facilities to allow the creation of bleach onsite rather than importing this.

The development of a targeted sustainability strategy has also begun to further guide sustainable practices within both Council and the Community & Recreation department.

2.6   Why is Community and Recreation important?

The planning and management of a diverse and accessible range of open spaces and facilities is considered important by the community as they contribute to the social, cultural and environmental wellbeing of Waimakariri. The network of open spaces support and enhance the natural cultural values of the district, creating opportunities for the local community and visitors to experience a wide range of recreational activities. The Aquatic Facilities provide important centres for recreation as well as supporting educational, sporting and rehabilitation needs for the District.

Community Outcomes play a critical role in our strategic planning processes. They provide an understanding of what the community wants for the future. Some of the key activities from Community and Recreation that support community outcomes are identified below. Details of significant outcomes identified for Community and Recreation can be found in Section 3, 3.2.

<div align="center">Table 2.3 Community and Recreation Community Outcome Contributions</div>

Key activities from Community and Recreation that support community outcomes	
Facilities, Opens Spaces and Streetscapes-	Enables recreation and sporting activities to be undertaken, and natural and cultural heritage values to be protected and restored. Contributes to and supports community health and wellbeing
Aquatic Facilities-	Provides for recreation opportunities and supports the wellbeing of the community as well as providing facilities for children to learn to swim.
Parks and Reserves-	Provide visual amenity and opportunities for relaxation, health and social interaction
Airfield and Kaiapoi Marina-	Provides for recreation and commercial opportunities, building a sense of community.
Cemeteries	Cemeteries play an important role in our society. They support our sense of community and reflect the history of local people and cultures that founded and influenced our District.

Community and Recreation activities can provide a number of both at an individual and community level. These are listed below.

Table 2-4 Benefits of Recreational Activities

Individual	Community
Psychological benefits	Social/cultural benefits
- Combat the mental health pandemic - Personal development and growth - Personal appreciation and satisfaction - Friendships made - Reduction in social isolation - Increases ones personal worth (move from participant to volunteer)	- Community satisfaction and opportunity to participate - Pride in community - Strengthen sense of place/identity - Creates and sustains social interactions - Community cohesion/bonding/involvement - Shared celebration - People know their neighbours and community (crucial in times of crisis)
Physiological benefits	Economic benefits
- Better physical health - Reduced incidence of sedentary lifestyle disease - Maintenance of mobility and flexibility	- Reduced health costs - Increased productivity - Increased economic activity and growth - Increased demand to live and recreate in our district
	Environmental benefits
	- Protection and preservation of natural places - Water quality protection - Provision and protection of Greenspace in urban settings

The benefits identified above were recognised in the Waimakariri District Recreation Plan – Strategic Directions for Recreation document, adopted by the Council in 2003, which stated that recreation activities, facilities and open spaces contribute to the health and vitality of the District by:

- Enhancing individual health and wellbeing, including personal development and quality of life.

- Increasing social cohesion and people's sense of belonging and healthy communities.

- Attracting visitors and therefore providing economic benefits to the District.

- Enhancing the District's environment.

To contribute to a healthy district through the provision and support of a co-ordinated network of recreation opportunities that:

- *Meet the needs and preferences of Waimakariri District residents*

- *Contribute to a sense of community*

- *Promote the district as a visitor destination*

- *Maintain and enhance the quality of the environment*

- *Are efficiently used and economically sustainable*

2.7   Organisational structure / context

The Council's operations are divided into six key areas: Community and Recreation, Strategy and Engagement, Utilities and Roading, Regulation, Finance and Business Support and Organisational Development.

Figure 2-3 Waimakariri District Council Organisational Structure
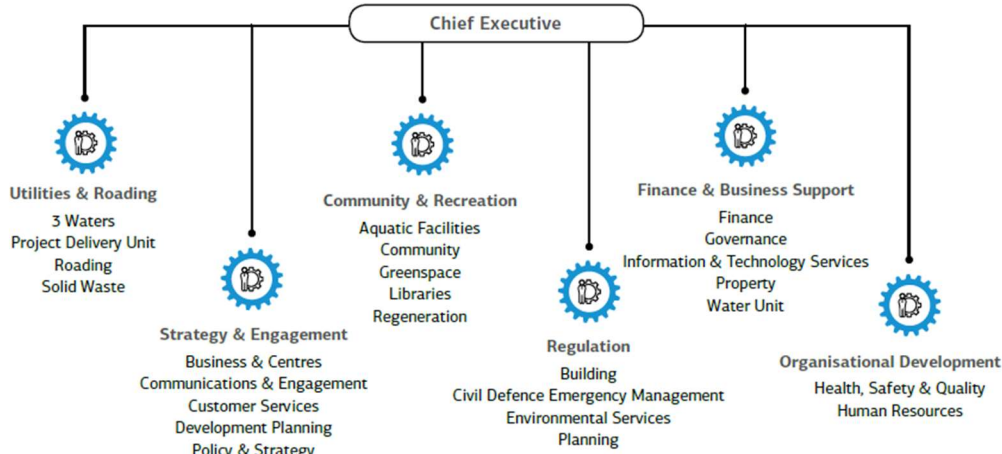
The senior management level is responsible for integrated and consistent delivery of services across all activities.

The Council has dedicated teams in Greenspace and Aquatics that manage the services provided by this Activity Management Plan. The General Manager of Community and Recreation has the overall responsibility for managing the services covered by this Plan. The structure for Greenspace as well as Aquatic Facilities is shown below:

Figure 2-4 Community Greenspace Organisational Structure
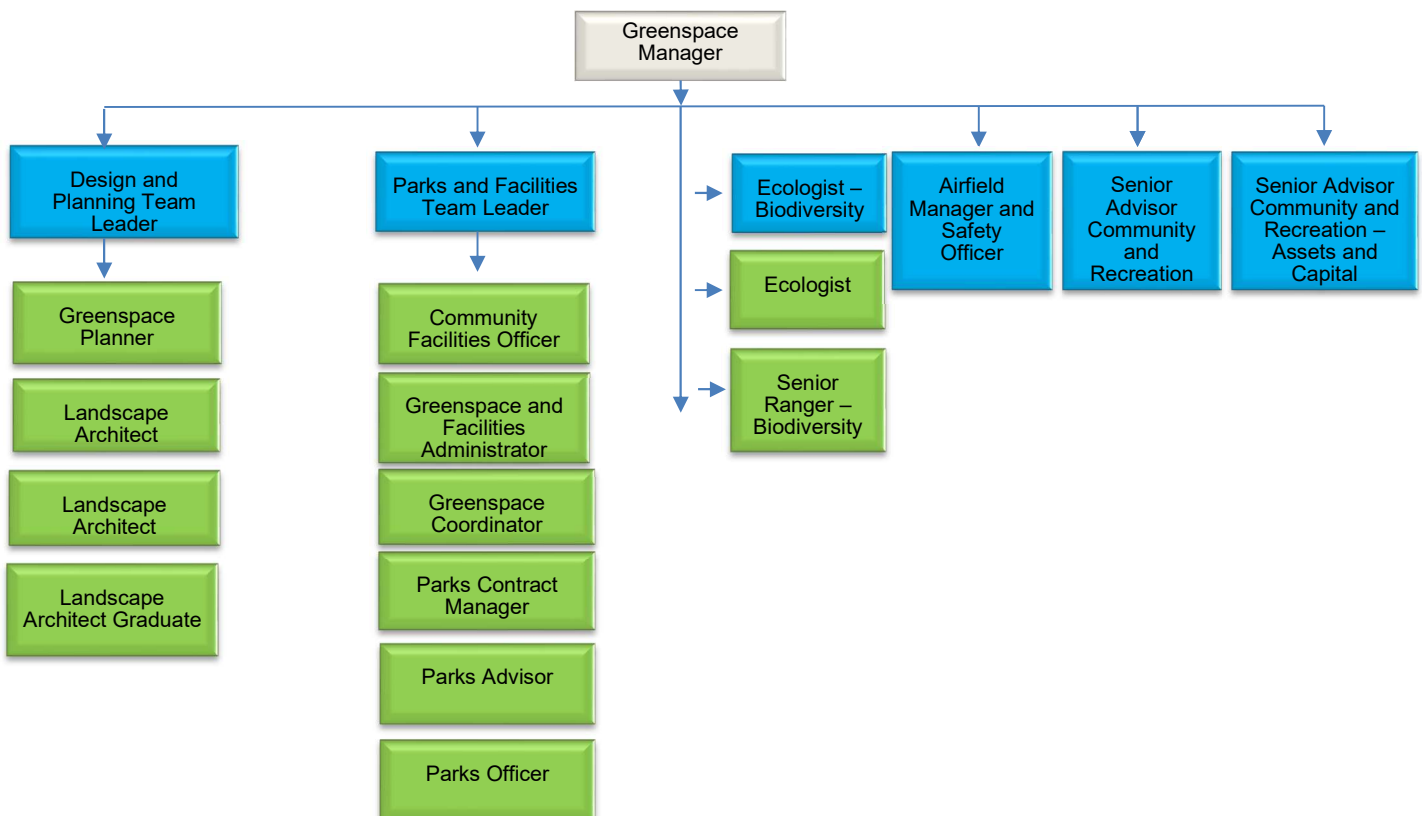
The Aquatics Facilities staff structure is shown below:

Figure 2-5 Aquatic Facilities Organisational Structure
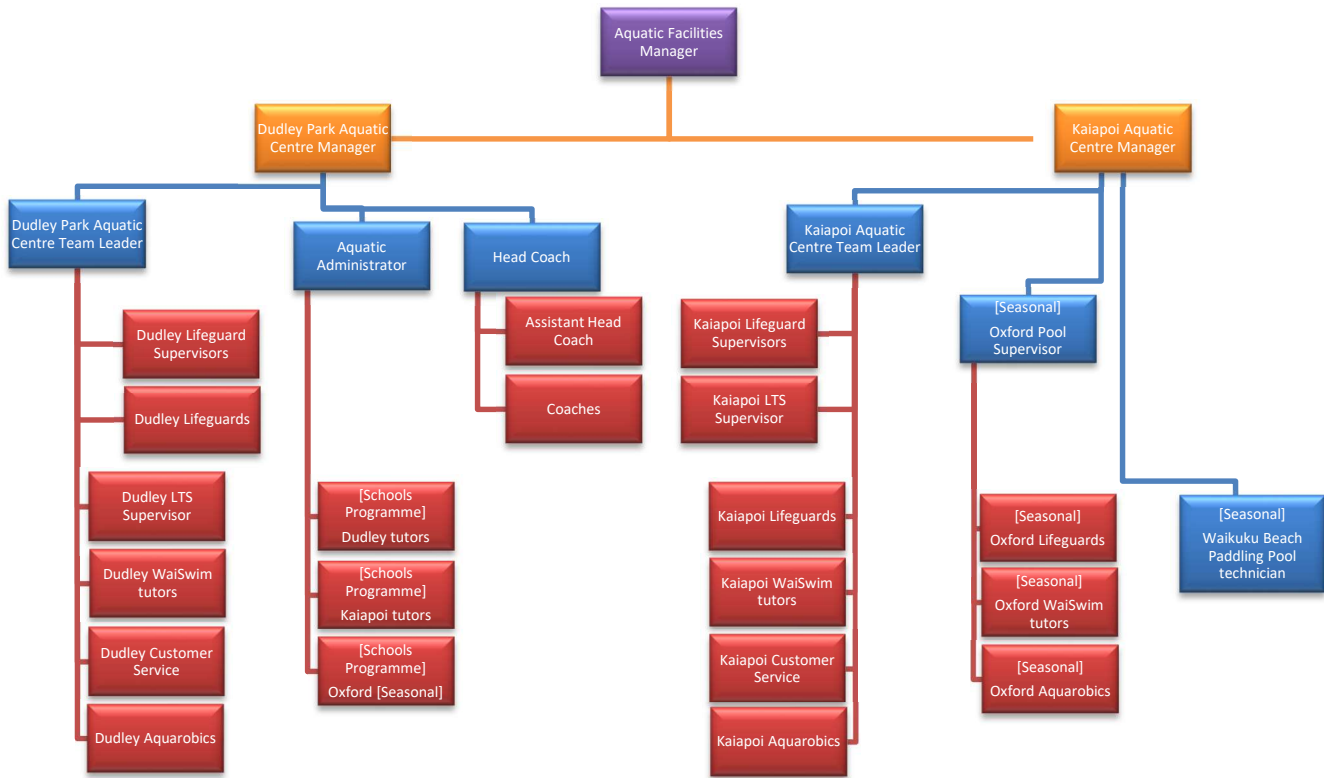
2.7.1 WDC guiding principles, strategies, policies and plans

In 2016 the Council focused on business improvement and the organisation began a strategic Organisational Development with its key focus being leadership and culture. All levels of staff within the organisation have been engaged in helping to shape this strategy and tell the story. The strategy – Te Mātou Mauri provides clear direction to outline the Council's areas of focus and priorities for investment. The principles incorporated in Te Mātou Mauri are:

Table 2-5 Ta Mātou Mauri Principles

Tā mātou mauri Our principles			
Our purpose	To make Waimakariri a great place to be, in partnership with our communities.		
Our vision	We are a respectful, progressive team delivering value for our customers.		
Our values	We will...		
	Act with integrity, honesty and trust		Keep you informed
	Do better every day	Take responsibility	Work with you and each other
Our customer promise	We will be professional, approachable and solutions-focused.		

Within Te Mātou Mauri the following organisational objectives have been set:

- We have a values-driven culture.

- It is fair and easy for customers to do business with us.

- Systems and management processes are integrated, effective and reflect best practice.

- We demonstrate value to today's customers and tomorrow's communities.

- We have empowered and valued people and teams.

- We are known as a trusted partner.

2.7.2   Cross Council relationships

In order for Greenspace activities to achieve community outcomes it is important that the unit works with other business units within council. The following table identifies areas of interaction between Greenspace and other areas.

Table 2-6 Inter-Relationships across Council

Department	Relationships
Community & Recreation	• The Aquatic Facilities team manages the paddling pools/splash pads located on Council reserves. • The Community Greenspace team provides design and project management support for aquatic landscaping projects. • The Regeneration team develop and implement the strategy for the red-zone recovery areas including greenspace assets. • The Greenspace Operations team manage the maintenance of some of the drainage assets located on reserves within the Greenspace contracts.
Regulation	• The Community and Recreation Department provide support as required to inform, process, and respond and advise on planning issues as they arise.
Utilities & Roading	• The two departments have internal agreements for the ongoing development and maintenance of assets, whereby the department with the most appropriate skills and expertise takes the lead role and where existing maintenance contracts provide the best value for money. • The Project Delivery Unit provides technical assistance, project managers for capital works projects and assists with the development of assets associated with this activity. • The Asset Information Management (AIM) Team manages on behalf of the Community and Recreation Department.
Finance & Business Support	• The Finance and Business Department provides financial systems and regular reporting across the Community and Recreation department activities.

Department	Relationships
Strategy & Engagement	• The Policy and Strategy Unit prepares policy documents on behalf of the Community and Recreation Department. • The Policy and Strategy Unit carries out customer satisfaction surveys. • The Policy and Strategy Unit analyses census data and prepares demographic profiles that assist the Community and Recreation Department with its forward planning. • The Customer Services Unit runs a service request system for the Community and Recreation Department, they also handle community facility and reserve bookings and manages the plots and burial records.
Organisational Development	• The Health & Safety team are responsible for the overall H&S for Council and coordinate with Community and Recreation as required to address issues. • Human Resources are responsible for the organisational requirements around staffing and resourcing.

2.8   AMP Approval Process

The Council processes require that the following approval process is followed in the adoption of this updated Plan:

• Sign off by Activity Manager

• Consideration and recommendation to Council by the Community and Recreation Committee

• Approval by Council

2.9   Linkage to Other Planning Documents

Many of the asset planning activities undertaken by Council are applied to all infrastructure assets. This Plan follows the Community Outcomes framework and then feeds into the Long-Term Plan (10-year planning framework), the 30 Year Infrastructure Strategy and the Financial Strategy, all of which are a requirement of the Local Government Act 2002.

The Community and Recreation activities covered by this Plan are impacted or influenced to a lesser or greater to a number of internal and external documents and policies. In preparing this Activity Management Plan, we examined external national drivers that influence Community and Recreation activity including legislation, national policies, regulations, strategies, standards, and guidelines. Local or internal drivers that influence the Activity Management Plan include Council's bylaws, polices, plans, strategies, and standards. These plans set the strategic direction for Council. An overview of standards can be found in Section 6, 6.4.3. All AMP's within Council are linked as they all support Community Outcomes and Infrastructure Strategy.

The Revenue and Financial Policy provides the framework for funding of Community and Recreation activities. Council funds Greenspace, Community Facility and Aquatic activities to provide agreed levels of service as documented elsewhere in this plan and consider activities which are broad in nature and provide a range of benefits to subsections of the community. It will

guide Council's future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long-Term Plan 2024-2034.

The Council Procurement and Contract Management Policy, ensures that all procurement and tendering undertaken follows a strict process, outlining obligations that must be met throughout the procurement process including at what level multiple prices must be obtained and the delegation for this work. This policy ensures that when a contract is required to undertake operational or maintenance works, such as a new project or the Reserves Maintenance Contract there is a system in place to manage the tendering and contract process. The following diagram depicts the relationships between the various processes and levels of planning within the Council required to deliver on the Council's vision and goals.

Table 2-7 Linkage Between Strategic Documents
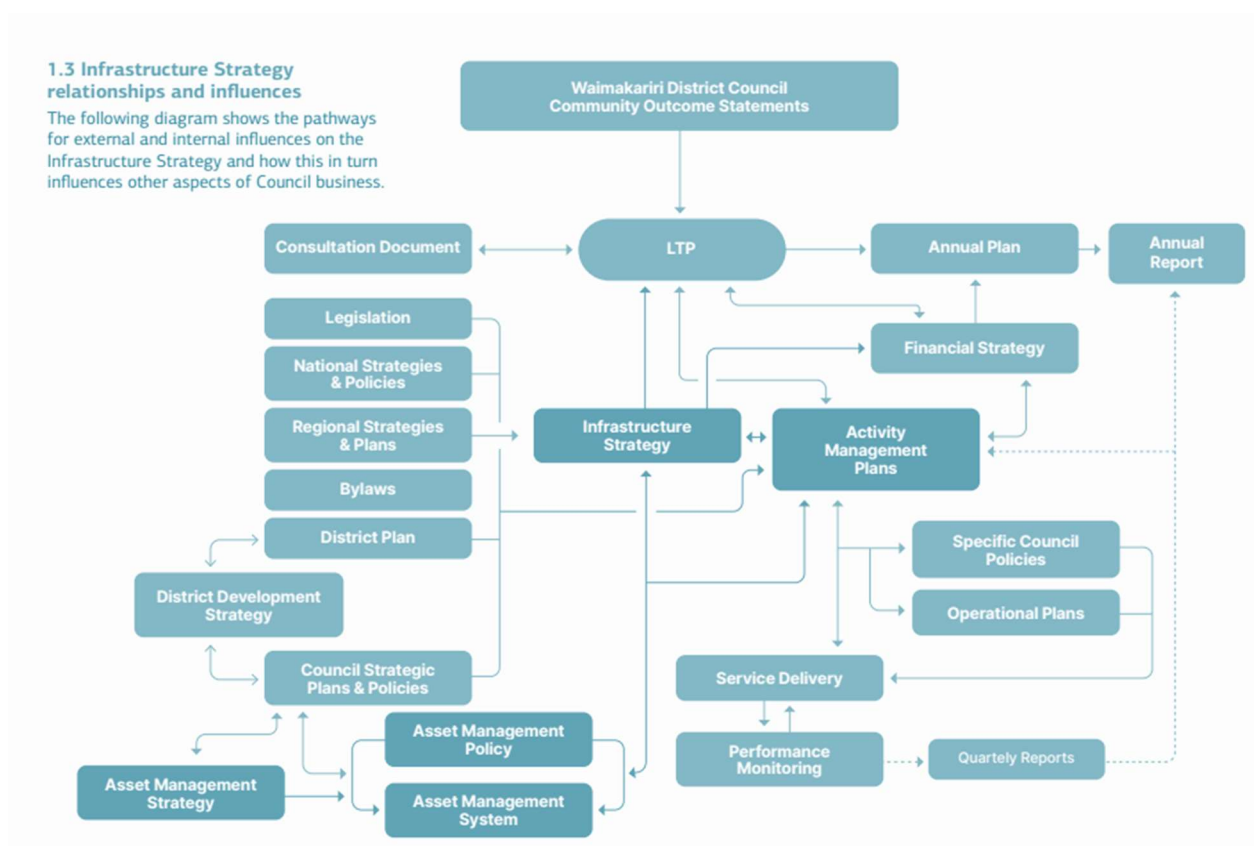
2.10   Navigating the AMP

The International Infrastructure Management Manual's (IIMM) Section 4.2.6's general format guidelines for AMPs are followed by the AMP.

Table 2-8 AMP Sections

Section	Subject Area	Description of Contents
One	Executive Summary	A high-level summary of the Plan that forms supporting information to that is included in the Council's Long-Term Plan
Two	Introduction	This section provides an overview of the Plan, summarising the key issues and how the plan influences and supports other documents and relationships across the Council and with external stakeholders.

Section	Subject Area	Description of Contents
Three	Current demand and levels of service	This section reviews how the current levels of service are managed and achieved identifying the key challengers in meeting those targets and the initiatives or actions needed to maintain them.
Four	Future demand and growth	This section outlines the key trends that are likely to influence demand for assets and services covered by this Plan to ensure that the agreed levels of service can be maintained and, in some cases, where agreed with the community, can be improved, or enhanced.
Five	Asset Description	This section contains an explanation as to what assets are managed within Greenspace and Aquatics
Six	Lifecycle Management	This section covers how the lifecycle of assets is managed within Greenspace and Aquatics
Seven	Financial Management	This section covers the framework within which the assets covered by the Plan are funded through capital investment, how the financial strategies and policies support the maintenance and operational lives and how the funding provides for the ultimate disposal.
Eight	Risk Management and Assumptions	This section provides and analysis of the risk identified associated with the provision of services covered by the plan and how those risks are managed or mitigated
Nine	Asset Management systems and practices and sustainability	This section provides details of the assets used to provide the services covered by this Plan, how they are managed and who is responsible within the council. The chapter also describes the systems and processes used to ensure that the asset information is managed to industry recognised standards, particular ensuring that the practices are sustainable both now and for the future
Ten	Improvement Plan & Monitoring	This section is a key part of the plan as it pulls together all the actions, identified in different parts of the plan, that need to be considered to ensure the plan meets its objectives both now and, in the future.

3   Current Demand and Levels of Service

3.1   Introduction to the section

Levels of Service (LoS) are a measure of the standard of service being provided. International standards state "level of service describes attributes if the service from a customer point of view" (source IIMM, International Edition 2015). The target levels of service are a significant factor in determining the size, capacity, and cost of operating each scheme.

This section reviews how the current levels of service are managed and achieved identifying the key challengers in meeting those targets and the initiatives or actions needed to maintain them.

A key objective of this plan is to define the level of services for the Greenspace and Aquatics and then compare customer expectation and willingness to pay through rates with the delivery of the activity. This plan sets out to identify strategic, tactical, and operational level of services through cost projections, renewal, and maintenance programmes. This is required to deliver assets that meet a customer desired level of service. Level of service targets are created through council converting customer expectations and preferences into relevant levels of service.

Key objectives of this Activity Management Plan include:

- informing customers of the current level of service provided and any proposed changes to levels of service and the associated cost.

- measuring performance against defined levels of service

- identifying and quantifying the gaps

- developing Asset Management strategies to deliver the required level of service.

- identifying the costs and benefits of the services offered.

- enabling assessment of suitability, affordability and equity of the services offered.

Information regarding performance against Customer Levels of Service can be found in the appropriate section throughout this section. Technical Levels of Service are incorporated in this AMP against the relevant section in this document, primarily against the Lifecycle Management Plan. These levels of service must accommodate a wide range of wants and needs, sometimes conflicting, and help to deliver in a manner which best meets the needs and desires of the wider community.

Community outcomes are the outcomes that a local authority aims to achieve in order to promote the social, economic, environmental, and cultural well-being of its district or

region, in the present and for the future. Community outcomes describe the aspirations and priorities of communities and therefore provide a guide for the service to communities.

Community outcomes and level of services targets provide a basis for strategies and works programmes as identified within this plan and other council documents. Such as the long-term plan.

The Levels of Service are based on the following key input areas:

Legislative Requirements	Strategic & Corporate Goals	Customer Research & Expectations
These statutory and other requirements are the minimum level of service that must be provided	Identify the overall direction of the organisation and provide a framework for the level of service	Information gained from customers on what they value and the expected quality and needs

Levels of Service

3.2 Community Outcomes and benefits

Community outcomes are a high-level set of desired goals and describe the aspirations and priorities that a local authority aims to achieve to promote the social, economic, environmental, and cultural well-being of its district or region, in the present and for the future. They also help Council align efforts and resources to meeting these community needs, wants and priorities. Waimakariri District Council's Community Outcomes were revised in preparation for the coming 2024-2034 Long Term Plan (LTP) and as such feed into this AMP. The LTP is the key planning tool for council and one of its purposes is to describe the activities and the community outcomes it aims to achieve.

In 2010, the Local Government Act 2002 was amended (Section 261B) to include new rules specifying non-financial performance measures for local authorities. The measures are intended to help members of the public compare the level of service provided by different councils at District or City level. Performance measures of activities undertaken by the council must incorporated into its long-term plan and report against them in their annual reports. This is a formal process for consultation with its community.

A key focus of the adopted Community Outcomes is to seek to improve the social, economic, environmental, and cultural well-being of the district, now and for the future. Community Outcomes play a critical role in our strategic planning processes. They provide an understanding of what the community wants for the future. Community outcomes are identified in Figure 3.1 below.

Figure 3-1 WDC Community Outcomes

- A place where everyone can have a sense of belonging…

Social

- …where our people are enabled to thrive and give creative expression to their identity and heritage…

Cultural

- …and is supported by a resilient and innovative economy.

Economic

Envionmental

- …that values and restores our environment…
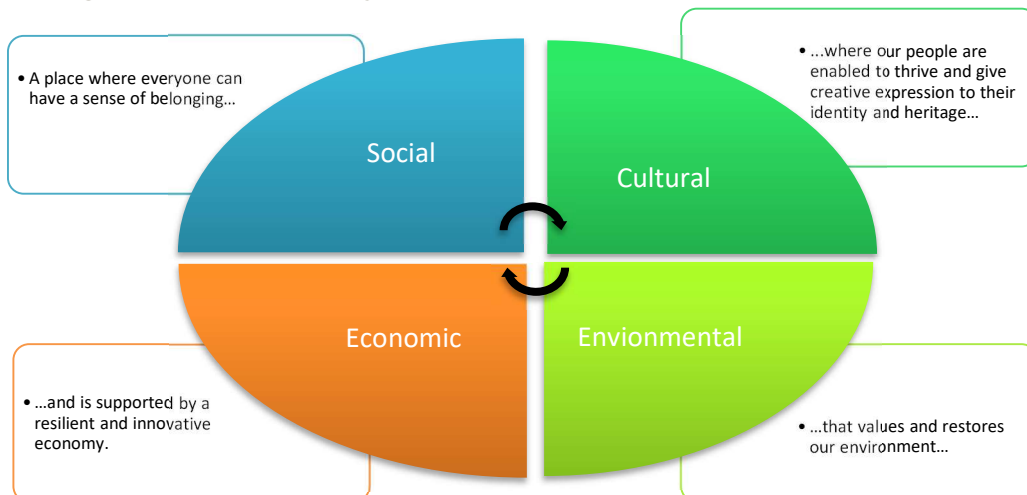
Significant outcomes identified for Community and Recreation are as follows:

• Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.

• Public spaces express our cultural identities and help to foster an inclusive society.

• Land use is sustainable; biodiversity is protected and restored.

• Our communities are able to access and enjoy natural areas and public spaces.

• People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.

• People participate in improving the health and sustainability of our environment.

• There are sufficient and appropriate locations where businesses can set up in our District.

• Infrastructure and services are sustainable, resilient, and affordable.

For a full list of the community outcomes and the measure for each that Council seeks to meet see TRIM 230620091148.

Council has a range of measures by which it can determine how well the community's needs and desires are being met. These range from customer service outcomes to technical measures used to evaluate contractor delivery. The table below identifies mandatory and elective performance measures.

Table 3.1: Summary of Performance Measure Types and Reporting

	Mandatory Performance Measures	Elective Performance Measures
Set By:	These measures are set by the Department of Internal Affairs (DIA), but the targets set by individual local authorities.	These measures are set by individual local authorities.
Reporting Systems:	Long Term Plan and Annual Report. Quarterly reports to Council	Activity Management Plans Annual report to Council (future improvement). Some measures are also included within the Long-Term Plan and Annual Report.

3.3   WDC partners, customers, and stakeholders

Expectations in the community are very important in determining future levels of service and in assessing how well the Council is performing with respect to current levels of service. The plan is to clarify and define the level of services for the service of activities under the Community and Recreation unit. Property and Libraries are defined under another AMP. Community and Recreation has both internal and external customers and stakeholders. This plan recognises stakeholder interests in ensuring legislative and elective requirements are met with sound

management and operational practices are in place. The Council also aims that public effect is given to the spirit of the Te Tiriti o Waitangi.

Māori are tangata whenua of Aotearoa / New Zealand therefore, a meaningful, open and trusting relationship based on the principles of Te Tiriti with Ngāi Tūāhuri are important as partners in customer and stakeholder engagement.

The territorial area governed by the Waimakariri District Council sits within the takiwā (territory) of Ngāi Tūāhuriri which is one of eighteen Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests.

A Memorandum of Understanding (MOU) between the Council and Te Ngāi Tūāhuriri Rūnanga was first developed in 2003 and renewed in 2012. It responds to the spirit and intent of the provisions of the Local Government Act passed in 2002. The purpose of the MOU is to develop a mutually beneficial relationship between the Waimakariri District Council and Te Ngāi Tūāhuriri Rūnanga based upon the core values of the parties.

In 2019 the Council established the Mahi Tahi Joint Development Committee. This was seen as a considerable step progressing the relationship and business between the Council and the Rūnanga.

3.3.1   Internal partners, customers, and stakeholders

Internal stakeholders are where Greenspace provides services on behalf of another area within Council, when it is more efficient to do so. Where Greenspace provide such services, there are internal recoveries so that the costs settle appropriately within the financial accounts. For example, Greenspace landscape architects are charged at a cost recovery model similar to the Project Delivery Unit engineers for consultant work. This work is undertaken by Greenspace staff for other departments within Council. The Greenspace maintenance contractor is used by:

- Roading Unit – for street cleaning activities

- Drainage Unit– for maintenance of urban storm water open drains and storm water retention areas.

3.3.2   External partners, customers, and stakeholders

Community and Recreation has a diverse range of external partners, customers, and stakeholders because of the wide range of services offered.

Council, Mahaanui Kurataiao Limited (MKL) and Te Ngāi Tūāhuriri Rūnanga meet monthly to consult, discuss matters and operational implementations of the sustainable management of resources. Activities within this Plan meet the principles of Te Tiriti o Waitangi through ensuring and continuing to engage Māori to contribute to decision making and decision-making processes. The Community and Recreation unit have the opportunity to engage directly with Rūnanga representatives through the monthly meeting korero around projects.

Other external partners, customers and stakeholders range from Environment Canterbury to individual community members. Table 3.2 shows examples of the services where different customer needs are met.

Table 3-2: Facility User Groups

Facility	Customer and Stakeholders
Sport & Recreation	Sports teams, social sport, public community events, Sporting Bodies
Neighbourhood Parks	Local community for play, walking and general recreation
Public Gardens	Students, Community Groups, Families and Small Businesses
Nature reserves	Wider community for walking and cycling. Special Interest Groups
Outdoor Adventure	Currently Airfield is identified as Outdoor Adventure Park (see below)
Recreation and Ecological Linkages	Links for Walking and cycling. Ecological interest groups (e.g., Forest & Bird)
Civic Spaces	Local businesses that serve shoppers and workers
Streetscapes	Local Community, Businesses
Cemeteries	Wider community
Community Halls & Buildings	Local community groups and business, educational use for training purposes, Clubs and Churches.
Aquatic Centres	General Community, Businesses (swimming lessons), other Councils, Sporting Bodies
Kaiapoi Marine Precinct	Local community, Businesses
Airfield	Businesses, Recreational Flying

3.4 Understanding customer needs/expectations

The council gains a better understanding of customer needs, wants and priorities through public consultation.

Public engagement and consultation into significant decisions, policies or programmes undertaken by Council is essential to ensure they reflect the aspirations and priorities of our community. Consultation aids in reaching a common understanding of issues. While the relationships and dialogue between decision-makers, partners, communities, and stakeholders for the purpose of making better decisions, policies or programmes is an integral part decision making within the Community and Recreation business unit. This is reinforced by the Council's Significance and Engagement Policy (2023, TRIM 230614088040) that guides expectations of relationships.

Tā mātou mauri (Our principles) state our values are to "keep you informed" and "work with you and each other"enforcing the Council's importance of partner, customer and stakeholder engagement.

Community Engagement

In 2006, the Recreation Activity Management Plan including level of services were consulted upon comprehensively as part of a 2006-2007 review. Consultation was sort through the Community and Recreation Committee, community boards, ward advisory boards and key affected groups and communities, then it went out for public consultation in 2007.

Included in the review were levels of service relating to:

*Parks provision   *Sports grounds

*Community Buildings   *Playgrounds

Weightings formulas were approved by the Community and Recreation Committee.

While a comprehensive public review has not been carried out since then Greenspace utilises a number of methods to test levels of service, understand stakeholder and customer needs and expectations. This process included mailing information to ratepayers, public meetings within different locations in the District, publication consultation documents, and receiving, hearing and considering submissions. The Council's understanding of different requirements of customer group expectations and preferences has traditionally been based on areas presented in the table below.

Table 3.3: Methods to Determine Customer Expectations

Service Requests	Customer satisfaction is identified through the number of service requests received around each asset within the Greenspace and Aquatic business units. Feedback is provided by the community through the central call centre and recorded in the business system allowing easy analysis for trends both at a district level and a scheme level.
Advisory Groups	Council has a number of special advisory groups that provide feedback for certain types of reserve.
Feedback Channels	Feedback from elected members and Community Boards. Feedback and submissions to specific projects such as playground developments and community consultations around greenspace projects.
Customer Satisfaction Surveys	Council conducts annual surveys for several of its facilities and undertakes a three yearly customer satisfaction surveys. Specific surveys are also undertaken as part of the development of asset specific strategies. The last customer satisfaction survey was completed by Council in 2022.
Long Term and Annual Plan Planning Process	Council seeks feedback from the community during the long terms and Annual Planning process after draft documents are released. Proposed level of services is communicated to customers is through the LTP process. During the preparation of the LTP mandatory performance measures form part of the LTP documentation that goes out for public consultation.
Development Consultation	Targeted consultation is carried out on all new developments or significant replacements.

These methods of communication show the link beetween customer expectations and technical level of services being provided by council. As key example is where upgrades to schemes have been completed, the positive impacts can be seen to flow through to complaint levels, which provides a useful measure of success of projects. The council supports communities to contribute towards climate change through the Council's biodiversity contestable fund. This fund provides grants to private landowners to protect and enhance areas of ecological signifance.

3.5   Current customer levels of service

Level of services are important for council as they help to identify any shortfalls, ensure long term cost control and to align service delivery with corporate goals. Consistent measurement and reporting outcomes provide transparency and accountability to ensure high efficiency of service to stakeholders. In turn this creates positive relationships.

The current customer levels of service have been developed for a number of areas of the Greenspace and Aquatic activities. These levels of service have been set based on several different approaches.

3.5.1   Council Targets

Where staff have identified that satisfaction of users is an appropriate level of service to measure for these activities the level has been set based on internal discussions. These levels identify that achieving 100% satisfaction is extremely difficult to maintain given the active nature of the assets maintained and managed by Aquatics, Community Facilities and Reserves. These include:

*   90% satisfaction with Community Facilities

*   90% satisfaction with Aquatic Facilities

*   90% satisfaction with Sports Facilities

3.5.2   External and Internal Levels of Service performance Measures

External level of services within this plan is classified as legislative and industry standard requirement on Greenspace and Aquatic activities. The measures are intended to help members of the public compare the level of service provided by different councils at District or City level. As part of the review of Greenspace activities the current levels of service are reviewed to ensure that they remain relevant. Non-financial KPI's are audited by Audit NZ.

The Greenspace Unit has also developed a number of internal performance measures. These are not specific to any particular asset but rather manage internal operational performance.

3.5.3   Legal or Health and Safety requirements

Where there is a set legal of health and safety requirements in place that must be met to ensure community and users remain safe. This includes the following:

*   100% compliance with Pool safe Accreditation

*   100% compliance with general aviation requirements

3.5.4   Industry Standards

A number of these have been set based on industry standards across New Zealand through Yardstick. These provide a baseline target that should be achieved for items such as provision of neighbourhood land. Council has taken these targets and adjusted these for our district and in some cases set the target above the guide from Yardstick:

*   8 hectares of parkland per 1000 residents

*   1 hectare of neighbourhood reserve per 1000 residents

3.6 Levels of service and Performance Measures for Greenspace and Aquatic Provision

The Council reviews its levels of service every three years, as part of the Long-Term Plan development. Options for increasing and decreasing service levels were under review at the writing of this plan. As part of the development of the Natural Environment Strategy performance measures and targets for biodiversity have been considered. Implementing new performances measures has risks associated with delivering levels of investment as these will come at a cost both as capital expenditure and operational for the future ongoing maintenance of new assets.

Table 3-4 Levels of Service and Performance measures for Greenspace and Aquatic assets:

The following tables summarise the identified Levels of Service and Performance measures for Greenspace and Aquatic assets:

Parks & reserves											
Community Outcome (activity contributes to)	**Council Response** (How this activity contributes to outcomes)	**Level of Service** (what council provides)	**Measure**	**Targets**	**Achieved**			**Future Performance Targets**			
					2020	**2021**	**2023**	**Year 1 2024/2025**	**Year 2 2025/2026**	**Year 3 2026/2027**	**Year 4-10 2027/2034**
Social- A place where everyone can have a sense of belonging…	Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.	Providing sports grounds, neighbourhood reserves and natural reserves for the community to use.	The number of hectares of parkland per 1000 residents.	8 hectares per 1000 residents.	16.18	15.93	12.7 hectares	At least 8 hectares per 1000 residents.	At least 8 hectares per 1000 residents.	At least 8 hectares per 1000 residents.	At least 8 hectares per 1000 residents.
		Public Gardens Provision of high-quality public gardens in key locations which provide the opportunity for horticultural displays, education and contemplative leisure experiences.	NZRA yardstick benchmark of 0.1 to 0.2 hectares per 1,000 residents. Number of hectares maintained.	No less than 0.03 hectares of public gardens per 1,000 residents is maintained across the District.	2017 0.05 hectares	2020 0.044 hectares	2023 0.04 hectares	No less than 0.03 hectares of public gardens per 1,000 residents	No less than 0.03 hectares of public gardens per 1,000 residents	No less than 0.03 hectares of public gardens per 1,000 residents	No less than 0.03 hectares of public gardens per 1,000 residents
		Neighbourhood Parks Provision of neighbourhood parks within easy reach of home, providing open space, amenity value and play opportunities for all ages.	NZRA Yardstick benchmark of 1.0 to 1.75 hectares neighbourhood reserve provision per 1,000 residents. Number of hectares maintained.	1 hectare per 1000 residents.	2017 2.14 hectares	2020 2.03 hectares	2023 1.3 hectares	No less than 1.0 hectares of neighbourhood reserve per 1000	No less than 1.0 hectares of neighbourhood reserve per 1000	No less than 1.0 hectares of neighbourhood reserve per 1000	No less than 1.0 hectares of neighbourhood reserve per 1000
		Neighbourhood Parks Neighbourhood parks are large enough to cater for a wide cross section of users living within specified catchment areas.	WDC Parks Categories & Levels of Service Guidelines – ideally neighbourhood parks (local) to be no smaller than 5000m2, (community) no smaller than 1.5 hectares.	No more than 51% of neighbourhood parks are smaller than 5000m2.	2017 48%	2020 48% (34 out of 71)	2023 45.33% (34 out of 75)	No more than 51% of neighbourhood parks are smaller than 5000m2.	No more than 51% of neighbourhood parks are smaller than 5000m2.	No more than 51% of neighbourhood parks are smaller than 5000m2.	No more than 51% of neighbourhood parks are smaller than 5000m2.

Parks & reserves											
Community Outcome (activity contributes to)	**Council Response** (How this activity contributes to outcomes)	**Level of Service** (what council provides)	**Measure**	**Targets**	**Achieved**			**Future Performance Targets**			
					2020	**2021**	**2023**	**Year 1 2024/2025**	**Year 2 2025/2026**	**Year 3 2026/2027**	**Year 4-10 2027/2034**
			Percentage of neighbourhood parks smaller than 5,000m2.								
		Sports & Recreation Parks Provide and maintain sports field capacity to meet reasonable demand. Recreation facilities will be managed to meet the recreation needs of the community or sports code.	NZRA Yardstick benchmark of 1.5 to 3.0 hectares per 1,000 residents. Number of hectares.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	2017 4.83 hectares	2020 4.71 hectares	2023 4.0 hectares	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.	No less than 2.51 hectares of sport and recreation park per 1,000 residents is maintained across the District.
	Our community has reliable access to the essential infrastructure and services required to support community wellbeing.	Council parks are well used by district residents.	WDC Customer Satisfaction Survey results (3 yearly).	At least 90% of customer satisfaction for parks and reserves	2016 84%	2019 82%	2022 91%	At least 90% of customer satisfaction	At least 90% of customer satisfaction	At least 90% of customer satisfaction	At least 90% of customer satisfaction
		Natural Parks Provision and protection of natural environments to provide opportunities for people to experience nature through recreation activities appropriate to the particular park.	NZRA yardstick benchmark of 5.0 to 15.0 hectares per 1,000 residents. Number of hectares.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	2017 2.72 hectares (Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust).	2020 2.69 hectares (Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust which is approximately 700 hectares).	2023 3.1 hectares (Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust which is approximately 700 hectares).	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.	No less than 2 hectares of natural parks per 1,000 residents is maintained across the District.

					Parks & reserves						
Community Outcome (activity contributes to)	**Council Response** (How this activity contributes to outcomes)	**Level of Service** (what council provides)	**Measure**	**Targets**	**Achieved**			**Future Performance Targets**			
					2020	**2021**	**2023**	**Year 1 2024/2025**	**Year 2 2025/2026**	**Year 3 2026/2027**	**Year 4-10 2027/2034**
People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.	Civic Spaces Provision of open space within business/retail areas. These spaces have a high level of amenity development and maintenance designed to attract and cater for periodic high levels of use.		Yet to be determined. Provision in existing CBD's will be largely dependent on historic design but consideration should be given to the creation of civic spaces in all new business/retail centre developments.	Yet to be determined.	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space	Redeveloped civic space
Our community has reliable access to the essential infrastructure and services required to support community wellbeing.		Council parks are well used by district residents.	Customer Satisfaction with sports grounds as measured by an annual survey of users	No less than 50 % of respondents use parks.	**2013- Customer Survey Results** 60.05% of respondents are using the parks.	**2019- Customer Survey Results** 74.7% of respondents are using the parks.	**2022- Customer Survey Results** This question was not within the 2022 survey	question no longer requiring a target	question no longer requiring a target	question no longer requiring a target	question no longer requiring a target
		Service requests and failures are responded to promptly.	Response to WDC Service Request System; Urgent SR's (health & safety) 1 to 2 days Normal (day to day maintenance) up to 5 days Non urgent (programmed maintenance & improvement suggestions) within 14 days.	80 % compliance with agreed timeframes.	77.89%	86.41%	2022 79.95%	80%	82%	84%	86-90%

					Achieved			Future Performance Targets			
Community Outcome (activity contributes to)	**Council Response** (How this activity contributes to outcomes)	**Level of Service** (what council provides)	**Measure**	**Targets**	**2020**	**2021**	**2023**	**Year 1 2024/2025**	**Year 2 2025/2026**	**Year 3 2026/2027**	**Year 4-10 2027/2034**
Parks & reserves											
Cultural ...where our people are enabled to thrive and give creative expression to their identity and heritage...	Public spaces express our cultural identities and help to foster an inclusive society.	Council reserves are managed consistently and in a way that meets community expectations and statutory requirements.	Reserves are managed in accordance with the Reserves Act 1977, any Reserve Management Plans, and the Activity Management Plan.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.	No issues arising from non-compliance with the Reserves Act.
Environmental ...that values and restores our environment...	Our communities are able to access and enjoy natural areas and public spaces.	Reserves are safe to use.	CPTED guidelines are applied to reserves.	CPTED audits are completed for all reserve development proposals and landscape plans as part of the approval process.	Undertaken for new reserve developments.	Undertaken for new reserve developments.	Undertaken for new reserve developments.	CPTED audits are completed for all reserve development proposals and landscape plans	CPTED audits are completed for all reserve development proposals and landscape plans	CPTED audits are completed for all reserve development proposals and landscape plans	CPTED audits are completed for all reserve development proposals and landscape plans
			Compliance with the NZ Playground Safety Standards 5828.	Playgrounds meet the NZ Standard 5828 as assessed by monthly inspection.	Compliance met	Compliance met	Compliance met	All compliance measures are met	All compliance measures are met	All compliance measures are met	All compliance measures are met
	Land use is sustainable; biodiversity is protected and restored.	Areas of significant indigenous vegetation and habitats for indigenous fauna will be protected, enhanced, and maintained in accordance with reserve management plans	Meeting the objectives of the reserve management plan.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.	100% compliance with reserve management plans.

						Achieved			Future Performance Targets			
Community Outcome (activity contributes to)	**Council Response** (How this activity contributes to outcomes)	**Level of Service** (what council provides)	**Measure**	**Targets**		**2021**	**2022**	**2023**	**Year 1 2024/2025**	**Year 2 2025/2026**	**Year 3 2026/2027**	**Year 4-10 2027/2034**

Community Buildings and Facilities

Community Outcome	Council Response	Level of Service	Measure	Targets	2021	2022	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
Social A place where everyone can have a sense of belonging…	Public spaces express our cultural identities and help to foster an inclusive society.	Provision of two town halls, 19 community facilities that comprise meeting spaces and indoor court facilities across the district for the community to use.	Customer satisfaction with meeting and performance spaces as measured by an annual survey of facility users.	90% of survey respondents being satisfied with the facilities.	87.23%	89.88%	93.67%	It has been identified that the forecast populations in Ravenswood and Pegasus will require community facility space. This has been planned for the period of the 2024 – 2034 Long Term Plan.			
Environmental …that values and restores our environment…	People participate in improving the health and sustainability of our environment.										
Economic …and is supported by a resilient and innovative economy.	There are sufficient and appropriate locations where businesses can set up in our District.	Within 10-15 minute walk from local centre, or 5-10 minute drive	Community facilities (Neighbourhood) Number of meeting spaces available	Provision of a meeting space approximately 260-330m2 for every 2500 population	Target met	Target met	Target met	Provision of a meeting space approximately 260-330m2 for every 2500 population	Provision of a meeting space approximately 260-330m2 for every 2500 population	Provision of a meeting space approximately 260-330m2 for every 2500 population	Provision of a meeting space approximately 260-330m2 for every 2500 population
Social A place where everyone can have a sense of belonging…	People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.	Provision of larger and more developed Community Facilities to cater for the needs of the Community	Within 10-15 minute drive from anywhere in the catchment population Within 30 minute drive from rural dwellings	Community Facilities (Town Centre) yet to be determined.	Targets were not determined	Targets were not determined	Targets were not determined	Community Facilities (Town Centre) yet to be determined.	Community Facilities (Town Centre) yet to be determined.	Community Facilities (Town Centre) yet to be determined.	Community Facilities (Town Centre) yet to be determined.

Community Outcome (activity contributes to)	Council Response (How this activity contributes to outcomes)	Level of Service (what council provides)	Measure	Targets	Achieved			Future Performance Targets			
					2021	2022	2023	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Year 4-10 2027/2034
Airfield											
Economic…and is supported by a resilient and innovative economy.	There are sufficient and appropriate locations where businesses can set up in our District.	Maintaining and developing Rangiora Airfield to provide greater opportunities for recreation and general aviation by enabling additional recreation as well as business opportunities.	Compliance with general aviation requirements.Designation of land	100% compliance with general aviation requirements.	Compliance met	Compliance met	Compliance met	All compliance measures are met	All compliance measures are met	All compliance measures are met	All compliance measures are met
Cemeteries											
Social A place where everyone can have a sense of belonging…	People are able to enjoy meaningful relationships with others in their families, whanau, communities, iwi and workplaces.	Cemetery provision will meet the future interment needs of District residents for accessible and appropriate burial sites. Providing and maintaining cemeteries to provide for community health.	Amount of berm development undertaken and forecasting that against the anticipated future requirement. Provision is population dependent, so no yard stick figure is available.	Providing berm capacity for at least 3 years.	Currently meeting target. Amount of berm development undertaken.	Currently meeting target. Amount of berm development undertaken.	Currently meeting target. Amount of berm development undertaken.	Providing berm capacity for at least 3 years.	Providing berm capacity for at least 3 years.	Providing berm capacity for at least 3 years.	Providing berm capacity for at least 3 years.
Aquatic Facilities											
Economic …and is supported by a resilient and innovative economy.	Infrastructure and services are sustainable, resilient, and affordable.	Providing 2 indoor year-round aquatic centres and an outdoor pool at Oxford as well as a paddling pool/ splash pad at Waikuku.	Meeting quality management criteria and standards as set by the NZ Recreation Association under the Pool Safe Accreditation Scheme.	100% compliance with annual Pool Safe Accreditation.	Compliance met	Compliance met	Compliance met	100% compliance with annual Pool Safe Accreditation.	100% compliance with annual Pool Safe Accreditation.	100% compliance with annual Pool Safe Accreditation.	100% compliance with annual Pool Safe Accreditation.
Social A place where everyone can have a sense of belonging…	Public spaces are diverse, respond to changing demographics and meet local needs for leisure and recreation.										
	Our communities can access and enjoy natural areas and public spaces.		Customer Satisfaction with Aquatic facilities, as measured by a biannual survey of facility users.	At least 90%				90% satisfaction	90% satisfaction	90% satisfaction	90% satisfaction

There was no level of services for biodiversity at the time of the last AMP. The following are proposed:

Table 3-5 Levels of Service Biodiversity

Performance Measure	Description	Targets
The number of hectares of reserve planted in indigenous plants	The intention of this target is to ensure the amount of indigenous vegetation on Council reserves is increased over time in line with the National Policy Statement for Indigenous Biodiversity requirement for at least 10% indigenous cover.	2.7% of all existing land or more per quarter.
The number of specimen trees in reserves/streetscapes	This level of service recognises the important role tree canopies have in mitigating the effects of climate change.	1 additional specimen tree stock per resident (to be measured every 3 years in line with LTP)

The Level of Service identified above are guidelines for provision and development. Some significant assets require more comprehensive Levels of Service which reflect the needs of the community. These have been developed for; Play Spaces and Public Toilets. The detailed Level of Service for these assets can be found in the corresponding strategies which have been developed for each. These are as follows:

- Play Spaces Strategy (Trim # 171114123637)
- Public Toilets Strategy (Trim # 171114123588)
- Community Facilities Strategy (Trim # 210210022061)
- Sports Facilities Strategy   (Trim # 210210022057)

3.6.1   Neighbourhood Parks LOS Guidelines

A benchmark that can be applied to the assessment of levels of provision is the WDC Levels of Service Guideline of 1 hectare per 1,000 residents. The Council's level of provision at 2.03 (December 2020) hectares per 1,000 residents is above this nationally recognised Yardstick standard.

The WDC Parks Categories and Levels of Service Guidelines 2011 state that neighbourhood parks with a local catchment should be a minimum size of 3000m2 with a preferred size of 5,000m2 of usable flat or gently undulating land. Currently 54.67% of neighbourhood reserves are larger than 5,000m2.

Land in addition to this may be taken if planning to include junior/small scale sports field provision, community buildings, storm water treatment areas, or areas of steep topography. The above facilities are generally found on neighbourhood parks with a community catchment, which should be approximately 1.5 hectares.

The recommended sizes are intended to provide for a reasonable mix of activities such as ball play, basketball half court, junior and senior playgrounds, gardens and 'quiet' spaces. It also allows a wide range of activity to be carried out, active pursuits to be separated from quieter activities, a buffer zone to be provided between the reserve and adjoining properties and space for amenity purposes and substantial trees to be grown.

Table 3-6 Neighbourhood Parks Levels of Service Guidelines

Facilities	LOS Guideline
Topography	Regular shape that promotes visibility into and throughout the reserve and that provides maximum usable space for a wide range of uses, including sufficient flat, free draining, open land for ball games to be played
Visibility	These parks should be highly visible to maximise visual amenity, safety, and open space benefits for the surrounding community. This is generally achieved through the provision of at least one wide, open park frontage facing onto a through road rather than a cul-de-sac and encouraging neighbouring properties to maintain views into the reserve
Accessibility & Connection to Surrounding Environment	Reserves should be centrally located within their intended catchment area, with access to more than one road, to maximise linkages to as many parts of the neighbourhood as possible. Consideration should also be given to how the reserve will link to the surrounding landscape, including existing areas of open space, walkways, and other public areas such as schools, town centres, community facilities or public transport routes. Connecting a neighbourhood park to walkways will add value to accessibility and the goal of a linked system of parks.
Orientation	The site should be orientated to a north-facing position to maximise sunlight hours and developed to reduce drafts, winter shading and cold.
Safety	Parks should be safe and inviting to the local community otherwise they will not be well used. Hazards generally arise from the development of the site/physical features or improper use of the reserve, or they occur outside of the site, for example, a user may have to cross a busy road to visit a reserve. CPTED assessments, particularly when they are carried out with input from residents, allow any potential hazards to be identified. Action can then be taken to eliminate, isolate or minimise the hazard.
Standard & Appropriateness of Development	Well designed and developed reserves are more likely to attract higher levels of use.
Maintenance Standards	Well maintained parks look cared for which can help to promote community pride, increase levels of use, and decrease vandalism. The maintenance standards set by the Council for neighbourhood reserves recognise that this type of reserve is generally expected by the community to have high amenity value. They are also consistent with NZ industry standards.

3.6.2   Sport and Recreation Parks LOS Guidelines

A benchmark that can be applied to the assessment of levels of provision is the WDC Levels of Service Guideline of 1.5 to 3.0 hectares per 1,000 residents. The Council's level of provision at 4.0 hectares per 1,000 residents falls at the high end of this nationally recognised Yardstick standard. This is due to the large sports parks that have been developed previously such as Pearson Park, Mandeville Domain and Gladstone Park.

Sports & recreation park provision is intended to meet specific and local needs (subject to purpose, community size, and predicted levels of use). It is recommended that the minimum future provision for sports and recreation parks containing playing fields be of a size that accommodates three full size winter fields (approximately 130 x 80 metres each; or approximately one hectare per field), with suitable additional space for on-site car parking, facility development and off-field training areas.

Usable flat land to meet the above requirement will equate to a minimum land parcel of 5 hectares and ideally up to 20 hectares to cater for multi-use activities and the sharing of facilities. The relatively large areas of land required for future parks will enable the land, if demand requires, to accommodate a number of sports and facilitate the creation of a centralised 'sports hub'.

Sports and recreation parks may also be designed and located to meet local neighbourhood needs, with additional space of at least 1,000m2 if this multi-use intention is intended. Alternatively, parcels of land from 5,000m2 upwards may be appropriate for sports and recreation activities such as tennis, bowls, indoor facilities, etc.

Table 3-7 Sports and Recreation Levels of Service Guidelines

Facilities	LOS Guideline
Playing surface	Level, even, no deformations, free draining and predominantly weed and stone free with a continuous turf cover. Premier, high, medium, or low standards could be specified depending on catchment hierarchy and intended grade of use.
Transport provision	Developed off-streetcar parking where possible. Parks with a Regional or District catchment will aim to provide some level of sealed on site car parking. Size of car park will be dependent on-site usage (or as determined by District Plan requirements). Paved access to clubrooms for use and maintenance purposes, etc.
Public toilets	Standard quality toilets to be provided on site - either stand alone or as part of clubrooms or changing facilities. Some may only be accessible during times of sports play. May be combined with changing rooms.
Changing rooms	Provision for changing rooms to be provided as part of clubrooms and pavilions where required.
Tracks and paths	Provided for access to all buildings. Tracks and paths may also be provided around the perimeter of the park to provide all-weather walking opportunities or linkage routes. Paths will be designed to cater for accessible use. Paving type will depend on usage level and/or park character.
Furniture & structures	Standard quality furniture, fencing and structures provided. Litter bins may be provided for general public use. Lighting may be provided around car park/clubroom areas.
Floodlighting	Provision of floodlighting by sports clubs permitted (subject to resource consent requirements). Council may be responsible for provision of floodlighting at parks with a Regional or District catchment.
Visitor information	Standard name and control signage. Sports field layout and location maps may be provided for parks of Regional or District significance.
Tree planting	Opportunities to establish specimen trees as appropriate to the site and location will be maximised to provide shelter and shade. Typically, these will be on the boundary, to create a sense of enclosure and shelter while minimising constraints on sports field provision.

Facilities	LOS Guideline
Gardens	Generally limited garden development, except where more extensive planting contributes significantly to amenity e.g., parks serving a wider local/community recreation function, premier grounds of high status and/or natural character.
Recreation facilities	Other recreation facilities such as playgrounds, youth facilities and fitness trails may be provided, particularly if the park serves a wider local or community recreation function. Dog parks could be provided at suitable sites where there is significant demand.
Buildings	Provision for the development of buildings (e.g., clubrooms) to be minimised through joint ventures and shared use. However, some specific sites may be intensively utilised to meet demand for recreation facility buildings.
Drainage & irrigation	Field drainage and irrigation will be provided on sports fields where conditions and intensity of use require this. Generally Regional or District wide parks will include these assets, to ensure a high standard of turf quality is maintained.
Artificial surfaces	Artificial playing surfaces may be provided to meet specific sports code demand and/or cater for intensive levels of use. Priority provision for approved parks with a Regional or District wide catchment.

3.6.3   Recreation and Ecological Linkages LOS Guidelines

There is no nationally recognised benchmark available for the provision of recreation and ecological linkages. Current Council provides 173.35ha of land designated as recreation and ecological linkages.

Recreation and Ecological Linkages can be areas that might not be fully accessible, but which may provide community benefit through the visual amenity provided, such as incorporating a stand of trees, or protecting biodiversity. Land need not be flat, but the cost-benefit of maintaining difficult gullies, steep sites, or other non-developable land, should be carefully considered prior to any land acquisitions.

Minimum land parcel size is not a critical factor, although in terms of general planning, a minimum of 3,000m2 should be seen as an effective area which will provide visual impact.

Location of Greenspace will generally be related to geographic features and dispersed throughout the district, providing corridors of "green" which possibly link parks or open spaces via walkway systems. They may often be based on, or take advantage of, water or drainage courses.

Table 3-8 Recreation and Ecological Linkages Levels of Service Guidelines

Facilities	LOS Guideline
Roads & car parking	Not likely to be required.
Toilets	Not generally required. Toilets may be provided at gathering points on significant cycle or walkway systems
Tracks and paths	Formed paths and tracks provided to enhance walking/cycling opportunities for recreation and transport purposes.

	NZS HB 8630:2004 category system should be utilised.
Furniture & structures	Seating and picnic tables may be supplied where appropriate. Standard quality furniture, fencing and structures provided.
Visitor information	Directional signage as appropriate, particularly if part of a walkway/linked park system.
Trees and other planting	Planting objectives will utilise appropriate plants to achieve desired outcomes. Use of specific plant types may be required e.g., N.Z. native species to enhance biodiversity.

3.6.4   Natural Parks LOS Guidelines

The common Yardstick benchmark result for overall provision of Natural Heritage Parks is very wide, ranging from 5.0 - 15.0 hectares per 1,000 residents. Current Waimakariri District Council provision is 3.1 hectares per 1,000 residents. While this is below the national standard it doesn't include the extensive network of land managed by both Te Kohaka o Tuhaitara Trust and the Department of Conservation throughout the district which are available for the public to use.

Natural parks will generally be large scale. For planning purposes no minimum size is identified, although it is expected natural sites will be no smaller than 1 hectare. All of the Council's natural parks are larger than the minimum standard.

Natural parks are likely to contain natural features that are being restored or conserved. Typically, they will be adjacent to water bodies such as coastal areas, estuaries, and river margins, or will be areas of native bush or another native ecological habitat. They can significantly add to visual and open space landscape values.

Some sites may be acquired and managed as natural parks that do not have existing strong values, but where their management as natural areas is considered the most appropriate land use. These are typically gully areas adjoining waterways or around urban areas where secondary values including access to the water and walking tracks will provide additional benefits.

Other natural parks may be highly modified and managed.

<div align="center">Table 3-9 Natural Parks Levels of Service Guidelines</div>

Facilities	LOS Guideline
Transport provision	Off streetcar parking provided at high use sites only. Metalled surface most likely provided, with sealed car parks and roads at high use areas.
Public Toilets	Standard toilets to be provided at entrance/car park area, or other gathering points throughout the park for high use sites, or where user stays of over 1 hour are envisaged.
Tracks and paths	Walking and mountain bike tracks provided as appropriate. Higher use walking tracks metalled and graded appropriate to usage. Apply NZS HB 8630:2004 category system.

Facilities	LOS Guideline
Furniture & structures	Limited furniture such as picnic tables provided at car parks/picnic areas. Seats provided at key viewing or rest points. Where it is appropriate to provide litter bins, they should ideally be recycling bins. Shelters, etc. for higher use sites.
Visitor information	Signage to be provided to identify the park and provide directional/control information. Additional signage and visitor information as appropriate. For large sites with multiple tracks: map sign provided at entrance and directional signage/ markers at path junctions (preferably with times/distances). Visitor Centres for high use Regional or District wide parks
Revegetation	If revegetation is required, a native planting and weed control programme will be undertaken. This will aim to re-create ecosystems characteristic of original ecology. Eco-sourcing of all plant materials used.

3.6.5   Outdoor Adventure Parks LOS Guidelines

Provision will usually be based on utilising existing public land which may have been acquired for reasons other than nature-based recreation e.g., water catchment, coastal or river protection areas, erosion control, quarries, open space protection; or where direct acquisition of land for the primary purpose of nature based recreation is justified.

Sites will generally be large (20 hectares plus) and located either on the outskirts of urban areas or further afield. The council has one outdoor adventure park with a land area of 50.79ha.

Outdoor adventure parks are developed in a way that is compatible with the management and use of the park for active outdoor recreation. This means the levels of service for outdoor adventure parks can vary widely depending on the type of park provided and level of use it receives. The level of service may also vary from one area of the park to another, e.g., entry points may be developed to a high standard with extensive facilities, while more remote areas may have minimal services.

The Council has adopted the following level of service guidelines for facility development within outdoor adventure parks.

Table 3-10 Outdoor Adventure Parks Levels of Service Guidelines

Facilities	LOS Guideline
Transport provision	Sealed entry road and car parks at high use sites. Metalled secondary roads and car parks at low use sites.
Tracks and paths	Metalled or natural walking paths dependent on category and level of use. MTB tracks to be graded to a standard dependent on intended use. Apply NZS HB 8630:2004 category system. Apply recognised MTB grading system e.g., Kennett Brothers.
Public toilets	Standard toilets to be provided at entranceway/car park area and at gathering points throughout the park as required

Facilities	LOS Guideline
Furniture & structures	Seats provided at key viewing or rest points on walking tracks. Vehicle barriers along roads to control vehicle access as required. Shelters, picnic facilities.
Recreation facilities	Dependent on intended purpose and use. Development of recreation facilities such as adventure playgrounds, rope challenge courses, climbing walls, etc.
Visitor information	High quality signage at entrance to identify the park. Interpretation & map signs provided at major entry areas. Control and safety signage provided as required. Directional signage at path entries/junctions.
Amenity grass and landscaping	Mown amenity grass and landscaping may be provided at picnic areas and site entrances.
Biodiversity	If additional re-vegetation is required, a native planting and weed/pest control programme will be undertaken to protect and add to existing values. Emphasis will be given to walking tracks or existing areas with high biodiversity values e.g., wetlands, river margins and forest remnants.
Exotic forestry	Managed primarily for soil/river protection, or production forestry with recreation use.
Farm park	Managed primarily for recreation use and/or restoration of natural ecosystem with farming secondary.
Buildings	Buildings provided for maintenance and services.

3.6.6   Civic Spaces LOS Guidelines

The size of civic spaces can vary widely from a few hundred square metres up to a hectare or more for large squares and plazas. Provision in existing business districts will largely be dependent on historic design, but consideration should be given to the creation of civic spaces in all new business/retail centre developments.

Civic spaces must be placed in central locations that are easily accessible, or where a natural point of congregation will occur. The council has 8 sites with the total land area of 3.47 ha, these spaces range from 0.03ha-1.6ha.

Table 3-11 Civic Spaces Levels of Service Guidelines

Facilities	LOS Guideline
Paving	High quality paved surfaces that are both functional and decorative.
Toilets	High quality toilets provided on site or nearby.
Furniture & structures	High quality furniture, fencing, lighting and structures provided. Seats, bins, tables, lights etc. to be of a consistent brand, style or theme. Quality is likely to exceed the standard level of service normally provided at other parks.
Tree planting	Opportunities to establish specimen trees for shelter, shade and amenity will be maximised as appropriate to the site. Use of raised tree plots if required.

Facilities	LOS Guideline
Gardens and landscaping	Dependent on size and design, development of high quality gardens and grassed areas will be included. May include raised planting plots and annual beds.
Services	Outlets for power, water, etc. for civic and other events.
Staging	Provision of a performance stage/setting and viewing area for events.

3.6.7   Streetscapes LOS Guidelines

Urban centres, rural towns, residential suburbs, semi-rural settlements and rural areas all receive varying levels of streetscape service provision due to their differing physical characteristics, population densities, community needs and patterns of use.

Features provided range from a roadside grassed verge in rural areas, to sites with trees, landscape planting, paved surfaces, street furniture and other structures in urban town centres.

Traditional streetscape elements such as street trees and garden beds are not normally provided in rural locations. Rural areas are less intensively developed and already contain natural surroundings associated with farmland and country living.

Grassed berms remain part of the formed road network and are generally maintained by adjacent landowners. Primary street assets such as roads, footpaths, cycle lanes, traffic signs, utility services and public transport facilities and are not covered by the Greenspace Unit streetscape levels of service.

The following table shows the likely distribution of streetscape assets within the various geographical catchment areas.

Table 3-12 Distribution of Streetscapes

Streetscape Asset Type	Catchment Area				
	Urban Town Centres**	Rural Town Centres/Main Streets	Urban & Suburban Residential	Rural Residential	Rural
Street Trees	May be provided	May be provided	May be provided	Defined unmet community need	Not provided
Landscape Planting/Gardens	May be provided	May be provided	May be provided	Defined unmet community need	Not provided
Annual Garden Beds	May be provided	Defined unmet community need	Not provided	Not provided	Not provided
Street Furniture	May be provided	May be provided	Defined unmet community need	Not provided	Not provided
Paved Social Spaces	May be provided	Defined unmet community need	Defined unmet community need	Not provided	Not provided
Public Toilets	May be provided	May be provided	Not provided	Not provided	Not provided
Unique Features (monuments, art works, fountains, ornamental walls etc.)	May be provided	May be provided	Not provided	Not provided	Not provided
Feature Lighting	May be provided	May be provided	Defined unmet community need	Not provided	Not provided
Litter Bins	May be provided	May be provided	Defined unmet community need	Not provided	Not provided
Recycling Bins	May be provided	May be provided	Defined unmet community need	Not provided	Not provided
Key:					
(dark blue)	May be provided				
(light blue)	Not generally provided except for a defined unmet community need				
(white)	Not provided unless exceptional circumstances apply				

** Rangiora, Kaiapoi, Oxford, Woodend, Pegasus

There is some variation in the level of provision between different areas within the towns. Historically only street trees were provided in the streetscape and most older areas of the towns have few street gardens. A number, particularly in Kaiapoi, also have no street trees. Exception to this is where the roading or utility network in the older streets has been upgraded and new street gardens/trees have been incorporated as part of this redevelopment. Seddon Street in Rangiora is a good example of this.

Street gardens became more common within the streetscape as more subdivision occurred and the increased visual amenity of these new areas started to be seen by developers as a selling point.

Rules relating to the mandatory provision of street trees were included in the Waimakariri District Plan which became operative in 2005 and led to an increase in the number of street trees provided in the streetscape.

Some of the more recent subdivisions catering for the high end of the housing market, such as the Oakwood subdivision in Rangiora have been landscaped with numerous street gardens and street trees, ornamental walls etc. The Moorcroft subdivision included a fountain at the entrance to the subdivision. These subdivisions represented a marked increase in the levels of service previously associated with the streetscape asset.

Concern about the rapidly rising maintenance and renewal costs associated with the large number of street gardens coming into Council ownership.

At this time the Council adopted the following level of service for street gardens:

- The Council will only approve new street gardens in subdivisions as entrance features and on internal roundabouts and limit the development of new gardens in other places to reduce costs.

- Street gardens on corners of road intersections, traffic islands, outside residential or commercial properties on road reserves, cul-de-sac car parks or as part of off road car parks will not be approved.

Negative feedback from developers about the loss of visual amenity in the increasingly built up urban environment promoted a rethink on levels of service for street gardens during the preparation of this Activity Management Plan. As a result, levels of provision have been increased from the basic level adopted by the Council in 2007 but is now much more targeted towards achieving a desired outcome for a particular type of environment.

The level of provision for street trees in Pegasus Town is above the standard level accepted by the Council and a special rating area for the maintenance of these has been adopted by the Council as a result.

Table 3-13 Streetscapes Levels of Service Guidelines

Facilities	LOS Guideline
Street trees	Street tree provision is driven by site suitability (the ability to accommodate healthy, long-lived trees), street hierarchy (town centres/main streets, character streets and collector roads), street redevelopments and amenity enhancement needs. Council will also consider requests from residents for the planting of street trees.
	Specimen trees are acceptable in urban town centres, primarily to provide visual impact, shelter, shade, and amenity. Purpose-built tree pits may be provided along with tree grates and guards. These trees may also be planted at other focal sites within built-up areas.
	Amenity street trees are generally provided within urban centres, rural town centres/main streets and suitable urban or suburban residential areas. They are commonly cited within a roadside grassed verge. New residential developments may have trees sited at subdivision entrances, collector roads and/or approved character streets. Levels of provision (numbers and placement) may vary.
	Tree planting in association with road intersections, median strips or traffic islands is not always approved, due to road safety requirements affecting use and maintenance.
	Street trees are not generally provided within rural residential areas but may be considered where intensity of development and site characteristics require tree provision in excess of that provided by landowners. Provision will only be considered at key locations, such as subdivision entrances and sites where extra trees can be shown to add significant value. Tree species used will be appropriate to the setting and its rural character.
	Street trees will not be provided in rural areas; unless associated with a site of exceptional significance e.g., cultural, historical.
	Street trees will not be planted under overhead power lines.
	Street trees are selected from a Council approved list of suitable tree species, or from nominated species meeting the same requirements. This helps promote successful tree establishment, health, and longevity.
Street Gardens / Planting	Street garden and other streetscape planting is developed to enhance the urban environment and reinstate natural elements and attractiveness. These features will generally be provided in town centres, main streets and other high-profile sites in need of amenity enhancement.
	Annual beds are not generally provided within the streetscape due to the high levels of service required. Exceptions may be high profile sites of civic importance, such as town centres, main streets, and town entrance locations.
	Streetscape planting may be provided in urban and suburban residential areas. New subdivisions may have planting areas or street gardens sited at subdivision entrances and key locations along collector roads and/or approved character streets. Due to high maintenance requirements, planting beds will be site-specific and limited in number, rather than continuous and extensive. Levels of provision may vary.
	Planting associated with road intersections, median strips or traffic islands may not always be approved, due to road safety requirements affecting use and ongoing maintenance.
	Street gardens are not generally provided in rural residential areas. Simple, low maintenance landscape planting may be considered where intensity of development and site characteristics require roadside planting provision in excess of that supplied by property owner frontages. Planting will only be considered at key locations such as subdivision entrances, and at specific sites (nodes) where amenity value will be significantly increased. Plant combinations used will be appropriate to the setting and its rural character.
	Street gardens or informal planting will not be provided in rural areas; unless associated with a roadside feature of exceptional significance (e.g., cultural, historical).

Facilities	LOS Guideline
Furniture and Structures	High quality furniture, fencing, lighting and other structures of a consistent style are generally provided in urban town centres; and possibly rural towns, or other built-up areas where specific sites have special amenity value or significance. Assets may include seats, litter bins, planter boxes, fencing, feature lighting, bicycle parking facilities and information panels or shelters. Standard quality seats and/or other assets may also be provided in established residential areas or new subdivisions, where there is a proven community need or benefit. Provision of unique features, such as monuments, art works, ornamental walls, water and drinking fountains, is generally only considered for urban town centres. Other sites of special significance could be exceptions.
Paving	High quality paved surfaces may be provided for functional and decorative purposes within urban centres; and possibly rural town centres or main streets.
Public toilets	Public toilets will not generally be provided unless there is no provision (or scope for provision) at other sites within an area of high demand.
Information signs	Information or interpretation signs may be provided where appropriate to a setting and its intended use.

3.6.8   Cemetery LOS Guidelines

Cemeteries are important to our community; they reflect the history of local people and cultures that founded and influenced the District. Cemeteries provide a place where family and friends can mourn the loss of loved ones consistent with their culture and beliefs.
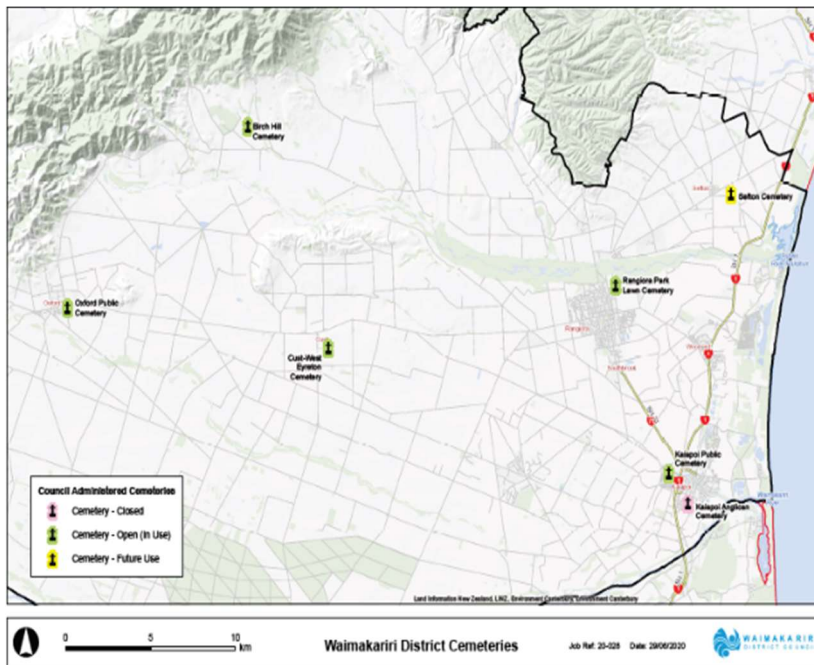
Figure 3-2 WDC Cemetery Locations

- The Waimakariri District Council is responsible for eight cemeteries in the District.

- The level of cemetery provision will meet the future interment needs of District residents for accessible and appropriate burial sites. Providing and maintaining cemeteries to provide for community health.

- Council will need to measure the amount of berm development undertaken and forecasting that against the anticipated future requirement. The Council's elective level of service requires berm capacity for at least 3 years.

- Provision is population dependent, so no yard stick figure is available. The map below shows locations of cemeteries within the District.

- Urupā reservations have special status in legal terms as well as having family, spiritual, cultural, and historical importance. The Burial and Cremation Act 1964 does not apply to urupā, s338 of Te Ture Whenua Māori Act 1993 continues as the legislative control.

Related documents:

- Cemetery strategy- TRIM 200702081921
- Draft Cemetery Action Plan (TRIM: 200708084305)

3.6.9   Reserve Management Plans

All reserves vested under the Reserves Act 1977 are required to have a management plan in place. Reserve Management Plans identify what activities can and cannot be undertaken on the corresponding reserve type. They may be prepared for a single reserve or a group of reserves and provide detailed information on specific reserve development and management.

The Council has chosen to develop composite Reserve Management Plans for each reserve category including:

- Neighbourhood Parks

- Sports & Recreation Parks

- Recreation and Ecological Linkages

- Natural Parks

- Outdoor Adventure Parks

- Cultural Heritage Parks and Features

- Public Gardens

- Civic Spaces

- Streetscapes

To date the Neighbourhood Parks and the Sport and Recreation Reserve Management Plans have been completed. They can be located below:

- Neighbourhood Parks Reserve Management Plan (Trim # 150204016546)

- Sport and Recreation Reserve Management Plan (Trim # 150204016346)

The Greenspace unit have identified the need to develop the remaining Reserve Management Plans as well as update the existing plans and this has been included in the improvement plan for this section.

3.7   Current demand

Demand is concerning who is using the District's parks, reserves and community facilities, and who wants to use them. Historically, the primary measure of demand used by Community and Recreation is tied to level of service is population size. This remains the case today but more

recently, Community and Recreation has started to move towards more sophisticated measures such as asset carrying capacity, so that it better understands where its requirements are. This becomes more critical due to the earthquakes and as the wider Council asset base puts increasing pressure on the funding envelope. Key factors influencing demand are seen in Table 3.14.

Table 3-14 Key factors influencing demand.

Current Demand	Future Demand
The types, quantity and quality of existing reserves and facilities	Population trends or increases in population
The services and activities provided	Changes in legislation
Accessibility, including distance to where people live	Land use change
Awareness of our reserves, facilities, and services	Increasing expectations for high quality facilities
Time available to the community for recreation and other activities	Trends towards less structured pay for play and shorter forms of organised sports.
Facility affordability	Urbanisation
Social trends towards recreation	Climate change

Figure 3-3 WDC Greenspace Reserves Locations

This map contains Greenspace reserves within the Waimakariri District area, that are owned or managed by the Waimakariri District Council.

Council uses New Zealand Recreation Association Yardstick measures to assist with determining its provision targets for some park categories. Council can then compare its performance against those targets.

Community and Recreation has developed several strategies of its larger key asset types. Strategies have been developed for Community Facilities, Sports Facilities and Aquatic Facilities. The strategies each hold extensive demand, performance, and utilisation data, which is summarised in this plan. For full details please refer to the relevant strategies in the level of service section above.

3.7.1 Sports Facilities

Demand is measured using the number of hours use per week during the winter. Capacity is a measure of both sports ground size and quality because higher quality facilities can be used more regularly without detrimental impacts. Current demand for sports fields has recently been measured using sports club membership throughout the district and considering the usage requirements for playing and training hours.

Table 3-5 Sport Facility Demand

Facility	Club(s)	Sport	Demand	Capacity	Surplus Deficit
Ashgrove Park (Rangiora)	No Clubs - general training		0	4	4
Dudley Park (Rangiora)	Waimakariri Football Club	Football	6	14	8
Southbrook Park (Rangiora)	Saracens Rugby Club	Rugby	20	21	1
Maria Andrews Park (Rangiora)	Waimakariri Football Club	Football	21	16	-5
Rangiora A&P Showgrounds (Rangiora)	Waimakariri Football Club	Football	23	27	4
Kaiapoi Park	Kaiapoi Rugby Club	Rugby	19	31.5	12.5
Wylie Park	overflow park adjacent to Kaiapoi Rugby Club	Rugby		6	6
Kendall Park (Grass)	Waimakariri Football Club	Football	35	32	-3
Kendall Park (Artificial)	Waimakariri Football Club	Football	35	40	5
Murphy Park	Northern Bulldogs Rugby League Club	Rugby League	18	17.5	-0.5
Gladstone Park (Woodend)	Woodend Rugby Football Club	Rugby	14	49	35
Loburn Domain (Loburn/Ashley)	Ashley Rugby Club (Loburn Domain)	Rugby	22	29.25	7.25
Sefton Domain (Loburn/Ashley)	Ashley Rugby overflow	Rugby	2	9.75	7.75
Mandeville Domain (Ohoka/Oxford)	Ohoka Rugby Club	Rugby	27	45	18
Pearson Park (Ohoka/Oxford)	Oxford Football Club	Football	20	16.25	-3.75
Pearson Park (Ohoka/Oxford)	Oxford Rugby Club	Rugby	17	19.5	2.5

In order to determine demand for sports facilities a survey of all sports facility users was undertaken as part of the preparation of the Sports Facilities Strategy 2020. This strategy has been updated in 2023 as part of the Waimakariri Sports Facilities Plan Review and Update.

The 2023 Sports Facilities Plan identified there are enough sports fields to meet current and projected future demand. In recent years there have been additional fields developed at Norman Kirk Park and Gladstone Park, and floodlights installed at Dudley Park.

As well as the above demand information, the strategy has also identified the need for additional indoor court space (Table 3.16) to cater for increased participation rates in indoor-based sports and the trend towards more high-quality assets that need to cater for less structured pay for play and shorter forms of organised sports. This has been addressed in the short term with the construction of the MainPower Stadium with four indoor courts, however feedback from sports groups has indicated that this is likely only sufficient in the short term.

Table 3-16 Waimakariri District Indoor Court Projections 2023 - 2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Number of Courts at ratio of 1:7,800 residents	8.9	10.5	11.8	13.1
Surplus / Deficit of Courts	-1.9	-3.5	-4.8	-6.1

3.7.2   Play Spaces

Play Space demand is established using population and distance guidelines. Local play spaces should be within 500m or 10 minutes walking distance of most residential properties while larger community play spaces within 1km or 15 minutes walking distance. A minimum of 1 hectare provided per 1000 residents. This identified target is met throughout the district and ties in with the population provision target above.

Current play spaces demand is driven by the growing population and the increasing number of subdivisions throughout the district. As part of the subdivision process, Council work with the developers to either provide play spaces as part of the development or Council purchases land for development as per the outlined population and distances guidelines. The Council currently provides 1.3 ha of play spaces per 1000 residents.

3.7.3   Aquatic Facilities

The Aquatic Facilities strategy (2020) has been reviewed and updated in 2023 as part of the Waimakariri Facilities and Aquatics Plans Update. The strategy identifies the current demand and future demand projections for this activity. This has highlighted that usage of the existing major facilities (Rangiora, Oxford and Kaiapoi) has remained steady over the last several years without the expected increase associated with population over this time period. There has also been a small decrease in usage following the opening of new aquatic facilities within the Christchurch area such as QEII which provides alternative opportunities for residents. The below table shows

the number of users across the 3 pools over the last 10 years as causal and swipe card users, programmes are not included.

Figure 3-4 Total Pool Attendance
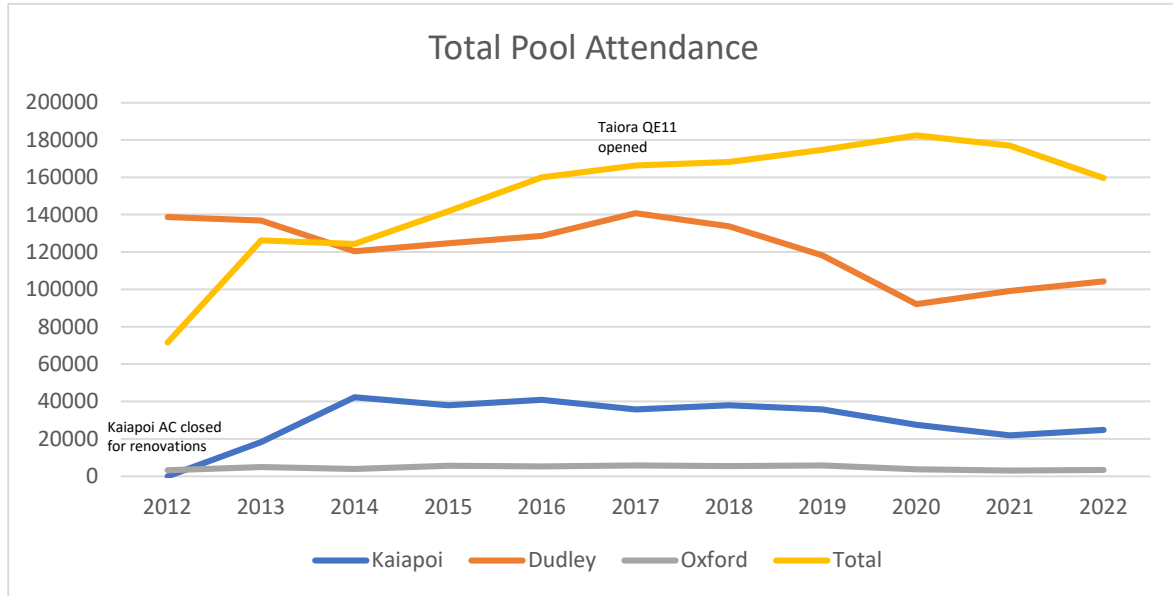
Aquatics staff have identified that approximately 225,000 paying customers used these facilities last year. This has been significantly impacted by Covid-19 which saw the pools close for 2 months and restricted use for a further two months. Staff would normally expect approximately 300,000 customers annually and have also identified that since Taiora QEII has reopened numbers have been reducing annually with users returning to this facility. However, there is still capacity within the existing facilities to cater for additional customers.

3.7.4   Community Facilities

A new Community Facilities strategy has been developed in order to plan for demand in the future. Community Facility demand is established using population and distance guidelines. The below table identifies the guidelines set out within the strategy for the provision of community facilities. Applying these guidelines suggests that there will be need for a community facility in the Pegasus, Woodend, Ravenswood area in the next ten years.

Table 3-17 Community Facilities Provision Guidelines

Community Centres	Local - small	Local – Large
Function	Community development activities including small meetings, co-located working spaces, clubs and social gatherings with activated programming and services.	Community development activities including small and large meetings, social gatherings, recreation, local arts and culture, health and wellbeing with activated programming and services.
Provision approach	Located in local neighbourhoods, walking catchment of up to 15 minutes or 30 minute drive of rural and coastal villages	Serves a catchment of up to 15 minute driving time. Located in metropolitan or town centres and satellite towns. Desirably located within the centre of town.
Identifying gaps	•Within 15 minute walk from local or town centres •Target population threshold 5000-10,000	•Within 15 minute drive from metropolitan areas, key town centres •Target population of 20,000 plus

Rural	•Within 30 minute drive of rural centres •Target population threshold 5000-10,000	•Within 15 minute drive from satellite towns •Target population of 20,000 plus

Greenspace staff can monitor the communities demand for the Community Facilities through the online booking system. In general, the current provision of community facilities exceeds the demand for them based on the bookings for these spaces. However, based on staff experience in some areas the community facilities provided are being used at or near capacity, for example Woodend Community Centre, highlighting the need for additional community facility space in this area. This is important given the projected population growth in the Pegasus/Ravenswood/Woodend area over the next 20 years will continue to put additional pressure on the existing community facilities provided in this area which are already at or near capacity.

Figure 3-5 WDC Community Facilities
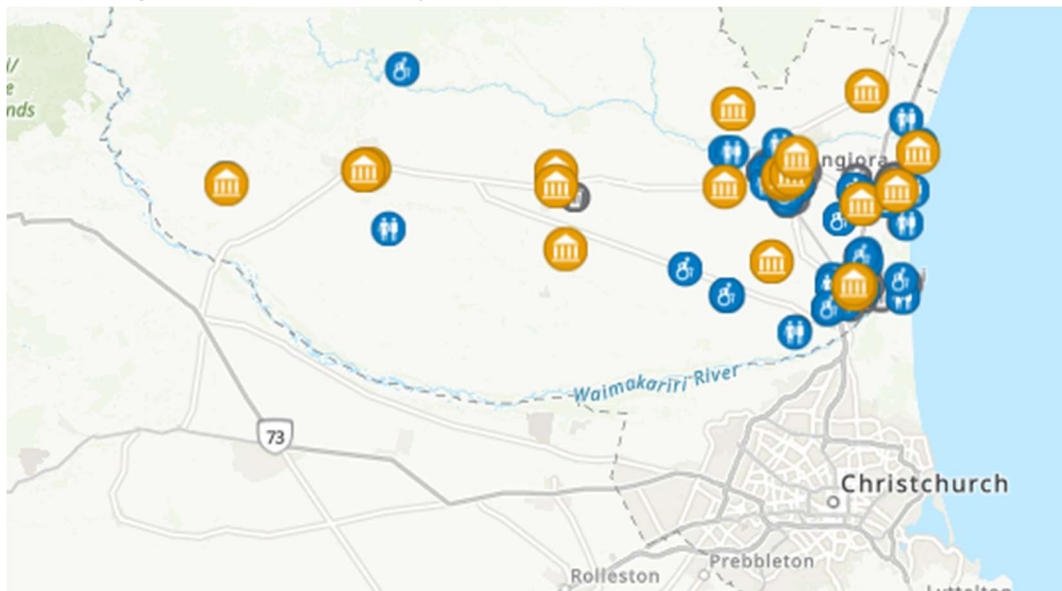
This map contains halls and meeting venues within the Waimakariri District area that are managed by and available for booking through the Waimakariri District Council. Other community facilities such as public toilets, parks, rubbish bins are also included in this map.

In addition to this, the Council has identified that provision of bare land for community groups to build their own facility is appropriate. This recognises the need of these smaller community groups such as drama groups to have a venue that they are able to use regularly without increasing the load on existing facilities.

Council has already provided this with the Northbrook Studios development, and it has been identified within the Community Facilities Strategy that this area used for these community groups has reached capacity and that providing additional Council land for this type of development is something that should be considered further. This is being progressed further as part of the projects included in the Redzone in Kaiapoi with three community groups expressing interest to be involved with the development of this space.

3.7.5 Cemeteries

A new Cemetery Strategy and Action Plan was developed in 2020. The Cemetery Strategy provides the direction for managing and developing cemeteries in the Waimakariri District with the Cemetery Action Plan providing the vehicle for implementation. The Action Plan identifies the tasks required to meet the objectives of the strategy and will be updated on an ongoing basis.

Currently demand is able to be met through the provisions available at the existing cemeteries throughout the district. Staff are continuing to ensure that 3 years' worth of burials are available through the ongoing development of these spaces.

3.8 Past and current performance consultation outcomes

The council consults with the public to gain insights into customer preferences and expectations. Customer needs can be me through enhanced level of services that have resulted from feedback, consultations, public meetings, and surveys. The most recent Customer Satisfaction Survey was in 2022. The questions focused on satisfaction, captured the use of some Council facilities/ services and reasons for satisfaction/ dissatisfaction and collected feedback on areas for improvement.

Performance of the Greenspace and Aquatics groups is trending positively using the level of service indicators. Feedback from customers and stakeholders that was obtained using surveys has been positive with suggestions on improvements that could be considered to improve the assets. Figure 3.6 shows 91% of respondents are satisfied with the district's parks and reserves. This is up 9% from 2019 where participants were 82% satisfied.

Figure 3-6 Greenspace Customer Satisfaction
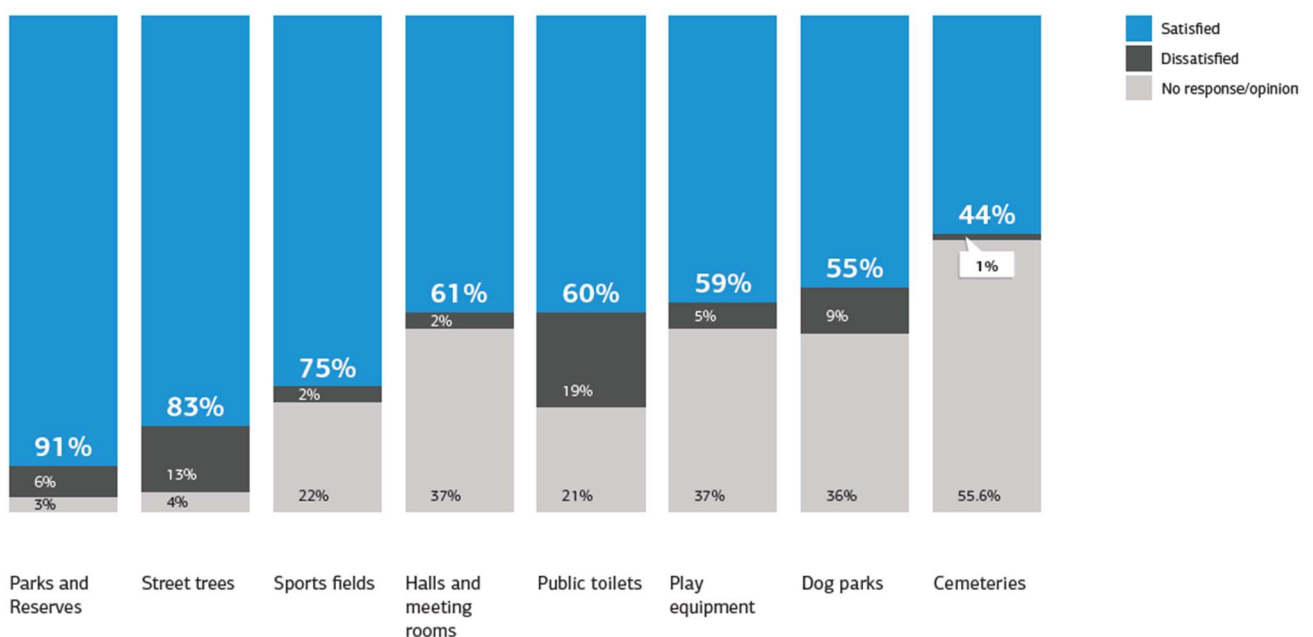
The results from this survey also show for some categories such as Dog Parks even though satisfaction is 44%, dissatisfaction is only 1% due to no response/opinion being 55.6% for these

questions. Overall, the category with the highest level of dissatisfaction was public toilets with 19% dissatisfied.

3.8.1 Sportsgrounds LOS Performance

Sportsgrounds have excess capacity compared with demand but their associated quality standards across the district is generally ranked Low/Medium (6.5 hours). Capacity is highlighted in Section 3.7.1 above. Field upgrades are recommended to increase the quality of playing surfaces and therefore increase each field's ability to host more training and/or competition time. The table below shows the difference in required sports and recreation reserves based on population and what is currently available.

Figure 3-7 Sports and Recreation reserves per 1,000 residents

Publicly reported targets (highlighted in blue)				* Excludes 71.7ha of reserve land not yet categorised. ** Assumes additional land isn't acquired during this period		
Performance measure - Reserves	**Target**	**2023 Baseline**	**2023 achieved targets for population of 69,789**	**Additional land required by 2033 for population of 81,742******	**Additional land required by 2043 for population of 92,178******	**Additional land required by 2053 for population of 101,791******
The number of hectares of sports and recreation reserves per 1,000 residents	No less than 2.51ha	280.4ha	4.0ha	0 (203ha required in total)	0 (230ha required in total)	0 (253ha required in total)

3.8.2 Public Toilets LOS Performance

Public toilet satisfaction feedback has improved substantially over the last 15 years, rising from 46.5% in 2001 to 68.5% in 2019 as shown in Figure 3-8 Public Toilet Satisfaction below. Aquatic facilities continue to receive positive feedback generally but there are a range of minor complaints with regard to the changing facilities and areas of availability when school groups are using the facilities.

Figure 3-8 Public Toilet Satisfaction
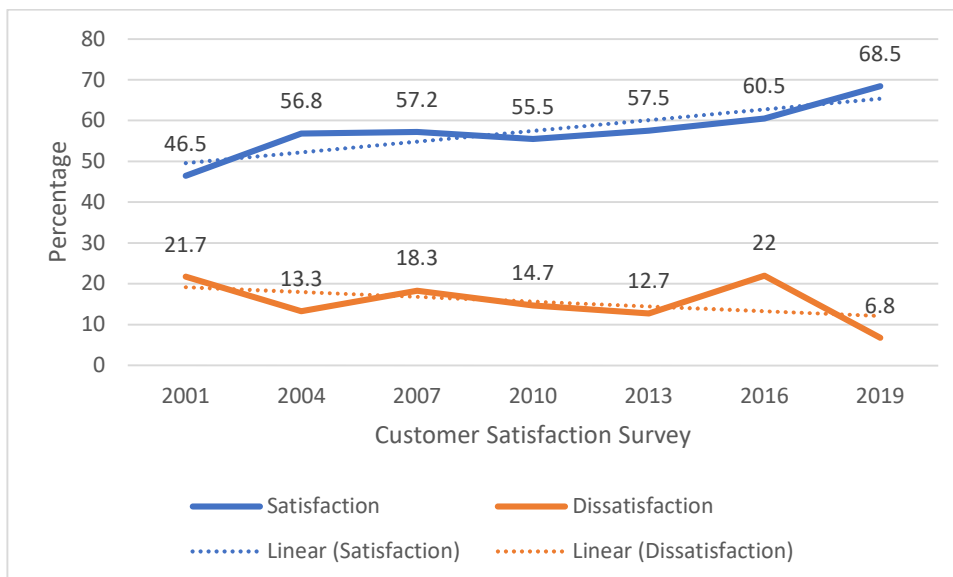
3.8.3   Aquatic Facilities LOS Performance

Aquatic facilities continue to receive positive feedback generally but there are a range of minor complaints with regard to the changing facilities and areas of availability when school groups are using the facilities.

Performance data for aquatic facilities has been gathered through a number of customer satisfaction surveys. These are carried out by staff biannually satisfaction surveys, along with a Council 3 yearly Customer Satisfaction Survey. The table below shows results from the 2022 WDC Customer Satisfaction Survey where survey respondents were asked "how satisfied are you overall with each of the following pools?" Dudley has the highest level of satisfaction with 57%.

Figure 3-9 WDC Customer Satisfaction Survey Aquatics
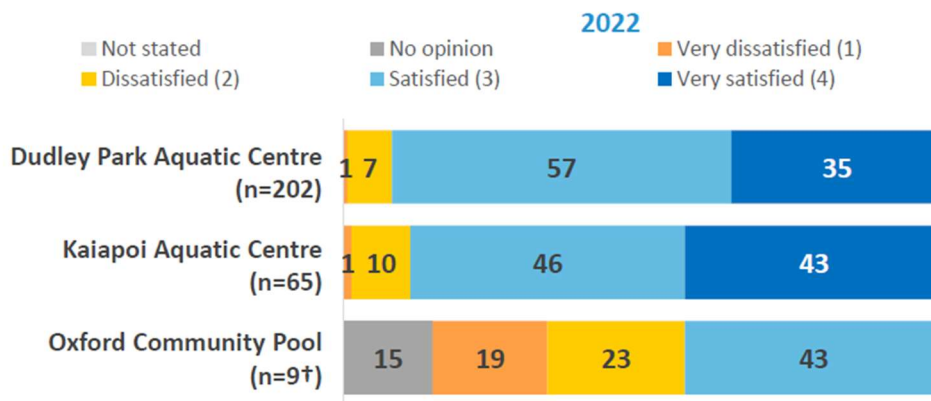
3.8.4   Community Facilities LOS Performance

Community facility performance is measured using customer satisfaction surveys. This survey now covers all users off community facilities now that the online booking portal is online rather than just restricted to the three main facilities (Rangiora Town Hall, Oxford Town Hall and Woodend Community Facilities). The overall results from the most recent survey are shown below:

Figure 3-10 User Satisfaction of Community Facilities
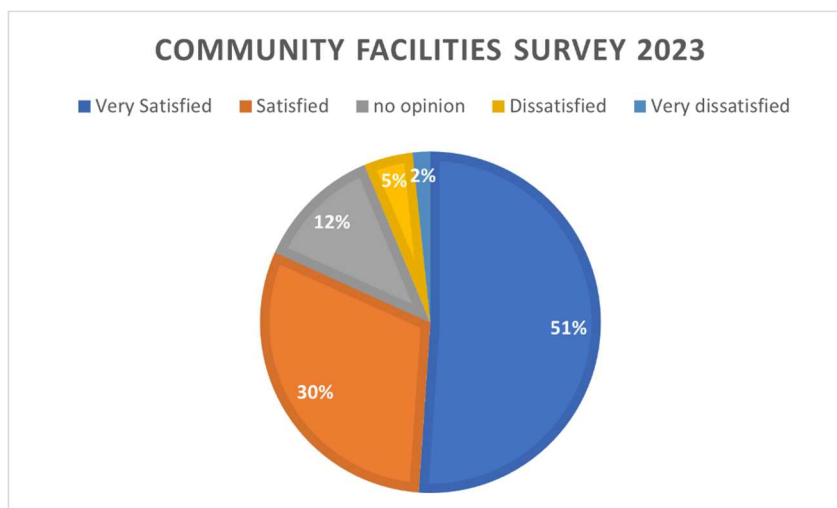
3.9 Past and Current Performance (Contracts)

As part of the contract process Council staff undertake monthly audits to ensure that contractor performance is being maintained to contract specifications. These are completed for the following contracts:

- Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract
- Contract 16/51 Parks and Reserves Maintenance Contract

3.9.1 Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract

The Greenspace Operations team undertake an audit on a monthly basis based on the work that the contractor, Asplundh, have completed in the last month (including service requests). Asplundh have consistently scored at or close to 100% on each of the audits undertaken over the duration of the contract.

3.9.2 Contract 16/51 Parks and Reserves Maintenance Contract

The Greenspace Operations team undertake an audit of 25 random parks and reserves throughout the District. As part of this audit, each park is assessed on each service item that the contractor provides within that reserve, such as mowing, against the specified service level. Once this assessment is completed for each service type within the reserves an overall audit grade is calculated for that month with a grade of 95% or higher considered a pass. Any parks that require corrective action are brought to the contractors' attention and will be randomly re-audited to ensure compliance.

Additional internal site audits are undertaken by Delta (4 per month, 2 per fortnight) as set out within the contract. These are reported back to the operations team as part of the monthly meetings.

The 16/51 Parks and Reserves Maintenance Contract was awarded to Delta and commenced 1 March 2017. Delta audited performance to date is shown below in Figure 3-11 Audit Performance for Parks and Reserves Maintenance Contract, note gaps in data are due to no audits during COVID.

Figure 3-11 Audit Performance for Parks and Reserves Maintenance Contract

Figure 3.6 shows that when Delta have fallen below the expected 95% performance target appropriate corrective action has been undertaken within expected timeframes. Overall, the trend is for Delta to be performing above the required 95% target set out in the contract.

3.10   Gap analysis between current demand, levels of service and performance

Greenspace and Aquatics are performing well against the levels of service that have been set as shown in the table below. The two satisfaction surveys for Greenspace, Sports Fields and Community Facilities have increas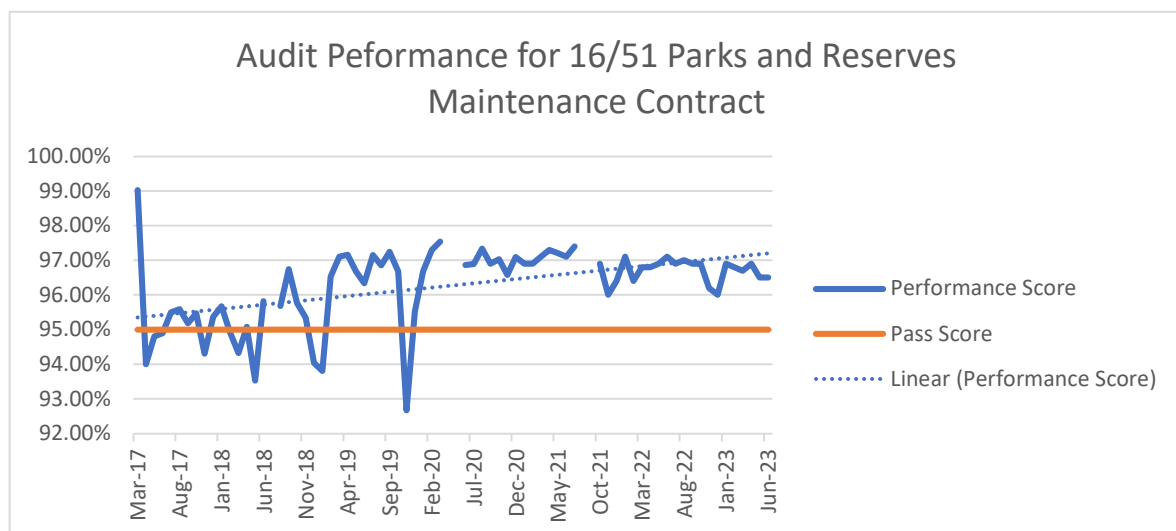ed since the previous surveys. However, with both surveys there are number of respondents who either had no opinion or no response which creates a small sample size which may alter the results of the survey.

There is an excess in the amount on total land held for sports and recreation reserves and hectares of parklands when compared to the level of service requirement however as identified later in this document the district is expected to grow considerably over the coming 30 years. There has been a significant increase in most types of parks and reserve per capita since 2012, showing a level of improvement against the area-based levels of service requirements. The oversupply of land is due to a number of reasons including:

- Land purchased in new subdivision where development potential and therefore population increase has not yet been realised.

- The purchase of Coldstream Road as a Sport and Recreation Reserve. This land replaces the need for Lehmans Road and was purchased due to its better location and size. Lehmans Road is still however Council owned.

- Significant amount of undeveloped recreation land especially at Mandeville, Loburn Domain and Gladstone Park. This land will be required in the long-term future.

Aquatic centres exceed the base level of service requirements and score favourably through the client feedback surveys.

Service request response rates fall just short of the performance expectations set in the Greenspace group. This however is a significant improvement since the last time this was reported (77.89% compared to 55.8%, over 2166 service requests for the 2020 calendar year), with the improvements noted from the last AMP being implemented.

Table 3-18: Gap Analysis against performance requirements

Publicly reported targets (highlighted in blue)   * Excludes 71.7ha of reserve land not yet categorised. ** Assumes additional land isn't acquired during this period

Performance measure - Reserves	Target	2023 Baseline	2023 achieved targets for population of 69,789	Additional land required by 2033 for population of 81,742**	Additional land required by 2043 for population of 92,178**	Additional land required by 2053 for population of 101,791**
The number of hectares of parkland per 1,000 residents	8ha	882.2ha*	12.7ha	0 (648ha required in total)	0 (736ha required in total)	0ha (808ha required in total)
The number of hectares of neighbourhood reserve land per 1,000 residents	1ha	95.1ha	1.3ha	10.2ha (105.3ha required in total)	24.5ha (119.6ha required in total)	36.2ha (131.3ha required in total)
The number of hectares of natural park per 1,000 residents	5–15ha	215.3ha	3.1ha	190ha (405ha required in total)	245ha (460ha required in total)	290ha (505ha required in total)
The number of hectares of sports and recreation reserves per 1,000 residents	No less than 2.51ha	280.4ha	4.0ha	0 (203ha required in total)	0 (230ha required in total)	0 (253ha required in total)
The number of hectares of public gardens per 1,000 residents	0.03ha	2.8ha	0.04ha	0 (2.43ha required in total)	0 (2.76ha required in total)	0.23ha (3.03ha required in total)

In considering the gap between the current demand, levels of service and provision as identified in the table above, Greenspace have identified that there are two aspects that need to be considered:

- Existing provision of services that do not meet levels of service or the demand placed on it by the surrounding community; and

- Areas where that service has previously not been provided.

3.10.1 Public Toilets

The Public Toilets strategy has considered the current provision of toilets throughout the district. As part of this process an audit of existing facilities was completed based on a set of criteria. This audit has identified where improvement of existing toilets is considered appropriate and where new toilets are needed. This information has reinforced comments and feedback received from members of the public and elected officials around the supply and quality of the toilets provided by Greenspace throughout the district.

In considering these results, staff have then used this information to identify a toilet improvement / replacement programme. The following areas have been identified as priority for the period of the Long-Term Plan (2024 - 2034) either through new toilet facilities or improvement of existing:

- Millton Memorial Reserve

  o Planned for 2024/25 as part of the overall development of the master plan for Millton Memorial Reserve

- Woodend Town Centre

  o Opportunity exists to access Tourism Infrastructure Fund (TIF) funding to bring this project forward. This is now planned for 2023/2024 financial year as the toilet is high use and only public toilets located on the street.

Public toilets will not generally be provided on/ or servicing sites owned by others unless one or more of the criteria in the exceptions to non-provision. Each proposal is considered on its own merits. Priority is given to the following:

- Partnerships such as with DOC

- Popular visitor destinations

- Benefits to District residents

- Where location is better than alternative Council-owned site

For further detail please refer to the Public Toilet Strategy (TRIM 171114123588)

3.10.2   Play Spaces

The Play Spaces strategy has identified areas in the district where there is insufficient provision of play spaces or where existing play spaces need to be improved to reach the outlined levels of service. These areas have been identified as priority over the next 10 year period to improve the coverage of play spaces as per the guidelines outlined above for the provision of play spaces for the community. These are as follows:

- Woodend Beach Domain

- Elm Green / Kippenberger linkage

- Swannanoa Domain

- Skate Park in Woodend/Pegasus Area

For further detail please refer to the WDC District Play Space Strategy 2017 (TRIM 171114123637)

3.10.3   Community Facilities

The Community Facilities Strategy has identified that in general the district is currently well serviced for meeting spaces and performance venues with current provision likely to be sufficient to cater for the projected population growth in the coming years. It has however identified that with the development of Pegasus over the last several years and the continued development of the Ravenswood subdivision this area of the district lacks a community facility providing meeting space.

This deficit in provision has been considered as part of this strategy and identified that based on current projected population growth for the district the level of service trigger will be hit for Pegasus/Ravenswood over the coming 20 years. From this staff have included within the budgets for the LTP for both the purchase of land and development of these facilities in Pegasus/Ravenswood. The building in Pegasus is intended to replace the current leased community facility while the Ravenswood facility is to service the new population in this area.

For further information with this please refer to the Community Facilities Strategy (Trim # 210210022061)

3.10.4   Sports Facilities

The Sports Facilities strategy considered the current provision of sports facilities against the level of usage that the associated sports clubs required to ascertain if there was a surplus or deficit of "hours" currently being provided. This survey highlighted that there was currently a deficit in usable "hours" for a large number of sports facilities throughout the district due to issues around drainage.

As such it was identified in the strategy that Council should continue to upgrade its current soil-based fields before investing in a further artificial turf. This is significant as this is a change to the previous strategy by improving the quality of existing playing surfaces rather than looking at developing additional spaces/facilities. For more information, please refer to the Sports Facilities Strategy.

The sports strategy has also identified that there is a deficiency in regard to indoor court space which is increasing with the growing numbers of participants. The provision of a four-court indoor centre would alleviate this in the short term. Council does not have specific Level of Service relating to the provision of indoor court space however the sports strategy identifies the increasing shortfall in provision of this type of recreation facility based on feedback from sporting groups that utilise these spaces.

3.10.5 Aquatics

Over the last 10 years 2012-2022 the aquatic facilities have had an average of 84% of users identified as casual and 34% as swipe card users (excluding spectators and the unmanned Waikuku Beach paddling pool). Currently this level of use does not exceed the capacity of the pools and Aquatics staff believe that the current provision of Aquatic Facilities is sufficient to meet the projected population growth over the next Long Term Plan period within the existing areas.

The Aquatics strategy has however identified two key items to address. The first is the increasing population in the northeast of the district in Woodend/Pegasus/Ravenswood over the next 10 years. This population increase will likely trigger population requirements for multiple new assets in this area including the provision of an aquatics facility. The purchase of sufficient land has been planned for the 10 years of this Long-Term Plan.

The strategy also identified gaps between the current provision at the three main aquatic facilities for several activities/facilities that users are viewing as important as part of the user experience in these facilities. These include Hydrotherapy to cater for the increasing number of people seeking therapeutic recreation outcomes via warm water activities. This is an area that will increase significantly as the population continues to age. Along with the prioritisation of a hydroslide with the primary target market for hydroslides being young people (ranging from 7 years to young adults). These options have begun to be explored by staff and are considered as part of this Long-Term Plan. Gaps in Aquatic facilities are shown within Tables 3.19 and 3.20.

Table 3.19 Recreation Activities at Aquatic Facilities

Pool	Lanes	Learn to Swim	Zero Depth/ Splash pad/ Toddlers	Leisure	Spa/Sauna	Hydro Slide	Hydrotherapy and warm water	Other Services	Deep water and dive boards
Dudley	green	green	green	green	yellow	red	red	red	Specialist area - Metro
Kaiapoi	green	green	yellow	red	red	red	red	red	Specialist area - Metro
Oxford	green	green	red	red	red	red	red	red	Specialist area - Metro

Key

- **green** Mostly meets need
- **yellow** Partially meets need
- **red** Mostly does not meet need

Table 3.20 Total Pool Area Required in Waimakariri District 2023-2053

Year	2023	2033	2043	2053
Projected Population	69,789	81,742	92,178	101,791
Current Pool Area (m^2) Available (incl. schools)	1,525	1,525	1,525	1,525
Projected Demand (@ 27m^2 / 1,000 people)	1884	2207	2489	2748
Pool Area Deficit (m^2)	-359	-682	-963	-1,223

Staff have considered and recommended that budget is allocated outside of the 10 years of the Long Term Plan towards improvements and development of both Dudley Park and Kaiapoi Aquatic Centres to accommodate users based on the gap in provision identified above.

3.11   Section improvement plan

- Council uses a land area metric that is related to population size as its level of service for Reserves. Population is not generally a good measure of usage when compared to other services, such as water and wastewater as it does not represent how much use its facilities are getting. Greenspace has some internal levels of service in its strategy documents and contracts that provide additional metrics, and some further recommendations are included in the Improvements section later in this document.

- Complete the remaining Reserve Management Plans required under the Reserves Act.

Table 3.20: Data References

Data References - Common	Trim Reference
WDC District Play Space Strategy	171114123637
Public Toilet Strategy 2017	171114123588
Sports Facilities Plan Draft 2021	21021002057
2022 Customer Satisfaction Survey	230504063243

4 Future Demand and Growth

4.1 Introduction to the section

When the need for services can be predicted, the Council can make plans and decide how to best meet that demand. This section outlines the key trends that are likely to influence demand for assets and services covered by this Plan to ensure that the agreed levels of service can be maintained and, in some cases, where agreed with the community, can be improved or enhanced.

Greenspace demand is influenced by a range of variables.

The four most critical of these variables are:

- Population size
- Demographic characteristics (particularly age cohorts and ethnicity
- Population distribution
- Activity trends
- Other variables also play a role with lower levels of influence.

Increasing population and the way these populations are dispersed impacts on Greenspace because the Council's current levels of service are based on population size and the distance of residents from Greenspace facilities. Population projections provide important planning data for Council because they provide the basis for demand expectations over the AMP planning horizon.

However, population projections and how residents are dispersed across the district are only part of the picture. Of equal importance are factors such as age (population cohorts), ethnicity and activity trends (what sports and recreation activities are undertaken or are projected to be undertaken). These variables assist in informing future Greenspace demand more fully.

4.2 Demand Drivers

Demand is determined by who currently uses the District's parks, reserves, and community facilities and by who wishes to utilise them in the future. We look at levels of use, trends of use, the profile of use, and the desired future level of use. Table 1.0 summaries the current and future demand drivers for Community and Recreation.

Table 4.0 Current and Future Demand Drivers

Current Demand Drivers	Future Demand Drivers
Awareness of our parks, reserves, facilities, and services	Local population trends
Services and activities provided	Local economic trends
Accessibility, including proximity (distance) of reserves and facilities from where people live	Accuracy of predicted future populations
Types, quantity and quality of existing reserves and facilities	Changing regional and District planning requirements

Current Demand Drivers	Future Demand Drivers
Changing work patterns and leisure time	Changing legislative requirements
Affordability of our facilities	Land use change
Changing social trends towards recreation and sport preferences	Changing technologies
New and emerging sport and recreation activities	Increasing environmental awareness such as Climate change

4.3 Population Demands and Growth

Recreation, sport, and environmental activities are all affected by population changes as well as the need for facilities, greenspaces, and associated resources.

4.3.1 Population trends

Population projections are derived from an assessment of historical, current, and likely future trends in births, deaths, and migration – the three components of population change. Assumptions about future fertility (births), mortality (deaths), and migration are formulated after analysis of short-term and long-term historical trends, government policy, the information provided by local planners and other relevant information.

4.3.2 Population growth:

The population of Waimakariri grew by 2.0% between 30 June 2021 and 30 June 2022, which is well down from its peak in 2015 (4.6%) and below the percentage average of 2.5% between the years 2017-2022. Over the last 13 years the Waimakariri District has grown steadily with the following table showing the estimated resident population counts as of 30 June, with the estimated district population in 2022 being 67,930.

Figure 4.0 Waimakariri District Estimated Resident Population 1996-2022
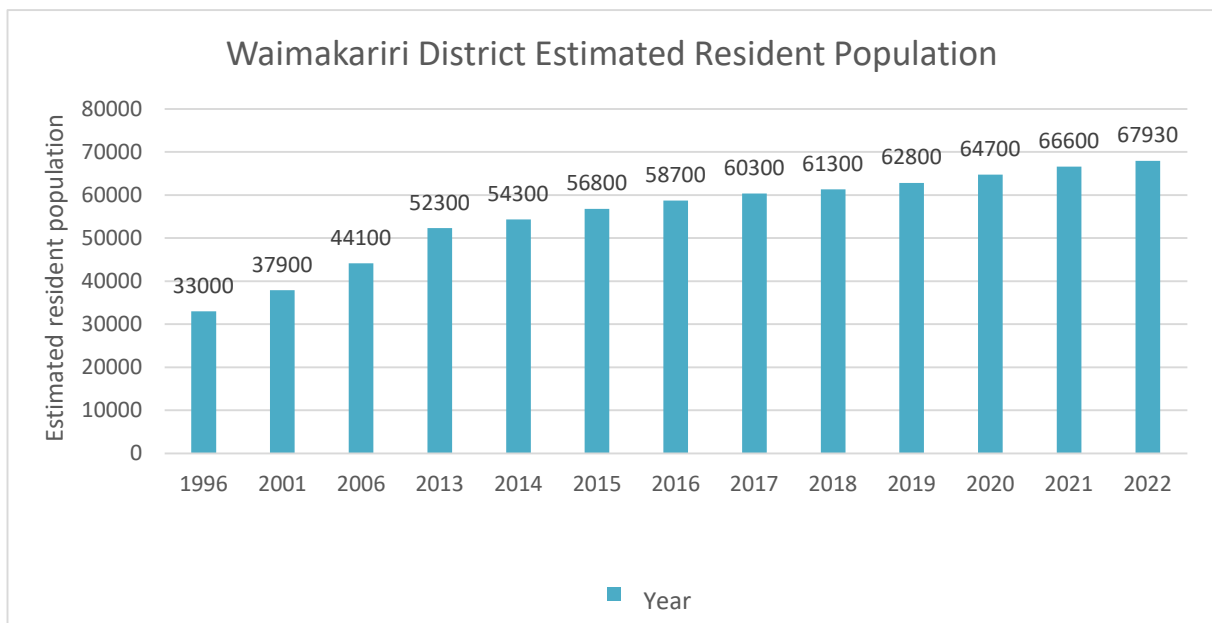
The population increase is influenced by both natural increase/decreases and migration to the district. The following table shows the change in population for the Waimakariri District to the year ended 30 June 2021 and 2022:

Table 4-1 Population Change in Waimakariri District 2021-22

Waimakariri District Component Changes and Median Age at 30 June				
Year	Natural increase	Net migration	Population	Median age
2021	170	1,700	66,600	44
2022	110	1,200	67,900	44.1

4.3.3   Population distribution:

Rangiora is the largest urban centre in the district by 33.6%. Growth in Kaiapoi is likely to be high due to development of Silverstream subdivision and its proximity to Christchurch making it a desirable location for development. In 2028, it is projected that Kaiapoi's population will raise by 6.8% from 2023. Pegasus and Woodend have seen new developments such as the Ravenswood subdivision. It is projected that Woodend/Pegasus population will increase by 7.5% between 2023 and 2028.Other areas is considered to have a more organic growth over the period.

Figure 4-1 Population Growth Projections –2022-2053
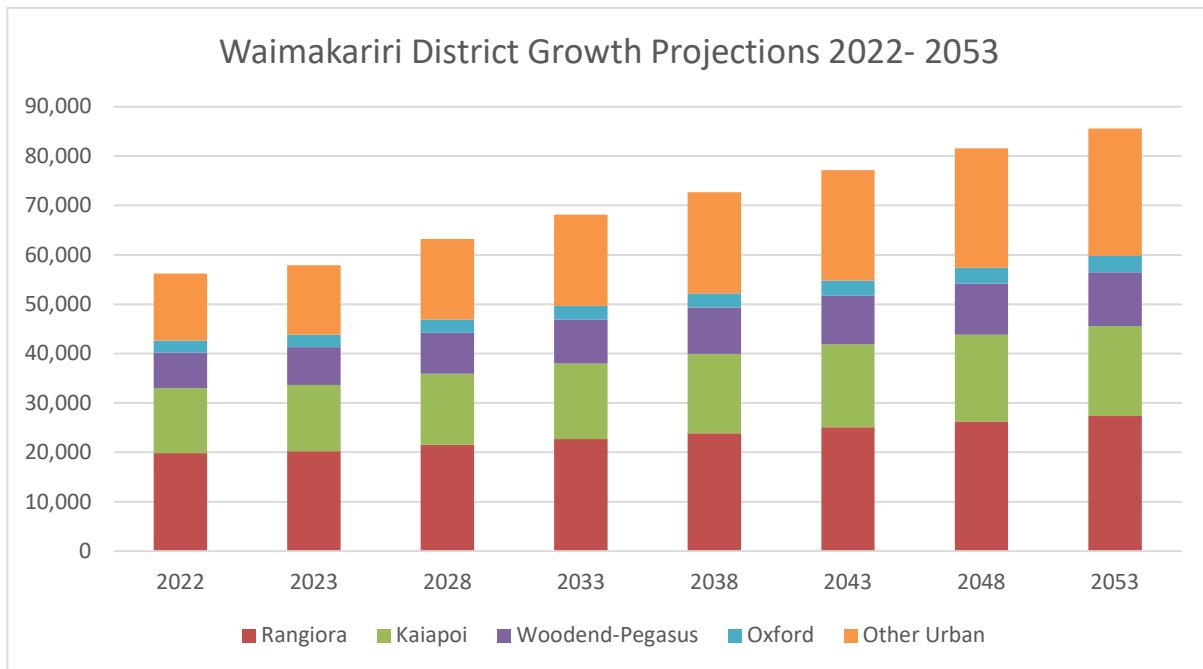
Waimakariri is expected to continue its pattern of growth through the planning horizon. The Waimakariri District Council have resolved to use the high growth scenario in applying projections as shown in Figure 4.1 above. Using the high growth scenario by 2053 the districts population is projected to be just over 100,000 residents as shown in Figure 4.2 below.

Figure 4.2 Waimakariri District Population Growth Projections 2022-2053

Waimakariri District Projected Resident Population
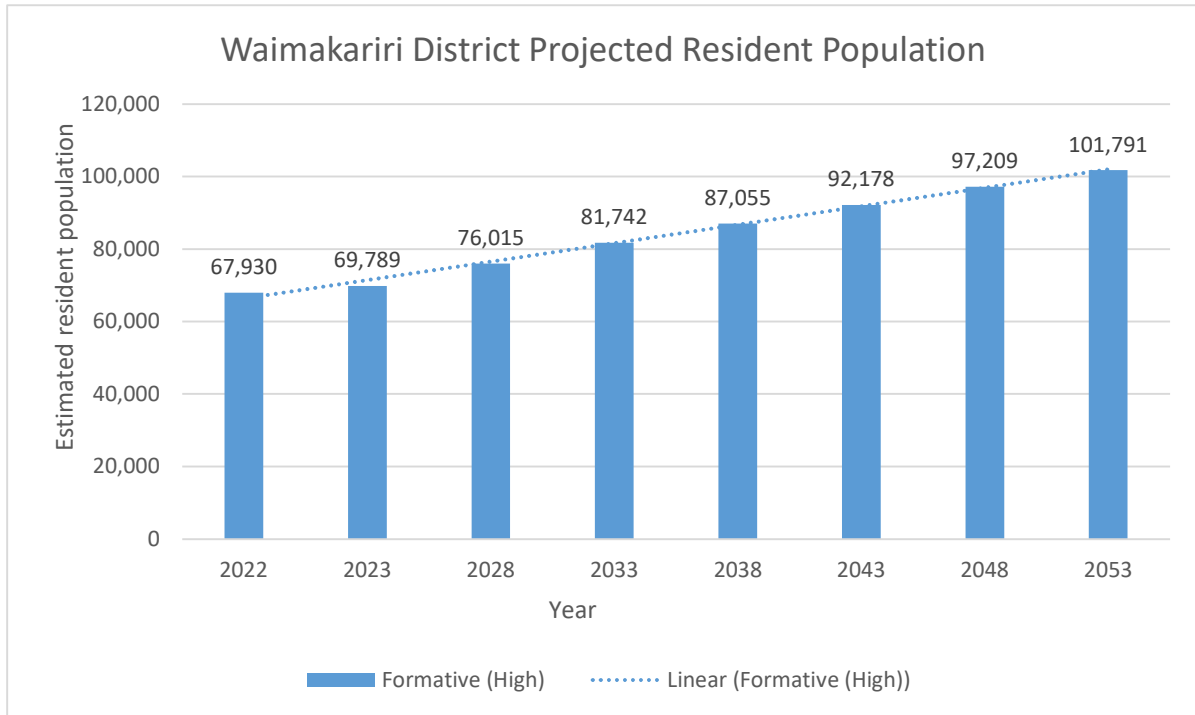
Over the next ten years, between 2023- 2033 the number of residents is projected to be approximately 81,742 as shown in Figure 4.3 below. Between the 10-year projected growth period (2023-2033) there is a population increase of 17%. Within the 30-year (2023-2053) period the biggest percentage increase occurs between years 2023 and 2028 at 8.9%.

Figure 4.3 Waimakariri District Projected 10 Year Resident Population 2023-2033

Waimakariri District Projected 10 Year Resident Population 2023-2033
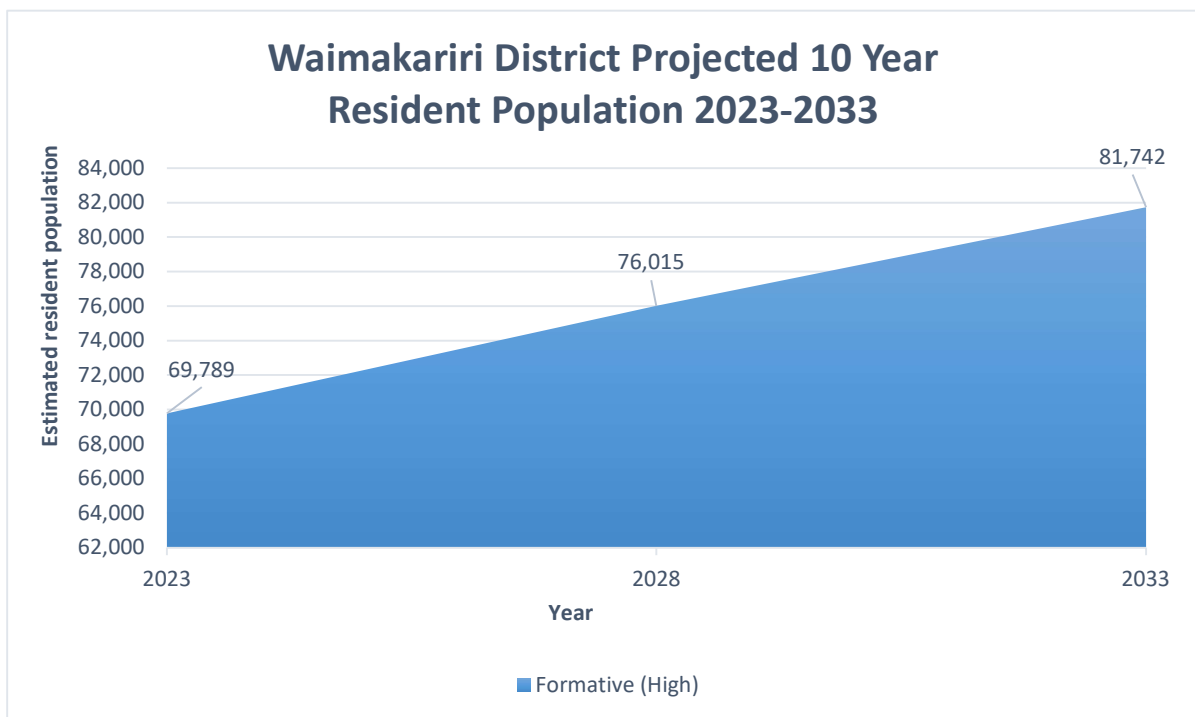
4.4 Demographic profile:

4.4.1 Age

Over time the Waimakariri population is expected to move towards an older population. Life expectancy is increasing for both men and women. The proportion of older people will increase by 49% between 2023 and 2053 (as shown in table 4.3) while the proportion of youth decreasing. This means the long-term growth primarily results from a greater number of people over 65 cohorts. As an example, this equates to a population of 18,181 residents aged over 85 years in 2028 increasing to approximately 29,000 in 2053. The following two graphs show the changing demographics in the district.

Table 4.2 Age Group Breakdown of Waimakariri District

Age Range	2022	2023	2028	2033	2038	2043	2048	2053
0-14	12130	12311	13025	13706	14365	14885	15672	16534
15-39	18710	19219	20378	20928	22043	23548	24802	25722
45-64	22830	23169	24431	25843	26452	27526	28866	30067
65+	14260	15089	18181	21265	24196	26218	27870	29469

Figure 4.4 Age Group Breakdown of Waimakariri District
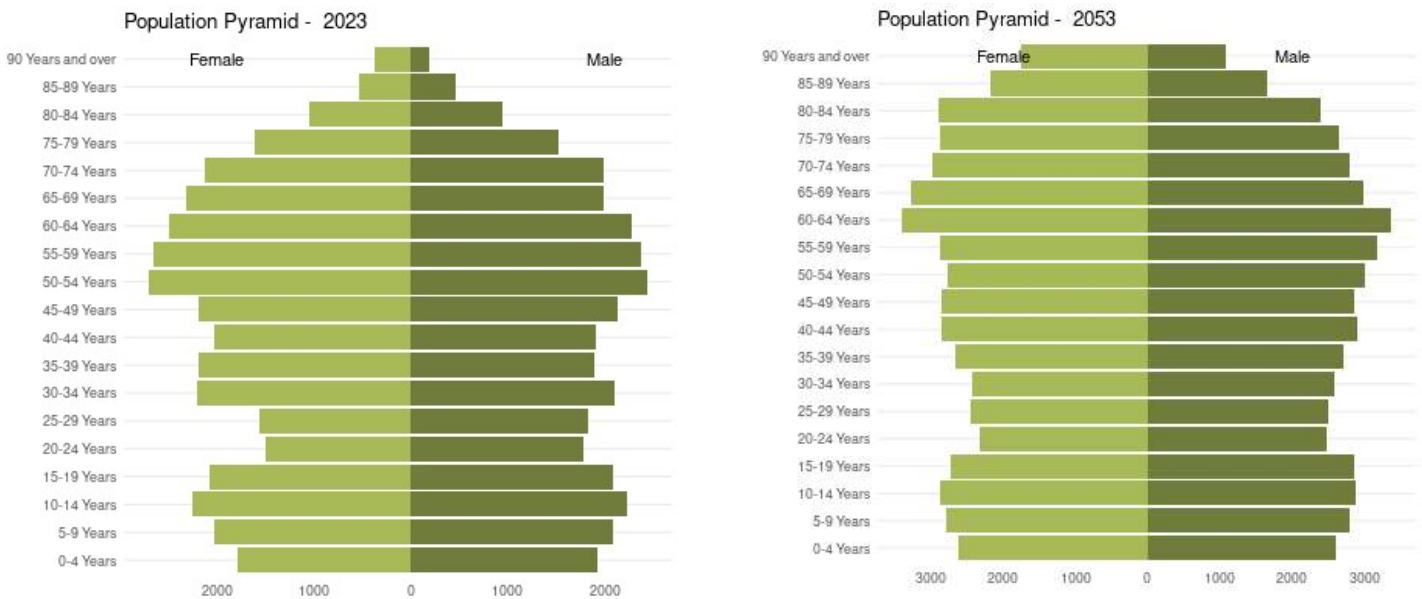
Although the 65+ age cohort is projected to change the most dramatically other cohorts are also projected to have increases over the planning horizon. This is illustrated by examining the cohort projections for the high population projection. Greenspace facilities will need to accommodate the needs of this changing demographic.

Figure 4.5 Age Group Breakdown of Waimakariri District
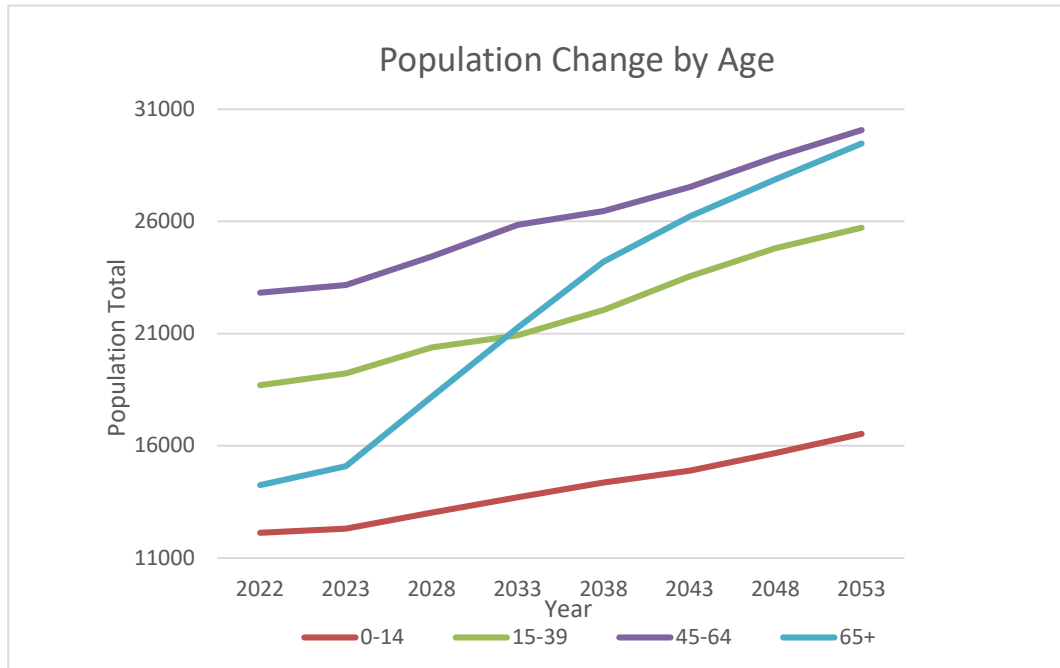
As part of the planning for the Long-Term Plan staff have identified the need for budget to be allocated for the activation of existing spaces across the district for both elderly and youth. These improvements can range from improvements to paths and seating to coordination and consultation with youth to improve usability and access to activities.

4.4.2   Ethnicity

Figure 4.7 Waimakariri Ethnic Population Projections 2018 – 2043 indicates that the largest percentage increase in ethnic groups is seen within the Asian and Pacific communities. For example, between the years 2023 and 2028 there is a 21% projected increase in population within the Waimakariri district of people of Asian descent and 18% of people of pacific decent. All other ethnic communities continue their pattern of growth over the planning horizon.

Figure 4.6 Waimakariri Ethnic Population Projections 2018 – 2043
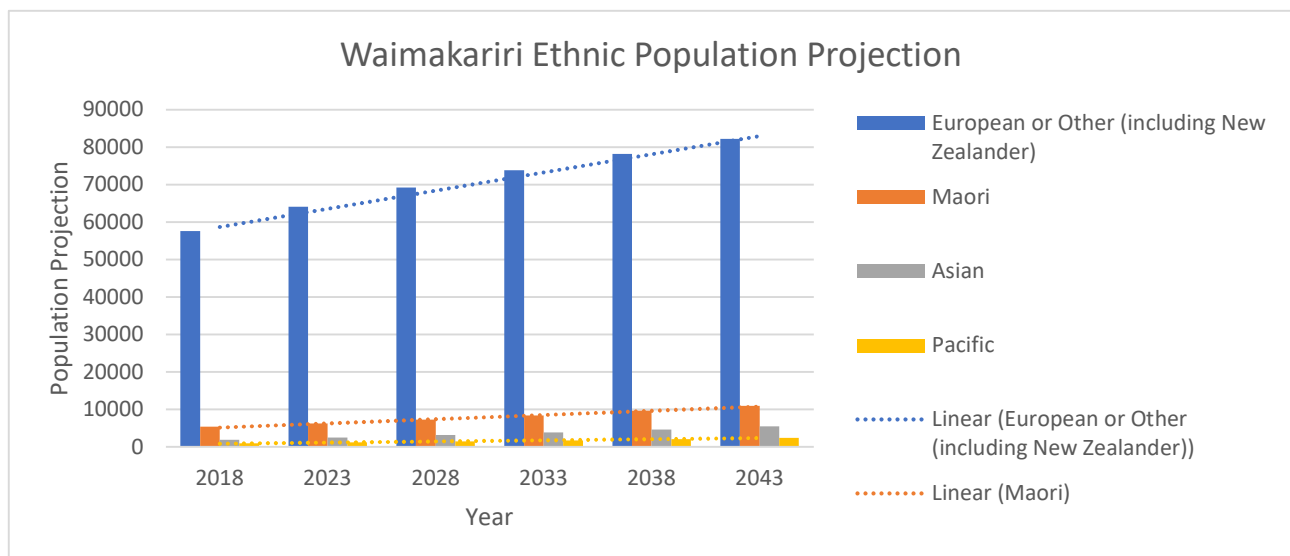
Figure 4.7 Waimakariri Ethnic Population Projections 2018 - 2043
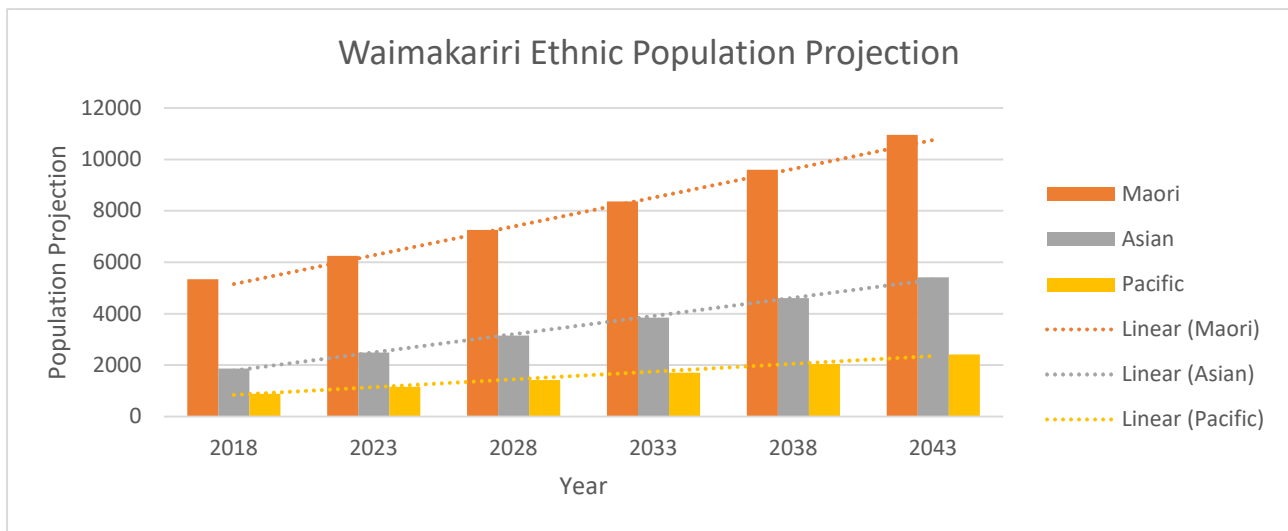
To meet the ethnic population projected in Figure 4.7 a variety of spaces (open and facilities) is required to meet diverse community needs and activities. This includes different burial options to be accommodated in cemeteries to meet cultural needs.

1. For greater detail on the subjects summarised in this section the reader should consult the following data sources: Statistics New Zealand

2. Waimakariri Sports Fields Strategy, 2020.

3. Waimakariri Public Toilets Strategy 2017.

4. Waimakariri District Council Play Spaces Strategy

5. Waimakariri District Council Community Facilities Strategy

4.5   External influences on activity demand

Growth driven by net migration is the key external influence which has impacts far greater than just population gain. Over recent years the pressure on local housing stock has resulted in several new subdivisions. New Greenspaces have been created as part of the subdivisions by the developers with funding contributions by Council. Developers have therefore had a substantial input into new Greenspaces, influencing the quality, location and type of space provided. However, Council still retains the final say on what is done.

New residents, including those in rural areas, can also have expectations of standards commensurate with the larger town or city from which they came. The demand for improved standards has implications for future provision, design, quality and maintenance of assets.

Growth in the district is also making it progressively more urbanized, which in turn attracts residents seeking an urban lifestyle. This leads to the separation of the communities reducing as individual boundaries approach one another. Increasingly new residents from areas such as

Christchurch also travel back to larger centralised recreation facilities and spaces that they are familiar with or offer higher specification or specialised assets.

The significant development occurring to the east of the district around Woodend may result in a change in focus for the location of centralised facilities.

4.5.1 Land use changes

The district has seen a change in land use with movement from rural and agricultural purposes for land around the boundaries of the urban centres to further development of these spaces for additional housing. These changes has seen a move towards larger urban areas and reduction or shifting of the rural environment around these centres. Over time as the urban areas are developed the rural zones will be significantly reduced or removed altogther.

4.5.2 Sporting Trends / Participation

Trends in sport and recreation are also constantly changing. The most pronounced trends over recent years have been the move away from organised structured sports towards pay for play team sports and less structured social and individual recreational activities. These trends need to be considered when planning for recreation and sports.

Technology can be seen advancing throughout the country within facilities such as all-weather turf facilities. Examples can be seen within football and rugby facilities where there is demand for lower-level games and training primarily. Hockey turfs by comparison are used for higher level play. However, such assets need to be carefully considered at a network level (see Waimakariri Sports Facilities Strategy, 2020).

As part of the Sports Facility Strategy update participation of sporting codes was surveyed and saw trends in how the district is choosing to be involved in sports. This has seen a move away from the more traditional sporting codes (membership relatively stable) towards more informal sports as noted above such as basketball and futsal.

4.5.3 New technologies and systems

Sport New Zealand has been active over recent years promoting effective sports and leisure planning practices nationally. These practices are starting to be reflected in practice with approaches such as facility hubbing (multi-sport), multi-use courts, active open space designs and holistic asset plans at regional and sub-regional level. These influences are likely to accelerate.

Walking and cycling facilities have gained a lot of attention over recent years. Waimakariri has developed a walking and cycling strategy to provide a framework for development. Within the strategy there is a focus on providing connectivity in the region. Feedback about the developments have been positive with suggestions to enhance the routes with landscaping, seating facilities and rubbish bins. This is particularly pertinent given the impact of recent technologies such as e-bikes. Virtual reality games are another example of new technology impacting on the way open space is utilised.

New technologies emerge every decade that bring significant changes in recreation patterns. The most recent of these is e-bikes. These bikes are finding rapid uptake on and off road amongst all age cohorts. Older adults have been quick to embrace this technology, especially as the price of e-

bikes is declining. This has seen a rapid spike in use of open space and cycling trails across New Zealand, a pattern likely to be replicated in Waimakariri.

4.5.4   Climate change

Climate change is likely to impact on our open space areas. A broad range of impacts will be likely to be felt both directly and indirectly. The District is likely to become more drought prone, with droughts becoming more severe and lasting for longer. These dry conditions will impact on the quality of grass cover (requiring greater irrigation to maintain grass cover). Coastal areas will also experience sea level rise which in time will impact on coastal reserve areas. The impact of climate change will increasingly need to be taken into consideration in our planning for these spaces including type and location of new plantings to ensure survivability. As urban intensification increases there is less space for trees in private gardens and road corridors. If not addressed, this could result in a significant overall reduction in the amount of tree canopy in urban areas of the District. Trees provide many benefits and are a significant tool we can use to address our climate and ecological crisis. The cooling effect of trees on urban streets will become even more important as the climate warms.

4.5.5   Biodiversity / Environmental protection:

A need for better care of the environment and more sustainable management practices has a growing emphasis in the community. For Greenspace, there is a lot of opportunity to provide best practice in this area through the utilisation and provision of recycling facilities and selection of equipment and materials for maintenance (by its contractors). Council recognises that it manages a number of ecosystems within its asset base and seeks to maintain and improve such areas for future generations.

Community wellbeing and the environment are intrinsically linked, in order for people to prosper the environment must prosper.

4.5.6   Economic indicators:

Economic indicators suggest that New Zealand's current GDP is largely being driven through net migration. In Waimakariri, the growth trend has been exasperated as a result of the earthquakes and migration into its community from Christchurch. This trend has slowed recently and is expected to largely taper off in the next five years. Moreover, public debt has increased in this timeframe and increased pressure is anticipated on how and where money is spent by Council. It is expected that greater scrutiny will be placed on Greenspace to ensure its ongoing maintenance and capital expenditure is justified.

4.5.7   Sustainability

Sustainability has become an important aspect of how Council delivers the services it provides. The focus on sustainability from both a local and global perspective has ensured that Council considers sustainability in how it delivers the services covered by this plan.

These improvements can take the form of ensuring local goods or services, specific products used to minimise impact on the environment and contractors' environmental practices and initiatives.

Figure 4.8 Sustainable Development
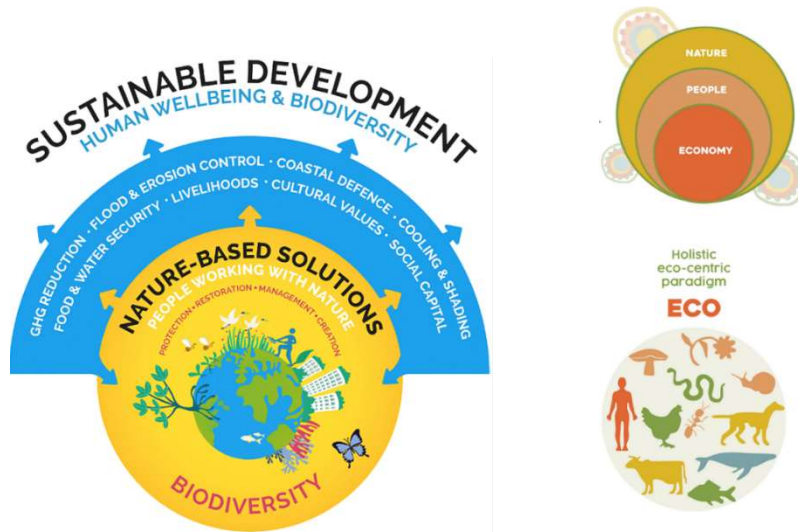
4.5.8   Alternative service providers

In considering the overall network of provision for Greenspace, Aquatic and Community Facilities consideration is given to the provision of district wide facilities within the Canterbury area and how the facilities being developed by Council also fall within the master plans of sporting codes.

This allows Council to identify where the gaps in provision and demand are to allow future planning of these such as indoor court facilities within the district and region. This allows targeted development within the district to support and sit alongside the provision of these facilities in other districts or through private investment.

In considering alternative providers within the Waimakariri District there is external provision of sporting or community facilities as opposed to aquatic facilities. These facilities are provided through the likes of A&P associations, trusts, schools and religious institutions.

4.5.9   Global Impacts

The Covid-19 pandemic has impacted on the ability of staff to source overseas products for new or replacement projects. This has led to staff considering more local or New Zealand based suppliers for projects or equipment where possible to minimise the risk of delay or issues with replacement parts etc. Consideration must be given to the quality of these items as the overseas products are high quality and chosen specifically for this reason such as playground equipment.

4.5.10 Other

For greater detail on the subjects summarised in this section the reader should consult the following data sources:

1) Waimakariri Sports Fields Strategy

2) Walking and Cycling Strategy

3) Playground strategy

4) Community Facilities Strategy

5) Toilet strategy

4.6 Future community expectations and demand

4.6.1 Parks and Reserves

New Greenspaces that have been created by developers have been of high quality. There has been anecdotal evidence that these developments have raised the expectations of the local community. While demand increased substantially (4% annually) after the earthquakes and continues to increase but at around the national average. For Greenspace reserves and parks demand is measured by population size, however, this will need to be reviewed as the needs of the community changes with time. The quality of space rather than the quantity is likely to become increasingly important.

Incremental rural residential development that occurs outside of the framework of Outline Development Plans makes it difficult to estimate the scale and density of future populations in these areas. There is a risk a piecemeal approach to development could result in short falls in Greenspace provision over the longer term.

The creation of smaller rural-residential lots (5000m^2) in areas like Mandeville, may result in increased demand from residents for reserve provision, for example, community gathering/play space and walking/equestrian trails. There may be a need for the levels of service and associated financial contributions for rural residential areas to be reviewed to ensure appropriate provision is made at the time of subdivision. Moreover, the connectivity of these new developments to the main urban centres will be considered from the perspective of walking and cycling.

Consideration needs to be given to designing and delivering Greenspaces and infrastructure to cater to those 65 years and over. This does not necessarily mean planning for infirmity or disability; rather making the District liveable and attractive to an ageing lifestyle. In addition to facilities and infrastructure to enhance ageing lifestyles, opportunities need to be provided that enable older people to actively participate in community life. For example, shared use paths can be developed such that e-bikes, mobility scooters can use them as a transport and recreational route.

Different age groups within the community can have different expectations for how Greenspace is used and managed. Council needs to cater for all members of the community and manage Greenspace so that it is flexible and responsive to changing needs. To achieve an equitable investment of resources in terms of age and gender the development of a broad recreation strategy for the District should be considered. This would ideally align with a regional spaces and places plan.

A growth emphasis on sustainability is changing expectations in the community generally. Council will be expected to take a lead on its resource consumption and waste reduction. This will see further integration of service expectations, e.g., walking and cycling facilities being both for transport and health benefits, and consideration of sustainability in procurement practices.

4.6.2 Community Facilities

Currently a Community Facilities Strategy is underway to identify population growth across the district identifying gaps in service such as locations like Pegasus/Ravenswood centres. When combined with Woodend, these centres are expected to reach a population of 10,000 within the next 20 years. This population will trigger the provision of community facility spaces in this area.

Based on this recommendation, staff have begun the planning for land purchase and development of these community facilities over the coming 10 years. The Pegasus Community Facility will replace the existing leased facility and be a similar size and purpose. The proposed Ravenswood Facility will provide the larger facility for this area and may include provision for library services or could possibly be developed in conjunction with development of an aquatic centre in this space.

For further details on the identified projects for Community Facilities please refer to the Pegasus Ravenswood Community Facility Report (TRIM 210210022061)

4.6.3 Aquatic Facilities

The Aquatics Facilities Strategy 2021-2031 is currently under review to determine whether the recommendations are still relevant three years on. The strategy has identified that based on the population growth in the district, a gap will exist in provision in the North-east of the district in the Pegasus/Ravenswood/Woodend area. This is based on expected population in this area reaching approximately 10,000 residents and triggering a number of service provisions including the community facilities discussed above. Staff have identified that an opportunity exists to purchase land within the Ravenswood subdivision in the coming years to ensure that land is available to develop this space.

The strategy has also identified that current provision remains suitable for capacity, however, with the changes in aquatic facilities design nationally alongside the growing desire from the community for other forms of aquatic recreation in these spaces such as hydrotherapy pools, hydro slides, leisure pools and spa/sauna spaces. Redevelopment of the existing Dudley Park and Kaiapoi Aquatic Centres will be considered following the review of the strategy.

These considerations have been considered as part of the overall development of Aquatics for the district.

For further details on the community expectations and demand for Aquatics can be found in the Aquatics Facilities Strategy.

4.6.4 Cemeteries

The increase in population expected across the district over the coming 30 years is expected to put increased pressure on the provision of cemetery spaces across the district. The population trends are also signalling that the districts population is becoming increasingly elderly, and it is expected that this demographic will shift from the smallest to largest over this time period. It is inevitable that there will be increasing demand for cemetery space. Offsetting this demand to some extent is the increasing popularity of cremation. A recently completed Cemeteries strategy has been completed that updates the expectations and drivers around the provision of cemeteries throughout the district and identifies what is required to keep in line with provision.

As part of this staff are signalling that additional cemetery space is likely required to ensure that Council remains compliant with its obligations in providing sufficient burial space to the community. The development of a Cemeteries strategy will guide the development of cemeteries across the district.

4.6.5   Airfield

The process for designating the Rangiora Airfield as an airfield through the district plan has now been completed in December 2020. With this process complete and the future of the airfield secured within the district focus has now turned to the development of the overall master plan for the airfield.

Currently the existing developments at the airfield are at full capacity for leased sites to locate a hanger on. Staff continue to receive frequent enquiries into leasing sites for hangers showing the ongoing interest in the airfield from users. The master plan development is planned to include the development of the southern side of the airfield which will include a number of additional hanger sites being made available.

Council is conducting a Master Plan alongside a neighbouring developer to create a joint outlined development plan that would look to create greater capacity at the airfield.

4.7   Demand Related Investments

New assets are created to meet a changed Level of service or are acquired through new residential development and the subdivision process. New developments are funded by the Council, developments contributions and by third parties such as Environment Canterbury. Figure 4.9 identifies the percentage of works over the first three years of the Plan, while figure 4.10 summaries the growth programme over the term of the infrastructure strategy (30years).

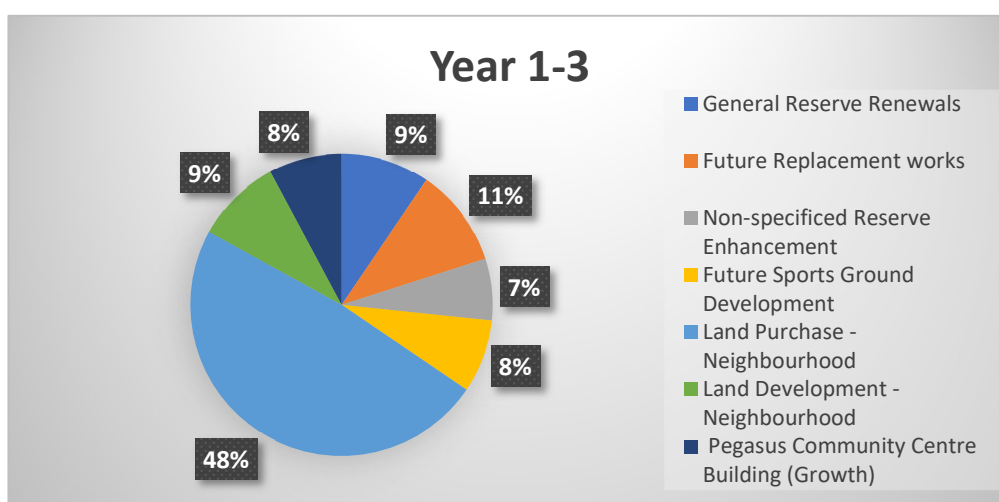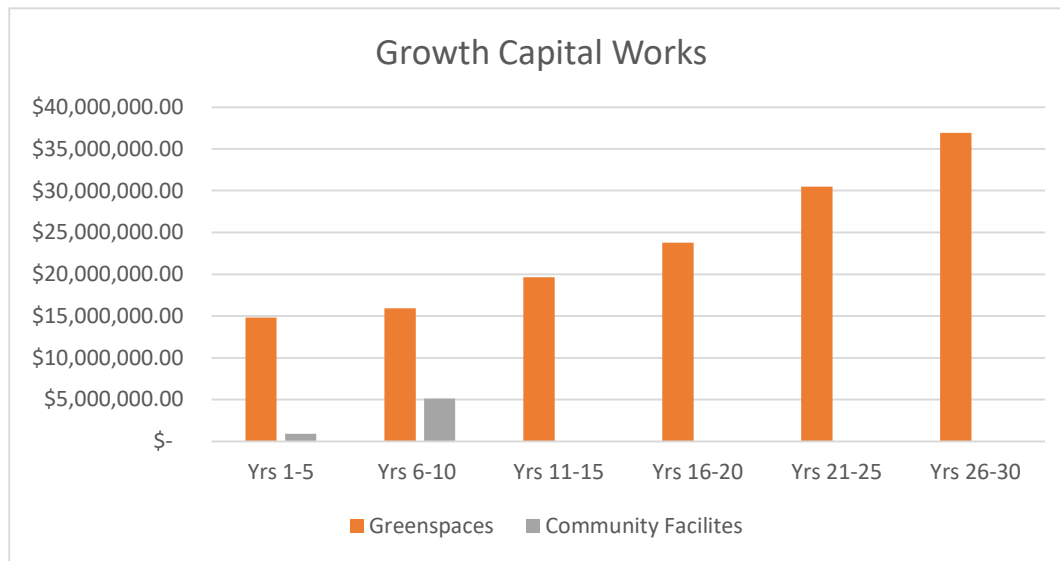**Figure 4.9 Percent of Growth Capital Works Years 1-3**

Figure 4.10 Growth Capital Works 30 years

For the life of these new assets Council will need to commit ongoing funding through operational, maintenance and renewal costs. Please refer to Section 6 table 6.12 for proposed new capital growth projects.

4.8   Summary of key issues, trends, and implications for the service

There are a series of key trends that will influence the Greenspace decisions:

1)   An increasingly urbanised and growing population with changing expectations on sustainability. As urban areas develop the rural space between them will likely diminish. Southern areas of Waimakariri District will be more closely developed in line with Christchurch. Such changes will likely see a greater expectation for more urban open space experiences with services levels that more closely align to larger cities such as Christchurch.

2)   An aging population with greater numbers of people aged over 65 years will place different demands on services. More passive types of recreation are likely to grow in demand, such as walking and cycling. These trends are likely to be accentuated with technological advances such as e-bikes. This is likely to translate into a greater demand for connections between open space areas with quality cycling tracks. The aging population will also increase the demand for cemetery space.

3)   Community expectations regarding Greenspace quality will need to be monitored and managed. Nationally we are slowly seeing an increased trend in communities seeking a greater quality of assets rather than more assets of lower quality. This underscores the need to factor more than just provision ratios when planning.

4)   The population growth of the Pegasus/Ravenswood will see a requirement for additional community facilities and aquatic services. This will require land purchase.

5)   Over time the type of asset mix in each category will also need to adjust given the factors outlined above.

Demand management, often known as non-asset solutions (also see Section 7.5), aims to actively change customer service demand in order to:

- Reduce or defer the need for new assets

- Optimise utilisation/performance of existing assets

- Meet the Council's strategic objectives

- Respond to customer requests.

- Deliver a more sustainable service

In terms of demand for land to accommodate sufficient open space and recreation opportunities for the growing population Greenspace has a number of provision-based levels of Service that align to different Park Categories. In addition to these m2 vs population-based demand levels of service, several strategies for key assets including community facilities, sports facilities, toilets, and playgrounds have been developed which identify how demand for these assets will be managed into the future. A non-asset solution for toilets in periodic high demand locations could be the use of portable toilets supplied by others. The table below shows key issues and responses including financial.

4.9   Demand Management Plan/ Planned Improvements

Table 4.3 Demand Management Plan

Key Issues	Response	Financial Response
The need to respond to our increasing, ageing population and ensure that facilities and recreational opportunities are fit for purpose.	Look to retrofit some existing buildings to make them fit-for purpose in the longer term.	Capital building renewals- $380,000 per year. Partnerships with government bodies such as the Tourism Infrastructure Fund. Accessibility Standards with Playgrounds- $65,000 bi-yearly. Extension to MainPower Stadium 10mil scheduled beyond 2034.
Planning for new community and aquatic facilities.	New community and aquatic facility planned in the Pegasus/Ravenswood area.	Pegasus-1.8m land purchase 2.2m facility both with the period of this plan. Woodend community facility- 4.8m beyond the period of this plan.
Sustainability is changing expectations.	Ensuring all new capital works and renewals are designed with sustainability and have sustainable materials. Provide community funding for biodiversity enhancement and maintenance.	Biodiversity contestable fund- $15,000 per year (fund in use already). Arohatia te Awa- 1.2mil over 10 years.

Key Issues	Response	Financial Response
Infrastructure to cater to those 65 years and over planning for infirmity or disability.	Look to retrofit some existing facilities (buildings and toilets) to make them accessible. Assessable platforms in Pegasus and Waikuku.	Pegasus and Waikuku Beach accessibility Viewing Platform- $120,000 to be completed in year 1.
Districts population is becoming increasingly elderly additional requirements for cemetery space.	New cemetery in Rangiora to cater for aging population	Budgetary requirements to be included in the 2024/34 LTP.

4.10   Section improvement plan

- Quality of assets needs to be a greater focus in the future (quality over quantity).

- Sensitivity analysis to consider the impact of different levels of growth on funding requirements to be completed by the 2027 LTP.

5 Asset Description

5.1 Introduction to the section

The Council Enterprise System is in the process of replacement, Council is moving to a new and more modern cloud-based solution. The software is used by every department to deliver and support services to our customers. The programme is expected to complete by September 2025. The system records information from key disciplines (finance, rating, asset management, regulatory functions, and customer services information), integrating and delivering information through a common platform that informs decision-making. This section contains an explanation as to what assets are managed within Greenspace and Aquatics.

The asset register has a comprehensive list of assets that are included in this plan. The asset register helps to determine lifecycles, condition, estimated renewal, and replacement priorities of assets. This is completed by recording maintenance history, condition inspections, asset lives, valuation and financial records, in addition spatial information is provided by the Council's GIS geo-media system. Council also has a service request system which enables feedback on performance of some assets covered by the Plan. These systems are well integrated and support management reporting by providing evidenced based asset management data to support decision makers with day-to-day operations to long-term asset planning. This reduces risk and builds operational efficiency over the entire asset lifecycle. The information allows council to plan asset renewal and replacement programmes to provide a high level of service for safety and service to the community. However, some assets outlast their expected expiry lifespan while other require renewal prior to expected expiry dates.

5.1.1 Overview of asset network

This Activity Management Plan covers the asset categories as outlined in table below:

Table 5.0 Asset Categories

Category	Number	Area (ha)
Civic Space	8	3.47
Cultural Heritage	19	38.35
Natural	16	215.34
Neighbourhood	75	95.14
Open Adventure	1	50.79
Public Gardens	3	2.82
Rec and Ecological Linkages	248	173.35
Sports & Recreation	28	280.48
Streetscapes	356	22.49

Category	Number
Rangiora Airfield	1
Public Toilets	63
Trees	23800
Community Facilities	27
Aquatic Facilities	4
Cemeteries	8
Kaiapoi Marine Precinct	1

Note: There are another 12 sites listed as undeveloped reserves that total 71.7 hectares. Eight of these are located in Kaiapoi on red zone land, two are at Pines Kairaki, one is in Rangiora and one in Oxford. Work is underway to categorise these.

Total value of assets: $109.7m (Depreciated replacement cost - 30 June 2023)

The Council is a significant provider of public open space within the district managing over 882ha. Just under half of this land is provided primarily for sports and recreation purposes, including neighbourhood recreation. Some assets are located on reserves while others are located on roading assets.

Each asset type can be located within any of the overarching asset categories, such as footpaths can be located within Rec and Ecological Linkages, neighbourhoods and cemeteries among others.

The Significance and Engagement policy identifies which assets are classes as strategic critical assets. The following apply to Community and Recreation:

- Libraries.
- Aquatic centres.
- Oxford and Rangiora town halls.
- MainPower Stadium.
- Reserves and sports grounds.
- Rangiora Airfield.

5.2 Summary of each asset type

The Technology One asset data base has a comprehensive list of assets that are included in this Plan. Included in this data base are key attributes including the age and condition of the asset or the date the asset was created.

5.2.1 Asset Age

The age of an asset is one of the cohorts that can determine the renewal of an asset and provides important information to manage the range of assets. Council has a comprehensive understanding of the life span of its assets that is used to calculate the level of depreciation and the residual book value of an asset overtime. Full details of the assumptions pertaining to the remaining useful lives of each asset category are included in the Greenspace Asset Valuation 2022 (TRIM 220811138299).

Figure 5.1 provides a summary of the average remaining life of the Greenspace asset types. The chart shows that a number of asset types have a remaining life expectancy of less than 20 years, and these assets will form the bulk of the renewals for the 2024/34 period, providing the condition assessment concurs with replacement. 90% of the total Greenspace assets are between the very good and adequate condition rating. Greenspace staff have observed as part of this process that in general assets managed by Greenspace are lasting approximately 20% longer than their useful life would suggest. The condition rating of the asset has not deteriorated to the point where replacement is required when the useful life has been reached. Furthermore, there will be renewals across all asset types where the age, condition and performance clearly identify the need.

Figure 5-1 Greenspace Assets Remaining Useful Lives
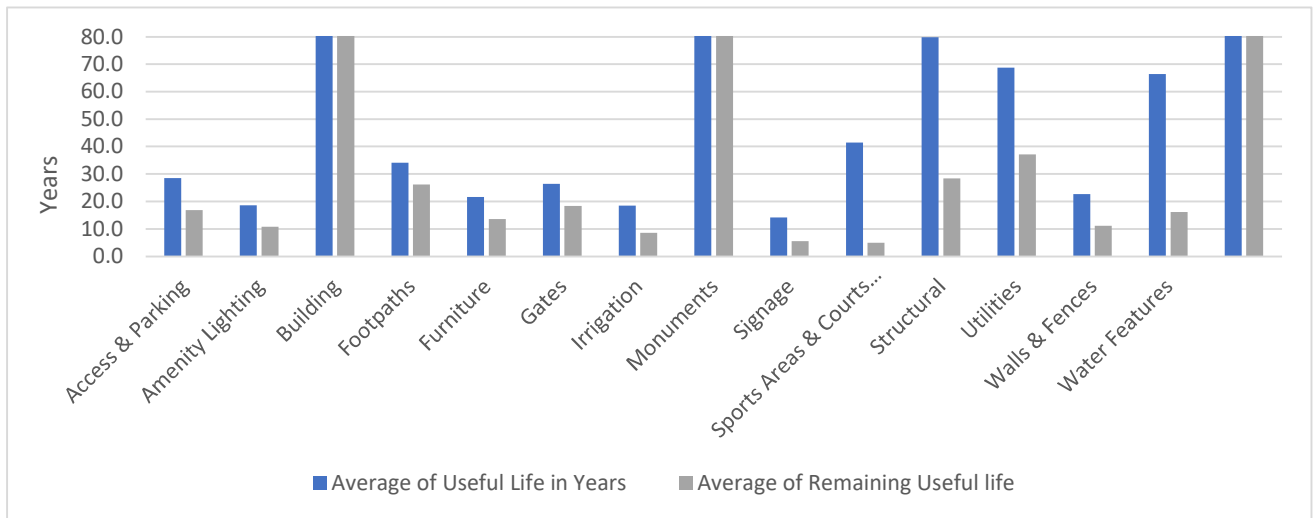
There needs to be some consideration as to the operational impacts of renewing such a large amount of assets within the 20-year period.

The information available for the remaining asset lives for other assets is held in the Council's business solutions system within the fixed assets register. An example of this is the Community facility structure and roof useful life information. Figure 5-2 Useful Lives of Community Facility structures, showing they have an average useful life of 74.62 years with an average residual life of 34.23 years.

Figure 5-2 Useful Lives of Community Facility

Figure 5.3 Useful Lives of Community Facility Rooves shows that roof component for community facilities have an average remaining life of 38.46 years with an average residual life of 8.23 years. Note that there is no separate roof item listed for the Rangiora Toy Library building.

Figure 5-3 Useful Lives of Community Facility Rooves

The information relating to the Aquatic Facilities as shown in Figure 5.4 The average remaining useful life of pool buildings is 43.1 years for the structures and an average residual life of 43.1 years. Note that each of the pools have several building components and these have been displayed separately due to different remaining lives.

Figure 5-4 Useful Lives of Aquatic Facilities Buildings
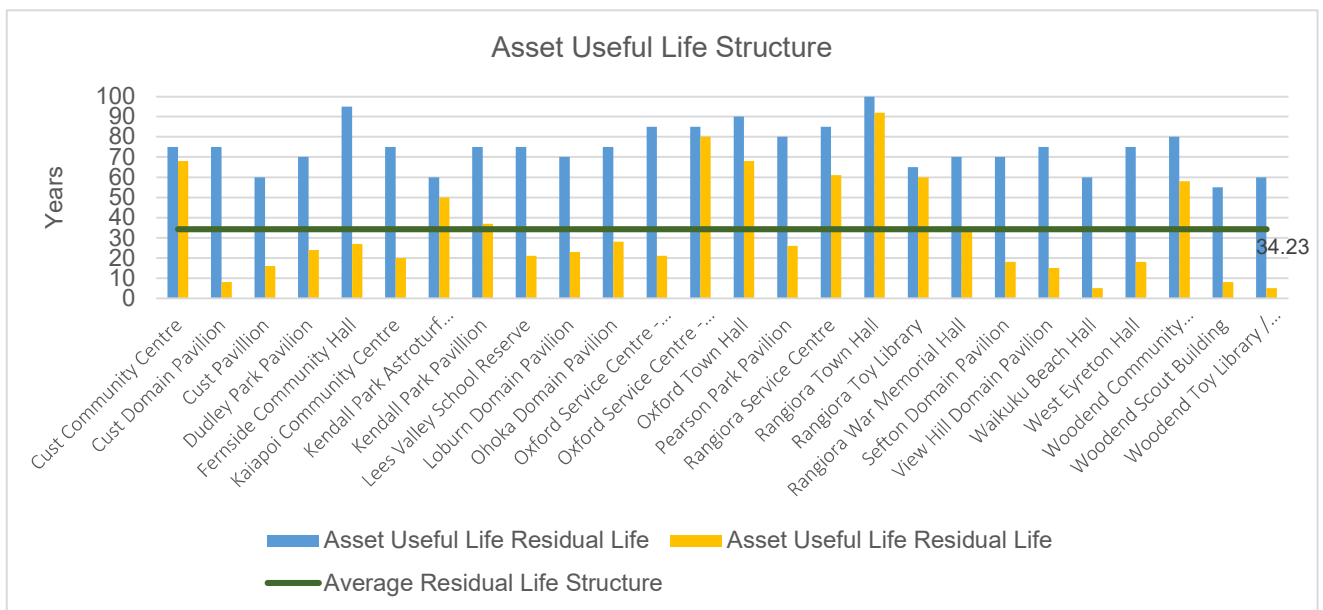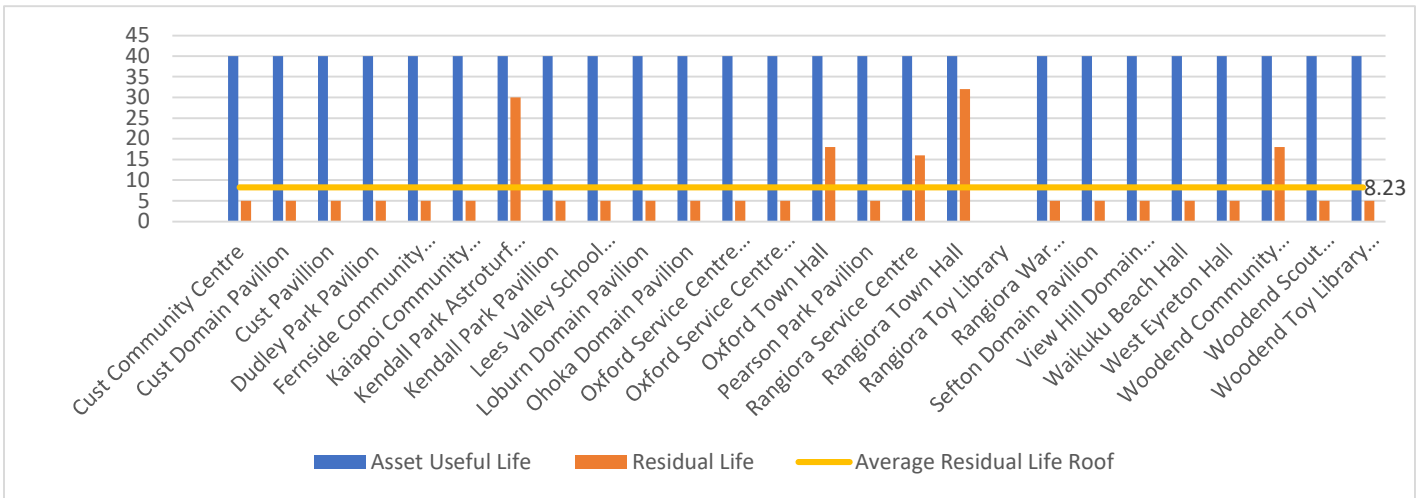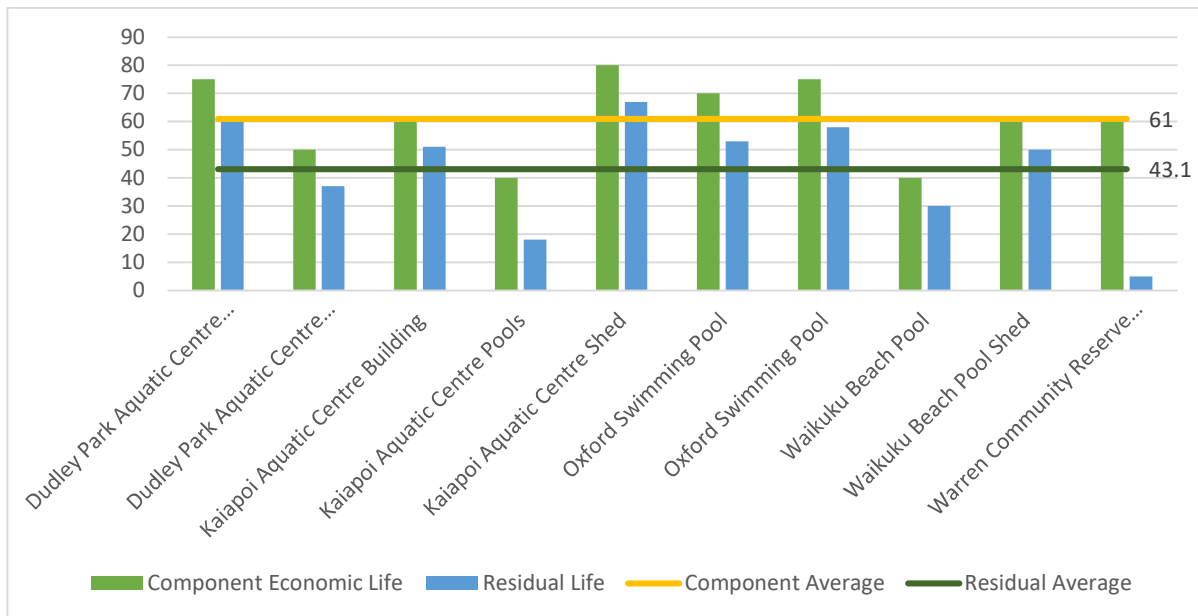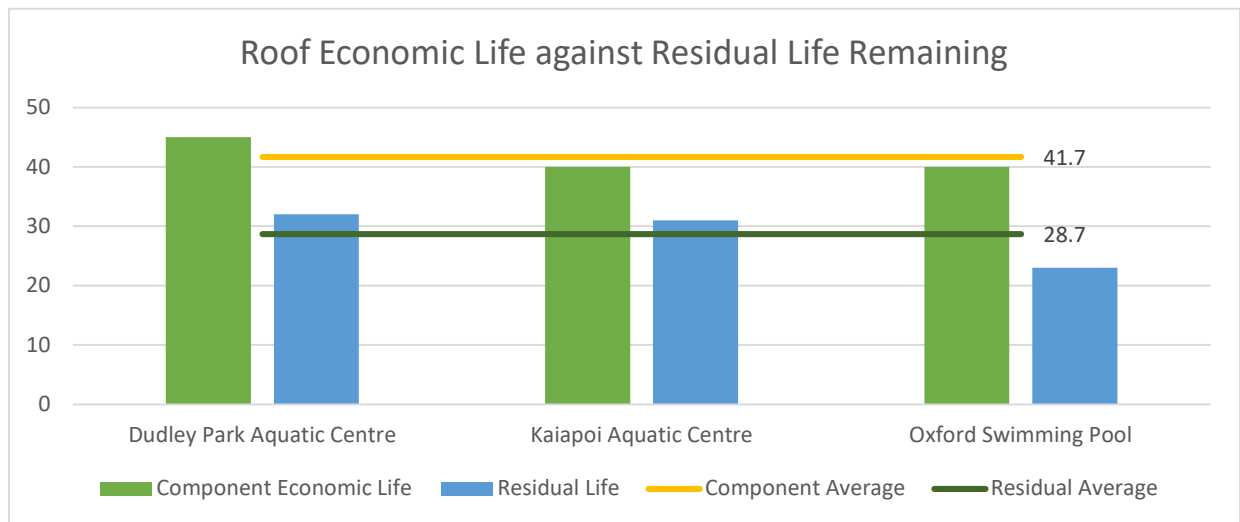

Figure 5.5 Useful Lives of Aquatic Facilities Rooves shows the roof component for aquatic facilities have an average remaining life of 41.7 years with an average residual life of 28.7 years.

Figure 5-5 Useful Lives of Aquatic Facilities Rooves

Following the development of the asset capture process for Aquatic and Community Facilities the process has begun to capture the assets located within these structures. All assets have been captured for Aquatic Facilities and the process is ongoing for Community Facilities. The information will be loaded into the new business operations system to get a more consistent approach to reporting on remaining useful life. To ensure data is as accurate as possible before entering into the new system it is recommended that a full asset capture process is undertaken. Figure 5.6 shows the average remaining useful lives for the asset categories in Aquatic Facilities. The average remaining useful lives is 6.5 years, these asset renewals will make up the renewals programme within the 10 years of this plan.

Figure 5-6 Average Asset Lives for Aquatic Facilities Assets
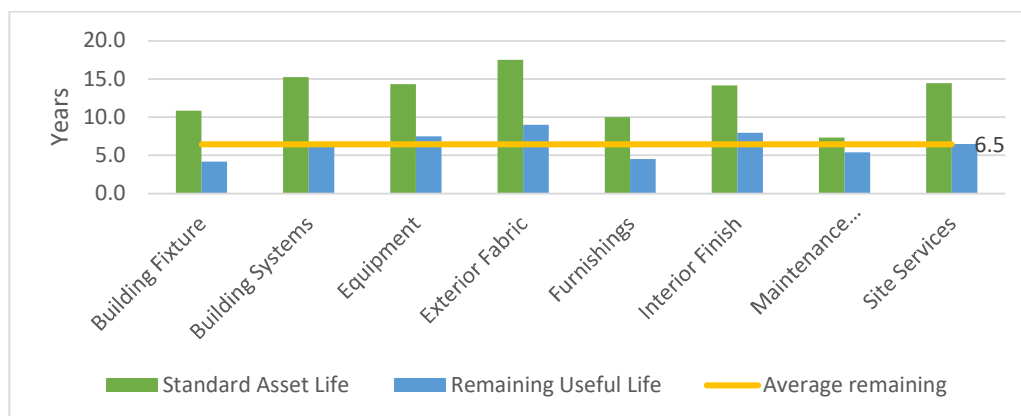
5.3 Asset Capacity

5.3.1 Parks and Reserves

Parks and Reserves Management Plans provide the detailed analysis on the size, capacity and facilities that should be included. Council also develops concept plans to support the planning of new parks. The capacity of parks is largely managed through the appropriate levels of service

agreed with the community supported periodically through the review and development of high-level Strategies. Parks by their nature are open for everyone to enjoy and the majority have no capacity or utilisation issues.

The performance of the parks is largely influenced by the level an appropriateness of the maintenance programmes, the performance of the maintenance contractor is audited, and customer complaints also provides feedback on performance. Sports and recreation parks, however, do have limited capacity and the council in association with clubs and other users utilise a booking system approach to manage and control the demand.

The performance of the activity is also reviewed, and feedback provided by the wider community as part of the annual Customer Satisfaction Surveys. A Sports Facilities Strategy was created in 2017 and is currently under review. The strategy explores trends and participation rates as well as the carrying capacity of the sports fields. This strategy identifies areas where there is limited capacity due to quality issues and suggests ways of improving capacity.

As part of the development of the Natural Environment Strategy (which will be completed by the end of 2023) a level of service review has been carried out. Figure 5.7 summarises the 2023 baseline and level of service targets for the performance of reserves. The table below shows the capacity of each listed item and what additional land would be required to meet future demand based on population growth.

As shown in the table Council currently owns enough reserve land in total to meet the agreed levels of service for parkland until about 2050. No more land is required during this period to meet sport and recreation reserve targets, and while neighbourhood reserve land shows up as a deficit by 2023, if it continues to be acquired through subdivision at the same rate as at present it will be in surplus by 2053. Council could consider setting aside land for a new public garden in the rapidly expanding Woodend/ Ravenswood area to meet the slight shortfall in this target expected by 2053. Of most concern is the level of service for natural parks which is not currently being achieved even at the lowest end of the 5–15ha per 1,000 residents' target, despite the recent purchase of an 85ha wetland. There is however potential to set aside surplus Council land for development as natural parks as has successfully occurred in the past with Kaiapoi Lakes and Whites Road Reserve.

Figure 5.7 Capacity against level of service

Publicly reported targets (highlighted in blue)   * Excludes 71.7ha of reserve land not yet categorised. ** Assumes additional land isn't acquired during this period

| Performance measure - Reserves	Target	2023 Baseline	2023 achieved targets for population of 69,789	Additional land required by 2033 for population of 81,742**	Additional land required by 2043 for population of 92,178**	Additional land required by 2053 for population of 101,791**
The number of hectares of parkland per 1,000 residents	8ha	882.2ha*	12.7ha	0 (648ha required in total)	0 (736ha required in total)	0ha (808ha required in total)
The number of hectares of neighbourhood reserve land per 1,000 residents	1ha	95.1ha	1.3ha	10.2ha (105.3ha required in total)	24.5ha (119.6ha required in total)	36.2ha (131.3ha required in total)
The number of hectares of natural park per 1,000 residents	5–15ha	215.3ha	3.1ha	190ha (405ha required in total)	245ha (460ha required in total)	290ha (505ha required in total)
The number of hectares of sports and recreation reserves per 1,000 residents	No less than 2.51ha	280.4ha	4.0ha	0 (203ha required in total)	0 (230ha required in total)	0 (253ha required in total)
The number of hectares of public gardens per 1,000 residents	0.03ha	2.8ha	0.04ha	0 (2.43ha required in total)	0 (2.76ha required in total)	0.23ha (3.03ha required in total)

5.3.2   Cemetery Capacity

The capacity and utilisation of the district cemeteries is managed through the Customer Services team. Customer Services monitor the number of plots available within the cemeteries and aim to ensure that there is always at least three years provision available. This provision is based on the burials in the previous year to project the number plots required. This information is passed onto the Greenspace operations team to work with the Parks and Reserves Maintenance Contractor to maintain this level of provision and availability. There is limited capacity within some existing cemeteries, while others have plenty of space available.

The provision of cemetery space is currently sufficient; however, staff have identified that the combination of population increase, and the age of the existing cemeteries will result in the need for the development of an additional cemetery in the coming years. There is a proposed cemetery development in the Rangiora area which will look at the long-term provision of cemetery space in the district. The review and development of concept plans is to be created in order for funding to be sort within the 2024/2034 long term plan.

Figure 5.7 shows the projected requirements for cemetery land for casket burials and ashes interment out to the year 2038.

Figure 5.7 Projected Burial Requirements

Legend: ■ Projected burial plots required   ■ Total burial plots available (base 774)
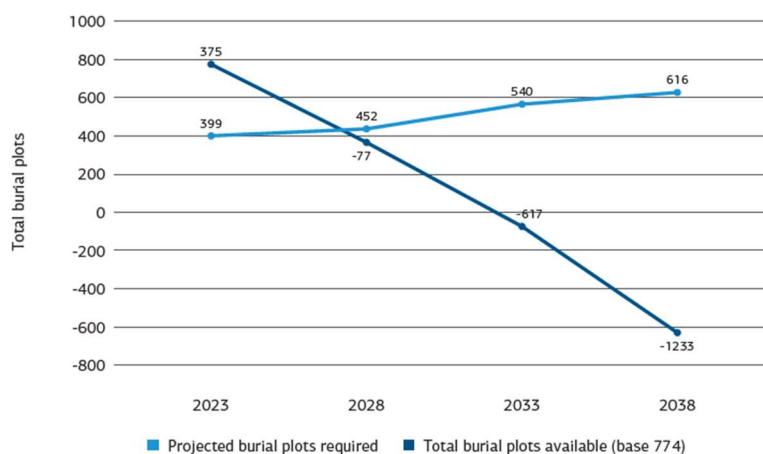
5.3.3   Sports Facilities Capacity

The Sports Facilities Strategy is currently under review, the previous strategy reported on a user survey that identified main users of sports fields felt there was a deficit of sports fields throughout the district. This has highlighted that even though there is a sufficient number of sports fields available within the district the quality of these fields often means that during inclement weather they are unable to be used. As such this strategy has identified that rather than providing additional sports fields, the Council would be better served by improving the quality of the existing fields to ensure that they are available for use.

5.3.4   Play Spaces Capacity

In regard to capacity and utilisation of the district's Play Spaces, there is no formal booking or usage system in place. Greenspace staff manage these areas by ensuring that they have been appropriately designed as per best practice to suit both the area and the intended audience. This

is assisted by the Service Request system, where issues with the play spaces can be reported back to staff and rectified ensuring that these spaces are available for use as much as possible. Improved provision of elements that promote the core play values of *participating* and *gathering* will increase opportunities for group play and social interaction. It is achievable by providing a greater range of interconnected and multi-user play elements. This in turn will increase overall play value and capacity, allowing more users to be actively engaged in play at the same time.

5.3.5   Community Facilities Capacity

The Community facilities capacity and utilisation are generally managed through a booking system so that members of the community or community organisations are able to access the facilities provided. The performance of the facilities is managed to some degree by the maintenance undertaken and is supported by a customer service request system, the performance of the activity is also reviewed, and feedback provided by the wider community as part of the annual Customer satisfaction surveys.

The Community Facilities Strategy has documented the key issues and themes relating to the capacity, utilisation and performance of the current facilities and buildings and has been used to inform the 2024/34 long-term plan. The key recommendation from the strategy is the development of community facility space in both Pegasus and Ravenswood over the coming 10-year period.

5.3.6   Public Toilets Capacity

Detailed information relating to the capacity, the utilisation and performance of the Public Toilets is provided in the Public Toilets Strategy. The Strategy pulls together information on the current and future trends in provision, analyses feedback from customer surveys and has also extracted information from the Council's service request data base. The performance of the activity is also reviewed, and feedback provided by the wider community as part of the annual Customer satisfaction surveys.

5.3.7   Rangiora Airfield Capacity

Currently the existing developments at the airfield are at full capacity for leased sites to locate a hanger on. The Council has now completed the designation process and as part of the Long Term Plan has identified budget for the development of the master plan for this space. In terms of the airfields capacity to accommodate landing and take-off this is considered not to be an issue based in current usage rates. The Council has invested in a radio frequency-based identification system (AIMM) which allows all aircraft to be monitored. This has allowed Council to determine the amount of people using the airfield accurately. While it has identified a significantly higher number of users as previously thought capacity is still not considered an issue.

There remains significant demand for additional hanger space to be made available at the airfield. With the completion of the designation process in December 2020, Council is now able to develop a master plan for the airfield including the development of the other side of the airfield which will include provision for hanger spaces.

5.3.8   Aquatic Facilities Capacity

User information is collected at Dudley, Kaiapoi and Oxford swimming pools to determine usage of these facilities. Currently usage of these facilities sits at an average of 84% of users being causual users and an average of 34% being swipe card holders. Capacity issues and conflict for access between training/competition and community use can occur at peak times while at other times pools can remain relatively underutilised.

The Aquatic Facilities Strategy has identified that with the continued population increase in the northeast of the district (Woodend, Pegasus and Ravenswood), a new facility should be developed in this area to ensure that residents continue to be able to easily access aquatic recreation opportunities. Figure 5.8 shows the total pool attendance per category, swipe card and casual users. There is a higher level of casual attendances compared to pre-purchased swipe card users. The unpredictability of casual users has an impact on yearly survice requirement predictions.

Figure 5.8 Total Pool Attendance
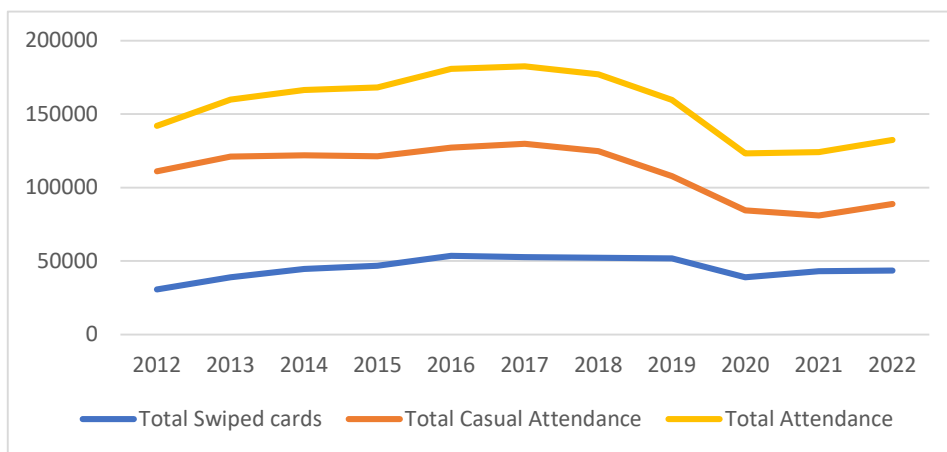
5.4   Asset Condition

The asset condition for the Community and Recreation unit of Council has been determined based on criteria set out in the International Infrastructure Management Manual (IIMM). The IIMM sets out criteria for converting remaining useful life as a percentage to a condition grade from 1 (Very Good) to 5 (Very Poor). A visual assessment of the condition of all assets has been undertaken as part of the Asset Validation Project utilising the standards provided in the IIMM. These inspections remain ongoing as part of the data validation and auditing process relating to the Parks and Reserves Maintenance Contract. This section deals with the specific assets located on parks and reserves, playgrounds, and aquatics, rather than the overall condition. Community facilities and Airfield, conditions are those of the overall location. Tree conditions are of individual trees. Table 5.2 condition ratings provides the list in which Community and Recreation asset conditions are assessed.

Table 5-1: Condition Ratings

Condition Grade	Definition	Condition Description
1	Very Good	More than 80% of life remaining Very Good Condition Only normal maintenance required
2	Good	Between 50% and 80% of life remaining Minor Defects Only Minor Maintenance required (5%)
3	Adequate	Between 20% and 50% of life remaining Maintenance Required to Return to Accepted Level of Service Significant maintenance required (10-20%)
4	Poor	Between 10% and 20% of life remaining Requires Renewal Significant renewal/upgrade required (20-40%)
5	Very Poor	Less than 10% of life remaining Asset Unserviceable Over 50% of asset requires replacement

The NZ Water Visual Assessment of Utility Assets Manual has also been referenced in judging the condition of the assets as it provides examples of deterioration in different material types that are also utilised in Greenspace assets.

The condition assessments are stored and updated in the Council asset management data bases. This allows for a record to be kept of how the condition of the asset changes with time. Any assets that are identified during the Asset Validation Project as being condition 5 are raised with the Contract Manager for immediate renewal if budget constraints allow. If not, an allowance is made for the renewal of the asset in the renewal schedule.

5.4.1 Asset Criticality

Asset criticality provides an indication of the importance of an individual asset and whose failure would likely result in a substantial impact in service, financial and environment, therefore merit a higher level of asset management.

The criteria used for assessing the criticality of Community and Recreation assets are as follows:

- Numbers of people adversely affected upon asset failure.
  - These assets warrant specific condition assessments.
- Significant business activity interruption upon asset failure.
  - Prioritise assets for repair following multiple failures, e.g., following an earthquake or events triggering major power failures.
- Consequential cost of failure.
  - Assets with higher criticality rating are renewed before their end of life.
- Critical lifeline / disaster recovery asset.
  - These assets have a lower threshold for action than non-critical assets.

Areas of concern to Greenspace and Aquatics are:

- Plant, Equipment and Systems - failure of these assets can lead to unplanned closures affecting desired level of services and business disruptions.
- Structural Reliability - Since the Christchurch earthquakes structural integrity and building components are highly important.

Assets that are the most compromising and have the most detrimental consequences on services are facilities within the Community and Recreation Unit. The following are considered to be the most critical and vulnerable:

- Dudley and Kaiapoi aquatic centres
- Rangiora Town Hall
- Oxford Town Hall (emergency evacuation centre)
- MainPower Stadium (emergency evacuation centre)
- Reserves and sports grounds
- Libraries
- Woodend Community Centre (emergency evacuation centre)

Closure of the above facilities would adversely affect a large number of the community and significantly disrupt service provision.
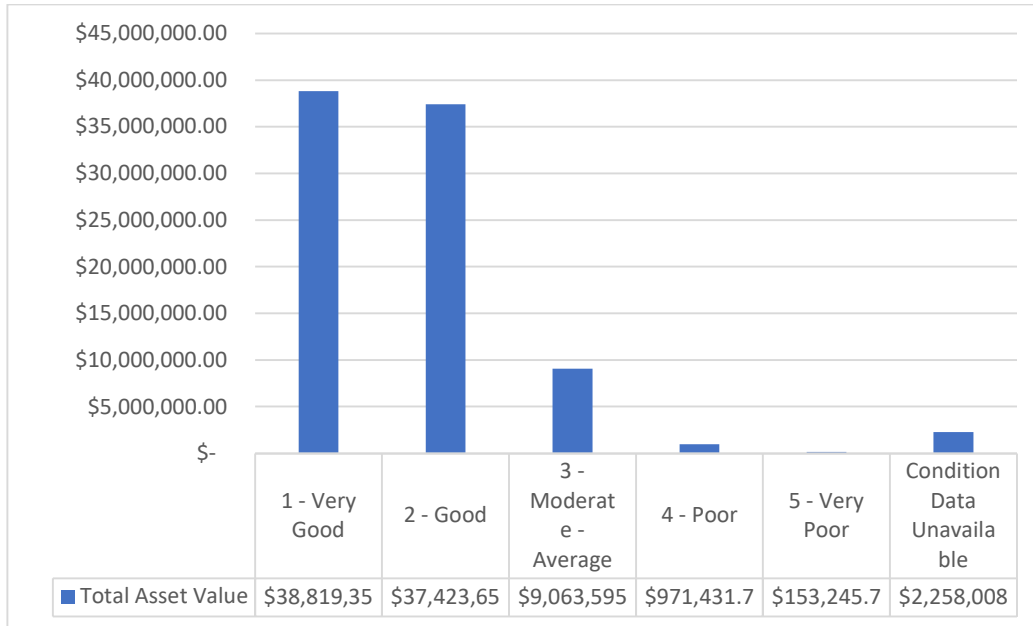
While the main critical assets have been identified there has not been a criticality assessment undertaken on most of the Community and Recreation assets and services. This is to be included in the improvement plan, budgetary allowance for the improvements will need to be taken into within the LTP.

5.4.2   Condition of Greenspace Assets

Many of the Greenspace assets are sitting within the very good to good condition grade with 74% (9111 assets out of 12345) of assets representing these condition grades. Overall, 93% of Greenspace asset conditions are within the 1-3 condition rating. There has been minimal change since the last AMP. Figure 5.9 summarises the Greenspace asset condition rating at the asset group level as abstracted from the Council's asset data base. While Figure 5.10 breaks down the asset condition and the total value of those assets within each condition rating.

Figure 5.9 Greenspace Asset Condition Rating
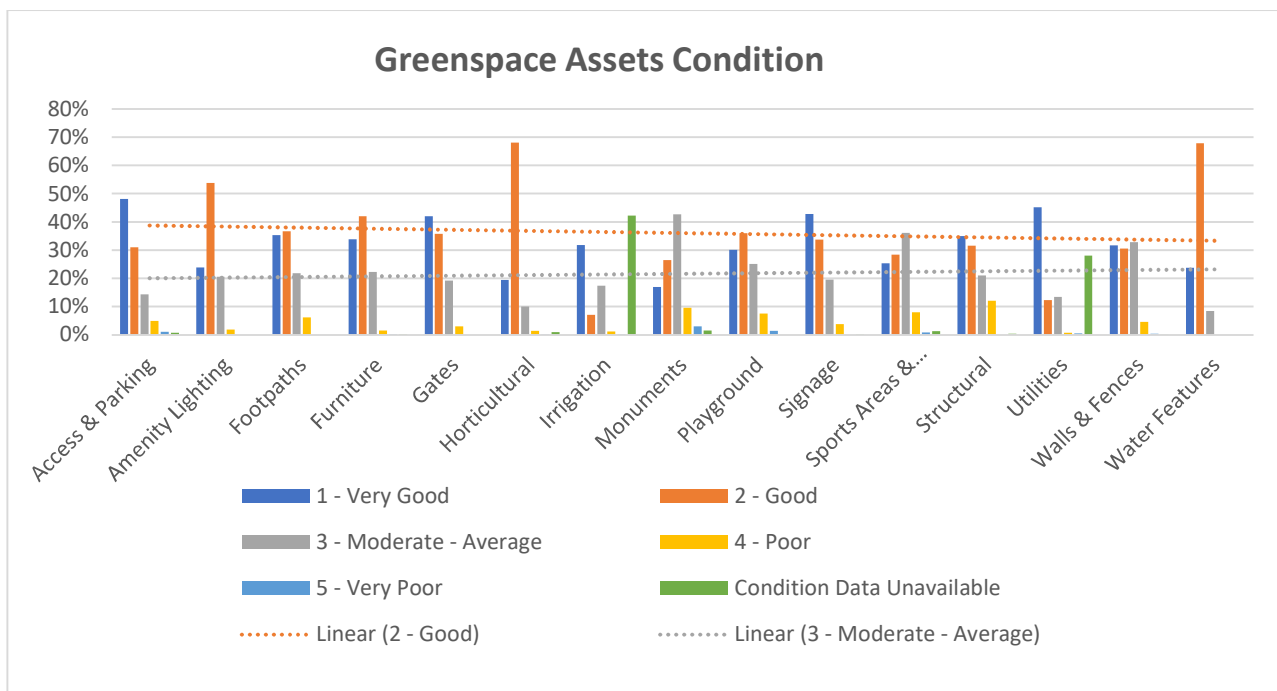
Figure 5.10 Greenspace Asset Condition Rating and Toal Value

	1 - Very Good	2 - Good	3 - Moderate - Average	4 - Poor	5 - Very Poor	Condition Data Unavailable
■ Total Asset Value	$38,819,35	$37,423,65	$9,063,595	$971,431.7	$153,245.7	$2,258,008

Assets that have a condition rating of 4 or 5 indicates these assets require renewal within the next LTP period. The two main assets where this is a concern of lack of data are irrigation and utilities which are generally underground assets. Table 5.3 summarises the figure above with each asset condition as a percentage.

Table 5-3: Greenspace Asset Condition Summary

Asset Group	1 - Very Good	2 - Good	3 - Moderate - Average	4 - Poor	5 - Very Poor	Condition Data Unavailable
Access & Parking	48%	31%	14%	5%	1%	1%
Amenity Lighting	24%	54%	21%	2%	0%	0%
Footpaths	35%	37%	22%	6%	0%	0%
Furniture	34%	42%	22%	1%	0%	0%
Gates	42%	36%	19%	3%	0%	0%
Horticultural	19%	68%	10%	1%	0%	1%
Irrigation	32%	7%	17%	1%	0%	42%
Monuments	17%	26%	43%	10%	3%	1%
Playground	30%	36%	25%	7%	1%	0%
Signage	43%	34%	20%	4%	0%	0%
Sports Areas & Courts & Features	25%	28%	36%	8%	1%	1%
Structural	35%	32%	21%	12%	0%	0%
Utilities	45%	12%	13%	1%	0%	28%
Walls & Fences	32%	30%	33%	5%	0%	0%
Water Features	24%	68%	8%	0%	0%	0%

5.4.3   Condition of Play Spaces

Monthly inspections are carried out by Parks & Reserves Maintenance Contract holder. Condition is assessed on playgrounds from a safety perspective using the latest playground standards allowing for the fact that any old playgrounds are deemed compliant to latest standards even though they were around when the old standards were relevant. Table 5.4 Condition of Play Spaces shows that 60% of the overall play spaces are rated 1- Very good to 2- Good. 13% of the overall play spaces are rated as being poor to very poor condition with the majority being under-surfacing.

Table 5-4: Percentage Condition of Play Spaces

Asset Group	1 - Very Good	2 - Good	3 - Moderate - Average	4 - Poor	5 - Very Poor	0 - Non-existent
Play Equipment	26%	36%	28%	9%	0%	0%
Skate Facility	0%	33%	67%	0%	0%	0%
Under-Surfacing	27%	29%	22%	15%	5%	2%
Playground Overall	**26%**	**34%**	**27%**	**11%**	**2%**	**1%**

5.4.4   Condition of Community Facilities

The quality of the community halls varies dependent on their age and past maintenance and improvement history. The condition assessment is completed on the structure. While there has been a condition assessment on assets within community buildings the data is not within the asset database and not up to date. As shown in table 5.5 Community Facility Condition Summary 48% of community facilities are in very good condition. There is 7% of assets that are poor and very poor which will be part of the renewal programme for the 2024/2034 long term plan.

Table 5-5: Community Facilities Condition Summary

Condition Grade	Definition		Total Value	
1	Very Good	*More than 80% of life remaining*	$ 67,961,000	*48%*
2	Good	*Between 50% and 80% of life remaining*	$ 45,703,000	*33%*
3	Adequate	*Between 20% and 50% of life remaining*	$ 16,388,000	*12%*
4	Poor	*Between 10% and 20% of life remaining*	$ 7,002,000	*5%*
5	Very Poor	*Less than 10% of life remaining*	$ 3,414,000	*2%*
Total			**$ 140,468,000**	

5.4.5   Condition of Rangiora Airfield

Monthly inspections are carried out by Parks & Reserves Maintenance Contract holder. An annual Airfield inspection is also carried out by the Council's RAAG Safety Officer. Any findings are reported to the Rangiora Airfield Advisory Group (RAAG) and investigated as appropriate. A report is published following the annual Airfield inspection, detailing any findings, improvements, issues, or concerns. The airfield is considered to be in reasonable condition with a programme for ongoing renewals in place.

5.4.6   Condition of Aquatic Facilities

Aquatic facilities monitor the condition of the plant on a regular basis and maintain compliance with aquatic standards. Some of the existing network's major plant is at or past its' expected service life, even so as shown in figure 5.12 the condition on these assets is graded level 3 and above with only 2% being of poor condition. Ageing plant requires more maintenance and has a higher risk of unplanned outage. Future plans will need to allow for expected renewals to a large scale.

Figure 5.12 Condition of Aquatic Facilities Assets
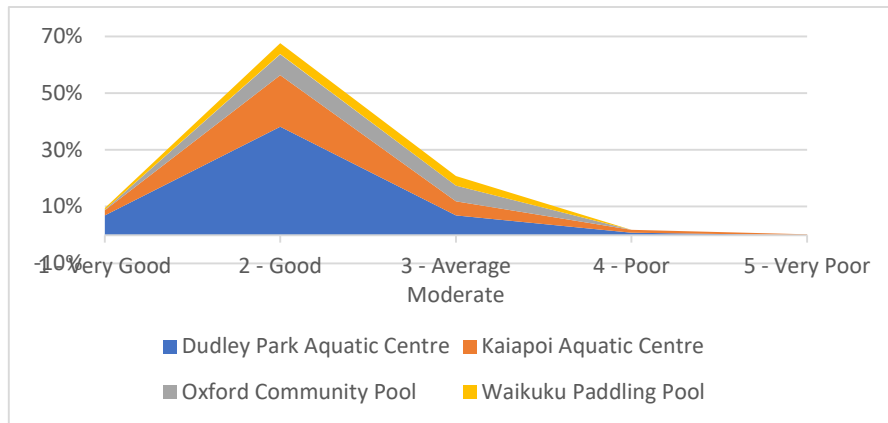
5.4.7   Condition of Trees

The data shows that the percentage of trees assigned a condition rating of poor or very poor accounts for 9% of the tree stock (down from 11.17% in 2021 AMP and from 13.2% in the prior AMP). It is estimated that those trees identified in a very poor condition will need replacing over the 2024/34 period. It is estimated that maintenance interventions to a proportion of the poor condition rated trees will enable these to remain over the 10-year period. For planning purposes, it is estimated that half of the trees with a poor condition rating will need to be replaced over the 2024/34 timeframe, the remaining will survive into the 2034/44 period.

Since the last AMP there are less unassigned trees There are several trees that have been captured since the last AMP that are currently recorded as unassigned condition, this is 2% lower than the last AMP. Staff are continually working with Asplundh to rectify this and improve the asset information held for these trees. Figure 5.13 shows the breakdown of tree assets condition by number and percentage.

Figure 5.13 Tree Condition by Number and Percentage.
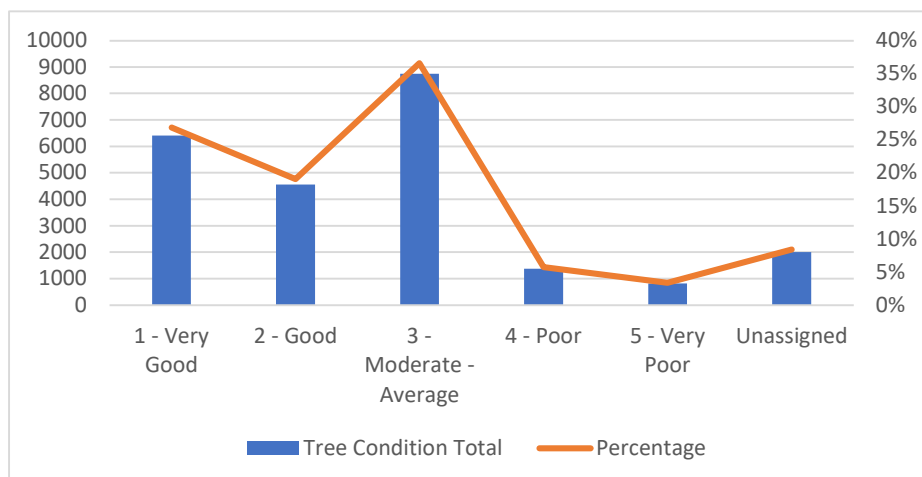
5.5   Greenspace Assets Summary

The following table summarises the key characteristics and values associated with the park categories.

Table 5-6: Parks Characteristics Summary

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
Sport & Recreation Reserves	Sport and recreation activity, recreation facilities and buildings, often multiple use.	Sport facilities such as grass fields and hard courts. Buildings such as changing rooms, clubrooms and community centres. Recreation facilities such as playgrounds, skate parks, half courts, picnic areas, bike tracks and dog parks. Seating. Landscaping. Usually large size.	Organised sport Social sports Active recreation Informal sport & recreation Walking Amenity & open space Events	A sports and recreation reserve are designed and used for sport and recreation, and is often multi use, providing for a range of community activities and facilities. There is likely to be a mixture of winter and summer sport use. The sports turf areas are maintained to an appropriate standard for the sports code use. A sport and recreation reserve may accommodate hard court and built recreation facilities. Toilets, changing facilities and car parking are likely to be available and some reserves may have resident club facilities. Bookable sports play facilities are the primary purpose of sport and recreation reserves. Some reserves may have recreation facilities such as playgrounds and other facilities serving a local neighbourhood or community function.	To provide and maintain sports field capacity to meet reasonable demand. Recreation facilities will be managed to meet the recreation needs of the community or sports code.	Recreation Parts possibly classified as Local Purpose
Neighbourhood Parks	Local, informal recreation, play and amenity open space.	Usually small areas (up to 2 ha) located in close proximity to residential areas or serving the needs of outlying communities. May have recreation facilities, e.g., playgrounds, skate parks, half courts,	Play Relaxation Recreation Amenity/open space	Smaller sites, of local or community significance, which add to the attractiveness of neighbourhoods and provide space for informal recreation, social interaction and play.	Accessible, safe and flexible open space that caters for some of the recreation, social, relaxation and informal sporting needs of a wide cross section of people living within a neighbourhood	Recreation Local Purpose

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
		picnic areas, bike tracks. Seating. Landscaping. May have sports field for junior or informal use (community catchment level). May have buildings such as toilets, community centre, crèche, kindergartens etc. (generally at community catchment level).			or group of neighbourhoods. Well designed and landscaped environments that reflect the character of the neighbourhood and are an attractive asset to built-up areas. A variety of play opportunities for people of different ages which are safe, creative and continuously appealing. Parks located in rural areas provide a focal point for the community.	
Public Gardens	Horticultural collections and displays for relaxation, contemplation, education and/or amenity.	Horticultural/ botanical display plantings. Display houses. High quality landscaping. Interpretation, e.g., plant names, historic or horticultural information, visitor centre.	Relaxation/ contemplation Education Amenity Weddings & photography Picnics Event/function venue Visitor centre Conservation Recreation	Public gardens include parks that are of significance to the district, with an emphasis on horticultural displays. The primary focus for public gardens is to create a place of beauty and tranquillity through high quality horticultural design and maintenance and other features appropriate to the park's character. They may often also contain historic heritage values. They may include, but are not limited to, botanic gardens. They will generally exhibit one or more of the following values and attributes: Peace & tranquillity. Horticultural excellence and diversity Be at tourist destination. Have a particular unique feature or character.	Provision of high quality public gardens in key locations which provide the opportunity for horticultural displays, education and contemplative leisure experiences.	Recreation

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
			Cafes/restaurants	Historic, artistic or cultural values Horticultural and/or environmental education values Public gardens will be developed and maintained to the highest standard. They may also have a "Friends" organisation which supports the public gardens, including fundraising for capital development and running volunteer programmes		
Natural Parks	Experience and/or protection of the natural environment.	Native bush, coastal, forestry, farm parks, wetlands and water bodies. Developments providing for walking, biking, horse riding, picnicking and visitor information.	Conservation Ecological restoration/ enhancement Access to the coast/ rivers/ natural environment Walking/cycling Information/ education/ interpretation Open space Ecosystem management Low impact recreation Picnicking	The definition of nature and natural is widely defined to include native bush areas, wetlands, coastal and lake margins, forestry, farm parks, esplanade reserves and restoration areas or other natural landscapes. Natural parks may exhibit one or more of the following values and attributes: Large scale sites Low impact recreation activity Intact or restorable natural ecosystems Unique or threatened NZ native flora and fauna. Park land adjoining the coast. Natural wetland areas Water bodies such as lakes, ponds, streams and/or riparian features Outstanding natural landscape or geological features Access to the coast and other waterways	The provision and protection of natural environments to provide opportunities for people to experience nature through recreation activities appropriate to the particular park.	Recreation Scenic Nature Scientific
Cultural Heritage Parks	Protection of built cultural and historic environment for commemoration, mourning	Cultural heritage features such as pa sites. Historic buildings or structures.	Protection, restoration, and enhancement Historical information and education	Cemeteries are provided as a location for interments and remembrance. The primary objective is to create a respectful environment that is attractive, restful and suitable for reflection and grieving. Cemeteries will require a high level of	The protection of specific cultural heritage sites and features and opportunities to	Historic Recreation

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
	and remembrance.	Memorial sites. Cemeteries.	Commemoration Burials/ mourning/ remembrance	development to meet their purpose and visitor needs. They are included within the park network to reflect the wide range of uses and values cemeteries provide. Cultural Heritage parks will generally exhibit one or more of the following values and attributes: Historic sites Historic buildings and structures Monuments and plaques Cemeteries, including both open and closed. Other sites of cultural or heritage significance	experience and learn about our history.	
Outdoor Adventure Park	Recreation activities and built facilities requiring a large scale non-urban environment.	Peri urban setting Large scale Multiple range of activities Nature/ environment based recreation activities	Managed nature such as forestry or farm parks Walking/cycling Picnics Equestrian Motor sports Camping Other recreation activities not suited to urban park environment	The Outdoor adventure park enable visitors to experience a variety of recreation activities in a wide range of open space environments. The Outdoor adventure park will generally be large sites, usually located on the outskirts of urban areas. The character and management of the parks varies widely and can include exotic forestry, farm parks, native bush, coastal and river areas. Recreation activities include those that require space and separation from urban locations and/or require particular natural features. Examples include mountain biking, equestrian, rock climbing, wind-sports, motorised recreation, camping, walking/tramping, picnicking, hunting, canoeing/kayaking etc.	Provision of opportunities for outdoor adventure-based recreation activities that require large areas of land.	Recreation Local Purpose
Civic Space	Social and community open space and events.	Business/retail area location Hard paving	Lunch/ meetings for workers/ shoppers	Open spaces within central business districts or other retail business areas which provide space for casual gatherings, meetings, and relaxation. They may also provide for large public gatherings, events and entertainment.	Provision of open space within business/retail areas High level of amenity development and	Recreation Local Purpose

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
		Soft landscaping Seating areas	Open space in town centre, business or industrial area Social and community gatherings Entertainment Events	Civic spaces also provide landscape/amenity enhancement and visual open space relief in a built up environment.	associated maintenance Designed to attract and cater for periodic high levels of use.	
Recreation and Ecological Linkages	Open space, linkages and corridors	Grass/tree planting Paths/tracks Possibly linear in nature Generally low level of development	Amenity/ open space Walking/ cycling/ commuting Conservation and ecological enhancement	Recreation and Ecological Linkages have a variety of characteristics; ranging from undeveloped green areas, to developed areas with mown grass, trees and other low-key facilities. They can play an important role in meeting sustainability objectives through the protection and enhancement of biodiversity, and by providing linked ecological corridors within the built environment. They enhance urban form and landscape values and provide opportunities for linked walking and cycling networks. They also perform a wide range of functions; from largely unused or inaccessible areas, through to simple amenity spaces for passive use, and areas used actively for picnics, walking, biking and other recreation. They often provide walkway/transport Linkages from one neighbourhood to another or may link park areas together. They may be based on geographic features within the urban environment where building development is not feasible e.g., stream gullies, drainage areas, steep hillsides or awkwardly shaped sites.	Provision of open space that enhances the urban environment and provides ecological and recreation linkages	Recreation Local Purpose

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
				Generally, Recreation and Ecological Linkages will have a low level of development, except where usage and demand warrant it. This may include tracks, park furniture and signage.		
Streetscapes	Street related public open space. Open space amenity & natural elements within built-up areas.	Street trees Street gardens Amenity landscape planting Street furniture	Amenity (walking, cycling, driving) Social interaction Relaxation Civic pride Botanical/wildlife	Street related public open space designed to enhance amenity values, accessibility and safety along road corridors and pedestrian avenues.	Enhancement of the street environment to provide opportunities for people to experience and enjoy open space corridors and natural elements within built-up areas.	Limited recreation Parts possibly classified as Local Purpose Road reserve

5.6 Utilisation and performance

The Council will collect utilisation data across its network of sports fields in order to monitor and understand demand. Strategies were developed to optimise utilisation and performance of existing assets and recommendations as to assets are required to meet future demand. The strategies guide decision making around key asset types. In 2020 the Community Facilities and Sports Grounds strategies were refreshed and updated based on new priorities and information. In addition to this an Aquatic Facility Strategy was also developed in 2020, this is currently being reviewed. Figure 5.14 shows the utilisation of reserve land per type, with grassland making up the highest percentage of land usage.

Figure 5.14 Use of Reserves as a % of Total Land Area (1039.2ha)
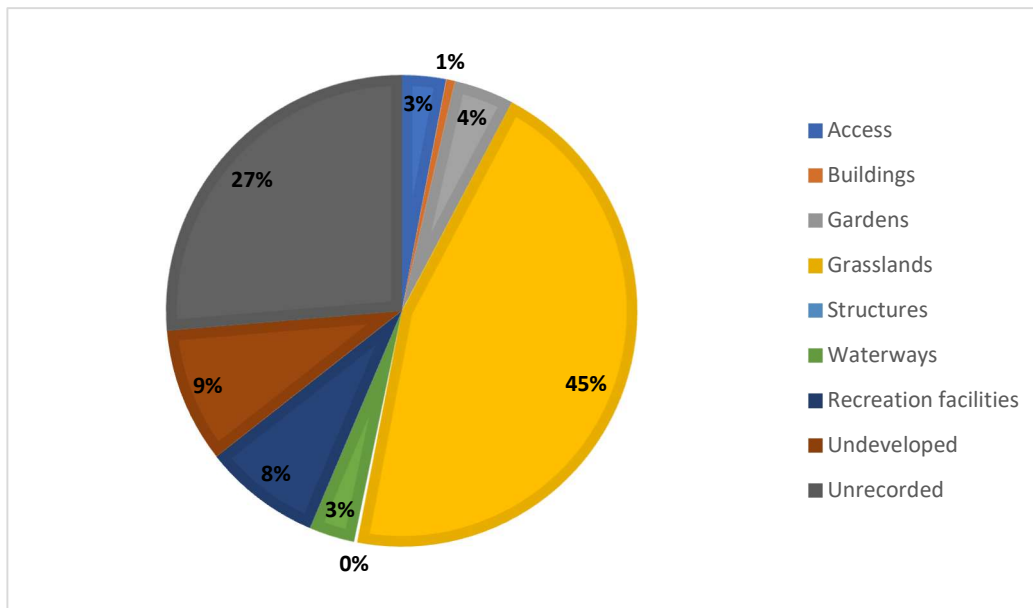
The Aquatic facilities have good data collected around utilisation and performance of the pools. This is collected by bookings data for learn to swim programmes and numbers of people through the door. Performance of the pool assets is primarily focused on the water quality which is monitored and reported to Council on an on-going basis.

Please refer to the strategies for further information.

5.7 Catchment Hierarchy for parks

Catchments are used to organise parks into subcategories, and generally indicate their significance and/ or community of interest. Different levels of service may apply to different catchments.

Table 5-8: Greenspace catchment hierarchy

Catchment Level	Name	Description
1	Local	Serves immediate local area. Generally, can be accessed by walking.
2	Community/Suburban	Serves local community or town. Access by walking, bike, or car.
3	City/District wide	Serves the whole city or district. Access by driving or public transport.
4	Region	Serves the entire region comprising several cities or districts. Access by driving or public transport

The following matrix demonstrates the typical catchment areas for different park categories.

Table 5-9: Typical Greenspace category catchments

Category	Catchment			
	Local	Community/Suburban	City/District wide	Region
Sport & Recreation		■	■	■
Neighbourhood	■	■	■	
Public Gardens		■	■	■
Nature Parks		■	■	
Cultural Heritage		■	■	■
Outdoor Adventure			■	■
Civic Space		■	■	
Recreation and Ecological Linkages	■	■	■	

5.7.1   Assets Located on Greenspaces

Greenspace contain a wide range of assets. Figure 5.15 below contains a map of Greenspace reserves within the Waimakariri District area, that are owned or managed by the Waimakariri District Council.

Figure 5.15 Reserves in the Waimakariri District.
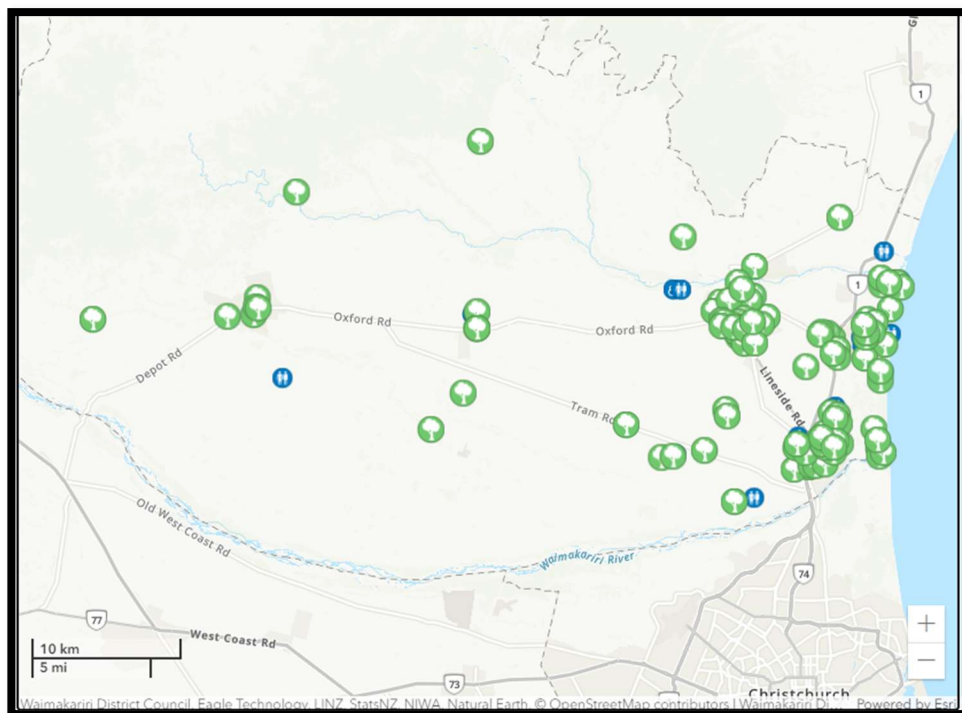
The table below provides a summary of the different types of assets.

Table 5-2: Summary of assets located on reserves.

Asset Type	Units
Access and parking	212
Structural	799
Footpaths	517
Monuments	129
Furniture	1331
Walls and fences	1024
Water features	55
Gates	677
Lighting	554
Signage	727
Playground equipment	555
Sports areas, courts and features	437
Utilities	546
Irrigation	293
Horticultural	3139
TOTAL	**10995**

5.7.2   Tree assets

Council owned trees provide an important visual and environmental enhancement to the landscape, reserve and street trees are managed as detailed in the Council's Tree Policy document. The Tree Policy was reviewed as part of the update to the Tree Maintenance Contract to align the work completed on trees across the different categories of parks and reserves with the policy.

The asset data base shows that the Council has over 400 different species of trees, and a total number of trees being 23800 as at August 2023. Figure 5.16 shows the 50 most common species across the range of trees owned and managed by Council with the top three being Prunus (7% of top 50), Ash (5.3% of top 50), and Pin Oaks (5.1% of top 50).

Figure 5.16 Top 50 Tree Types
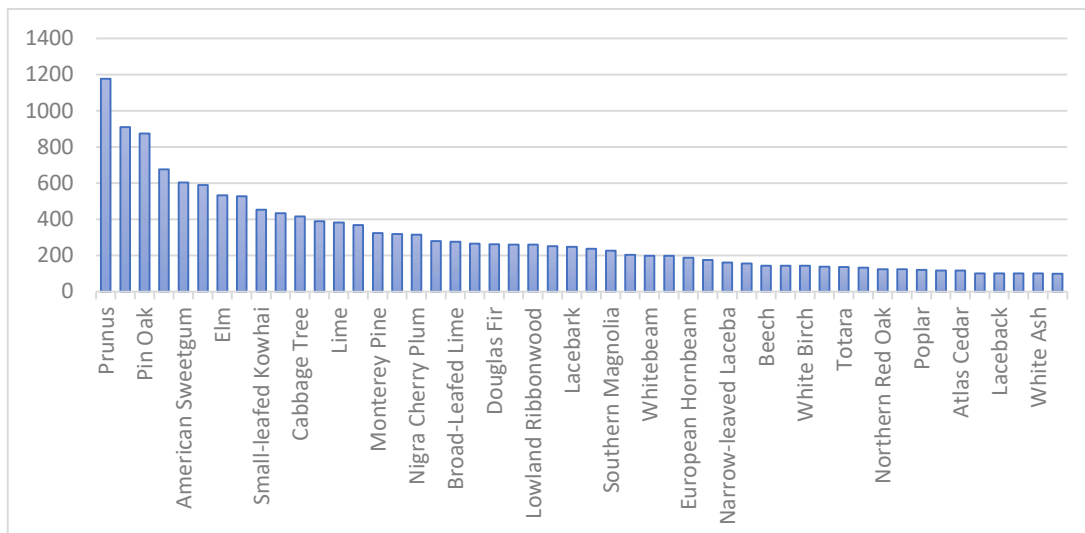
5.7.3 Community Facilities

The provision of community facilities aims to promote community well-being and to meet community expectations. Community facilities are meeting points, providing indoor space for community gatherings, events, and recreational, educational, and social activities. Facilities enable community-led development, with local people working together and bringing about changes in their environment. They help build neighbourhoods with strong identities.

The Council provides a range of community facilities which are categorised into three groups,

- **District Wide Facilities** are typically high quality large multi-purpose town hall, performing arts venues or indoor sports venues that cater for a wide range of activities and are capable of drawing visitors from across or outside of the District.

- **Community Meeting Facilities** are typically venues with some multi-purpose potential, some with main halls available for hire, and others with various room configurations used by either regular groups or available for casual bookings. They are used by social support network groups as office space or for passive recreation.

- **Sports Facilities** are buildings used for the purposes of active recreation. They are attached to sports grounds and used by sports ground users. Competition level sports grounds are often able to cater for multiuse by various sporting codes and are attached to premier sports grounds. Local sporting pavilions usually cater to one sporting code.

The table below shows the category that each building has been assigned in the Council's Community Facilities Policy.

Table 5-3: Community facilities categories

District Wide Facilities	Community Facilities	Sports Facilities
Cust Community Centre	Baker Park (Toy Library)	MainPower Stadium
Oxford Town Hall	Cust Domain Pavilion	Carleton Domain Pavilion
Rangiora Town Hall	Dudley Park Pavilion	Cust Domain Pavilion
West Eyreton Hall	Fernside Memorial Hall	Kendall Park Pavilion and Changing Rooms
Woodend Community Centre	Kaiapoi Community Centre	Loburn Domain Pavilion
	Lees Valley School Reserve (Old school room)	Ohoka Domain Pavilion
	Oxford Centennial Building (now community leased)	Oxford (Pearson Park) Pavilion
	Oxford Jaycee Hall	Sefton Domain Pavilion
	Rangiora War Memorial Hall and offices	View Hill Domain
	Saltwater Creek Hall (storage facility only)	Coldstream Rd Hockey Changing Rooms
	Waikuku Beach Hall	
	Woodend Recreation Ground	
	Pegasus Community Centre (leased by Council)	
	Woodend Lions Building	

District Wide Facilities	Community Facilities	Sports Facilities
Rangiora Airfield		
Aquatic Facilities • Kaiapoi Aquatic Centre • Dudley Park Aquatic Centre • Oxford Pool • Waikuku Beach Paddling Pool		
Kaiapoi Marine Precinct		
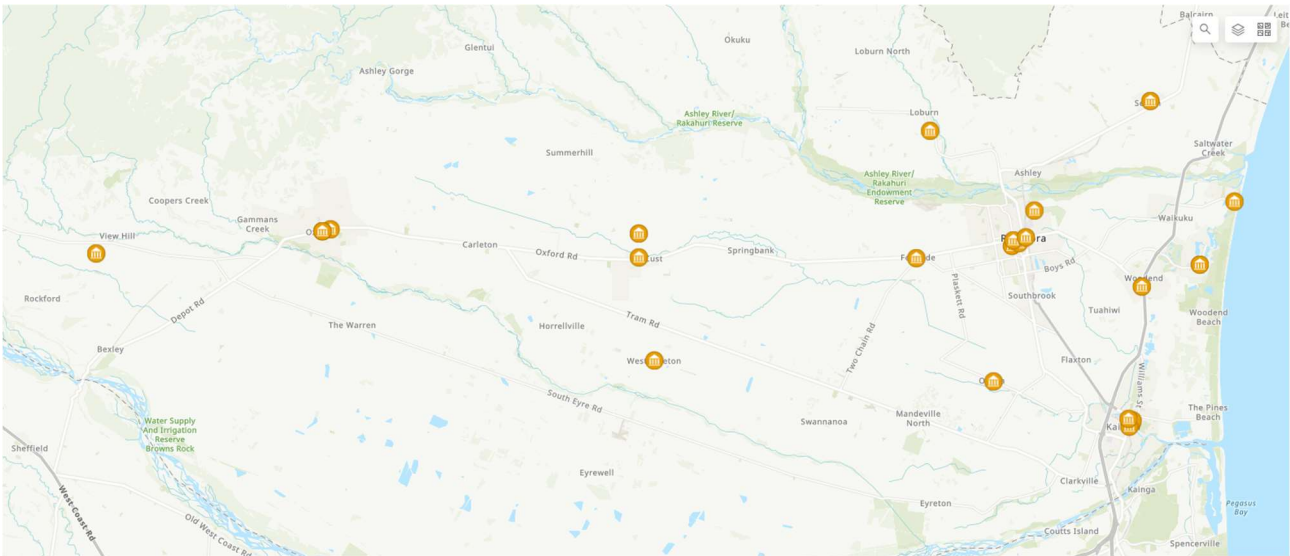
This map contains halls and meeting venues within the Waimakariri District area that are managed by and available for booking through the Waimakariri District Council.

Many of these facilities are provided in the main townships of Rangiora, Oxford, Kaiapoi and Woodend. Other key Council owned community facilities, such as the Rangiora Library and Ruataniwha Kaiapoi Service Centre are not managed as Greenspace assets and are not covered by this Plan. There are also a number of other community buildings and sports pavilions located on Council reserves which are not Council assets. These buildings and pavilions are owned by community or sporting organisations and are located on reserves via a lease or licence to occupy. In allowing sports or community groups access to these spaces it ensures that these users are able to have the required provision of facilities available to them.

Community buildings and the land surrounding the buildings are located on reserves categorised as neighbourhood parks, sport and recreation reserves and civic space in this Plan. The park category on which the community building is located is reflective of the primary purpose of the building and its typical usage.

The table below lists the community facilities covered by this Plan. After the earthquakes the Council adopted a policy of ensuring that all community facilities were brought up to at least 67% of New Building Standard (NBS). This table sets out the facilities, as well as the percentage of the NBS that the building is rated to. The two facilities listed with an asterisk have not yet had the strengthening work completed, once this work has been done the building will be at the listed NBS rating. Once these buildings have been strengthened all community facilities will be rated to at least 67% NBS with the exception of the Woodend Lions Building, which due to the significant cost involved and low level of use it was agreed to keep this building at 50% NBS.

Table 5.9 Community Facility NBS%

Building Name	% NBS	Building Name	% NBS
Cust Community Centre	>67%	Pearson Park Pavilion	75%
Cust Domain Pavilion	>100%	Rangiora Town Hall	70%
Cust Museum	80%	Rangiora Toy Library	>67%
Dudley Park Pavilion	70%	Rangiora War Memorial Building	90%
Fernside Hall	72%	Sefton Domain Pavilion	68%
Kaiapoi Aquatic Centre	>100%	Toilets - Pines Beach	>100%
Kaiapoi Community Centre	>67%	Trousselot Park new toilets	>100%
Kendal Park Pavilion	>100%	View Hill Pavilion	76%
Loburn Domain Pavilion	67%	Waikuku Beach Hall	>67%
Ohoka Domain Pavilion	67%	West Eyreton Hall	>100%
Oxford Centennial Building	>67%	Woodend Community Centre	67%
Oxford Jaycees Rooms and Museum	67%	Woodend Toy Library & Pavilion	100%
Oxford Pool	>67%	Woodend Lions Building	50%
Oxford Town Hall	67%		

5.7.4   Rangiora Airfield

The Airfield has no scheduled flight services but does provide opportunities for recreation and general aviation activities involving light aircraft and helicopters. The Airfield provides for airfield activities as defined under the Airport Authorities Act 1966 and specifically provides for the on-going growth and expansion of aviation activities. The Airfield has sufficient capacity to cater for general aviation, training and recreational aircraft.

The predominant use is recreational, agricultural and training operations with up to 1000 aircraft movements per week. The Airfield occupies a site of 50.7 hectares with the original site acquired early in 1960. It is situated three kilometres northwest of the Rangiora Township and is bounded by reserve land adjoining the Ashley/Rakahuri River to the north, Merton Road to the east and rural farmland to the south and west.

Significant facilities at the airfield are as follows:

- Three grass run ways

- 95 private hangers that are currently leased

- Ancillary building such as Aero Club Clubrooms and Air Cadet Training Corp Building

- Fuel pumps – Jet A1 and Avgas

In December 2020 the Council completed the designation process for the Airfield. This process ensures the future of the airfield as part of the district and its inclusion in the District Plan. In completing this process, it will now allow the development of the overall master plan for the Airfield including the development plan for the other side of the airfield which will free up additional hanger and airfield space on existing land owned by Council.

5.7.5   Aquatic Facilities

The Council owns and operates two year-round Aquatic Facilities - the Dudley Park Aquatic Centre in Rangiora, and the Kaiapoi Aquatic Centre in Kaiapoi. During the summer season, the Council also

operates the Oxford Community Pool, and the Waikuku Beach Paddling Pool. Tabel 6.1 indicates the range of facilities at these locations.

Table 6.1 Facilities Available at Aquatic Locations

Dudley Park Aquatics Centre	8-lane 25 metre lane pool	19.5 metre long learners pool	Mechanical / electrical plant	Changing rooms	Children's leisure pool including toddler area	Spa pool.
Kaiapoi Aquatic Centre	6-lane 25m pool	Learn to swim pool	Mechanical / electrical plant	Changing rooms	Toddlers Pool	
Oxford Community Pool	4-lane 25 metre pool	Learners pool with toddlers stand	Mechanical / electrical plant	Changing rooms		
Waikuku Beach Paddling Pool	Shallow pool	Splash pad				

The map shows that the majority of the district's population is within 15minutes drive of a pool during summer when the Oxford Pool is open. The red dots on the map are Council pool locations.

Figure 5.16 Map of 15-minute Drive Time to Dudley Park Aquatic Centre.
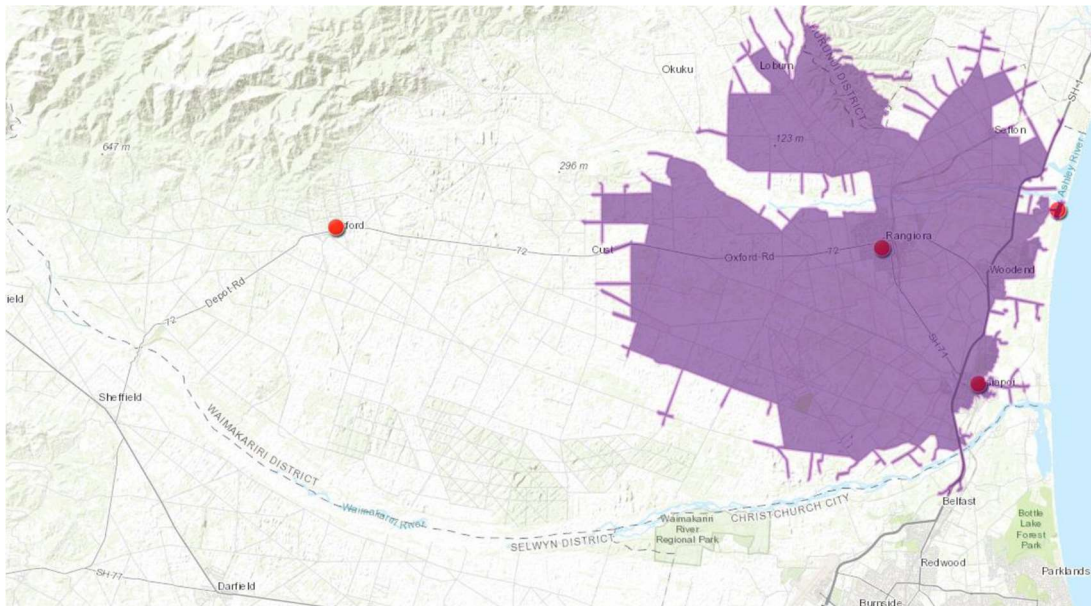
5.7.6   Public Toilets

Public toilets are defined as toilets that are open for use to the public. Public toilets need to be clean facilities in appropriate locations and meet level of service requirements dependant on the location. The number of toilets provided also varies according to the anticipated level of use. In low use areas (e.g., rural parks) a single unisex cubical will be sufficient. In high use areas (e.g., a town centre) up to four cubical may be required. These may be male/female separate or unisex and accessible.

Figure 5.17 Map of Council Public Toilet Locations

Waimakariri District Council Public Toilets
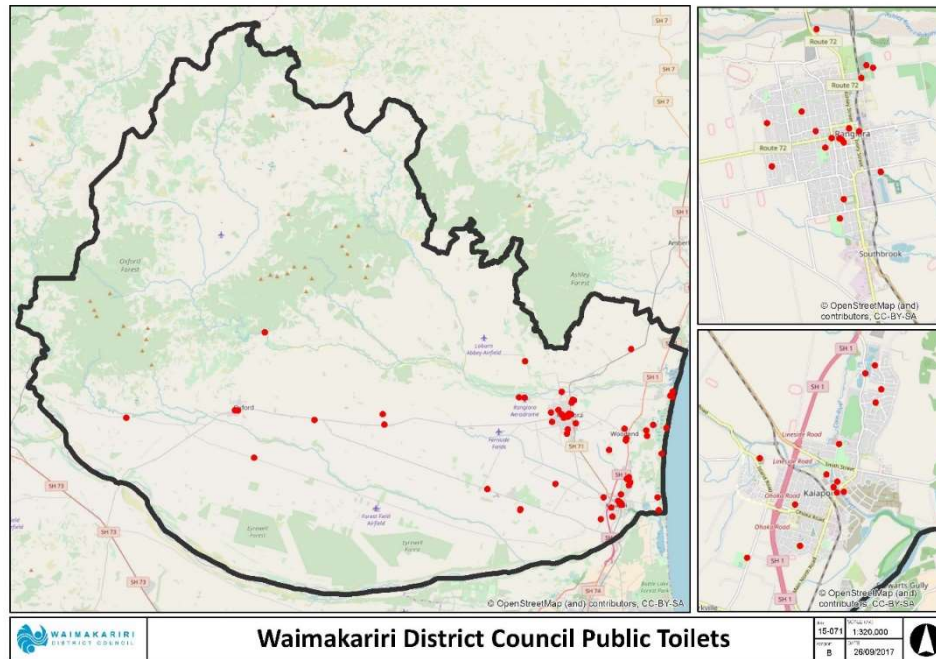
Previously the Council has also financially contributed to the development of two public toilet facilities in privately owned buildings. These are the redevelopment of the public toilet facilities in the North Canterbury Cricket Association pavilion at MainPower Oval and the provision of toilet facilities in the Rangiora New World Supermarket. The toilet facilities at the New World Supermarket replaced the Council's two cubicle concrete slab toilet block that was demolished when the car park was reconstructed. The Council provides the Canterbury Country Cricket Association with an annual operational grant to pay for the external doors to the public toilets to be locked and unlocked each day.

Council also provides effluent dump sites at Kaiapoi, Rangiora, and Oxford for motor caravans. The following table provides a location list of the 64 public toilet facilities located throughout the district.

Table 5-4: Public Toilets Locations

Location	Number of Public Toilets
Neighbourhood parks	21
Sports Parks	20
Natural Parks	9
Civic Spaces	7
Town Centres	4
Libraries or Service Centres	3

For further information about Public Toilets please refer to the Public Toilet Strategy (Trim # 171114123588)

5.7.7 Cemeteries

Cemeteries play an important role in our society. They support our sense of community and reflect the history of local people and cultures that founded and influenced our District. Council manages seven cemeteries and are available to all persons, not just residents of the District. The Kaiapoi Public Cemetery and Rangiora Lawn Cemetery include Services Cemeteries providing for service personnel. In the Waimakariri District there are three urupa and 15 privately owned (Church) cemeteries.

Cemeteries are provided as a location for interments and remembrance. The primary objective is to create a respectful environment that is attractive, restful and suitable for reflection and grieving.

5.7.8 Kaiapoi Marine Precinct

As part of the Redzone and Regeneration for Kaiapoi, the existing Kaiapoi pontoons/marina was redeveloped to allow better use for the private and commercial activities in this space. This space was developed as part of the overall redevelopment of this area of Kaiapoi and provides opportunities for private users through available berthing both short and long term as well as commercial through the area designated for the River Queen.

5.8 Asset Data Confidence

Data confidence has been assessed across a range of asset data and processes. The confidence grading used has been taken from the IIMM as follows:

Table 5.10 Confidence Grades

Confidence Grade	Description	Accuracy
A Highly Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and recognised as the best method of assessment.	Dataset accuracy $\pm$ 5-10%
B Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation.	Data set accuracy $\pm$ 10-15%
C Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample.	Up to 50% data is extrapolated and accuracy estimated at $\pm$ 15-25%
D Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis, Dataset may not be fully complete, and most data is estimated or extrapolated.	Accuracy estimated at $\pm$ 25-40%
E Unknown	None or very little data held	

Opus' independent review found that the valuation undertaken by Council in 2022 was based on accurate and substantially complete asset registers and on appropriate replacement costs and realistic lives. Opus rated the valuation based on the International Infrastructure Management Manual (2011) to be a class B rating: Reliable ±15%. The description of a B rating is: "Large portion of data based on sound records but has minor shortcomings (e.g., old data, some missing documentation, reliance placed on unconfirmed reports and extrapolations).

All asset information is stored within the Asset Management System this is linked directly with the financial database. Latest information was downloaded into spreadsheets for the valuation. The Council's Asset Information Management (AIM) team undertakes a regular data and validation audit and has confirmed satisfactory accuracy of the database.

5.9   Section Improvement Plan

The following improvements have been identified within this section:

- The Public Toilet asset data and condition needs to be updated and loaded into the asset management system.

- The Community Facilities asset data and condition should be collected and loaded into the asset management system.

- The Aquatic Facilities asset data and condition should be loaded into the asset management system.

6 Lifecycle Management

6.1 Introduction to the section

The successful lifecycle management of assets endeavours to minimise the total cost of ownership, balancing effective financial management with sustainable operations including identifying the need, planning, acquisition, operating, maintaining, renewal and decommission/disposal. Life cycle optimisation expectations will be applied to capital and operational expenditure considering the total cost, agreed levels of service and differing levels of asset management maturity. To mitigate climate change environmental impacts needs to be a key focus in the decision-making process through the entire lifecycle of an asset.

The assets included in this Plan that support services to the community are diverse and varied. For all of them it is important that robust and accurate asset analysis carried out to optimise life of an asset. While ensure assets are fit for purpose, are able to deliver the performance expected over their lifetime and have the capacity to provide the service expected both now and in the future. This is influenced by:

- Design standards
- Procurement strategies
- Construction standards and specifications
- Operating and maintenance strategies
- Planned maintenance regimes
- Operator training
- Decommissioning plans
- Operating environment
- Investment

This section summarises how the Council plans to manage and optimise life cycle costs for each part of the lifecycle for this activity. This section is structured to align with the lifecycle phases of an asset.

6.2 Management Strategies

6.2.1 Management Approach in Planning

The Council has dedicated teams in Greenspace and Aquatics that manage the services provided by this Activity Management Plan. For the detailed breakdown of the internal staff structure please refer to Section 2.5 Organisational Structure. Figure 6.1 Asset lifecycle management shows how Council processes Community and Recreation assets through prioritising, procurement, monitoring/reviewing and intervention.

Figure 6.1: Asset Lifecycle Management

6.2.2   Asset Management Strategy

The Council document, S-CP-0400 Asset Management Policy, has been created to provide clear direction as to the focus and level of asset management practice expected. This document sets out that Asset management is an integrated approach for informed investment decisions and effective stewardship of infrastructure assets. The objective of asset management is 'to meet a required level of service, in the most cost-effective manner, through the management of assets for present and future customers'. This creates the vision and the context in which assets are designed, delivered, and managed and the levels of service they are expected to deliver. The policy also identifies the key skills and resources needed to fully manage assets.

Table 6.1 summaries the strategies that inform decision making to enhance utilisation and performance during an asset's lifecycle.

Table 6.1: Community and Recreation Strategies list

Service Level Strategies and Plans	Description	Next Review
Public Toilet Strategy 2017	This Strategy is intended to provide direction to Council on enhancing the fit for purpose, safe and attractive public toilet network.	
District Play Space Strategy 2017	Help to provide well-designed and well-maintained play spaces for participants of all ages and levels of ability.	
Sports Facilities Plan 2020	Identifies issues, considerations and priorities for the network of sporting facilities.	
Sports Facilities Plan Sports Strategy- Fields Capacity	Provide direction to the Council with the prioritisation of investment in future sports fields and sport facility developments.	
Aquatics Facilities Strategy 2021	10 year strategy outlining aquatic facility provisions in the district	Under review
Reserve Management Plans	Current and future uses of parks and associated management considerations.	
WDC Long Term Plan	10 year plan outlining priorities, projects and financial implications	reviewed 3 yearly
WDC Infrastructure Strategy	Describing the key infrastructure issues the Council needs to face over the next thirty years, relationship to LTP	Under review
Waimakariri Cemetery Strategy Action Plan 2020 – 2039	Plan describing the objectives of Council for cemeteries level of services	

Service Level Strategies and Plans	Description	Next Review
Community Facilities Network Plan		In Development
Financial Strategy	Outlines the key financial parameters and limits within which the Council will operate over the next ten years.	
Natural Environment Strategy	Council's local response to the degradation of important natural ecosystems and species being reported across the world, including within our District.	In Development
Cemetery Strategy	Provides council with objectives to meet growth, ensure compliance and clear use and management directions.	
Climate Change Policy 2020	To Support climate change mitigation and adaptation	

Critical assets are defined within Section 5 of this Plan.

6.3   Asset Creation and Acquisition (Design and Build)

6.3.1   Identify the need

New Works are those that create an asset that did not exist or works which upgrade the asset beyond its original size or capacity. They cater to new development and growth and can be created by Council or developers which then hand over the asset on completion of the development.

As a result, these can be funded in two different ways:

- **Council funded**: works funded and constructed by WDC. Council contribution is generally funded through rates.

- **Developer funded**: works funded by developers as part of subdivision or other development or by way of development contributions that are then vested in Council.

6.3.2   Criteria and process for selection

The following process has been followed when developing the capital projects identified in the Plan:

- Staff assessment of all parks within the district. Parks are assessed against the Council's levels of service. The projects are given a priority based on health and safety or security considerations, further deterioration of asset if work is not carried out and community expectation that work is carried out.

- Advisory groups and sporting clubs as key stakeholders provide input from regular park users.

- Where a service provision shortfall or a community need is established preliminary cost estimates are produced.

- Workshops with appropriate Boards to obtain further ideas and rationalize some of those already suggested.

The selection criteria and prioritisation of projects have the following considerations:

- Health & Safety

- Legislative requirements

- LOS Alignment with community outcomes and strategic priorities

- A proven identified need

- Financial Sustainability and budgetary constraints.

The design phase is where a lot of significance can be added to the project both financially and sustainably. When considering design options upfront expenditure as well as ongoing maintenance costs need to be considered. Landscape architects within the Greenspace team create functional public parks, gardens, playgrounds, and public spaces often through community board and community consultation.

6.4   Operations and Maintenance

Day to day delivery of operations and maintenance programmes currently balance programmed, unplanned and reactive works. Condition assessments and identified maintenance works allow for prioritisation of planned work. The goal is to move toward a more predictive or condition-based approach to ensure assets are meeting their useful life.

6.4.1   Operations

Operational activity is designed to ensure efficient utilisation of the assets, and therefore the assets achieve their service potential. The Council's strategy for the delivery of operational services is to contract out physical work, with performance-based contracts that have been tendered on the open market to gain the most cost-effective option possible. Within the duration of this Plan the maintenance contracts will come up for renewal at which point Council will assess if any changes need to be made to the contract.

Prioritisation of operations and maintenance works is based on multiple factors, this includes:

- Level of service requirements

- Criticality and risk associated

- Age and condition of asset

- Budgetary constraints

- Growth

The major operational programmes for the next 10 years are shown within the four principal maintenance contracts covered within this section.

6.4.2 Maintenance

6.4.2.1 Maintenance Contracts

There are four significant contracts for the maintenance of Greenspace assets. These contracts are as follows:

Table 6.2: Reserve and Community Facility Maintenance Contracts

Contract Name	Contractor	Contract Start Date
Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract	Asplundh	Sep-18
Contract 14/53 Community Facilities Cleaning Contract	OCS Ltd	1-Feb-15
Contract 15/42 Facilities Exterior Maintenance Contract	National Decorators	Oct-15
Contract 16/51 Parks and Reserves Maintenance Contract	Delta Utility Services Ltd	1-Mar-17

As part of the Parks and Reserves procurement process for operational and maintenance contracts, a full competitive tender process is undertaken to ensure the most appropriate contractor is appointed. This process is tracked through the Council's Procurement Management Software Vendor Panel that was implemented in 2023. The procurement management platform records tendering, tender evaluation, management of panels, risks and lists, and the contract register.

6.4.2.2 Parks and Reserves Contracts and Maintenance Standards

(i) Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract

The Street, Reserve and Cemetery Maintenance Contract involves the maintenance and operational activities, such as tree removal and planting, involved with street, reserve and cemetery trees. This contract was let to Asplundh in September 2018 for a period of four years plus two further optional extensions of two years and one year respectively (total of seven years).

As part of the contract, Asplundh the contractor for the Street, Reserve and Cemetery Tree Maintenance Contract, all works completed on trees are managed and recorded via the contractor's mobile management system. At the close of each month the data captured during the month is updated into the asset system. The Council has a complete register, including spatial, of all trees. Greenspace staff undertake a monthly audit of Asplundh against the contract specifications to ensure that they are meeting their obligations and that levels of service provision are being maintained.

(ii) Contract 16/51 Parks and Reserves Maintenance Contract

The Parks and Reserves Maintenance Contract involves the maintenance and upkeep of parks and reserves. This work covers programmed maintenance, reactive maintenance and dayworks which covers one off work required generally in response to service requests. This contract was let to Delta Utility Services Ltd on 1 March 2017 for an initial period of three years plus two further optional extensions of two years. Staff have exercised the first of the optional extensions in 2020.

This contract is performance based for all operational works. Greenspace assets have been identified on a schedule as to the grade that the contractor is required to maintain them to. To manage the performance of the contractor against the contract specifications monthly audits are undertaken by a Greenspace Officer. Audit reports are prepared based on the inspections completed and a report is issued to the contractor outlining their performance for the previous month as well as any remedial action if required.

As part of this contract, the Contractor is required to assist the Council in updating its asset data information. To do this, the Contractor is required to provide a report detailing all assets that have been added or removed, including a drawn location plan of the asset, detailed description, and a photograph of the asset.

6.4.2.3 Community Facility Contracts and Maintenance Standards

The following two contracts are contracts that provide for multiple departments within Council (Greenspace, Property, Libraries and Aquatic Facilities). As part of these contracts there is no capturing of asset changes or maintenance history into the business enterprise solution.

(i) Contract 14/53 Community Facilities Cleaning Contract

Cleaning schedule of duties is listed within the contract in accordance with the location which is being cleaned.

(ii) Contract 15/42 Facilities Exterior Maintenance Contract

The scope of works for this contract is for the washing, cleaning, and painting of all exterior walls, windows, entrance doors and frames, soffits, gutters, down pipes and fascia.

The council aims to maintain community facilities that are suitable for public use at the least cost to rate payers. For some facilities council expects that the funds required for maintenance is recovered from fees and charges from users of the facilities. Income rarely matches the total cost of maintenance expenditure.

6.4.2.3.1 Other Contracts

(i) Security Monitoring and Response Contracts

As an organisation the Council has an ongoing contract with Code 9 for the monitoring of the alarm systems located within the Council owned buildings and facilities. In addition to this there is a contract between Council and Waimak Patrols & Security Services to cover services such as alarm responses, locking up of community facilities and parks and other security services for other departments such as after-hours excessive noise complaints.

(ii) Pest Control Services

Greenspace have an agreement with Target Pest for the control and monitoring of pests at all Community Facilities, as well as targeted pest control at some reserves.

(iii) Waikuku Beach Hall Cleaning

This contract has been in place for the cleaning of the Waikuku Beach Hall since 2002 and continues to be completed by the Waikuku Beach Campground Manager.

(iv)   Ashley Gorge Reserve Maintenance

This contract was let in 2015 for the maintenance of the Ashley Gorge Reserve for a period of two years, with a further two options of twelve months each. This continues to be undertaken by the Ashley Gorge Campground Managers.

- This contract only includes mowing of the reserve, vegetation control, cleaning of one toilet block, collection of loose litter and emptying of the rubbish drums and reserve inspections. It does not include work required on the road frontage or embankment shrub gardens, inspection and maintenance of the playground located within the reserve and any tree work required.

(v)   Contract 22/28 Graffiti Abatement Maintenance Contract

- This contract was let to the Kaiapoi Community Care and Employment Trust in June 2023 for a period of 3 years. The scope of the contract is for the removal of graffiti, monthly reporting with geotagged photos of problem areas.

(vi)   Direct Employment of Cleaners

- The Council also directly employs cleaners for the West Eyreton Hall and Loburn Domain Pavilion which is overseen by the Greenspace Operations Team.

(vii)   Minor System and Asset Monitoring Contracts

- There are a number of contracts Greenspace have as part of the management of community facilities that are required to have regular maintenance or inspections to ensure operational effectiveness as well as safety and maintenance. These are as follows:

  - Lift inspections   * Fall arrest systems
  - Accessible doors   * Fire systems
  - Backflow Preventer   * Cable Tagging
  - Hearing Aid Loop   * HVAC system maintenance
  - Waste Management   * Cinema Projection Equipment
  - Theatre Systems (Ropes and Rigging)

6.4.2.4   Sustainability and Climate Change Impacts of Maintenance Contracts

The Council has developed plans and is implementing actions to improve its sustainability and in its planning for the community is seeking to bed sustainability principles into its decision making and procurement practices. Sustainability and lowering the Council's carbon footprint is evident within the Council maintenance contracts that require contractors to seek more sustainable practices. This can be seen within the Parks and Reserves Maintenance Contract where the contractor is using more electric equipment such as mowers and vehicles. Where practical mulch is used on gardens throughout the District that has been created through the mulching of Council's street tree debris. This is an example of a sustainable practice conducted where practical over the entire period of this contract. These operational practices support the impacts of climate change without impacting an assets life.

6.4.3 Maintenance Standards

Key New Zealand Standards (NZS) relevant to the provision of recreational services are included below.

Table 6.3: New Zealand Standards (NZS) relevant to the provision of recreational services

For all New Zealand Standards, refer to www.standards.co.nz

National Standards	Content / Purpose
NZS 246:2010	To enable better understanding and application of effective risk management within the sport and recreation sector.
5828:2015	Playground equipment and under surfacing
NZS 4121:2001	Design for access and mobility: buildings and associated facilities
NZS 2416:2010	Water safety signage- specifications
NZS 4441:2008	Swimming pool design standard. Minimum requirements for design and construction to meet safety and operational management standards.
NZS 5826 2010	Pool Water Quality This standard covers the essential aspects of the operation and maintenance of pools regarding pool water quality criteria including reference to methods of water treatment
NZS 4241:1999	Public Toilets- Provides design information around fittings and features, cleaning and sanitation for public toilets
BS 6465-4:2010	Sanitary Installations - code of practice design and management.
SNZ HB 8630:2004	Design, construction, maintain and manage tracks and outdoor visitor structures'
NZS 8603:2005	Design and Application of Outdoor Recreation Symbols help information and identify risk to the public

Maintenance standards for parks, reserves, street, and cemeteries are defined within the performance-based contracts listed above. The maintenance contracts identify specific requirements to meet level of services, within specified timeframes, performance criteria, working techniques and minimum disturbance to users and wide public. Standards are associated with one or more of the following priority traits:

- Public safety (condition of playground equipment, large tree limbs)
- National or local significance (heritage or unique environmental areas)
- Location (high/ low profile areas)
- High value due to maturity or quality of feature
- High use
- Specialised use, such as sport
- High capital investment.

Maintenance standards vary between different community facilities. While all facilities are compliant some of the older facilities (such as View Hill Pavilion) are maintained to a lesser degree, to reflect the age and use of these buildings. Newer facilities as MainPower Stadium are maintained to a relatively higher standard. Buildings are inspected at least annually and maintained to meeting building warrant of fitness and codes of compliance while also providing a minimum standard required for the occupiers use.

Some assets and components of assets can be allowed to reach their end of life (such as aquatic hoses) while others that have a large useful life will require maintenance periodically throughout its lifecycle.

6.4.4   Maintenance Strategies

Maintenance strategies are designed to enable existing assets to operate to their service potential over their useful life. This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration. There are three types of maintenance each having distinct objectives and triggering mechanisms, they are as follows:

- **Programmed maintenance** - A base level of maintenance carried out to a predetermined schedule. Its objective is to maintain the service potential of the asset system.
  - A programme of works is planned for aquatic, community facilities, public toilet, and playground assets to maintain their optimum condition. This is completed by maintenance contractors on such works as garden maintenance, mowing, playground inspections. Additional information can be found within the relevant strategies and maintenance contracts.
  - Scheduled maintenance of buildings incurs separate operating costs such as HVAC systems, fire protection services and building Warrant of Fitness assessments.

- **Condition maintenance** - Maintenance is implemented because of condition or performance evaluations of parks and reserves components. Its objective is to avoid primary system failure. This maintenance is both planned through strategies and unplanned through asset failure.
  - To ensure assets are kept in their optimum condition assessments are completed by contractors and staff on a regular basis as per contract requirements. Formal inspections are completed and reported back to the contract administrator.

- **Reactive maintenance** - Maintenance is carried out in response to reported problems, system defects or user needs. Its objective is to maintain day-to-day levels of service. Continued reactive maintenance reduces efficiency which in turn increases the cost of the asset's lifecycle.
  - Non-scheduled work is carried out through Council maintenance contracts, this could be in relation to any asset types across Greenspace. Council is notified of vandalism, asset failure or user needs through routine inspections and notification from users of buildings, reserves, or services often through service requests.

Reactive works are prioritised by the operations team in accordance with the following:

- Health and safety of service users or adjacent property owners may be compromised (trees).

- Service to the users of an asset is compromised or affected.

- It is likely that the area of distress may expand, or the method of repair may change (repair extensions the cost of renewal)

- Subsequent work may depend upon the completion of the work.

Currently there is no process for optimising the operations and maintenance spend on Greenspace assets other than what is done informally by Council staff during day-to-day work. Efficiency and value for money are considered when making expenditure decisions.

Many of the assets covered by this plan are "natural" or "living" assets that have a finite life expectancy, the council through its appropriate design standards and specifications endeavour to provide the most appropriate asset which is supported through its day to day operational and maintenance activities to ensure that these assets support the services of the council.

6.5 Renewal and Replacement

6.5.1 Renewal

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original or lesser required service capacity. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

6.5.1.1 Renewal Strategies

Renewals of Greenspace assets occur when they are no longer able to meet level of service requirements. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard, which reflects its age profile and ensures the community's investment in the Greenspace asset is maintained.

There are several criteria that effect the generation of renewal programmes within Greenspace. The level of expenditure on asset renewals varies from year to year.

Some prominent drivers of asset renewal are as follows:

- The age profile and remaining life predictions of the assets.

- The condition profile of the assets.

- The cost of maintenance becomes uneconomical and the whole-of-life costs are less to renew the asset than keep up maintenance.

- The risk of failure of critical assets is unacceptable.

- Customer service issues and demands.

The renewal programme is developed as follows:

Table 6.4: Renewal Programme Development

Activity	Approach Used	Criteria
Renewal forecasts 1-30 years	Combination of: strategies, historical expenditure, consultant reports, age / remaining life based on calculating remaining life expiries and converting information into a programme of replacements based on valuation replacement costs and internal staff knowledge and experience.	Converting data into a priority list of asset renewals in the short term. Year expected to be renewal estimated cost of the renewal. Nearing or past asset remaining useful life.
Renewal scheduling	Proposed shutdown cycles for community and aquatic facilities. Based on criticality and prioritisation of service users.	Renewal programme scheduled on cyclical basis and based on component consumption. Condition rating of 4 & 5.

Renewal works are prioritised and programmed using the following criteria:

- Public safety risk
- Legislative requirements
- Assets recording a condition of 4 (poor)-5 (Very poor)
- Importance of the asset function
- Low customer satisfaction
- Intensity of usage
- Environmental risk
- Financial risk of deferring work

To avoid significant high and low expenditure peaks over the investment of this Plan, the renewal expenditure can be further adjusted to provide a more even expenditure from year to year.

6.5.2 Delivery of Renewals

Renewal of existing parks and reserves, aquatic and community facilities, is undertaken to ensure that service standards are achieved consistently across the District and assets are kept up to date and relevant to meet the needs of users.

6.5.2.1 Greenspace Assets

Renewals of Greenspace assets occur when they are no longer able to meet level of service requirements. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard, which reflects its age profile and ensures the community's investment in the Greenspace asset is maintained.

We plan to manage and operate Greenspace assets at the agreed levels of service outlined in Section 3, while optimising lifecycle costs. Issues that have been identified are summarised in the following table:

Table 6.5: Greenspace Issues and Prioritisation

Issues	Prioritisation
Aging assets and deferred renewals	Ensuring funding is adequate to address renewal backlog.
Satisfaction levels of users	Investment in maintaining reserves and meeting expectations of users.
Lifecycle planning for existing Greenspace assets.	Ensuring no funding shortfalls occur. Ensuring all assets are captured.

Issues and prioritisation have been considered when forming the renewals schedules and budget. Staff have identified that when assets reach the end of their allocated useful lives, the condition has often not deteriorated sufficiently to justify a complete replacement of that specific asset. Observations by Greenspace staff have seen assets performing / lasting for approximately 20% longer than the recorded financial life. This can be linked back to the work undertaken by the Operations team to ensure that assets are continually maintained at an operational level and that this work may in effect increase the useful lifespan of these assets.

As such when the renewals budget is planned it must consider the assets due for renewal in each of the financial years while also balancing this against the current condition of the assets, customer expectations and staff experience of level of failure of the specific asset type. The impact of underinvestment results in longer renewal cycles and increased maintenance costs.

Figure 6.2 Profile of Predicted Renewals Expenditure for Greenspace Assets summarises the estimated renewals expenditure by Greenspace asset groups over the 2024/34 period. Assets covered have a condition rating of 3, 4 or 5 where the asset useful life has been reached therefore is due for replacement in the 10-year period of the Long-Term Plan.

Figure 6-2: Profile of Predicted Renewals Expenditure for Greenspace Assets
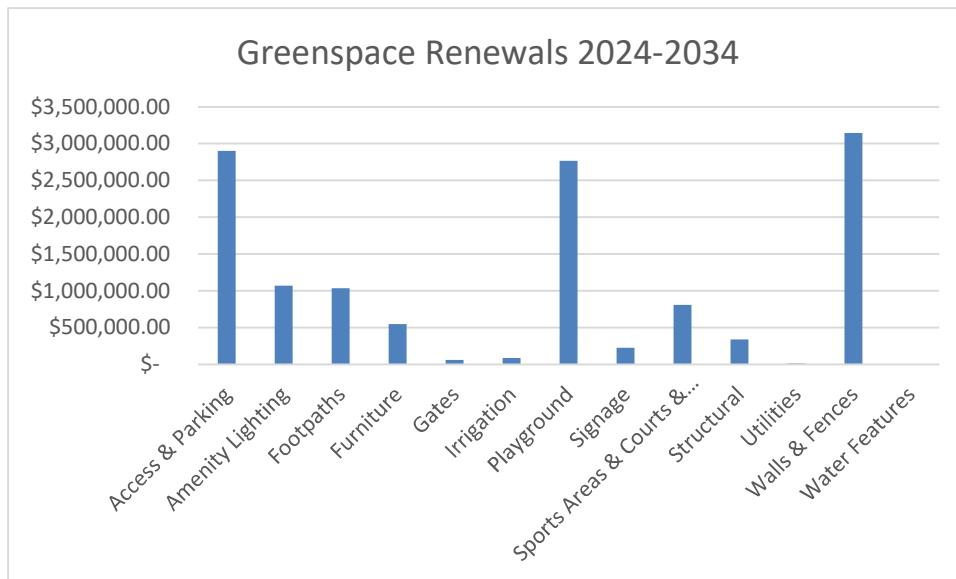

The data above indicates the total estimated cost of renewing Greenspace assets is approximately $12,984,4100 or an average of $1,298,441 per annum over the period of the Long-Term Plan. This is a 31.1% increase since the last AMP.

6.5.2.2 Community Facilities

Renewals of Community facilities is of high importance to Council as they promote community well-being and assist in meeting the community demand for indoor activities and recreation spaces. Community facilities are varied in form and function.

Community Facilities is part of the assets that Greenspace manage. Community Facilities buildings have a depreciated replacement cost of $134,435,650. A total of $4.1 million has been budgeted for community facilities renewals over the 10 years of this Plan. In addition to this renewal programme, budget has also been allocated for the renewal of the projection equipment in Rangiora and Oxford Town Halls. Figure 6.3 shows the budget for the Long-Term Plan for Community Facility Renewals.

Figure 6-3 Community Facilities Renewals
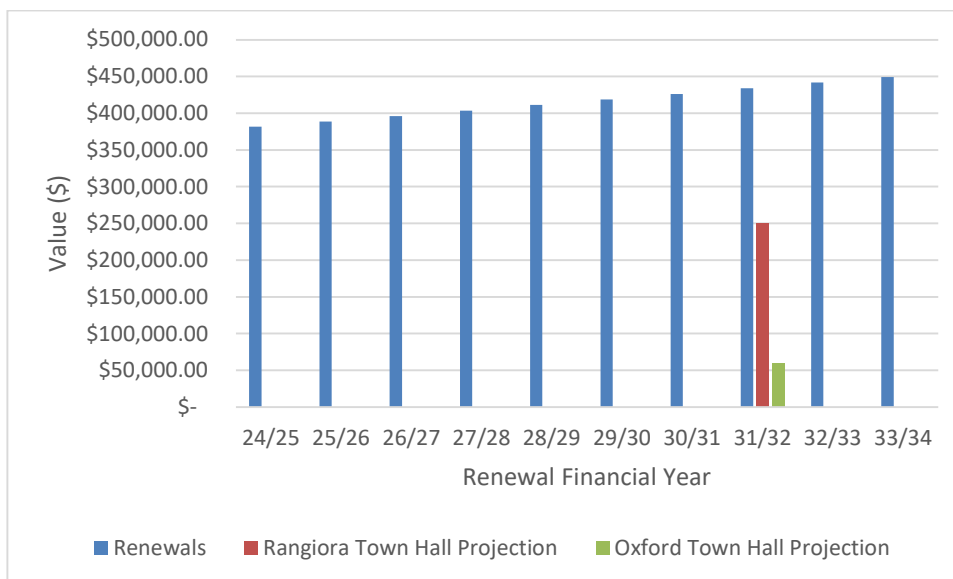
6.5.2.3 Play Spaces

As part of the last AMP staff identified the need to split the Play Safety Surfaces budget into two distinct codes, Play Space and General Reserve Renewals as previously this budget covered both types of renewals. Accuracy of costs has improved allowing for ongoing budgets to be more accurate. Figure 6.4 shows the estimated replacement cost against smoothed replacement costs of Play Space assets throughout the district, over the period of this Plan.

Figure 6.4 Comparison of Replacement Cost against Smoothed Replacement Cost
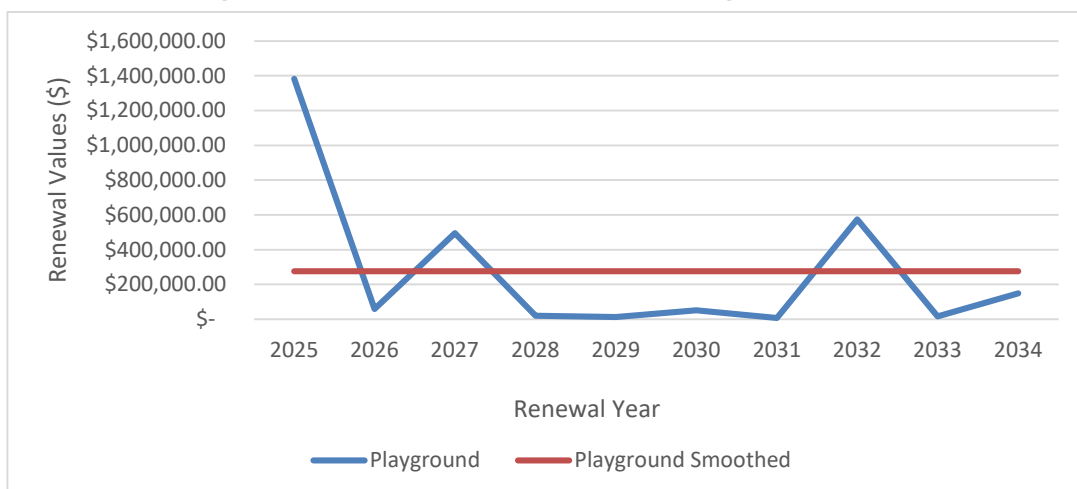
In considering the estimated replacement of Play Spaces assets as identified in the above figure, it can be seen that there are peaks where the replacement needed is higher than the other years of the Long-Term Plan period. As noted above Greenspace have considered that smoothing the replacement of these assets over the 10-year period is appropriate. The smoothed replacement schedule will require a yearly budget of $276,628.50 to undertake the required replacement work.

For a full capital programme of playscapes see TRIM 231020168487.

6.5.2.4 General Reserve Renewals

As noted above, have identified the need to split the Play Safety Surfaces budget into two distinct codes, Play Space and General Reserve Renewals. This is due to the need to separately identify and track specific projects against these codes. The General Reserve Renewals includes asset items that do not fit within the other identified budget lines such as: signs, amenity lighting and fences.

Figure 6.5 shows the estimated replacement cost per financial year based on the useful life of each asset.

Figure 6.1 Estimated General Reserve Renewals
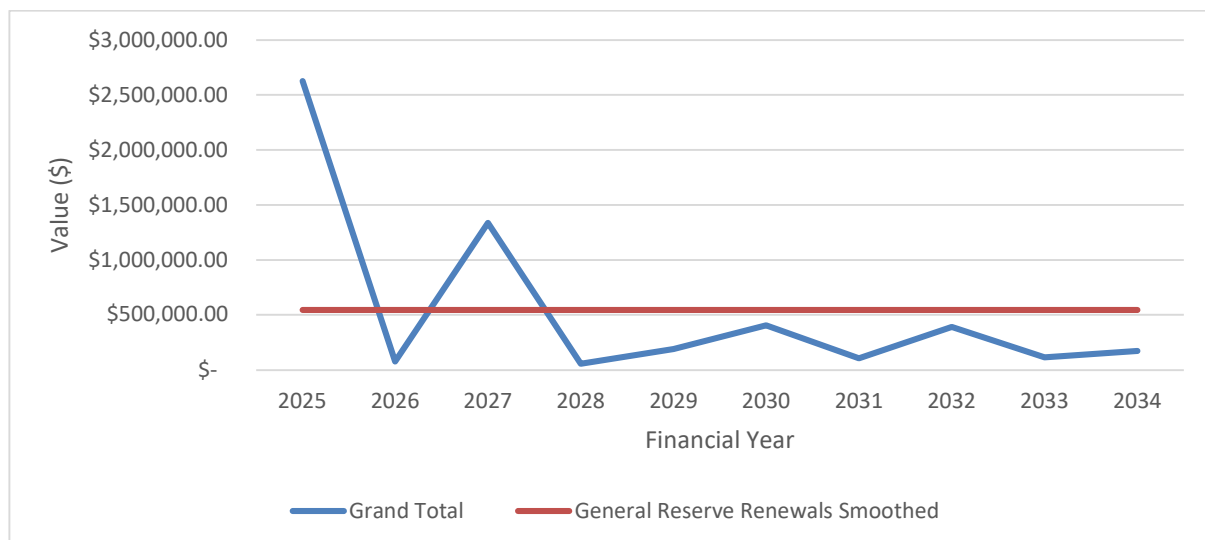
The figure shows there are two significant spikes in renewals required in the 24/25 and 27/28 financial years with a total required replacement value of $5,472,385 over the ten-year period of the Long-Term Plan. As outlined above in order to manage the overall renewal programme Greenspace have identified smoothing the replacement schedule and cost over the full ten-year period. The smoothed replacement schedule will require a yearly budget of $547,238.50 to undertake the required replacement work. This ensures that Greenspace staff are able to appropriately manage the entire programme of replacement work given the number of assets requiring replacement during this period over all asset replacement budgets.

6.5.2.5 Remaining Greenspace Renewal Assets

The below table summarises the estimated renewals for the remaining Greenspace asset types. The total value of the categories below is $8,068,975 over the 10 year period.

Table 6.6: Remaining Greenspace Renewals

Description	Year 1-3	Year 4-10	Grand Total
Renewal Reserve Landscape	$ 367,090.00	$ 940,510.00	**$ 1,307,600.00**
Street Trees Renewal	$ 298,900.00	$ 678,720.00	**$ 977,620.00**
Toilet Renewals	$ 698,270.00	$ 1,150,060.00	**$ 1,848,330.00**
Roads & Carparks	$ 2,078,810.00	$ 1,856,615.00	**$ 3,935,425.00**

As shown in the table above the following areas have a renewal programme:

Roads and carparks- This is the annual renewal programme for the roads, carparks & footpaths located within Greenspace Parks and Reserves. This budget is set based on the expected renewal budget required over the 10 years of the Long-Term Plan. Smoothed is $393,542.50 with a spike in years 24/25 and 2030/31.

Renewal Reserve Landscape- There are several landscape areas located within reserves or streetscapes. The operations team undertake annual renewals on these areas. Over the last several years the operations team has identified an appropriate amount per year that is required to maintain the identified levels of service. This equates to approximately $120,000 over the four areas (Rangiora, Kaiapoi, Woodend/Ashley and Oxford) per annum.

Public Toilets- As part of the Greenspace portfolio, Greenspace manage and maintain the majority of the public toilets available throughout the district (95%). For the first 20 years of the programme, allowance for one toilet to be upgraded / renewed every two years at a cost of approximately $250,000 per toilet. After the first 20 years, allowance for one toilet to be upgraded / renewed each year at a cost of approximately $250,000 per toilet.

Street Trees Renewal- In calculating the level of renewals, it is estimated that 810 of trees have a very poor rating and 1367 with poor rating. The total level of renewals is therefore estimated at 2177 over the ten-year period or 217 per annum within the Rangiora, Kaiapoi, Woodend and Oxford areas. The renewals budget does not consider tree enhancement that sits outside of the tree contract such as Greenspace owned non -amenity and unmaintained trees for example willows along waterways in esplanades. This would be for both preventive maintenance where a tree may become dangerous and operational where a tree has fallen, and we need to clear it up. It is suggested that $10,000 a year be put into the Long-Term plan to cover this. Figure 6.6 shows the percentage of renewals of each activity as described above.

Figure 6.6 Percentage of renewal of remaining Greenspace assets.

Renewal Reserve Landscape ■ Street Trees Renewal

■ Toilet Renewals ■ Roads & Carparks
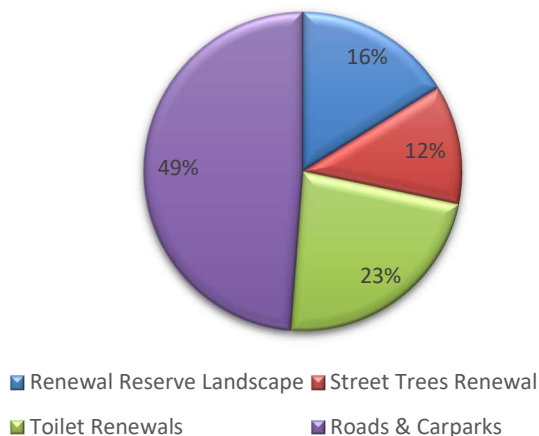
6.5.2.6 Aquatic Facilities Renewals

The total replacement value of the aquatic facilities assets is estimated at $3,282,150 over the 10 years of this plan. Based on the expected asset lives of the various facilities the expected annual expenditure on renewals the average over 10 years amounts to $328,215 per annum. However, many of the assets still have significant remaining useful lives and therefore it is expected that this level of expenditure will fluctuate over the 2024/34 period.

Following the capture of asset information for the assets within the facilities an update renewal programme has been designed to ensure that renewal of critical assets such as water heating and HVAC equipment. This updated renewal programme is seen below:

Figure 6-2 Estimated Aquatic Facility Asset Renewals
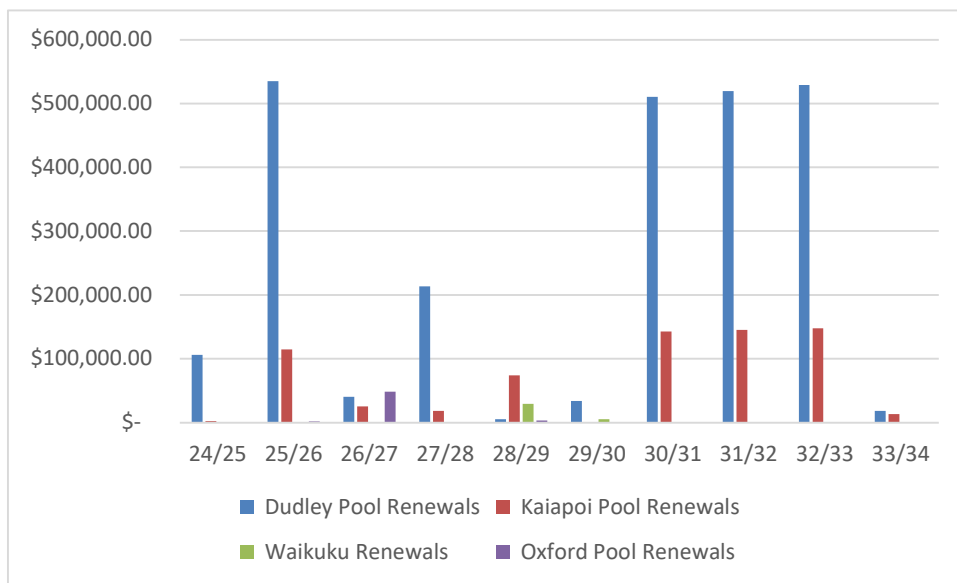
The renewals budget for the Aquatic facilities has not been smoothed over the period of the LTP due to the need to replace specific assets in certain years such as the HVAC and water treatment assets to ensure that the assets remain operational and that maintenance costs are minimised where possible.

6.5.2.7 Rangiora Airfield

The hanger and building facilities on the airfield are owned and maintained by other parties and therefore no renewals allowance has been made in this Plan for the 2024/34 period. The grass runway and toilet blocks are the only assets owned on the site that council maintains, runway works are covered under maintenance activities whist the public toilets are covered under the cleaning contract.

6.5.3 Deferred Works

Deferred renewal is the shortfall in renewals required to maintain the service potential of the assets. Long-term deferring of asset maintenance and renewals can lead to breakdowns and service disruption, inadequate services and on the end failure of services.

This can include:

- Renewal work that is scheduled but not performed within agreed timeframe and has been delayed for a later date (this can often be due to cost and affordability reasons).

- A lack of investment in renewals that allows assets to be consumed or run-down, causing increasing maintenance and replacement expenditure for future communities.

Figure 6.11 compares Council's cumulative renewal expenditure and cumulative depreciation for this activity. The figure shows there is a shortfall in renewals required to maintain service potential of assets which can cause increasing maintenance costs to increase asset lives until the asset is replaced.

Figure 6.11 Cumulative Renewal vs Cumulative Depreciation
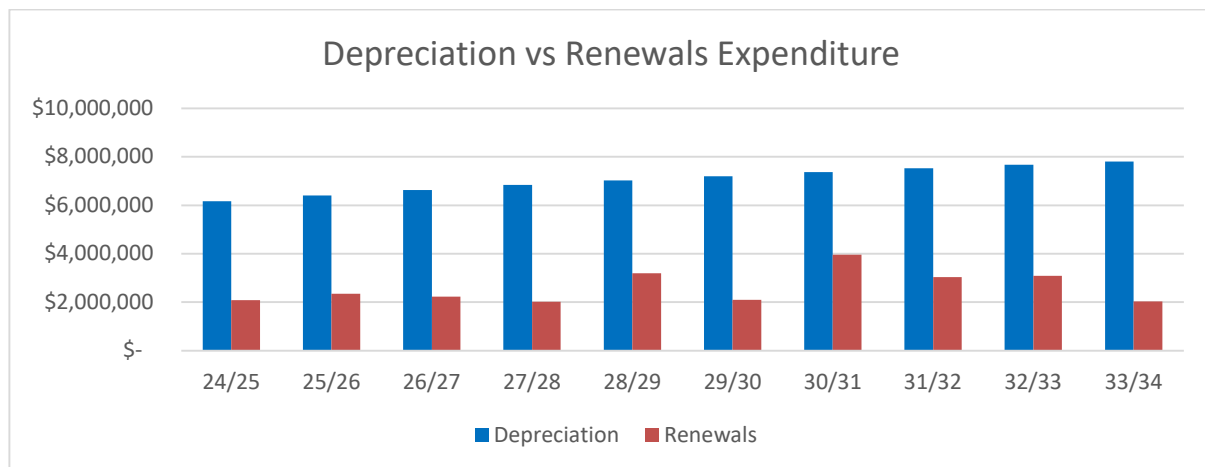
If the renewals expenditure starts falling behind the accumulative depreciation it can indicate that the assets may not be being replaced or renewed at the rate at which they are being consumed. If this continues unchecked for too long, future communities will inherit a run-down asset, high maintenance costs and high capital costs to renew failing infrastructure. If work is to be deferred, the impact on the assets and their ability to provide the required levels of service will be considered in the decision-making process.

Community and Recreation currently sweat assets beyond their recommended remaining life which leads to an operational cost before that gets to a capital cost for replacing. For example, playground renewals may be completed one per year instead of four a year as it is more financially viable. This also gains more life out of an asset.

All deferred works will be reconsidered and re-prioritised in the following years annual plan programme or, if urgent, undertaken immediately. The deferral of some items of work will not have a detrimental effect on the levels of service provided by the assets. Repeated deferral however may incur a liability in future years and risk asset closure in effect not meeting level of services. For a lot of our renewals, we undertake community engagement which adds time to a renewal, sweating the asset even further.

There is evidence of deferred maintenance with our assets, although it is difficult to gather the data behind this.

6.5.4　Improvement Process

As part of the improvement process, Greenspace have identified the need to capture condition upgrades that are completed through maintenance work to allow for accurate renewal and replacement forecasting. This will be linked in with the current asset validation programme in which staff are also including an asset operational life review during this process.

The following figure shows the forecast renewals of annual expenditure for the 10 years of this Plan. There is a short fall of budget within some years that needs to be considered within the Long-Term Plan.

Figure 6.12 Greenspace Annual Renewals Expenditure Forecast 10 years
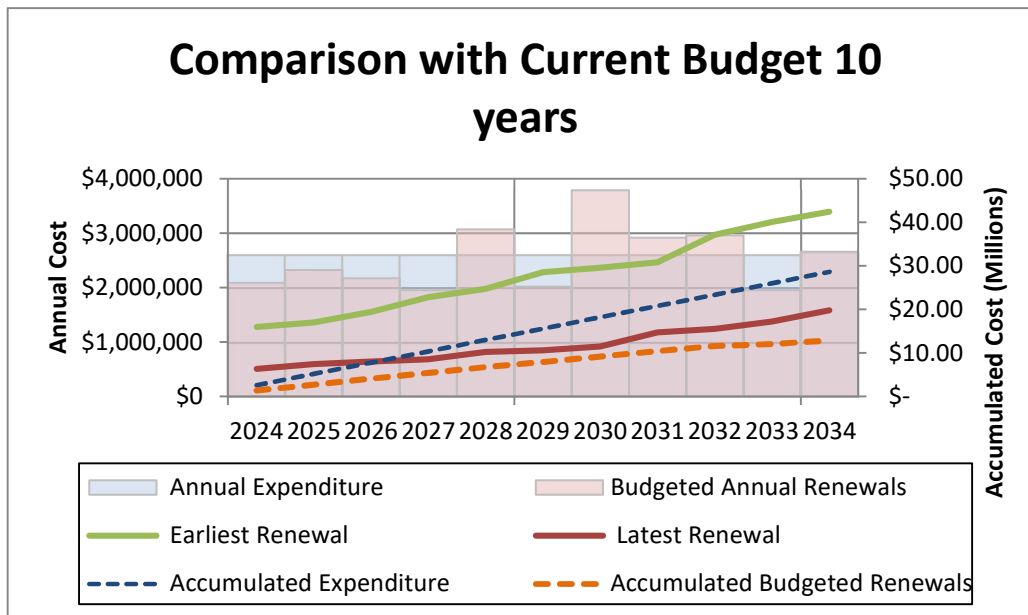
The following figure shows the forecast renewals expenditure for the next 30 years.

Figure 6.12 Greenspace Annual Renewals Expenditure Forecast 30 years
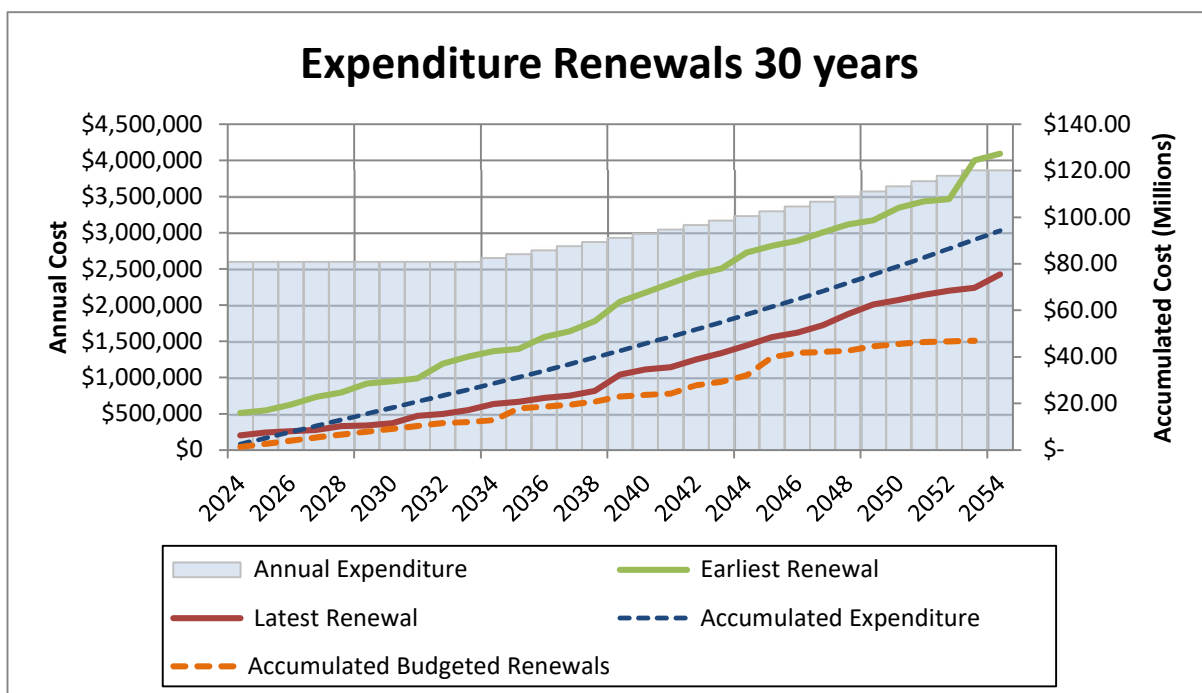
6.6   Asset Development/ New Works

New capital expenditure is used to create new assets, expand, or upgrade existing assets, or increase the capacity of existing assets beyond their original design capacity or service potential. Planned new capital development is based on the need to meet increased demand for capacity driven by growth and the ability of the asset to meet the required levels of service. This section summarises future new capital work requirements for this activity.

6.6.1   New Works Strategies

Capital assets may be developed by Council, or by developers and then handed over to Council on completion of the development. In either case acquiring new assets will require commitment from Council to fund ongoing operations, maintenance, and renewal costs for the lifecycle of the asset. Capital programmes are approved through the LTP and Annual Plan process.

Some prominent drivers of asset new works are as follows:

- Growth and demand requirements
- Level of service requirements
- Investment in network resilience

To optimise decision making the following criteria process is applied when developing the capital projects identified in the Plan. This is summarised in table 6.8 Capital Programme Development.

Table 6.8: Capital Programme Development

Activity	Approach Used	Criteria
Staff assessment of all parks within the district	Parks are assessed by Council staff and contractors with knowledge and experience against Council level of service. The projects are given a priority based on health and safety or security considerations, further deterioration of asset if work is not carried out and community expectation that work is carried out.	Converting data into a priority list of new assets that are approved through the LTP and Annual Plan. Year expected to be created and associated costs.
Involving stakeholders	Consultation with Advisory groups and sporting clubs provide input from regular park users.	Input into Capital programme when there is a shortfall, or a community need is established. Cost estimates produced.
Reporting to the Management Team for approval.	Reports are created to the Management Team of recommendations on new capital works. These are signed off and documented within meeting minutes.	Approvals and recommendations applied to projects within and to add to the capital programme.
Workshops with appropriate Boards	Obtain further ideas and rationalise some already suggested capital projects.	Input into Capital programme from community need and expectations. This may include creative alternatives to produce cost-effective solutions.

Planned new capital development is based on the need to meet increased demand for capacity driven by growth and the ability of the asset to meet the required levels of service. Issues that have been identified are summarised in the following table:

Table 6.9: Greenspace New Works Issues

Issues	Response
High rate of population growth	Obtain additional land for additional services. Need to provide new play spaces, walkways, community facilities and public toilets to support current level of services.
Under-delivery of planned Capital Programme due to capacity.	Phase capital programme for realistic delivery timeframes within available resources. Review asset programmes for improved efficiency.
Planning for the effects of climate change on new assets.	Incorporate sustainable and climate change impact thinking when designing new assets. This may mean alternating construction materials used.

After taking into consideration the drivers and potential issues the capital programme is prioritised and programmed. There are multiple factors that affect the priority of individual projects or work streams, these include:

- Public safety risk
- Legislative requirements
- Community expectations
- Importance of the asset function
- Intensity of usage
- Environmental risk- The need to conserve and enhance the natural environment
- Further deterioration of asset if new work is not carried out.
- Readiness to implement works
- Co-funding opportunities
- District distribution
- Strategic fit

6.6.2   Key Projects to Support Increasing Levels of Service and Growth

There are several capital projects planned for the 10 years of the LTP. Planned new capital development is based on the need to meet increased demand for capacity driven by growth and the ability of the asset to meet the required levels of service.

Table 6.10 Proposed New Capital Projects - Levels of Service

Capital Programme	Year 1-3	Year 4-10
Renewals	$ 5,784,380.00	$ 16,901,730.00
New Works Growth	$ 9,590,170.00	$ 26,729,270.00
New Works Levels of Service	$ 5,493,890.00	$ 4,151,690.00

For a full breakdown per year refer to TRIM 231020168486.

6.6.2.1   New Works Level of Service

All new assets developed or added to support enhanced levels of service are incorporated into the asset data base system, this enables day to day operational and maintenance activities to be updated to ensure that these additional assets form part of the appropriate maintenance contracts.

The following projects are all providing increased LOS through either upgrade of existing assets or development of new assets. Project funding is grouped into years 1-3 and years 4-10.

Table 6.11 Proposed New Capital Projects - Levels of Service

Capital Programme	Year 1-3	Year 4-10
Parks & Reserves	$ 68,370.00	$ 159,530.00
Boundary Fencing	$ 57,330.00	$ 133,770.00
Roads & carparks	$ 1,029,870.00	$ 2,403,030.00
Play Grds/Park Furniture	$ 853,740.00	$ 1,992,060.00
Hard Court Renewals	$ -	$ 57,186.00
Dudley Netball Court Surface Renewal	$ -	$ 175,100.00
Cust Tennis/Netball Court Surface Renewal	$ -	$ 41,200.00
Oxford Tennis Court Surface Renewal	$ -	$ 20,600.00
BMX Track Renewal	$ -	$ 20,600.00
Coldstream Astroturf Renewal	$ -	$ 772,500.00
Kendall Park Astroturf Renewal	$ -	$ 772,500.00
Renewal reserve l/scape Rga	$ 127,410.00	$ 297,290.00
Street trees/gardens Rga	$ 106,140.00	$ 215,355.00
Renewal reserve l/scape Kaiapo	$ 127,410.00	$ 297,290.00
Street trees/gardens Kaiapoi	$ 106,140.00	$ 215,355.00
Renewal reserve l/scape Wd/Ash	$ 63,690.00	$ 148,610.00
Street trees/gardens Wood/Ash	$ 43,230.00	$ 87,710.00
Renewal reserve l/scape Oxford	$ 41,460.00	$ 96,740.00
Street trees/gardens Oxford	$ 37,590.00	$ 87,710.00
Aroatea te Awa (Cam River Walkway)	$ 327,171.00	$ 763,399.00
Roads & Carpark Upgrades	$ 66,841.00	$ 200,523.00
Youth Activation within Greenspace	$ 43,622.00	$ 65,433.00
Elderly Activation within Greenspace	$ 43,622.00	$ 65,433.00
Accessibility Standards with Playgrounds	$ 130,868.00	$ 196,302.00
Coastal & Native Conservation Capital Works	$ 66,066.99	$ 154,156.31
North Eastern Rangiora Playground	$ 136,820.00	$ -
Gen Landscape Dev. Rangiora	$ 84,990.00	$ 198,310.00
Kaiapoi Lakes (last gravel pit development)	$ 194,299.52	$ -
Silverstream Reserve Planting	$ 39,729.00	$ 92,701.00
Kaiapoi Stopbank Recreational Walkway	$ -	$ 272,642.81
Kaiapoi Railway Heritage Precinct	$ 426,420.00	$ -
Maritime Heritage Precinct	$ 79,953.75	$ -

Capital Programme	Year 1-3	Year 4-10
East Mixed Business Use Development	$ 533,025.00	$ -
Support for MUBA (Area directly adjacent to KTC)	$ 1,414,068.75	$ -
Cycle Training Track	$ -	$ 266,512.50
Pines Beach Playground relocation	$ -	$ 266,512.50
GenLandscape Dev-Kaiapoi	$ 84,990.00	$ 198,310.00
Sefton Domain Reserve bollards around car park	$ 34,206.75	$ -
Taranaki Stream Development	$ 6,843.00	$ 15,967.00
GenLandscape Dev Woodend/Ash	$ 42,480.00	$ 99,120.00
Pearson Park	$ 36,540.00	$ 85,260.00
East Eyreton Domain	$ -	$ 159,738.00
GenLandscape Dev Oxford Reserves	$ 42,480.00	$ 99,120.00
Building Renewals	$ 1,166,190.00	$ 2,984,510.00
Rangiora Town Hall Projection	$ -	$ 250,000.00
Oxford Town Hall Projection	$ -	$ 60,000.00
Carparking community buildings	$ 5,730.00	$ 59,720.00
Pegasus Community Centre Building (Level of Service)	$ 1,366,200.00	$ -
Ravenswood Community Centre Building (Level of Service)	$ -	$ 538,410.00
Cust Community Centre Forecourt Upgrade	$ -	$ 124,000.00
Toilet Renewals	$ 698,270.00	$ 1,150,060.00
Milton Memorial Park	$ 165,240.00	$ -
Northbrook Studios sewer	$ 6,200.00	$ -

6.6.2.2   New Works Growth

Growth related development is guided by the levels of service which prescribe what and where development of open space and associated assets will be. Growth related development is funded from Reserves Development Contributions. As noted in Section 4, Future Demand and Growth, the Waimakariri District has experienced significant growth over the past several years and it is expected that the population in the district will continue to grow. As such new assets are required to meet the increase in population throughout the district.

Table 6.12 summarises the key projects identified to meet the growth in the district over the Long-Term Plan.

Table 6.12 Proposed New Capital Projects - Growth

Capital Programme	Year 1-3	Year 4-10
General Reserve Renewals	$ 1,107,060.00	$ 2,583,140.00
Future Replacement works	$ 1,232,760.00	$ 2,876,440.00
Non-specified Reserve Enhancement	$ 765,675.00	$ 1,786,575.00
Future Sports Ground Development	$ 915,458.00	$ 1,145,100.00
Land Purchase - Neighbourhood	$ 5,651,100.00	$ 13,185,900.00
Land Development - neighbourhood	$ 1,066,200.00	$ 2,487,800.00
Pegasus Community Centre Building (Growth)	$ 910,800.00	$ -
Ravenswood Community Centre Building (Growth)	$ -	$ 4,845,720.00

6.6.2.3   *Capital Works Approval*

The Waimakariri District Council has a process for justifying any new capital works projects being submitted for inclusion in the draft Long-Term Plan or Annual Plan.

Projects in years 1-3 of the LTP with value greater than $500,000 require a "Business Case Light" application, and projects of a greater value than $4M in years 1-3 require a full business case to be written. Projects in years 4-10 with a value greater than $500,000 require a slightly less robust 'Justification Form" application.

In general, the forms require:

- Project description and scope.

- Strategic case – LOS, growth or renewal. Contribution to Community Outcomes, national programmes and public value benefits.

- Risks and assumptions.

- Economic case – Preferred option and alternatives considered.

- Financial case – Requested budget, (components –LOS, growth, renewal), expensed component, funding sources (DC's if relevant), effect on rates and budget confidence.

- Management Case – ability to deliver and how.

Approval consists of the following levels to sign off:

- Department Managers

- Management Team approval

- Present to Council for approval

Ultimately what is approved by the Management Team is presented to Council to review as the Draft Long-Term Plan or Annual Plan budget.

6.6.2.4   *Sustainability and Climate Change.*

When creating the capital programme some consideration needs to be made as to whether climate change will have an impact on assets useful life. Will weather conditions reduce the useful life with increased temperature.

Climate change has already had an impact on Greenspace assets such as continuous flooding of playground, car park and reserves spaces. This can be seen within Pines Beach and Woodend Beach Domain where playground assets are under water each winter period making them unusable for periods at a time. As a result, budget has been allocated to relocate these areas as capital projects. There needs to be consideration for the allocation of ongoing budget to combat requirements for maintaining level of service.

In addition to lowering its carbon footprint by offsetting emissions by planting trees, Council seeks to improve environmental outcomes by enhancing waterways through the 'Arohatia te Awa (cherish the river)' programme of work.

Development of a formalised process of applying weightings and ranking scores in order to determine renewal capital expenditure prioritisation is to be undertaken and has been included as an improvement item. This will be aligned closely with network plans.

Effective lifecycle asset management relies on a holistic approach that not only considers the asset itself but also requires that the supporting resources, business processes, data and enabling technologies are all designed and used to the best effect to achieve the desired success. There are multiple methods of completing this within Greenspace. There needs to be a one source of truth system for all activities within this Plan.

This approach enables asset data to be effectively managed and supports the required level of business / organisational reporting to achieve success it is important that asset management is incorporated into daily organisational routines so that the best outcomes are achieved, that optimum performance is realised.

6.6.3   Organisational Structure and Commitment

For lifecycle asset management to succeed it is important that an organisation commits to this process at all levels - from senior management down to the staff working with the assets on a day to day basis. As such all job processes relating to lifecycle asset management have been identified and clear lines of responsibility have been put in place for the continued management of these assets including specific roles created for the management of specific asset types such as buildings. This has been undertaken within the Greenspace department with the identification and allocation of roles to staff managing specific asset types such as Community Facilities.

6.7   Proposed Investment over 10 years

The proposed investment for Greenspace (excluding aquatics) is shown in the two figures below which forecast the capital expenditure for the next 10 years. Figure 6.13 shows that new works growth makes up half of the capital expenditure associated to Greenspace assets.

Figure 6.13 Type of Capital Expenditure – Greenspace
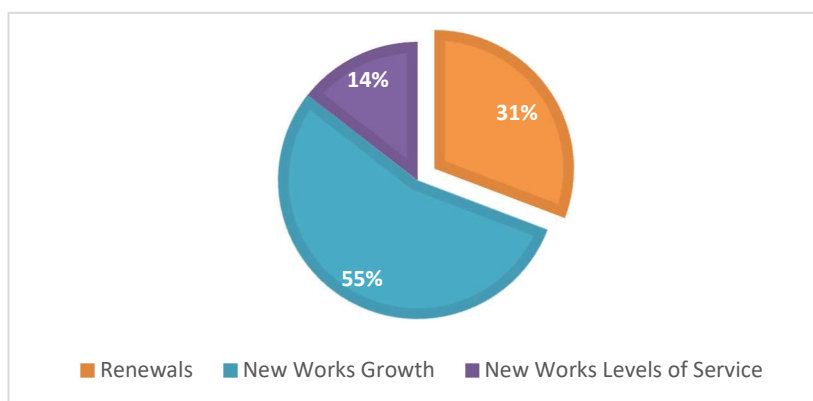

Figure 6.14 shows the projected capital expenditure for the first 10 years, followed by five-year blocks to cover the 20 years. The figures shown for each of the five-year blocks between 2035/36 and 2046/51 are the average annual expenditure over that period. All figures within this figure have had a 4.7% inflation applied. The figure shows the highest amount of capital expenditure is

expected in 2024/25 and 2029/30. This is the Pegasus Community Centre building in 2024/25 and the Ravenswood Community Centre building development in 2029/30.

Figure 6.14 Projected Capital Expenditure - Greenspace
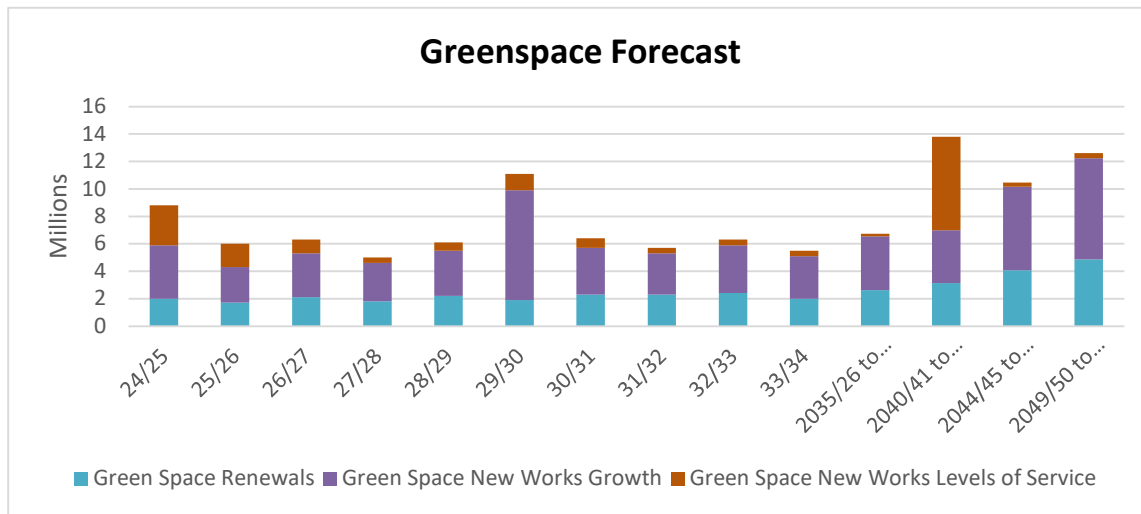
6.8 Asset Disposal

Disposal of assets is considered where these assets are not required to meet the levels of service identified in the plan. In all cases disposal processes must comply with Council's legal obligations under the Local Government Act 2002 (Amended 2017) and the Reserves Act 1977 and meet requirements to involve the public in significant decisions.

6.8.1 Asset Disposal Strategy

Council does not have a formal strategy on asset disposals and as such will treat each asset individually on a case-by-case basis when it reaches a state that disposal needs to be considered. This could be at or before the end of an asset's useful life as a result of poor condition. Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Asset disposal is generally a consequence of renewal decisions that involve the replacement of assets. The following table identifies the Council's potential reasons for asset redundancy and solutions to disposal.

Table 6.13: Reasons of disposal and types of disposals

Disposal Reasons	Disposal Types
Underutilisation	Made safe and left in place
Obsolescence	Removed and disposed of
Asset exceeds required level of service	Removed and sold
Uneconomic to upgrade or operate	Ownership transferred to other stakeholders by agreement.
Potential risk of ownership (financial, environmental, legal, social)	

Disposal of assets is considered where these assets are not required to meet the levels of service identified in the plan. In all cases disposal processes must comply with Council's legal obligations under the Local Government Act 2002 (Amended 2017) and the Reserves Act 1977 and meet requirements to involve the public in significant decisions.

The sale of surplus assets can be beneficial to Council either by using proceeds to pay debt and hence reducing loan servicing costs or by improving service and facilities by investing the proceeds in new projects, which are of direct benefit to the community. Any proposals for the disposal of significant assets are referred to Council and the community for their consideration and comment and comply with the council's Significance Policy.

There are a number of assets covered by this plan are deemed "Strategic Assets" in the Significance Policy (listed in section 2.3). As such, under Section 97 of the Local Government Act 2002, any decisions to transfer the ownership or control of these assets or a decision to construct, replace or abandon these assets, can only be taken if the decision is provided for in the Long-Term.

Based on current provision of reserves throughout the District the Council currently exceeds the identified Levels of Service, in some cases the land provision is above the target range. Council has identified that this land will be required to service future population growth throughout the District. Disposal will be conducted in a safe and environmentally sustainable manner. For example, when a tree is due for disposal due to death it is mulched up and returned to the soil in other Greenspace locations. This also has a positive financial impact.

There are currently no plans to dispose of any current reserves maintained by Greenspace during the term of this Activity Management Plan.

6.9   Optimised Decision Making (ODM) in Lifecycle Management

The Optimised Decision Making (ODM) process involves the consideration of different options using models and data to solve problems, allowing for different compromises and financial outcomes.

This section outlines the Council's approach to optimised decision making, in particular relating to capital expenditure. It outlines some of the processes Council uses optimised renewal decision-making techniques to establish asset lifecycle treatment, options, and related long term financial predictions.

6.9.1   Optimisation Strategy

Council does not have the capacity to invest in all Greenspace activity projects at once, therefore the following criteria is intended to assist Council to prioritise investment. The outcome is to show the importance of investing in a specific area of the city, and the project outcomes.

The primary use in Waimakariri District of Optimised Decision Making is the utilisation of the Net Present Value process for decision making. Greenspace also uses multi-criteria analysis to define a priorities long list options for capital renewals particularly through strategies such as the Play Space Strategy that identifies the condition, year of renewal and cost associated. A short list is then prioritised alongside a cost–benefit analysis.

The activities and assets covered by this Plan are very diverse and many would not warrant detailed optimisation reporting particularly down to an asset level. However, there are different levels of optimisation that are applied to various projects from activity level, through a sub activity and down to a discreet asset level. The level of optimisation can be influenced by the importance of the level of service provided and the consequences of that being disrupted or failing. This can be seen in the toilet strategy that attempts to prioritise refurbishment of existing toilets over replacing provided the cost benefit analysis recommends this.

6.9.2   Optimisation Process

The following process gives an example of a typical process that Council would apply to a project requiring a high level of optimisation.

Define the problem → Identify options → Assess and evaluate options → Determine optimal solution
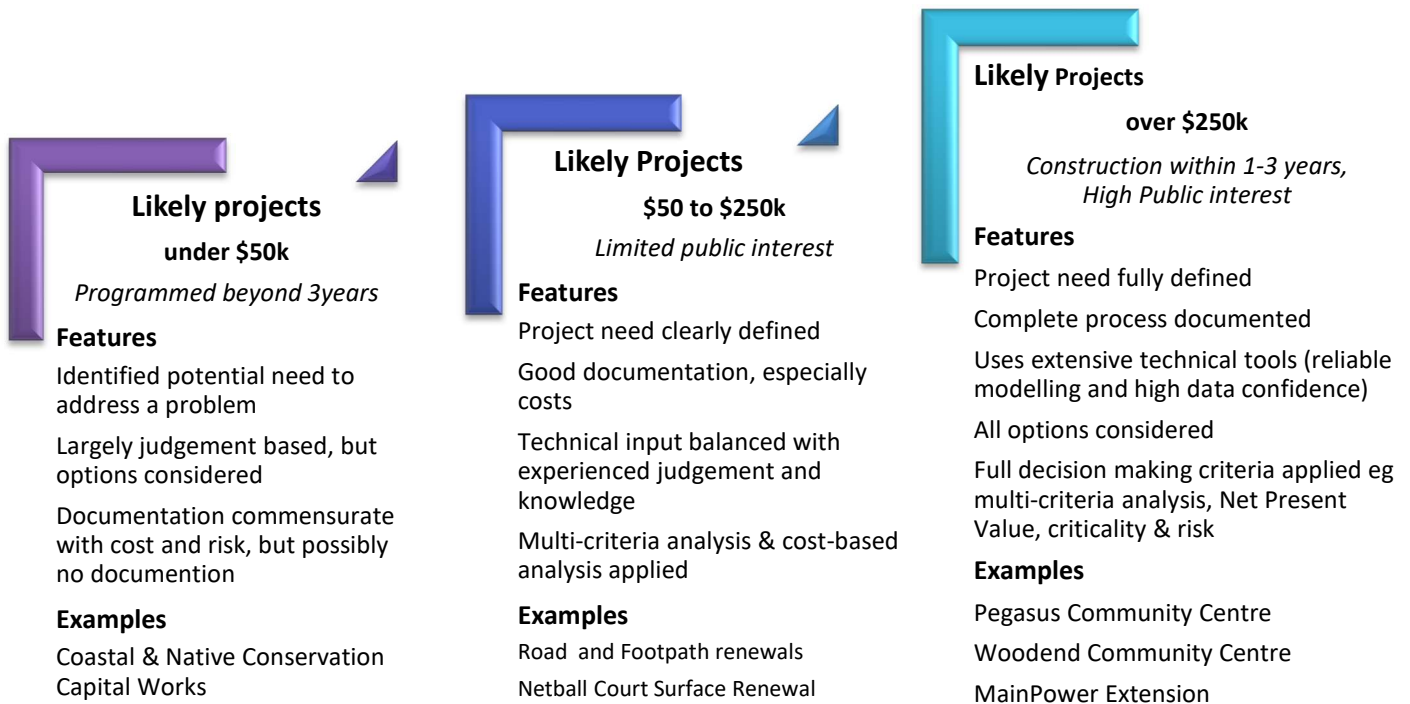
The following criteria is considered when selecting the appropriate level of optimisation to implement sustainable solutions. Each project will be assessed against these criteria and a recommendation on whether to invest or not will result. Council considers that developing a solution to a very high level of optimisation is generally only appropriate if that project is likely to be undertaken within the next three years (the life of an AMP version and the 10 Year Plan cycle).

Table 6.14: Optimisation Criteria

Criteria		
Current and desired level of service	Legislative requirements	Growth projections
Disaster resilience	Lifecycle cost	Impact on rates (short and long term)
Likely effectiveness of the solution	Environmental impact	Ease of consenting
Risks (including reliability of costs)	Political & public considerations (including workshops & public consultation)	Timing of a project

Including political and public considerations in the optimised decision-making process acknowledges that there are both technical and non-technical drivers for an optimal solution. The following approach is an example of how optimised decision-making processes are undertaken.

Likely projects

under $50k

Programmed beyond 3years

Features

Identified potential need to address a problem

Largely judgement based, but options considered

Documentation commensurate with cost and risk, but possibly no documentation

Examples

Coastal & Native Conservation Capital Works

Likely Projects

$50 to $250k

Limited public interest

Features

Project need clearly defined

Good documentation, especially costs

Technical input balanced with experienced judgement and knowledge

Multi-criteria analysis & cost-based analysis applied

Examples

Road and Footpath renewals

Netball Court Surface Renewal

Likely Projects

over $250k

Construction within 1-3 years, High Public interest

Features

Project need fully defined

Complete process documented

Uses extensive technical tools (reliable modelling and high data confidence)

All options considered

Full decision making criteria applied eg multi-criteria analysis, Net Present Value, criticality & risk

Examples

Pegasus Community Centre

Woodend Community Centre

MainPower Extension

There is a degree that all works included in this Plan have undergone an optimisation process in the preparation of it. There have been multiple considerations for levels of service, condition, risk, growth, performance, and capacity to prioritise activities within the 10 years of this Plan. To further optimise decision making there is a Council wide requirement to present a Project Justification form for all projects of greater estimated value of $250,000.

6.10   Section Improvements

The following improvements have been identified through this section:

- Create a process for optimising the operations and maintenance spend on Greenspace assets in conjunction with the new Council enterprise system.

- Development of a formalised process of applying weightings and ranking scores to determine renewal capital expenditure prioritisation is to be undertaken. This enables further optimisation across activity areas and greater visibility of projects before LTP prioritisation.

7   Financial Management

7.1   Introduction to the section

Part 6, Subpart 3 of the Local Government Act 2002 sets out the obligations of local authorities in relation to financial management. Financial management includes planning and management of revenue streams, operational expenses, asset development, liabilities, investments, and other financial matters that need to be considered in the ongoing servicing of the community. It is important to provide forecasts on the long-term projects of revenue and expenditure (both operational and capital) to provide certainty and manage expectation within the community.

This section covers the framework within which the assets covered by the Plan are funded through capital investment, how the financial strategies and policies support the maintenance and operational lives and how the funding provides for the ultimate disposal.

Greenspace and Aquatics use several instruments to finance its operations and development to provide value for money services that are attainable and as equitable as possible for the community as a whole. It is important for Greenspace and Aquatics to take this approach because its assets and activities provide a unique mix of individual and community benefits.

7.2   Financial Management Systems

Council uses TechnologyOne as its financial system, which is an enterprise resource planning software. This system is currently under review. TechnologyOne is a modular system that can be tailored to suit an organisation's needs. Council has a range of modules including the following:

- Finance
- Property
- Rating
- Asset Management
- Property
- Regulatory

General ledger (GL) account codes are used to allow payments being received through various payment options to settle to the appropriate account. For example, fees collected by customer services on behalf of Greenspace for Astroturf rental is collected into its own GL account. Alternatively, charges can be invoiced using the TechnologyOne finance module.

7.3   Funding strategy

The Council's funding strategy is aimed at responding to the immediate needs of the community in an affordable way. Funding of long term asset development projects that benefit future generations will be funded so that future generations pay their share. Increasing population and higher requirements of national standards increase pressure of levels of service. The key components of Council's strategic direction are:

- Restrict operating expenditure movements to the rate of Local Government Cost Inflation, excluding catering for population growth and improved levels of service.

- Maintain debt within policy limits, while maintaining headroom for significant natural disasters long term.

- Maintain the current prudent financial management resulting from the impacts of the Covid-19 global pandemic while still providing high quality levels of service to both current and future generations.

7.4   Finance policy

The Revenue and Financial Policy provides the framework for funding of Greenspace and Aquatic activities. Council fund Greenspace and Aquatic activities to provide agreed levels of service as documented elsewhere in this plan and consider activities which are broad in nature and provide a range of benefits to subsections of the community. For example, assets and facilities that provide a district wide benefit are funded in a different manner to assets that provide a localised benefit. The following is a list of the instruments that Council utilises for funding its Greenspace and Aquatic activities:

- General Rates (based on Capital Value)

- General Rates (Uniform Annual General Charges)

- Targeted Rates

- Fees and Charges

- Development Contributions

Council has adopted a number of categories for targeted rates to distinguish both between residential and commercial units, and to account for level of service differences through the region. For example, Category 1 is Town Residential and includes rating units located in the towns of Rangiora, Kaiapoi, Woodend, Oxford and Pegasus that are used for residential purposes.

Three levels of charge have also been set for reserves. Level 1 meets the cost to provide neighbourhood parks and is set on all rating units in the town vacant category. Level 2 is to meet the cost of providing community services activities and is set on Rural rating units. The level 3 rate equates to the combined cost of Level 1 and 2 and is set on non-vacant urban rating units.

Council believes that the rates for such Community Services should be more transparent; therefore, the following targeted rates have been established for Greenspace and Aquatic activities and facilities:

- Reserves

- Pegasus

- Swimming Pools

- Community Buildings

- Central Business Areas

- Community Grants

7.5   Investment and funding options

Investment in Greenspace activities considers changing Community needs over time. Consideration is given to population size and demographics, and also considers community feedback to determine appropriate investment options. Funding options are determined based on the anticipated user groups to determine whether the usage is:

- local or District-wide

- commercial or otherwise

Council recovers revenue from a number of its users of buildings and facilities. When setting the level of recovery from its assets, council considers the user groups ability to pay as outlined in section 7.6.

Council invests in the Community through Greenspace using its grants schemes, which are available for sports clubs and other Community based organisations. Provision have been made over the coming ten-year period, with the adjustments being inflationary only. Council will also consider one-off grants to be made to the community as the need arises. These grants are considered on an annual basis by Council.

7.5.1   Fees and charges

Council uses fees and charges to recover costs for use of its facilities. The charges and fees are set with consideration of the user groups' function and ability to pay. These charges are reviewed by Council annually and are published on the Council web site. Fees are payable for use of the following Greenspace facilities:

- Airfield

- Aquatic Facilities

- Cemeteries

- Community Halls

- Reserves

- Sports Facilities (Astroturf)

7.5.2 Airfield

Following the previous LTP, staff undertook a review of the existing fees and charges relating to the airfield. These fees are made up of landing fees and ground rental for hangers.

This review identified that the existing fees were significantly below the level that Council would expect to charge given the provided level of service and assets at the airfield.

The review saw the following changes:

- A staged increase of ground rental from the existing $2.55m2 (inc GST) to $9.42m2 (inc GST) over a period of 6 years depending on when leases were reviewed.

- Removal of existing fee agreements for landing fees and replacing this with a standard $10 per day charge.

These changes were implemented to reduce the general rates required to manage and maintain the airfield. With these changes there is some general rates contribution to this activity, however it has reduced from the previous LTP.

7.5.3 Aquatic Facilities

Aquatic fees and charges were assessed as part of the District Aquatic Strategy development. While it identified that majority of these charges were in line with other facilities and Districts, there were some recommendations for changes. Most notable is a slight increase to the adult entry rate and the flow on effect which comes from this.

As per standard operating practise Aquatics have applied a small percentage increase of 2% to all other charges, to ensure that any price increases remain incremental to lessen the overall impact to facility users. As the majority of our fees and charges are small one off amounts, the rounding has tended to vary the individual effect between 1.5-3%.

While this increase will balance any increase in costs, there is significant ongoing uncertainty around the impact Covid-19 will have on both the national economy and employment within our District. If families are forced to prioritise spending, there is potential for activities like swimming lessons and recreational swimming to take a hit. We continue to promote our facilities and services as important for both the physical and mental wellbeing of our residents.

Barring further delay, Christchurch City Council will be opening three new pools including Metro sports facility which includes Pools, Hydroslides and other Leisure services. While this facility is unlikely to be drawing from a similar customer area as us, the opening of such a drawcard facility will undoubtedly have some limited impact when users want the opportunity to try out new experiences. As noted, due to the distance between this and our sites, while there will be some impact it is not forecast to be significant.

7.5.4 Cemetery

Following the update to the Council's cemetery policy in 2020, an update to the fees and charges has been completed to better reflect the costs associated with the provision of this service. The fees for plot purchases and internments are set by resolution of the Council and are reviewed annually.

7.5.5 Community Facilities

Staff have implemented a staged increase to the fees charged for all community facilities following a review of the previous fees and charges structure. This review and subsequent policy update set out the basis for establishing consistent and equitable charging for the use of Council owned and leased community facilities. This applies to the public buildings, and parks and reserves managed by Community and Recreation.

Fees and charges for these facilities are levied to recover a portion of the operating costs of Council facilities. These operating costs include rates, depreciation, costs of general maintenance, power and heating. Council has identified that though the usage of Council facilities is substantially subsidised by ratepayers, the significant community benefit the provision of these spaces provides to the community through the well beings and community outcomes.

As part of this review, a process was established to consider any applications for fee waivers or reductions. Waiving of fees is intended to provide affordable and equitable access to community facilities and is designed to help community groups and organisations whose goals are aligned with Council's Community Outcomes.

7.6 Development contributions

Council maintains a development contributions policy that is updated every three years in line with Long Term Planning. The policy covers the development contributions instrument used to fund capital development of Reserves associated with growth in the District in the following ways:

- District-wide reserves - applicable to all residential developments throughout the District

- Neighbourhood reserves - only applicable to residential developments in urban areas

7.7 Overview of funding and financing mechanisms used

7.7.1 Funding of operating expenditure

Operational expenditure is funded according to the Revenue and Financing Policy through the collection of rates (both general and targeted) as explained in 7.5 and through user pays methods, i.e., fees and charges see Section 7.6. Interest required to service load is an Operational expense. Debt is not used by Council to fund its operational activities.

7.7.2 Funding of capital expenditure

Capital works are undertaken to replace assets, achieve agreed levels of service and to service growth. Most projects have elements of each of these drivers and will be funded appropriately. Capital expenditure is funded in accordance with the Revenue and Financing Policy through two main mechanisms: debt and development contributions. Debt is used because Council recognises that the benefit of the asset is experienced over extended periods. Development contributions are only used to aid funding of growth related projects.

As per Council policy Greenspace and Aquatic assets (property, plant and equipment excluding land) are depreciated using straight-line basis to their estimated residual value over the specified useful life of that asset. The Council recovers the necessary funds required to fund the depreciation over the life of the assets through rating for depreciation.

Further to this, Council has modified the Depreciation funding policy from 1 July 2015 to take both inflationary and investment factors into consideration when setting the amount required to be recovered in respect of depreciation. Any funding provision is held in an interest earning special fund account and made available for asset renewals when required.

7.8 Asset disposal

Greenspace and Aquatics are not forecasting any disposals in the long term forecasts, which is in line with Council Policy to fully depreciate assets over their life. If any disposal was planned Greenspace and Aquatic staff are required to follow Council and Local Government Policy on disposal of assets.
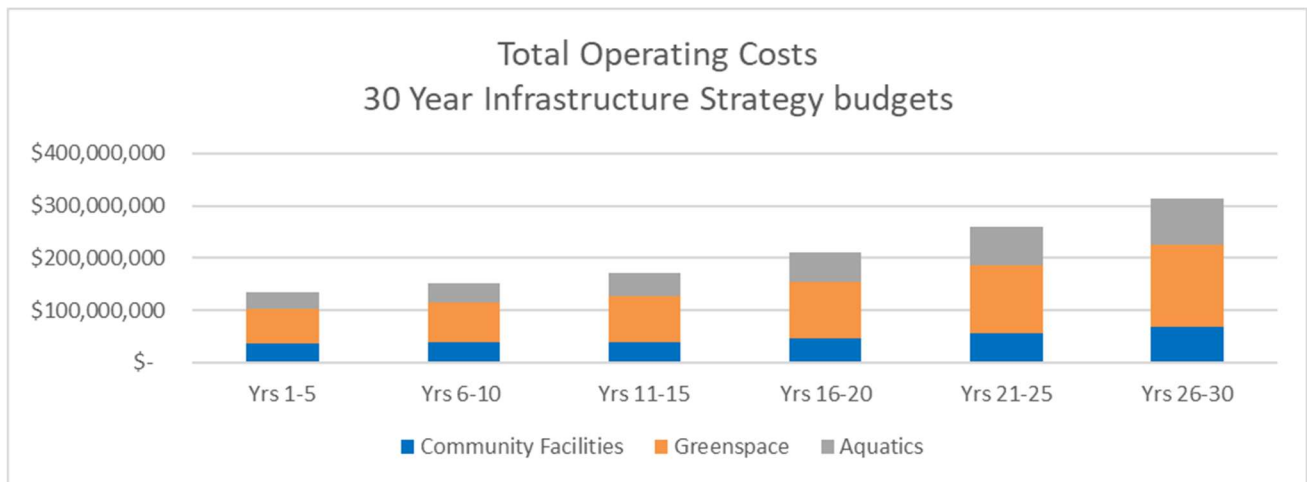
7.9 Overview of financial forecasts

7.9.1 Operational

Forecasts of projected operational costs for the 10 years for Community Facilities, Greenspace and Aquatics are shown below. Note that all costs include inflation.

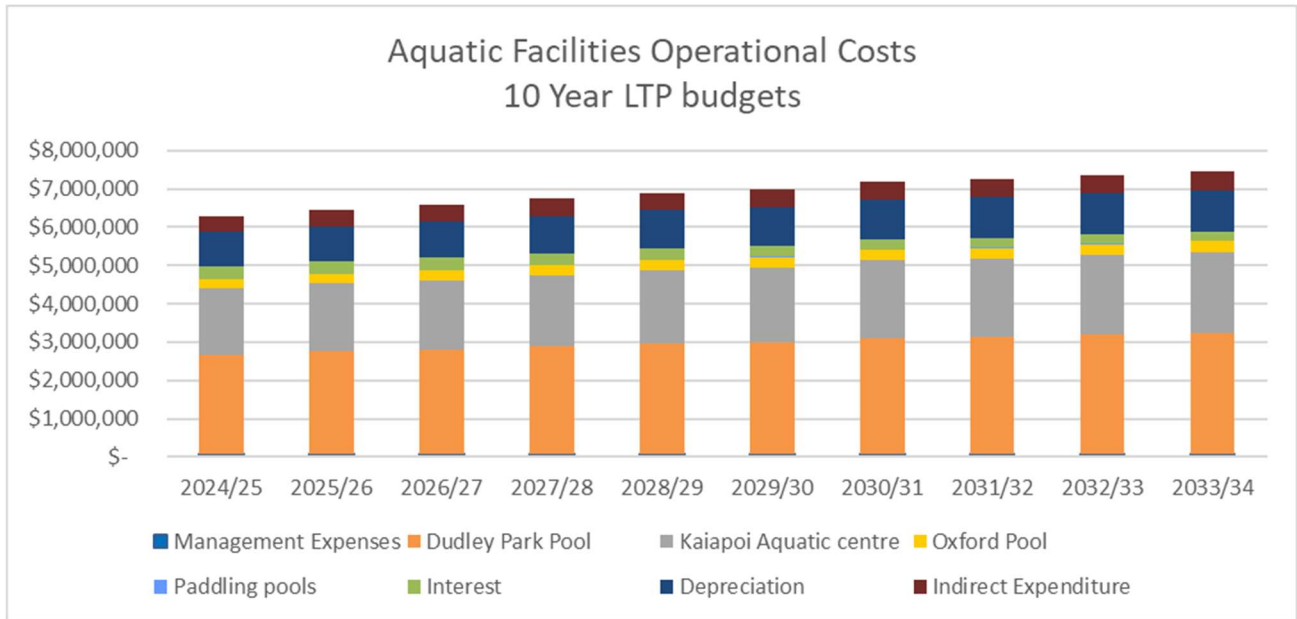**Table 7-1 Combined Operational Costs**
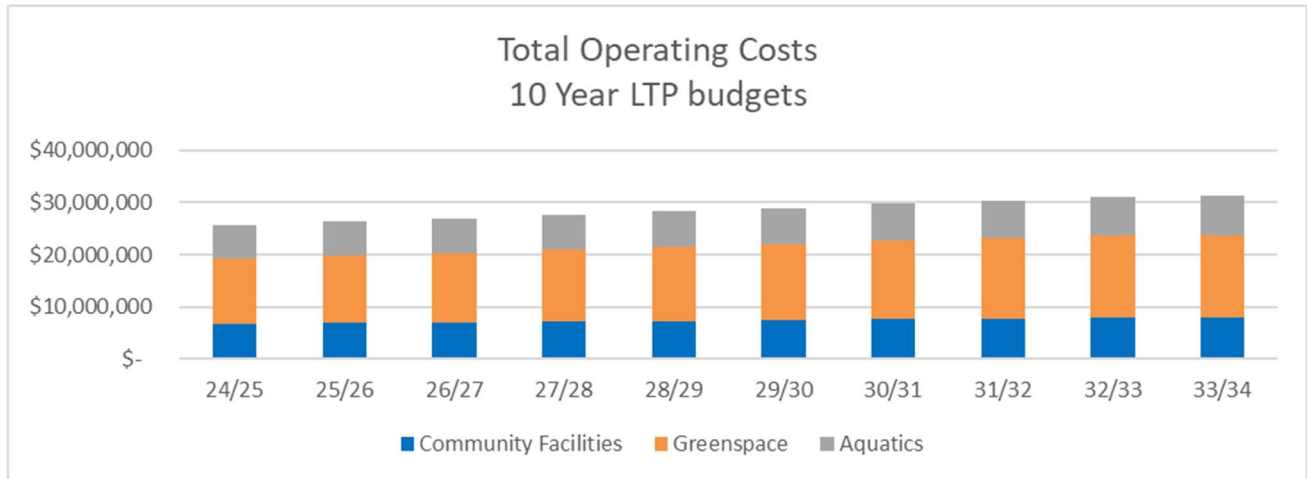
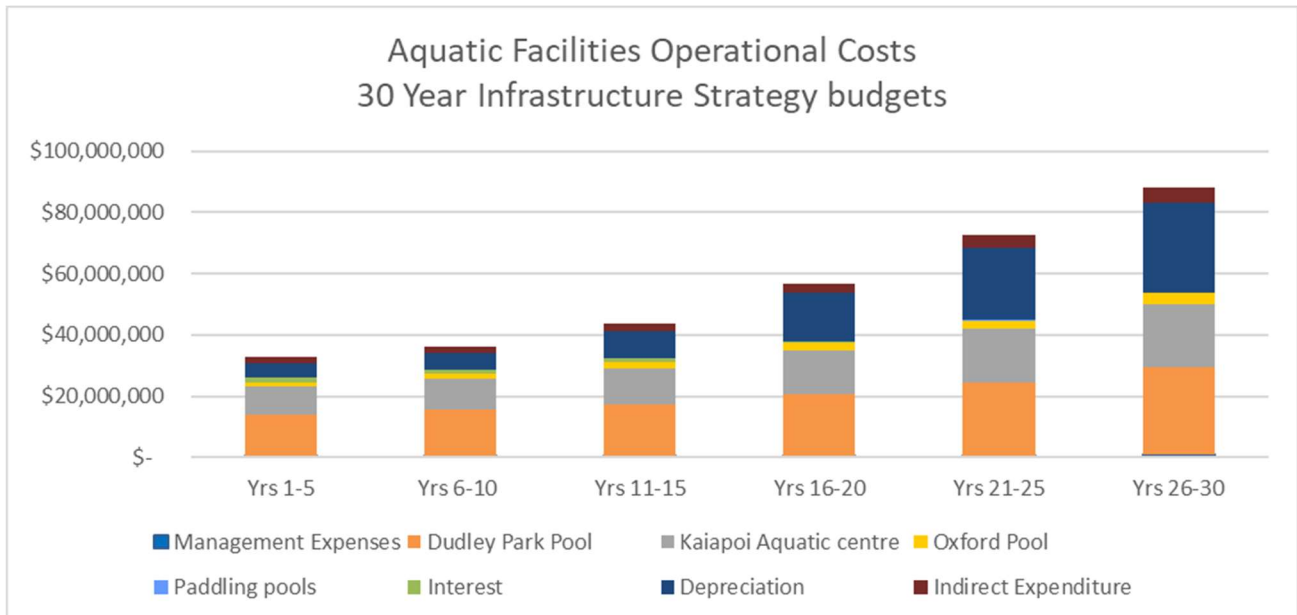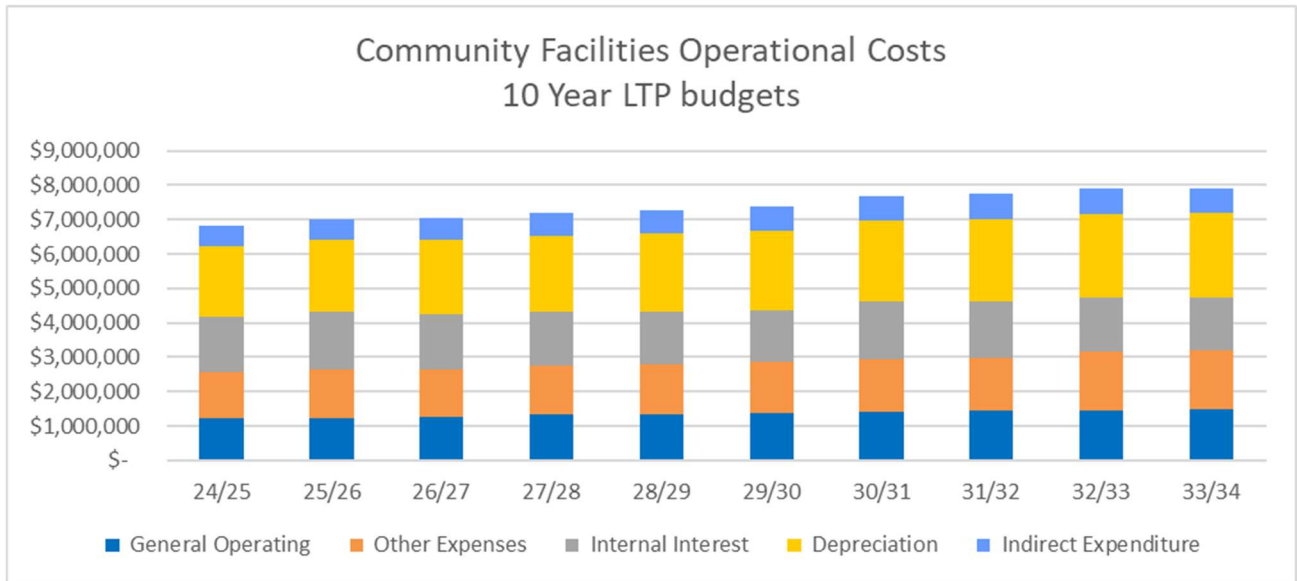The 30 year forecast included in the Infrastructure Strategy is:

7.9.1.1 Aquatics
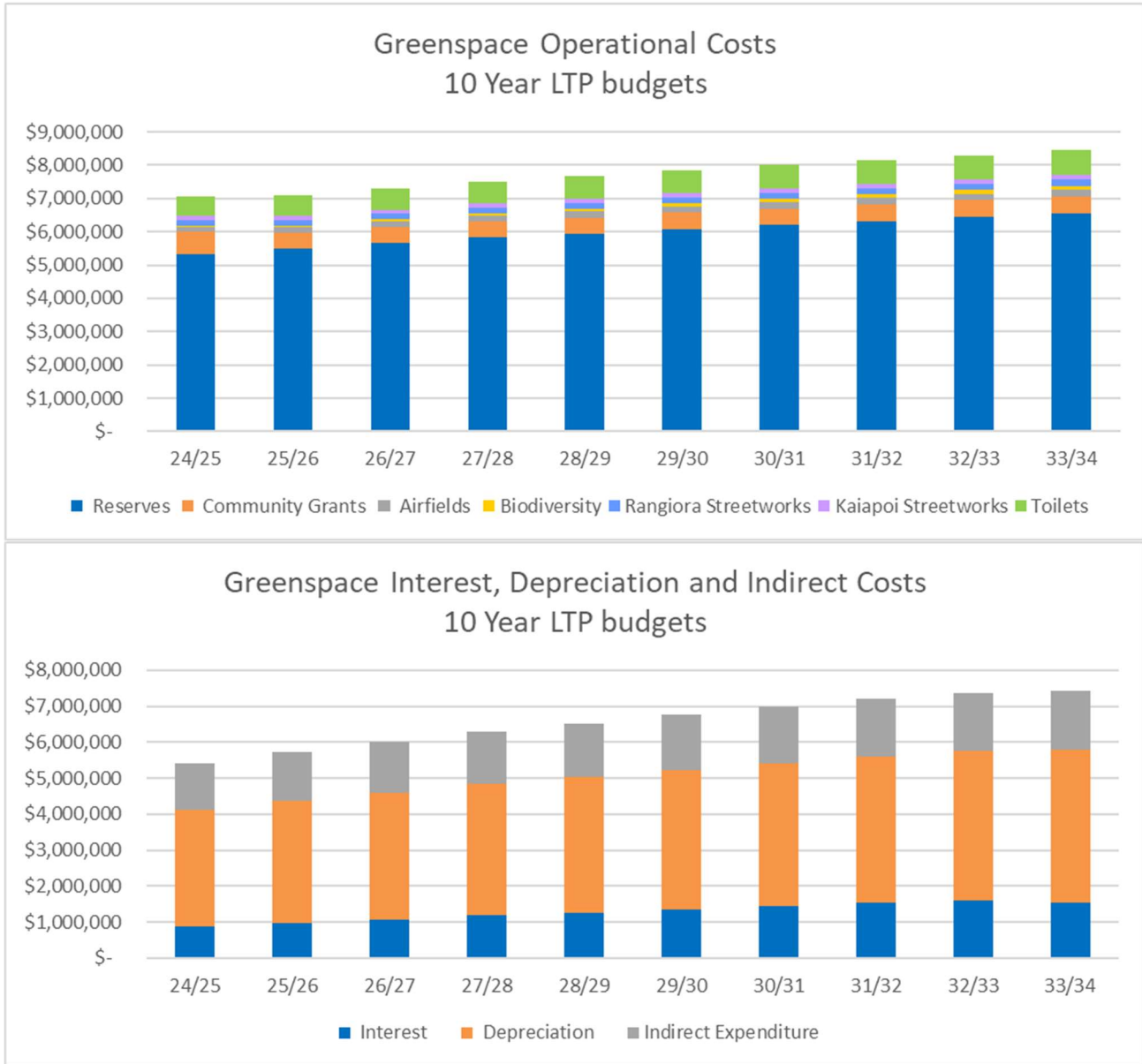
The below graph shows the operational costs associated with the operation of Aquatic Facilities including the specific costs for the four aquatic facilities.

Table 7-2 Aquatic Facilities Operational Costs

The 30 year forecast included in the Infrastructure Strategy is:

7.9.1.2 Community Facilities

The below graph shows the operating costs associated with Community Facilities. The general increase year to year is the general CPI adjustment of budgets however the impacts of land purchase and development of the community facilities in Pegasus and Ravenswood increase the costs for interest and depreciation more than CPI.

Table 7-3 Community Facilities Operational Costs

Community Facilities Operational Costs
10 Year LTP budgets

Legend: General Operating, Other Expenses, Internal Interest, Depreciation, Indirect Expenditure

The 30 year forecast included in the Infrastructure Strategy is:

Community Facilities Operational Costs
30 Year Infrastructure Strategy budgets

Legend: General Operating, Other Expenses, Internal Interest, Depreciation, Indirect Expenditure
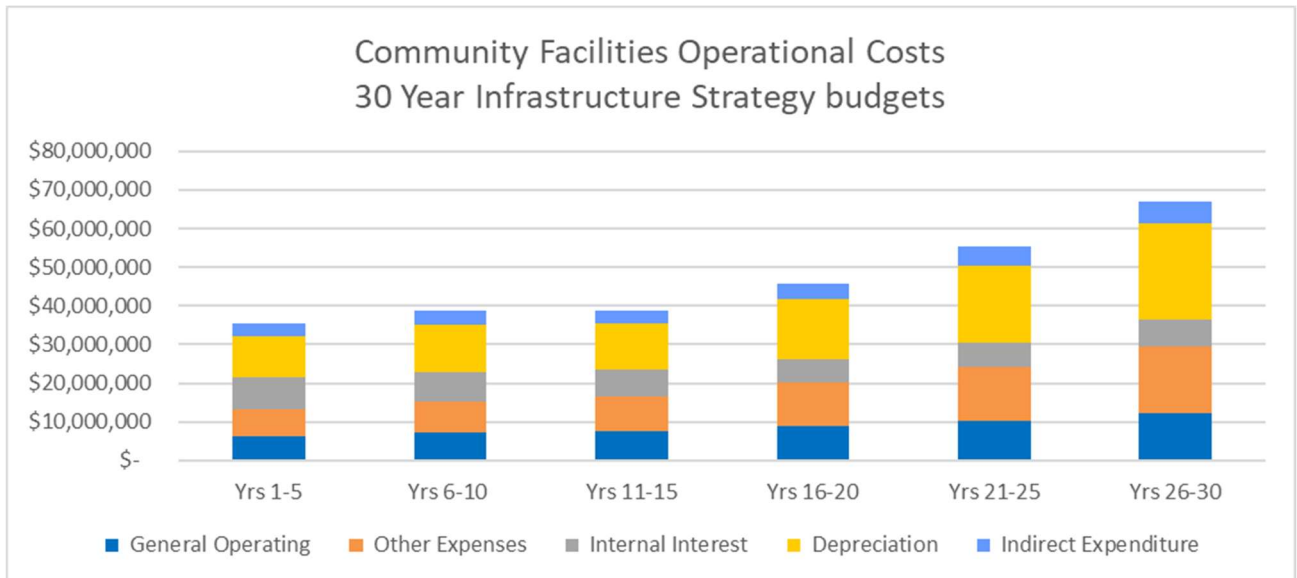
7.9.1.3 Greenspace

The below graph shows the operational costs associated with the Parks and Reserves Activity. The general increase in costs from year to year is the general CPI adjustment of budgets. Depreciation of assets will increase as new assets are developed or vested as part of the ongoing development of the district.

Table 7-4 Greenspace Operational Costs

Greenspace Operational Costs
10 Year LTP budgets

Legend: Reserves, Community Grants, Airfields, Biodiversity, Rangiora Streetworks, Kaiapoi Streetworks, Toilets

Greenspace Interest, Depreciation and Indirect Costs
10 Year LTP budgets

Legend: Interest, Depreciation, Indirect Expenditure

The 30 year forecast included in the Infrastructure Strategy is:

Greenspace Operational Costs
30 Year Infrastructure Strategy budgets

Legend: Reserves, Community Grants, Airfields, Biodiversity, Rangiora Streetworks, Kaiapoi Streetworks, Toilets

7.9.2 Capital

The following table has been created to show the projected capital costs (New Works and Renewals) associated with Community and Recreation for the next ten years. This graph includes provision for the following:

- Public Toilet provisions (renewals and new) from the Public Toilet Strategy

- Provision of new playgrounds from the Play Spaces Strategy

- Upgrades to sports fields throughout the district instead of provision of an additional astroturf.

- Additional capital projects identified by Greenspace operational staff.

- Land Purchase for both Aquatic and Community Facilities

- Development of Community Facilities in Pegasus and Ravenswood

Table 7-5 Overall Capital Budget
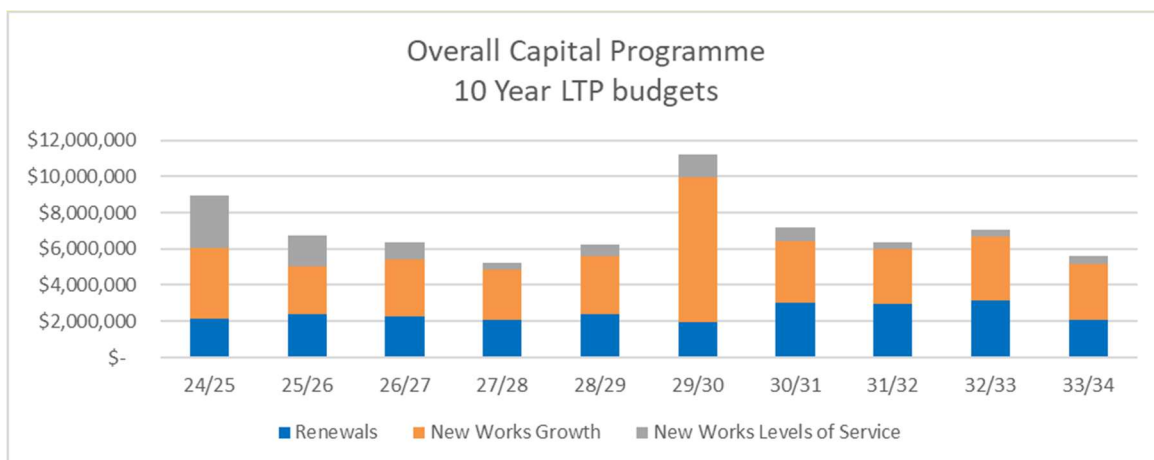
The 30 year forecast included in the Infrastructure Strategy is:
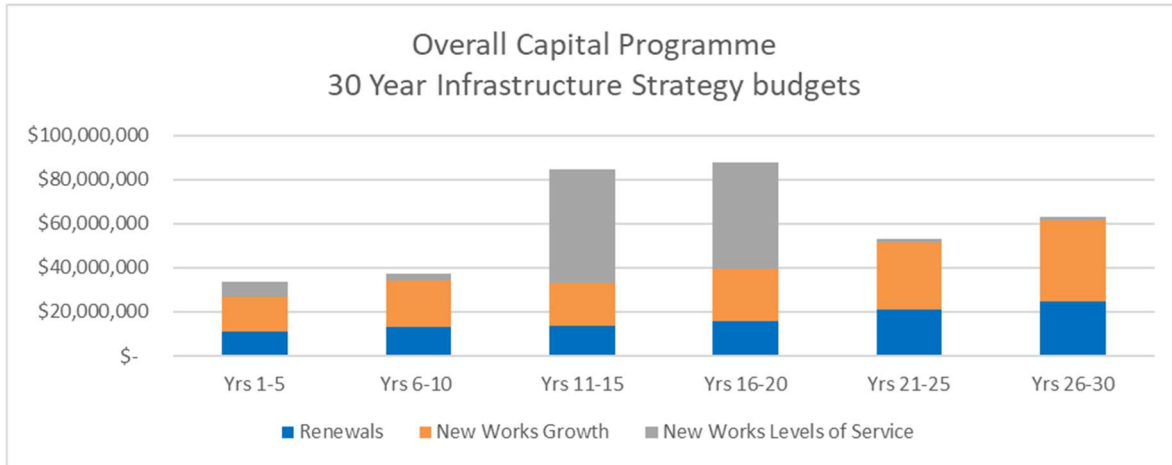
The following show the capital breakdown for the following activities – Community Facilities, Aquatics Public Toilets and Greenspaces.

Table 7-6 Community Facilities Capital Budget
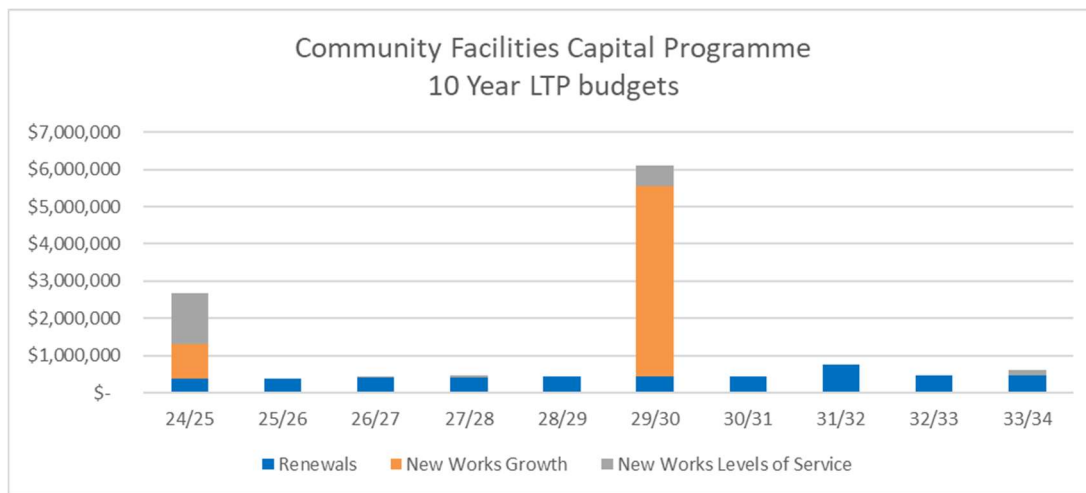
The large spike in expenditure in 2024/25 is for the development of the Pegasus Community Centre ($0.9m for growth and $1.4m for level of service improvement). The expenditure in 2029/30 is for the Ravenswood Community Centre building ($0.56m for growth and $5m for level of service improvement. Renewals remain consistent over the 10 years based on the identified renewal programme for Community Facilities.

The 30 year forecast included in the Infrastructure Strategy is:
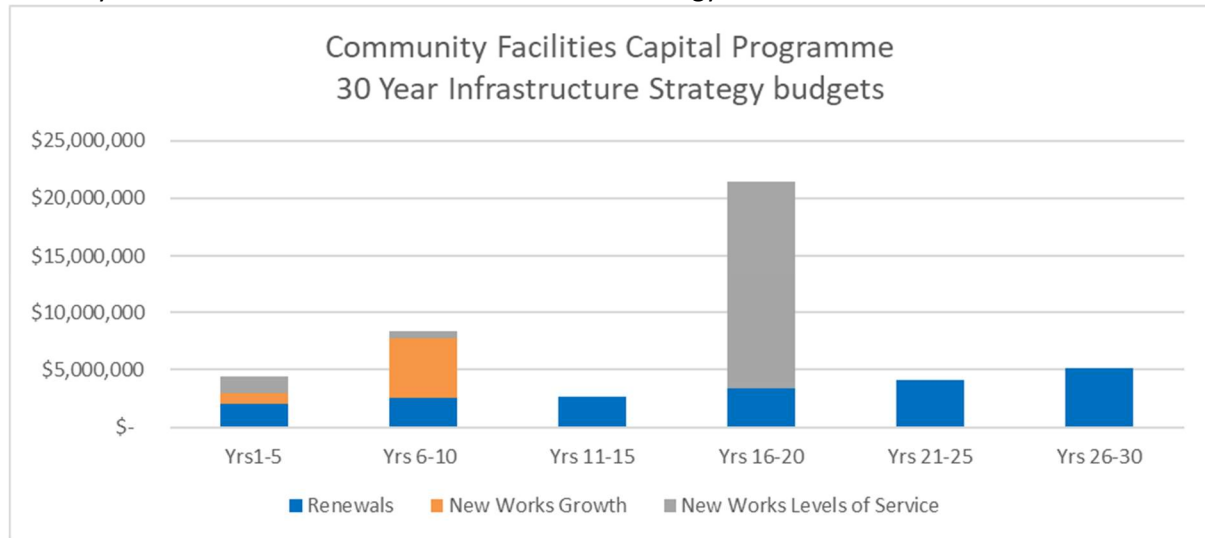
The spike in years 16-20 is for a proposed extension to the MainPower Stadium estimated to be $17.8m in 2041/42.

7.9.2.1   *Aquatics*

The below graph shows ongoing pool renewals with approximately $500k required for Dudley Pool in 2025/26, and again in each of the years from 2030/31 to 2032/33. There is no growth related, or service level improvement budgets planned during the next ten year period.

The renewals budget for Aquatics is currently loan funded rather than through depreciation funds like other Community and Recreation assets.

Table 7-7 Aquatic Facilities Capital Projects
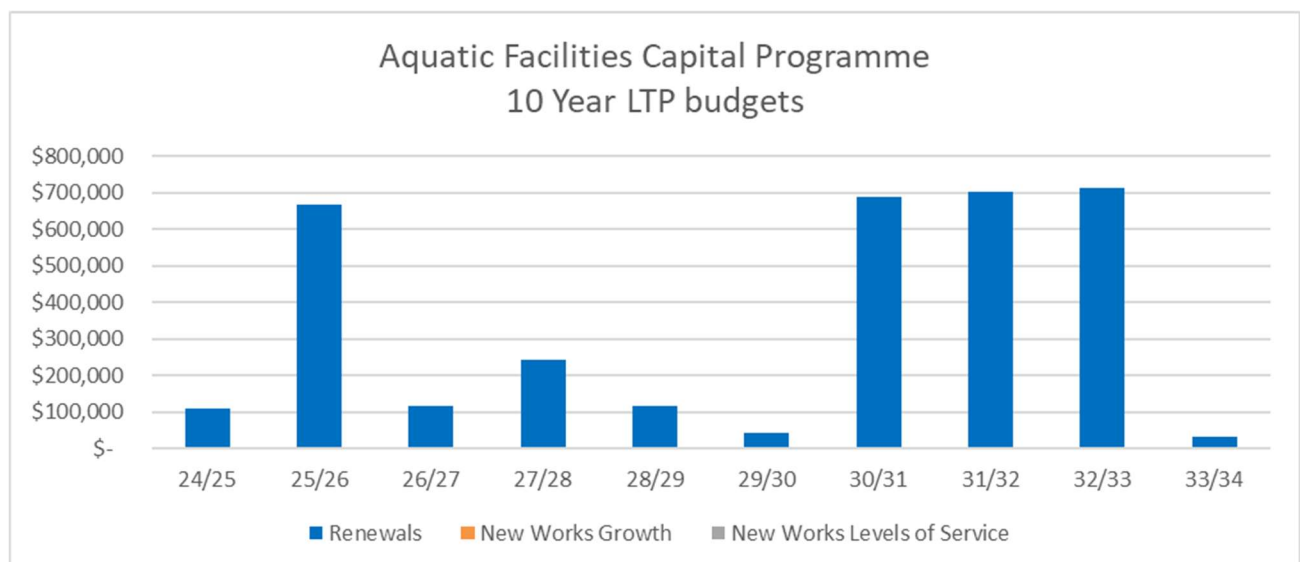
The 30 year forecast included in the Infrastructure Strategy is:
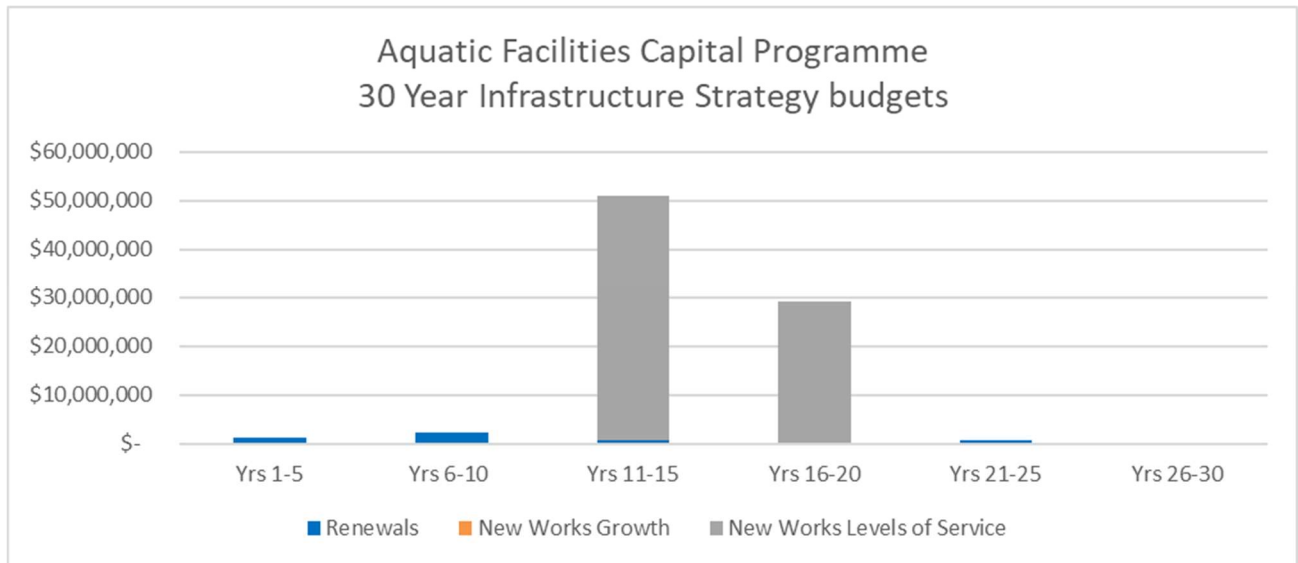
The spikes in level of service budgets in years 11-15 are for the development of the Kaiapoi Aquatic Centre ($19.2m in 2034/35) and a new aquatic centre ($30.6m in 2038/39). The spike in years 16-20 is for the development of the Dudley Park Aquatic Centre ($28.6m in 2043/44).
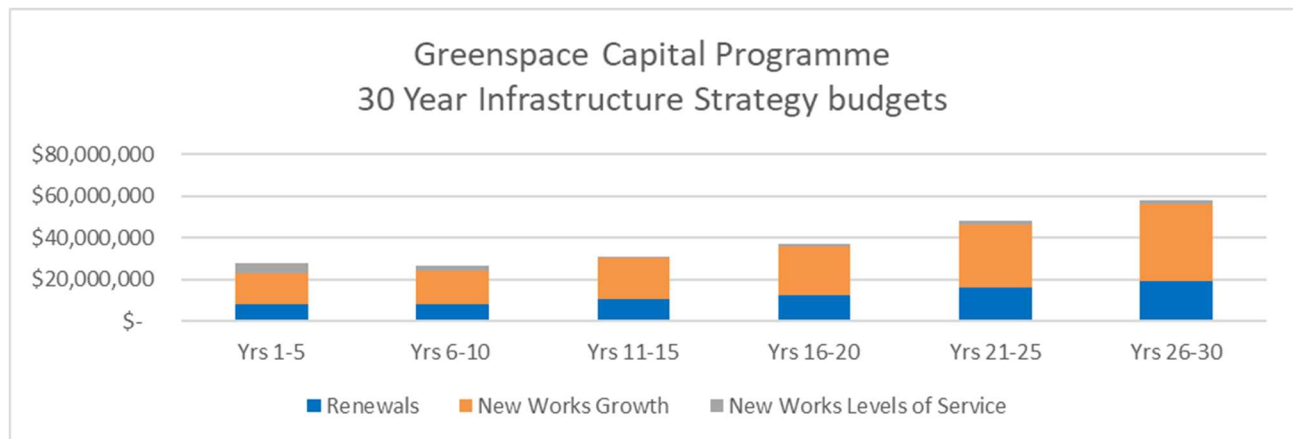
7.9.2.2 Greenspace

The Greenspace capital programme is generally consistent from year to year over the Long Term Plan. Staff have based the capital programme based on ability to deliver the project and spreading the programme over the 10 years where possible. New works include approximately $3m per annum for land purchases, and $0.76m per annum for level of service improvements.

Table 7-8 Greenspace Capital Projects

The 30 year forecast included in the Infrastructure Strategy is:
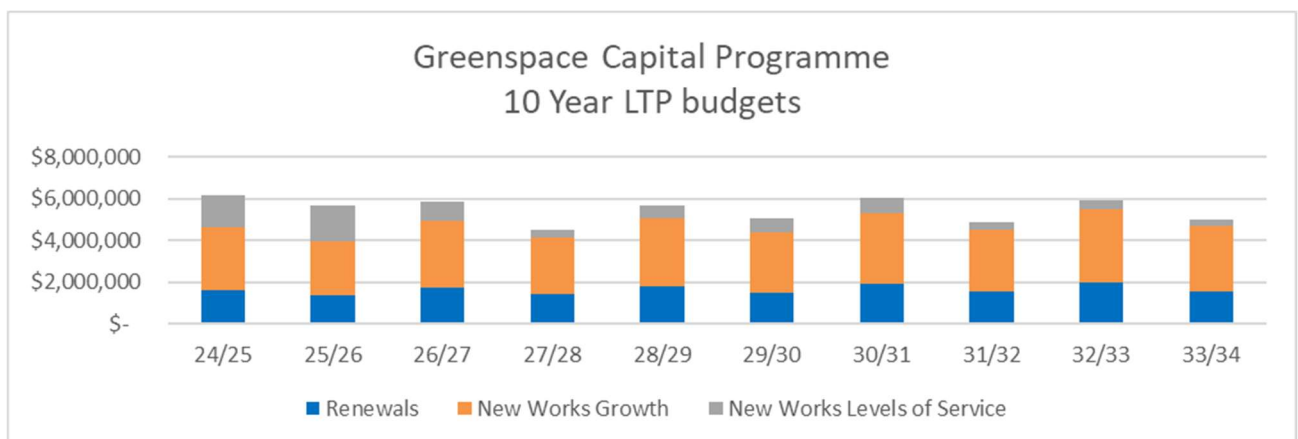
Greenspace Capital Programme
30 Year Infrastructure Strategy budgets

7.9.3   Land Purchase

As part of the provision of reserve space as part of the agreed levels of service for Greenspace Council needs to complete the purchase of new land for neighbourhood reserves. To determine the cost of land purchase the following methodology has been used:

Current Council Levels of Service prescribes provision of neighbourhood reserves as being aligned to population. A ratio of 1 Hectare per 1000 residents has been determined as an acceptable quantity. The ratio is based on Yardstick which is an international benchmarking tool which suggests that Councils should provide between 1-1.75Ha per 1000 residents. This is described in further detail in the Play Space Strategy 2017. The population over the Long-Term Plan period is expected to increase by 10,227 residents. Using the above ratio this means that 10.2 hectares of neighbourhood land will be required over the next ten years for a population of 81,742.

This is for neighbourhood land only and does not include all other categories of park. In some cases, Council will enter into an agreement with a developer of a large scale comprehensive development. The agreement will be that land will be provided and improvements to that land done in lieu of reserve development contributions being paid. It is expected that over the next ten years approximately 2.6 hectares of land will be acquired in this way. This reduces the amount of neighbourhood reserve land that requires purchasing to 7.6 Hectares.

In addition to land being required for the development of neighbourhood reserves to meet the needs of a growing population, there is also a need to purchase additional recreation and ecological linkages. Currently there is no level of service guidelines or population ratio to determine the exact amount of land required and this does change depending on the opportunities within a new development. Looking at current provision Council owns slightly more recreation and ecological linkages than it does Neighbourhood Reserves.

In December 2020, Council owned 127.62Ha of Neighbourhood Reserves and 132.4Ha of Recreation and Ecological Linkage. Using this ratio, the Council could expect to purchase an additional 12.9Ha of Recreation and Ecological Linkage over the next 10 year period. The cost of this land is much lower than Neighbourhood Reserve land. An average land cost for this land is $70/m2. This means an additional $907,773 is required per annum.

In total based on the calculations above Council will require $2,788,773 per annum for the purchase of land to cater for growth. (Note that land for sports grounds, natural reserves and cultural and heritage reserves is not required).

This calculation for land purchase is not linked to the proposed purchase of land in Pegasus and Ravenswood for the development of an Aquatics Facility / Community Facility in these areas.

7.10   Overview of financial forecasts (100 years) that form Council's proposed Infrastructure Strategy budget for this activity.

7.10.1 Operational

The operational costs associated with the Greenspace activity will mirror the Levels of Service that has been adopted by Council. As the population and demographic changes throughout the district over the next 100 years the Levels of Service will evolve to meet the needs of the community as well as environmental and technological changes.

As such Greenspace are unable to provide an accurate forecast of expected operational expenditure for the next 100 years. Refer to the expected forecast for the ten years of the Long Term Plan above in 7.11.1 for expected operational expenditure.

7.10.2 Capital

7.10.2.1   Greenspace Assets

Greenspace have identified that as part of the renewals process an estimated renewal schedule is required that captures the lifespan of all assets. This has been created based on the lifespan of the longest asset held by Greenspace. As such this has been developed to cover a 100 year period showing the expected renewals of assets within Greenspace, including assets being replaced multiple times if required over this period.

The below tables identify the estimated replacement cost for Greenspace assets for the next 100 years, with a rolling ten year average, compared to the proposed renewal budgets for this LTP. The renewal budget proposed in this LTP is less than the renewal model requirements.

**Figure 7-1 Estimated Greenspace Asset Renewal Costs**
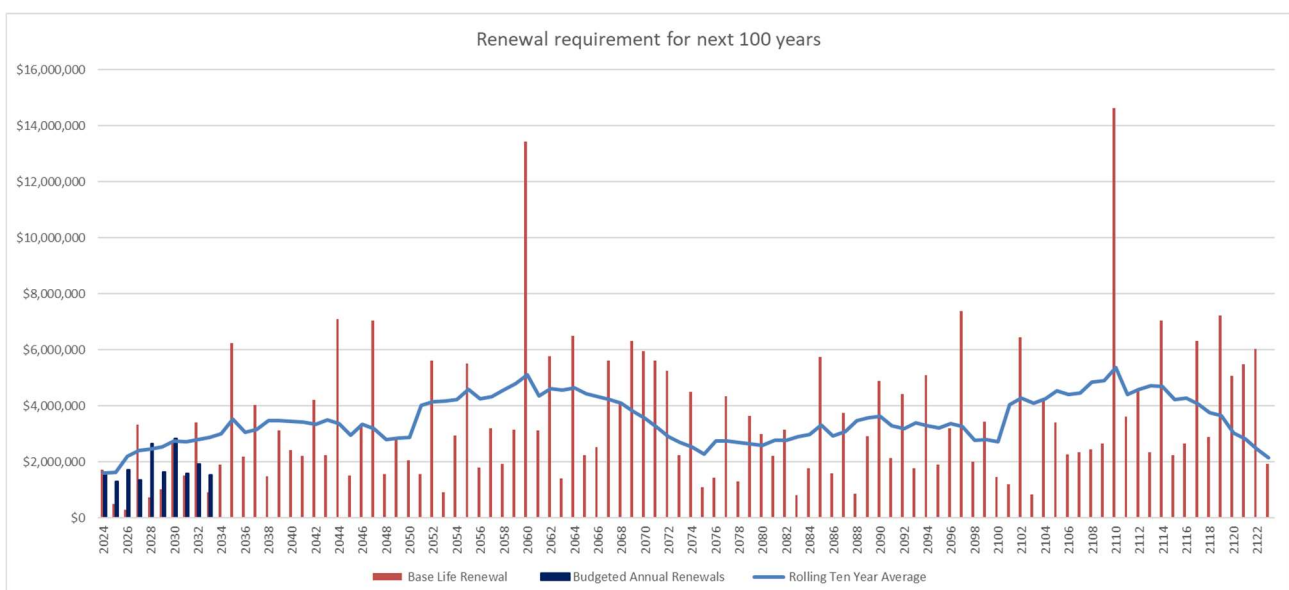
7.10.2.2 Community Facilities

Community and Recreation have undertaken the capture of asset information for community facilities since the last LTP. Based on this information, a renewal programme has been developed for all community facilities including aquatic facilities. The renewal budget proposed in this LTP is significantly less than the renewal model requirements.

Figure 7-2 Estimated Community Facilities Renewals Costs
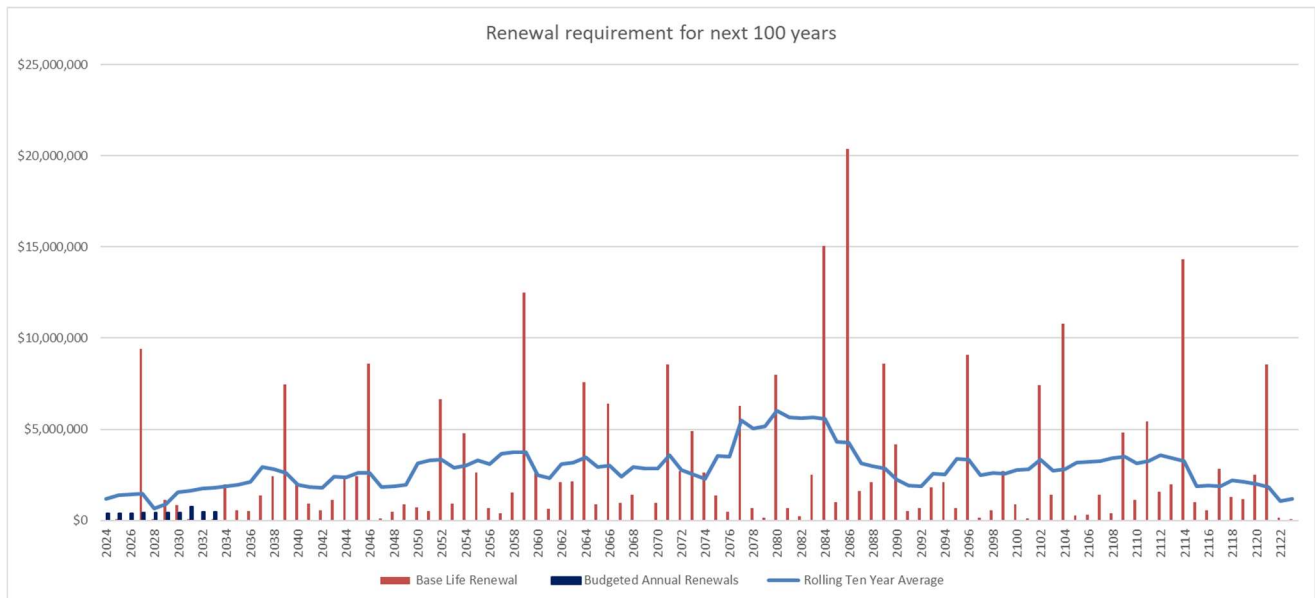
7.10.2.3 Aquatic Facilities
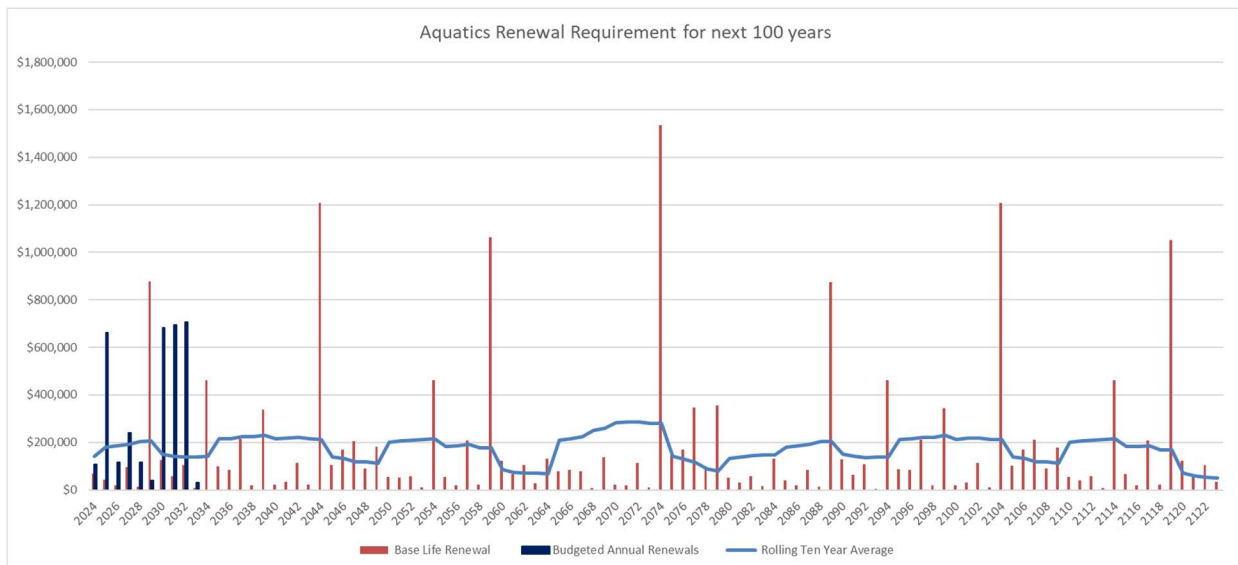
The budgeted aquatic renewals are higher than the modelling, due to Dudley Pool renewals needed in the next 10 years.

Note that the replacement costs identified above for the asset types does not total the amount shown in the above graphs showing total estimated replacement cost over 100 years. This is due to the allocated lifespans for some assets being less than 100 years and as such require replacement multiple times over the 100 year period.

7.11 Debt and annual loan servicing

Council's debt forecast is shown in for the period of the Long-Term Plan is shown in Figure7.3. The spike in the debt shown relates to the proposed new indoor court facility and other capital projects. This is reinforced with the corresponding spike in the construction of the additional facilities in the district (Ravenswood and Pegasus).

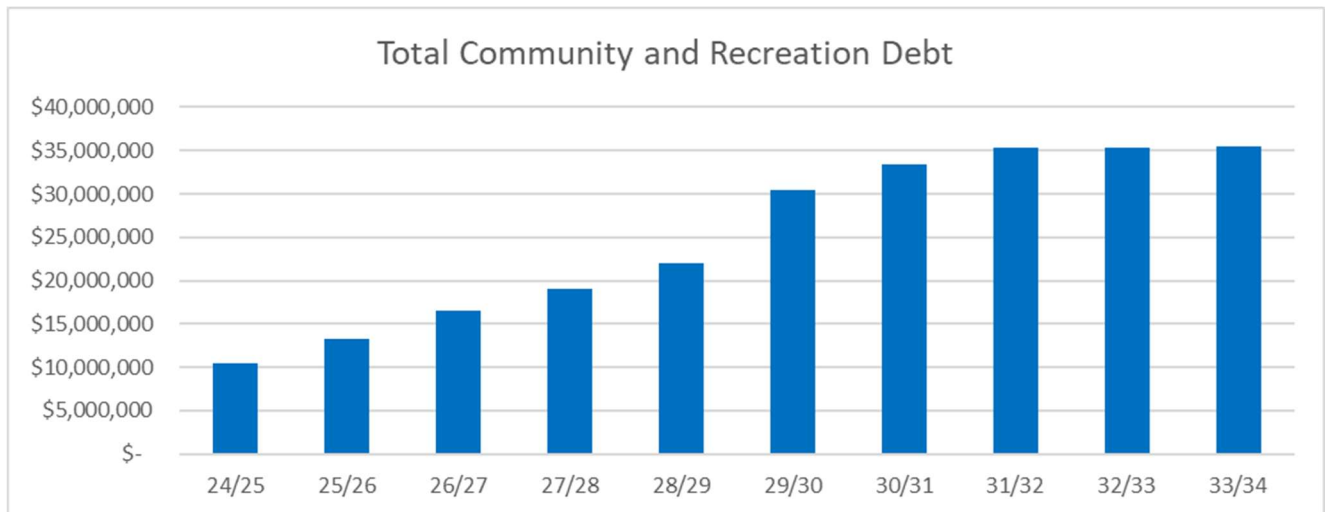The following graph shows the total debt for Community and Recreation.

Figure 7-3 Community and Recreation Debt

Figure 7-8 Community and Recreation Loan Repayments
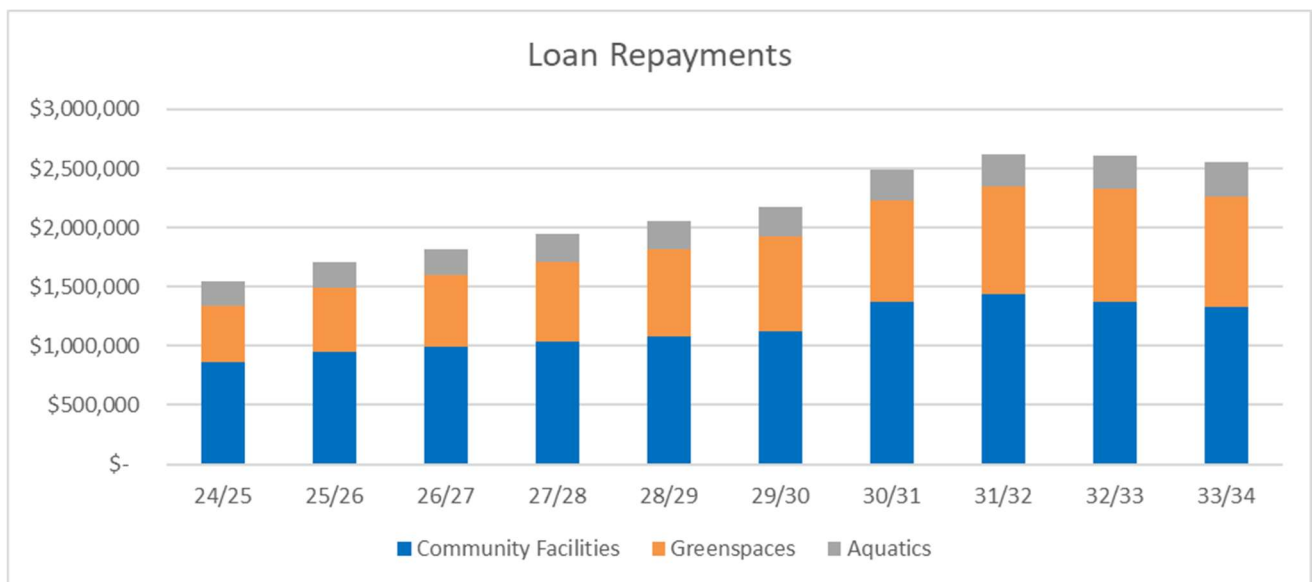
Figure 7-4 Interest Cost shows the estimated interest costs incurred over the period of the Long Term Plan for Community and Recreation activities.

Figure 7-4 Interest Cost
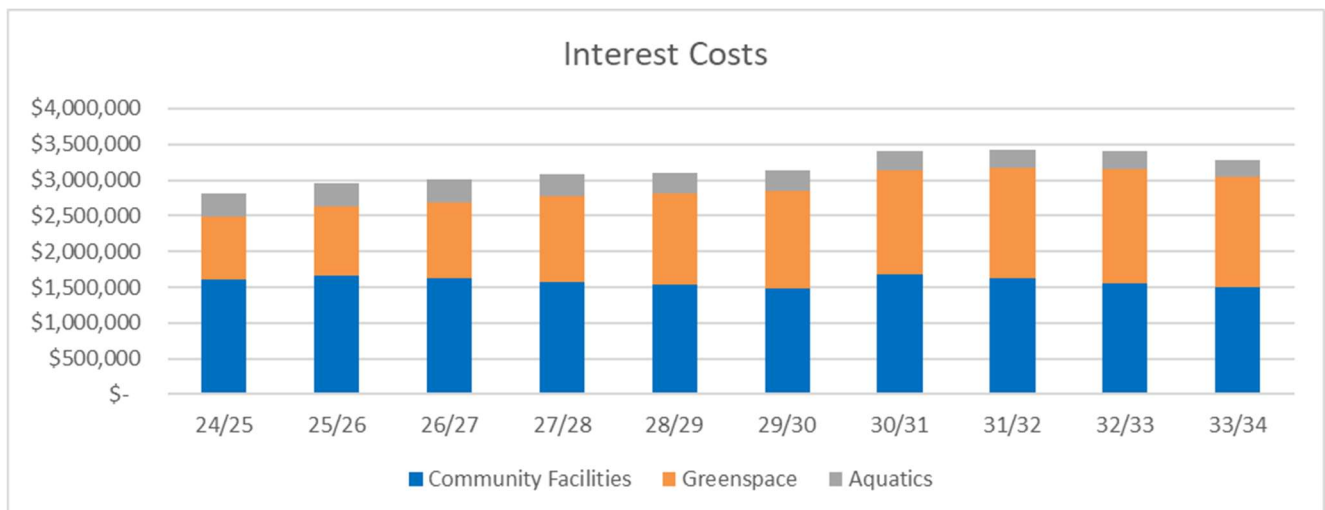
7.12   Projected rates

As discussed earlier in Section 7, Council has identified the way that Greenspace and Aquatic operations are funded. The impact of this funding method is that any changes in the projected projects or levels of service will impact on the rates required to fund these activities, as such Community and Recreation consider the impact of this when considering changes to budgets and additional projects. The projects and levels of service identified within this document mean that overall, the rates required to fund the recreation activities covered within the plan are required to increase by an average of 5.2% per year over the period of the Long Term Plan.

7.13   Valuation and depreciation

Greenspace

Community and Recreation completed a revaluation of all Greenspace assets. The information provided in this plan provides some summary information from the revaluation report. This valuation was independently reviewed by Opus Consultants. The scope of the asset valuation included:

Access and parking,	Reticulation
Amenity lighting	Signage
Footpaths	Sports
Furniture	Structures
Gates	Utilities
Horticultural (including trees)	Walls and fences
Irrigation systems	Water features
Monuments	Playgrounds

7.13.1 Methodology

The valuation uses the asset data that is stored in TechnologyOne. The data was verified through discussions with staff and a review to confirm that new assets had been loaded into the database. The valuation then considers the cost to replace assets based on current day unit rates and uses statistics New Zealand indices to confirm a rate of escalation.

7.13.2 Forecasts

7.13.2.1 Replacement

As part of the management of Greenspace assets, assets will require replacement as they suffer wear and tear and reach the end of their useful lives. To assist with this Community and Recreation have created forecasts for the replacement of all assets currently maintained based on asset useful lives – this covers assets within reserves as well as aquatic and community facilities. The replacement schedule for the 100 year period is shown above. The averaged replacement cost is the running average over two years.

In creating this schedule, it allows Greenspace to forecast the necessary replacements over the coming years and identify several years in advance when assets are to be replaced.

7.13.2.2 New Assets

In considering the provision of assets throughout the district Council is required to forecast what assets are required to meet factors such as population growth and demographic changes. Council generally takes a proactive approach in provision of new assets and undertake forecasting to identify locations or assets where new assets or changes to existing assets are required.

This can be seen in the Public Toilet, Community Facilities, Aquatic Facilities, Play Spaces and Sports Facilities strategies where the forecast of the needs or demand of the public through levels of service have been made and subseqently identifying what new assets such as new playgrounds and toilets in new subdivisions are required to meet levels of service. The key projects identified from this are the new community facilities in Pegasus and Ravenswood, new Aquatic Facility in Ravenswood and redevelopment of Dudley and Kaiapoi Aquatic Centres.

7.13.3 Summary of valuation

The 2022 valuation is included below. This valuation was completed in 2022 by Greenspace staff and was peer reviewed by OPUS.

Figure 7-5 Greenspace Valuation Summary

Asset Group	Replacement Cost	Depreciated Replacement Cost	Annual Depreciation
Access & Parking	$14,223,919	$8,319,906	$5,904,014
Amenity Lighting	$4,428,155	$2,064,433	$2,363,722
Building	$16,564	$16,546	$18
Footpaths	$13,366,708	$8,834,606	$4,532,102
Furniture	$2,915,380	$1,610,512	$1,304,868
Gates	$397,915	$247,804	$150,111

Asset Group	Replacement Cost	Depreciated Replacement Cost	Annual Depreciation
Horticultural (incl Trees)	$36,691,585	$36,691,585	$0
Irrigation	$1,528,525	$936,839	$591,686
Monuments	$2,213,500	$1,689,056	$524,444
Playground	$8,809,490	$4,420,195	$4,389,295
Signage	$847,025	$352,065	$494,960
Sports Areas & Courts & Features	$8,088,330	$5,373,221	$2,715,109
Structural	$10,172,005	$7,936,430	$2,235,575
Utilities	$6,196,055	$4,911,407	$1,284,649
Walls & Fences	$13,654,067	$7,494,044	$6,160,023
Water Features	$114,015	$77,580	$36,435
Chamber	$4,500	$4,058	$442
Bore	$10,000	$9,301	$699
Control System	$33,000	$31,589	$1,411
Instrument	$16,000	$15,734	$266
Grand Total	**$123,726,738**	**$91,036,909**	**$32,689,829**

The depreciated replacement cost of the assets has increased by 27% from the 2019 valuation. The main components of change are:

- There has been a large change in asset quantities, principally from new developments and capital renewals. This has increased the valuation by close to 28%.

- Depreciation has decreased the valuation by circa 10%.

- 2019 to 2022 price movements are in the order of 17% overall.

Community Facilities and Aquatic Facilities

A separate valuation on all Council owned buildings was completed during 2022 which included all Community Facilities and Aquatic Centres. This valuation was undertaken by QV, registered valuers. The June 2022 valuation of Aquatic and Community facilities assets was:

Asset Group	Replacement Cost			Depreciated Replacement Cost			Annual Depreciation
	Land	Buildings	Total	Land	Buildings	Total	Total
Aquatic	$1,243,000	$10,099,985	$11,342,985	$1,243,000	$6,032,600	$7,275,600	$210,529
Community Facilities	$190,431,400	$223,807,521	$414,238,921	$190,431,400	$134,435,650	$324,867,050	$5,553,710
Grand Total	**$191,674,400**	**$233,907,506**	**$425,581,906**	**$191,674,400**	**$140,468,250**	**$332,142,650**	**$5,764,239**

7.13.4 Confidence in valuation

Opus' independent review found that the valuation undertaken by Council was based on accurate and substantially complete asset registers and on appropriate replacement costs and realistic lives. Opus rated the valuation based on the International Infrastructure Management Manual (2011) to be a class B rating: Reliable ±15%. The description of a B rating is: "Large portion of data based on sound records but has minor shortcomings (e.g., old data, some missing documentation, reliance placed on unconfirmed reports and extrapolations).

7.13.5 Asset depreciation

As per Council policy Greenspace and Aquatic assets (property, plant and equipment excluding land) are depreciated using straight-line basis to their estimated residual value over the specified useful life of that asset. As such Council recovers the necessary funds required to fund the depreciation over the life of the assets through rating for depreciation.

Further to this, Council has modified the Depreciation funding policy from 1 July 2015 to take both inflationary and investment factors into consideration when setting the amount required to be recovered in respect of depreciation. Any funding provision is held in an interest earning special fund account and made available for asset renewals. This revised approach taken by Council ensures that sufficient funds are available to fund the renewal of assets as they fall due.

Below is the estimated level of depreciation over the period of the Long Term Plan along with the expected renewals expenditure. The level of renewal expenditure is significantly below depreciation for the LTP period. If that level of underfunding continues, the average age of the asset base will increase, and the building condition will deteriorate.

Figure 7-6 Depreciation and Renewals Provision
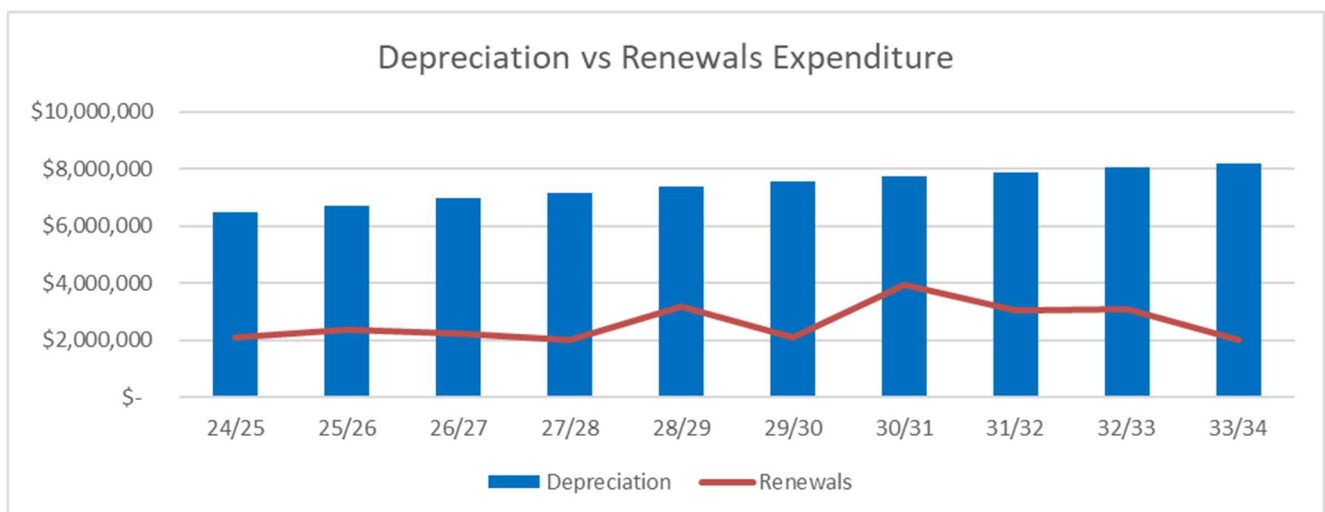
7.14 Overall forecasting assumptions, sensitivity analysis and data confidence

7.14.1.1 Forecasting Assumptions

The most significant assumption adopted by Council for the purposes of forecasting is the projected population growth throughout the district over the next 30 years. As outlined in Section 4.2 Population Trends, the Council has developed and adopted a population forecast based on

historical data. In comparing this forecast against Statistics New Zealand growth projections, it can be seen that this projection falls in between the high and medium population forecasts for the district.

In considering this population forecast the impact on all aspects of Greenspace and Aquatic activity has been considered in the planning and forecast of capital and operational activities.

Berl has forecasted a local government cost index (LGCI) for New Zealand, and this is used along with forecasted salary and capex rates to inflate the figures published in this AMP.

The rate of salary increases, LGCI increases, and capital cost increases used by Council are outlined in the table below:

Table 7-9: Average rates used in planning

Item	Average Increase per Annum
Salaries	1.70%
LGCI	1.8%
CAPEX	1.9%

7.14.1.2   Sensitivity Analysis

As part of the overall Council forecasting consideration is given to the possibility that the assumptions made when planning do not eventuate. As such Council will consider scenarios where assumptions such as population growth not continuing at the same level as expected for the period identified and how this will affect the forward planning of Greenspace and Aquatic activities, both at an operational and capital level as well as the flow on effect of necessary funding.

7.14.1.3   Data Confidence

The revaluation of Greenspace assets completed in 20022 by the Asset Information Management Team for Greenspace was independently reviewed by Opus. Opus rated the valuation based on the International Infrastructure Management Manual (2011) to be a class B rating: Reliable ±15%. The description of a B rating is: "Large portion of data based on sound records but has minor shortcomings (e.g., old data, some missing documentation, reliance placed on unconfirmed reports and extrapolations). Since this has been completed Greenspace have continued with the asset validation programme outlined earlier in this document to improve the accuracy of the information held on Greenspace assets.

7.15   Section Improvement plan

The continued improvements made to the amount of information that Greenspace has on record for its assets, including Community Facilities, will allow more accurate forecasting and replacement schedules to be developed. The use of more accurate information will ensure that Greenspace is delivering the most cost effective and appropriate replacement and new assets for ratepayers. This requires the following to be undertaken:

Develop more accurate replacement and renewal modelling for these assets.

8 Risk management and assumptions

8.1 Introduction to the section

Risk Management is an enabling function that adds value to the activities of the Waimakariri District Council (WDC) by increasing the probability of success in achieving our strategic objectives. Optimised decision making for Council includes risk management, where risk analysis is the combination of the sources of risk, probability of an event occurring, and the consequence of the event.

Risk analysis involves consideration of the, their consequences, and the likelihood that those consequences may occur. The objective of a Risk Management Strategy and the consequential risk analysis is to separate the low impact risks from the major risks and to provide information and data to assist in the evaluation, mitigation, and response to those risks.

This section provides and analysis of the risk identified associated with the provision of services covered by the plan and how those risks are to be managed or mitigated.

8.2 Approach

In preparation for the 2024-34 Long Term Plan and Infrastructure Strategy Council has updated both the Risk Management Policy that aligns with the Australian/New Zealand Standard AS/NZ ISO 31000: 2018, and the Risk Management Framework which provides guidance and tools for undertaking the risk management process. These documents ensure a consistent approach to analysing and managing risks across the organisation. Key definitions and criteria of risk management likelihood and consequence used in the Corporate Risk Assessment are included in the Council's Risk Framework Document TRIM 220428064825 .

For activities covered by this Plan, overall risks associated with asset failure are considered to be low with the exceptions of the Rangiora Airfield, Community Buildings and Facilities, playgrounds, public toilets and cemeteries which have the potential to have a greater impact on public health and safety if they fail or are not available. There are three levels of risk assessment that are considered for each activity within Council:

- Level 1 - Organisational Risk Assessment

- Level 2 - Activity Management Risk Assessment

- Level 3 - Critical Asset Risk Assessment.

8.2.1 Level 1 - Organisational Risk Assessment

Organisational Risk Assessment focuses on identification and management of significant operational risks that will have an impact beyond the activity itself and will affect the organisation as a whole. This approach allows the Integrated Risk Management framework to address risks at the organisational level, as well as at both the senior management and operational levels within the Council activities. The decision to implement the treatment measures identified will be at an organisational level, not activity level. For the activities covered by this Plan the level of risk is lower than for some other activities of council, however, failure or the unavailability of an aquatic facility or community building can impact on the council's reputation, similarly a failure of a playground element whilst in use could lead to injury.

8.2.2   Level 2 - Activity Management Risk Assessment

Activity Management Risk Assessment uses the same principal and consequence tables, but the focus is at a more detailed level. During this process, specific risk events will be identified which would affect the operational ability or management of the activities covered by this Plan as a whole. If an individual system within the activity was identified as being at a greater risk or would need to be managed in a different way to the rest of the systems, then it would be highlighted for separate consideration.

A risk summary table is generated which identifies risk management strategies to minimise risks associated with the provision of the Community Facilities and Greenspace services. The risk management plan will be designed to ensure that:

- All significant operational and organisational risks are understood and identified.

- The highest risks that should be addressed within a 10-year planning horizon are identified.

- Risk reduction treatments which best meet business needs are identified and applied.

8.2.3   Level 3 - Critical Asset Risk Assessment

Critical assets are considered to be those assets in which failure, or their unavailability would result in a major disruption to the levels of service. The criticality of an asset reflects the consequence of the asset failing (not the probability). High criticality assets are best defined as assets which have a high consequence of failure (not necessarily a high probability of failure). Critical assets covered by this plan are varied and include:

- Structures, plant and equipment operating at the Aquatic centres, where a failure could result in facility closure or water quality issues.

- Playground elements where a failure could cause injury or harm.

- Some structures on parks where a failure could cause injury or harm.

- The runway at Rangiora Airfield, which if out of action closes the airfield.

8.3   Strategy

Risk management strategies and studies are carried out in accordance with AS/NZS ISO 31000:2018. Risk Management Principles and Guidelines which covers the following items in the management of risk:

- Establishment of the context of the risk

- Identification of risks

- Evaluation of risks

- Management of risks

- Continual monitoring and review

The assessment of risks and financial forecasts is incorporated into the decision-making processes relating to the activities covered by this Plan. Prioritisation of expenditure includes balancing

expenditure on new and existing assets according to the level of risk of asset failure following the development of the Risk Management Plan. Expenditure may be in the form of operations, maintenance, renewals or new capital.

Risk Management Policy and Risk Management Framework can be found in TRIM 220428064824 and 220428064825. The most recent corporate risk assessment is available here: TRIM 230321039241

8.4   Risk Assessment Process

Greenspace use the risk management process consistent with the wider Council. The following process is executed in conjunction with the above policy and framework to inform decision making.

8.5   Activity Risk and Mitigation

8.5.1   Risk identification

Risk identification can be undertaken using a Risk Framework approach as described in section 8.5 below. The framework approach enables a top down approach to be undertaken, firstly the activity as a whole and then breaking it down into its component parts.

8.5.2 Risk analysis and evaluation

Risk analysis and evaluation assessments can be carried out based on a simple qualitative assessment that involves rating the probability of failure in terms of the likelihood of occurrence and categorising the consequences in terms of their severity.

Table 8.1: Likelihood Scale

Category	Description	Probability
Almost Certain	Event is expected to occur in the next 6-12 months. Very low level of confidence/ information in our ability to reduce the risk.	80% or higher chance of the risk occurring
Likely	Event will probably occur in the next 6-12 months	60-80% chance
Possible	Event could possibly occur in the next 1-3 years. A moderate level of confidence/information.	30-60% chance
Unlikely	Event is unlikely to occur in the next 3-5 years. A high level of confidence/information.	5-30% chance
Rare	Event is only expected to occur in exceptional circumstances.	5% chance

Table 8.2: Risk Estimate

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	High	High	Extreme	Extreme	Extreme
Likely	Moderate	High	High	Extreme	Extreme
Possible	Low	Moderate	High	Extreme	Extreme
Unlikely	Low	Low	Moderate	High	Extreme
Rare	Low	Low	Moderate	High	High

Table 8.2 Consequence Scale

Category	Health and Safety	Financial	Legal/Compliance	Service Delivery/ Infrastructure	Environmental	Reputation	Staff Performance /Engagement
Severe	• One or more fatalities or permanent disability • Significant impact on social, economic, environmental and cultural wellbeing	• Loss to Council >$20M • Fraud > $1M	• Extreme non-compliance with legal / regulatory requirements • Crown managerial intervention or loss of license to operate service(s)	• Extended adverse impact to operations/service delivery • Multiple suburb or critical facility impact to core service delivery >36 hours	• Permanent widespread environmental/ significant ecosystem damage	• Sustained national and/or international media coverage • Sustained/long-term impact on stakeholder confidence	• Significant and extended staff disengagement impacting staff on productivity and morale • Extended impact on CDEM response capability
Major	• Serious illness or permanent injury • Major impact on social, economic, environmental and cultural wellbeing	• Operational funding loss/cost overrun >$1M • Capital works/projects over/underspend 50-75% • Staff fraud >$1K	• Major non-compliance with legal / regulatory requirements • Crown advisory intervention, Judicial Review, or other intervention by a regulator • Civil action or prosecution with potential damages/fine of >$100K	• Multiple suburb or critical facility impact to core service delivery > 12 hour	• Significant ecosystem impact • Serious environmental damage, costly restoration	• National media coverage • Significant impact on stakeholder confidence with some long-term effect	• Significant staff disengagement • Loss of multiple key persons or critical SME staff members • Major impact on staff productivity and morale
Moderate	• Injury or illness requiring hospital admission for <48 hours • Moderate impact on social, economic, environmental and cultural wellbeing	• Operational funding loss/cost overrun $200-$1M • Capital works/projects over/underspend 25-50% • Staff fraud <$1K	• Moderate non-compliance with legal / regulatory requirements • Civil action or prosecution with potential damages/fine of <$100K	• Isolated, or single suburb impact to core service delivery < 12 hours	• Moderate effects on biological or physical environment	• District and/or some regional media coverage • Moderate impact on stakeholder confidence	• Significant staff disengagement • Loss of multiple key persons or critical SME staff members • Major impact on staff productivity and morale
Minor	• Medical treatment not requiring hospital admission • Minor impact on social, economic, environmental and cultural wellbeing	• Operational funding loss/cost overrun $20-$200K • Capital works/projects over/underspend 10-25% • Isolated fraud <$100	• Minor non-compliance with legal / regulatory requirements	• Brief (<4hr) impact/outage to core service delivery	• Minor and/or short-term environmental impact	• Minor short term media coverage • Minor short-term impact on stakeholder confidence	• Loss of key person, or a number of team members in short succession • Minor impact on staff productivity and morale
Routine	• Injury/illness requiring first-aid treatment • Negligible impact on social, economic, environmental and cultural wellbeing	• Operational funding loss/cost overrun <$20K • Capital works/projects over/underspend <10%	• Insignificant non-compliance with legal / regulatory requirements	• No measurable disruption to delivery • Negligible performance impact	• Negligible environmental impact	• Negligible impact on stakeholder confidence	• Insignificant staffing issues dealt with through normal HR processes • Negligible impact on staff productivity and morale

8.5.3   Risk treatment

Having identified and established a risk then the treatment of that risk is through identifying the appropriate mitigation measures that can either prevent or minimise the risk both in terms of its impact or consequence and its likelihood.

Each risk can be documented in the table below and can first be scored as an overall risk, then as a residual risk using the risk methodology above. The residual risks are usually highlighted and refer to the risk calculated having taken into account the preventative and/or mitigating measures already in place.

Table 8.4- Risk Assessment Template

Potential Cause	Overall Risk	Preventative/Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made

A risk assessment for the Greenspace Activity was completed in November 2017. The risks, which are the most critical for the Greenspace activity, are described below. The Airfield and compliance-based activities maintain Health and Safety, industry standards and risk mitigation. Financial risk is also considered in best practice of renewal management.

Over the longer period changes in climatic conditions could have a major impact on Greenspace assets. If as predicted weather patterns are likely to become warmer and drier, many existing species of trees and plants may deteriorate quicker than anticipated leading to an accelerated renewals program. This will also mean that many of the existing species will no longer be practical option to replant and the current look and feel of many open spaces and parks is likely to change over time. In managing this risk consideration of appropriate species needs to be considered as part of both new projects and existing renewals which will have a financial implication.

Climate change and associated seal level rise is also likely to change the coastal landscape of the District, this could lead to the loss of coastal margins enjoyed by both the local community and visitors.

The council has experienced a recent period of significant growth particularly in the towns of Rangiora, Woodend and Kaiapoi. This increase in population has changed what were small rural townships into a more urban environment and this can place different expectations on the provision of open spaces.

The expected increasing age profile of the District will also bring about changing needs of the local communities, this in particular may impact on future sports fields and sports facilities, whereby the current level of provision will in due course need to be reviewed.

- Future seismic events are also likely to have a serious impact on the District with many assets vulnerable to damage, experience of the earthquake events in 2010 and 2011 should be used to forecast the likely impact.

- Local community expectations also change over time for instance the council has sufficient capacity with regard to sports parks and facilities however there is increasing expectations that these facilities should provide better or improved levels of service, this can be difficult to manage as many of the assets have relatively long life-cycles. It will be important that community expectations can be anticipated.

These risks continue to be reviewed and updated by staff as part of the risk assessment process put in place across Council. These risks are now being captured in the Promapp system to ensure that these risks are appropriately recorded and monitored. A planned review of the existing risks and update to the register is currently underway Council wide, it is planned to be completed during the next financial year (2024/25). This review will further develop the how these risks are managed, treated, priorities, timelines and the costs necessary to address these risks.

The below table highlights the key risks noted above and the steps taken by Community and Recreation to address these.

Activity						
Potential Cause	Overall Risk	Preventative/ Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made
Risks to reserve or facility users	High	All reserves will be maintained in a safe and healthy condition and all identified risks and hazards mitigated as far as is practical	Extreme	Contractor and staff monitoring, reports from various sources	Ensure all issues and incidents reported and acted on if necessary	Ensure contractors maintain high levels or safety maintenance and are proactive in providing safe reserves
Pandemic: Closure of some or all of Community and Greenspace facilities	Extreme	Follow all procedures recommended by heath authorities. Produce signage as required to close reserves or facilities. Ensure closed facilities are locked. Provide appropriate PPE to staff who may be at risk of exposure. Ensure facilities are decontaminated if required. Ensure contractor is able to dispose of contaminated material and staff are trained to deal with it.	Extreme	Public announcements by authorities. Observations and reports from various sources	Ensure procedures are in place and contractor briefed and ready to act if required	Ongoing monitoring and checking or preparedness of staff and contractor

Activity						
Potential Cause	Overall Risk	Preventative/ Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made
Climate risk - sportsfields: rising sea levels or water table and more frequent high level rain events may result in inundation of fields or inability to provide adequate drainage. Fields may become unplayable	High	New sportsfields to be built at a level to ensure sufficient drainage can be installed to maintain a safe and suitable playing surface. Additional drainage methods to be explored for existing fields as appropriate	High	Reported field flooding	Identify at risk reserves	Assess playing fields for risk and viability of installation or maintenance of infrastructure
Climate risk - community buildings" Increased adverse weather events may damage buildings and make them unsafe or unavailable for use	High	Ensure building remain weather tight and are checked after high level adverse weather events. Buildings to be checked by suitably experienced people if required. New buildings to be constructed to the appropriate standard.	High	Check buildings when appropriate	Identify at risk buildings	Ongoing
Climate risk - vegetation: Higher temperatures, decreased rain or increased wind events may put some plant species in decline	High	Ensure strategy is in place to provide sufficient water for existing plantings. Provide irrigation or watering if required. Plant drought and wind resistant species if appropriate	High	Plant dieback to be monitored and good reporting by maintenance contractors. Professional advice to be obtained where necessary.	Discussions to be held with contractors	Ensure appropriate strategies in place to deal with climate change
Climate risk - vegetation: Lower temperatures and increased rain may put some plant species in decline	High	Cold and water tolerant plants to be planted where appropriate. Climate trends to be monitored. Expert advice on plant species to be used as appropriate	High	Plant dieback to be monitored and good reporting by maintenance contractors. Professional advice to be obtained where necessary.	Discussions to be held with contractors	Ensure appropriate strategies in place to deal with climate change

Activity						
Potential Cause	Overall Risk	Preventative/ Mitigating Measures	Residual Risk	Indicators & Checks	Immediate Corrective Actions	Future Preventative Measures/Improvements to be made
Climate risk - infrastructure: rising sea levels may cause inundation of reserves and damage to infrastructure. May result in infrastructure not being available for future use.	High	Infrastructure to be installed at a level which accounts for future sea level rises. At risk reserves to be identified and this information included in future reserve planning	High	Monitor sea level rises	Identify reserves and infrastructure that may be at risk	Possible relocation of recreation reserves. All future designs to accommodate predicted sea level rises.
Climate risk - recreation: Inundation of reserves may restrict type and amount of play equipment or recreation opportunities that are available for use. Reserves may need to be abandoned	High	At risk reserves to be identified. Possible alternate reserves that will maintain levels of service to be identified. At risk reserves to be assessed prior to infrastructure installation or replacement for suitability.	High	Monitor sea level rises	Identify at risk reserves	Assess reserves for risk and viability of installation or maintenance of infrastructure
Population Growth	Moderate	Monitor projected population levels including demographics and geographical spread to ensure forward planning matched any changes in forecasts	Moderate	Base decisions on the latest accurate information available from several sources	Ensure current information is available and up to date	Monitor trends and inform relevant operational staff
Growth Distribution	Moderate	Unexpected rapid growth in a particular demographic or geographic area which results in a change to greenspace provision of recreational facilities	Moderate	Based decisions on the latest accurate information available from several sources	Ensure current information is available and up to date	Monitor trends and inform relevant operational staff

8.6 Disaster resilience assessment

8.6.1 Business Continuity

Business continuity is a progression of disaster recovery, aimed at allowing an organisation to continue functioning after (and ideally, during) a disaster, rather than simply being able to recover after a disaster. The business continuity of the Council was tested during the 2010-2011 Earthquake events. Overall, there was little impact on the continuity of the provision of the Community and Recreation activity other than in Kaiapoi where there were facilities that posed a risk to health and safety, and this was mitigated by prompt removal of these facilities. The Community Facilities, the Rangiora Airfield and the Aquatic centres were more impacted by the earthquake events. Since the earthquake events the Council in August 2017 has developed a Community and Recreation Business Continuity plan that covers all activities covered by this Plan.

8.6.2 Emergency Management

The Waimakariri District is subject to a wide range of natural hazards of varying degrees. Traditionally these hazards vary from floods, snowstorms and rural fire with the most significant now being earthquakes which has highlighted the importance of adequate emergency planning.

The Civil Defence Emergency Management (CDEM) Act 2002 requires Local Authorities to coordinate plans, programmes and activities related to CDEM across the areas of risk reduction, readiness, response and recovery. It also encourages cooperation and joint action within regional groups. Management systems for civil defence emergencies are detailed in the Council's CDEM Plan.

The Council has a Recovery Plan for the District and is also part of the wider Canterbury Civil Defence Emergency Management Group. This is a partnership of ten Canterbury local authorities which aims to provide effective and comprehensive management of major hazards and their consequences anywhere in Canterbury.

The District Recovery Plan considers recovery priorities, management, co-ordination and transition from response to recovery.

8.6.3 Insurance

The Council has insurance cover for the Community and Recreation assets which is reviewed and updated regularly following revaluation to ensure the insurance cover is appropriate for purpose. Insurance schedule is updated annually to ensure that significant new assets are captured and insured. Senior staff continue to observe the sector and re-assess risks and benefits to the Council over future years.

8.7 Section improvement plan

Complete capture of risks for Greenspace into the Promapp Risk System

9 Sustainability and Climate Change

9.1 Introduction to the section

Sustainability can mean many things to many people, but for Council it is important that the four well-beings, social, cultural, economic and environmental are properly considered and integrated as part of its sustainability approach.

Climate change refers to long-term shifts in temperatures and weather patterns. Projections of climate change depend on future greenhouse gas emissions, which are uncertain. There are four main global emissions scenarios ranging from low to high greenhouse gas concentrations.

9.2 Sustainable practice

For a local authority organisation to be recognised and acknowledged as acting sustainably it is necessary for sustainable practices to be embedded within the actions and the services provided by the Council and is actively supported by the local community.

Sustainability can impact on everything the Council does:

- That sustainability is considered when Council are making decisions

- That sustainability is considered when services are delivered to the community

- That sustainability is considered when new projects are being proposed

- That the council as an organization operates sustainably

- That the council encourages and supports its community to be sustainable

9.2.1 Current practice

The activities covered by this Plan can have a significant impact on the well-being of the community and it is important that these services are delivered in ways that promote and support sustainability and improve the quality of life for its community. This is done by considering the needs of current and future communities through overseeing and maintaining physical assets in a manner that is ecologically and socially responsible in future proofing assets.

Sustainability within Greenspace activities:

- Greenspace – linked closely to the environment it is important that these spaces are well managed and that maintenance practices are sustainable; however, the spaces also provide a vital role in people's wellbeing as places to relax and enjoy or to exercise and meet.

- Community Facilities – provide formal and informal places for the community to meet, that helps foster a feeling of belonging.

- Trees – provide a vital role in the sustainability of the planet, they also create and contribute to the landscape, make places and the environment enjoyable.

Greenspace also utilise volunteer groups as a way to combat costs. Groups such as the Silverstream Reserve Advisory Group and volunteers who enhance the recreational and nature conservation values of the Silverstream Reserve and surrounding ecosystems. This reduces the cost spend on Ranger hours while keeping to agreed level of services.

When considering sustainability, this Plan has recognised that the activities it provides to the community which it supports should be efficient, cyclic, solar, safe and social. Table 9.2 summaries the Greenspace sustainability framework.

Table 9.1 Sustainability Framework

Criteria	Meaning	Examples	Impact for Greenspace	Current Greenspace Actions
Efficient	Do more or the same with less.	Products and services use less resources to achieve the desired outcomes, that services are energy, water, and material efficient, choose locally	Irrigation control, efficient maintenance techniques for grass and shrubs, prudent asset management, by locally sourced play equipment and plants	Use of timers on sprinklers to ensure efficient watering Quality plan submitted as part of the Parks and Reserves Maintenance Contract for grass and shrub maintenance.
Cyclic	That the environment is protected, and waste is minimized.	That materials and substances are reduced, reused, and recycled, organic material is returned to the earth and planting matches climatic conditions	Re-use mulch, green material to be recycled into compost, only plant local plants that are tolerant to changing conditions (dryer)	Use of mulch created from tree material removed as part of the Tree Maintenance Contract and reused to supress weed growth in shrub beds. As part of new or replacement plantings using plants that suit not just the current conditions but also into the future and are locally sourced where possible. Moving towards provision of recycling bins in some high traffic areas alongside rubbish bins.
Solar	Minimize impact on the climate.	That renewable energy sources are used first and foremost, reducing emissions, and supporting a carbon neutral community	Ensure contractors are using energy efficient vehicles.	Currently under review. Considerations are being made within multi-use sports facilities and aquatic facilities.
Safe	That people and the environment considered.	That discharges or releases to the environment are safe, and indigenous biodiversity is encouraged and protected	Continue to develop and protect natural reserves. Limit the use of chemicals where possible	Use of specified chemicals as part of the maintenance contracts that have been identified as having the least impact on the environment
Social	Decisions taken now support future generations.	That the community has all its needs both now and, in the future, they feel secure, are free to make choices, have a sense of belonging and able to enjoy life	Continuously update strategies and management plans and consult with users of greenspace assets to ensure that assets are evolving with the changing communities.	Continuing the process of updating strategies and management plans for Greenspace to include sustainable practices that are socially responsible.

9.2.2   Sustainable Improvements

As outlined above, the activities that covered by this plan have a sigificant impact on the well being of the community. As such the following items have been identified as possible improvements to the current approach taken by Greenspace:

- Ensure that as part of any new contracts tendered by Greenspace using the Price Quality Method include sustainability as one of the criteria that a prospective contractor is assessed on.

- Continued consideration during replacement and design of new assets as to the type of plants and other horticultural assets to be planted throughout the district, including focus on plants that can survive lack of water and changes in temperature.

- Continue the use of mulch created from trees removed / trimmed as part of the Tree Maintenance contract. To attempt to minimise the amount of additonal mulch that is required to be purchased.

- Creation of a register for all sprays and herbicides used within reserves. To explore options to reduce usage or alternative methods of control.

9.3   Climate Change

The Ministry for the Environment (MFE) has stated Climate change is the biggest challenge of our time as projects of climate change depend on future greenhouse gas emissions, which are uncertain. It is already affecting our climate, agriculture, native ecosystems, taonga species, infrastructure, health, mahinga kai and biosecurity. If left unchecked it will have broad social and economic impacts.

9.3.1   Climate Change Strategies

Climate change affects everyone, but the most vulnerable people and communities have the most exposure. The scale and impact of both adaptation and mitigation on people and business has little precedent. Local authorities have a significant role to play in both climate change mitigation and adaptation as regulators of the Resource Management Act 1991.

Waimakariri District Council acknowledges concerted action is required by all levels of government, and by all people, to act responsibly and address climate change for current and future generations. The Council sets to work with the community in creating a resilient and low emissions future through being more sustainable, supporting vulnerable people, improving the quality of the environment, mitigating our impact on the world's climate, and adapting to the effects of climate change that are already underway.

In making decisions that impact on climate change matters, some principles Council will apply are:

- **Inter-generational equity** – that is, the present generation should ensure that the health, diversity, and productivity of the environment is maintained or enhanced for the benefit of future generations;

- **Kaitiakitanga/Stewardship** – Council shares in a collective duty to safeguard the natural environment. Climate change policy frameworks and decisions need to be flexible and enabling to allow for local decisions and empower organisations and individuals to reduce and mitigate emissions;

- **Informed decision-making** – Council will use the best available information to understand the potential impacts of climate change and the available options for responding to those impacts, including their costs and benefits. Council will make this information available to engage in meaningful conversations with its communities

Greenspace activites will be seeking to implement two key st4egies:

- Vulnerability Assessment Strategies

  - Greenspace assets risk assessment project to assess the vulnerability and risk (potential likelihood and consequences) to assets, this is currently in the early stages of development.

- Adaptation Strategies

  - Developing adaptation plans, including options, timeframes, funding sources and responsibilities.

9.3.2   Community Engagement

Climate change is a significant issue facing Council. The Waimakariri community were consulted during the Customer satisfaction survey 2022 as to what they thought the importance of responding to climate change was. The survey resulted in the following:

- 579 people thought it was important for Council to be involved with responding to climate change.

- 145 thought it was not important.

Figure 9.1 Customer Survey Results 2022
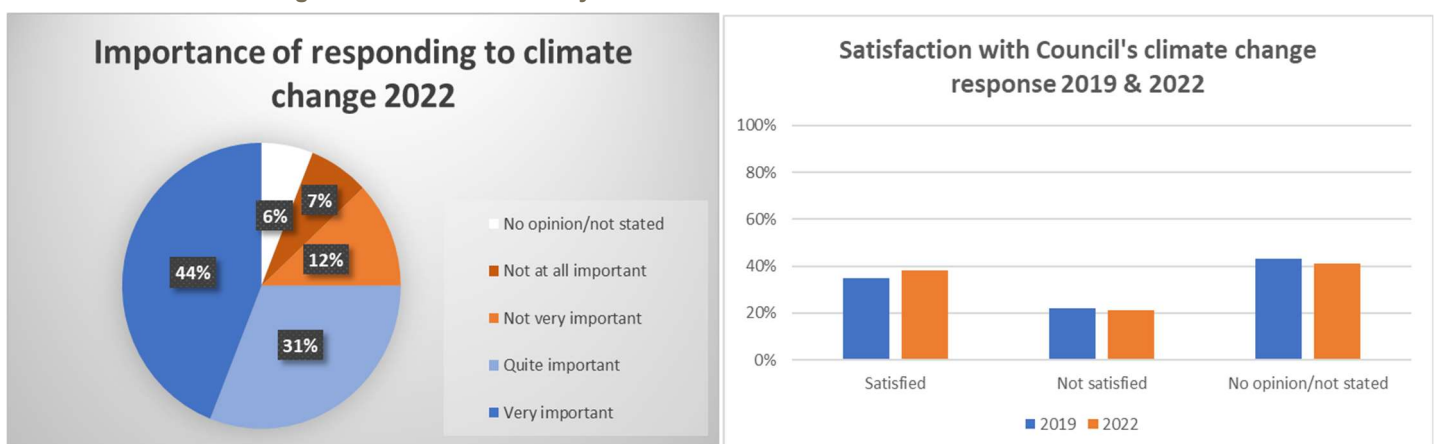
The Council's response to climate change was also measured within the Customer satisfaction survey 2022 with 38% saying they were very satisfied - satisfied. This is slightly above the result in 2019.

9.3.3 Current Impacts Greenspace assets

We are already experiencing the impacts of climate change in our District. Changes in our 'normal' climate and increased frequency and intensity of extreme weather events are impacting on our communities, our assets, and levels of service. Council contracted NIWA to prepare a climate change scenario technical report to be used as a base for Council's future planning & community consultation. The NIWA assessment is based on two possible scenarios:

- **Moderate** intensity (RCP 4.5) which could be a realistic outcome if moderate global mitigation action is taken.

- **High** intensity (RCP 8.5) GHG concentrations increasing at the current or an elevated rate.

Council has taken a precautionary approach and adopted a high intensity scenario for its planning purposes. The impacts on Greenspace assets will vary as will responses. More frequent strong wind, increased heat and flooding may need investment in improved asset resilience. Climate change will have a large impact on building energy use for heating and cooling because of these changes in outdoor conditions. It is anticipated heating energy demand will decrease and cooling energy demand will increase. Figure 9.2 represent the Council's climate change scenarios while table 9.2 summaries considerations, District impacts and Greenspace climate change impacts.

Figure 9.2 NIWA WDC Climate Change Scenarios

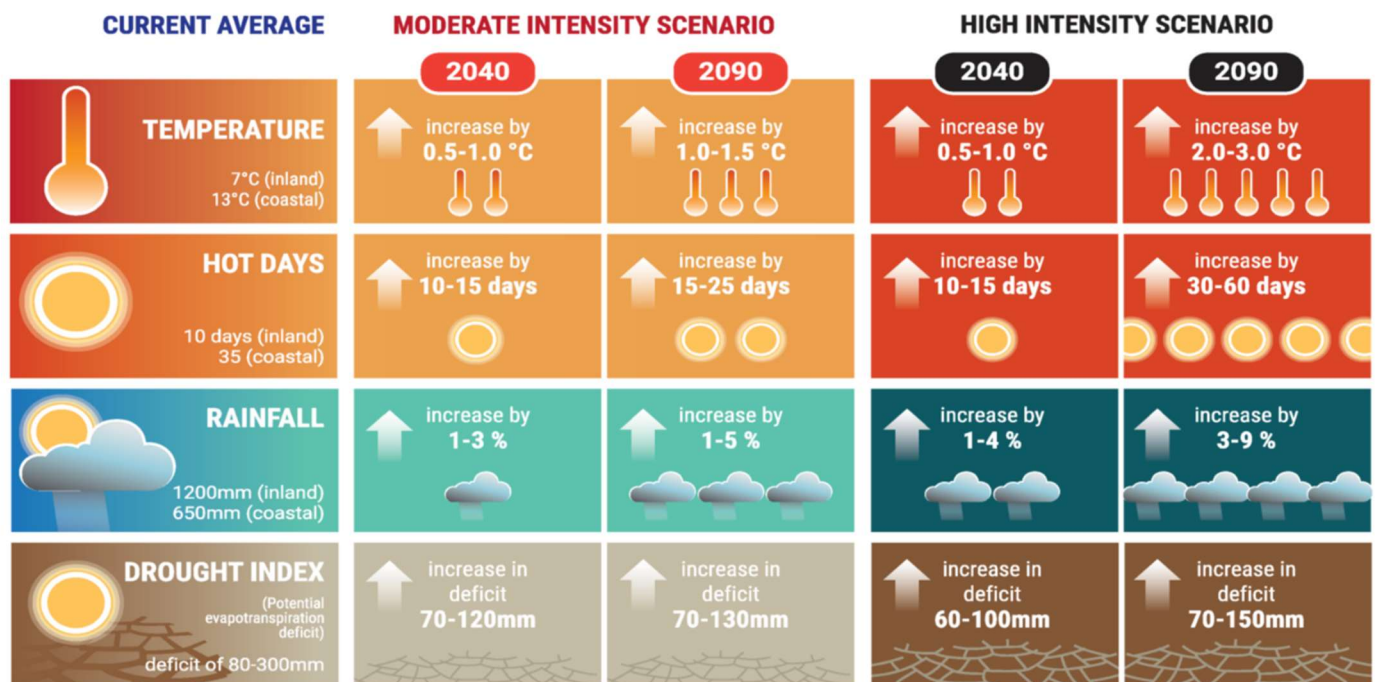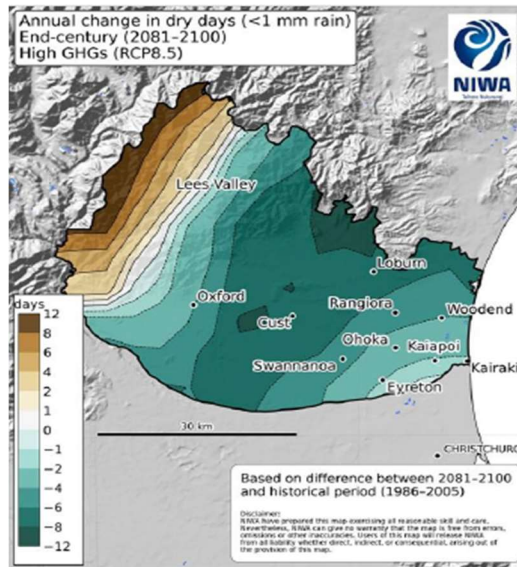**Table 9-1 Waimakariri District Climate Change Impact.**

| Consideration	Projected Effects	Greenspace Impacts
Temperature	Mid-century mean minimum air temperature is projected to increase by 0.5 °C for both GHG concentration scenarios. ▪ End-century mean minimum air temperature is projected to increase by 0.8 °C (RCP4.5) to 1.6 °C (RCP8.5). ▪ Changes in mean minimum air temperature are consistent for all seasons and GHG concentration scenarios across the district.	An increased likelihood of moving to water restrictions will have an impact on the ability to irrigate fields and vegetation. An increase in river temperature and a reduction of flow will have a negative impact on the stream health and biodiversity. Higher temperatures will further increase demand for shade in parks, playgrounds, and central city areas. As well as increased demand for aquatic facilities over a longer season. Increasing tree canopy coverage in urban areas to provide shade.
Rainfall and Snowfall	Increased rainfall is projected across the lower altitude plains and coastal areas, and no change (or slight decreases) in annual rainfall are projected in the western high-altitude zones. Seasonal trends in projected rainfall change are broadly consistent with the annual change, except spring which has inconsistencies in spatial pattern and the ± change signal. The largest increases in mean annual rainfall of +12% or more are projected under the end-century, high GHG scenario along the southern edge of the district (west of Swannanoa) and along the north-east edge of the district (near Loburn). Snow days will likely decrease substantially (upwards of 20 fewer days per year) across the higher elevation regions of the district.	Parks, playgrounds, roads, and carparks affected by flooding may not be accessible. Possible potential retreat of asset provision to more suitable locations. Snowfall will have a lesser impact than other considerations. Frost days are projected to reduce across the district but the largest reductions in total days are projected to occur in the upper high-altitude regions and Lees Valley.
Wind	Mid-century wind speed is projected to increase by approximately 1.8% (RCP4.5) to 2.2% (RCP8.5). ▪ End-century wind speed is projected to increase by approximately 2.8% (RCP4.5) to 6.5% (RCP8.5). Winter wind speed in the high elevation regions could increase by 16.4% by the end of the century under a high GHG concertation scenario.	Wind velocity impacts on trees within parks and reserves in the district which can result in closure of spaces until sites are made safe again. Any resulting limb damage and windblown trees will need to be removed and could result in some loss of mature specimen trees. Increased costs in after event clean ups. Planting indigenous species as a green firebreak to support wildfires.
Storms	It is likely that extreme events in the district will intensify by at least 7% per 1 °C of warming, but it also quite possible that damaging short duration storm events will intensify by more than 7% per 1 °C in future	Access to landscape and conservation reserves will need to be monitored to ensure public safety during storm events for any users within these reserves with significant numbers of large trees. Community facilities will need to be monitored if there are user bookings within events in case of power outage and safety issues caused by building damage. Replacing hard surfaces with permeable surfaces, for example, concrete with crusher dust pathways.
Sea Level Rise	There are several settlements situated in the Waimakariri District that are located within 5 km of the coastline, and sea-level rise could directly impact those living in the coastal zone. This sea level rise will likely increase coastal erosion and flooding, which will damage homes and infrastructure such as pipes and roads.	Parks in low lying areas will not be accessible. Coastal erosion has the potential to damage assets located in vulnerable coastal areas as well as reducing the area of esplanade parks, such as Pines Beach and Woodend Beach playgrounds. Vegetation in low lying areas which is not resistant to salt water will die.

End of Century (2081-2100) Waimakariri areas of impact based on high GHGs (RCP8.5) are represented by the visual images below. Each image shows there is significant increases in the upper levels of registers.

Projected changes in dry days for Waimakariri District.
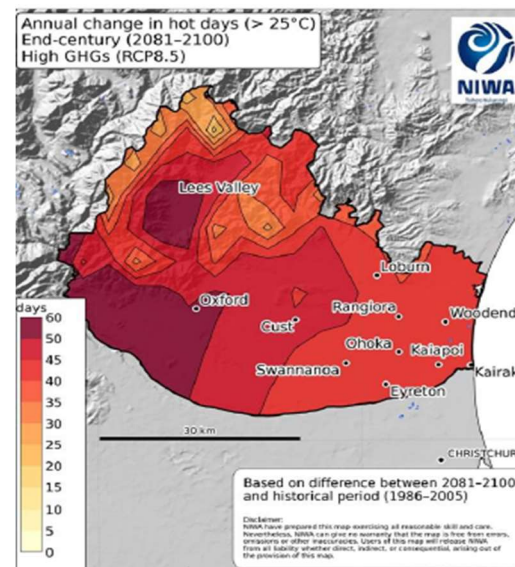
Projected changes in hot days (> 25 °C) per year for Waimakariri District.
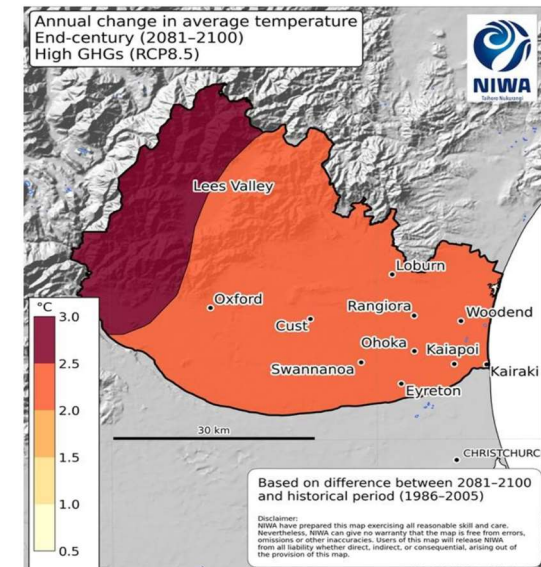
Projected changes in average daily mean air temperature (°C) for Waimakariri District.

Climate change will also have a cultural impact. Changes to the natural environment affect Māori cultural, ōanga (economic) and taha wairua (spiritual) wellbeing. Culture and customs relating to mahinga kai (food gathering) and urupā (burial grounds) could be impacted. The loss of vulnerable ecosystems and species will also impact the relationships Māori have with these living taonga (treasure).

9.4   Mitigation and Adaptation

The Community and Recreation unit are actively looking for ways to mitigate emissions and adapt to climate change to activities within this Plan. Definitions are as follows:

Adaptation

- Reducing exposure and vulnerability of our natural, built, economic, social and cultural systems

- Maintaining or improving the capacity of our people/environment/systems to adapt

Mitigation

- A human intervention to reduce the sources or enhance the sinks of greenhouse gases

The council is currently creating a climate change work programme from 2023-2026 around risk assessment, emissions mitigation, sustainability, and collaboration opportunities. Leadership needs to lead by example and advocate and encourage sustainability and ensure climate change is prioritised in all Council decision making processes.

Greenspace is implementing a natural based solution to address the mitigation of climate change through the planting of streets and urban pocket forests. Trees can store large amounts of carbon and therefore help to mitigate the effects of climate change. Protecting and restoring wetlands as blue carbon sinks will also support the mitigation of climate change.

Table 9.3 summarises what activities within this Plan are taking to mitigate and adapt to the impacts of climate change.

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Table 9.3 Waimakariri District Climate Change Impact.

Name of Unit (lead)	Other Units involved	Project	Description	Theme/s	Budget	Mitigation	Adaptation	Responsibility
Aquatics		Lighting upgrade	Replace lights with LED units	Sustainable practice	Within normal maintenance budgets		✓	Aquatic Facilities Manager
Aquatics		Energy audits	Ensure effective operation to reduce energy use	Sustainable practice	Within normal maintenance budgets		✓	Aquatic Facilities Manager
Aquatics		Water conservation	Monitor, manage and minimise water usage	Sustainable practice	Within normal maintenance budgets		✓	Aquatic Facilities Manager
Greenspace	SBC, DPU	Climate change biodiversity research	Natural Environment Strategy implementation project	Biodiversity	$50K BO Funding		✓	GS Biodiversity team
Greenspace		Replacing turf trials	Trialing the replacement of grass with low growing native species which will increase the infiltration capacity of soil (reducing water pooling and runoff) and carbon storage.	Biodiversity Carbon sequestration	Within normal maintenance budgets	✓	✓	GS Biodiversity team
Greenspace		Reserve creation and restoration planting	Assessing the districts property to create more greenspace and assist in carbon storage and water management through planting schemes. Protecting and restoring wetlands as blue sinks.	Biodiversity Carbon sequestration	No Budget LTP bid	✓	✓	GS Biodiversity team
Greenspace		Plant selector tool and verification	Assessing the success or failure of plantings across the district to determine correct species for the district, now and in the future	Biodiversity Carbon sequestration	Within normal maintenance budgets		✓	GS Biodiversity team
Greenspace, Regeneration	Property Community	Kaiapoi Community Hub	Working with community groups to create a hub in Kaiapoi – including satisfy food rescue. Building resilience, community, and food security	Food security Resilience Education Community	Existing project budget	✓	✓	GS design & planning team, Regeneration Team
Greenspace	Property	Mahinga Kai/Lineside Road Projects	Large areas of native revegetation planting with a focus on cultural practices.	Biodiversity Education Sustainable practice	Existing and required additional funding	✓	✓	GS design & planning team

Name of Unit (lead)	Other Units involved	Project	Description	Theme/s	Budget	Mitigation	Adaptation	Responsibility
Greenspace	Libraries	Story walks	Using stories to highlight biodiversity/ecological features within reserve spaces	Educational	No Budget LTP bid		✓	GS design & planning team
Greenspace		Townsend Fields Reserve Development	Play space and reserve development. Utilizing natural play to educate and inspire younger generations	Education Sustainable practice	Existing Budgets	✓		GS design & planning team
Greenspace		Play space development	Designing our play spaces utilizing sustainable practice- reducing waste, local providers & durable materials	Sustainable practice	Existing Budgets (this can be a deterrent if not sufficient)	✓		GS design & planning team
Greenspace		Pines Beach Play space/Woodend Beach	Evaluating site and potential relocation of the play space into a better location which doesn't flood in winter due to high water tables	Natural hazards risk reduction/ mitigation	Utilising existing budgets	✓	✓	GS design & planning team
Greenspace		Native planting areas within reserve developments	Focus on native biodiversity when planting gardens within reserves during developments/working with developers to do likewise	Biodiversity Education Sustainable practice	Existing and required additional funding	✓	✓	GS design & planning team, Biodiversity team
Greenspace	Regeneration	Upgrades to Kaiapoi Marine Precinct	Raising of pontoons piles	Infrastructure management/ forward planning	$85k (subject to 2024/34 LTP)		✓	Greenspace Manager

9.5   Climate Change Improvements

- Include measurable targets for reducing emissions from Council operations in the Climate Change Response Strategy

- Focus on the significant impact's climate change will have on the District's natural assets and ecosystems

- The following knowledge gaps have been identified

- A comprehensive vulnerability assessment of climate change impacts on assets

- Council wide adaptation strategy identifying long term responses for each coastal area

- Comprehensive measuring of Council's emissions.

10 Asset management systems and practices

10.1 Introduction to the section

Quality data and processes are at the core of good planning. It is critical that the Council is managing its assets appropriately so that they can support the delivery of services at the required level that the community expects. With the range of assets that the council owns and manages it is important that it has appropriate systems and processes in place to support effective decision making that will seek to maintain the condition of the asset base, to provide information on performance and utilisation and support forward planning decisions. This section outlines the Council's asset management methodology, processes, and provide an overview of the data management tools and strategies that support this activity. The section also describes the systems and processes used to ensure that the asset information is managed to industry recognised standards, particular ensuring that the practices are sustainable both now and for the future.

10.2 Practice Levels

The Council's Asset Management Policy defines the principles, requirements, and responsibilities for undertaking asset management across the Waimakariri District Council. The asset management framework includes an asset management policy, asset management strategy and activity management plans. These documents drive the implementation of asset management in line with the Council's strategic objectives as outlined in the Long-Term Plan, 30 Year Infrastructure Strategy and Financial Strategy.

The appropriate level of practice is determined by an assessment tool using the 2015 International Infrastructure Management manual (IIMM) Asset Management Maturity Table. The IIMM sets out the requirements for each level against each area of the activity management system as shown in the table below. Community and Recreations maturity index assessment is discussed in Section 11.

Table 10.1: Community and Recreation Strategies list

Aware	Minimum	Core	Intermediate	Advanced
0-20	21-40	41-60	61-80	81-100

10.3 Asset Management Systems and Data

The Council has a variety of systems and tools that support effective asset data recording, operation, and maintenance, and enable that data to be analysed to support optimised life-cycle management. There is continued persistence to incorporate all asset data into the council enterprise system.

Community and Recreation asset data is held within the Council's enterprise system and is maintained on behalf by the Asset Information Management (AIM) Team. Currently, asset data for services, plant, fitout, furniture and fittings of community facilities and aquatics sits outside of the system. This data will be migrated into the new cloud system.

10.3.1 Asset register (financial/technical)

Council's enterprise system, Technology One is in the process of being replaced, Council is moving to an entirely cloud based platform. The new system will take effect from 2025.

In January 2011, a full asset validation and condition assessment project commenced to verify all Greenspace assets owned or maintained by the Council. Each site was spatially captured using a GPS and a photo was taken of each asset.

This data has been imported into the corporate geospatial system which is an ESRI ArcGIS Enterprise system which operates on site and through the iCloud. The assets attached to the GIS are linked to the asset through the Technology One data base.

In 2022, Opus International Consultants (Opus) were commissioned to undertake an independent review of Greenspace's Infrastructure Assets Valuation. The valuation schedules have been prepared by the Council using the data from the Technology One asset management system. The peer review was undertaken using an interactive approach throughout the valuation process, by reviewing the key inputs and outputs supplied by the Council.

The valuation has been prepared for financial reporting purposes. The effective date of the valuation is 30 June 2022.

The objective of the independent review was to verify that the methodology and supporting data used to prepare the valuations is in accordance with accounting standard PBE IPSAS 17, Property, Plant and Equipment, relevant Valuation and Property Standards and with NZ local authority asset valuation practices (NZ Infrastructure Valuation and Depreciation Guidelines). The review provided a statement on accuracy, correctness, and compliance with the Office of the Auditor Generals guidelines for infrastructure accounting. No inspections have been carried out to independently verify asset inventories or assumptions regarding condition and remaining lives.

The review of the Greenspace Infrastructure covers the following classes of assets:

Table 10.2: Class of Greenspace Assets

Classes of Greenspace Assets			
Access and Parking	Amenity Lighting	Footpaths	Furniture
Gates	Irrigation	Playground	Signage
Horticultural (including Trees)	Monuments	Reticulation	Sports
Structural	Utilities	Walls and Fences	Water Features

(Land and buildings were excluded from the valuation)

10.3.2 Asset Data Accuracy and Completeness

The expenditure and valuation projections in this Plan are based on best available data through the Council enterprise system. Effective asset and financial management require current and accurate data. The overall asset data confidence as assessed by Opus is outlined in section 5.6 of this Plan. This section describes the data entry accuracy and completeness of data collection. The criteria for these areas are identified below in table 10.3 Asset Data Accuracy and Completeness Guide.

Table 10.3: Asset Data Accuracy and Completeness Guide

Data Accuracy Grade

Grade	Description	% Accurate
1	Accurate	+/-2
2	Minor Inaccuracies	+/-10
3	50% Estimated	+/-25
4	Significant Data Estimated	+/-40
5	All data estimated	+/-50

Data Completeness Grade

Grade	Description	% Complete
1	Complete	100
2	Minor Gaps	90-99
3	Major Gaps	60-90
4	Significant Gaps	20-60
5	Limited Data Available	0-20

The following table summarises an internal self-assessment of asset information available for Greenspace assets. The table looks at the various data types, data source and how they are managed within the Council.

Table 10.4: Asset Data Types and Information Assessment.

| Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Processes and documentation	Promapp	Promapp is process management software that provides single source of process information.	2	2
Asset condition	Technology 1	All assets' conditions are recorded in Tech1	2	2
Asset Value	Technology 1	Valuation of assets is based on data in Tech1.	2	2
Asset Age	Technology 1	Asset age is recorded in Tech 1 with Acquisition, commission, useful life and expiry dates recorded	2	2
Asset Criticality	Technology 1	Criticality is recorded on assets within Tech1. Greenspace assets require assessment as data is limited in this space.	4	4
Asset location	Geographic Information System (GIS) Technology 1	Location data is recorded in GIS and Confirm.	2	2
Contractor performance	TRIM Technology 1	Audit reports get uploaded into TRIM a document management system. They are also sent to the AIM team to upload audit sites per month into Tech1.	1	2
Resource consents and consent compliance	Excel	Recorded on a spreadsheet maintained by Utilities and Roading for each department.	1	1
Tenders	Vendor panel GETS	This system is used to advertise tenders and to conduct the complete tendering process electronically.	N/A	n/a

10.3.3   Asset Disposal

Asset disposal is recorded within the Council's enterprise system with data and GIS mapping as shown in table 10.5 and figure 10.0. A report on the disposal is also saved within TRIM, the below information can be found on link 231012163033.

Table 10.5: Greenspace Disposals

AIM-1277 - Green Space 0-Condition Rated Asset Disposals until 30 September 2023										
Working Sheet										
Asset Number	Search Description	Classification	Measure Was	Measure Now	UOM	Change	T1 Done	GIS Done	Disposals	Ed's Asset Notes	Asset Note
GS005995	VICKERY STREET: GARDEN - SHRUB	Green Spaces\Horticultural\Gardens\Shrub	5.00	NA	M2	REMOVE	YES	YES	YES	COLLECTOR NOTE: Disposed of. Hardstanding only 04/09/2023	Asset removed and disposed of as per on AIM-1277.
GS005996	VICKERY STREET: GARDEN - SHRUB	Green Spaces\Horticultural\Gardens\Shrub	2.00	NA	M2	REMOVE	YES	YES	YES	COLLECTOR NOTE: Disposed of. Hardstanding only 04/09/2023	Asset removed and disposed of as per on AIM-1277.
GS008144	Wanaka Reserve - Sign	Green Spaces\Signage\Activity - Secondary	1.00	NA	COUNT	REMOVE	YES	YES	YES	COLLECTOR NOTE: Disposed of 22/09/2023	Asset removed and disposed of as per on AIM-1277.
GS011512	Norman Kirk Park - Gate	Green Spaces\Gates\Vehicular	1.00	NA	COUNT	REMOVE	YES	YES	YES	COLLECTOR NOTE: Not installed. Dispose of 21/07/2023	Asset removed and disposed of as per on AIM-1277.
GS014004	Millton Memorial Dog Park - Rubbish Bin	Green Spaces\Furniture\Rubbish Bins\Doggie Doo	1.00	NA	COUNT	REMOVE	YES	YES	YES	COLLECTOR NOTE: Not installed at time of inspection. 15/09/2023	Asset removed and disposed of as per on AIM-1277.

Figure 10.0 GIS Mapping of Asset Disposals Before and After
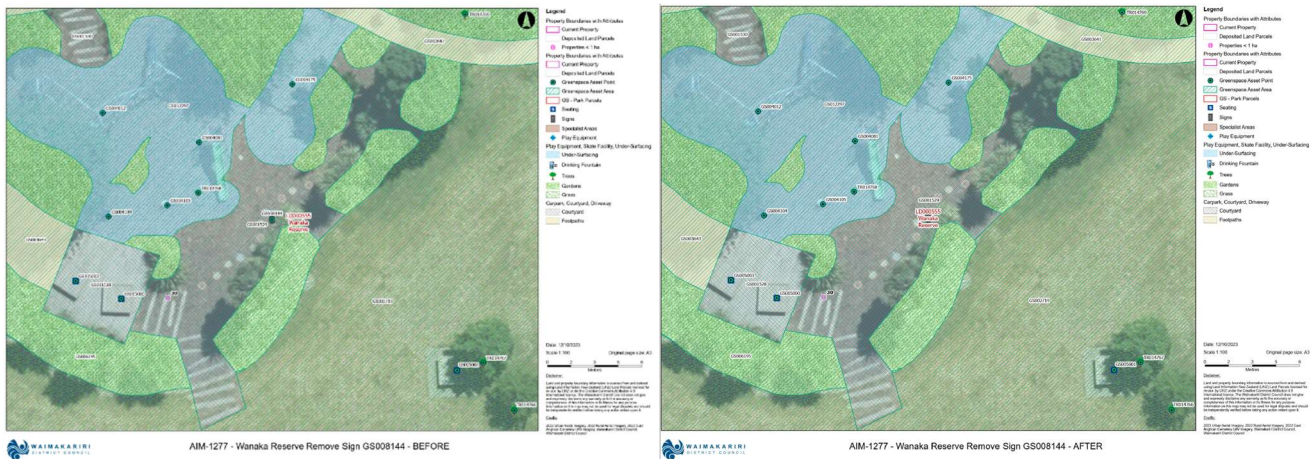
The AIM team collates as-built data for new assets from as-built engineering plans and incorporates this data into the GIS system and asset database. This data then feeds through into the Council's asset valuation process and is used for reporting purposes to inform decision making.

10.3.4   Spatial (GIS) System

As described in the section above the spatial (GIS) system now utilised by the Council is the ESRI's ArcGIS Enterprise system. The WAIMAP is a web based internal mapping system which is a collection of web applications that are built using ESRI's web app builder technology. These apps provide integration between the GIS, the Technology One system GIS and Trim. Greenspace use this technology to view attributes of the assets, photos and maintenance history.

10.3.5   Mobile functionality

Improvements since the last review of the Plan include the ongoing use of the mobility project for the Council, which allows the capability to validate assets in-field using a mobile hand device in the form of a Tablet.

The Collector app has been downloaded onto the tablet and this allows the operator to view all captured council assets. This is linked with the AIM and GIS team's work; council officers are now able to attend a site and have a visual reference of what assets should be at that location on the tablet.

For the parks and reserves assets covered by this Plan the operator can physically check that the respective asset is present. These range from soft landscaping features such as grass and garden beds to hard landscaping and fixed assets such as benches, paths, and ornamental lights etc. The presence of the asset is confirmed, its construction material is noted and a condition score ranging from Very Good (1) to Very Poor (5) is given. Table 10.6 summaries functionality of the mobile option.

Table 10.6: Software Asset Capture Capabilities

Options	User Functions
For assets that are no longer present (could be from damage or disposal)	Field operator has the ability to note the asset as being non-existent. Prompts AIM team to remove asset from the register. Notes added to aid the AIM team around asset removal.
New assets	Discovered assets can be captured on site with photos directly uploaded into the system. Links back into the asset management software. Notes to be added for AIM team asset updates, who links asset to financial functions of the system.
On site inspections	Assets due for condition assessment present on a GIS map as a yellow box, once assessed assents turn into a purple triangle. Valid for 6 months, monthly audits completed.

All this information is viewed by the Greenspace/AIM/GIS team through the link with Technology One. Monthly meetings take place between the Greenspace and AIM Team, and this is an opportunity for any new or removed assets to be highlighted and updated accordingly. With an accurate understanding of what records are included in the Greenspace layer of assets and an up to date assessment of the asset condition, the system has the capability to run condition score reports highlighting what is effectively at the end of its useful life expectancy, needs replacing or perhaps repair.

10.3.6 Customer Service Request and Complaint System

The customer service requests and complaints in the RFS (request for service) module is captured within the council enterprise system. This is maintained by the Customer Services Unit and the system is used by all Council Departments for tracking customer requests.

10.3.7 Performance monitoring

The process around performance monitoring of the major Greenspace contracts is outlined in section 6.4.2.1 of section 6.

10.3.8 Reporting

The corporate systems are highly integrated that enables reporting across the council activities. Routine monthly reports required by Managers responsible for delivering level of services are able to be provided with bespoke specialist reports. The reports provide facts, evidence and along with data analysis lead to greater objectivity and confidence in decision making. Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

10.4 Service Delivery

The organisational structure of the Council facilitates efficient asset management planning. The many facets of activity and asset management are handled by several teams across Council. The teams' areas of attention span from a strategic focus at the level of Long-term/ Infrastructure Strategy level plans to details operational focus at the operational level. The development of activity management plans are the responsible of asset managers within each unit.
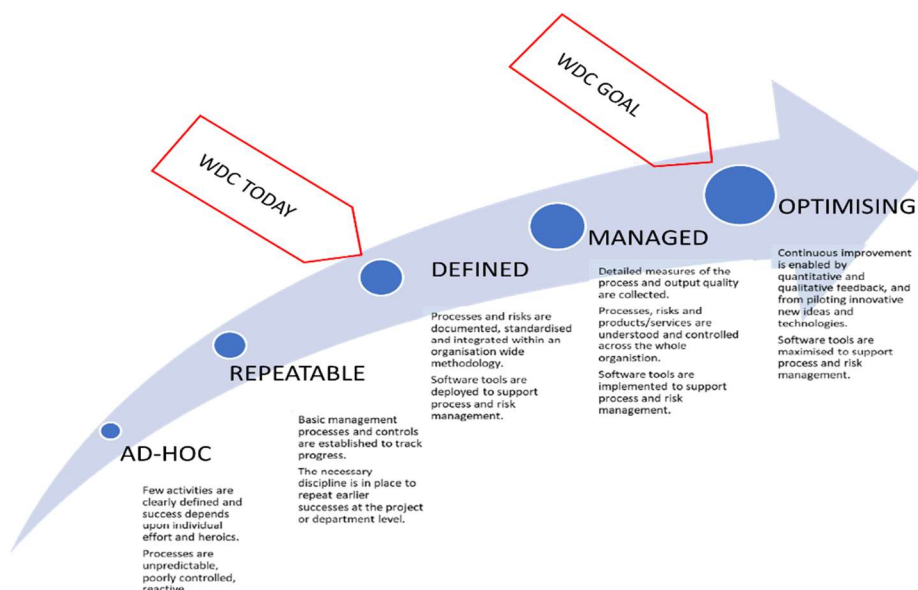
The management structure and the processes used to deliver the activities included in this Plan is outlined in section 1.5 of Section 1.

10.5 Quality Management

Council has an ongoing focus on improvement in order to maintain and enhance levels of performance. The Council's Quality Management Strategy (TRIM 180712077594) focuses on business improvement and transformation to achieve compliance with standards (ISO 9001:2015), best practice processes, and a cross-functional approach to quality management. This provides confidence that data quality requirements are fulfilled.

For WDC, Quality Management and Risk Management is intrinsically interlinked. Audits, evaluations, and checks serve to ensure quality across Council. Figure 10.2 represents the Council's quality management status. Table 10.7 summarises the Council's approach to quality management within different activities.

Figure 10.2 Quality Management Maturity Model

Activity	Description
Asset Creation	Upon receipt, as-built plans are examined for completeness and compliance with the engineering standards and policies. Anomalies that are found during data entry are looked into and fixed. Maintenance contract claims must be supported by as-built data and related paperwork.
Levels of Service	Key performance indicators are reported annually via the Council's Annual Report. Non-financial KPIs are reporting against quarterly within Opal3 reporting software. These are audited by the Office of the Auditor General.
Operation Contracts	Monthly audits of maintenance contracts are conducted to ensure performance standards are maintained
Strategic Planning	The Long-Term Plan, Annual Plan, Infrastructure Strategy and associated planning processes are formalised across the Council. Following completion of the AMPs, a peer review is completed. The outcomes are used to update the AMP improvement plans.
Processes and documentation	The Council uses Promapp software to document and store process descriptions in a central location.
Reports to the Council	All reports presented to the Council by staff are reviewed and approved by line Managers and the Management team prior to submission.

10.6   Procurement

The Council has a Procurement and Contract Management Policy (TRIM 220303030172) in place to ensure that all procurement and tendering undertaken follows a strict process for both capital and operational expenditure. This policy outlines the process and obligations that must be met throughout the procurement process to ensure that the Council's obligations to rate payers are met as defined under the Local Government Act 2002 as being "to meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses."

Depending on the nature and amount of the purchase, the policy has approval requirements that may include the delegated authority, the procurement manager, the procurement PCG, and management.

Recent work reviewing our procurement processes, including the Deloitte Procurement and Contract Management audit in 2017 and the Procurement Maturity Assessment prepared by MB Associates in August 2018, identified improvements that can be made to our procurement practices.

As procurement takes place across the organisation, it is necessary to have systems and processes in place to manage procurement, monitor Council's spend, and ensure that the Procurement and Contract Management Policy is followed. As a result of the review, it was determined a new procurement software system was required. Following the procurement process, Vendor Panel were the successful vendors. The Vendor panel procurement software was implemented in 2023 to manage the tendering and contract process. Contract record information is also held within the system.

As part of the tender processes for the Parks and Reserve Maintenance Contract and the Street, Parks and Cemetery Tree Maintenance Contract staff evaluated attributes in relation to the qualification of potential contract staff to ensure that services will be delivered by well trained professionals. Both of these contracts also require a quality plan is produced and updated to identify all relevant qualifications and experience of staff undertaking work in the district.

10.6.1 Trades Panel

This panel has been established to streamline the procurement process via appoint suppliers allowing greater throughput of work and to ensure delivery of the required outcomes as approved in the Council's long-term plan. The contractors on the trades panel have been assessed on a number of criteria including experience, local contractors and social outcomes. The Trades Panel is categorised into the following areas:

- Building (less than $20,000)
- Building (between $20,000 and $250,000)
- Electrical
- Plumbing
- Fencing
- Asbestos Removal

10.6.2 Prequalification List

The Council has established a prequalification list for the procurement of Civil Works. This list currently covers thirteen categories of Civil Works. The intent is for all suppliers who provide the work covered by the above categories to be prequalified to undertake the work, which will streamline the tendering process. While suppliers will have the opportunity to prequalify as part of an open tender process, it is strongly recommended that they prequalify ahead of time.

10.7 Sustainable Practice

As discussed throughout, activities covered by this Plan have a significant impact on the wellbeing of the community. From a Greenspace asset management perspective sustainability in future assets is critical. Preserving and managing physical assets in a way that is ethical in terms of being responsible both socially and ecologically. Staff have identified there could be data recording improvements within Council garden asset data. As data has not been collected with indigenous biodiversity in mind and reliability will be greatly improved once the vegetation is resurveyed. Resource consents are currently recorded on a spreadsheet this could also be improved by having the information within the Council enterprise system.

10.8 Section Improvement Plan

The following areas have been identified for improvement:

- Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets as part of the new council enterprise system.

- Resource Consent register allowing easy referencing of current Resource Consents held by Greenspace and Aquatics to be entered in the new Council enterprise system.

- Creation of a heritage register to ensure that all heritage assets (including trees and buildings) throughout the district are captured.

- Criticality of Greenspace assets to be assessed particularly for community facilities.

11 Improvement plan and monitoring

11.1 Introduction to the section

The Council's values statement includes a commitment to service through doing better every day, thus continuous improvement is a fundamental component of Council's day to-day business. An improvement programme is required to be included in every Activity Management Plan to ensure the effective management of assets. This will reduce incidents of asset failure and deterioration of the services the assets support.

The aim of the organisation's asset management improvement plan, is to raise the standard of Council Activity Management Plans to an appropriate level, as measured by the NZ Treasury Asset Management Maturity Assessment Tool.

Achieving a consistent standard of asset management planning is essential in delivering continuous improvement of asset management practice across the Council. This is achieved by including planning processes, prioritise cost effective solutions and assign resources to achieve activity management planning objectives.

This section is a key part of the plan as it pulls together all the actions, identified in different parts of the plan, that need to be considered to ensure the plan meets its objectives both now and in the future.

11.2 Overview of Improvement Programme

The improvement process for the management of activities covered by this Plan operates at three different levels. These are as follows:

- At a performance level- where activities within the Plan are monitored against agreed level of services and contractual obligations.

At a business/strategic process level- where strategic document reviews are undertaken to ensure policies are up to date and match legislation. These improvements have a flow on effect in terms of improving the quality of the Activity Management Plan. For example, the completion of supporting strategy documents allows for more accurate predictive modelling in the Managing Growth and Responding to Key Trends.

- At a system level- Improvement plans are monitored and reviewed for the overall management of activities within this plan. This will include improvements needed to the Activity Management Plan to increase the reliability and effectiveness of the Plan.

The improvements to the Activity Management Plan primarily relate to the need to collect additional asset data or data that is more specific or accurate. Examples of this are the need to complete the condition assessment exercise, include asset valuation information and complete the asset descriptions for toilets, facilitates and Aquatics.

Unit Managers are responsible for the development and review of Activity Management Plans. They are required to continually look for better ways of doing things, and ensure they are not just managing an asset solely inside their field of influence, keeping corporate asset management in mind to see where there are opportunities for synergies, cooperation, and integration across Council departments.

The Management Team will ensure staff responsible for managing assets are provided with ongoing training opportunities for improving asset management practice.

11.3 Current Asset Management Maturity

The assessment framework uses a scoring system developed from the framework presented in the International Infrastructure Management Manual 2015. The framework allows Council to determine its current maturity position and enable it to project to what level it wishes to improve its performance.

The appropriate level of Asset Management practice for Greenspace is 'Core'.

The result from the assessment is a measure of the Council's asset management maturity within a scale as shown in table 11.0.

Table 11.0 Scale of Maturity States

| Aware 0-20	The organisation is aware of the need, but has not yet implemented, the process or practice
Minimum 21-40	Basic level processes and practices are in place
Core 41-60	Well defined and clearly linked processes and practices are in place
Intermediate 61-80	Well defined and clearly linked processes and practice are in place and well understood throughout the organisation
Advanced 81-100	Integrated processes and practices use advanced techniques and are being continually improved to deliver optimum performance

The table below is a summary of Greenspaces latest assessment. This was completed internally by Greenspace staff.

Table 11.1 Maturity Assessment

Section	Current Score	Appropriate Target	Improvement actions planned or underway
AM Policy and Strategy	75	75	Corporate AM Policy updated 2022 in place. Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.
Levels of Service and Performance Management	75	85	Improved consultation process and ongoing review of strategies and management plans. The levels of service sections of the AMPs have good linkages to strategic outcomes and customer expectations. LOS and performance measures currently being reviewed.
Forecasting Demand	65	80	Ongoing review of existing strategies to ensure asset relevance is maintained. Strategies have identified feedback from consultation around increased LOS in some areas such as Aquatics. Have identified that can stray from the strategic plan and need to ensure that this is robust and stands up to further scrutiny and

| Section	Current Score	Appropriate Target	Improvement actions planned or underway
			future demand. Network planning exercise is currently being carried out for Community Facilities, Play network, sports network and security cameras.
Asset Register Data	55	80	Facilities asset capture project is underway to capture Community Facilities, Aquatic Facilities and Public Toilets to the appropriate level of componentization. A review of the existing asset data structure (hierarchy) is planned to be completed to more accurately reflect asset information
Asset Performance and Condition	85	85	Facilities asset capture project is underway to capture Community Facilities, Aquatic Facilities and Public Toilets to the appropriate level of componentization. A data collection process is underway to capture remaining facility assets and their attributes. Further discussions around the AMIS project for C&R following on from 3 waters.
Decision Making	70	80	Major projects and programmes are subject to formal decision-making procedures. – project scopes are used to justify the financial and non-financial benefits of projects. Ongoing review of existing strategies. Refinements to asset information to ensure remains relevant.
Managing Risk	70	80	Complete the risk register review and maintain separation between management and governance on managing risk.
Operational Planning	65	75	Ongoing review of business continuity plan. Evidence of resource required to help catchup with growth across the district noting disparity between growth in assets and growth of resources. A focus on operational budget planning which is currently being worked on but need further improvement (forecast spend needs work).
Capital Works Planning	70	85	Implementation of project management/ capital management software to improve planning around this. Significant programme of work is underway to overhaul this for C&R including better planning and management of projects, investigation into appropriate software/resourcing for this.
Financial Planning	70	85	Implementation of project management/ capital management software to improve planning around this.
Asset Management Leadership and Teams	65	75	Ongoing internal development of improved AM practices and education within the wider team on AM.
Asset Management Plans	70	85	Greater planning for the AMP process around timeframes etc. to ensure quality delivery of the AMP. Need for a specific overall Council resource to lead the AMP/LTP process to create accountability and timeframes for delivery and synchronise the different areas of Council. See AMP for further improvements identified.
Management Systems	60	65	Ongoing review of existing processes within Promapp as well as capture of any outstanding ones. Identification of need for a central repository of planning/reporting for capital programme delivery. TechOne currently has limitations around this, and investigations are underway to explore alternative options. If changes are not made to this, we do not anticipate improvement.
Asset Management Information Systems	60	85	Review of existing asset hierarchy for consolidation/updating to ensure accuracy for assets. Further discussions around the AMIS project for C&R following on from 3 waters.
Service Delivery Mechanisms	75	85	Review of services when retendering the major C&R contracts (Parks and Reserves Maintenance and Tree Maintenance Contracts). Identification of need for a Facilities Maintenance contract to capture community and aquatic facilities.
Audit and Improvement	60	80	Greater focus on delivering the identified improvement items within the AMP as part of the 3-year cycle.

Figure 11.0 Maturity Assessment
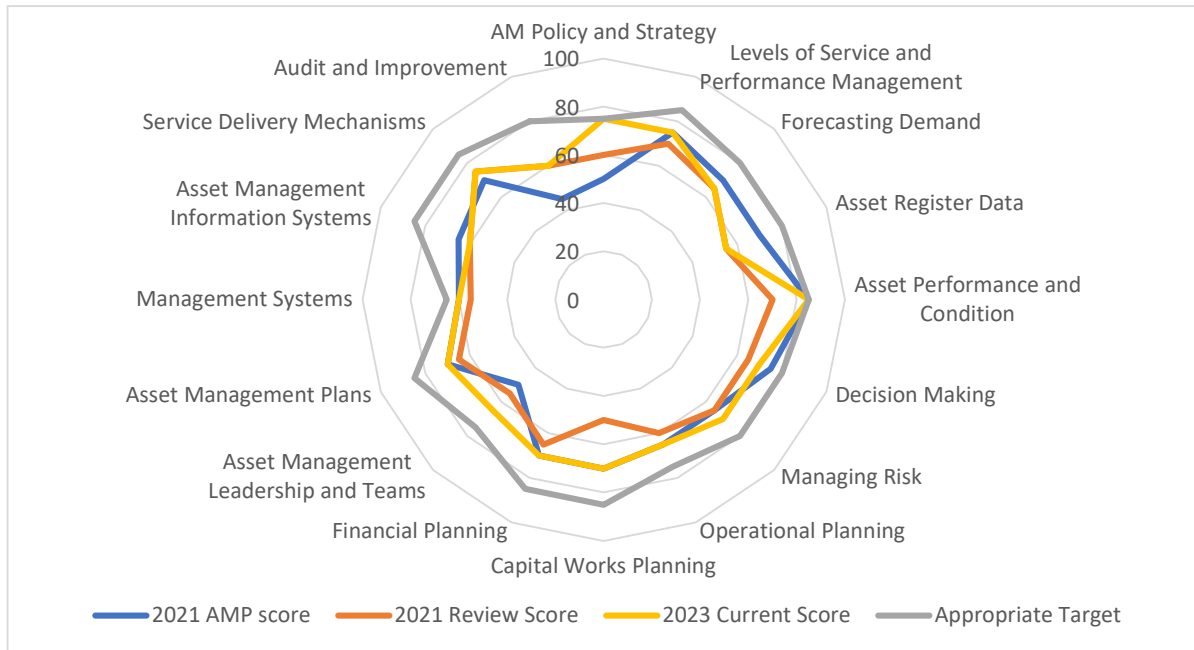
11.4   Asset Management Gap Analysis

An external assessment (peer review) was completed in 2021 on Greenspace's Asset Management Maturity Assessment to compare the activities within this Plan against ISO55001, IIMM to implement improved effectiveness in asset management processes and practices. The baseline maturity assessment process included validating self-assessments by activity using the asset management framework, along with specific analysis and insights from onsite interviews, with a good cross-section of participants.

A gap analysis was completed identifying areas for improvement. The key areas of improvement for Greenspaces were improving quality of asset data available especially for facilities and responding to the changing and growing needs of the district. Table 11.2 identifies the gap analysis between the current score and the target score. The biggest difference can be seen within the areas of asset register data and AM information systems.

Table 11.2 Maturity Assessment Current Against Target
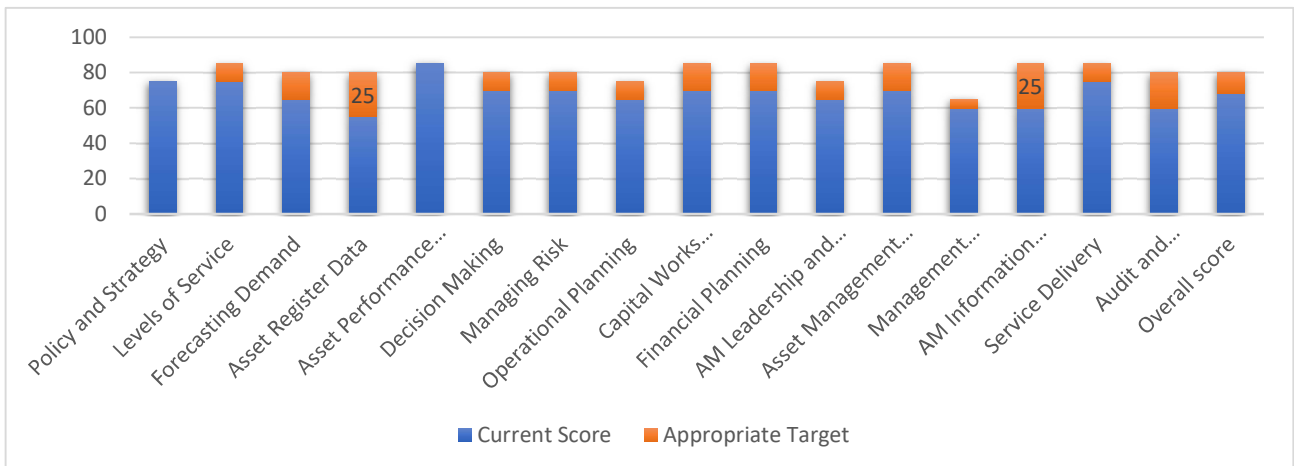
11.5   Review of Progress from previous Plan

Since the last assessment in 2021 there has been good progress across the activities, with notable improvements relating to current demand and levels of service and updating of strategic priorities. The term of the improvement program was three years. Table 11.3 summaries the progress and actions made on areas of improvement identified in the last AMP. There are some items that will need to be carried into the 2024 improvement plan.

Table 11.3 Progress against 2021 Improvement Plan

Area	Identified Projects	Action/Task	Progress and Action
Current Demand and Levels of Service	Reflect on current levels of provision and look to improve and optimise existing assets	Review current usage patterns for facilities and understand where utilisation is below the optimum level	Complete
Current Demand and Levels of Service	Levels of service and Performance Monitoring	Develop improved understanding around community expectations and the levels of service expected	Complete
Current Demand and Levels of Service	Complete the remaining Reserve Management Plans required under the Reserves Act	Development of Reserve Management Plans as required under Reserves Act	Not yet started
Current Demand and Levels of Service	Environmental Strategy	Development of an overarching Environmental Strategy that covers esplanade reserves, urban forests, and biodiversity.	Complete
Future Demand and Growth	Demand Monitoring	There is limited demand monitoring in place to understand utilization of facilities.	Complete
Asset Description	The Public Toilet assets and their asset condition needs to load into the asset management system	Improve asset condition information	Started (ongoing)
Asset Description	The Community Facilities asset condition should be collected and loaded into the asset management system	Finish capture of remaining community facilities and load into TechOne asset database.	In progress
Asset Description	The Aquatic Facilities asset condition needs to be loaded into the asset management system	Load asset information into TechOne asset database.	In progress
Lifecycle Management	Review and update replacement values of assets	Undertake a review of the asset replacement values currently available in the TechOne system and update to the agreed standards.	Complete
Financial Management	Develop more accurate replacement and renewal modelling for these assets	Complete asset capture for community facilities and continue to regularly reassess ongoing renewal programmes for assets.	In progress
Risk Management & Assumptions	Complete activity level risk assessment using the processes outlined above to document and understand the risks associated and the mitigation measures that can be adopted	Continue to review and update risks for the Greenspace and Aquatics activity.	Complete

Area	Identified Projects	Action/Task	Progress and Action
Risk Management & Assumptions	Commence asset criticality assessment to identify key assets so that mitigation plans can be developed	Complete asset criticality assessment.	Started (ongoing)
Asset Management Systems and Practices and Sustainability	Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets	Identification of tracking / linking service requests to specific assets to allow greater reporting options	Complete
Asset Management Systems and Practices and Sustainability	Resource Consent register allowing easy referencing of current Resource Consents held by Greenspace and Aquatics.	Creation of register identifying current Resource Consents.	Complete
Asset Management Systems and Practices and Sustainability	Update Standard Operating Procedures (Business Process Mapping)	Update the Standard Operating Procedures that are currently in use by Greenspace and Aquatics. To capture any new procedures that have been adopted.	Complete

11.6 Improvement Plan

Key improvement programmes and associated projects have been developed through a review of the gaps in developing this AMP and issues have been identified. Some improvements are systems based and can be made as new or improved systems are implemented. The process-based improvements that have been identified can be implemented when the process is next reviewed. Some improvements are simply obtaining better or improving information about assets or requiring people with appropriate skills.

The development of the Future Work and Improvement Plan is based on existing levels of service, the need to respond to growth issues and identified key trends, the best available current information, results of the staff survey and the knowledge of Council staff.

Table 11.4 Priority Scale for Future Improvements

Priority	Description
1	Should be addressed within 1 year
2	Should be addressed within 2 years
3	Should be addressed within 3 years or before the next LTP is prepared
4	Should be addressed within the next 5 years
5	A good idea for some time in the future

Table below 11.5 summarises the 3-year improvement programme of AMP improvements, identified as each section has been reviewed. Some of these have been carried forward from the 2021 AMP.

Table 11.5 2024 Improvement Plan

AMP Section		Project Description	AM Maturity Gaps	Priority (H,M,L)	Status	Expected Completion	Responsible	Cost/Resource
Section3	Curent Demand and LOS	Complete the remaining Reserve Management Plans required under the Reserves Act.	LoS, Planning, Decision Making, Managing Risk	L	Yet to start	2026	Greenspace	Existing staff time
Section 4	Future Demand and Growth	Quality of assets needs to be a greater focus in the future (quality over quantity).	LoS, Planning, Decision Making, Managing Risk	L	Yet to start	2026	Greenspace	Existing staff time
Section 4	Future Demand and Growth	Sensitivity analysis to consider the impact of different levels of growth on funding requirements.	LoS, Planning, Decision Making	L	Yet to start	2026	Greenspace	cost unknown
Section 5	Asset Description	The Public Toilet asset data and condition needs to be updated and loaded into the asset management system.	LoS, Planning, Decision Making	H	Yet to start	2025	AIM Team, BAS Team	Costs unknown, part of new system migration
Section 5	Asset Description	The Community Facilities asset data and condition should be collected and loaded into the asset management system.	LoS, Planning, Decision Making	H	Yet to start	2025	AIM Team, BAS Team	Costs unknown, part of new system migration
Section 5	Asset Description	The Aquatic Facilities asset data and condition should be loaded into the asset management system	LoS, Planning, Decision Making	H	Yet to start	2025	AIM Team, BAS Team	Costs unknown, part of new system migration
Section 6	Lifecycle Management	Development of a formalised process of applying weightings and ranking scores to determine renewal capital expenditure prioritisation is to be undertaken. This enables further optimisation across activity areas and greater visibility of projects before LTP prioritisation.	LoS, Planning, Decision Making, Managing Risk	L	Yet to start	2026	Greenspace	Existing staff time
Section 6	Lifecycle Management	Create a process for optimising the operations and maintenance spend on Greenspace assets.	LoS, Planning, Decision Making, Managing Risk	M	Yet to start	2026	Greenspace	Existing staff time
Section 7	Financial Management	Develop more accurate replacement and renewal modelling for these assets	Planning, Decision Making, Managing Risk	M	Yet to start	2025	AIM, Finance Team, Greenspace	Staff time, additional cost unknown

Section 8	Risk Management and Assumptions	Complete capture of risks for Greenspace into the Promapp Risk System	Managing Risk	M	Yet to start	2024	AIM, Greenspace	Existing staff time
Section 9	Sustainability and Climate Change	Include measurable targets for reducing emissions from Council operations in the Climate Change Response Strategy	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Focus on the significant impacts' climate change will have on the District's natural assets and ecosystems	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	The following knowledge gaps have been identified	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	A comprehensive vulnerability assessment of climate change impacts on assets	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Council wide adaptation strategy identifying long term responses for each coastal area	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Comprehensive measuring of Council's emissions.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Ensure that as part of any new contracts tendered by Greenspace using the Price Quality Method include sustainability as one of the criteria that a prospective contractor is assessed on.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Continued consideration during replacement and design of new assets as to the type of plants and other horticultural assets to be planted throughout the district, including focus on plants that can survive lack of water and changes in temperature.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 9	Sustainability and Climate Change	Continue the use of mulch created from trees removed / trimmed as part of the Tree Maintenance contract. To attempt to minimise the amount of additional mulch that is required to be purchased.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown

Section 9	Sustainability and Climate Change	Creation of a register for all sprays and herbicides used within reserves. To explore options to reduce usage or alternative methods of control.	Planning, Decision Making, Managing Risk	H	Yet to start	2026	Greenspace Biodiversity Team	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets as part of the new council enterprise system.	Planning, Decision Making, Managing Risk	M	Yet to start	2025	Customer Service, Greenspace, BAS Team	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Resource Consent register allowing easy referencing of current Resource Consents held by Greenspace and Aquatics to be entered in the new Council enterprise system.	Planning, Decision Making, Managing Risk	M	Yet to start	2025	BAS Team	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Creation of a heritage register to ensure that all heritage assets (including trees and buildings) throughout the district are captured.	Planning, Decision Making, Managing Risk	M	Yet to start	2026	AIM, Greenspace	Staff time, additional cost unknown
Section 10	Asset Management Systems and Data	Criticality of Greenspace assets to be assessed particularly for community facilities.	LoS, Planning, Decision Making, risk management	L	Yet to start	2025	AIM, Finance Team, Greenspace	Staff time, additional cost unknown

11.7 Monitoring and Review

The AMP is a living document and needs to be kept current and relevant. It is recognised that priorities will change which makes review activities even more important to ensure the plan is live.

To ensure the Plan remains useful and relevant the following on-going process of monitoring and review will be undertaken:

- Ongoing input of operations, maintenance, and renewal data to the Council enterprise system database as works are carried out.

- Annual review of the Plan to:

  - Update financial information and forecasting for operations.

  - Update capital project financial information as projects are amended and estimates are revised.

  - Update asset information relating to new land and asset acquisition.

  - Update improvement plan to reflect tasks completed, amend timeframes, and record any new improvements identified.

- Formal review and adoption of the Activity Management Plan by the Council every three years in line with the Long-Term Plan and financial policies review. This will include a review of the community outcomes pertaining to the Community and Recreation activities and the community demand for recreation spaces and facilities to ensure the activity management plan reflects community needs.

It is essential to ensure asset management systems and services are effectively managed. Council is committed to delivering appropriate level of services balanced with affordability and good industry practice.

The Council may consider undertaking an external review of the Plan every three years. An external review can be a good source of ideas for improving asset management planning as it brings an alternative perspective. It can also provide assurance about the quality of the planning and the information that underlies it.

The Activity Management Plan will be considered to be effective when:

- That the asset renewals are planned and delivered according to projections from the asset system and described in the Activity Management Plan.

- Expenditures are within the annual budget.

- There are no surprises.

- That risks are well understood able to be anticipated or mitigated.

- Specified performance measures and targets are achieved.

- Progress is made with the Improvement Plan.

- Improvements are consistent with Audit New Zealand feedback.

11.7.1 Performance Measures

The following indicators will be monitored to measure the effectiveness of this AM plan.

Table 11.5 AMP Performance Indicators

Indicators	Measure	Source of Information
Compliance with legislative requirements	Audit opinion relating to Activity Management Plan outputs.	Audit NZ reports
Quality of service delivered	100% compliance with LOS targets.	Annual Plan reporting
Level of Service delivered	Compliance with LOS targets, Climate change considered in all activities.	Non-financial KPI reporting

As an adjunct to this section the 10 key questions that Audit NZ have advised should be responded to, as a high level check on the adequacy of Asset Management Plans, has been reproduced below with responses.

Table: Audit NZ Questions and Responses

Audit NZ Question	Response
1. Have you got a strategy for the long-term sustainability of your assets?	Council has Activity Management Plans that are reviewed in house, at three yearly intervals. These include well-developed renewals assessment and funding models that ensures the long-term sustainability of its Community and Recreation assets. The Council does not have an Asset Management Strategy document however the Asset Management Policy and network plans ensure sustainability of assets.
2. Have you set an asset management policy?	Yes. Trim link to policy Record 221026186221: QD MGT Policy 013 Asset Management Policy
3. Do you have good quality up-to-date asset management plans for achieving your strategy?	Yes. These are comprehensively reviewed every three years and submitted for peer review.
4. Does your organisation have appropriate asset management skills and experience?	Yes. There is a dedicated Asset Manager for the Community and Recreation unit who is responsible for the management of the relevant assets such as Greenspace, aquatics, and community facilities.
5. Do you know the reliability of your asset information?	Reasonably well. Asset data for Greenspace is reliable and improved on through maintenance contract updates of condition assessments. Facility and Aquatic asset roof and building data is reliable however, the internal assets are not captured within the Council enterprise system. This will be update when the new system is migrated.
6. Do you have a structured approach to assessing the condition and performance of your assets?	Yes. Greenspace have a system in place to assess and validate all assets located on reserves. This is completed monthly through maintenance contract and staff audits. The intention of this process is to continue.

Audit NZ Question	Response
	A facility assets condition assessment is updated on a regular basis
	Condition assessments of Aquatic assets is carried out on a regular basis to comply with industry standards.
7. Have you defined a clear and comprehensive set of service levels to be delivered or supported by the assets?	Yes. These are generally reviewed and approved by Council in conjunction with the three yearly AMP review. Greenspace have reviewed the service levels provided and if these remain relevant. Greenspace have a number of levels of service that are not part of the non-financial performance measures set by Council and these are reviewed on a regular basis to ensure that customer expectations are met.
8. How well do you forecast future demand for the services that are delivered or supported by your assets?	Greenspace have recently completed network plans for the following: Community Facilities and Sports Facilities. These plans investigated and identify the focus of Greenspace over the coming years to address demand and changing focuses within these areas.
9. Do you report, and get reports, on achievement of your asset management plan(s)?	Key Levels of Service are reported quarterly to Council, and other LOS are reported annually to Council.
	Greenspace gets a monthly report on new vested assets from the AIM team. Other asset reports are generated by the asset manager through the Council enterprise system.
	Community and Recreation Asset Management Plans are peer reviewed.
10. Do you have a backlog of repairs, maintenance, and asset renewals? And what are you doing about it?	No. Greenspace have chosen to take a proactive approach to repairs, maintenance, and asset renewals for park assets. This is done through the asset validation process as well as the service request system which identifies where repairs, maintenance and renewals are required. Greenspace also have several contracts for maintenance to ensure that the quality of the assets are maintained throughout the district.