WAIMAKARIRI
DISTRICT COUNCIL

Activity Management Plan 2021

Community and Recreation

Prepared by

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1 Executive Summary

1.1 Introduction to the Plan

This update of the Activity Management Plan replaces the Community Greenspace Activity Plan produced in 2018. 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 chapter that identifies the improvements planned before the next review.

1.2 Overview of the Activity

The Activity Management Plan for Greenspace, Aquatics and Community Facilities supports information provided for the Community and Recreation activity that is included within the Community Services section of the Council's 2021/31 Long Term Plan. Council has a long history of providing recreation facilities, such as parks and reserves, sports grounds, aquatic facilities and community facilities, which are accessible and beneficial to both residents and visitors to the District, which in turn supports community health and wellbeing.

This activity incorporates a diverse range of assets that provide the following opportunities for recreation, sporting, health and wellbeing and biodiversity:

- Facilities, Parks, Opens Spaces and Streetscapes enables recreation and sporting activities to be undertaken, and natural and cultural heritage values to be protected and restored.
- 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.
- The Airfield provides for recreation and business opportunities.
- The Kaiapoi Marina provides for both recreation and commercial opportunities

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.

1.3   Why is the Activity Important?

The planning and management of a diverse and accessible range of open spaces and facilities is considered important by the community, 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.

1.4   Assets Included in the Plan

In order to provide this activity, the Council has developed and maintains the following assets:

- The provision of 1060.57ha (as at Dec 2020) 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.
- Mainpower Stadium – Indoor Court Facility containing four courts, a gym and sports house.
- Rangiora Airfield
- Kaiapoi Marine Precinct including pontoons
- A total of 65 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.

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 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 (SNA's)

1.5   Key Capital Project Planned for the next 10 Years

The key capital projects or major programmes planned over the short term 2021/22 to 23/24 are highlighted in the table below where planned expenditure is greater than $200,000 or of other significance to Community & Recreation:

Project	2021/22	2022/23	2023/24
Support for Mixed Used Business Area in Kaiapoi	$125,000	$375,000	$500,000
Land Purchase – Neighbourhood	$2,774,000	$2,774,000	$2,774,000
Land Development – Neighbourhood	$374,000	$374,000	$374,000
Arohatia te Awa	$200,000	$150,000	$125,000
Kaiapoi Community Hub (Greenspace contribution alongside Regeneration)	$171,000		
Good St Redevelopment (Greenspace contribution alongside Regeneration)	$231,000		
Multi-use Sports Facility Construction	$1,500,000		
Future Sports Ground Development Programme		$265,000	
Non-Specified Reserve Enhancement Programme	$229,000	$229,000	$229,000
Reserve Roads & Carpark Renewals Programme	$308,000	$308,000	$308,000
General Reserve Renewals Programme	$276,000	$276,000	$276,000
Playground Renewals Programme	$189,000	$189,000	$189,000
Toilet Renewals Programme		$269,000	
West Oxford Toilet	$250,000		
Land Purchase Pegasus for Community Facility	$1,800,000		
Land Purchase Ravenswood for Community Facility	$1,800,000		
Pegasus Community Centre Construction			$528,000
Community Facilities Renewals Programme	$150,000	$300,000	$300,000

The key projects or major programmes planned over the Longer Term 2024/25 to 2030/31 where planned expenditure is greater than $200,000 per annum or are of significance to Community & Recreation are highlighted in the table below.

Project	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Support for Mixed Used Business Area in Kaiapoi	$500,000						
Support for East Mixed Use Business Use Development			$500,000				
Kaiapoi Stopbank Recreational Walkway						$255,000	
Woodend/Ravenswood Aquatic Centre Land Purchase	$2,702,000						
Coldstream Astroturf Renewal				$750,000			
Kendall Park Astroturf Renewal						$750,000	
Pegasus Community Centre Construction	$2,385,000						
Ravenswood Community Centre Construction						$5,964,000	
Land Purchase – Neighbourhood	$2,774,000	$2,774,000	$2,774,000	$2,774,000	$2,774,000	$2,774,000	$2,774,000
Non-Specified Reserve Enhancement	$229,000	$229,000	$229,000	$229,000	$229,000	$229,000	$229,000
Land Development - Neighbourhood	$374,000	$374,000	$374,000	$374,000	$374,000	$374,000	$374,000
Reserve Roads & Carparks Renewals Programme	$308,000	$308,000	$308,000	$308,000	$308,000	$308,000	$308,000
Toilet Renewals Programme	$283,000		$298,000		$315,000		$333,000
General Reserve Renewals Programme	$276,000	$276,000	$276,000	$276,000	$276,000	$276,000	$276,000
Playground Renewals Programme	$189,000	$189,000	$189,000	$189,000	$189,000	$189,000	$189,000
Community Facilities Renewals Programme	$300,000	$300,000	$300,000	$300,000	$350,000	$350,000	$350,000
Future Sports Ground Development Programme	$440,000		$400,000		$350,000		$350,000
Arohatia te Awa	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000

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. This has included significant time recently put into the capture of Community and Aquatic Facility assets within the building structure to ensure a more accurate renewal programme is able to be forecast. The current level of renewals is adequate for the majority of greenspace assets located on parks and open spaces. Similarly the current tree renewal programme is keeping pace with expected condition deterioration with additional budget made available over the first six years of the LTP to catch-up to the missed budget in 20/21 due to Covid-19.

The major renewals programmes are:

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 2021/31 long-term plan will also increase renewals programmes over the longer period, particularly the planned indoor sports facility, this will need to be factored in to future long term renewals programmes. Planning for future operational budgets has taken this into consideration.

Following the impact of Covid-19, a decision was made to forgo the renewal of a number of asset types in an effort to reduce the financial impact on residents immediately following the pandemic (austerity measures). This resulted in cost savings for the following areas during the 2020/21 financial year:

- Roads and Carparks
- Hard Surfaces
- Trees and Gardens.

The backlog of replacement trees and gardens required following this will be implemented over the next six years alongside the normal renewal programme for these assets with the budget that was forgone in 2020/21 split evenly across these years. This will allow staff to address the ongoing need to replace trees and gardens throughout the district that were unable to be completed during the 2020/21 financial year.

1.6 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:

- There is a safe environment for all
- There is a healthy and sustainable environment for all
- There are areas of significant vegetation and habitats for indigenous fauna
- The communities cultures, arts and heritage are conserved and celebrated

- People are friendly and caring, creating a strong sense of community in our District

- Public Spaces and facilities are plentiful, accessible and high quality

- Businesses in the district are diverse adaptable and growing

- The communities need for health and social services are met

- The distinctive character of our takiwā - towns, villages and rural areas is maintained

In interpreting these community outcomes, the Council has identified that this Activity Management Plan contributes by:

- 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 buildings and halls as community focal points and meeting places for events, gatherings and recreational activities

- Providing reserves that respect local character

- Provision of community facilities or meeting / office space in community buildings

- Maintaining and developing Kaiapoi Marine precinct for additional recreational and commercial opportunities.

- 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 1-1: Levels of Service Performance Measures

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 Poolsafe Accreditation scheme	100% compliance
Aquatic Facilities	Customer satisfaction	At least 90%

The Council considers it is important to measure service provision from a range of perspectives to ensure that all aspects of a service are covered. In order to do this a number of 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 a number of documents which prescribe service levels for the development of open space in the district. These include:

- Community Facility Strategy 2020
- Aquatic Facilities Strategy 2020
- Sports Facilities Strategy 2020
- Play Space Strategy 2017
- Public Toilet Strategy 2017
- Reserve Management Plans
  - Neighbourhood Reserve Management Plan 2015
  - Sports Park Reserve Management Plan 2015

These documents have been prepared for individual park categories or large asset types. The documents explore in detail the external influences, which effect the assets now and into the future and provide guidance on how development can be done to provide what the community expect in an affordable way. 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.

1.7   Funding

The Council's latest versions of its funding policy, published Fees and Charges together with its Development Contributions Policy describes the various methods used to fund the activity. A summary of the ten-year projections has been included below for capital works, renewals, operations and maintenance expenditure associated with the activities of the Plan. Council envisages to increase its fees and charges with at least CPI each year.

Table 1-2: Ten Year Financial Projections

	21/22 ($000)	22/23 ($000)	23/24 ($000)	24/25 ($000)	25/26 ($000)	26/27 ($000)	27/28 ($000)	28/29 ($000)	29/30 ($000)	30/31 ($000)
Parks and Reserves Capital (Capital	5,941	5,888	5,712	6,804	5,872	6,705	6,533	6,619	7,110	6,870
Community Facilities (Capital)	5,281	310	963	2,711	334	348	414	421	6,396	753
Aquatic Facilities (Capital)	84	24	131	2,818	996	127	260	126	45	735
Maintenance and Operating (Total)	12,377	12,181	12,622	13,178	13,307	13,723	14,080	14,463	14,876	15,236
Indirect costs (Total)	1,722	1,750	1,815	1,903	1,961	2,034	2,099	2,165	2,238	2,330

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 districts 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:

- Recently 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 more indoor space with be required.

- 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.

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.

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. Signficant Natural Areas (SNA's) 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 are able to 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. Communicate clearly 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 the services to the community are diverse and varied, but for all of them it is important that the assets provided and designed are fit for purpose, are able to deliver the performance expected over their life time and have the capacity to provide the service expected, both now and in the future. It is also important that once the asset reaches the end of its useful life, it is disposed in a safe and environmentally sustainable way. Making the right choice at the initial provision or design stage is very important and will greatly influence the life expectancy of an asset.

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 and the council is able to compost most of the material which is then returned to the soil.

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

1.10 Risk Management Assumptions

The Council through the variety of services it provides recognizes that it is important that the risks associated with the provision of the service are understood so that plans, investment and decisions can be made that help to either reduce the risks or eliminate it all together. 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.

The Council assess risk at three levels

- At an organization level
- At an activity or service level
- At an individual asset level

A risk assessment for the Green Space Activity was undertaken in November 2017 and 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 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.

The risk register will be updated within the next financial year.

1.11   Asset Management Systems, Practices and Sustainability

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 councils TechnologyOne system is multi-functional and has a number of modules to handle asset data, including descriptions, condition, and location as well as customer enquiries, financial information and is able to record operational and maintenance data. 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. Council has made great strides in building its asset data sets and is committed to increasing both the level and accuracy of information it holds.

The Council has identified that sustainability is a key issue going forward and in particular for the Green Space department. Key issues relating to sustainability that have been identified are as follows (these principles should be included in our specifications or documentation for works):

- Products and services use less resources to achieve the required outcomes, that services are energy, water and material efficient.

- Goods and services take into account social procurement methodology including sourcing locally where this is an option.

- That materials and substances are reduced, reused and recycled, organic material is returned to the earth and planting matches climatic conditions

- That renewable energy sources are used first and foremost, reducing emissions and supporting a carbon neutral community

- That discharges or releases to the environment are safe, and indigenous biodiversity is encouraged and protected

- That the community has all of 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

The following are examples identified within this plan by Greenspace as to how sustainability can be managed both at a management and operational levels. These are as follows:

- Use of mulch created from tree or tree matter removed as part of the Tree Maintenance Contract for use within the Park and Reserves Maintenance Contract.

- Specified sprays and herbicides applied under a spraying policy as part of the Park and Reserves Maintenance Contract to ensure that the correct product is being used and to minimise its impact on the surrounding environment.

- The process of implementing recycling bins alongside rubbish bins in some urban areas has begun.

- Inclusion within the tendering process for Green Space contracts to consider and give weighting to where appropriate, the contractors environmental practices and initiatives.

1.12   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 Green Space 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 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. The key purposes of this plan is 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)

2.2   Plan structure and layout

This plan is divided into ten chapters as follows:

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 Councils Long-Term Plan
Two	Introduction	This chapter 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.
Three	Current demand and levels of service	This chapter 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 chapter 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

Section	Subject Area	Description of Contents
		be maintained and in some cases, where agreed with the community, can be improved or enhanced.
Five	Asset Description	This chapter contains an explanation as to what assets are managed within Greenspace and Aquatics
Six	Lifecycle Management	This chapter covers how the lifecycle of assets is managed within Greenspace and Aquatics
Seven	Financial Management	This chapter 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 chapter provides and analysis of the risk identified associated with the provision of services covered by the plan and how those risks are to managed or mitigated
Nine	Asset Management systems and practices and sustainability	This chapter 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 chapter 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
Eleven	Appendices	Appendices relevant to the Plan to provide detailed information or background data and information

2.3   Scope of the activity (high level description of what we have and what we do)

This Plan covers the following assets which are covered in more detail in Chapter 4.

- All assets on Reserve, Parks and Sports Fields
- All assets within Civic Spaces and Streetscapes
- All assets making up the range of Community Facilities
- All assets within Aquatic Facilities
- Rangiora Airfield
- Cemeteries
- Other Structures and Surfaces

These assets are discussed in more detail in Chapter 5, Asset Description

2.4　Section 17A review

The Council has an obligation under section 17A of the Local Government Act 2002 (amended 2017) to review the cost effectiveness of its arrangements for meeting the needs of its communities for delivering quality infrastructure, local public services and performance of regulatory functions.

Section 17A of the Local Government Act makes it mandatory for Councils to periodically review the 'cost effectiveness of current arrangements' for service delivery including 'the governance, funding and delivery of any infrastructure, service or regulatory function'.

A review must be undertaken

(a)　in conjunction with consideration of any significant change to relevant service levels; *and*

(b)　within 2 years before the expiry of any contract or other binding agreement relating to the delivery of that infrastructure, service, or regulatory function; and

(c)　at such other times, as the local authority considers desirable, but not later than 6 years following the last review under subsection (1).

For the activities and associated infrastructure included under this Plan the following reviews and actions have been undertaken.

2.4.1　Greenspace and Tree Maintenance Contracts:

A review of the delivery of parks maintenance services including tree maintenance was undertaken in July 2016. The review recommended that the Council's parks and services maintenance, and tree maintenance contracts continue to be provided by two District wide contracts. One contract covering all parks and reserves (including cemeteries), maintenance and renewal activities and the second contract covering street and reserve tree maintenance and renewal.

Both contracts are to be in a form that encourages innovation in a collaborative working environment, using a quality based contractor selection process. This model is consistent with what most other local authorities are using for their parks and reserves and tree maintenance.

The length of these contracts is for seven years which will expire in 2023. When these contracts are due for renewal staff will look at completing a S17A review for the delivery of these services.

2.4.2   Aquatic Facilities

A review of the provision and delivery of Aquatic facilities was undertaken prior to the last Long Term Plan. The review covered the Council operations of three 25 metre pools (two indoor and one outdoor), three learn to swim pools (two indoor and one outdoor), a leisure pool and spa pool at the Dudley Aquatic Centre and the seasonal paddling pool at Waikuku. Programs to facilitate learn to swim and pool usage are also run.

The review concluded that the Aquatic Facilities provides a public good but is not financially viable for other organisations to provide the service. This means there are limited options for alternative service delivery. The review also suggested that a further review should be undertaken after a period of 6 years which will be due before the next AMP is developed.

2.4.3   Community Facilities

No S17A review has been undertaken for the Community Facilities as the exterior maintenance and cleaning contracts are not considered sufficiently significant to warrant a review at this time.

2.4.4   Planned reviews:

No S17A review has been undertaken for the Rangiora Airfield. A review is intended to be undertaken on the operation of the Airfield now that the designation process for this asset has been completed. Staff will begin planning for the future of the Airfield including the development of a master plan that is included within this Long Term Plan.

2.5   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.
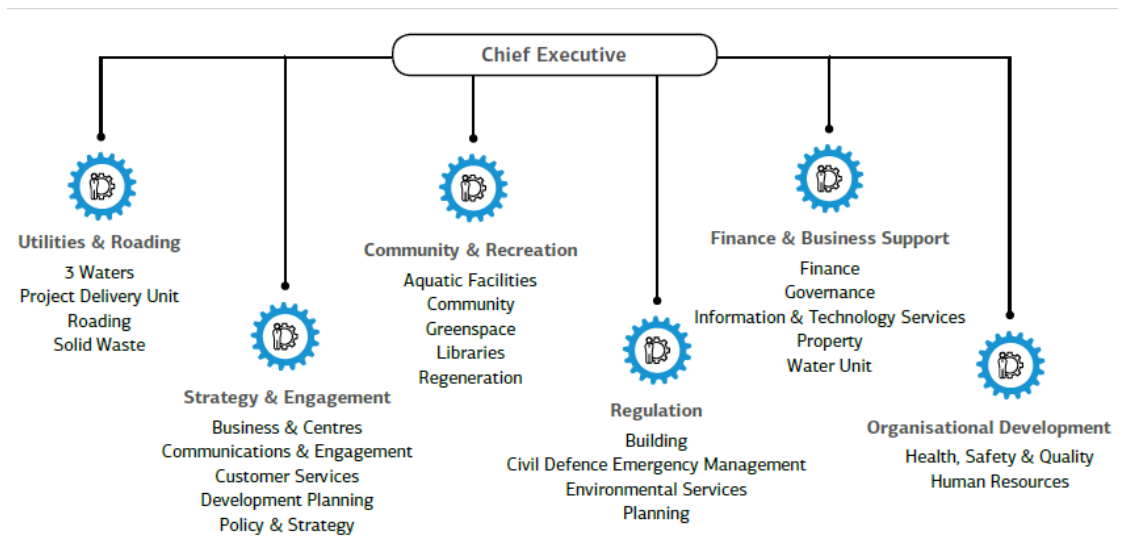
Figure 2-1 Waimakariri District Council Organisational Structure

The senior management level is responsible for integrated and consistent delivery of services across all activities. The structure for Parks and Recreation as well as Aquatic Facilities is shown below:

The Greenspace staff structure is shown below:

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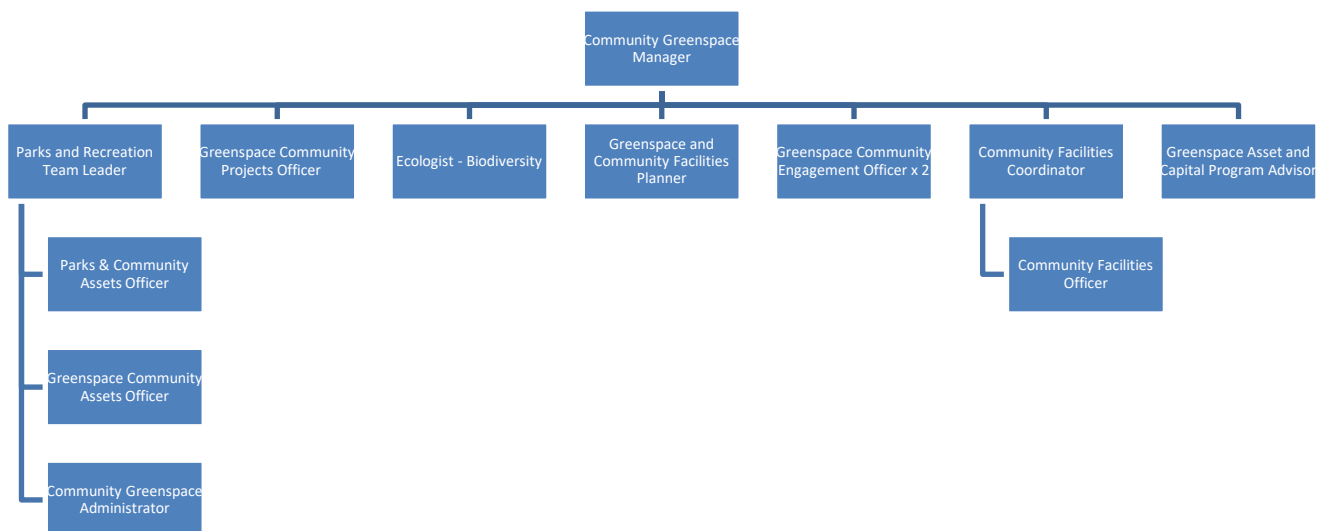
The Aquatics Facilities staff structure is shown below:

Figure 2-3 Aquatic Facilities Organisational Structure
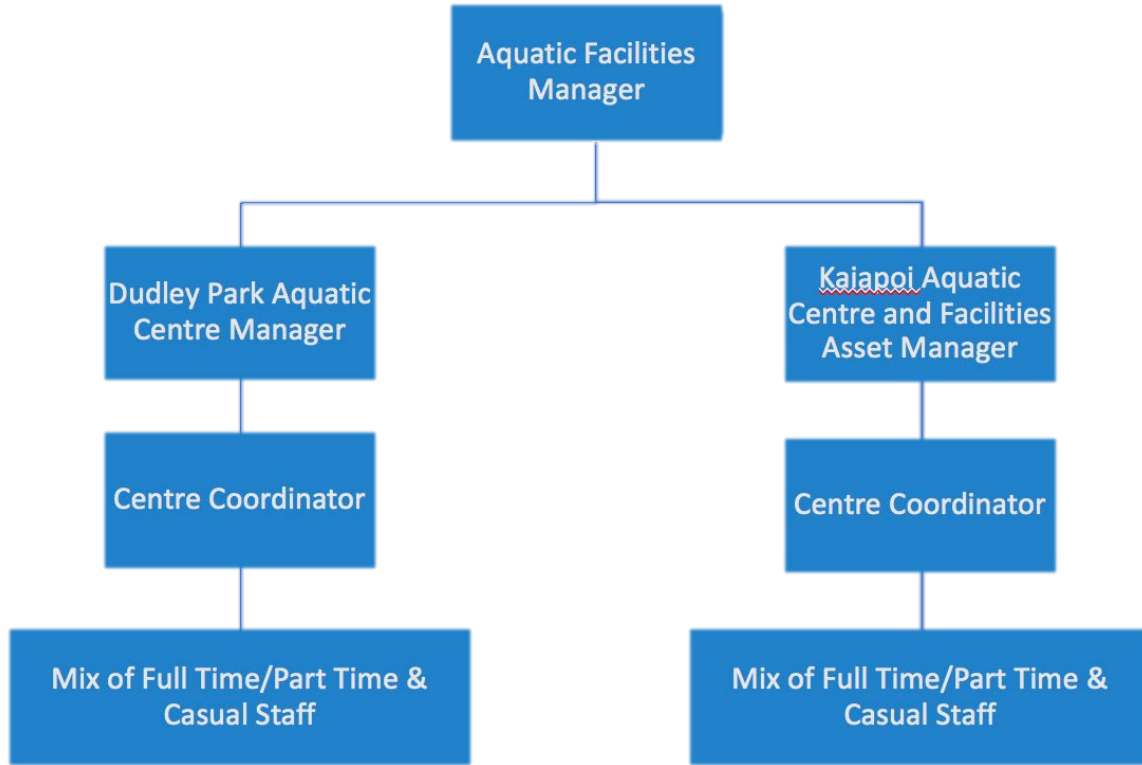
The Manager Community and Recreation has overall responsibility for managing the services covered by this Plan. The inter-relationships across the Council are shown in the table below:

Table 2-1 Inter-Relationships across Council

Department	Relationships
Community & Recreation	• The Aquatic Facilities team manages the paddling pools/splash pads located on Council reserves • The Community Green Space 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.

Department	Relationships
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.
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.

2.6 Relationships with other organisations and alternate providers

The following table lists the main organisations and associations that the Community and Recreation team work with to ensure the effective management and operation of the assets covered within the plan.

Table 2-2 Organisations the Council works with

Type of organisation	Organisation
Central Government Departments & Organisations/Agencies	• Department of Conservation • New Zealand Police
Regional Organisations	• Environment Canterbury

Local government Organisations	• Local authorities neighbouring the Waimakariri District;
	   o Hurunui District Council
	   o Selwyn District Council
	   o Christchurch City Council

Treaty Partners	• Te Ngai Tuahuriri Runanga

	• Te Kohaka o Tuhaitara Trust
Non-Government Organisations	• NZ Forest & Bird
	• NZ Fish & Game Council
	• NZ Historic Places Trust
	• Dune Restoration Trust of NZ
	• NZ Sports Turf Institute
	• NZ Recreation Association
	• Sport NZ
	• North Canterbury Sports and Recreation Trust
	• Sport Canterbury
The Private Sector	• Contractors/Consultants
	• Alternative facility/open space providers

There are also a number of other providers of open space and recreation facilities within the District whose role has been taken into account when setting service levels for Council. The following table shows the other significant providers of recreation facilities in the District.

Table 2-3 Alternative Recreation Facility Providers within the District

Name of Organisation	Facility Provided
North Canterbury Sport & Recreation Trust	McAlpines Mitre 10 Mega Stadium
Northern A & P Association	Sports Fields
Oxford A & P Association	Sports Fields
Kaiapoi Park Trustees	Kaiapoi Park (sportsgrounds)
Te Kohaka o Tuhaitara Trust	Tuhaitara Coastal Reserve
Environment Canterbury	Ashley/Rakahuri Regional Park, Waimakariri River Regional Park (Kaiapoi Island)
Department of Conservation	Conservation Estate
Ministry of Education	Kaiapoi High School Auditorium
Religious Organisations	Various meeting rooms and halls throughout the district.

Most of the opportunities not provided within the district are available in nearby Christchurch or adjacent districts. Consideration needs to be given as part of the overall development of infrastructure across the district with how it links with provision of similar or identical services in Christchurch or neighbouring districts. This has been considered as part of the review of the strategies developed by several sporting codes and other activities as part of the master plan for these activities within the Canterbury region.

2.7   Significant negative effects of the activity

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 Policy.

A table outlining the possible negative effects of the activities included in this plan and ways of monitoring and mitigating these has been included at the back of this document in Appendix 1A (Negative Effects of the Activity).

2.8   Significance of the activity

It is widely recognised that recreation, sport, and other community activities contribute to the well-being of the community and offers great spaces to relax and exercise or to just meet and enjoy each other's company. Council has developed a number of strategies to guide the development of key asset types. These describe the benefits as being:

Sports Facilities	The provision of sports facilities allows both active and passive recreation, which promotes health and wellbeing and community cohesion.
Play Spaces	Play spaces are important for quality of life. They have a positive influence on health and wellbeing, developmental learning and social development. They allow social interaction and community participation that leads to a sense of community ownership and pride.
Community Facilities	The provision of community facilities provides spaces and places for residents (and visitors to the district) to come together to meet, recreate, perform and spectate.
Aquatic Facilities	Provision of quality aquatic facilities and programmes to provide and allow participation in an active lifestyle, recovery, social and personal well being.
Cemeteries	Cemeteries play an important role in our society supporting our sense of community and reflecting not only the history of local people and cultures that founded and influenced our District but also the different cultures of today's residents.
Public Toilets	The provision of public toilet facilities at parks and open spaces optimises the benefits of open space for a range of recreational pursuits including active sports and children's play. Public toilets attract more families to use parks and encourage longer visits.

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

Some well documented benefits of carrying out physical activity, both at an individual and community level, are listed below:

Table 2-4 Benefits of Recreational Activities

Individual	Community		
Psychological benefits	Social/cultural benefits		
• Better mental health • Personal development and growth • Personal appreciation and satisfaction	• Community satisfaction • Pride in community • Strengthen sense of place/identity • Increasing social interaction • Community cohesion/bonding/involvement • Shared celebration		
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		
	Environmental benefits		
	• Protection and preservation of natural places • Water quality protection • Provision and protection of green space 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*

In summary, the Council owns and manages green space assets because of the degree of public benefit derived from their provision and the need to ensure continued free or affordable public access.

The Council's significance policy outlines the Council's general approach to determining the significance of proposals and decisions, and includes procedures, criteria and some thresholds the Council will use in assessing which issues, proposals, decisions and other matters are significant.

2.9   WDC guiding principles, strategies, policies and plans

2.9.1   Te Mātou Mauri:

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

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

An activity management plan 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.

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.

Service levels, strategies and information requirements that are contained in activity management plans are translated into contract specifications and reporting requirements.

Policies and standards are tools that provide guidance for the service standards to be delivered and bylaws are needed to support asset management tactics.

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.
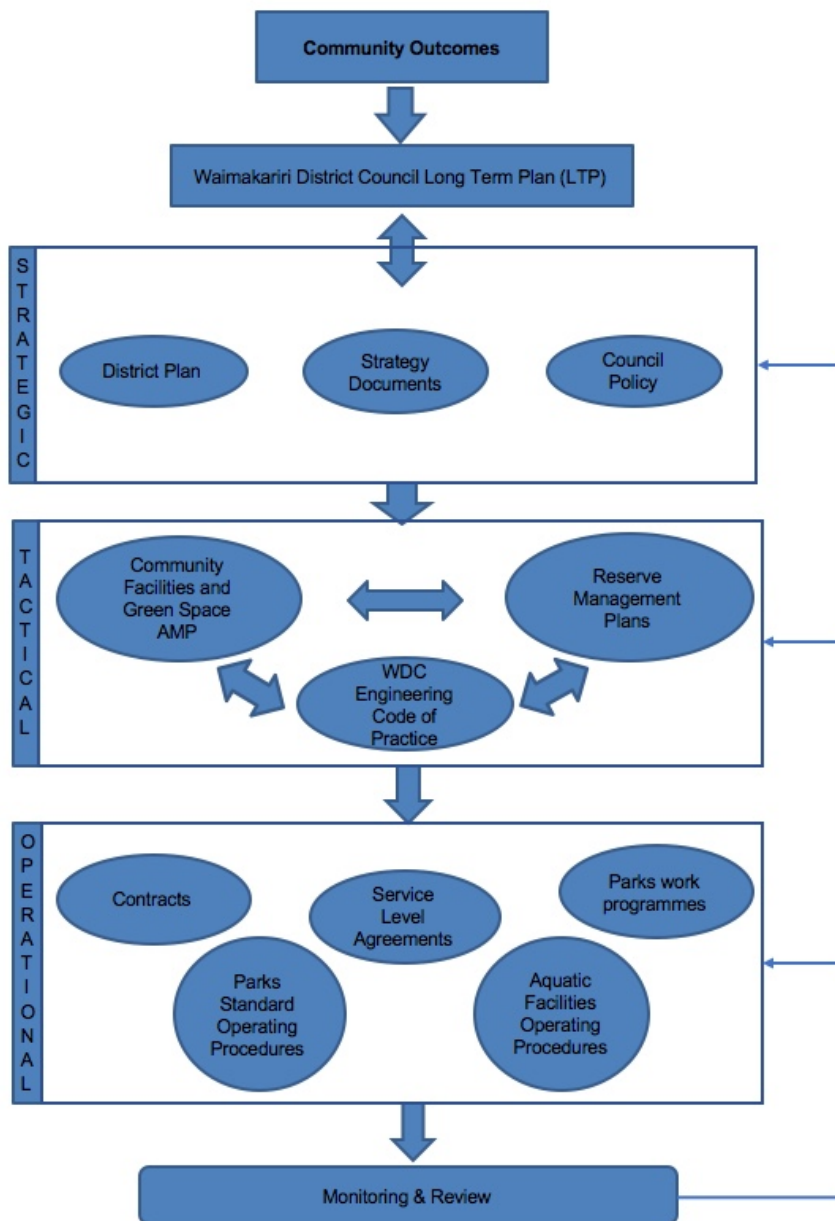
Figure 2-4: Planning within Council to achieve the Community Outcomes

Levels of service within this Activity Management Plan have been developed with the objective of assisting the Council to achieve the agreed community outcomes. Below is a list of some of the non-financial performance measure and also some of the more significant internal levels of service:

- 8 hectares per 1000 residents of open space will be provided across the District for recreation purposes

- 1 hectare per 1000 residents of neighbourhood reserve

- 90% satisfaction rates of survey respondents that use the Sports facilities

- 90% satisfaction of survey respondents that use Community Facilities

- Full compliance with reserve management plans

- Full compliance with general aviation requirements

- Providing berm capacity for at least three years

- Full compliance with annual Pool Safe accreditation

- 90% satisfaction rates of survey respondents for Aquatic Facility users

2.9.2   Organisational objectives 2021-2031:

The following objectives have been identified by Council as been key to the development of the district and are key in how the Greenspace and Aquatics activitires are managed:

- Providing appropriately for a fast growing district

- Responding nimbly to a changing operating environment

- Meeting levels of service and community expectations

- Planning for natural hazards and climate change

- Transitioning to a sustainable future

- Renewing infrastructure in a timely manner.

2.9.3   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 infrastrucure 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.

2.9.4   District Plan:

The Council's District Plan is one of the overarching documents that dictates how the district is adminstered 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.

As part of this the proposed 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. It is expected that this will go for public consultation in 2021.

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

2.9.5　　　Procurement Policy:

The Council has a policy in place to ensure that all procurement and tendering undertaken follows a strict process. This policy, S-CP-4160 Procurement and Contract Management 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. This policy outlines the process and obligations that must be met throughout the procurement process including at what level multiple prices must be obtained and the delegation for this work.

2.10　Linkages to external documents

The activities covered by this Plan are impacted or influenced to a lesser or greater to a number of external documents and policies, a summary of these documents are provided as part of Appendix 1B.

2.11　Relevant legislation

The Activities covered by this Plan are subject to a greater or lesser degree to a number of Legislative, Statutory or External Policies, the most important of these are listed and discussed in Appendix 1B.

2.12　Asset management planning objectives, benefits and process

Asset management is an essential part of effective business planning for Local Authorities. Local Authorities manage significant infrastructure and community assets that deliver critical quality-of-life services to communities. Asset management is important for a number of reasons:

- The Council relies on assets to support its service delivery. Unless the assets are well managed, the services they support will suffer.

- The assets represent a significant investment by ratepayers that needs to be protected.

- Assets are often taken for granted until they fail. A failed asset can have both social and economic effects on the District. To avoid this, assets need to be actively managed.

- The condition of the assets has a direct bearing on meeting agreed levels of service

An activity management plan links together the Council's objectives with the levels of service needed to deliver them, the work required on the assets to sustain those levels of service (for example, long term capital works, renewals and maintenance programmes) and the finances needed to support the work.

An asset management plan supported by its systems and processes is useful for identifying and quantifying assets, gathering information on their age and condition, defining the level of service a community wants those assets to provide and forecasting both operational and renewal costs. Strategies can be put in place to reduce the on-going maintenance of the assets and prolong their life.

Activity management plans are also useful for examining how growth will impact on future demand for use of the assets. The plans can assess how the capacity of current infrastructure can meet future growth and/or the capital expenditure required to maintain current levels of service and where there will be constraints.

The Council has adopted the New Zealand Treasury Asset Management Assessment. This is based on the 2011 IIMM Asset Management System. The International Infrastructure Management Manual (IIMM) 2011 introduced a maturity index which enables various aspects of asset management to be ranked on a continuum from minimum (legislative requirements) to advanced levels.

- Developing a business case for asset management

- Guidelines to develop asset management policies and strategies

- Setting of asset management objectives

- Guidance of risk management

- Asset management leadership and communication

- Operational strategies

- Guidance on asset management systems

- Information management

- Asset management maturity

- Asset management performance

- Assessing infrastructure resilience

Organisations with little experience of managing assets will start at a simple level and develop to a more advanced level, more experienced organisations will have more mature practices and systems that allow them to sustain amore advance level. The Council initially concentrated its thinking around Asset Management Maturity on its key utility activity areas but has undertaken assessments for the activities within this plan and this is detailed in Table 2-7 Summarised Asset Management Maturity Assessment which is included later in the document.

The characteristics of the various levels of asset management have been included as an appendix to this section. Refer to appendix 2C (Activity Management Planning).

2.13   WDC asset management policy

The Council has a current Asset Management Policy which was reviewed in 2016 and sets out the high-level direction that the Council wishes to take and where in the organisation the responsibility lies for achieving the desired outcomes.

The figure below shows how the Asset Management Policy links to other key documents and processes within the Council.

Figure 2-5 Relationship between key documents and processes
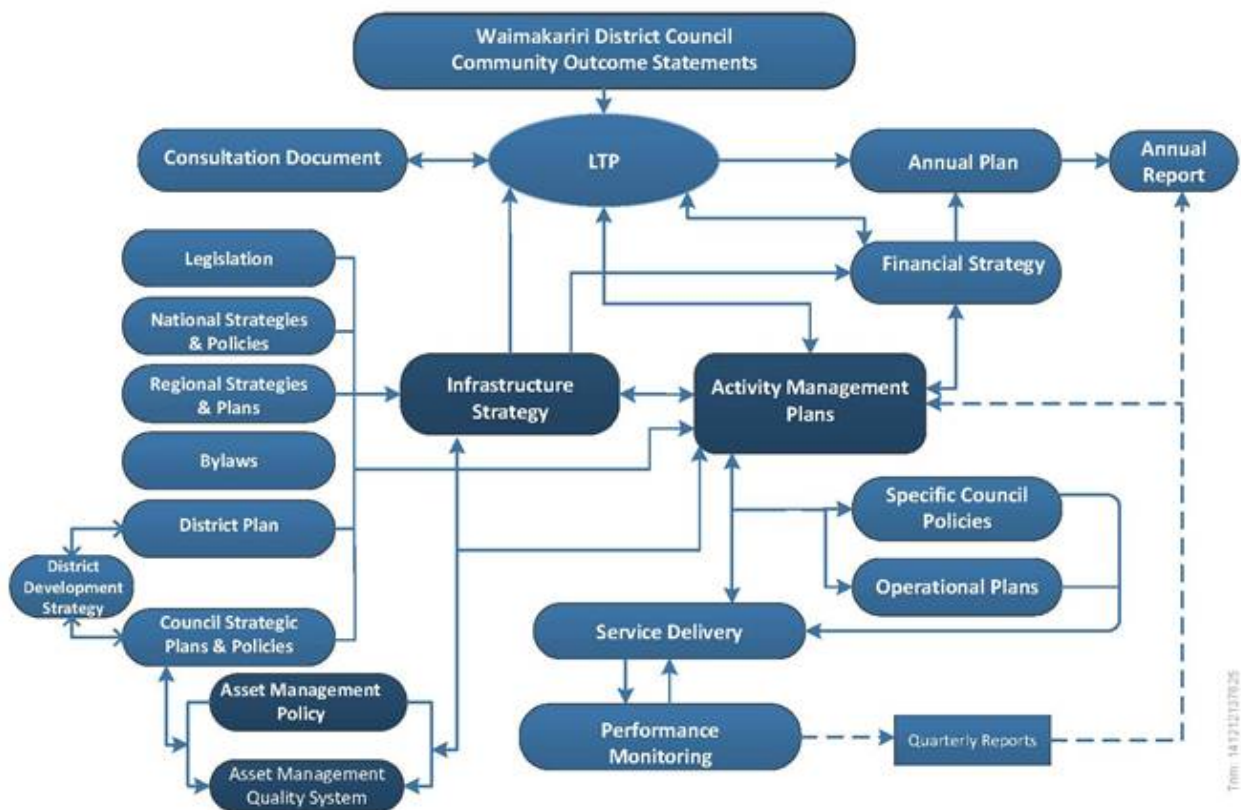
2.14   Description of asset management maturity index system

The New Zealand Treasury Asset Management Maturity Assessment is used by the Council to identify the current levels of asset management present within Greenspace. As noted above, this assessment is based on the IIMM 2011 document.

This process allows gaps between current and desired levels of practice to be 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 information about assets or requiring people with appropriate skills.

The table below identifies some of the key criteria that should be considered when assessing asset maturity:

Table 2-6 Asset Maturity Assessment Criteria

Criteria	Explanation	Criteria	Explanation
Asset Management Policy and Strategy	That the organisation recognises where it currently sits with regard to its asset management practices and is able to identify the level of expertise it wishes to achieve and how they plan to make the improvements	**Ability to Predict Failure Modes of the Assets**	There are several ways an asset can fail to provide its required level of service or reach the end of its effective life. Organisations should assess and understand the various ways in which an asset may fail and when that failure may occur
Knowledge of Levels of Service	That they match customers' expectations and willingness to pay	**Ability to Analyse Alternative Treatment Options**	To mitigate the predicted failure. Strategies considered should include options such as changed operating procedures, maintenance, renewal, creating new assets, asset disposal and demand management
Ability to Predict Future Demand from Customers	So that the impact on the asset and future investment requirements can be predicted with confidence	**Ability to Rank Works Based on Economic Analysis**	AM projects should be able to be prioritized to suit available budgets so that projects with the greatest benefit/cost are undertaken first. The prioritization should include lifecycle costs and benefit analysis. This will enable financial resources to be prioritized when budgets are constrained.
Knowledge of Location and Physical Condition of Assets	To enable prediction of future maintenance and renewal requirements, costs, liabilities and risks	**Ability to optimise Operations and Maintenance Activities**	To minimise operations and maintenance costs through an optimal blend of planned and unplanned maintenance activities,

			cost-effective asset operations strategies
Knowledge of Performance of Assets (Reliability)	To be able to assess the effectiveness of operational, maintenance and capital works programmes. This requires information to be available on the types of failure, number of customers affected, and the ability to predict when performance will drop to an unacceptable level	**Have systems and processes that support decision making**	Enables quick and easy access to raw data that then can be adapted and manipulated to provide information.
Knowledge of Current Utilisation and Ultimate Capacity	To identify when to upgrade or augment existing assets. Lack of understanding of capacity and utilisation can lead to over-investment in infrastructure, and inefficient use of scarce funds	**Ability to understand risks**	This helps to develop forward planning and ensure that investment is able to mitigate or reduce risks to levels of service

This matrix helps to develop forward planning and ensure that investment is able to mitigate or reduce risks to levels of service. The table below summaries the current Maturity Assessment which shows where Council currently considers it to be placed and to what level over time it is planning to improve its performance.

Table 2-7 Summarised Asset Management Maturity Assessment

Section	Current Business Practice	Desired Business Practice	Improvement Project/Strategy
AM Policy Development	Core (50)	Intermediate (75)	Asset Management Group – creation of a defined Council policy aligned throughout Council
Levels of Service and Performance Management	Intermediate (75)	Advanced (90)	Consultation on Levels of Service. Customer Communication Plan
Demand Forecasting	Intermediate (70)	Intermediate (70)	With new strategies for key assets completed believe that demand forecasting is at sufficient level

Asset Register Data	Intermediate (70)	Advanced (90)	Integration of Technology One System to include greater financial detail in allocation and tracking
Asset Condition	Advanced (85)	Advanced (90)	Continuation of the current asset validation programme. To also include the community buildings in the asset validation programme
Risk Management	Intermediate (65)	Intermediate (70)	Note that the Greenspace Assets have a limited number of high risk assets.
Decision Making	Intermediate (75)	Intermediate (75)	Greenspace Strategies (including Park and Asset Specific Strategies)
Operational Planning and Reporting	Intermediate (65)	Intermediate (75)	Business Mapping Process
Maintenance Planning	Core (55)	Advanced (85)	To use the asset validation process to increase forward planning accuracy for maintenance.
Capital Investment Strategies	Intermediate (70)	Intermediate (75)	Undertake predictive renewal modelling for buildings
Financial and Funding Strategies	Core (50)	Intermediate (70)	To continue with asset validation and assessment to ensure data is up to date and accurate to allow for modelling.
Asset Management Teams	Core (50)	Core (50)	To become fully intermediate would require significant engagement on LOS. Due to the number of assets within Greenspace this is not practical.
Asset Management Plans	Intermediate (70)	Intermediate (80)	Continued development and refining of asset management plans by Green Space
Information Systems	Core (60)	Advanced (90)	Integration of Technology One system to include all of the Asset Management modules available.
Service Delivery Models	Intermediate (70)	Intermediate (80)	Continued review of the tendering/contract process for Council

Quality Management	Core (60)	Intermediate (75)	Continued review of the quality management processes included within the service contracts.
Improvements Planning	Core (45)	Intermediate (75)	Review of the AMP suggested improvements to create a set improvement plan. Once this has been identified to set up appropriate timeframes and reporting schedule.

2.15   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

3 Current Demand and Levels of Service

3.1 Introduction to the section

Council maintains a number of outcomes that it seeks for the community. Activities that are managed by Community and Recreation are an integral part of Council achieving these outcomes. Council responds to these outcomes by providing services. It sets levels of service expectations and monitors itself against those expectations in a transparent manner.

Council reviews its performance against the levels of service expectations, considers any discrepancy between the targeted and actual. It looks for opportunity to improve into the future.

3.2 Community Outcomes and benefits

The Local Government Act 2002 provides extensive powers to councils to decide which activities they undertake and the manner in which they will undertake them. Activities undertaken by the council must be included in its Long-term Plan (LTP) document that is the formal process for consultation with its community. 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. A key focus as part of the adopted Community Outcomes is the focus on the four wellbeing's in the present as well as the future. These are:

- Social Wellbeing
- Economic Wellbeing
- Environmental Wellbeing
- Cultural Wellbeing

The key areas for Community and Recreation are Social, Environmental and Cultural with the following being key outcomes:

- Public spaces and facilities are plentiful, accessible and high quality
- There are areas of significant indigenous vegetation and habitats that support indigenous fauna
- The community's cultures, arts and heritage are conserved and celebrated
- There is a healthy and sustainable environment for all
- There is a safe environment for all

For a full list of the community outcomes and the measure for each that Council seeks to meet see TRIM # 201015138437.

3.3   Identifying customers and stakeholders

Community and Recreation has both internal and external customers and stakeholders. Internal stakeholders are where Green Space provides services on behalf of another area within Council, when it is more efficient to do so. Where it provides such services, there are internal recoveries so that the costs settle appropriately within the financial accounts. The Green Space maintenance contractor is used:

- By Roading – for street cleaning activities
- By Drainage – for maintenance of urban storm water open drains and storm water retention areas.

Going forward the usage of the landscape architects within Greenspace will be charged at a cost recovery model similar to the Project Delivery Unit engineers for consultant work that is undertaken by Greenspace staff for other departments within Council.

The Community and Recreation has a diverse range of external customers and stakeholders because they offer a wide range of services. Some examples of the services with corresponding customers and stakeholders includes but is not limited to the following:

Table 3-1: 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

Community Green Space utilises a number of methods to understand stakeholder and customer needs and expectations as outlined in the table below:

Table 3-2: Methods to Determine Customer Expectations

TechnologyOne system	Feedback is provided by the community through the central call centre and recorded in the Tech1 system. This feedback is used for corrective action requests as well as providing positive suggestions.
Advisory Groups	Council has a number of special advisory groups that provide feedback for certain types of reserve.
Surveys	Council conducts annual surveys for a number of its facilities and undertakes a three yearly customer satisfaction survey. Specific surveys are also undertaken as part of the development of asset specific strategies. The last customer satisfaction survey was completed by Council in 2019.
Long Term Planning Process	Council seeks feedback from the community during the long terms and Annual Planning process after draft documents are released.
Development Consultation	Targeted consultation is carried out on all new developments or significant replacements

3.5   Current demand

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, Green Space 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.

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. The targets are included in the tables in Section 3.6 below.

There are some key external influences which are currently affecting demand of most facilities covered by this plan. These include a growing population, increasing expectations for high quality facilities, urbanisation and trends towards less structured pay for play and shorter forms of organised sports.

Community and Recreation is developing strategies for a number of its larger key asset types. Strategies have recently 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.

3.5.1 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 3-3 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 follows the survey included as part of the 2017 version of this strategy.

The updated survey results show that there has been a 16% increase in club membership in the last five years. This is slightly misleading as the traditional sports have either had small increases or decreases with their membership. The significant increase is related to users of Trampolining who use the club not necessarily members. The table is shown below:

Table 3-4 Sport Clubs Membership

Sports Code	2018	2019	2020	Net Change	Percent Change
Rugby	1453	1549	1435	-18	-1%
Cricket	533	532	555	22	4%
Football	711	687	715	4	1%
Bowls/Croquet Clubs	433	453	467	34	8%
Rugby League	186	205	246	60	32%
Softball	183	201	196	13	7%
Hockey	474	490	460	-14	3%
Athletics	31	31	31	-	0%
Netball	1330	1340	1285	-45	-3%
Basketball	n/r	n/r	n/r	-	-
Trampolining	1500	2000	2500	1000	67%
Sailing / Rowing / Dragon Boating	228	200	202	-26	-11%
Table Tennis, Squash and Golf	718	734	756	38	5%
Total Reported Sports Club Membership	6,916	7,486	7,998	1,082	16%

As well as the above demand information, the strategy has also identified the need for additional indoor court space 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.

3.5.2   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.

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 2.14 ha of play spaces per 1000 residents, which is more than the minimum targets set by Council.

The Council identified target of having local play spaces within 500m or 10minutes walk and community play spaces within 1km or 15 minute walk is generally met throughout the district and ties in with the population provision target above.

3.5.3   Aquatic Facilities

The recently completed Aquatic Facilities strategy has identified 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 or users across the 3 pools over the last 10 years.

Figure 3-1 Total Pool Attendance
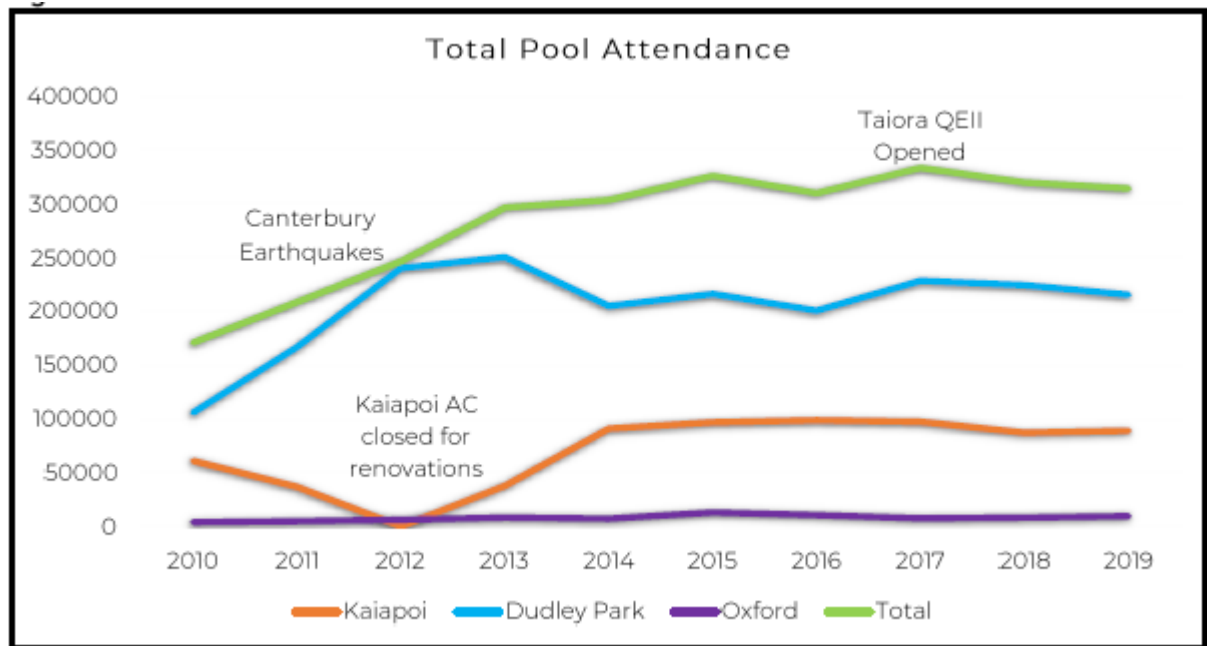
Aquatics staff have identified that approximately 225,000 paying customers used these facilities last year. This has been significantly impacted by Covid-19 which saw the pools close for 2 months and restricted use for a further two months. Staff would normally expect approximately 300,000 customers 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.

3.5.4   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 3-5 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

Green Spaces staff are able to 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 it can be seen that 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.

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.

3.5.5 Cemeteries

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

3.6   Current customer levels of service

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:

3.6.1   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

3.6.2   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

3.6.3   Council Targets

Where staff have identified that satisfaction of users is an appropriate LOS 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

3.6.4   External Levels of Service

The below table sets out the current external Levels of Service identified by Greenspace. As part of the review of Green Space activities the current Levels of Service are reviewed to ensure that they remain relevant.

Table 3-6 External Levels of Service

Recreation				

Community Outcomes	Council Response	What Council Provides	Measuring Performance	Target
That this activity contributes to	How this activity contributes to outcomes	Major Levels of service		
Parks & reserves				
Public Spaces and facilities are plentiful, accessible and high quality There are wide ranging opportunities for people of different ages to participate in community and recreational activities. The particular recreational needs of children and young people are met.	There are wide ranging opportunities for people to enjoy the outdoors	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.
			The number of hectares of neighbourhood reserve land per 1000 residents.	1 hectare per 1000 residents.
			Customer Satisfaction with sports grounds as measured by an annual survey of users	At least 90%
Conservation of significant areas of indigenous vegetation and/or habitats is encouraged. There is a safe environment for all.	Reserves protect and enhance areas of indigenous vegetation	Areas of significant indigenous vegetation and habitats for indigenous fauna will be maintained in accordance with reserve management plans	Meeting the objects of the reserve management plan.	100% compliance with reserve management plans.
Community Buildings and Facilities				

There are wide ranging opportunities for people of different ages to participate in community and recreational activities. Businesses in the District are diverse, adaptable and growing. The communities needs for health and social services are met.	There is a wide variety of public places and spaces to meeting people's needs and the accessibility of community and recreational facilities meets the changing needs of our community.	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.
Airfield				
Businesses in the District are diverse, adaptable and growing.	Maintaining and developing the Rangiora Airfield enabling additional recreation as well as business opportunities.	Maintaining and developing Rangiora Airfield to provide greater opportunities for recreation and general aviation.	Compliance with general aviation requirements. Designation of land	100% compliance with general aviation requirements.
Cemeteries				
The community's need for health and social services are met.	Providing and maintaining cemeteries to provide for community health.	Cemetery provision will meet the interment needs of District residents for accessible and appropriate sites.	Amount of berm development undertaken and forecasting that against the anticipated future requirement.	Providing berm capacity for at least 3 years.
Aquatic Facilities				
Public spaces and facilities are plentiful, accessible and high quality. There is a safe environment for all.	Providing public swimming facilities • to improve public safety by encouraging involvement in learn to swim programmes.	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.

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	• to assist public health by enabling injury rehabilitation access and mobility enhancement		Customer Satisfaction with Aquatic facilities, as measured by a biannual survey of facility users.	At least 90%

3.6.5   Internal Performance Measures

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

Table 3-7 Internal Performance Measures

Community Outcome	Level of Service	Performance Measure	Target	Current Performance Results
Public Spaces and facilities are plentiful, accessible and high quality	Failures and service requests 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% over last calendar year. While this is slightly below the target of 80% this is a significant improvement over the report 55.8% in the last AMP. This is over 2166 service requests for the period 1 January 2020 to 31 December 2020.
	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 non-compliance issues have been identified.

Community Outcome	Level of Service	Performance Measure	Target	Current Performance Results
There are wide ranging opportunities for people of different ages to participate in community and recreational activities.	Council parks are well used by district residents.	WDC Customer Satisfaction Survey results (3 yearly).	No less than 50 % of respondents use parks.	Results from the 2019 Customer Satisfaction Survey show that 74.7% of respondents are using the parks.
There is a safe environment for all.	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.
		Compliance with the NZ Playground Safety Standards 5828.	Playgrounds meet the NZ Standard 5828 as assessed by monthly inspection.	Currently complying.

3.6.6 Levels of service and Performance Measures for Reserve and Community Facility Provision

The following table sets out the identified Levels of Service and Performance measures for Green Space and Community Facilities maintained by Green Space.

Table 3-8 Levels of Service and Performance Measures for Reserves and Community Facilities

Asset Type	Level of Service	Recommended Provision	Performance Measure	Target	Current Performance Results
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.	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.	Yet to be determined.	Redeveloped civic space
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.	0.044 hectares currently available per 1000 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.	No less than 1.0 hectares of neighbourhood reserve per 1000 residents is maintained across the district.	2.03 hectares currently available per 1000 residents.

Asset Type	Level of Service	Recommended Provision	Performance Measure	Target	Current Performance Results
	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 5000m^2, (community) no smaller than 1.5 hectares.	Percentage of neighbourhood parks smaller than 5,000m^2.	No more than 51% of neighbourhood parks are smaller than 5000m^2.	48% of neighbourhood parks are currently smaller than 5000m^2. (34 out of 71 neighbourhood reserves)
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.	4.71 hectares currently available per 1000 residents.
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.	2.69 hectares currently available per 1,000 residents. (Figure excludes coastal land managed by Te Kohaka o Tuhaitara Trust which is approximately 700 hectares).

Asset Type	Level of Service	Recommended Provision	Performance Measure	Target	Current Performance Results
Cemeteries	Provision of cemeteries will meet the future interment needs of the community to provide accessible and appropriate sites for burial.	Provision is population dependent so no yard stick figure is available.	Amount of berm development undertaken.	Providing berm capacity for at least three years.	Currently meeting target.
Community Facilities (Neighbourhood)	Provision of Community Facilities to provide meeting space for the community in	Within 10-15 minute walk from local centre, or 5-10 minute drive	Number of meeting spaces available	Provision of a meeting space approximately 260-330m2 for every 2500 population	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 2021 – 2031 Long Term Plan.
Community Facilities (Town Centre)	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	Yet to be determined.	Yet to be determined.	

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)

3.6.7   Reserve Management Plans

All reserves vested under the Reserves Act 1977 are required to have a management plan in place. 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

These Reserve Management Plans identify what activities can and cannot be undertaken on the corresponding reserve type. 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. The management plans contain information about what can and cannot be developed and activities which are restricted or prohibited.

1.1.1.1   *Neighbourhood Parks*

A benchmark that can be applied to the assessment of levels of provision is the WDC Levels of Service Guideline of 1 hectares 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 3000m^2 with a preferred size of 5,000m^2 of usable flat or gently undulating land. Currently 52% 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 3-9 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, so as 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.

Facilities	LOS Guideline
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.

1.1.1.2 *Sport and Recreation Parks*

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 4.71 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 five 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 3-10 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-street car 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.
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.

Facilities	LOS Guideline
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.

1.1.1.3 *Recreation and Ecological Linkages*

There is no nationally recognised benchmark available for the provision of recreation and ecological linkages. Current Council provides 133.79ha 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 3,000m^2 should be seen as an effective area which will provide visual impact.

Location of green space 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 3-11 Recreation and Ecological Linkages Levels of Service Guidelines

Facilities	LOS Guideline
Roads & car parking	Not likely to be required.

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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.

1.1.1.4 *Natural Parks*

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 2.69 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 other 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.

Table 3-12 Natural Parks Levels of Service Guidelines

Facilities	LOS Guideline
Transport provision	Off street car 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.
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.

1.1.1.5 *Outdoor Adventure Parks*

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.

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 3-13 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
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.

1.1.1.6   *Civic Spaces*

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.

Table 3-14 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.
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.

1.1.1.7   *Streetscapes*

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 Green Space Unit streetscape levels of service.

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

Table 3-15 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	Not generally provided except for defined unmet community need	
Landscape Planting/Gardens	May be provided	May be provided	May be provided	Not generally provided except for defined unmet community need	
Annual Garden Beds	May be provided	Not generally provided except for defined unmet community need			
Street Furniture	May be provided	May be provided	Not generally provided except for defined unmet community need		
Paved Social Spaces	May be provided	Not generally provided except for defined unmet community need	May be provided		
Public Toilets	May be provided	May be provided			
Unique Features (monuments, art works, fountains, ornamental walls etc.)	May be provided	Not generally provided except for defined unmet community need			
Feature Lighting	May be provided	May be provided	Not generally provided except for defined unmet community need		
Litter Bins	May be provided	May be provided	Not generally provided except for defined unmet community need		
Recycling Bins	May be provided	May be provided			

Key:

(dark blue)	May be provided
(light blue)	Not generally provided except for a defined unmet community need
(blank)	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 are 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 led the Council to reduce its levels of service when the 2007 Activity Management Plan was prepared.

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 3-16 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 sited 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.

Facilities	LOS Guideline
	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).
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.

3.7 Past and current performance

Performance of the Green Space and Aquatics groups is trending positively using the level of service indicators. Customer satisfaction results for Greenspace's facilities are shown in Figure 3-2 Greenspace Customer Satisfaction below. 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 3-2 Greenspace Customer Satisfaction
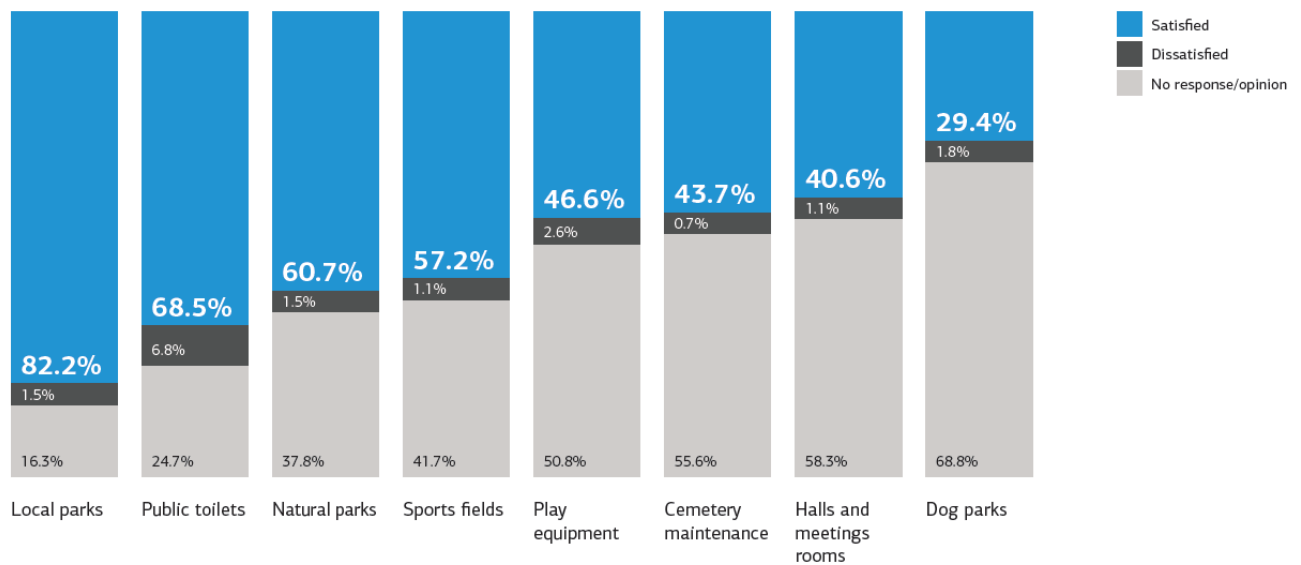
The results from this survey also show for some categories such as Dog Parks even though satisfaction is 29.4%, dissatisfaction is only 1.8% due to no response/opinion being 68.8% for this questions. Overall the category with the highest level of dissatisfaction was public toilets with 6.8% dissatisfied.

3.7.1   Sportsgrounds

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 Table 3-3 Sport Facility Demand, which is included in 3.5.1 above. From the table it can be seen that 75% of sports grounds have excess capacity. This number can be further increased by improving the quality of these facilities.

3.7.2   Public Toilets

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 3-3 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 3-3 Public Toilet Satisfaction
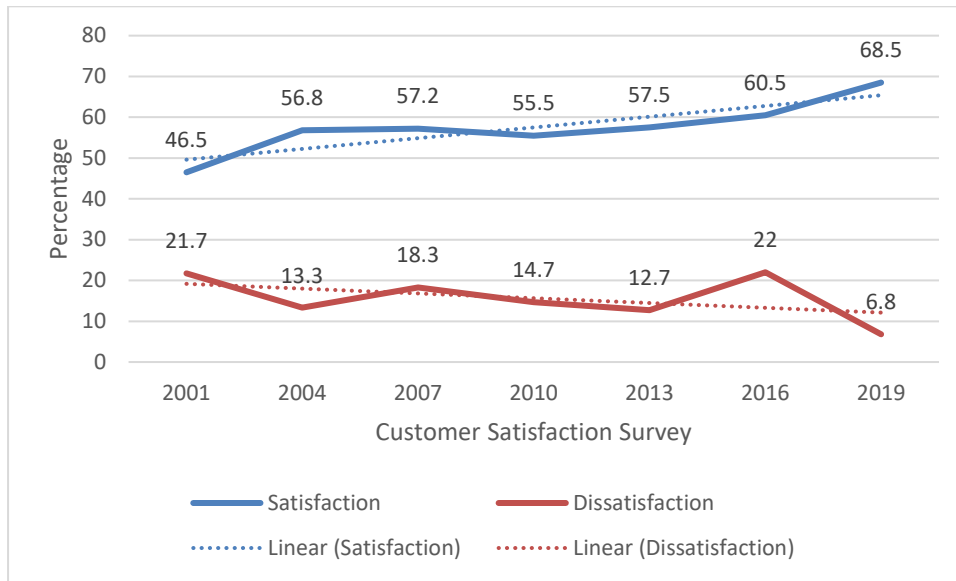
3.7.3 Aquatic Facilities

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 with the target of 90% satisfaction. These surveys often identify issues with the facilities that can be addressed including

3.7.4 Community Facilities

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 3-4 User Satisfaction of Community Halls
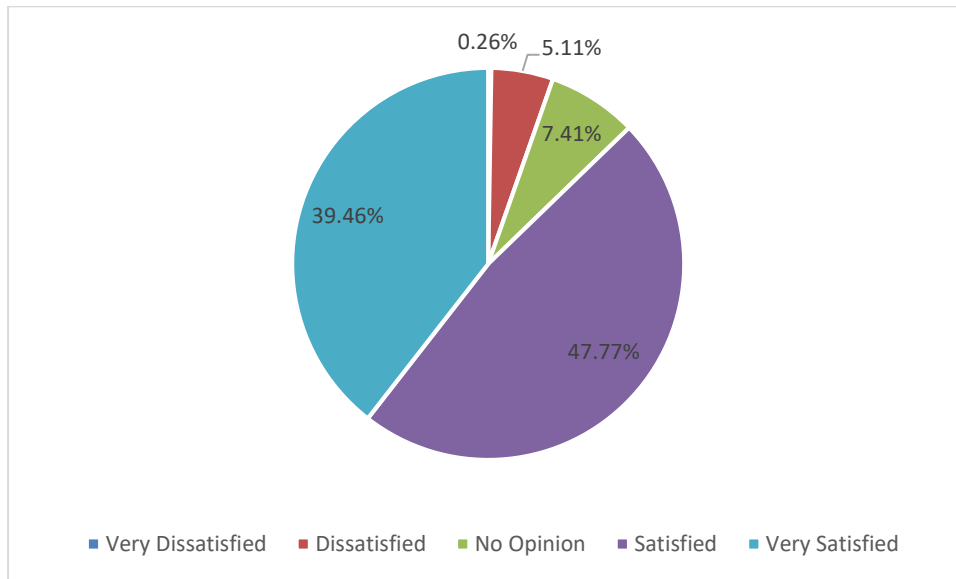
3.7.5 Past and Current Performance (Contracts)

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

3.8.1.1 *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.

3.8.1.2 *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 following tables shows the performance of the Contractor over the previous several years.

Figure 3-5 Previous Parks and Reserves Maintenance Contract Performance
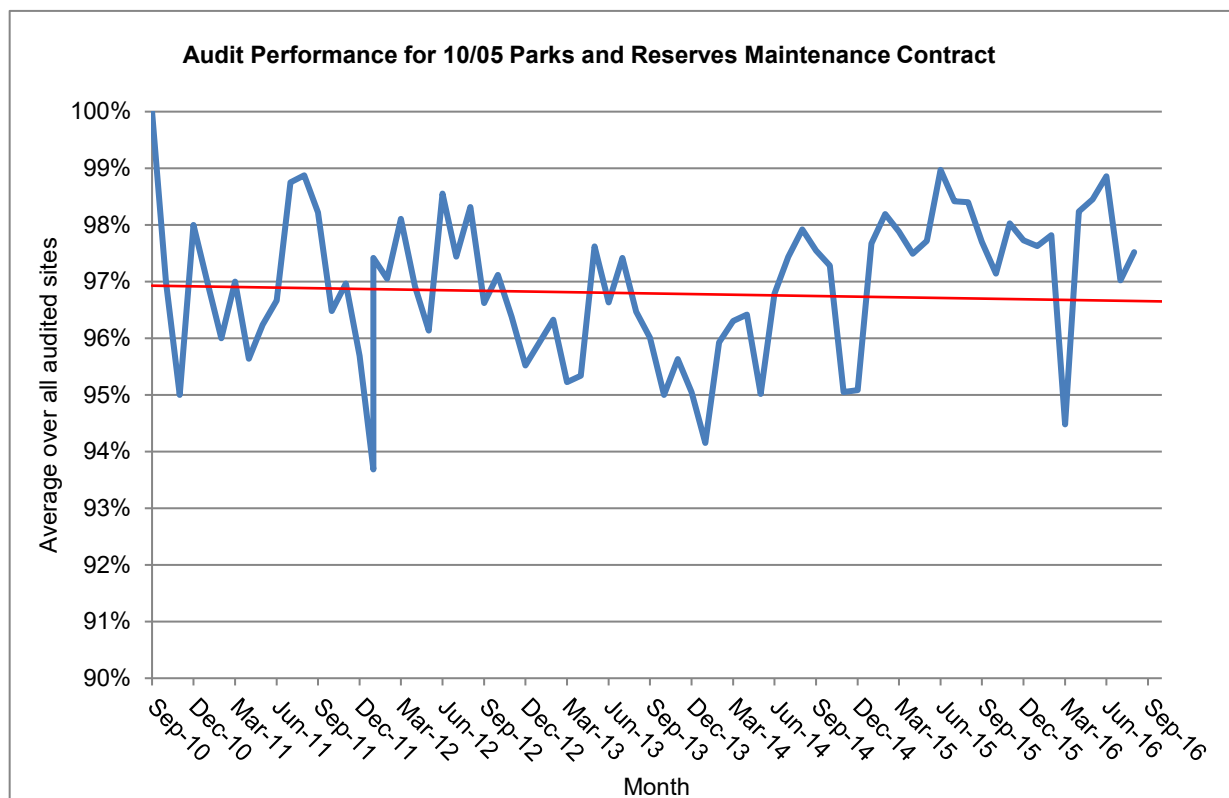
The first table shows the contractor, Delta, performance over the duration of the previous contract, with the redline indicating the trend over the contract.

The new 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 3-6 Audit Performance for Parks and Reserves Maintenance Contract

Figure 3-6 Audit Performance for Parks and Reserves Maintenance Contract
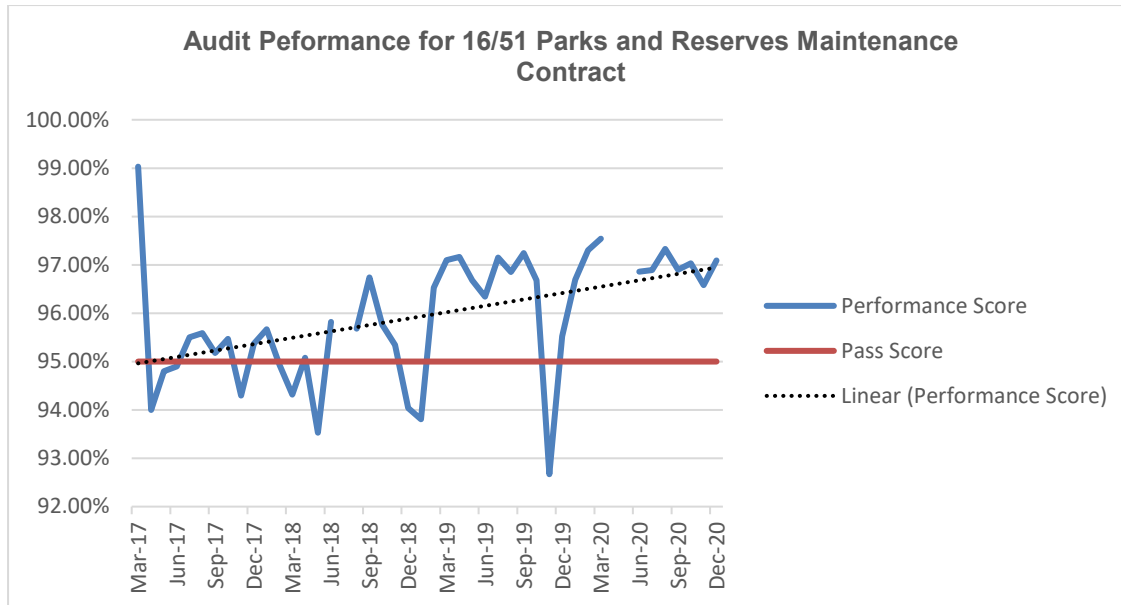
It can be seen that when they have fallen below the expected 95% performance target appropriate corrective action has been undertaken within expected timeframes. Overall the trend is for Delta to be performing above the required 95% target set out in the contract.

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

Green Space 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 are both slightly below the set target. However, with both of these surveys there are number of respondents who either had no opinion or no response to the question which brings the level below what is targeted.

There is an excess in the amount on total land held 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 park 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 Green Space 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 3-17: Gap Analysis against performance requirements

Measuring Performance	Target	
Parks & Reserves		
The number of hectares of parkland per 1000 residents.	8 hectares per 1000 residents.	Exceeds 9.78 hectares per 100 residents
The number of hectares of neighbourhood reserve land per 1000 residents.	1 hectare per 1000 residents.	Exceeds 2.03 hectares per 1000 residents
Customer Satisfaction with sports grounds as measured by an annual survey of users	At least 90%	Needs Improvement 84.36% were either very satisfied or satisfied with only 4.73% dissatisfied or very dissatisfied. The remaining 10.91% either had no opinion or no response on this question.
Service Requests are completed within the given timeframes	At least 80% of service requests are completed within allocated timeframes	Needs Improvement 77.89% over last financial year
Community Buildings		
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.	Needs Improvement Latest survey has a combined 87.23% either very satisfied or satisfied with only 5.37% dissatisfied or very dissatisfied. The remaining

		7.41% either had no opinion or no response to this question.
Airfield		
Compliance with general aviation requirements. Designation of land	100% compliance	Achieves Target
Cemeteries		
Amount of berm development undertaken and forecasting that against the anticipated future requirement.	Providing berm capacity for at least 3 years.	Achieves Target
Aquatic Facilities		
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.	Achieves Target
Customer Satisfaction with Aquatic facilities, as measured by a biannual survey of facility users.	At least 90%	Exceeds 90% Satisfied following September 2020 survey

In considering the gap between the current demand, levels of service and provision, Green Space 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

3.8.1   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 Green Space 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 (2021 - 2031) either through new toilet facilities or improvement of existing:

- Millton Memorial Reserve

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

- West Oxford Reserve

  - Opportunity exists to access Tourism Infrastructure Fund (TIF) funding to bring this project forward. This is now planned for 2021/22 financial year if funding is able to be sourced from TIF.

For further detail please refer to the Public Toilet Strategy.

3.8.2   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:

- North East Rangiora Playground

- Elm Green / Kippenberger linkage

- East Eyreton Domain

- Skate Park in Woodend/Pegasus Area

3.8.3   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)

3.8.4 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 regards 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. Staff have identified within the strategy that a review of the indoor court space in 2024/25 to further determine what is required in the district should be undertaken. Staff have also included a budget outside of the 10 years of the LTP for improvements to indoor court space in the district.

3.8.5 Aquatics

The Aquatics Facilities within the district see approximately 225,000 users per year (excluding spectators and the unmanned Waikuku Beach paddling pool). At this time 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. This is currently not planned for the 10 years of this Long Term Plan, however staff will need to being the planning for this including purchase of sufficient land over the coming 10 year period.

The strategy also identified there are gaps between the current provision at the three main aquatic facilities for a number of activities/facilities that users are viewing as important as part of the user experience in these facilities. These options have begun to be explored by staff are considered as part of this Long Term Plan. These are shown on the below table:

Figure 3-7 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	🟩	🟩	🟩	🟩	🟧	🟥	🟥	🟥	Specialist area - Metro
Kaiapoi	🟩	🟩	🟧	🟥	🟥	🟥	🟥	🟥	
Oxford	🟩	🟩	🟥	🟥	🟥	🟥	🟥	🟥	

Key

🟩 Mostly meets need

🟧 Partially meets need

🟥 Mostly does not meet need

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.

3.9   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 waste water as it does not represent how much use its facilities are actually getting. Green Space 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 as well as an Environmental Strategy that covers the following areas:

- Esplanade Reserves
- Urban Forests
- Biodiversity

4 Future Demand and Growth

4.1 Introduction to the section

Green space 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 and activity trends. Other variables also play a role but generally with much lower levels of influence.

Increasing population and the way these populations are dispersed impacts on Green Space because Councils current levels of service are based on population size and the distance of residents from green space 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 green space demand more fully.

4.2 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.

4.2.1 Population growth:

The population of Waimakariri grew by 2.4% between 30 June 2018 and 30 June 2019, which is well down from its peak in 2014 (4.0%) and below the 3.5% growth experienced between 2017 and 2018. Over the last 13 years the Waimakariri District has grown steadily with the following table showing the estimated resident population counts as at 30 June, with the estimated district population in 2019 being 62,800:

Figure 4-1 Waimakariri District Estimated Resident Population
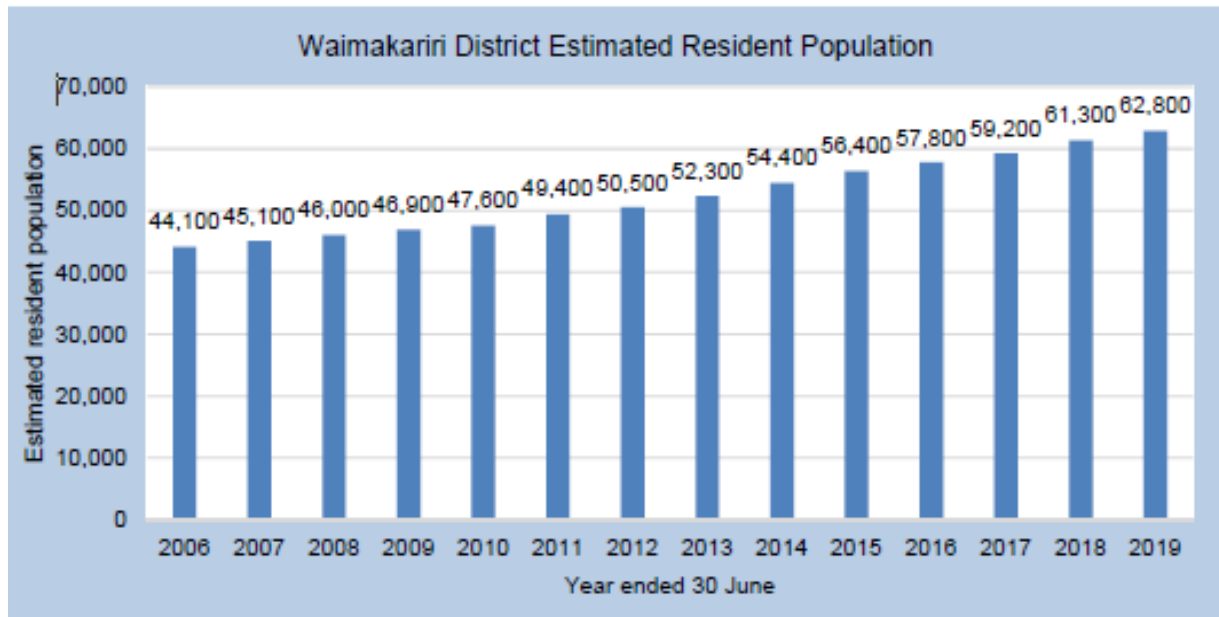
The population increase is influenced by both natural increase/decreases and migration to the district. The following table shows the change in population for the Waimakariri District to the year ended 30 June 2019:

Table 4-1 Population Change in Waimakariri District 2019

Waimakariri District component changes and median age at 30 June 2019				
Year	Natural increase	Net migration	Population	Median age
2019	200	1,300	62,800	43.7

4.2.2   Population distribution:

Over the 20 years 1996 – 2016, growth across the district was largely due to internal migration. Natural growth, caused by births outnumbering deaths, contributed to approximately 20% of the growth. International migration reduced the population by 4%, which is believed to be 20 – 24 age cohorts leaving the district to travel abroad. In the last three years, there has been a net increase in population due to international migration, which links to the national trends. More than twice the growth in the district has been in the urban (67%) environment when compared to the rural (29%) environment. Rural residential property makes up 4% of the growth.

Rangiora is the largest urban centre in the district. 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 while recovering from the Canterbury earthquakes. Pegasus is a new development within Waimakariri and the Woodend area has also seen the development of the Ravenswood subdivision. Other centres have seen what is considered to be more organic growth over the period.

Figure 4-2 Population Growth Projections 2019 - 2033

Waimakariri District Growth Projections 2019 - 2033
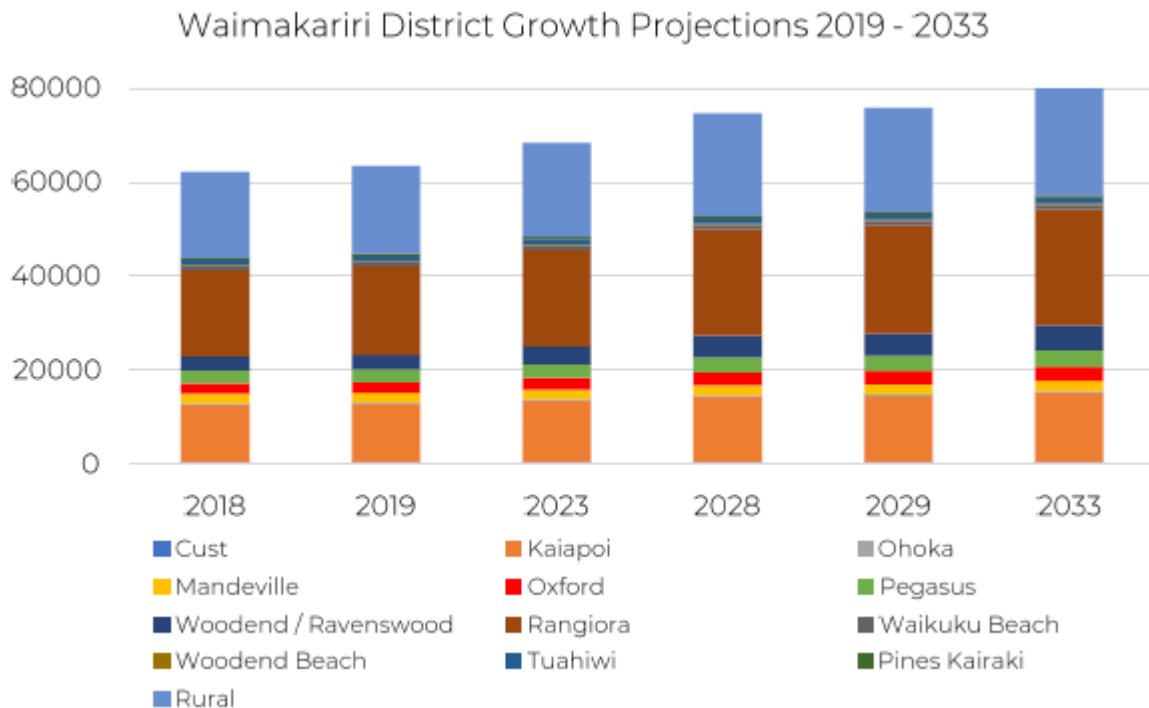
Waimakariri is expected to continue its pattern of growth through the planning horizon. The high, medium and low growth scenarios are included in Figure 4-3 Population Forecasts below. Waimakariri has also developed a growth scenario that was developed by extrapolating out its historical building consent information. This results currently in a scenario that rests between the Statistics New Zealand medium and high projections. Waimakariri District Council will be using the building consent based scenario for planning.

Using the WDC scenario by 2048 the districts population is projected to be just under 100,000 residents. Over the next ten years, by 2031 the number of residents is projected to be approximately 77,000.

Figure 4-3 Population Forecasts

- High projection: assuming high fertility, low mortality and high migration
- Medium projection: assuming medium fertility, medium mortality and medium migration
- Low projection: assuming low fertility, high mortality and low migration
- WDC Scenario
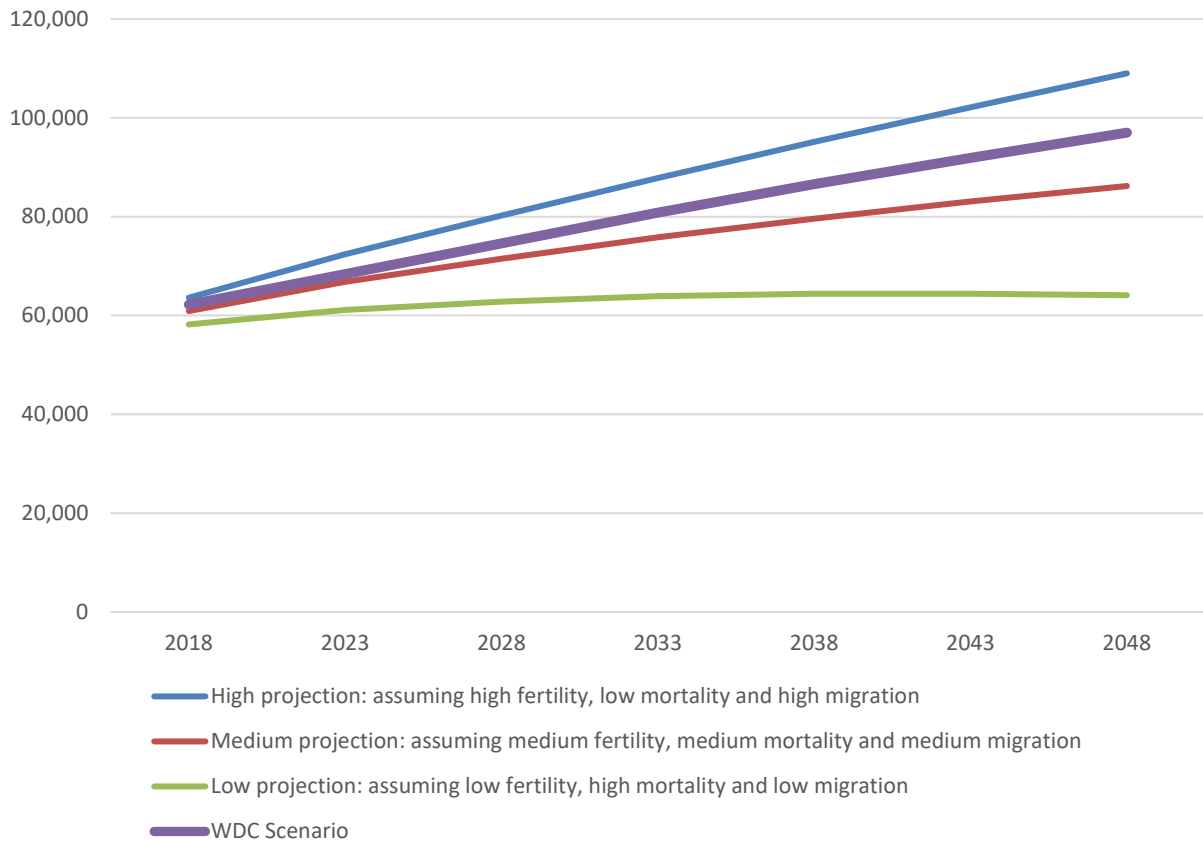
4.2.3 Demographic profile:

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 with the proportion of youth decreasing. In real numbers, 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 1,000 residents aged over 85 years in 2013 increasing to approximately 6,000 in 2048. The following two graphs show the changing demographics in the district as well as comparing the demographics against national averages.

Figure 4-4 Age Group Breakdown of Waimakariri District

Age groups of population as a percentage

Legend: 2015 2016 2017 2018 2019
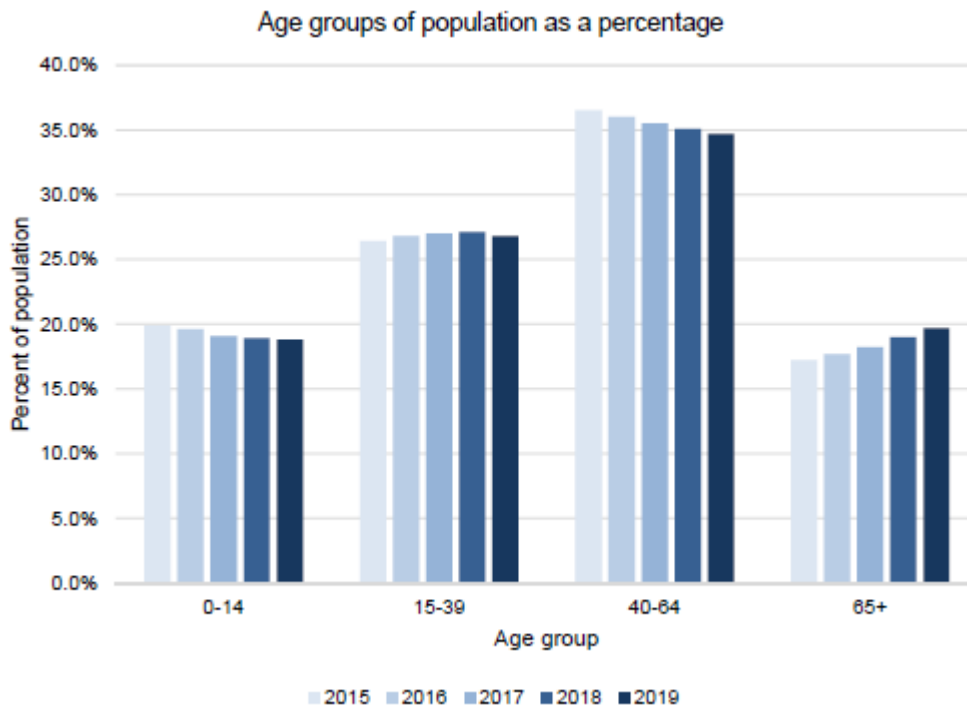
Figure 4-5 Comparison of Age Groups New Zealand and Waimakariri District
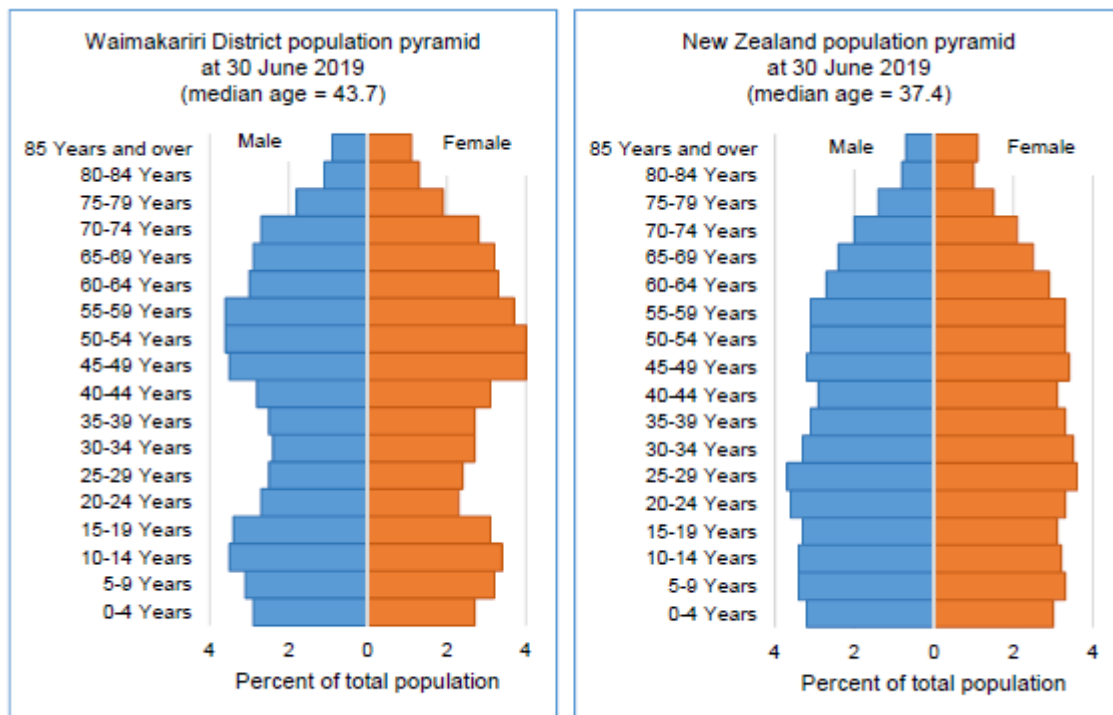
Although the 65+ age cohort is projected to change the most dramatically other cohorts are also projected to have increases over the planning horizon. This is illustrated by examining the cohort projections for the Waimakariri customised higher projection (Figure 4-6 Age Group Population

Projections 2018 - 2043). Green space facilities will need to accommodate the needs of this changing demographic.

Figure 4-6 Age Group Population Projections 2018 - 2043
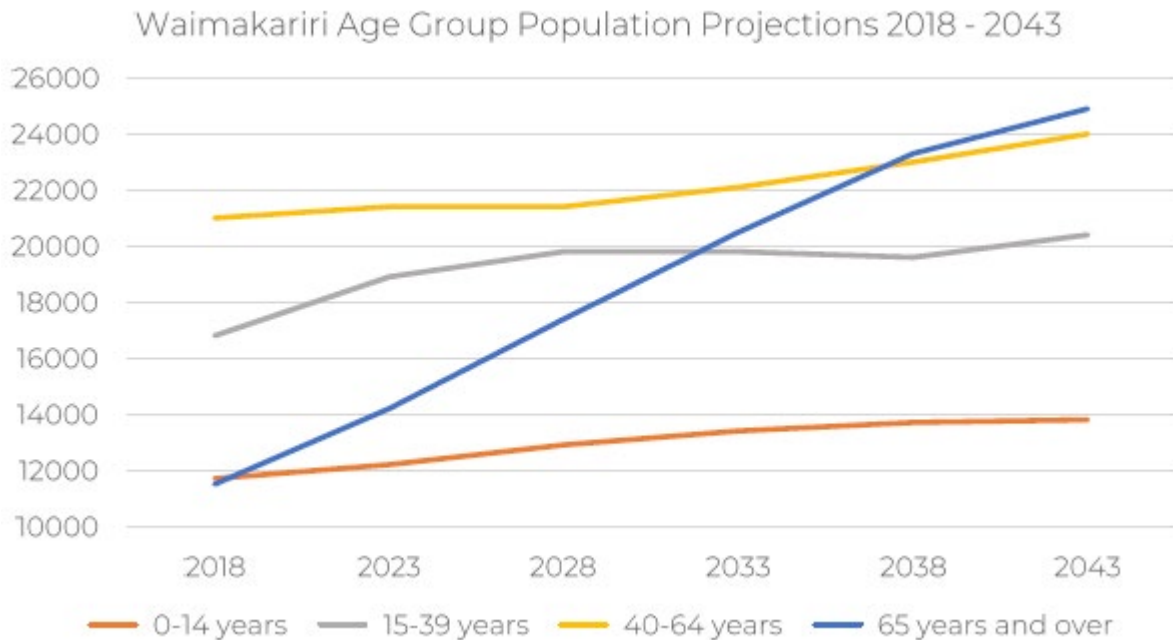
As part of the planning for the Long Term Plan staff have identified the need for budget to be allocated for the activation of existing spaces across the district for both elderly and youth. These improvements can range from improvements to paths and seating to coordination and consultation with youth to improve usability and access to activities.

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

1. Population – Waimakariri 2048, Background Report on the Population in the Waimakariri District
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

4.3   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 green spaces 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 green spaces, 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. For example, Christchurch City Council is currently underway with the development of a major indoor sports and aquatic facility this will provide for some of the more specialist needs of Waimakariri residents.

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.

4.3.1   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 an 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.

4.3.2   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.

Another technology which is advancing throughout the country is all weather turf facilities. These facilities are in the case of football and rugby are 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.

4.3.3 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.

4.3.4 Climate change:

Climate change is likely to impact on our open space areas, particularly over summer periods when 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.

4.3.5 Biodiversity / Environmental protection:

A need for better care of the environment and more sustainable management practices has a growing emphasis in the community. For green space, 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.

4.3.6 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 green space to ensure its ongoing maintenance and capital expenditure is justified.

4.3.7 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.

4.3.8 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.

4.3.9 Global Impacts

The current 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.

4.3.10 Other:

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

1) Population – Waimakariri 2048, Background Report on the Population in the Waimakariri District
2) Waimakariri Sports Fields Strategy, 2017.
3) Walking and Cycling Strategy
4) Playground strategy
5) Community Facilities Strategy
6) Toilet strategy

4.4 Future community expectations and demand

4.4.1 Parks and Reserves

New Green spaces 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 Green Space 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 green space 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 green spaces 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.

With the aging population, it is inevitable that there will be increasing demand for cemetery space. Off-setting 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.

Different age groups within the community can have different expectations for how green space is used and managed. Council needs to cater for all members of the community, and manage green space 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.

4.4.2 Community Facilities

The Community Facilities Strategy refresh has identified that the population growth across the district will leave a gap in service in the 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)

4.4.3   Aquatic Facilities

The Aquatics Facility 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.

This space has been identified as being required in approximately 2031/32 which falls outside the time period covered by this Long Term Plan, however 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, hydroslides, leisure pools and spa/sauna spaces. Redevelopment of the existing Dudley Park and Kaiapoi Aquatic Centres has been included within the budgets outside of the current 10 years of the Long Term Plan.

These considerations have been considered as part of the overall development of Aquatics for the district over the period of the Long Term Plan and beyond.

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

4.4.4   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 is 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.

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.

4.4.5   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.

4.5   Summary of key trends and implications for the service

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

1) An increasingly urbanised and growing population. 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.

3) Community expectations regarding green space 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) Over time the type of asset mix in each category will also need to adjust given the factors outlined above.

4.6   Demand management plan

In terms of demand for land to accommodate sufficient open space and recreation opportunities for the growing population Green Space 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 a number of 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.

Currently there is no formal demand management plan for the Aquatic Facilities. Current user data vs available capacity suggests that taking account of population increase and demographic changes demand will be sufficient for the short to medium term when considered alongside the proposed new aquatic facility located in Ravenswood.

4.7   Section improvement plan

- Additional user information statistics are required for certain assets to allow more detailed demand monitoring.
- Quality of assets needs to be a greater focus in the future (quality over quantity).
- Aquatics demand management strategy will require development over the next 5-10 years.

5   Asset Description

5.1   Introduction to the section

The Council has set one of its objectives for the period 2017/20 to ensure that systems and management processes are integrated, effective and reflect best practice. In developing and supporting the delivery of this objective, Council began a business improvement initiative in 2013. TechnologyOne was the system selected and saw all key disciplines (finance, rating, asset management, regulatory functions and customer services) integrated and delivered through a common platform. This initiated a catalyst for change within the organisation and a desire to adopt continuous improvement principles towards ways of doing business.

Council uses TechnologyOne as its asset register including recording maintenance history, condition inspections, asset lives and 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 that enables both routine periodic reporting and bespoke specialist reports.

5.2   Overview of asset network

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

Table 5-1 Asset Categories

Category	Number	Category	Number
Neighbourhood Parks	71	Sport & Recreation Reserves	25
Recreation & Ecological Linkages	236	Natural Parks	15
Outdoor Adventure Parks	1	Cultural Heritage Parks and Features	18
Public Gardens	3	Civic Space	8
Streetscapes	276	Rangiora Airfield	1
Community Facilities	26	Public Toilets	64
Aquatic Facilities	4	Trees	20995

The first eight categories are park categories, the remaining categories cover asset groups significant enough to warrant their own category. Some of these assets are located on reserves and some are located on roading assets. The Rangiora Airfield and Aquatic Facilities are reported on separately because of their specialised nature.

5.3　Summary of each asset type (description and quantity)

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 of the asset or the date the asset was created. 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.

5.3.1　Age

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. This is stored within the TechnologyOne asset database. For a full list of the asset lives used refer to the Greenspace Asset Valuation 2019 (TRIM # 190730106192)

The chart below 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 2021/31 period, providing the condition assessment concurs with replacement. Green Space staff have observed as part of this process that in general assets managed by Green Space are lasting approximately 20% longer than their useful life would suggest, in that 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
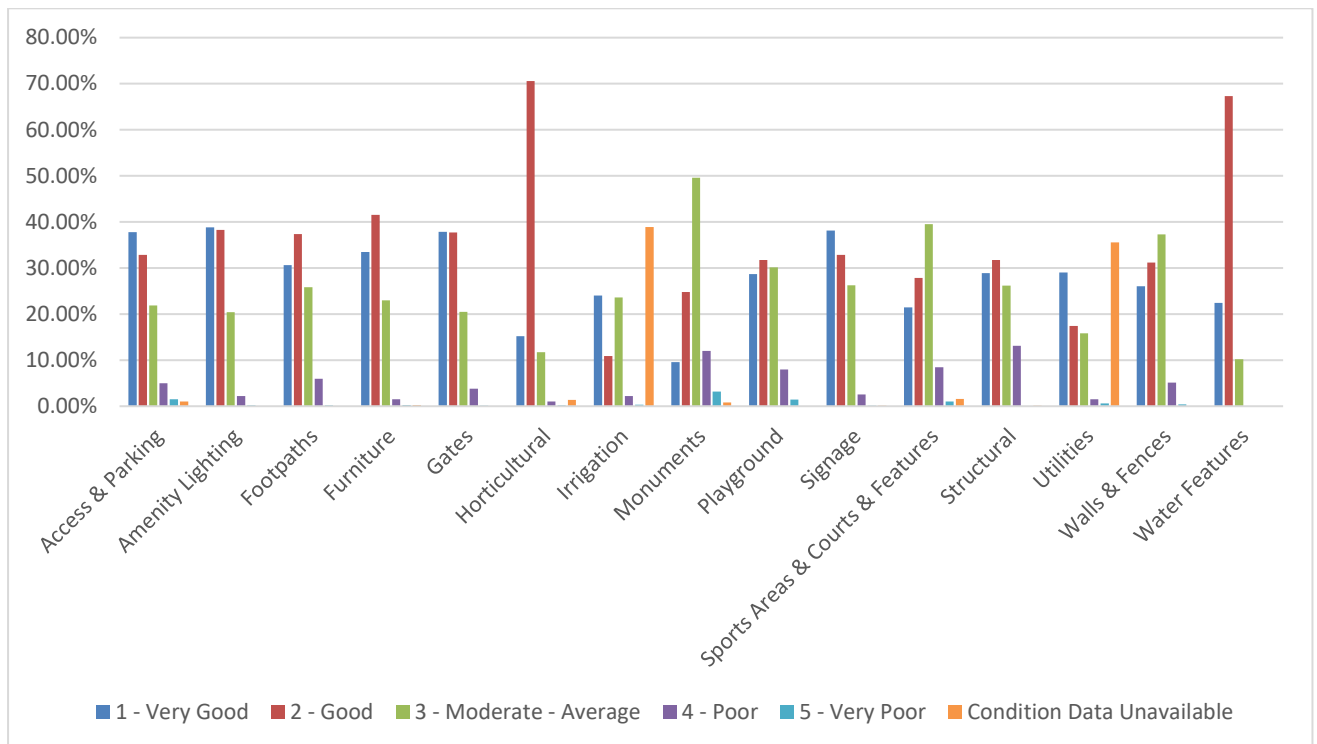
The information available for the remaining asset lives for other assets is held in the Tech One fixed assets register.

The average remaining life for the Public Toilets is estimated to be 40 years for the structures and 22 years for the roofs, there is currently no information available of the remaining assets lives for the interior and services of the facilities (this is currently programmed to be completed as part of the in process asset capture for community facilities).

The Community Facilities are estimated to have an average remaining life of 39 years for the structural element of the buildings, with an average useful life of 12 years for the roof components. This is shown on the following Figure 5-2 Useful Lives of Community Facility and Figure 5-3 Useful Lives of Community Facility Rooves. Note that there is no separate roof item listed for the Rangiora Toy Library building.

Figure 5-2 Useful Lives of Community Facility
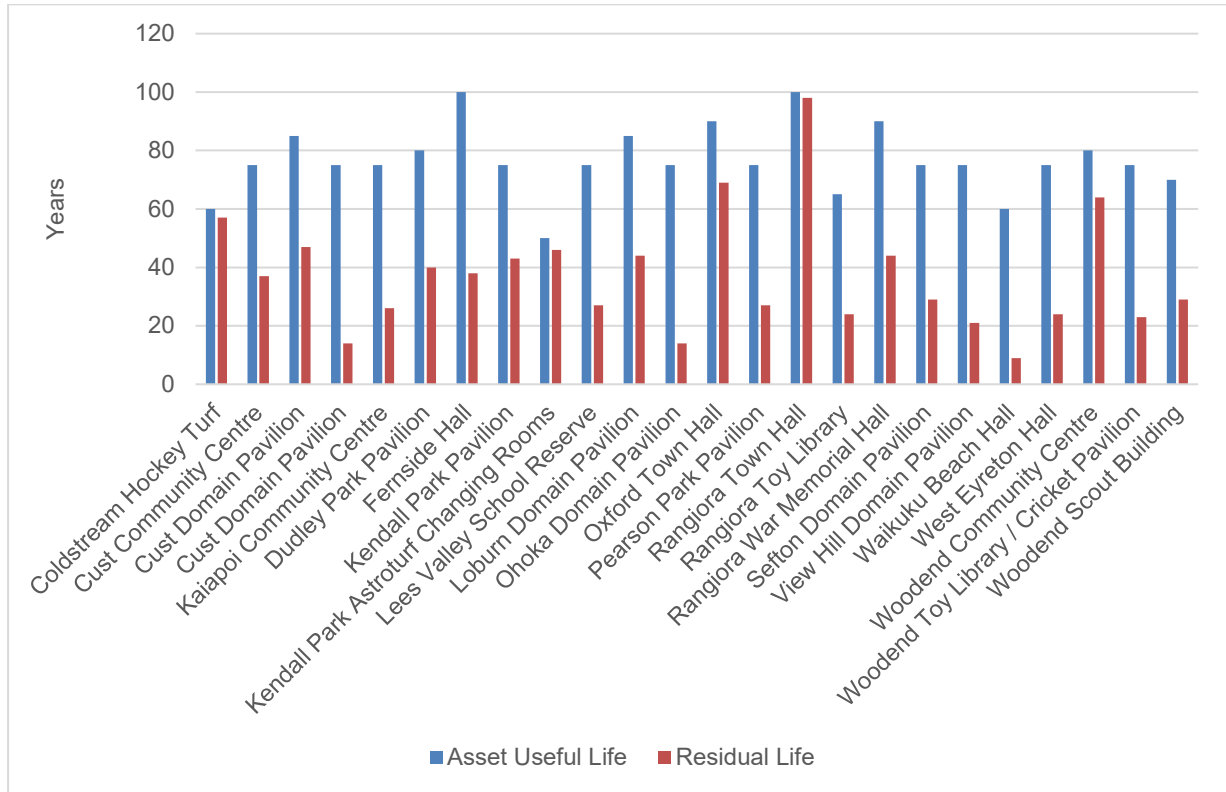
Figure 5-3 Useful Lives of Community Facility Rooves
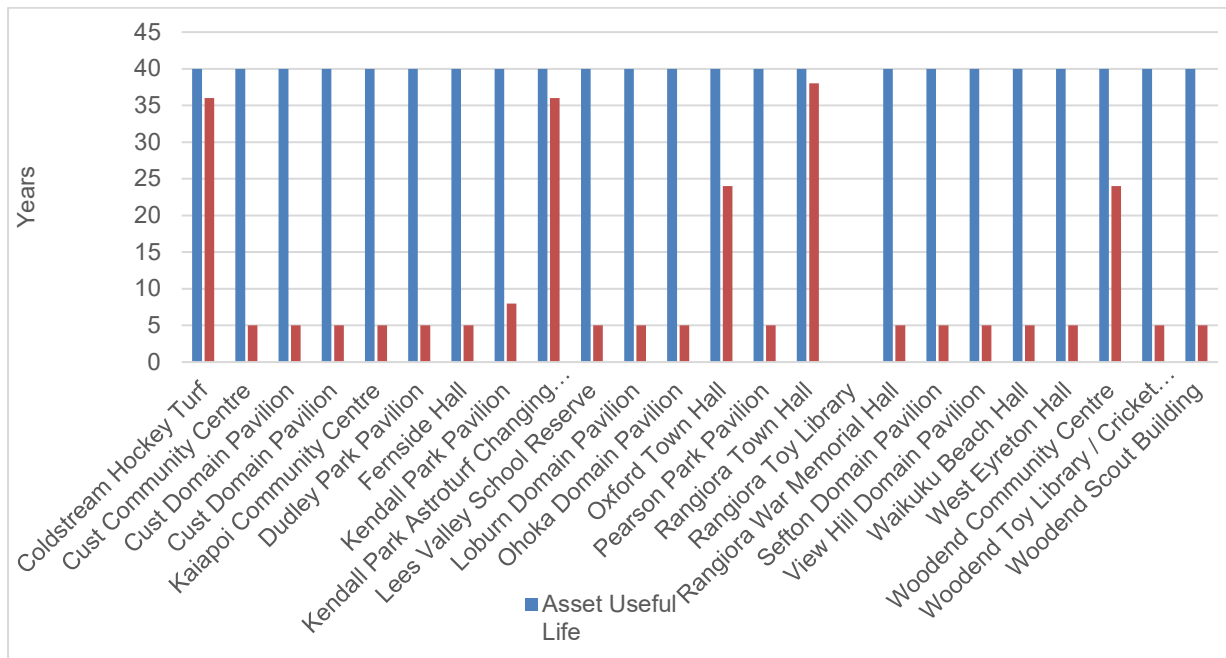
The information relating to the Aquatic Facilities also shows that the average remaining useful life is of the buildings is 55 years for the structures and over 22 years for the rooves. Note that each of the Pools have several building components and these have been displayed separately due to different remaining lives.

Figure 5-4 Useful Lives of Aquatic Facilities Buildings
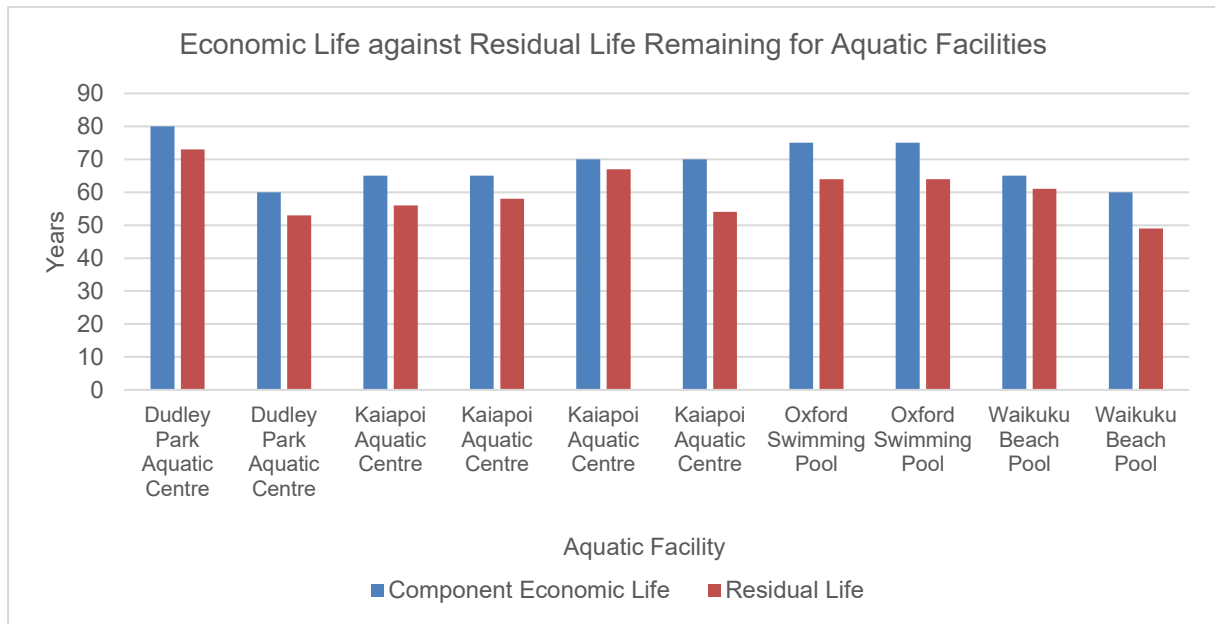
Figure 5-5 Useful Lives of Aquatic Facilities Rooves
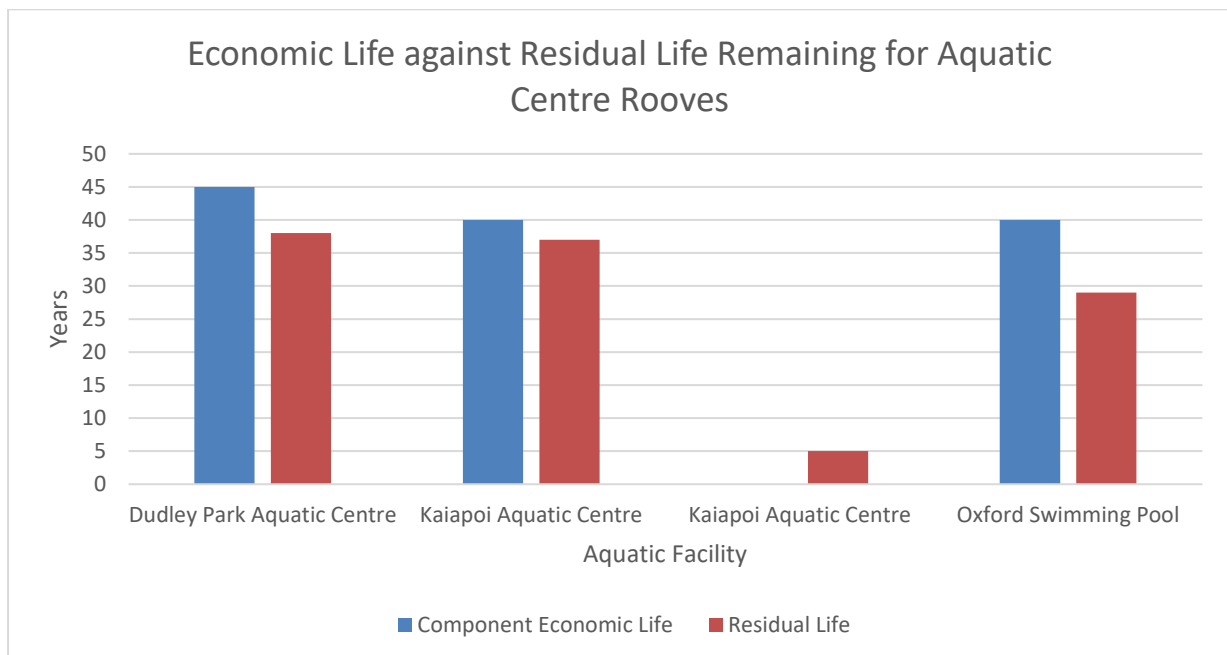
Following the development of the asset capture process for Aquatic and Community Facilities the process has begun to capture the assets located within these structures. All assets have been captured for Aquatic Facilities and the process is ongoing for Community Facilities. The below graph shows the remaining useful lives for the assets categories in Aquatic Facilities:

Figure 5-6 Asset Lives for Aquatic Facilities Assets
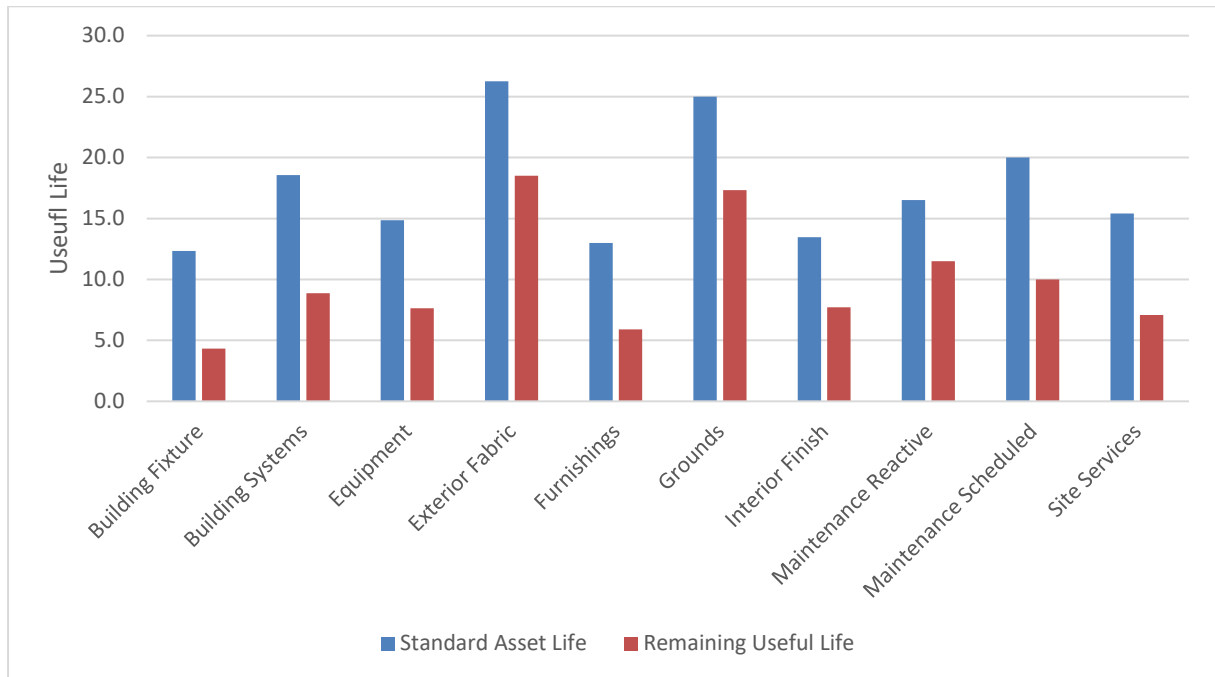
5.3.2   Capacity

5.3.2.1   *Parks and Reserves*

Parks and Reserves Management Plans provide the detailed analysis on the size, capacity and facilities that should be included. Council also develop concept plans to support the planning of new parks. The Waimakariri District recreation plan – strategic directions for recreation 2003 also provides useful background information. 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 are 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 has been created in 2017 which explores trends and participation rates as well as the carrying capacity of the sports fields. This strategy identify areas where there is limited capacity due to quality issues and suggests ways of improving capacity.

5.3.2.2 *Cemeteries*

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 at least three years provision available at all times. This provision is based on the burials in the previous year to project the number plots required. This information is passed onto the Green Space operations team to work with the Parks and Reserves Maintenance Contractor to maintain this level of provision and availability.

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.

5.3.2.3 *Sports Facilities*

The Sports Facilities Strategy recently completed has identified that there is a deficit in the provision sports fields throughout the district based on a survey completed by the main users of these sports fields. This has highlighted that even though there is 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.

5.3.2.4 *Play Spaces*

In regards to capacity and utilisation of the district's Play Spaces, there is no formal booking or usage system in place. Green Space 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.

5.3.2.5 *Community Facilities*

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 latest update of 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 2021/31 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.

5.3.2.6   *Public Toilets*

Detailed information relating to the capacity, the utilisation and performance of the Public Toilets is provided in the latest update of the Public Toilets Strategy document produced in October 2017. 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 Councils 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

The 2017 update of the Public Toilets Strategy has documented the key issues and themes relating to the capacity, utilisation and performance of the current facilities and has been used to inform the 2021/31 Long-term Plan.

5.3.2.7   *Rangiora Airfield*

The airfield in terms of hanger space has almost reached current capacity. 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 amount 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.

5.3.2.8 *Aquatic Facilities*

User information is collected at Dudley, Kaiapoi and Oxford swimming pools to determine usage of these facilities. Currently usage of these facilities is down from previous years due to the impact of Covid-19 on the ability of users to utilise these facilities for a large portion of the year.

The Aquatic Facilities Strategy has identified that with the continued population increase in the north east 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.

5.3.3 Condition

A visual assessment of the condition of all assets has been undertaken as part of the Asset Validation Project. These inspections remain ongoing as part of the data validation and auditing process relating to the Parks and Reserves Maintenance Contract.

This visual inspection was undertaken utilising the standards provided in the NAMs International Infrastructure Management Manual which divides condition into the categories for a core asset management approach included in the table below.

Table 5-2: Condition Ratings

Condition Grade	Condition Description
1	Very Good Condition Only normal maintenance required
2	Minor Defects Only Minor Maintenance required (5%)
3	Maintenance Required to Return to Accepted Level of Service Significant maintenance required (10-20%)
4	Requires Renewal Significant renewal/upgrade required (20-40%)
5	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 green space assets.

The condition assessments are stored and updated in the Council asset 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.

5.3.2.9 *Greenspace Assets*

The table below summarises the greenspace asset condition as abstracted from the Council's asset data base, the table provides a summary at the asset group level and shows a summary at the Greens space asset level. Assets that have a condition rating of 4 or 5 indicates that these assets required renewal within the next LTP period. The key change from this table from the last AMP is that the number of assets that either had condition unavailable or other information lacking on condition has now considerably reduced with the two main assets where this is still a concern are irrigation and utilities which are generally underground assets.

The charts below provide simple illustrations of the condition rating across the Greenspace assets as taken from the asset data base.

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	37.81%	32.84%	21.89%	4.98%	1.49%	1.00%
Amenity Lighting	38.85%	38.29%	20.45%	2.23%	0.19%	0.00%
Footpaths	30.62%	37.38%	25.84%	5.96%	0.20%	0.00%
Furniture	33.46%	41.56%	22.98%	1.54%	0.23%	0.23%
Gates	37.86%	37.71%	20.46%	3.82%	0.15%	0.00%
Horticultural	15.17%	70.57%	11.71%	1.00%	0.19%	1.36%
Irrigation	24.00%	10.91%	23.64%	2.18%	0.36%	38.91%
Monuments	9.60%	24.80%	49.60%	12.00%	3.20%	0.80%
Playground	28.70%	31.77%	30.14%	7.94%	1.44%	0.00%
Signage	38.15%	32.82%	26.23%	2.52%	0.14%	0.14%
Sports Areas & Courts & Features	21.49%	27.85%	39.52%	8.49%	1.06%	1.59%
Structural	28.89%	31.74%	26.17%	13.08%	0.00%	0.13%
Utilities	29.01%	17.41%	15.86%	1.55%	0.58%	35.59%
Walls & Fences	26.07%	31.16%	37.27%	5.09%	0.41%	0.00%
Water Features	22.45%	67.35%	10.20%	0.00%	0.00%	0.00%

The graph below shows the asset condition rating across the asset group.

Figure 5-7 Greenspace Asset Condition Rating
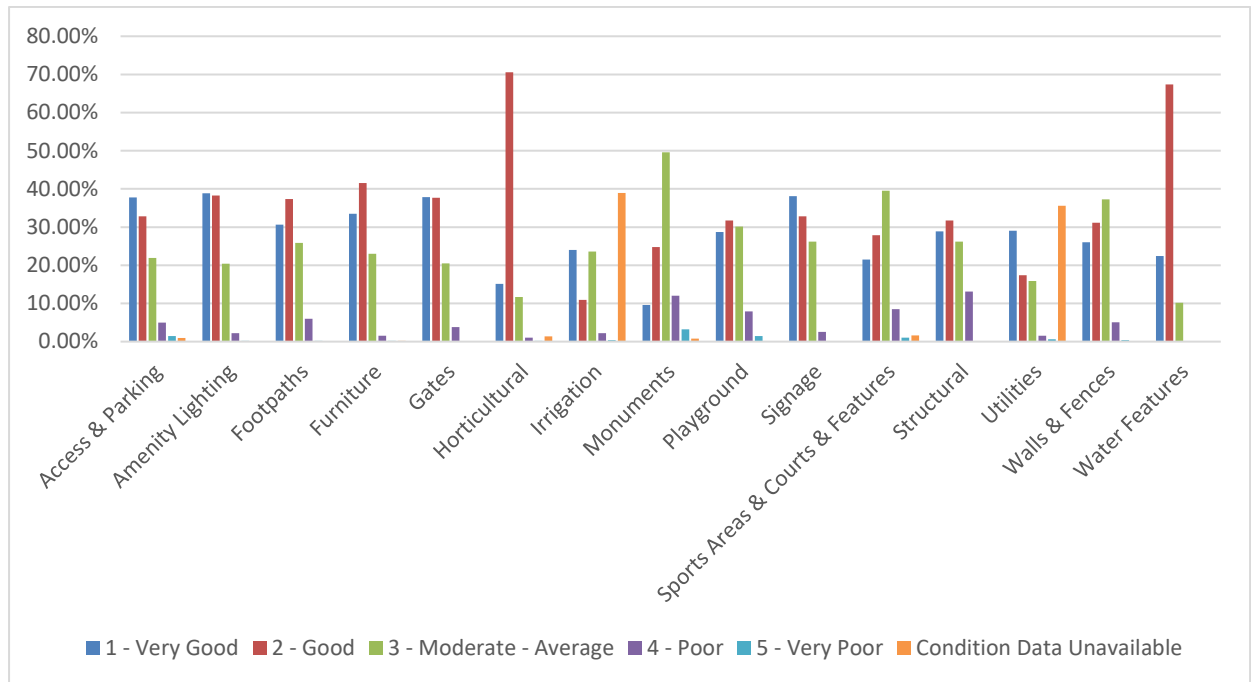
5.3.2.10 *Community Facilities, Rangiora Airfield, Aquatic Facilities and Public Toilets*

Following the development of the last AMP, capture of the asset information including condition data was identified as a significant improvement item for Community Facilities, Aquatic Facilities and Public Toilets. Following this a process was implemented to capture this information and load into the TechOne system alongside the other asset information held.

This process has been completed for Aquatic Facilities (with information to be loaded into TechOne), is partially completed for Community Facilities and Public Toilets have not started.

The following shows the breakdown of the condition rating of assets located within each of the Aquatic Facilities across the district:

Figure 5-8 Condition of Aquatic Facilities Assets
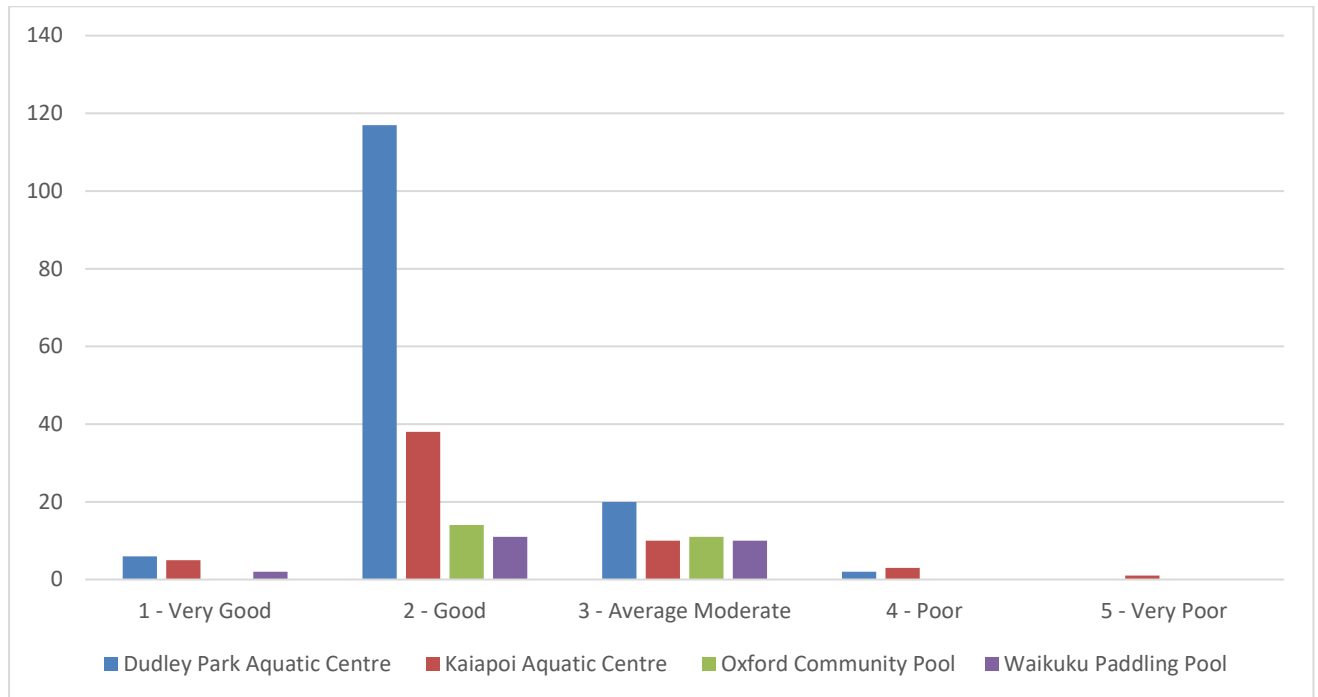
5.3.2.11 *Trees*

Below is a summary of the condition data taken from the TechOne asset system. The data shows that the percentage of trees assigned a condition rating of poor or very poor accounts for 11.17% of the tree stock (down from 13.2% in the last AMP). It is estimated that those trees identified in a very poor condition will need replacing over the 2021/31 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 50% of the trees with a poor condition rating will need to be replaced over the 2021/31 timeframe, the remaining will survive into the 2031/41 period.

There are a number of trees that have been captured since the new contract with Asplundh that are currently recorded as unassigned condition. Staff are working with Asplundh to rectify this and improve the asset information held for these trees.

The following graphs show the breakdown of tree assets condition (by number and percentage):

Figure 5-9 Tree Condition (Number)
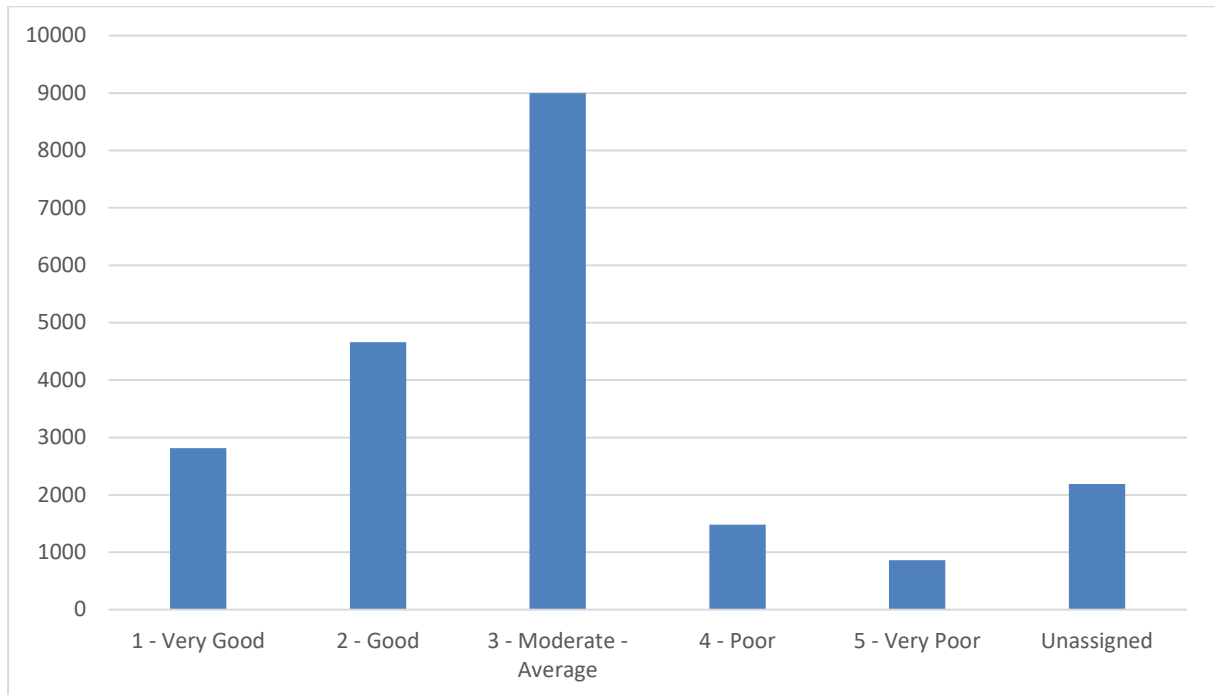
Figure 5-10 Tree Condition (Percentage)
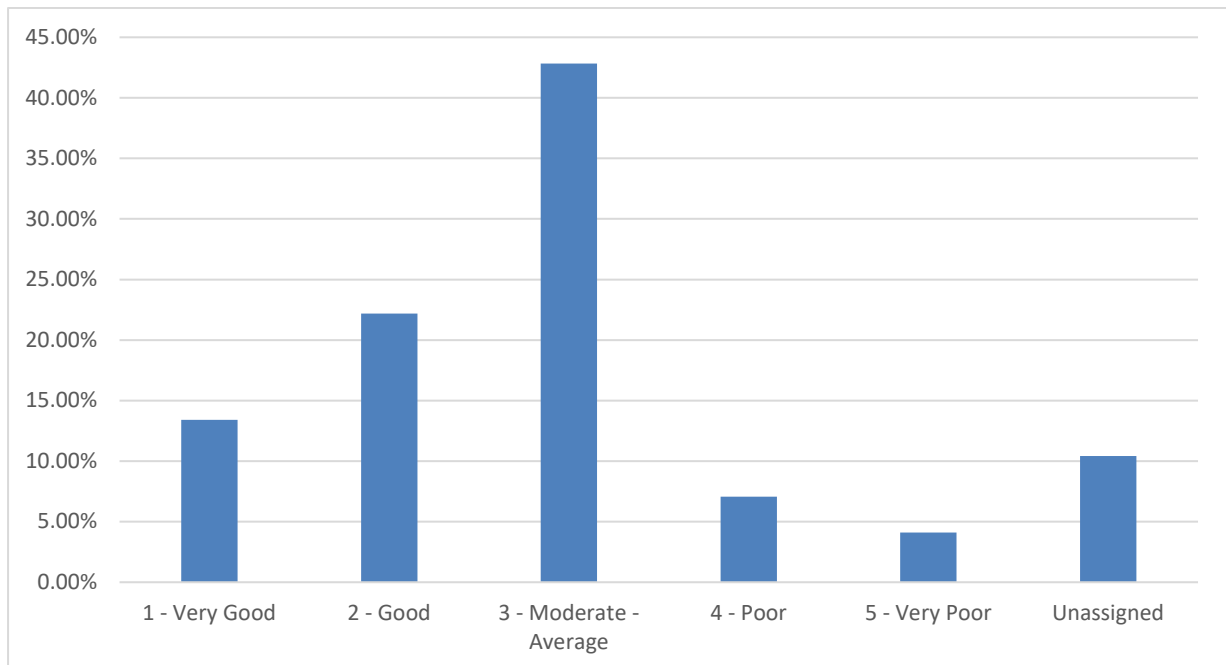
5.3.4   Greenspace Assets Summary

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

Table 5-4: 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 is 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.	• 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	• Recreation • Local Purpose

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
		playgrounds, skate parks, half courts, 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).			section of people living within a neighbourhood 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	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	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 • 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,	• Conservation • Ecological restoration/ enhancement • Access to the coast/ rivers/ natural environment • Walking/cycling	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:	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

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
		picnicking and visitor information.	• Information/ education/ interpretation • Open space • Ecosystem management • Low impact recreation • Picnicking	• 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		
Cultural Heritage Parks	Protection of built cultural and historic environment for commemoration, mourning and remembrance.	• Cultural heritage features such as pa sites. • Historic buildings or structures. • Memorial sites. • Cemeteries.	• Protection, restoration, and enhancement • Historical information and education • Commemoration • Burials/ mourning/ remembrance	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 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	The protection of specific cultural heritage sites and features and opportunities to experience and learn about our history.	• Historic • Recreation

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
				• Other sites of cultural or heritage significance		
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

Park Category	Primary Purpose	Typical Characteristics	Type of Use/Value	Definition	Desired Outcomes	Likely Reserves Act 1977 Class
Civic Space	Social and community open space and events.	• Business/retail area location • Hard paving • Soft landscaping • Seating areas	• Lunch/ meetings for workers/ shoppers • Open space in town centre, business or industrial area • Social and community gatherings • Entertainment • Events	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. Civic spaces also provide landscape/amenity enhancement and visual open space relief in a built up environment.	• Provision of open space within business/retail areas • High level of amenity development and associated maintenance • Designed to attract and cater for periodic high levels of use	• Recreation • Local Purpose
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.	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
				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. Generally Recreation and Ecological Linkages will have a low level of development, except where usage and demand warrants 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

5.4 Utilisation and performance

During 2017 four strategies were developed to guide decision making around key asset types. These include Play Spaces, Public Toilets, Community Facilities and Sports Grounds. 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.

Each of these categories identified information about current utilisation and performance of the relative asset. The strategies also provide recommendations to ensure that capacity is managed to cater for future utilisation. Please refer to the strategies for further information.

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 checked and reported to Council on an on-going basis.

5.5 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 5-5: Park 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 shows the typical catchment areas for different park categories.

Table 5-6: Typical park 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				

5.5.1 Assets Located on Green Spaces

The green spaces contain a wide range of assets. The table below provides a summary of the different types of assets.

Table 5-7: 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**

5.5.2 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 Councils 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 Tech One asset data base shows that the Council has over 400 different species of trees, and a total number of trees being 20,995 as at January 2021. The chart below shows the 50 most common species across the range of trees owned and managed by Council with the top three being Prunus, Ash and Pin Oaks.

Figure 5-11 Tree Types
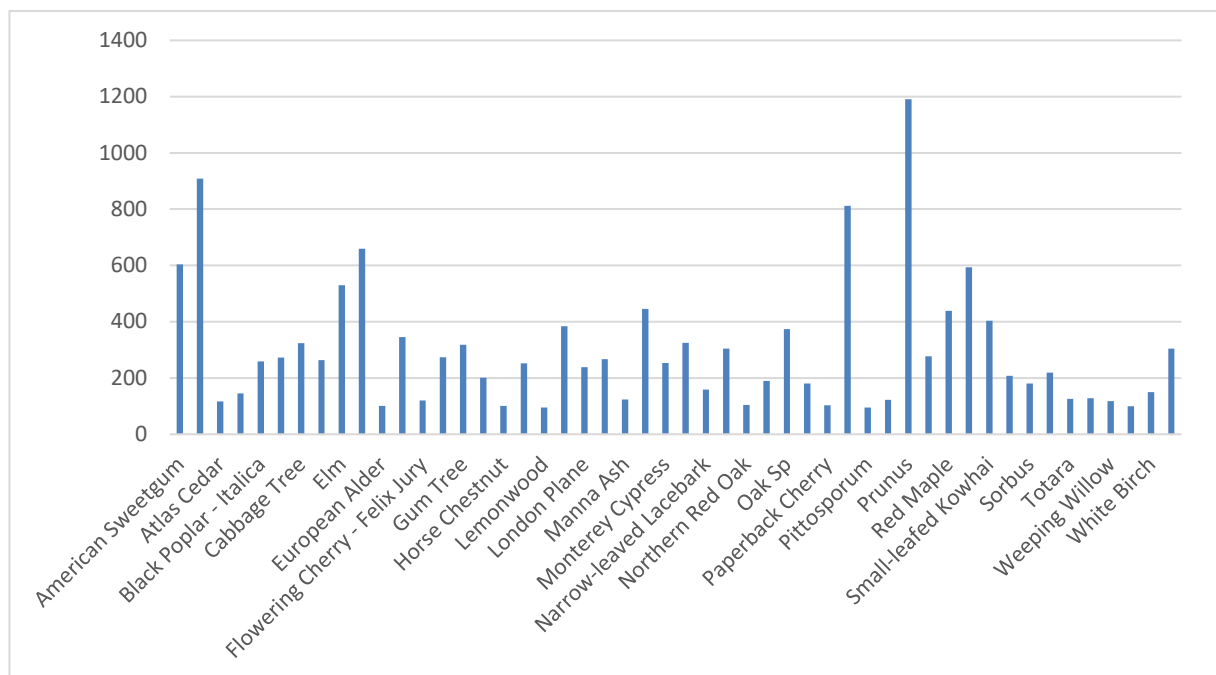
5.5.3   Community Facilities

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 5-8: 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
	Salt Water 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	
Rangiora Airfield		
Aquatic Facilities • Kaiapoi Aquatic Centre • Dudley Park Aquatic Centre • Oxford Pool • Waikuku Beach Paddling Pool		
Kaiapoi Marine Precinct		

The majority 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 Green Space 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.

Figure 5-12 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%		

5.5.4 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.

5.5.5   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. There is a range of facilities at these locations and these are summarised below:

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

	Mechanical / electrical plant		
	Changing rooms		

5.5.6   Public Toilets

Public toilets are defined as toilets that are open for use to the general public. 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.

The style of the toilets varies according to when they were built and their location. For example, most of the earlier toilet blocks are concrete block and utilitarian (practical and functional) in nature. More recent toilets seek to take cues from the environment in which they are located and include design features to improve their amenity (while retaining their functionality). The size of a toilet block generally relates to its location. Most toilets located on community or neighbourhood parks are one or two cubicles while those located along the coast at entry points to the beach tend to be larger and may incorporate changing facilities.

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 5-9: 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)

5.5.7   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.

5.5.8   Structures

Structures are built assets which either enhance the functionality or amenity of green spaces or provide opportunities for participation in recreation activities. The use of the structure depends on the type of structure it is and the site it is located on. The following table shows the numbers of assets within each asset type.

Table 5-10: General structure asset types

Asset type	Number of assets
Archway	13
Artwork	16
Boat Ramp	5
Bridge - pedestrian	45
Bridge - vehicular	7
Cemetery Berm	358
Deck	17
Dispenser - Doggie Bag	12
Fees/Comments Boxes	6
Flag Pole	16
Information Kiosk	7
Jetty	4
Pergola	21
Planter Box	95
Rotunda	2
Steps	39

Structure -miscellaneous	58
Tree Grate	76
Wave and river protection	1
Wharf	1

5.6   Asset Data Confidence

Opus' independent review found that the valuation undertaken by Council in 2019 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).

5.7   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

In addition the creation of a standardised sign policy throughout Council would assist with clarity and uniformity of Council signs throughout the district.

6 Lifecycle Management

6.1 Introduction to the section

The assets included in this Plan that support the services to the community are diverse and varied, but for all of them it is important that the assets provided:

- are fit for purpose

- are able to deliver the performance expected over their life time

- have the capacity to provide the service expected both now and in the future.

It is also important that once the asset reaches the end of its useful life, it is disposed in a safe and environmentally sustainable way. Making the right choice at the initial provision or design stage is very important and will greatly influence the life expectancy of an asset. 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 and the council is able to compost most of the material which is then returned to the soil.

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.

6.2 Management

6.2.1 Internal

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.

6.2.2 External

The Council has four principal maintenance contracts covered by this plan which are described in more detail in section 6.3.1 below.

- Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract
- Contract 14/53 Community Facilities Cleaning Contract
- Contract 15/42 Facilities Exterior Maintenance Contract
- Contract 16/51 Parks and Reserves Maintenance Contract

6.3 Operations

6.3.1 Maintaining existing LOS

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

- Contract 17/22 Street, Reserve and Cemetery Trees Maintenance Contract
- Contract 14/53 Community Facilities Cleaning Contract
- Contract 15/42 Facilities Exterior Maintenance Contract
- Contract 16/51 Parks and Reserves Maintenance Contract

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.

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.

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. In order 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.

The two final contracts, Facilities Exterior Maintenance and Community Facilities Cleaning contract 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 TechOne system. Greenspace have identified the need for these contracts to provide feedback/information on the status and condition of assets within the community facilities.

Aside from planned maintenance, which is planned and managed between the Contractor and Council, the contractors are also informed of any reactive maintenance, such as fallen branches or assets requiring attention, via the corporate request for service system.

In addition to the four major contracts described above Greenspace also have a number of smaller contracts specific to community facilities or other areas. These are identified and described below:

- 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 Armourguard to

cover services such as alarm responses, locking up of community facilities and parks and other security services.

- Pest Control Services
    - o 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.
- Waikuku Beach Hall Cleaning
    - o 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.
- Ashley Gorge Reserve Maintenance
    - o 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.
    - o 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.
- Graffiti Rapid Response Service
    - o The Council has a service level agreement with the Kaiapoi Community Care and Employment Trust for the delivery of a rapid response graffiti removal service and provides an annual grant to the Trust.
- Direct Employment of Cleaners
    - o The Council also directly employs cleaners for the West Eyreton Hall and Loburn Domain Pavilion which is overseen by the Greenspace Operations Team.
- Minor System and Asset Monitoring Contracts
    - o 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
        - HVAC system maintenance
        - Fall arrest systems
        - Fire systems
        - Accessible doors
        - Backflow Preventer

- Hearing Aid Loop
- Cable Tagging
- Theatre Systems (Ropes and Rigging)
- Waste Management
- Cinema Projection Equipment

6.3.2   LOS enhancements

Any change in Levels of Service requires consultation as part of the Long Term Plan. If approved by Council the new Levels of Service may generate new assets. Any 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.

6.3.3   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. Any new assets developed or added to support growth 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.

6.4   Maintenance

Operations and maintenance strategies set out how reserves will be operated and maintained on a day-to-day basis to consistently achieve the optimum use of assets. Operations and maintenance activities fall into the following categories, each having distinct objectives and triggering mechanisms:

Operations - Activities designed to ensure efficient utilisation of the assets, and therefore the assets achieve their service potential. Operational strategies cover activities such as mowing of grass, maintenance of edges by spraying, garden maintenance, replanting of gardens and irrigation work, inspections, and tree maintenance.

Maintenance - 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:

- 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.

- Condition maintenance - Maintenance is implemented as a result of condition or performance evaluations of parks and reserves components. Its objective is to avoid primary system failure.

- Reactive maintenance - Maintenance is carried out in response to reported problems or system defects. Its objective is to maintain day-to-day levels of service.

Currently there is no process for optimising the operations and maintenance spend on green space 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.

6.5   Renewals

6.5.1   Maintaining existing LOS

6.5.1.1   *Greenspace*

Renewals of green space 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 green space asset is maintained.

The level of expenditure on asset renewals varies from year to year, reflecting:

- The age profile of the assets

- The condition profile of the assets

- The on-going maintenance demands

- Customer service issues and demands

- The differing economic lives of individual assets comprising the overall asset

Green Space renewals have been based on a combination of asset useful lives and condition. 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. 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 part of the improvement process, Green Space have identified the need to capture these changes to asset lifespan to allow 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.

This has been considered when forming the renewals schedules and budgets in that based on observations by Green Space staff assets have been performing / lasting for approximately 20% longer than the recorded financial life. This is reinforced by the low criticality of the assets managed by Green Space in that if an asset is not replaced immediately when it the asset has reached its end of its useful the impact is generally no more than minor.

As such when the renewals budget is planned it must take into account 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 chart below summarises the estimated renewals expenditure by greenspace Asset Group over the 2021/31 period for assets that have been identified as having a condition rating of 3, 4 or 5 where the asset is due for replacement in the 10 year period of the Long Term Plan as its useful life has been reached. The data indicates that for the Green Space assets the total estimated cost of renewing these assets is approximately $9,897,366.20 or an average of $989,736 per annum over the period of the Long Term Plan.

Figure 6-1: Profile of Predicted Renewals Expenditure for Greenspace Assets
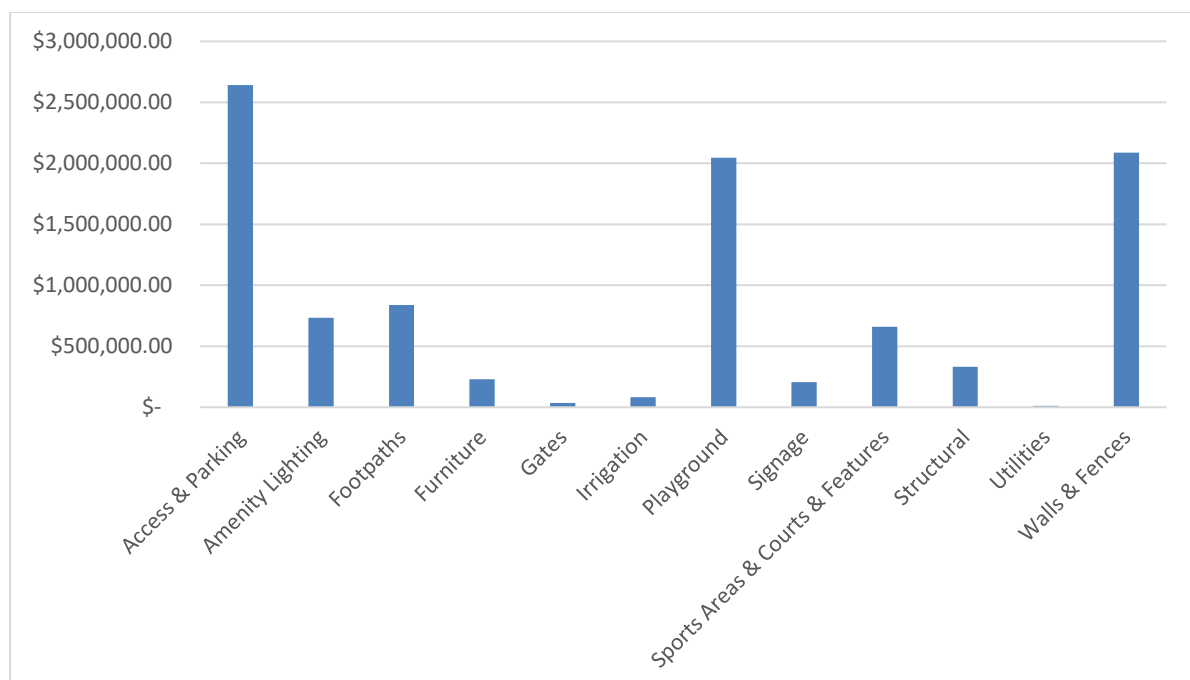
6.5.1.2 *Community Facilities*

As part of the assets that Green Space manage, the Community Facilities currently have a depreciated replacement value of approximately $37,161,000. Previously the only information for community facilities related to useful lives and costs for the structure and roof (some additional limited information is available for Rangiora and Oxford Town Halls).

Since the last Activity Management Plan, staff have undertaken an asset capture process for the assets located within the community facilities such as heat pumps, carpet and other asset types. This process has captured the range of assets within these facilities and has been used as the basis for the updated renewal programme identified for community facilities. This programme has seen the required renewals for these facilities increase from approximately $45,000 per annum to $350,000 per annum by the end of the 10 year period. A total of $3million over the 10 years has been budgeted to undertake renewal of community facilities. In addition to this renewal programme, budget has also been allocated for the renewal of the projection equipment in Rangiora and Oxford Town Halls

The following table shows the budget for the Long Term Plan for Community Facility Renewals:

Figure 6-2 Community Facilities Renewals
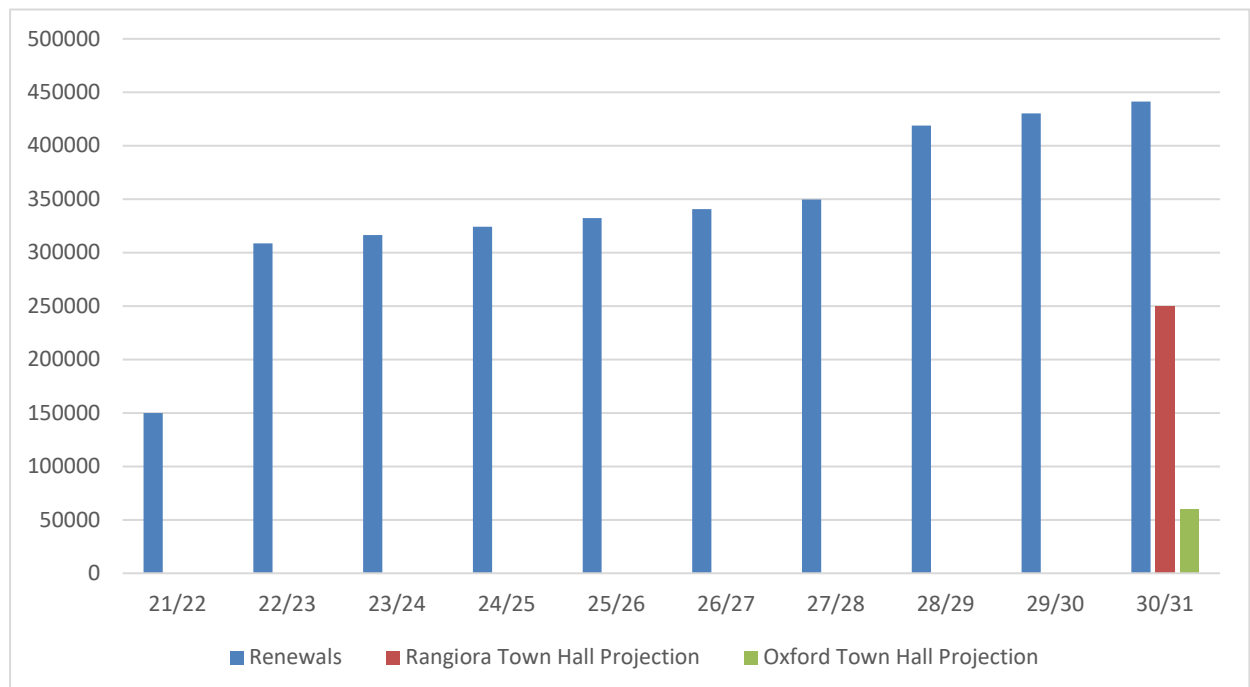
6.5.1.3 *Hardcourt renewals*

Council manage and maintain a number of hardcourt surfaces throughout the District including tennis courts, half courts and other sporting hardcourt areas. As part of Green Space operations, a schedule has been put together based on the condition of tennis and netball courts throughout the District. The operations team has been undertaking this renewal work over the last several years with the majority of these courts have now been completed. This budget is now focused on renewing the playing surfaces of the two artificial surfaces located at Coldstream and Kendall Park. These are currently planned for 2027/28 and 2029/30 at a cost of approximately $750,000 each.

6.5.1.4 *Play Spaces*

As part of this Activity Management Plan, Green Space have 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 of these types of renewals.

By splitting this budget it allows Green Space to more accurately identify the costs associated with the renewals of Play Spaces. The below table shows the estimated replacement cost of Play Spaces asset throughout the district over the period of the Long Term Plan.

Figure 6-3 Estimated Play Spaces Replacement
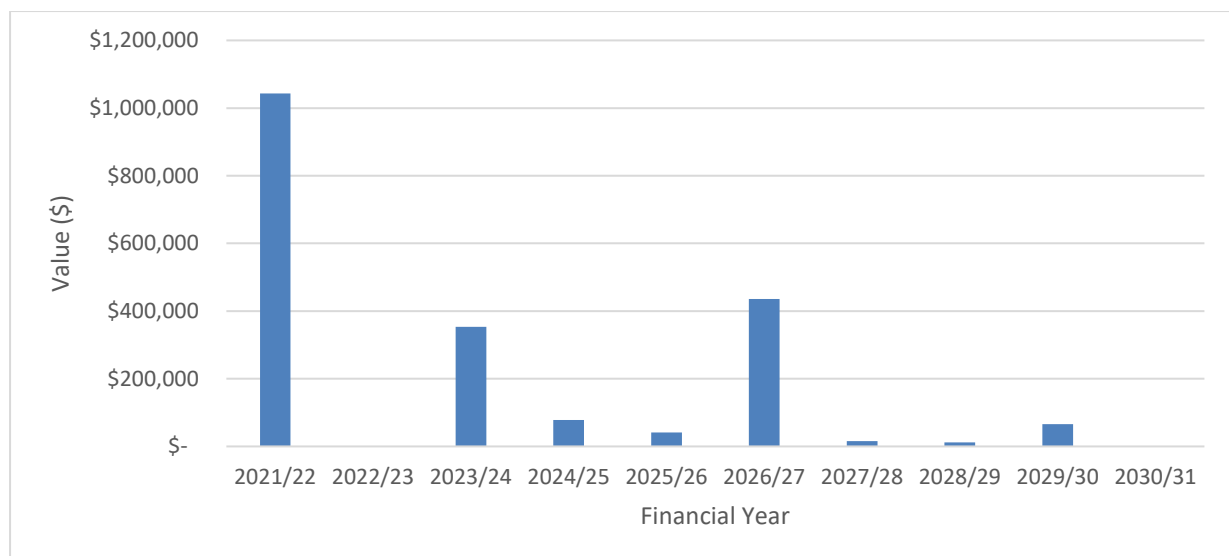
In considering the estimated replacement of Play Spaces assets as identified in the above figure, it can be seen that there are peaks where the replacement needed is higher than the other years of the Long Term Plan period. As noted above Green Space have considered that smoothing the replacement of these assets over the period of the Long Term Plan is appropriate and this is shown below:

Figure 6-4 Comparison of Replacement Cost against Smoothed Replacement Cost
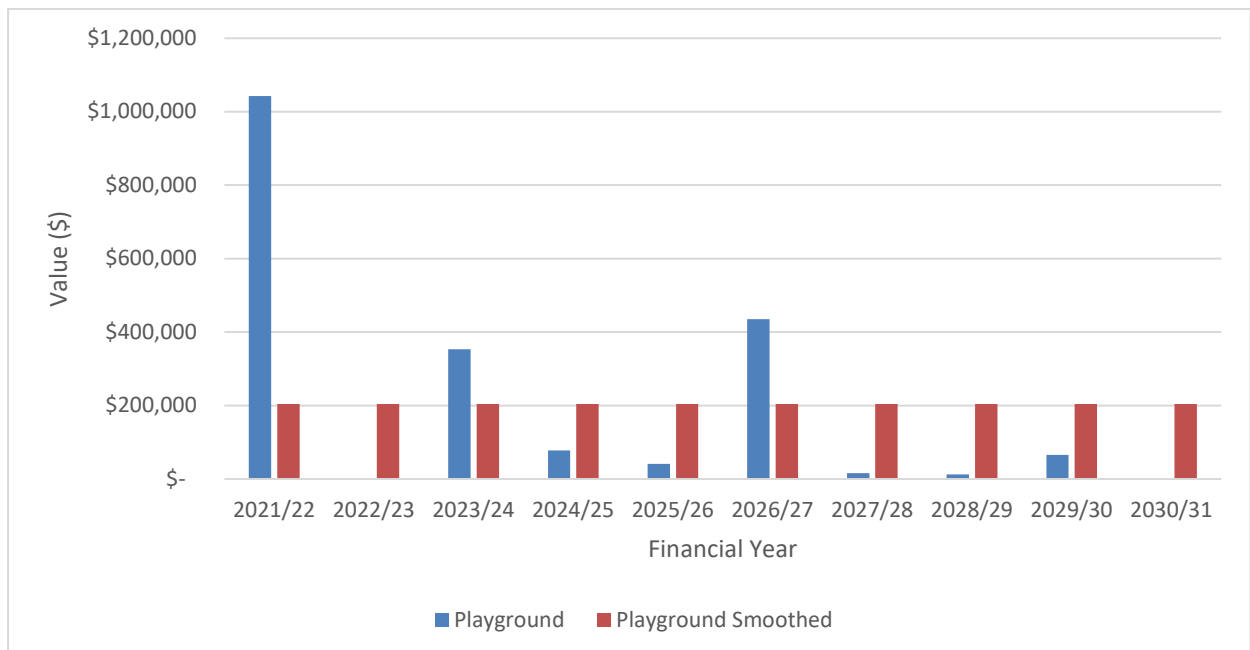
This shows that with a smoothed replacement schedule, Green Space will require approximately $204,478 per year to undertake the required replacement work.

6.5.1.5 *General Reserve Renewals*

As noted above, Green Space 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.

The below figure shows the estimated replacement cost per financial year based on the useful life of each asset.

Figure 6-5 Estimated General Reserve Renewals
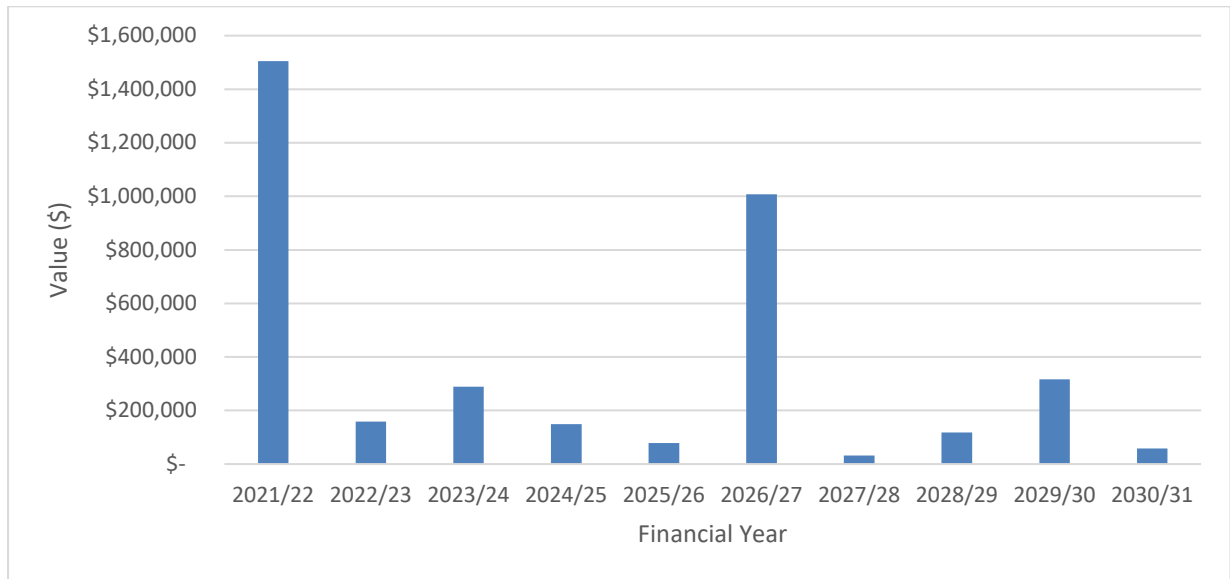
This figure shows that there are two significant spikes in renewals required in the 21/22 and 26/27 financial years with a total required replacement value of $3,713,649 over the ten year period of the Long Term Plan. As outlined above in order to manage the overall renewal programme Green Space have identified smoothing the replacement schedule and cost over the full ten year period. This is shown below in Figure 6-9 Comparison of Replacement Cost against Smoothed Replacement Cost.

Figure 6-6 Comparison of Replacement Cost against Smoothed Replacement Cost
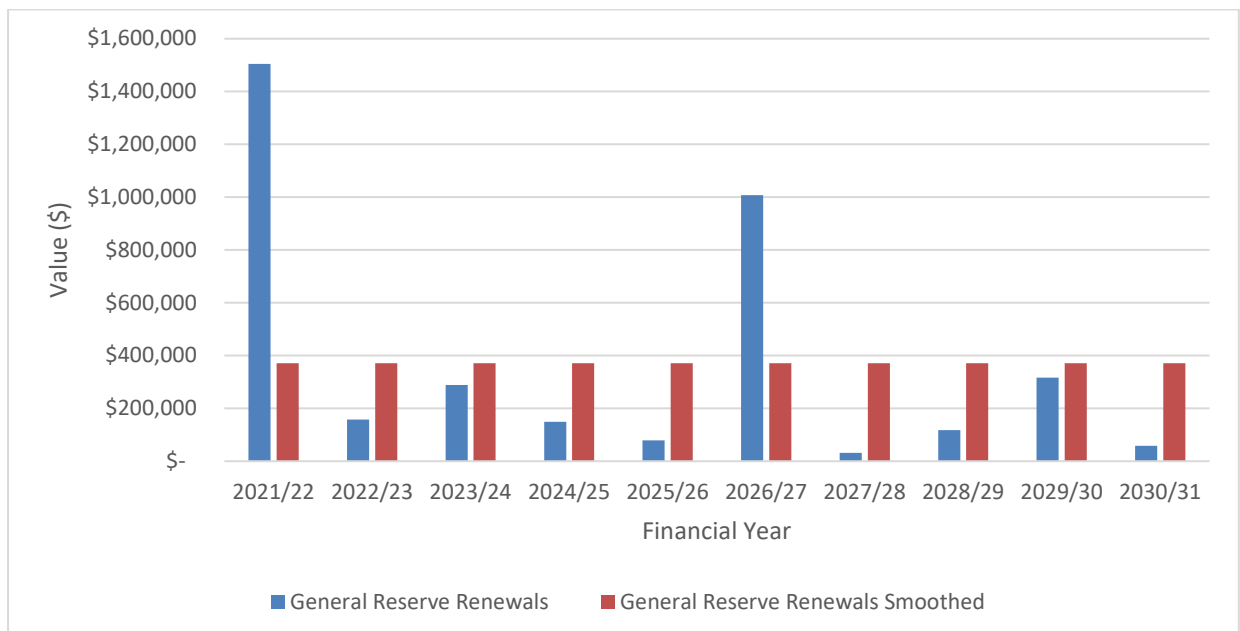
This figure shows that with a smoothed replacement schedule it requires approximately $371,365 per year to undertake the required replacement work. This ensures that Green Space

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.

6.5.1.6 *Roads and Carparks*

For Roads and Carparks, Green Space have identified that based on age and condition of these assets, $3,480,348 is required over the next ten years to undertake the required renewals.

The following table shows the identified renewals required over the 10 year period of the Long Term Plan for assets whose useful life has been reached and the condition of such assets is either a 3, 4 or 5 as identified in the above condition rating scale.
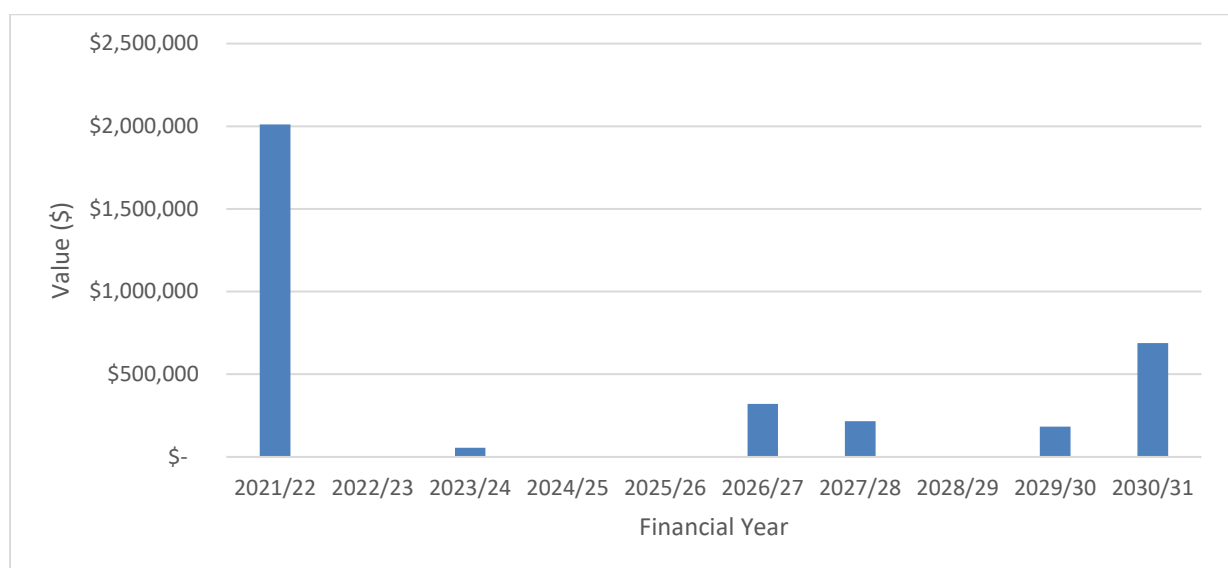
Figure 6-7 Roads and Carparks Replacement

This shows that there is significant expenditure required in the first year, $2,010,311, as well as spikes in years 2026/27, 2027/28 and 2030/31 with little or no expenditure in other years. As such it has been identified that due to the low criticality and current condition of some of the roads and carparks, the replacement work is spread over the 10 years of the Long Term Plan. The below table shows renewals as identified by asset useful lives against spreading the work over the entire 10 year period with a yearly budget amount of $348,035 required.
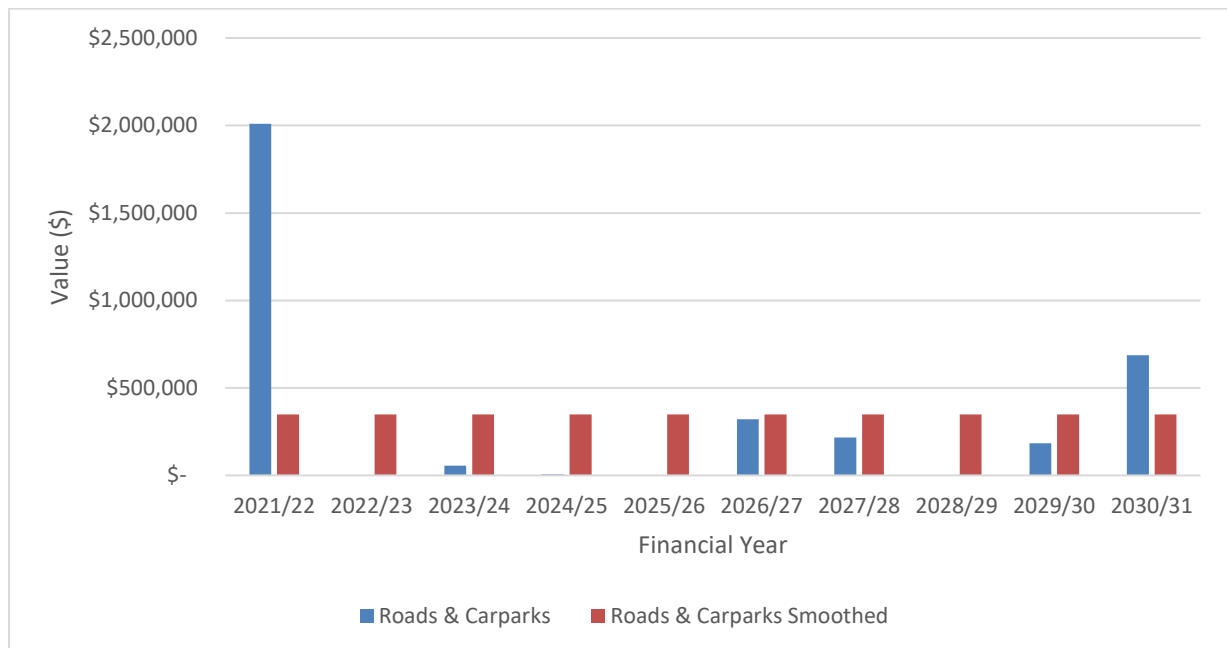
6.5.1.7 *Renewal Reserve Landscape*

As part of the assets maintained by Green Space there are a number of landscape areas located within reserves or streetscapes. In order to maintain these at the levels of service identified within each of the park categories the Green Space 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 $110,000 over the four areas (Rangiora, Kaiapoi, Woodend/Ashley and Oxford) per annum.

Figure 6-8 Reserve Landscape Renewal
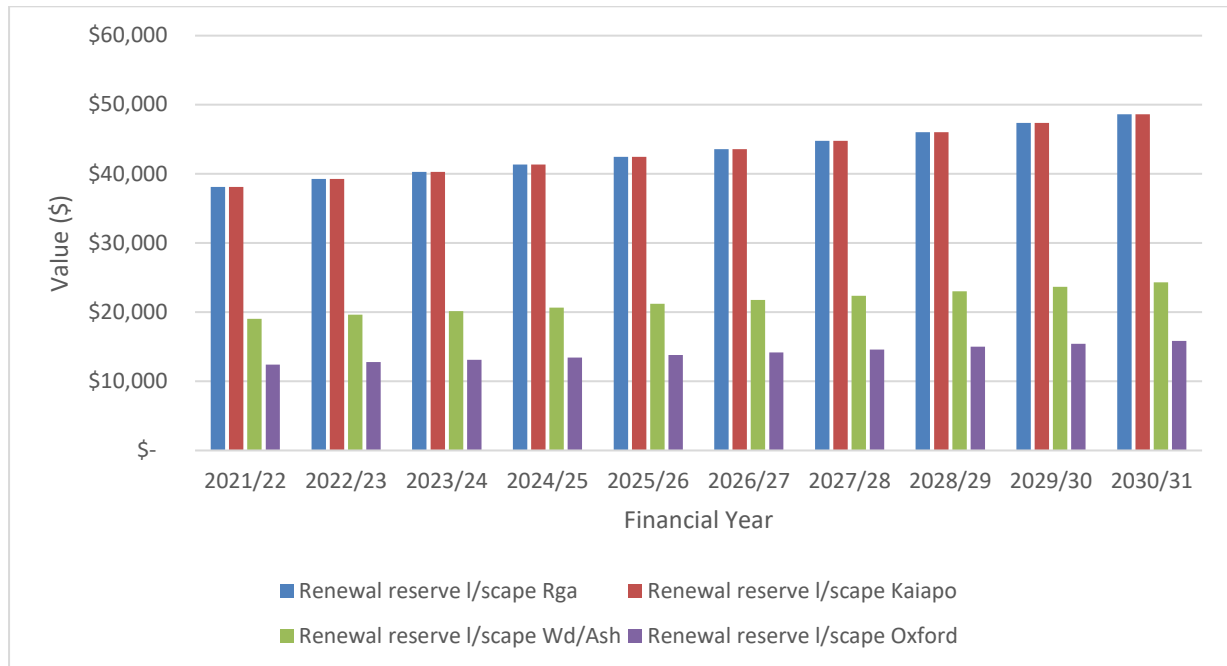
6.5.1.8   *Public Toilets*

As part of the Green Spaces portfolio, Green Space manage and maintain the majority of the public toilets available throughout the district (95% or 60 toilets). The recently completed Public Toilet Strategy 2017 has investigated and identified key issues around Public Toilet renewals, and these are as follows:

- With the growth in the district over the last 20 years an additional 25 toilets have been constructed
- A number of improvements or maintenance work undertaken as a result of recommendations from the 2000 and 2005 Public Toilet strategies has resulted in 42 (68%) of the toilets being less than 20 years old.
- The "Assessment Guidelines for Public Toilet Infrastructure" included within the Public Toilet Strategy assists with identifying if a toilet should be refurbished or replaced. This attempts to prioritise refurbishment of existing toilets over replacing provided the cost benefit analysis recommends this.

As a result of this strategy a 100 year renewals schedule has been created that shows that there is an expected peak occurring in 40 years and will last for a further 19 years. As a result of this staff have identified the following being required to keep the toilets throughout the district in a good condition and meeting the levels of service over the duration of the renewals schedule:

- 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.

The reasoning for the increase in the allowance required per year is the need to ensure that new toilets that are being constructed as part of developments and levels of service provisions are captured within the renewal schedule as well as allowance for a second renewal of toilets that have been renewed at the beginning of this process.

As part of this process staff have begun identifying what toilets are needing to be replaced in the upcoming years. A major part of this is the Xyst audit results which has identified toilets that need work undertaken to bring them to the appropriate defined levels of service. This is significant as it has identified a number of toilets that require renewal sooner than their useful life would indicate. The list of Public Toilets Renewals proposed for the period of the Long Term Plan shown on the following Table 6-1 Toilet Renewal Schedule.

Table 6-1 Toilet Renewal Schedule

Toilet block to be replaced/ upgraded	Year due for replacement & condition	Year & budget
Ashley Picnic Grounds	RY-2029 80% condition 58% overall performance	2023/24 $250,000 4 cubicle
Woodend Beach Domain	RY-2053 66% condition 54% overall performance	2025/26 $250,000 4 cubicle
Maria Andrews Park	RY-2045 80% condition 51% overall performance	2027/28 $250,000 4 cubicle
Total		**$750,000**

This table shows that these toilets are not due for replacement for a number of years such as Woodend Beach Domain in 2053, however the current levels of service for the reserves that these toilets are located in have necessitated work is completed on these toilets over the next ten years.

6.5.1.9 *Trees*

The condition information from the asset data base shows that 864 trees have a condition rating of very poor, in addition it shows that there are 1482 trees that are rated as in poor condition. In calculating the level of renewals, it is estimated that those trees in very poor condition will be replaced in the 2021/31 period in addition 50 % of the trees identified as in poor condition will also be replaced whilst the other 50% will survive the ten-year period through on-going maintenance interventions. The total level of renewals is therefore estimated at 1605 over the ten-year period or 160 per annum

Figure 6-9 Street Tree Renewal
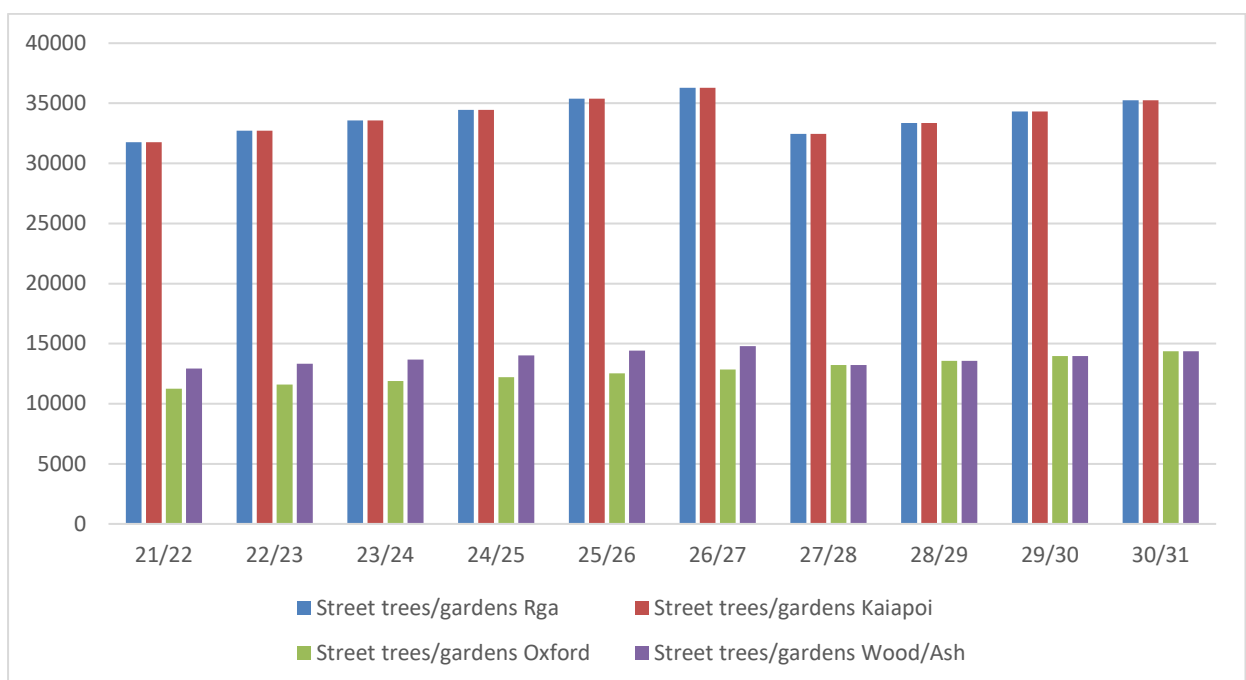
As part of the Council's response to the Covid-19 pandemic for the 20/21 financial year a number of Greenspace budgets were reduced or removed for the 20/21 year. As a result no renewals of street trees/gardens were renewed during this financial year.

Staff have increased the renewal budgets by 15% each year for the first 6 years of the Long Term Plan for Rangiora, Kaiapoi and Woodend to allow the backlog of trees that were planned for renewal in 2020/21 to be replaced while still renewing the trees planned in those financial years.

6.5.1.10 *Aquatic Facilities*

The total replacement value of the aquatic facilities assets is estimated at $20,834,933 with an average asset life of just over 67 years. Based on the expected asset lives of the various facilities the expected annual expenditure on renewals could amount to $307,753 per annum. However, many of the assets still have significant remaining useful lives and therefore it is expected that this level of expenditure will not be required over the 2021/31 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 6-10 Estimated Aquatic Facility Asset Renewals
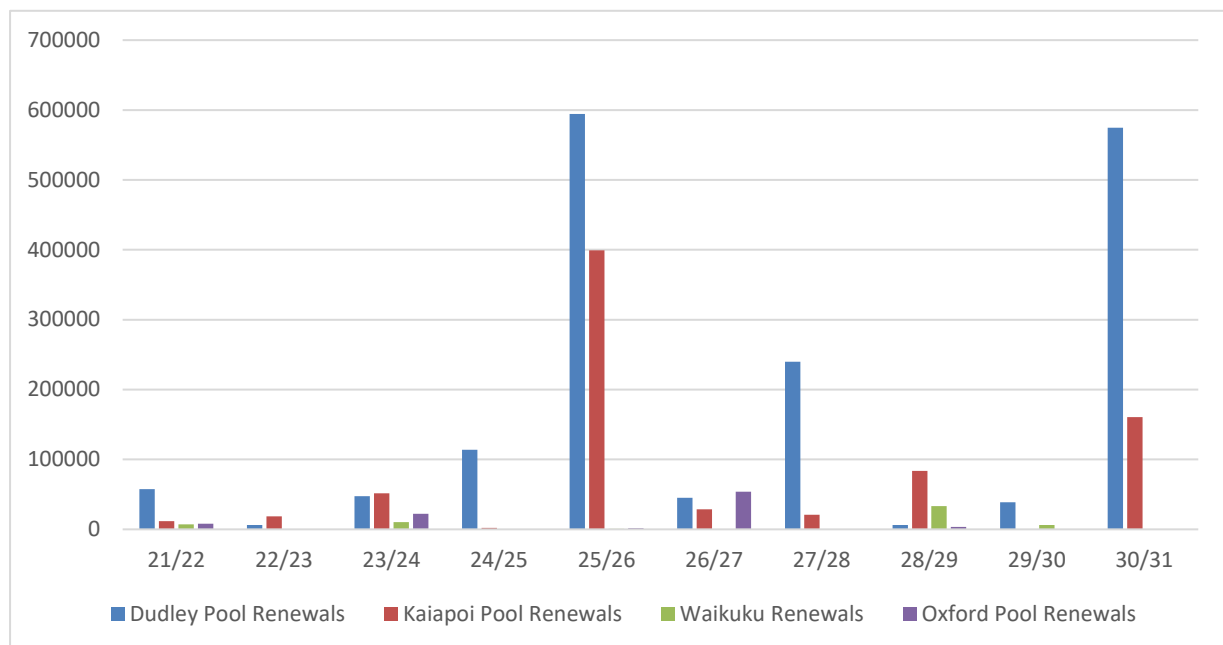
The renewals budget for the Aquatic facilities has not been smoothed over the period of the LTP due to the need to replace specific assets in certain years such as the HVAC and water treatment assets to ensure that the assets remain operational and that maintenance costs are minimised where possible.

6.5.1.11 *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 2021/31 period. The grass run way 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.

6.6   New works

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. 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 Councils 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.

6.6.1   Maintaining existing LOS

There are a number of capital projects planned for the 10 years of the LTP. These include new toilet blocks, new playgrounds or other assets that are being developed to ensure that the levels of service identified for the district are achieved.

Table 6-2 Proposed New Toilet Developments

Project	Year	Budget
Millton Memorial Reserve Toilet	24/25	$170,000
West Oxford Reserve Toilet	21/22	$250,000 (note $125,000 contribution from TIF fund)
East Eyreton Domain Development	27/28	$155,000
Kowhai Stree Reserve	2022/23	$64,000

6.6.2   LOS enhancements

Any 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 upgrades of existing assets or development of new assets:

Table 6-3 Proposed New Capital Projects - Levels of Service

Project	Year	Budget
Kaiapoi Stopbank Recreational Walkway	2029/30	$255,000
East Mixed Used Business Development	2026/27	$500,000
Support for MUBA (area directly adjacent to KTC)	2021/22, 2022/23, 2023/24 and 2024/25	$1,5000 total over the four years
Kaiapoi Railway Heritage Precinct	2024/25 and 2025/26	$400,000 total
Pegasus and Waikuku Beach Accessability Viewing Platform	2022/23 and 2023/24	$100,000 total
Skateboard Facility (Pegasus/Woodend)	2021/22	$160,000
Milton Reserve Development	2021/22, 2022/23	$100,000 total

6.6.3 Growth

As noted above 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. The following are key projects identified to meet the growth in the district over the coming years:

Table 6-4 Proposed New Capital Projects - Growth

Project	Year	Budget
Future Sports Ground Development	All Years	$1,805,000 total over the 10 years
Land Purchase Community Centre Pegasus	2021/22	$1,800,000
Land Purchase Community Centre Ravenswood	2021/22	$1,800,000
Ravenswood Community Centre Construction	2029/30	$4,800,000
Pegasus Community Centre Construction	2023/24 and 2024/25	$2,700,000

Any new assets developed or added to support growth 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.

6.6.4   New Assets Identified from Strategies

As a result of the strategies, a number of new assets have been identified as being required, either in response to growth or level of service enhancements. These can be broken down based on the strategies that they were identified in as follows:

6.6.4.1   *Public Toilets*

The Public Toilet Strategy has identified a number of areas where new toilets are required throughout the district. These new toilets are the result of Level of Service requirements or to provide for growth.

New toilets not provided in conjunction with a subdivision are rates funded either through individual project budgets or the Green Space Unit's district toilet capital works budget. New toilet blocks proposed by Green Space staff to be provided within the next ten years from the latter budget are identified in the following table.

It is recommended that $150,000 be provided in the district toilets capital works budget in the 2023/24 financial year for toilets at Millton Memorial Park. Another $125,000 was identified in 2027/28 for new toilets at West Oxford Reserve providing the feasibility and desirability of locating a block there is clearly established. A funding opportunity has been identified in the Tourism Infrastructure Fund (TIF) and a funding application is planned to be submitted for $125,000 to match Council contribution.

Table 6-5 Proposed New Toilet Blocks 2018 - 2028

Possible new toilet blocks 2021/31	Year & budget
Funding source-district toilet capital works budget	
Millton Memorial Park	2023/24 $150,000
West Oxford Reserve	2021/22 $250,000
Total	**$400,000**

The above programme would require an additional $386,000 to be provided in the district toilet capital works budget between 2021/22 and 2030/31.

The Green Space Unit has identified the probable need for toilet provision in new subdivision areas over the next ten years. Toilets in new reserves provided to cater for growth are funded from reserve development contributions and the Strategy assumes the existing neighbourhood reserve development budget provision of approximately $350,000 pa is sufficient to build the number of toilets shown in the next table.

Table 6-6 New Toilets for Subdivisions

Subdivision area	Type of reserve	No of toilets & cost
Confirmed development		
Townsend Fields-Pentecost Road (Rangiora)	Neighbourhood Reserve (local) Exception to be made because of size of catchment	1 unit 1 pan $120,000
Windsor Park-Brick Kiln Road (Rangiora)	Neighbourhood Reserve (local) Exception to be made because of size of catchment	1 unit 1 pan $120,000
Ravenswood (Woodend)	Neighbourhood Reserve (local) Exception to be made because located in business centre	3 units 1 pan x 2 2 pan x 1 $390,000
Unconfirmed development		
East Rangiora (Highgate, Elm Green, Kippenberger)	Neighbourhood Reserve (com)	1 unit 1 pan $120,000
East Woodend	Neighbourhood Reserve (local) Exception to be made because of size of catchment	1 unit 1 pan $120,000
Total		**10 Units** **$1,260,000**

6.6.4.2 *Sports Facilities*

The Sports Facility Strategy considered the current provision throughout the district as well as the estimated level of growth expected not just within the district but also at a sport level. This strategy identified the need for an indoor court facility to cater for the increase in growth of certain sports with the development of Mainpower Stadium due to be completed late in the 2020/21 financial year.

The strategy has also identified a number of improvements that can be made to existing surfaces throughout the district to improve the availability of fields through options such as increased lighting, sand carpet fields or other improvements to drainage options. These improvements require a budget of $1,805,000 over the 10 year period, with the budget available every two years starting in 2022/23

For a full list of the improvements recommended refer to the Sports Facilities Strategy 2020.

6.6.4.3 *Playgrounds*

This strategy has identified three key areas within existing urban residential zones that have a significant number of residents living outside the travel distance considered acceptable under play space access guidelines (distance to a play area). In each of these areas, Council has an existing reserve suitable for the development of a play space. These are identified below in Table 6-5 Proposed New Playgrounds.

Table 6-7 Proposed New Playgrounds

Site	Area	Estimated Cost ($)
North Eastern Rangiora Playground	North East Rangiora	120,000
Kippenberger / Elm Green Linkage	East Rangiora	70,000

The proposed level of service for premium play assets such as skate parks, aims to ensure their equitable distribution across the District's key activity centres. The north-east area of the District currently lacks a high standard skate park of a size and scale appropriate to the population catchment of the Woodend-Pegasus area. The selection of an appropriate site will need to be investigated and approved through a community consultation process.

The estimated capital funding required for a skate park in the Woodend-Pegasus area is $150,000

Table 6-8 Proposed Skate Park Facility

Facility	Area	Estimated Cost ($)	Priority

WAIMAKARIRI
DISTRICT COUNCIL

Community Skate Park	Woodend-Pegasus	150,000	1

6.6.4.4   *Community Facilities*

The Community Facilities strategy has outlined the levels of service for the provision of community meeting spaces throughout the district. This has identified that there is currently a need for further meeting space within the Woodend / Pegasus area.

The community facilities strategy update identified that provision of these spaces will be required during the 10 years of the Long Term Plan and as such budget has been included for land purchase and development of facilities in both Ravenswood and Pegasus.

6.7   Asset disposal plan

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. 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 and that there is no intent to dispose of any of the current reserves maintained by Green Space.

6.8   Level of optimisation

Optimisation can be undertaken at an activity level, through a sub activity and down to a discreet asset level. The level of optimisation can be influenced by the importance of a service or asset and the consequences of that service or asset being disrupted or failing.

The following criteria can support and help an organisation develop and better understand its required level of optimisation.

- What is not measured cannot normally be improved, need to have robust and integrated systems and processes

- Measuring performance is a key component of continuous improvement

- Simple or visual performance outputs help to clearly identify trends in performance which can be easily understood

- Important to track performance over time, including the normal budgeting process but also looking at operational and maintenance performance

- Reporting can help focus on performance gaps which provide opportunities for improvement

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. Council has robust and integrated reporting systems that offer flexibility to provide regular reporting on financial, operational and maintenance performance and customer feedback. Council also undertakes customer surveys to monitor trends in performance. Some activities would benefit from some optimisation analysis and reporting including:

- Electrical and mechanical equipment at the aquatic facilities where the consequence of breakdown or failure can disrupt the service provided

- the heating and utility systems associated with community facilities where again failures or breakdowns may close these buildings

- use of various children's play equipment to identify underutilisation

- the non-availability of the runway at the airport

6.9   Lifecycle analysis

Life cycle asset management is an integrated approach that optimises the life cycle of an asset. The process begins at the conceptual design, continuing through the creation, maintenance of the asset and the final decommissioning. Robust and accurate asset analysis is key to optimising the life of an asset and 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

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.

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.

Three key elements must be in place to support lifecycle asset management, asset management strategy, organisation structure and commitment and long-term asset planning.

6.9.1   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.

6.9.2 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 Green Space department with the identification and allocation of roles to staff managing specific asset types such as Community Facilities.

6.9.3 Long Term Asset Management

It is important that an organization is able to forecast where and when asset investment should occur and to what design or specification standards that asset should meet. It is also critical that knowledge of the cost of ownership over the life of the asset is known as this can have a material impact on the procurement decisions. It is also vital that the appropriate levels of service are considered and agreed and that knowledge of future growth or capacity needs is available as many assets have long asset lives and poor investment decisions can have a significantly adverse impact. Good asset management practices enable capital projects to be effectively prioritized over extended periods of time that feed into Long Term Plan review and longer-term Infrastructure Strategies.

6.10 Section improvement plan

The following improvements have been identified through this chapter:

- The Public Toilet asset condition needs to loaded into the asset management system
- The Community Facilities asset condition should be collected and loaded into the asset management system
- The Aquatic Facilities asset condition should be collected and loaded into the asset management system
- Review and update replacement values of assets
- Continue ongoing asset validation programme

7 Financial management

7.1 Introduction to the section

Part 6, Subpart 3 of the Local Government Act 2002 (Amended 2017) 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.

Green space and Aquatics use a number of 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 Green Space 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 has replaced its financial system with TechnologyOne, which is an enterprise resource planning software. 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 Green Space for Astroturf rental is collected into its own GL account. Alternatively, charges can be invoiced using the TechnologyOne finance module.

7.3   Funding strategy

Councils 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:

- Reinstate Council's community assets to pre-earthquake condition while bringing these assets up to appropriate levels of seismic strengthening as required by the building code.

- 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 Green Space and Aquatic activities. Council fund Green Space 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 Green Space 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 Green Space and Aquatic activities and facilities:

- Reserves
- Pegasus
- Swimming Pools
- Community Buildings
- Central Business Areas
- Community Grants

7.5   Investment and funding options

Investment in Green Space 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 Green Space 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.

7.6   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 Green Space facilities:

- Airfield
- Aquatic Facilities
- Cemeteries
- Community Halls
- Reserves
- Sports Facilities (Astroturf)

7.6.1   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.

7.6.2   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.

7.6.3   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.

7.6.4   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 sets 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 are 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.

7.7   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

7.8   Overview of funding and financing mechanisms used

7.8.1   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.

7.8.2   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 Green Space 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.

7.9   Asset disposal

Green Space 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 Green Space and Aquatic staff are required to follow Council and Local Government Policy on disposal of assets.

7.10   Overview of financial forecasts (10 years) that form Council's proposed LTP budget for this activity

7.10.1   Operational

Forecasts of projected operational costs for Aquatics, Community Facilities and Greenspace as well as the overall operational forecast for the 10 years are shown below.

Table 7-1 Combined Operational Costs
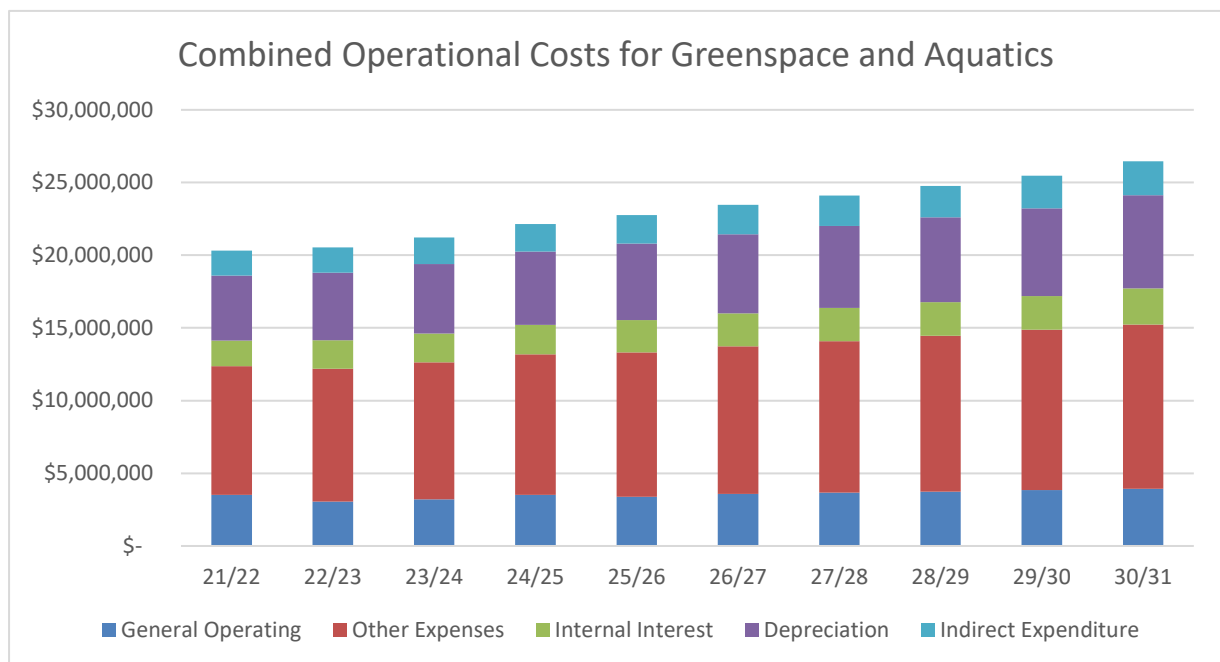
7.10.1.1   *Aquatics*

The below graph shows the operational costs associated with the operation of Aquatic Facilities including the specific costs for the four aquatic facilities. The purchase of land for a new aquatic facility in Ravenswood in 24/25 has an impact on the operational budgets through increased interest charges.

Table 7-2 Aquatic Facilities Operational Costs

Aquatic Facilities Operational Costs
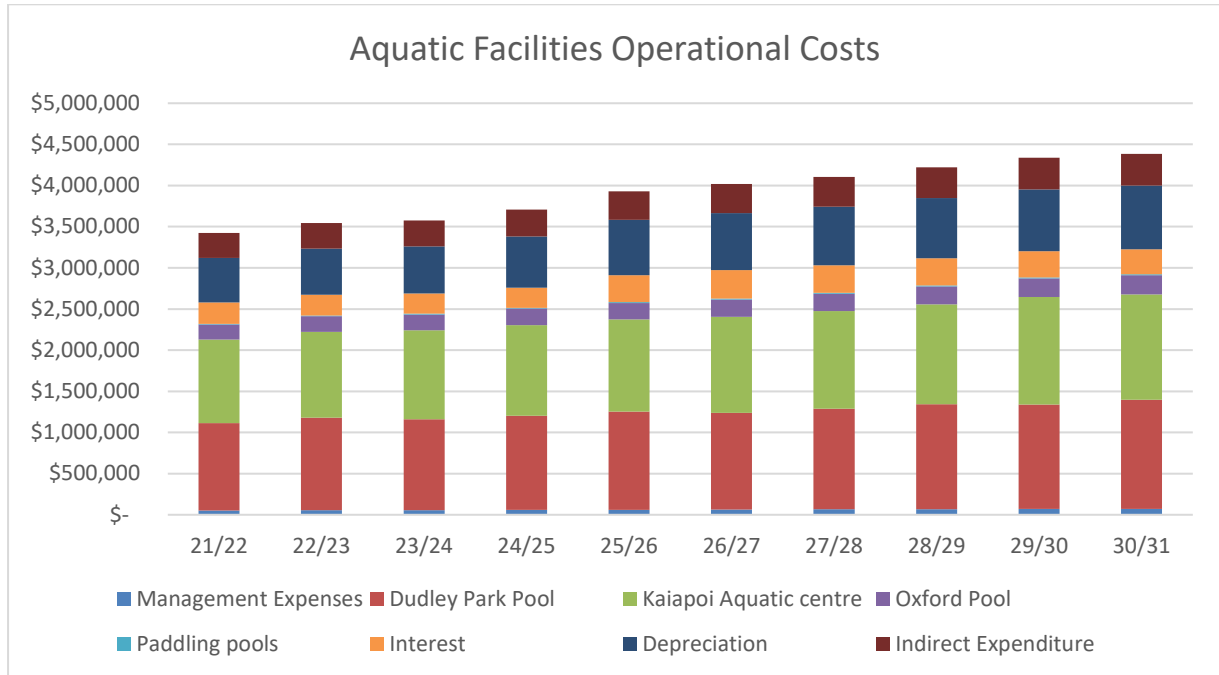
7.10.1.2 *Community Facilities*

The below graph shows the operating costs associated with Community Faciltiies. 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
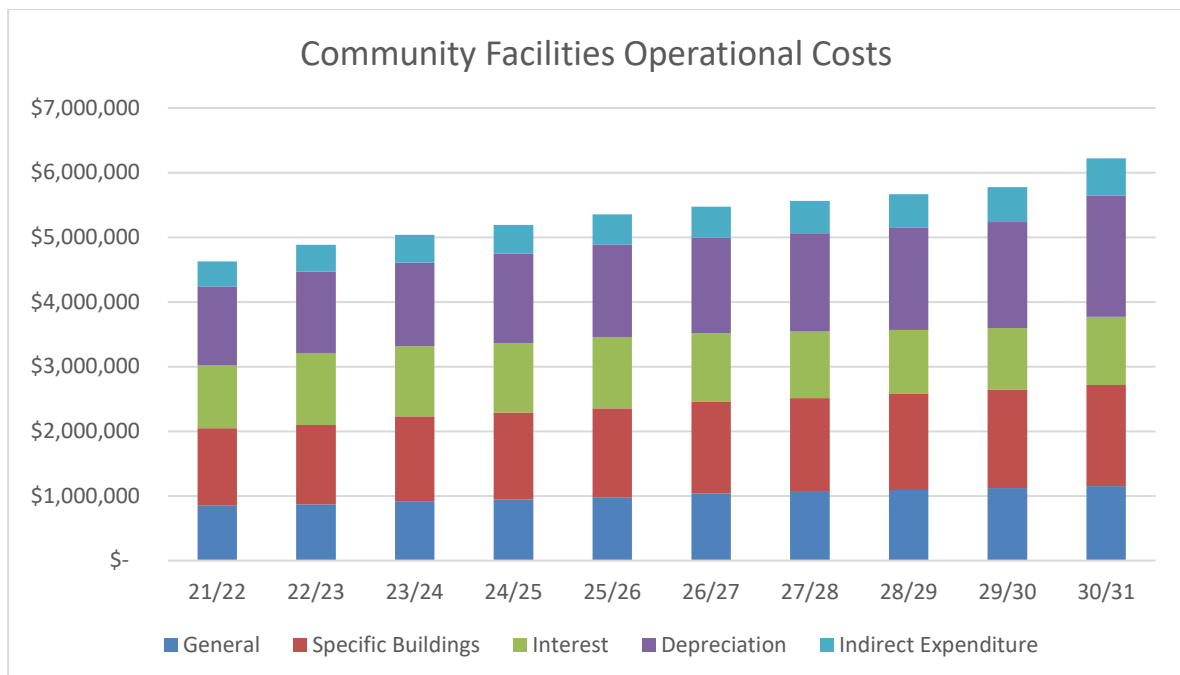
7.10.1.3 *Greenspace*

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
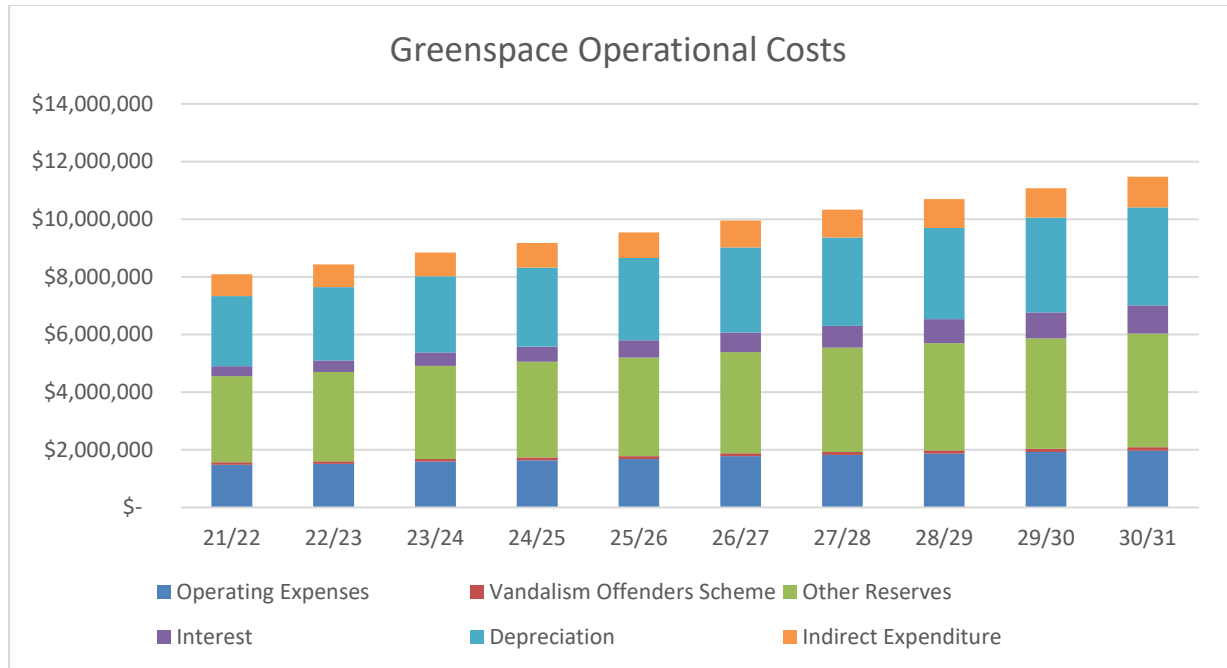
7.10.2 Capital

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 sportsfields 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

Overall Greenspace and Aquatic Facilities Capital Budget
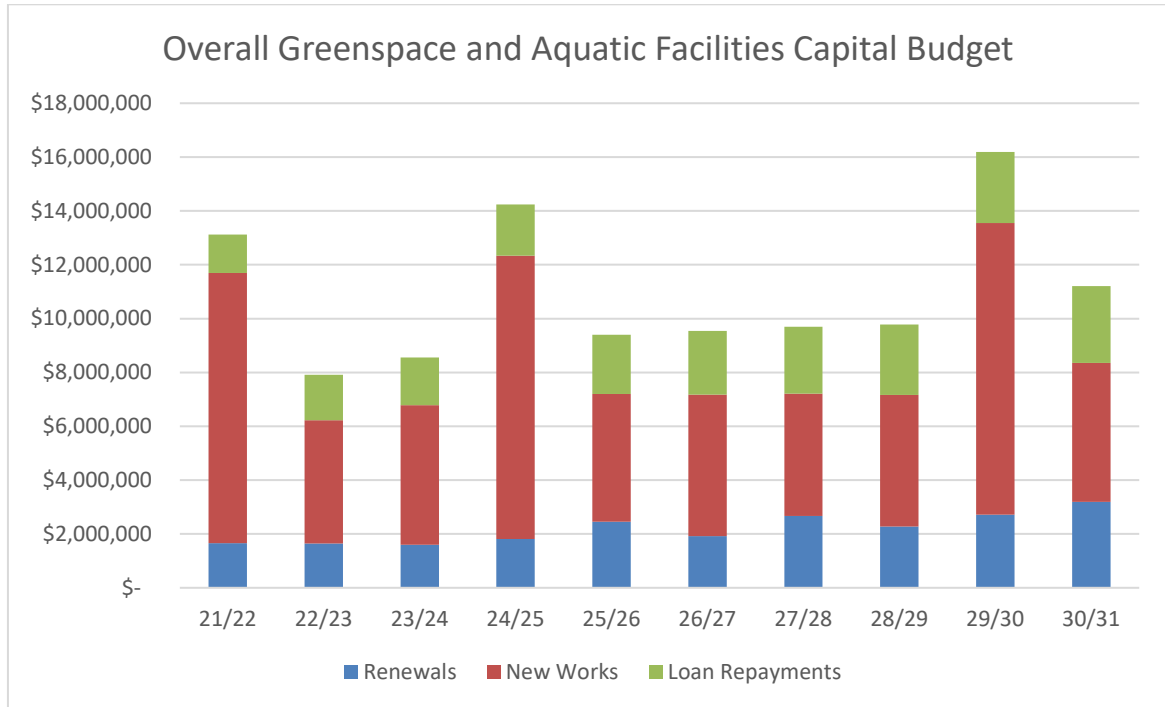
Table 7-6 Overall Capital Budget (Growth, LOS and Renewal)

Overall Greenspace and Aquatic Facilities Capital Budget (LOS, Growth and Renewal)
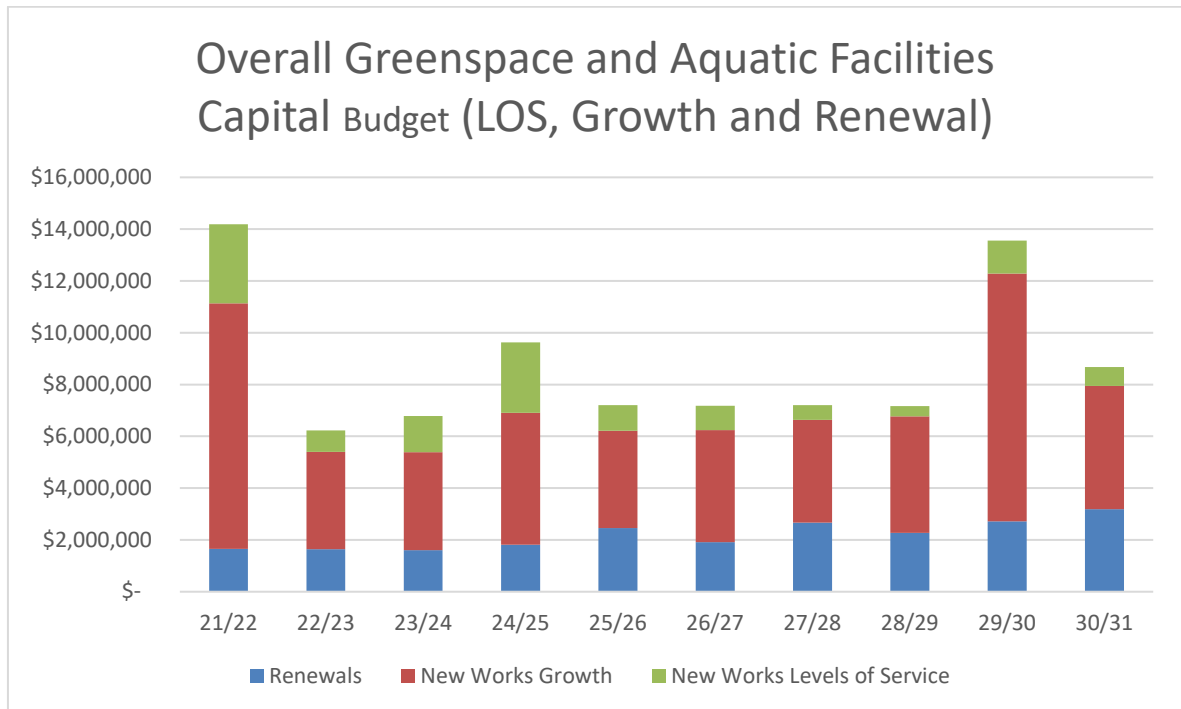
The large spike in expenditure in the years 21/22, 24/25 and 29/30 relate to the land purchase for a aquatic facility in Ravenswood, land purchase and development of community facilities in Pegasus and Ravenswood.

The following show the capital breakdown for the following activities – Aquatics, Community Facilities, Public Toilets and Reserves

7.10.3.1 *Aquatics*

The below graph shows both the increase in renewals following development of the updated renewal programme as well as the purchase of land in 2024/25 for a new aquatic facility in Ravenswood. The development of this facility currently sits outside of the 10 years of the Long Term Plan.

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
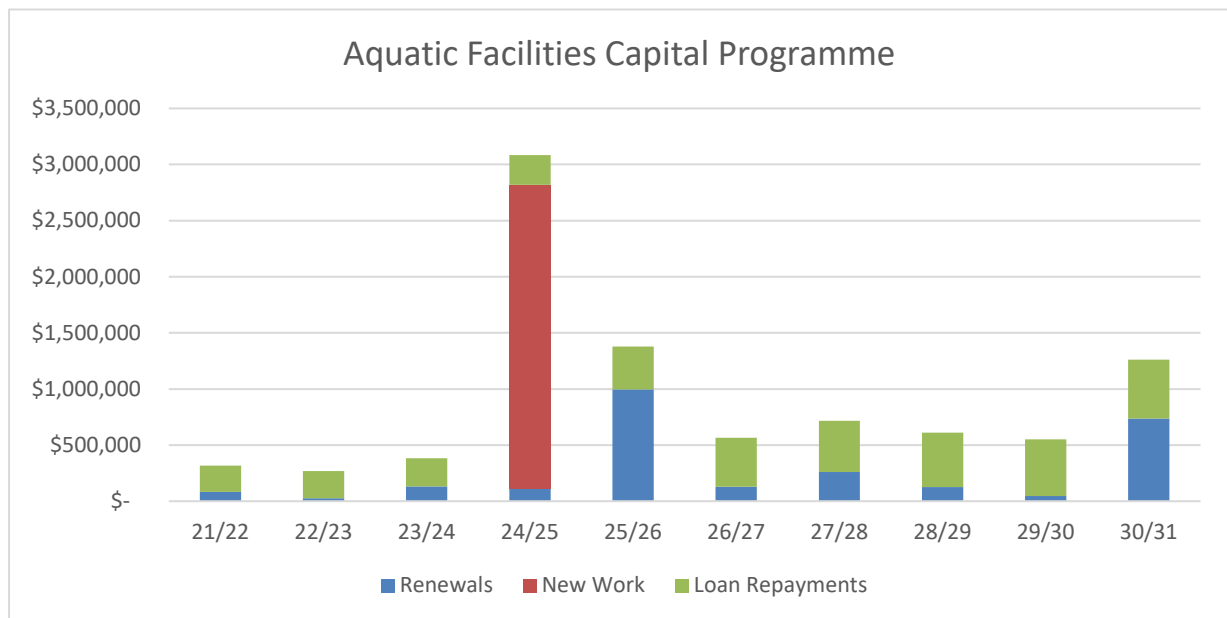
Table 7-8 Aquatic Facilities LOS Growth Renewal

Aquatics Facilities Capital Programme (Growth LOS Renewal)

■ Renewals   ■ New Works Growth   ■ New Works Levels of Service
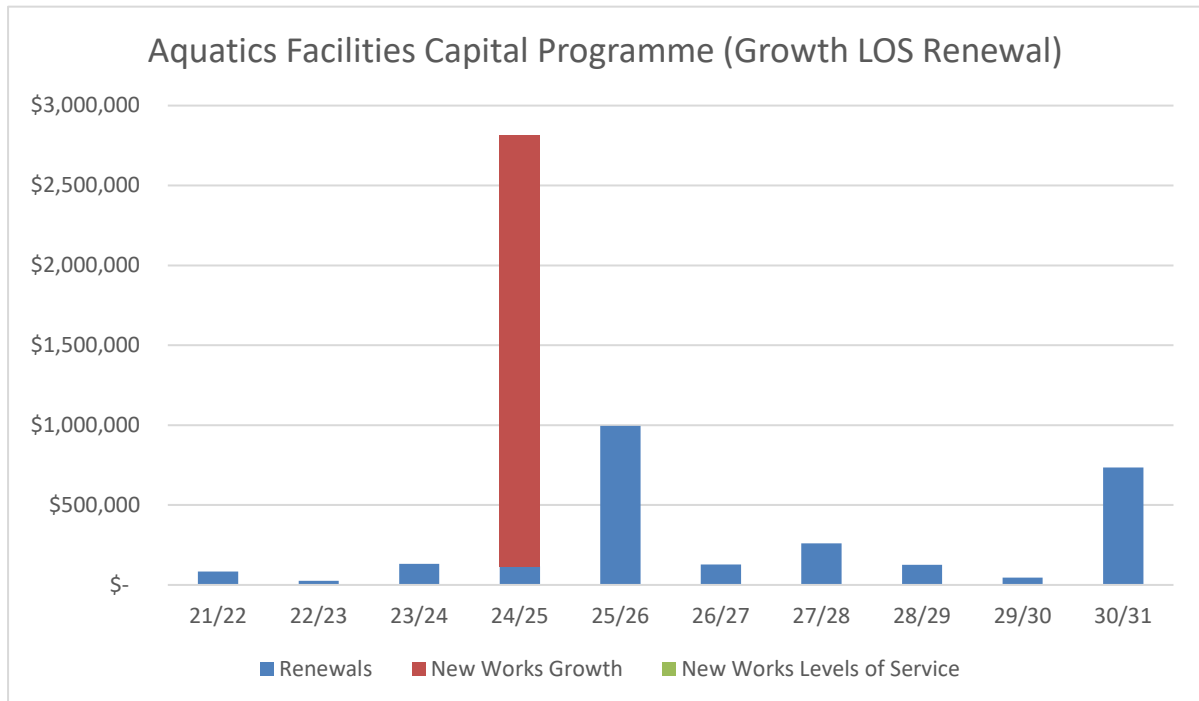
7.10.3.2 *Community Facilities*

The spikes in the below graph relate to the purchase of land in Pegasus and Ravenswood (2021/22), construction of Pegasus Community Facility (2023/24 and 2024/25) and the construction of Ravenswood Community Facility (2029/30). Renewals remain consistent over the 10 years based on the identified renewal programme for Community Facilities.

Table 7-9 Community Facilities Capital Projects
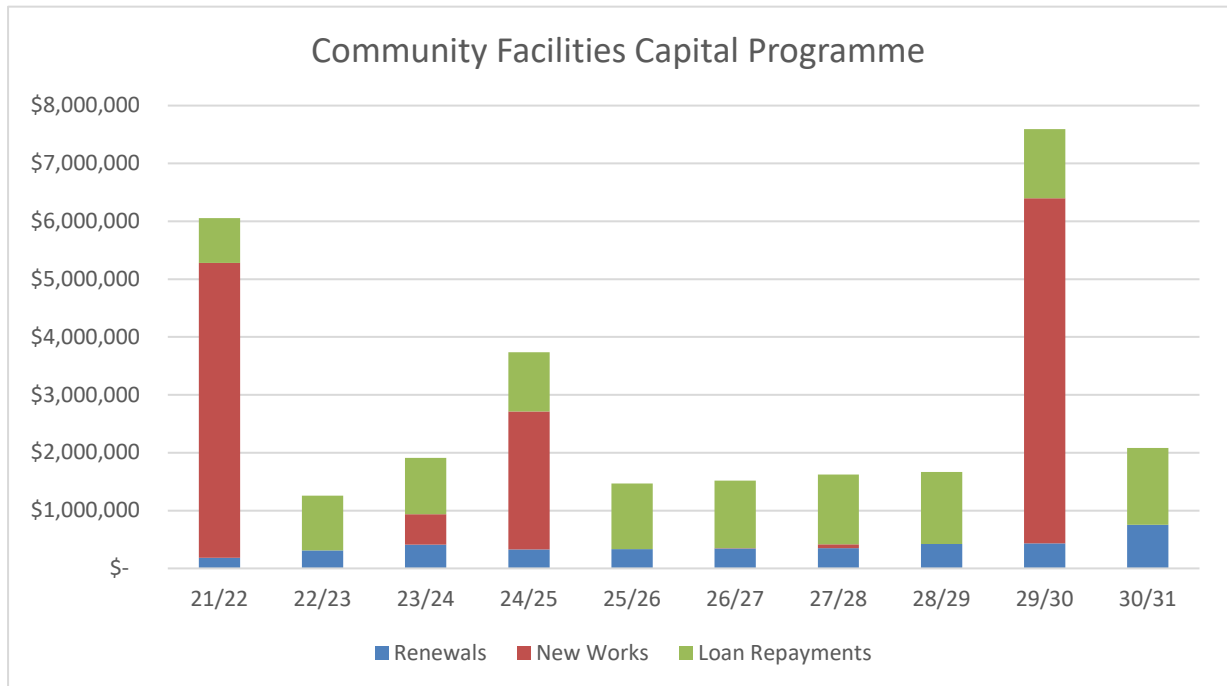
Table 7-10 Community Facilities LOS Growth Renewal
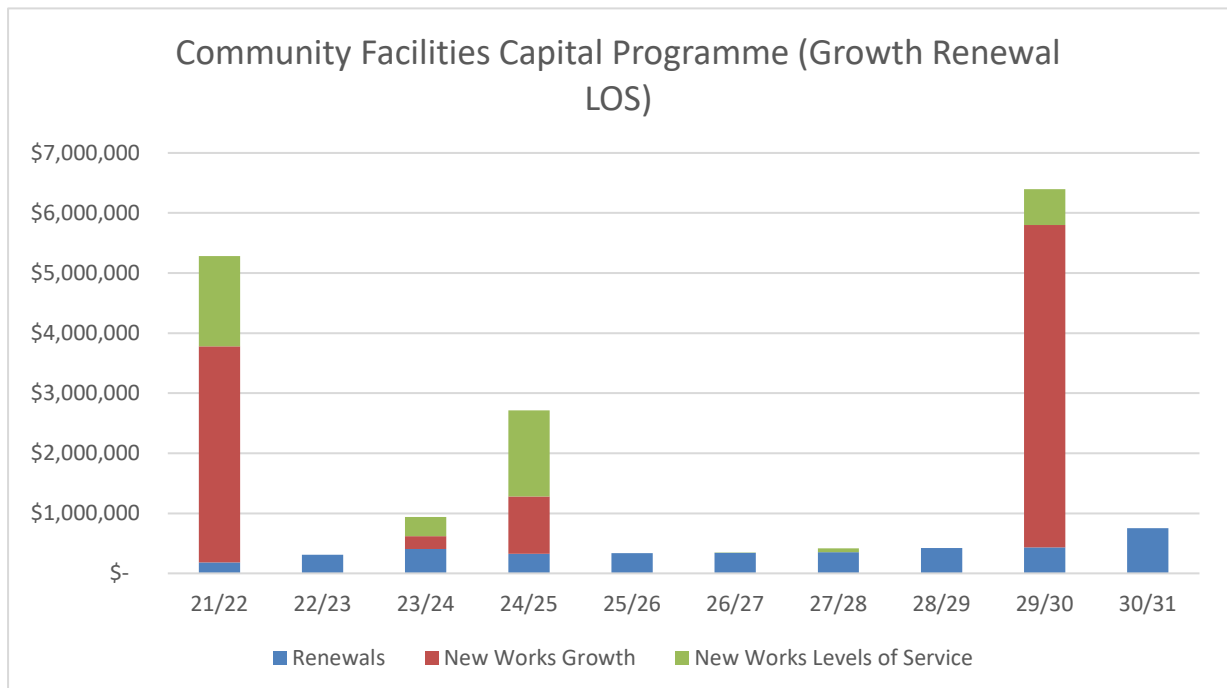
7.10.3.3 *Public Toilets*

The below graph shows the spikes in the renewal programme with budget planned for every second years as per the Public Toilet Strategy. The new toilets identified are for West Oxford Reserve (2021/22) and Milton Reserve (2024/25)

Table 7-11 Public Toilets Capital Projects

Public Toilet Capital Programme

Legend: Renewals, New Works, Loan Repayments
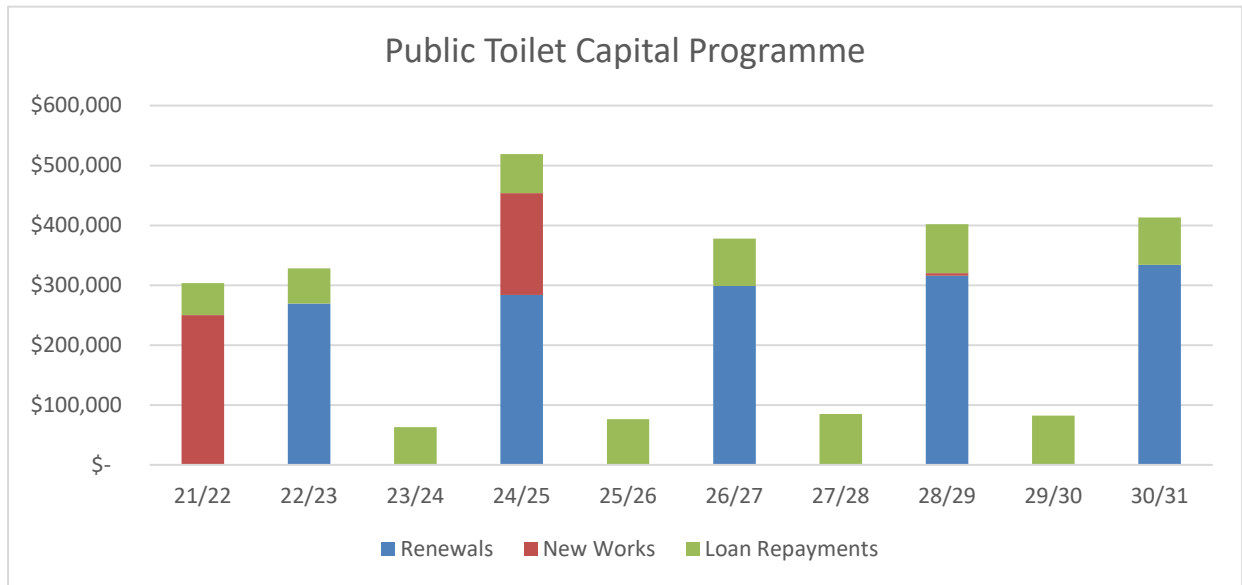
Table 7-12 Public Toilet Capital Projects Renewal LOS Growth

Public Toilets Capital Programme (LOS Growth Renewal)

Legend: Renewals, New Works Growth, New Works Levels of Service
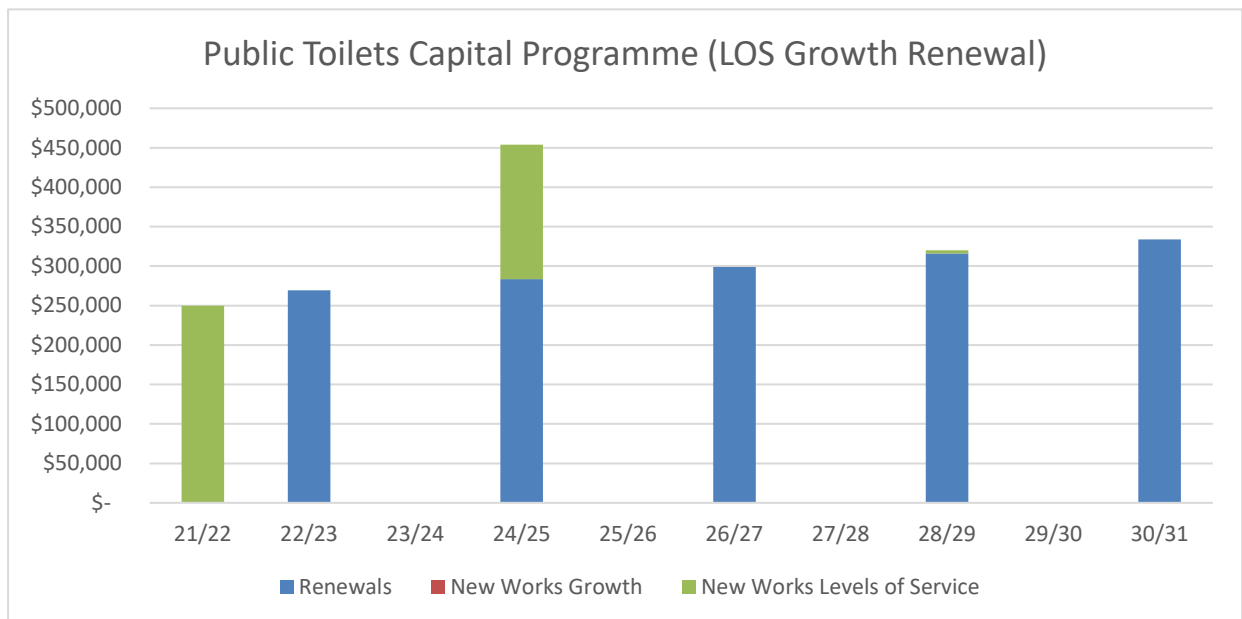
7.10.3.4 *Reserves*

The overall general reserves 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.

Table 7-13 Greenspace Capital Projects

Greenspace Capital Programme
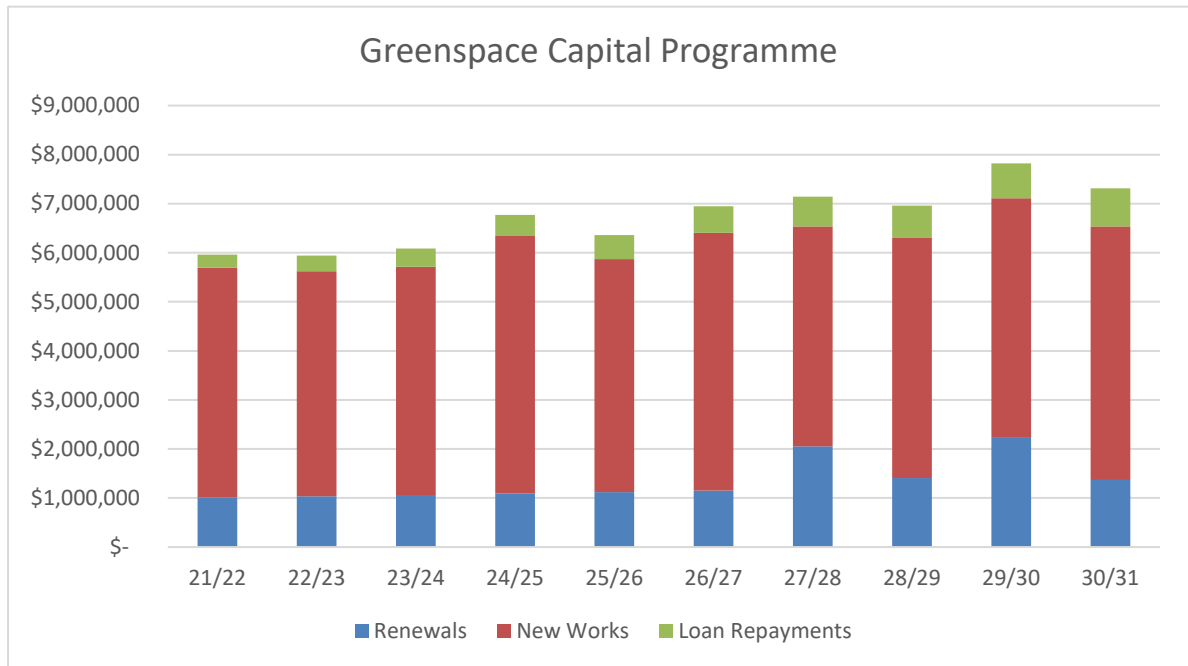
Table 7-14 Greenspace Capital Programme Growth LOS Renewal

Greenspace Capital Programme Growth LOS Renewal
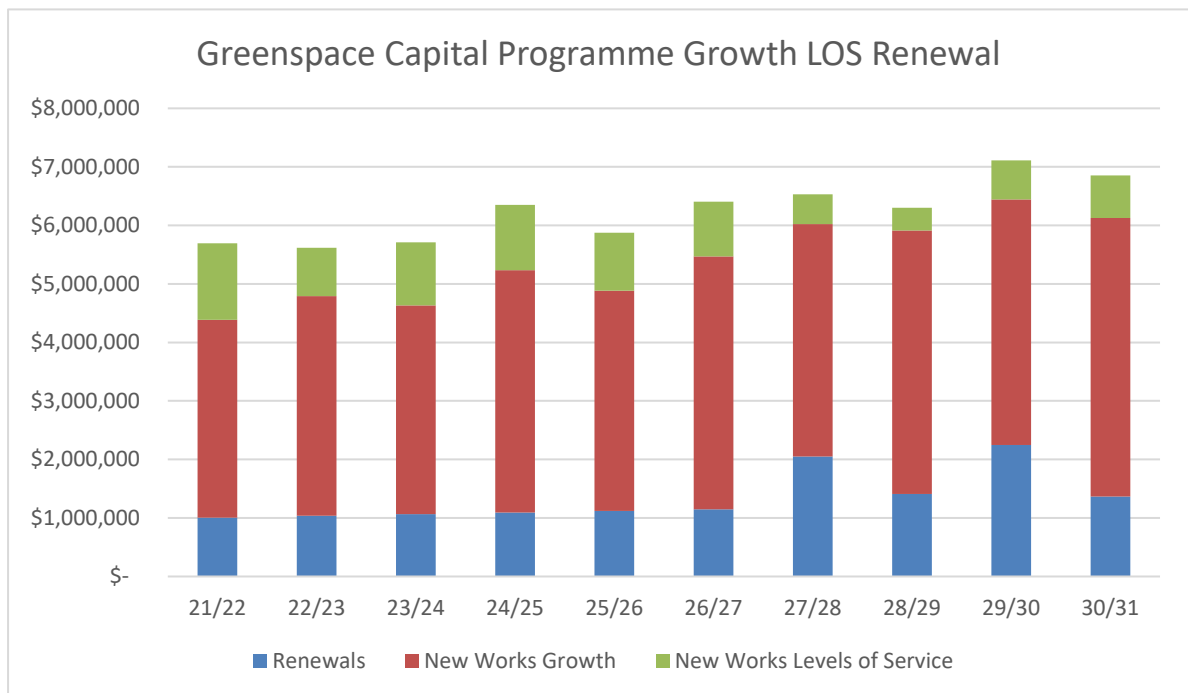
7.10.3 Land Purchase

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 methadology has been used:

Current Council Levels of Service prescribes provision of neighbouhood 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 Stratagy 2017. The population over the Long Term Plan period is expected to increase by 12,500 residents. Using the above ratio this means that 12.5 hectares of neighbourhood land will be required over the next ten years.

This is for neighbourhood land only and does not include all other catagories of park. In some cases Council will enter into a 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 resreve development contributions benig paid. It is expected that over the next ten years approximatly 2.6 hectares of land will be aquired in this way. This reduces the amount of neighbourhood reserve land that requires purchasing to 9.9 Hectares.

Using a cost of $190/m2, $1,881,000 per annum will be required to fund the neighbourhood land purchase.

In addition to land being required for the development of neighbourhood resreves 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 guidline 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 Neighbouhood 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.

7.11 Overview of financial forecasts (100 years) that form Council's proposed Infrastructure Strategy budget for this activity

7.11.1 Operational

The operational costs associated with the Green Space 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 Green Space 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.

7.11.2 Capital

7.10.3.5 *Public Toilets*

As part of the Public Toilet Strategy recently developed, it includes a 100 year plan for the renewals required to the districts toilets. This is shown below in

Figure 7-1 100 Year Replacement Schedule for Public Toilets

Public toilets - replacement cost forecast for the next 100 years
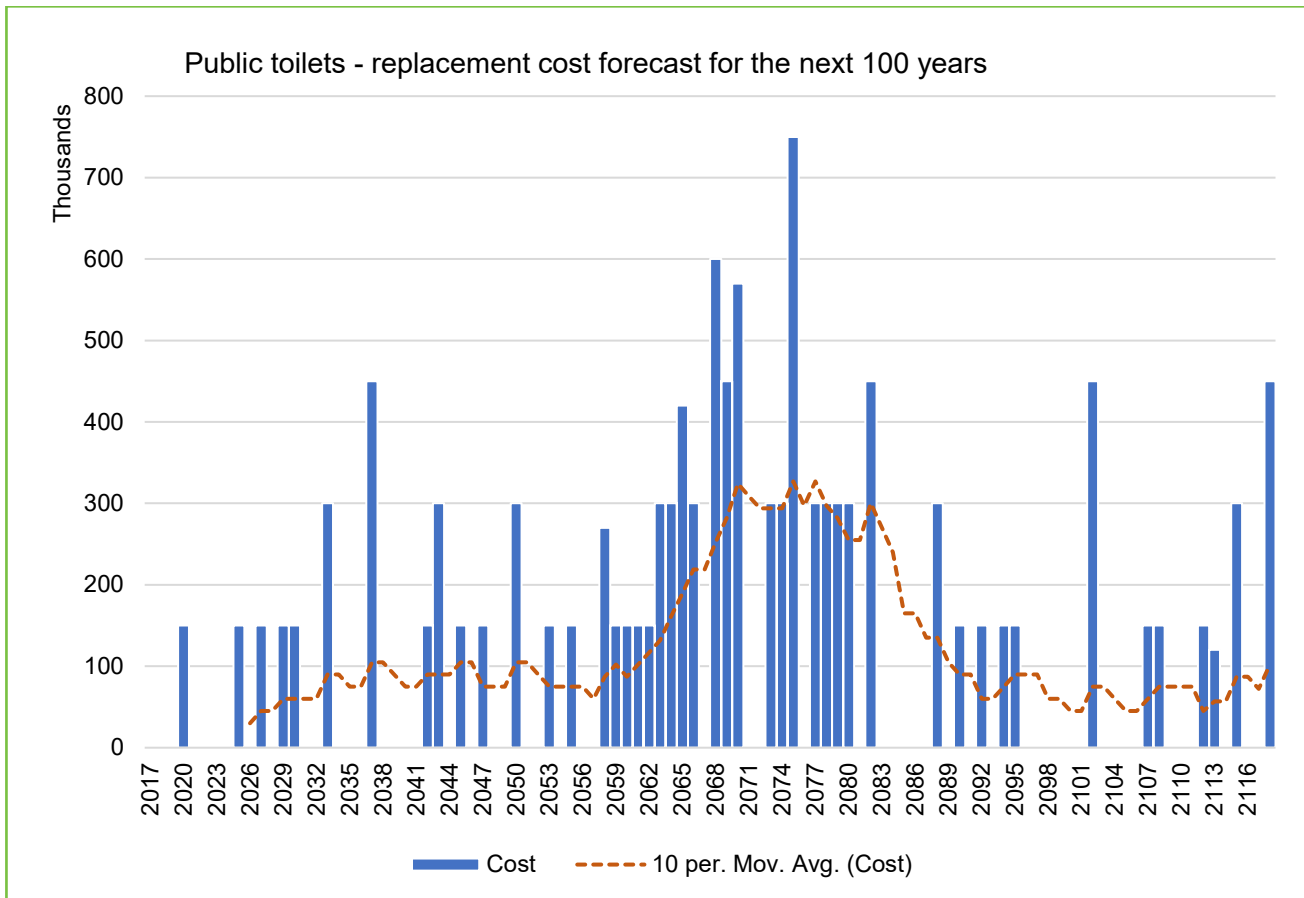
7.10.3.6 *General Green Space Assets*

Green Space 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 Green Space, including assets being replaced multiple times if required over this period.

The below tables identifies the estimated replacement cost for Green Space assets for the next 100 years including an averaged replacement cost which spreads the cost of replacement over two years.

Figure 7-2 Estimated Green Space Asset Replacement Cost (excluding Horticultural and Monuments)

Replacement Cost Per Year (excluding Horticultural and Monuments)
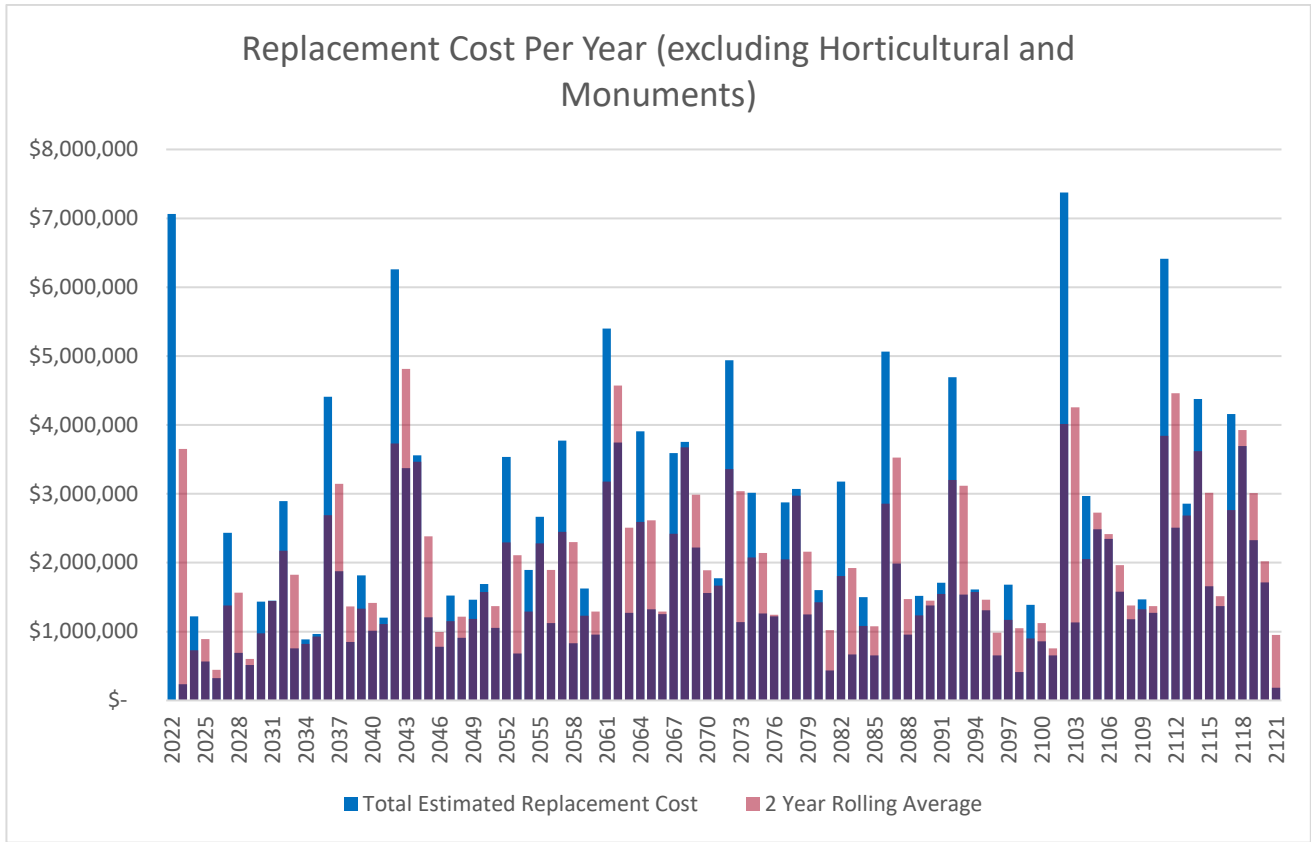
Figure 7-3 Estimated Green Space Replacement Cost (including Horticultural and Monuments)
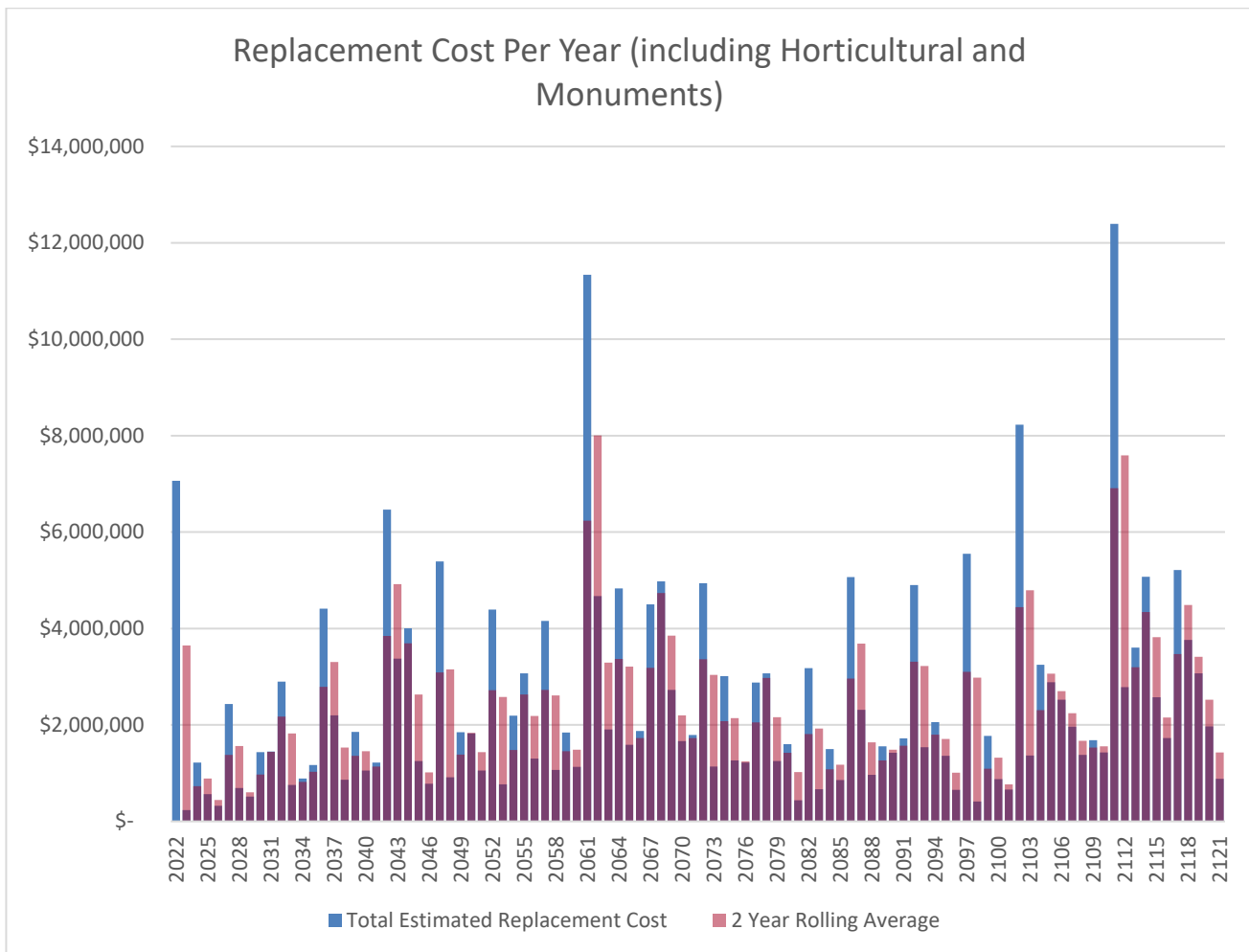
For a full list of the asset types covered by these graphs, please refer to Section 5 Asset Description.

7.10.3.7 *Community Facilities*

Greenspace 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. The renewal budget has increased from approximately $45,000 per annum ($450,000 over the 10 years) to an average of $300,000 per annum ($3,000,000 over the 10 years).

7.10.3.8 *Aquatic Facilities*

Aquatics have completed the capture of asset information for all assets located within the Aquatic Facilities. The below graph shows the 100 year renewal programme over the four aquatic facilities:

Figure 7-4 Aquatic Facilities 100 Year Renewal
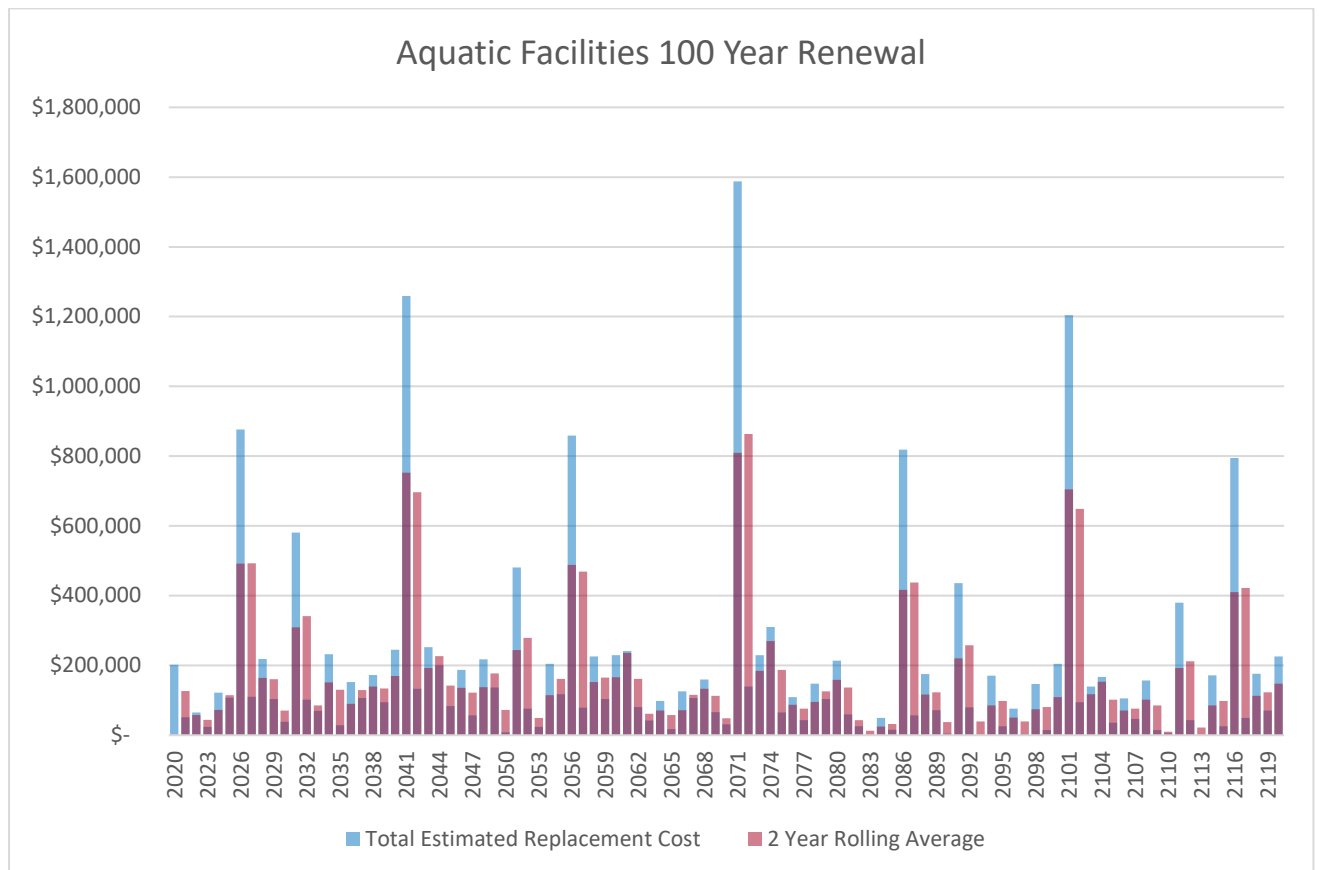
7.10.3.9 *Play Spaces*

There is currently no 100 year replacement schedule for Play Spaces. The assets located within the Play Spaces have been identified separately within the overarching General Green Space Assets for replacement, rather than the playground as a whole. Where possible staff will consolidate the renewal of these assets into overall play space renewals.

Please refer to the Play Space Strategy for the identified renewal programme which considers both condition and function of the play space.

7.12 Debt and annual loan servicing

Councils debt forecast is shown in for the period of the Long Term Plan is shown in Figure 7-7 Total Recreation Debt. 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).

Figure 7-5 Interest Costs
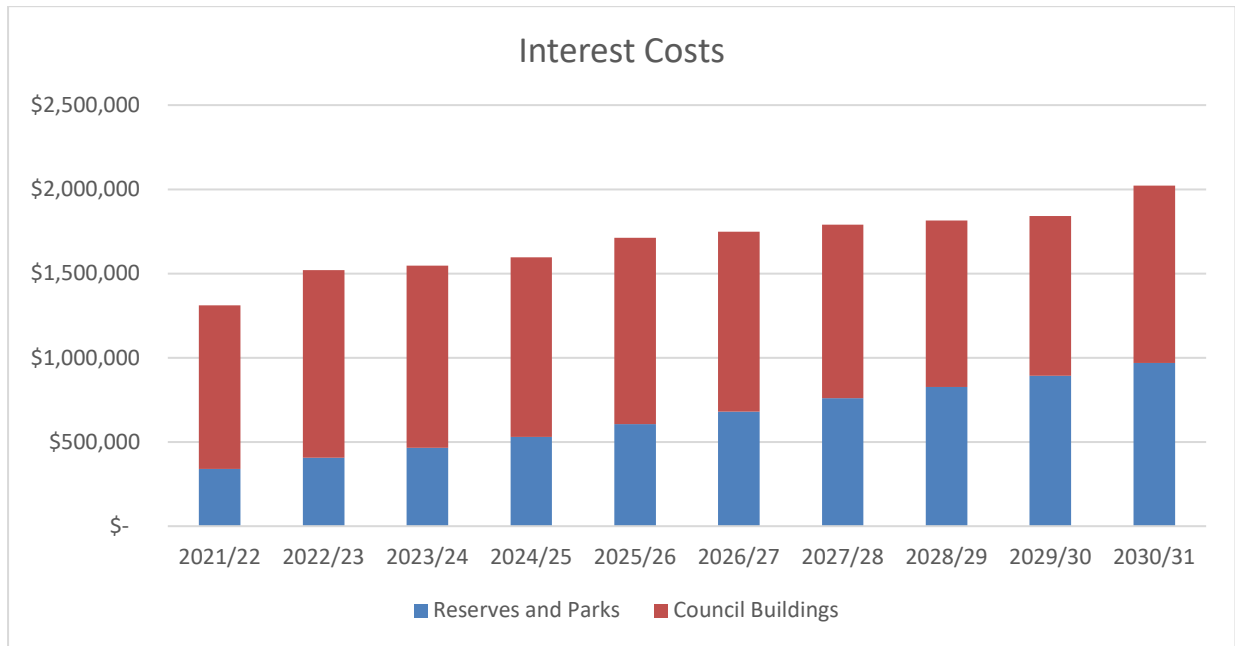
The two following graphs show the total estimated cost including repayment of the debt.

Figure 7-6 Total Recreation Debt

Figure 7-7 Reserves Debt
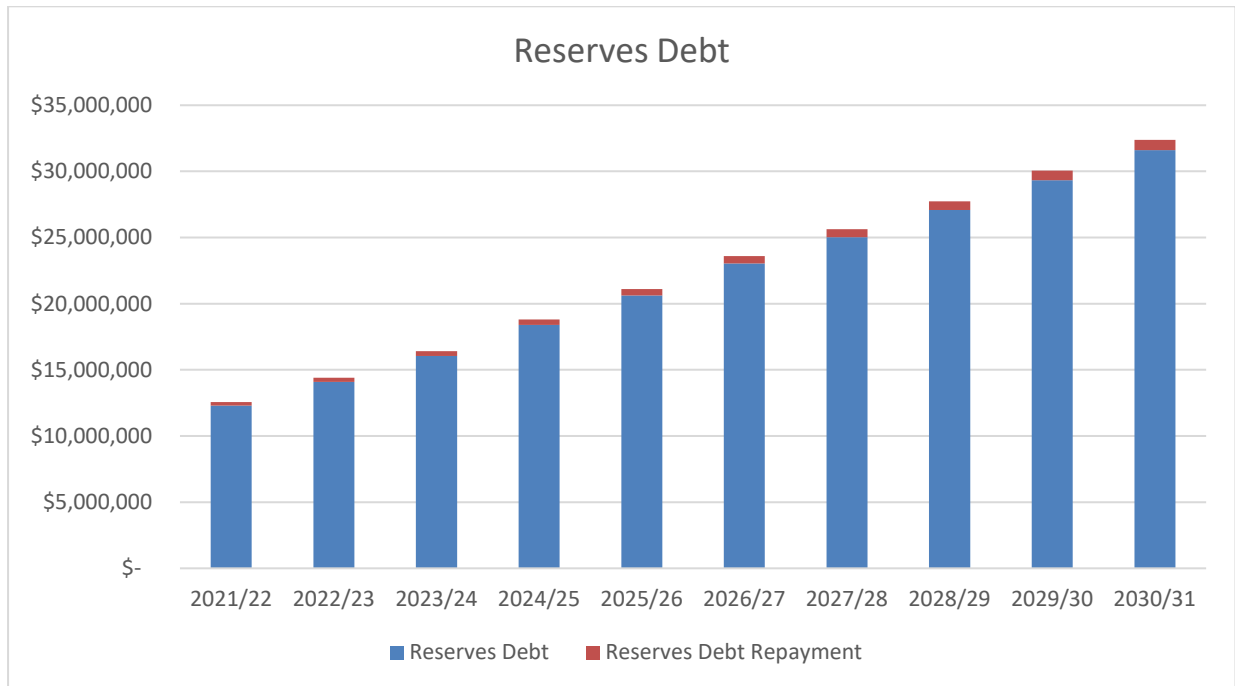
Reserves Debt

Figure 7-8 Building Debt

Building Debt
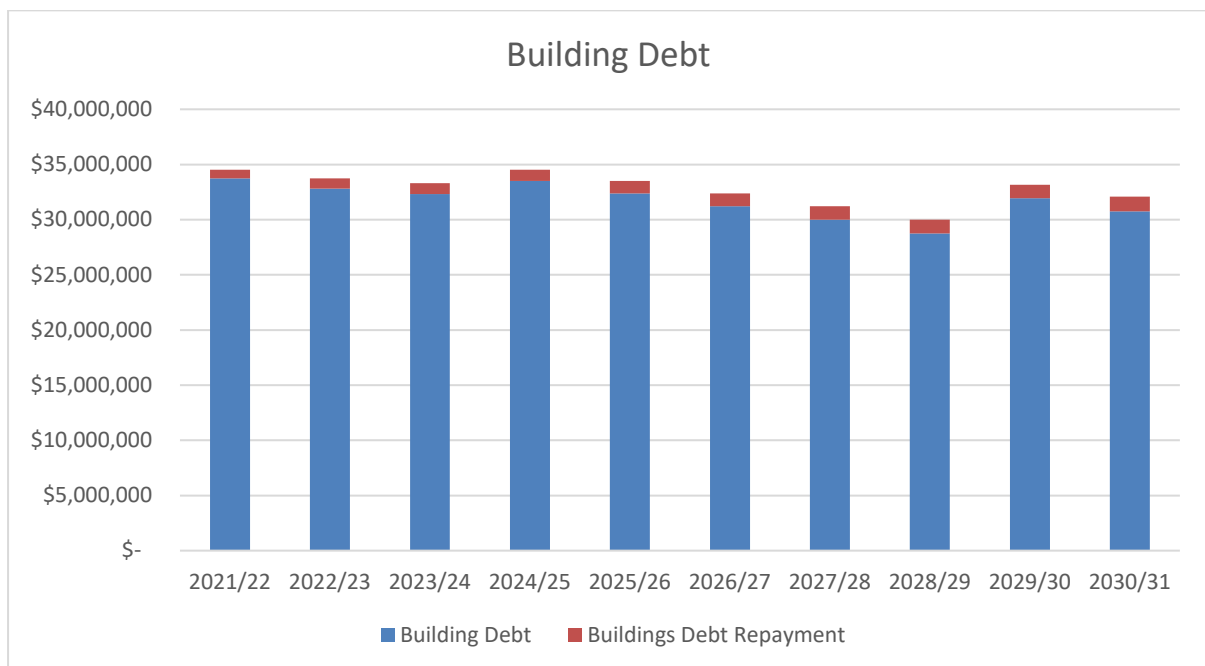
Figure 7-9 Interest Cost shows the estimated interest costs incurred over the period of the Long Term Plan for both Reserves and Parks as well as the Community Facilities.

Figure 7-9 Interest Cost
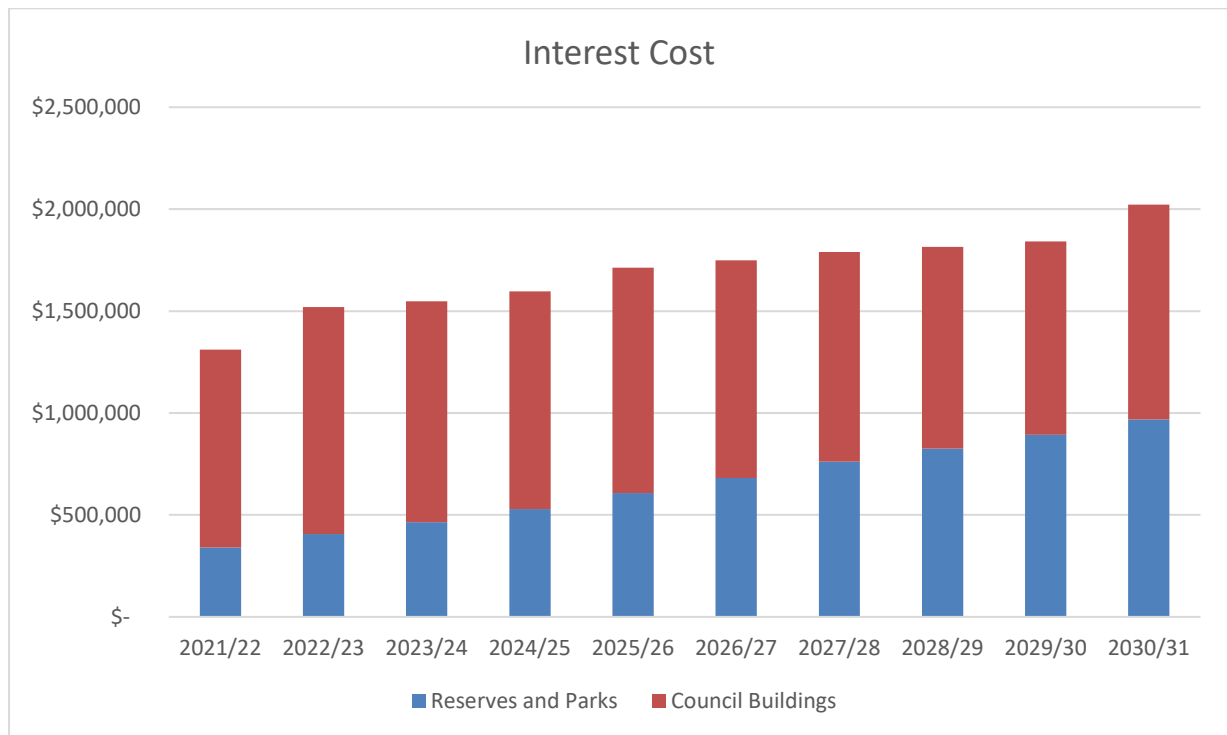
7.13 Projected rates

As discussed earlier in Section 7, Council has identified the way that Green Space 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.

7.14 Valuation and depreciation

Community and Recreation completed a revaluation of all Greenspace assets (excluding Aquatic and Community Facilities). 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,
- Amenity lighting
- Footpaths
- Furniture
- Gates

- Horticultural (including trees)
- Irrigation systems
- Monuments
- Playgrounds
- Reticulation
- Signage
- Sports
- Structures
- Utilities
- Walls and fences
- Water features

A separate valuation on all Council owned buildings was completed during 2019 which included all Community Facilities and Aquatic Centres. This valuation was undertaken by QV, registered valuers.

7.14.1　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.

7.14.2　Forecasts

7.16.2.1　*Replacement*

As part of the management of Green Space 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 Green Space to forecast the necessary replacements over the coming years and identify several years in advance when assets are to be replaced.

7.16.2.2　*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.

7.14.3   Summary of valuation

The 2019 valuation is included below. This valuation was completed in 2019 by Greenspace staff and was peer reviewed by OPUS.

Figure 7-10 Greespace Valuation Summary

Asset Group	Replacement Cost	Depreciated Replacement Cost	Annual Depreciation
Access & Parking	$ 9,374,989	$ 5,096,632	$ 368,373.09
Amenity Lighting	$ 3,238,880	$ 1,730,710	$ 120,993.50
Footpaths	$ 13,516,479	$ 9,091,245	$ 369,266.45
Furniture	$ 2,361,606	$ 1,439,367	$ 92,758.51
Gates	$ 574,161	$ 450,410	$ 13,804.04
Headworks	$ 30,000	$ 29,876	$ 600.00
Horticultural	$ 27,522,384	$ 27,522,384	$ -
Irrigation	$ 878,289	$ 527,983	$ 44,633.98
Monuments	$ 2,481,000	$ 1,844,908	$ 12,405.00
Placeholder Asset	$ 137,085	$ 137,085	$ -
Playground	$ 8,260,381	$ 4,346,566	$ 305,651.62
Reticulation	$ 3,965	$ 3,708	$ 43.90
Signage	$ 662,900	$ 301,049	$ 37,991.05
Sports Areas & Courts & Features	$ 6,755,851	$ 4,689,528	$ 150,818.68
Structural	$ 6,043,705	$ 4,774,513	$ 162,371.92
Utilities	$ 2,866,856	$ 2,131,807	$ 68,094.56
Walls & Fences	$ 11,776,621	$ 7,745,478	$ 374,498.28
Water Features	$ 106,100	$ 83,071	$ 3,536.67
Grand Total	**$ 96,591,252**	**$ 71,946,320**	**$ 2,125,841**

Note that the replacement costs identified below 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.

7.14.4   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).

7.14.5   Asset depreciation

As per Council policy Green Space 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.

Figure 7-11 Depreciation and Renewals Provision
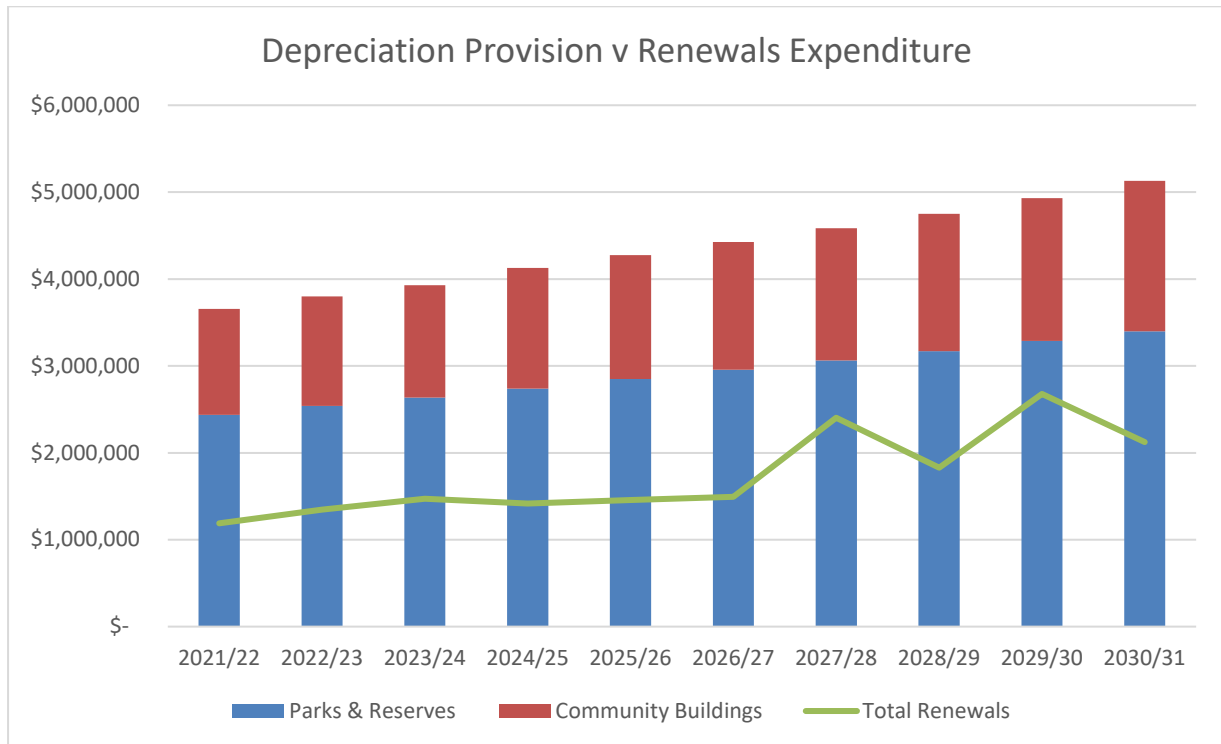
7.15 Overall forecasting assumptions, sensitivity analysis and data confidence

7.16.2.3 *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 Green Space and Aquatic activity has been considered in the planning and forecast of capital and operational activities.

The rates of salary increases, CPI increases and capital cost increases used by Council are outlined in the table below:

Table 7-15: Average rates used in planning

Item	Average Increase per Annum
Salaries	2.20%

CPI	2.61%
CAPEX	2.74%

7.16.2.4 *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 Green Space and Aquatic activities, both at an operational and capital level as well as the flow on effect of necessary funding.

7.16.2.5 *Data Confidence*

The revaluation of Green Space assets completed in 2019 by the Asset Information Management Team for Green Space 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 Green Space have continued with the asset validation programme outlined earlier in this document to improve the accuracy of the information held on Green Space assets.

7.16 Section Improvement plan

The continued improvements made to the amount of information that Green Space 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 Green Space is delivering the most cost effective and appropriate replacement and new assets for ratepayers. This requires the following to be undertaken:

- Complete the asset validation process including Community Facilities
- Develop more accurate replacement and renewal modelling for these assets

8 Risk management and assumptions

8.1 Introduction to the section

Risk analysis involves consideration of the sources of risk, 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.

For activities covered by this Plan, overall risks associated with asset failure are considered to be low with the exceptions of the Rangiora Airfield, other 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 essentially 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.

8.1.1 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 particular 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.

8.1.2 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 Green space 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

8.1.3 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

8.2 Assumptions and context

Risk management strategies and studies are carried out in accordance with AS/NZS ISO 31000:2009 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 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.

8.3   Asset criticality

As discussed earlier 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 or have an adverse impact on the community.

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). Through the risk framework approach those critical assets can firstly be identified, so enabling mitigation measures to be developed that may reduce the likelihood of a failure arising and reducing the impact or consequence should such a failure occur.

8.3.1   Succession Planning

Succession planning within any business is considered necessary to reduce the risk associated with staff leaving the organisation and forms part of the business continuity process. Succession planning allows institutional knowledge to be passed on, and assists in ensuring continuity of organisational culture. The improvement in systems and processes around the Councils asset management planning has been a high priority for a number of years to ensure all relevant documents and information required for appropriate decision making are recorded and knowledge transfer can occur even in the absence of key staff. The Council is investigating a process of process mapping and will be looking to purchase software to assist. This will assist in ensuring that processes around key activities are documented.

8.3.2   Health and Safety

As an organisation the Council has made a commitment to health and safety to protect its workers, contractors, volunteers, visitors, public and property from harm or damage, by ensuring that the work environment is safe and people remain healthy. This is intended to ensure that a culture of health and safety is implemented within the Council at all levels and departments.

The Waimakariri District Council Health and Safety Policy is detailed within the Health and Safety System. This policy reflects the Health and Safety at Work Act 2015 (including Regulations and Codes of Practice), ACC Workplace Safety Management Practices (ACC WSMP), and the Canterbury Rebuild Safety Charter (CRSC).

8.3.2.1 *Hazard Identification, Assessment and Management*

The Council has identified the need to create and maintain a hazard identification and risk assessment system. This system allows the Council to identify, assess and manage risks either through elimination or minimisation.

As an organisation, the Council has created a Health and Safety Risk Register (Trim # 151223167626). This document is reviewed and updated regularly to ensure that the register remains relevant to the risks that may be present at an organisational level. This register identifies the following information in relation to each risk:

- Type of assessment
- Hazard & Risk Description (as it relates to WDC workers on worksites)
- Department/s
- Mitigation/Controls (what has been/is being done to reduce risk)
- Suggested future control measures
- Control Type
- Impact/Consequence
- Rating (based on impact/consequence and probability/likelihood)
- Compliance

Site Hazard Registers have also been created for the Council buildings (including the Aquatics Facilities) which are on display in each building and are reviewed and updated yearly. These are also available on the Council intranet system.

The Greenspace team also maintains site hazard registers for the Community Facilities. This allows the register to be discussed with contractors working at these facilities to make them aware of possible risks that may be present.

8.3.2.2 *Asbestos Register*

The Council has identified that in order to meet its legislative obligations, the creation of an asbestos register for all buildings owned and managed by Council is required. This will involve the inspection of all buildings and once completed either cataloguing, isolating or removing the asbestos identified.

This means that for Greenspace Space and Aquatic Facilities, all Community Facilities and buildings located on reserves (including toilets and sheds) are required to be included within this register. When this has been completed any contractors working on the Greenspace buildings

will be provided with the asbestos register to ensure that they are aware of and have planned for any asbestos within the building as part of their site safety plan.

8.3.2.3 *Health and Safety Plans*

As part of the management of the Community Facilities and Reserve space, the Greenspace operations team have implemented the requirement for users of these spaces to submit a health and safety plan as part of their booking. This plan is then reviewed by the Greenspace operations team to ensure that the user has considered the risks and issues involved and provided sufficient consideration to managing these.

8.3.2.4 *Permit to Work System*

The Council has implemented a Permit to Work (PTW) process that protects people, assets, environment and business continuity from harm that has been identified with high risk work. This allows the Council to monitor and control specific activities against an agreed upon set of safety procedures. The PTW system documents the authorization given to certain people to carry out specific work within a specified time frame. It also sets out the precautions required to complete the work safely based on a risk assessment.

The following designated (High Risk) Work must have a Permit to Work:

- Confined Space Entry
- Any work at heights where a worker must use a fall arrest system
- Any hot works

While the above restricted activities are not completed by Greenspace or Aquatic staff, contractors that are employed as part of operational or capital works for these teams may be required to undertake work that may fall under these categories. As part of the management of these contractors, Greenspace and Aquatic staff ensure that when contractors are engaged to undertake work that involves any of the High Risk work identified above, the correct procedures and systems are in place and followed.

For further details on the Permit to Work System refer to the following document:

- QP-C630 Permit to Work System – Procedure (Trim #16071406269)

8.3.2.5 *Training/Supervision*

As noted above, the Council has identified the importance of Health and Safety within the Organisation. To assist with this there have been a number of initiatives implemented to ensure that all staff can be provided the appropriate knowledge and training. This includes provision of the following available to all staff:

- Health and Safety Induction
- First Aid Training
- Occupational Overuse Syndrome (OOS) prevention and management

In addition to this, further specialised training is available to staff working in specific areas where a risk has been identified such as driver training and conflict resolution.

As part of the commitment to Health and Safety the Council has also identified the need for Health and Safety Representatives. These are nominated for each department within the Council and are responsible for the following:

- Be familiar with their work areas
- Be aware of the Council's health and safety systems and policies, including the arrangements for making sure that those policies are put into effect.
- Act as a conduit for health and safety information from workers to management, and vice versa.
- Undergo specific health and safety training.
- Be aware of the legal requirements relating to health and safety.
- Carry out workplace audits and workplace walk-around checks as required.
- Take a lead role in actively promoting health and safety within their represented areas.
- If required, sit on the Waimakariri District Council Health and Safety Committee.

A Health and Safety committee meets quarterly to further discuss health and safety issues throughout the Council. The agenda for this meeting is circulated prior to the meeting and allows for any staff member to raise any concerns for discussion at the meeting. This ensures that any possible issues or solutions that have arisen within other departments within the Council can be discussed and brought back to their departments. This ensures that any issues that may be relevant to Greenspace and Aquatics are brought back to their respective teams for implementation or discussion.

8.3.2.6   *Accident/Incident Reporting, Recording and Investigation*

As part of the Council Health and Safety Policy, Council will investigate accidents/incidents to discover the cause and to prevent the possibility of similar events from occurring in the future. Incidents that involve no injury or property damage, but which could have potentially caused harm (near misses) will also be reported to determine any risks that should be controlled.

Community and Recreation staff ensures that this obligation is met by reporting and investigating these as they arise whether it is an internal staff member, contractor or member of the public. As part of the major maintenance contracts that the Greenspace Team manage, each contractor is required to submit a monthly contractors report. As part of this report the contractors raise any health and safety issues that have arisen during the previous month. Staff will discuss with the contractors these issues and ensure that they are meeting their obligations under the Health and Safety at Work Act.

8.3.2.7   *Contractors*

The Council has recognised that it has a legal responsibility to ensure it workers are not harmed as a result of work undertaken in the workplace by contractors, and that the workers employed by contractors are not harmed as a result of work which is directed by Council. To do this, the Council aims to maintain and develop effective working relationships with contractors to ensure the effective management of the health and safety of those working on, and in the vicinity of council management sites. This has been included in the Councils approach to the tendering process which takes into consideration the Health and Safety processes and systems as well as the contractors Health and Safety record.

To assist with this the Council operates a health and safety pre-qualified contractor list. All contractors that wish to work for the Council are required to complete the approval process and will need to be assessed either through SiteWise or a similar contractor health and safety pre-qualification system which is externally verified and audited. This system allows the Council to review a contractors' health and safety processes and systems for it to be satisfied when employing them to undertake work on behalf of Council.

In addition to this system, all contractors engaging in work for Council are required to complete a site induction prior to commencing work. This ensures that contractor is aware of the risks and hazards associated with the specific site before commencing work.

As part of the operational and capital work undertaken by, staff manage a range of contract types from large maintenance contracts, capital work projects and one off jobs in response to issues raised from service requests. This means that there is a wide range of contractors involved and staff are required to ensure that the health and safety systems and processes are being followed for all contractors.

8.3.2.8 *Volunteers*

The Greenspace team works with volunteers on a regular basis. The Council's Health and Safety obligations require that in effect the volunteers are treated as employees for all intents and purposes. As such this means that that the following are required:

- Appropriate PPE is worn by volunteers
- If the volunteers are managed by Council, a Health and Safety plan will be developed by Council for the event. If this is a volunteer run event on a Council reserve, staff will work with the volunteers to implement a Health and Safety Plan.

It is also Greenspace practise to have more than one staff member present when there are large groups of volunteers to assist with the event and ensure that correct Health and Safety practises are followed.

8.3.2.9 *Vulnerable Children Act*

Under the Council's obligations under this Act, the Council has identified the need to ensure that staff who either work with children or may come in contact with them as part of their employment are appropriately vetted. As such, a Police background check may be undertaken on relevant staff before employment.

8.3.2.10 *Related Documents*

The Contract Health and Safety Management documents can be found in TRIM in the following folder:

- EXC-34-17 Executive Management - Health and Safety - OSH - Occupational Safety & Health Procedures

8.4 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 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

Likelihood Ranking	Description
Rare	May occur only in exceptional circumstance (once in 1000 years)
Unlikely	Could occur (once in 100 years)
Possible	Might occur at some time (once in 10 years)
Likely	Will probably occur (once in 1 or 2 years)
Almost certain	Is expected to occur in most circumstances

Table 8-2: Consequences Scale

Consequence Ranking	Description
Insignificant	Insignificant
Minor	Minor impact for small population and / or minor disruption to services
Moderate	Minor impact for big population and / or moderate disruption of services
Major	Major impact for small population and /or major impact on service provision
Catastrophic	Major impact for big population and /or loss of service

Table 8-3: 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

8.6   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

Activity						
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 Green Space activity, are as follows:

- 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 risk continued 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 planned to be completed during the next financial year (2021/22). 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
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	High	Ensure building remain weather tight and are checked after high level adverse weather	High	Check buildings when appropriate	Identify at risk buildings	Ongoing

weather events may damage buildings and make them unsafe or unavailable for use		events. Buildings to be checked by suitably experienced people if required. New buildings to be constructed to the appropriate standard.	High			
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
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 opportunitie	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	High	Monitor sea level rises	Identify at risk reserves	Assess reserves for risk and viability of installation or maintenance of infrastructure

s that are available for use. Reserves may need to be abandoned		replacement for suitability.				
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

8.7   Disaster resilience assessment

1.1.1   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.

1.1.2   Emergency Management

The Waimakariri District is subject to a wide range of natural hazards of varying degrees. Traditionally these hazards vary from floods, snow storms 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.

1.1.3 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.

8.8 Section improvement plan

Complete capture of risks for Greenspace into the Promapp Risk System

9 Asset management systems and practices and sustainability

9.1 Introduction to the section

The Councils Asset Management Policy set out the framework the Council adopts for managing its asset base. Audit NZ undertake regular reviews of the Councils systems and processes as part of the Long-Term Plan development and sign off. 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 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.

9.2 Description of management systems

9.2.1 Asset register (financial/technical)

The Council uses the Tech One information system as its asset register including recording maintenance history, condition inspections and valuation records. This system has been in place since 2014. In January 2011, a full asset validation and condition assessment project commenced to verify all green space 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 TechnologyOne data base. The full on-site data validation was completed by the end of 2012 with an ongoing validation of assets continuing as part of an operational process by staff for all Greenspace assets.

The Council has since this date commissioned in 2019, Opus International Consultants (Opus) to undertake an independent review of Council's Parks & Reserves Infrastructure Assets Valuation. The valuation schedules have been prepared by the Council using the data from the TechnologyOne 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 2019.

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 Green Space Infrastructure covers the following classes of assets.

- Access and Parking
- Amenity Lighting
- Footpaths
- Furniture
- Gates
- Horticultural (including Trees)
- Irrigation
- Monuments
- Playground
- Reticulation
- Signage
- Sports
- Structural
- Utilities
- Walls and Fences
- Water Features

(Land and buildings were excluded from the valuation)

A formal workflow to manage the addition and disposal (capitalisation) of assets from the asset register was developed in early 2012 to ensure that the accuracy of the asset register is maintained. The asset validation project which allows remote access to data and information has improved the process for updating and recording changes to assets with the use of the Collector App allowing mobile asset validation.

The Greenspace asset records in Tech One are supported and maintained by the Council's Asset Information Management Team (AIM). As part of the tree maintenance contract the contractor has responsibilities to maintain and update the asset information held on the councils systems this is largely but not exclusively done utilising the remote access technology that was developed as part of the asset validation project.

Following the development of the last Activity Management Plan staff have begun the process of capturing detailed asset information for both Aquatic and Community Facilities. This is intended to capture the details of the assets contained within the overall building shell. This process has been fully completed for Aquatic Facilities, while Community Facilities is nearing completion (majority of information has been captured). This information will be stored within the TechOne asset database and ensure that appropriate asset planning is put in place for the assets within these facilities outside of the overall building shell.

9.2.2   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 collection of web applications that are built using ESRI's Web AppBuilder technology. These apps provide integration between the GIS, the TechnologyOne system GIS and Trim.

9.2.3   Condition assessment

The following is an overview of the Asset Validation process, whereby the Asset Validation Project allows access to the asset register via the web based internal mapping system, WAIMAP and iCloud mapping system vis mobile WAIMAP.

Table 9-1: Condition Ratings

Condition Grade	Condition Description
1	Very Good Condition Only normal maintenance required
2	Minor Defects Only Minor Maintenance required (5%)
3	Maintenance Required to Return to Accepted Level of Service Significant maintenance required (10-20%)
4	Requires Renewal Significant renewal/upgrade required (20-40%)
5	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 green space assets. The condition assessments are stored in the

TechnologyOne asset management system. This allows for a record to be kept of how the condition of the asset changes with time. It is intended that all further condition assessments will be scored as per the grading's above and recorded in the asset system.

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.

A formalised condition inspection strategy and programme has been developed that considers the following items when prioritising condition assessment frequency and standard:

- Legislative requirement to demonstrate condition, such as Building Act or Health and Safety in Employment Act

- Risk to public safety

- Criticality of the asset

- Size of investment

- How far the asset is through it's expected life

- Appropriate method of condition assessment per asset type

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 Samsung Tablet.

The Collector app has been downloaded onto the tablet and this allows the operator to view all of the council's captured assets. 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.

On confirming the inspection is complete a yellow tick box appears on the asset. These assets are subsequently downloaded overnight and the yellow box turns into a purple triangle which indicates that the asset has been validated within the last 6 months.

The above process is systematically being carried out throughout all of the District's Greenspace areas as part of the monthly Greenspace auditing for the Parks & Reserves Maintenance Contract.

For assets that are no longer present, the field operator has the ability to note the asset as being non-existent. This in turn is a prompt for the asset to be removed from the register so that the asset system is updated and functional. Any notes which will aid the AIM team to understand why the asset is no longer present can be added at the time.

For new assets that the field operator comes across which aren't already captured on the system, the operator has the ability to capture the asset. The same process as above is followed, with an additional photo being taken which can also be uploaded overnight and linked into TechnologyOne by the Asset Information Management team (AIM). Any notes which will aid the AIM team to understand what type of asset is present can be added at the time.

All this information can now be viewed by the Greenspace/AIM/GIS team through the link with TechnologyOne. 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.

9.2.4 Customer service request and complaint system

The corporate TechnologyOne financial and administration system is employed for holding records of customer service requests and complaints in the RFS (request for service) module. This is maintained by the Customer Services Unit and the system is used by all Council Departments for tracking customer requests.

9.2.5 Performance monitoring

The process around performance monitoring of the major Green Space contracts is outlined in section 3.7.1 of Chapter 3.

9.2.6 Reporting

The corporate systems are highly integrated that enables reporting across the council activities. These systems are able to provide routine monthly reports that are required by managers and

supervisors responsible for delivering the services and also able to provide bespoke specialist reports on request.

9.3 Description of management processes

The management structure and the processes used to deliver the activities included in this Plan is outlined in section 1.5 of Chapter 1.

9.4 People management

9.4.1 Competencies, capabilities and skills required to implement processes and systems

The activities covered by this Plan are diverse, varied and have immediate and influential impact on the lives of the local community. Because of this, it is important that the Council staff and its contractors are knowledgeable of the activities they are delivering so that the service provided meets the communities' expectations. The Council has formal systems that assess personal performance and encourages personal development. The operations and maintenance contracts have performance measures that are monitored and reviewed to ensure that the services provided are undertaken well and support the delivery of the agreed levels of service.

Within all Green Space positions either a relevant qualifications or sufficient experience is required and this is stipulated at the time of recruitment.

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.

9.5 Description of operations and maintenance systems and procurement

As previously outlined in Section 6.3 the Council Greenspace unit operates a number of contracts for the maintenance and operation of the Greenspace Assets. These contracts are often a combination of operational and maintenance requirements such as with dayworks, reactive maintenance and programmed maintenance.

9.5.1 Procurement

The Council has a policy in place to ensure that all procurement and tendering undertaken follows a strict process for both capital and operational expenditure. This policy, S-CP-4160 Purchasing Including Tendering 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.

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."

Improvements have been made to the procurement of minor operational and capital work through the development of a trades panel which covers the following areas:

- Building (less than $20,000)
- Building (between $20,000 and $250,000)
- Electrical
- Plumbing
- Fencing
- Asbestos Removal

This panel has been established to improve the process around procuring this type of work and ensures that there is appropriate contractors that are being appointed through this process. The contractors on the trades panel have been assessed on a number of criteria including experience, local contractors and social outcomes.

It is planned for further improvements in this area including the development of a prequalified contractor list for civil works and a professional services panel.

For further details on this policy please refer to S-CP 4160 Procurement and Contract Management (TRIM 190121005949)

9.5.2 Operations and Maintenance Systems

As part of the Maintenance Contracts that the Greenspace team manage, in particular the Street, Reserve and Cemetery Tree and the Parks and Reserves Maintenance Contracts, there

are a number of processes and systems that are in place to ensure that these maintenance contracts are managed appropriately.

9.5.2.1 Auditing

Monthly auditing is undertaken on the Maintenance Contracts managed by the Green Space Operations team. These audits ensure that the contractor is meeting the specified standards as per the contract document.

9.5.2.2 Monthly contractor report

As part of the major Green Space contractors, the contractors are required to provide to Green Space a monthly contractors report. These reports focus on areas of importance such as:

- General operations
- Health and Safety
- Significant issues
- Service Requests / After Hours Callouts

By requiring the contractors to provide monthly reports it allow the Green Space staff managing the contract to be kept up to date with any issues that arise. This ensures that staff are able to manage both expectations from within the community and issues raised by the contractor.

9.5.2.3 Monthly meeting

As part of these contracts a monthly meeting is held between the contractor and the Green Space operations team members to discuss the previous month and any issues that may have arisen. This meeting covers the audit results and the monthly contractors report. By having this meeting it ensures that there is continued communication between the two parties and ensures that issues can be resolved in a timely manner and that levels of service are being met.

9.5.2.4 Quality plan

As part of all tendered contracts that Green Space manage, the contractor is required to submit to staff a quality plan. These plans set out what procedures that the contractor will undertake to ensure that the quality expectations are met. This can include:

- How the contractor plans on meeting the specified levels of service targets within contract specifications
- cost effectiveness of solutions

By requiring this documentation, it ensures that the contractor has considered the work required under the contracts to meet the contract specifications and what systems and processes will be implemented.

9.5.2.5 *Asset information updates*

The Green Space team has committed to ensuring that the asset information kept in the Technology One system is continually updated. To do this staff undertake validation of the parks and reserves throughout the district on a monthly basis tied in with the auditing of the Parks and Reserves Maintenance Contract.

In addition to this, the Tree Maintenance contractor provides updated validation data as part of their monthly report to Council. This information is then passed to the Asset Information Management Team to upload and update on the Technology One database.

Now that information has been captured for both Aquatic and Community Facilities staff will ensure that this information remains up to date and relevant to ensure appropriate decisions are able to be made on these assets.

9.6 Sustainable practice

9.6.1 Current 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

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.

Sustainability is a mind-set and a vital part of the culture of an organisation. There are no instance fixes to deliver sustainability it is a continuous journey or pathway with no final destination. A sustainable organisation follows its principals and utilises systems and processes to help them identify, adapt and respond to changes or opportunities as they occur over time through a recognised process of continual improvement.

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.

- Greenspace – clearly 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

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 Sustainability Framework

Criteria	Meaning	Examples	Impact for Greenspace	Current Green Space Progress / 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.	• Not currently actioned
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 of 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 Green Space.

9.6.2 Desired practice (changes needed to processes, systems, data, management & people to create a more sustainable activity)

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 Green Space:

- 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.

- Ensure that as part of any new contracts tendered by Green Space using the Price Quality Method that sustainability is one of the criteria that a prospective contractor is assessed on.

- Creation of a register for all sprays and herbicides used within reserves. To explore options to reduce usage or alternative methods of control.

9.7   Section improvement plan

The following areas have been identified for improvement:

- Council to develop an overarching Sustainability Policy that can then be used across the organization to inform all activates

- Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets

- Update to the Standard Operating Procedures (Process Mapping) for Green Space.

- Resource Consent register allowing easy referencing of current Resource Consents held by Green Space and Aquatics.

- Creation of a heritage register to ensure that all heritage assets (including trees and buildings) throughout the district are captured.

10 Improvement plan and monitoring

10.1 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.

There are a number of industry guidelines around best practice for asset management. The Council will determine through the asset management procedural guide which elements it will adopt.

The aim of the organisation's asset management improvement plan, contained within the procedural guide, 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. Standard Council templates will be developed for asset managers to use as appropriate, bearing in mind that the assets managed are diverse and do not always have the same components and imperatives.

Unit managers responsible for the development and review of Activity Management Plans 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

10.2 Description of the process

The improvement process for the management of activities covered by this plan operates at two different levels. These are as follows:

- The improvements needed to the overall management of the Community Facilities and Green space activity.

- The improvements needed to the Activity Management Plan to increase the reliability and effectiveness of the Plan.

The improvements needed for the overall management of the community and green space activity tend to be either the requirement for more strategic plans, policy or research to guide decision making at a strategic level or the further development of asset management systems and processes, together with improving the knowledge and information of the assets.

Improvements made at the strategic level 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.

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 other structures. There is also a need to improve the plan's level of sophistication over time in key areas such as risk management and forward financial planning.

10.3   Maturity index assessment

The council in making its assessment on its asset maturity uses the NZ Treasury Asset Maturity Assessment Tool – which is a modified version of the 2011 IMM Maturity Assessment (which was updated in 2015). The assessment endeavours to provide a framework whereby an organisation can determine its current maturity position and also enable it to project to what level it wishes to improve its performance, the table below is a summary of Greenspaces latest assessment. This was completed internally by Greenspace staff.

Table 10-1: Summary of Maturity Index Assessment

Section	Current Business Practice	Desired Business Practice	Improvement Project/Strategy
AM Policy Development	Core (50)	Intermediate (75)	Asset Management Group – creation of a defined Council policy aligned throughout Council
Levels of Service and Performance Management	Intermediate (75)	Advanced (90)	Consultation on Levels of Service. Customer Communication Plan
Demand Forecasting	Intermediate (70)	Intermediate (70)	With new strategies for key assets completed believe that demand forecasting is at sufficient level

Asset Register Data	Intermediate (70)	Advanced (90)	Integration of Technology One System to include greater financial detail in allocation and tracking
Asset Condition	Advanced (85)	Advanced (90)	Continuation of the current asset validation programme
Risk Management	Intermediate (65)	Intermediate (70)	Note that the Greenspace Assets have a limited number of high risk assets.
Decision Making	Intermediate (75)	Intermediate (75)	Greenspace Strategies (including Park and Asset Specific Strategies)
Operational Planning and Reporting	Intermediate (65)	Intermediate (75)	Business Mapping Process
Maintenance Planning	Core (55)	Advanced (85)	To use the asset validation process to increase forward planning accuracy for maintenance.
Capital Investment Strategies	Intermediate (70)	Intermediate (75)	Undertake predictive renewal modelling for buildings
Financial and Funding Strategies	Core (50)	Intermediate (70)	To continue with asset validation and assessment to ensure data is up to date and accurate to allow for modelling.
Asset Management Teams	Core (50)	Core (50)	To become fully intermediate would require significant engagement on LOS. Due to the number of assets within Greenspace this is not practical.
Asset Management Plans	Intermediate (70)	Intermediate (80)	Continued development and refining of asset management plans by Green Space
Information Systems	Core (60)	Advanced (90)	Integration of Technology One system to include all of the Asset Management modules available.
Service Delivery Models	Intermediate (70)	Intermediate (80)	Continued review of the tendering/contract process for Council

Quality Management	Core (60)	Intermediate (75)	Continued review of the quality management processes included within the service contracts.
Improvements Planning	Core (45)	Intermediate (75)	Review of the AMP suggested improvements to create a set improvement plan. Once this has been identified to set up appropriate timeframes and reporting schedule.

10.4   Improvement plan methodology

The International Infrastructure Management Manual 2011 introduced a maturity index which enabled aspects of asset management to be ranked on a continuum from minimum to advanced levels. The council utilizes the NZ Treasury Asset Maturity Assessment Tool – which is a modified version of the 2011 IMM Maturity Assessment.

Gaps between current and desired levels of practice can be 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 improvements identified through the chapters of this Plan have been summarised in Section 10.6. The Community and Recreation Manager will review the improvement recommendations and will then develop with his team an overall improvement plan that will:

- Identify the improvements to be actioned
- Identify the persons responsible for the delivery of the improvements, who will undertake to report progress on a regular basis
- That the desired outcomes are well documented
- Provide an assessment of the resources and costs required to deliver the improvements
- Provide a timeframe for the delivery of the improvements with key milestones if appropriate

Once the actions have been completed or initiated checks or assessments will be made to ensure that the improvements delivered achieve the desired results envisaged.

10.5 Monitoring and review

This Plan is a living document which is integral to daily asset management activity. The Plan will be subject to on-going updating, monitoring and review to improve the quality of asset management planning and accuracy of the financial projections. To ensure the Plan remains useful and relevant the following on-going process of monitoring and review will be undertaken:

- On-going input of operations, maintenance and renewal data to the TechnologyOne database as works are carried out.

- Annual review of the Plan to:

    o Update financial information and forecasting for operations.

    o Update capital project financial information as projects are amended and estimates are revised.

    o Update asset information relating to new land and asset acquisition.

    o 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 Facilities and Green space activities and the community demand for recreation spaces and facilities to ensure the activity management plan reflects community needs.

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 performance of the asset management system for the Community Facilitates and Green Space activities will be measured by the following indicators:

- Increasing the asset data that is held electronically in the TechnologyOne system

- Accuracy and completeness of age, condition, performance data for all assets and their key components

Increase the use of asset management software by staff to plan renewals and identify maintenance requirements

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.

10.6   Section improvement plan

The following table lists proposed initiatives for improving the management of the Community and Green Space assets as well as the usefulness of the Activity Management Plan.

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. An analysis of current business practice against desired business practice has also been carried out to identify AMP improvement requirements (refer to 11.2 Detailed Improvement Schedule) and those considered to be a priority have been included in the following table.

Table 10-2 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

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
Chapter 3.0 Current Demand and Levels of Service						
3.1	Reflect on current levels of provision and look to improve and optimise existing assets	2	Review current usage patterns for facilities and understand where utilisation is below the optimum level	Understanding how, for what and how much the facilities are used for will support future planning decisions and may reduce the need for new facilities if existing sites can be adapted to increase usage levels	Staff have begun exploring options to utilise gate counters and intern programmes to measure utilisation of these spaces across the district.	Implement programme to begin measuring the utilisation of existing assets.
3.2	Levels of service and Performance Monitoring	2	Develop improved understanding around community expectations and the levels of service expected	Consultation on Levels of Service. Customer Communication Plan and customer surveys	Regular surveys such as the Council Customer Satisfaction Survey (last completed in 2019) and regular surveys with Aquatic and Community Facilities users provide feedback on levels of service and performance.	Ongoing
3.3	Complete the remaining Reserve Management Plans required under the Reserves Act	1	Development of Reserve Management Plans as required under Reserves Act	Development of these Reserve Management Plans will allow guide the management and provision of specific parks	Not complete	Complete the remaining reserve management plans.

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
3.4	Environmental Strategy	2	Development of an overarching Environmental Strategy that covers esplanade reserves, urban forests and biodiversity.	Development of this plan will guide the management and provision of assets within esplanade and urban forests. Inclusion of biodiversity will ensure that consideration is given to how new and existing assets are able to be adapted to improve biodiversity across the district.	Individual strategies have not been completed. Now planned for one overarching environmental strategy.	Complete environmental strategy.
Chapter 4.0 Future Demand and Growth						
4.1	Demand Monitoring	1	There is limited demand monitoring in place to understand utilization of facilities.	Greater understanding of the facilities being used will enable to allow Council to make better informed decisions.	As part of the Aquatics, Community and Sports Facilities strategies this is included as part of the scope of the strategy updates.	Complete. Ongoing as part of strategy refreshes.
Chapter 5.0 Asset Description						
5.1	The Public Toilet assets and their asset condition needs to loaded into the asset management system	1	Improve asset condition information	Improved data will enable future renewals programmes to be developed more accurately and budget requests can be substantiated	Information has been captured and needs to be loaded into TechOne system.	Load asset information into TechOne asset database.

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
5.2	The Community Facilities asset condition should be collected and loaded into the asset management system	1	Improve asset condition information	Improved data will enable future renewals programmes to be developed more accurately and budget requests can be substantiated	Asset capture of information including condition is underway with majority of facilities captured. Once completed information to be loaded into TechOne	Finish capture of remaining community facilities and load into TechOne asset database.
5.3	The Aquatic Facilities asset condition needs to be loaded into the asset management system	1	Improve asset condition information	Improved data will enable future renewals programmes to be developed more accurately and budget requests can be substantiated	All Aquatic Facilities have been captured. Information needs to be loaded into TechOne.	Load asset information into TechOne asset database.
5.4	Creation of a sign policy	3	Unified sign policy throughout the district.	Creation of a sign policy will ensure that any new or replacement signs meet standards set out under the policy such as visibility.	General sign design has been developed and incorporated into the corporate communications and engagement strategy.	Complete.
Chapter 6.0 Lifecycle Management						
6.1	Review and update replacement values of assets	3	Undertake a review of the asset replacement values currently available in the TechOne system and update to the agreed standards.	Utilising and extracting reports from the asset system to develop renewal programmes and budgets relies on good quality data that is well understood and fit for use	This was done as part of the asset revaluation done for Greenspace assets. This was last done in 2019.	Complete. Ongoing on a 3 year cycle.

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
			This is done as part of the asset revaluation done every three years.			
Chapter 7.0 Financial Management						
7.1	Develop more accurate replacement and renewal modelling for these assets	3	Improved asset management planning	Utilising the information collected as part of the asset validation process will allow more accurate understanding and identification of replacement and renewal schedules.	This is underway with more accurate modelling of the Aquatic and Community Facilities allowing more accurate renewal programmes to be developed.	Complete asset capture for community facilities and continue to regularly reassess ongoing renewal programmes for assets.
Chapter 8.0 Risk Management & Assumptions						
8.1	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	2	Undertake risk analysis using the risk framework assessment to identify key or important risks to activities and document results	Understanding the key risks associated with an activity will enable improved and informed forward planning to be carried out that can mitigate or reduce the risks of failure or disruption to services	Ongoing as part of the assessment of risks for the Greenspace and Aquatics activity.	Continue to review and update risks for the Greenspace and Aquatics activity.
8.2	Commence asset criticality assessment to identify key assets so that mitigation plans can be developed	3	Subsequent to the risk assessment at an activity level undertake further risk assessment at	Understanding the importance and vulnerability of an asset	Not complete	Complete asset criticality assessment.

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
			an asset level using the same risk framework and document results			
Chapter 9.0 Asset Management Systems and Practices and Sustainability						
9.1	Council to develop an overarching Sustainability Policy that can then be used across the organization to inform all activates	2	The Council has identified the need to create an overarching sustainability strategy for Council	Understanding the options and issues around sustainability will allow forward planning and management taking into account sustainable practises.	This policy has been developed and is now in place.	Complete.
9.2	Consider improvements to the complaints and enquiries system so that these can be more easily linked to locations and assets	2	Identification of tracking / linking service requests to specific assets to allow greater reporting options	Continued improvements to the service request system will allow operational staff to identify issues or concerns with specific assets.	Council has begun implementation of the AMIS system. This has first been rolled out in 3 Water. A post implementation review will be undertaken to determine further implementation for Greenspace. Council wide review of the service request process has been undertaken and tracking of service requests in Greenspace is now easily recorded and monitored.	Review AMIS implementation and determine if appropriate to implement for Greenspace and Aquatics.

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
9.3	Resource Consent register allowing easy referencing of current Resource Consents held by Green Space and Aquatics.	2	Creation of register identifying current Resource Consents.	Creation of this register will allow easy access to information on Resource Consents currently held by Green Space	Initial discussion around a central consents register for Greenspace and Aquatics was completed however no progress made on implementing this.	Development of a resource consent conditions database still required.
9.4	Creation of a heritage register to ensure that all heritage assets (including trees and buildings) throughout the district are captured.	4	Creation of a heritage register to capture all heritage registered assets throughout the district. Consideration may be given to review heritage status of additional assets for inclusion.	Creation of a heritage register to capture assets such as buildings and trees will ensure that these assets are recognised and properly maintained.	This has been completed as part of the district plan review.	Complete
9.5	Update Standard Operating Procedures (Business Process Mapping)	2	Update the Standard Operating Procedures that are currently in use by Green Space and Aquatics. To capture any new procedures that	Updating the Standard Operating Procedures through the Business Process Mapping will ensure that	Council has implemented Promapp council wide. Greenspace and Community Facilities Phase 1 has been completed with Aquatics identified for 2021.	Ongoing

Identified Projects		Priority	Area of Application	AMP Improvement Area	Progress since last LTP	Action Required
			have been adopted.			

11 Appendices

11.1 3 Year capital programme

Project	2021/22	2022/23	2023/24
Support for Mixed Used Business Area in Kaiapoi	$125,000	$375,000	$500,000
Land Purchase – Neighbourhood	$2,774,000	$2,774,000	$2,774,000
Land Development – Neighbourhood	$374,000	$374,000	$374,000
Arohatia te Awa	$200,000	$150,000	$125,000
Kaiapoi Community Hub (Greenspace contribution alongside Regeneration)	$171,000		
Good St Redevelopment (Greenspace contribution alongside Regeneration)	$231,000		
Multi-use Sports Facility Construction	$1,500,000		
Future Sports Ground Development Programme		$265,000	
Non-Specified Reserve Enhancement Programme	$229,000	$229,000	$229,000
Reserve Roads & Carpark Renewals Programme	$308,000	$308,000	$308,000
General Reserve Renewals Programme	$276,000	$276,000	$276,000
Playground Renewals Programme	$189,000	$189,000	$189,000
Toilet Renewals Programme		$269,000	
West Oxford Toilet	$250,000		
Land Purchase Pegasus for Community Facility	$1,800,000		
Land Purchase Ravenswood for Community Facility	$1,800,000		
Pegasus Community Centre Construction			$528,000
Community Facilities Renewals Programme	$150,000	$300,000	$300,000

11.2   Latest valuation

The following valuations have recently been completed:

- Land and Buildings (including Aquatic Facilities)

    o   Revalued by QV, a registered valuation company, in June 2019

- Greenspace Assets

    o   Revalued internally by Council in 2019 with peer review completed by OPUS

11.3   Glossary and acronyms

What is the Purpose of Generic Definitions?

The Council's Asset Management Steering Group (AMSG) has developed a set of generic definitions commonly used in activity management plans to describe asset management practices. This is in accordance with policy 4.1.4 of Council's Asset Management Policy (Trim no: 160525048429) which states 'A consistent set of definitions for asset management will be included in the asset management procedural guide'

- One of the principles adopted in the Council's asset management policy is that '*effective asset management requires an organisation-wide approach'*. The AMSG is developing a number of tools, such as this advice note which forms part of the Council's Asset Management Procedural Guide, to assist all Council departments to work together in a co-ordinated and consistent way;

- A requirement of the Council's asset management policy 4.1.7 is that '*Activity Management Plans will comply with Council's asset management policy, the procedural guide, including the organisation's improvement plan, as well as any associated asset management standards. Agreed Council asset management templates will be used as appropriate to ensure consistency across Council departments.'*

- As an asset manager, asset management policy 4.2.4 requires you to '*ensure your asset management practice reflects Council's asset management policy and is consistent with the procedural guide.'*

- Using the same terms to describe the same things helps to eliminate confusion and misunderstandings and therefore promote best practice;

- The Council's specific circumstances and requirements, such as the desire to use plain language wherever possible, have been taken into account by the AMSG when developing the generic definitions.

How were the Generic Definitions Developed?

The AMSG carried out a review of the definitions currently included in Waimakariri District Council activity management plans and chose the definitions it considered the most appropriate to use as a base. New definitions were also created from combining elements of others. These definitions were compared with the definitions used in the International Infrastructure Management Manual (IIMM) 2015 and the most user-friendly and appropriate definitions (or a mix of these) were chosen. Additional definitions in the IIMM not currently included in WDC activity management plans were also added to the list as considered necessary. The completed draft definitions were sent to all Council asset managers for comment prior to adoption as Council best practice by the AMSG.

Glossary of Generic Asset Management Planning Definitions

(Acronyms are defined at the end of this section)

Activity	As defined in the *Local Government Act 2002*: 'Goods or services provided by, or on behalf of a local authority or council-controlled organisation and includes: a) The provision of facilities and amenities; b) The making of grants; and c) The performance of regulatory and other governmental functions.
Activity Management Plan (AM Plan)	Activity Management Plans are key strategic documents that describe all aspects of the management of assets and services for an activity (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide a specified level of service. The documents are an information source for the Council's LTP and IS, and place an emphasis on long term financial planning, community consultation, and a clear definition of service levels and performance standards.
Asset Condition	This describes an asset's structural integrity or ability to deliver the service required from it. The condition can deteriorate slowly over the life of an asset or rapidly if it is damaged.
Annual Plan	The Annual Plan has the meaning given to it in the *Local Government Act 2002.*
Asset	A physical item that enables provision of services and has an economic life of greater than 12 months, has value of at least $250 and is recorded in the asset register.
Asset Management (AM)	The combination of management, financial, economic, engineering and other practices applied systematically to physical assets with the objective of providing the required level of service in the most cost-effective and sustainable manner.
Asset Management System (AMS) (also known as asset register)	A system (usually computerised) for collecting analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets.
Asset Management Plan (AMP)	In the Waimakariri District Council's context, this is referred to as an activity management plan.
Asset Management Planning	A set of interrelated or interacting elements of an organisation, including the AM policy, AM objectives, AM Strategy, AM Plans, and the processes to achieve these objectives
Asset Management Procedural Guide (commonly referred to as an asset management strategy)	The procedural guide outlines a strategy for asset management covering the development and implementation of plans, processes and techniques for asset creation, operation, maintenance, renewal, disposal, risk management and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.
Benefit Cost Ratio (B/C)	The sum of the present values of all benefits (including residual value, if any) over a specified period, or the life cycle of the asset or facility, divided by the sum of the present value of all costs.
Brownfields	Previously developed land with potential for new development.
Capital Expenditure (CAPEX)	Expenditure used to create new assets, renew assets, expand or upgrade assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.
Condition Monitoring	The inspection, assessment, measurement and interpretation of the resultant data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify prioritisation for inspection, rehabilitation or replacement ahead of other assets.
Current Replacement Cost	The cost of replacing an existing asset with an appropriate modern equivalent asset to deliver the same level of service.
Customer	A customer is an individual or business that creates the demand for and is the recipient of goods or services. Customers can be internal or external.
Deferred Maintenance	The shortfall in maintenance or rehabilitation work required to maintain the service potential of an asset.

Demand Management	The active intervention to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management may be 'SUPPLY-SIDE' demand management (for example minimising wastage through pipe leak detection) or customer DEMAND-SIDE management, to reduce demand for over-utilised assets or vice versa (for example, through pricing, regulation, education and incentives).
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset.
Depreciation	The annual sum budgeted to enable the assets to be replaced at the end of their economic life. It is generally based on the value of the asset divided by its remaining life at that point in time.
Disposal	Activities necessary to decommission and dispose of assets that are no longer required.
Economic life	The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to physical life, however obsolescence will often ensure that the economic life is less than the physical life.
Facility	A complex comprising many assets (e.g. swimming pool complex, sewage treatment plant etc.) which represents a single management unit for financial, operational, maintenance or other purposes.
Geographic Information System (GIS)	Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic data-base.
Greenfield Development Area	Existing undeveloped land with potential for development or newly rezoned land that has yet to be developed with the appropriate infrastructure to support a residential or commercial land use.
Infrastructure Assets	Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components.
Key Performance Indicator (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Key performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction. Some of these may be mandatory performance measures as prescribed by central government. Also referred to as performance indicators (PI) or performance measures (PM).
Level of Service (LOS)	A measure of the standard of service that the Council intends to provide. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Life	A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc.
Life Cycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Life Cycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Life Cycle Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
Long Term Plan (LTP)	The Long Term Plan (LTP) has the meaning given to it in the Local Government Act 2002.
Maintenance Plan	Details the specific planned or reactive maintenance actions for the optimum maintenance of an asset, or group of assets.
NZ Treasury Asset Management Maturity Assessment Tool (AMMA)	A tool (in spreadsheet format) that allows organisations to assess the maturity of their current Asset Management Plans, and to define a target maturity to which future Asset management Plans can aspire to, that is appropriate to the activity under consideration.
Optimised Renewal Decision Making (ORDM)	An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses NPV analysis and risk assessment.
Performance Monitoring	Quantitative and qualitative assessments of the actual performance compared with specific objectives, measures, targets or standards.

Renewal	Works to upgrade, refurbish, rehabilitate or replace existing assets with ones of equivalent capacity or performance capability.
Replacement	The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.
Remaining Economic Life	The time remaining until an asset ceases to provide service level or economic usefulness.
Risk assessment	The process of looking at all possible events that might cause the failure of a given asset or component. The risk assessment considers both the probability and consequences of an event occurring. Risks are assessed and prioritised, and appropriate reduction or mitigation measures are implemented.
Risk Cost	The assessed annual cost or benefit relating to the consequence of an event. Risk cost equals the costs relating to the event multiplied by the probability of the event occurring.
Risk Management	Risk management is the identification, assessment, and prioritisation of risks (defined in ISO 31000 as *the effect of uncertainty on objectives*) followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events[1]
Planned Maintenance	Day to day operational activities to keep the asset operating (fixing potholes, clearing drains, repairing leaks, mowing etc.) and which form part of the annual operating budget. These may be cyclic, e.g. on specific timeframe, or needs-based, i.e. where a fault is monitored until it reaches a point at which some action must be taken to ensure continued performance/life of asset.
Service Potential	The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.
Unplanned Maintenance (or Repair)	Corrective work required in the short term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.
Upgrade	The addition or replacement of an asset, or component of that asset, that materially improves its original service potential.
Valuation	The process of determining the worth of an asset or liability. Assessed asset value, which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels, market value for life cycle costing or replacement plus a percentage for insurance purposes.

The following acronyms may also appear in Council activity management plans.

AM	Asset management
AMMA	NZ Treasury asset management maturity assessment
CAPEX	Capital expenditure
CE	Chief Executive
GIS	Geographic Information System
IIMM	International Infrastructure Management Manual
KPI	Key performance indicator
LGA	*Local Government Act*

11.4   References

Appendix 1A: Negative Effects of the Activities included in the Plan

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation and Monitoring
Physical effects of vegetation	Shading neighbouring properties Loss of views Dropping leaf litter Interfering with utility services Creating unsafe environments Root system intrusion	Reserves Civic Spaces Streetscapes Cultural Heritage	Environmental Social Economic	Low	Tree pruning or removal Appropriate tree location & species selection Incorporate safe design principles (CPTED) into landscape and planting plans Monitoring and addressing complaints Compliance with the Electricity (Hazards From Trees) Regulations 2003 Install root barriers
Anti-social behaviour on Council properties	Graffiti Vandalism Disturbance to neighbours such as excessive noise, rubbish being thrown over fences and loss of privacy Damage to private properties Loss of enjoyment of the use of the reserve and health hazards arising from dog faeces being left on the ground	Reserves Civic Spaces Streetscapes Cultural Heritage Community Facilities Toilets	Environmental Social Economic	Low	Incorporate CPTED principles into designs Design reserves in a way that minimises public nuisance arising from their use Provide appropriate fencing to keep cars/motorbikes out of reserves Provide ball nets and restrict the use of hard balls where problems arise Install activity signs informing users of permitted and non-permitted uses Provide lighting in appropriate locations Use robust designs and construction materials Use graffiti resistant materials Carry out regular safety audits and rectify problems Remove graffiti immediately Encourage casual surveillance and reporting from the public Encourage community ownership and pride in green space asset Provide crime cameras at problematic sites Provide additional security where continuing problems are evident Lock access to facilities outside daylight hours Enforce bylaws such as the dog control bylaw

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation and Monitoring
					Record and monitor incident levels
Noise effects (general)	Noise generated by legitimate activities occurring on Council properties can disturb neighbouring property owners	Reserves Civic Spaces Streetscapes Community Facilities Rangiora Airfield	Environmental Social	Low	Applying District Plan rules Lease/license conditions Bylaws enforcement Monitoring compliance and incident levels Education
Traffic congestion (general)	Peak use of some assets can generate high vehicular traffic numbers. This may create traffic congestion and safety issues, noise disturbance, and reduce on street parking opportunities for neighbouring residents and businesses	Sports Parks Cemeteries Performing Arts Venues	Environmental Social	Low	Compliance with District Plan rules Enforcing traffic regulations Providing sufficient off-street parking where required Monitoring incident levels Bylaws enforcement
Contamination from cleaning buildings	Adverse environmental effects on soil and water and public health issues resulting from the use of cleaning chemicals	Community Facilities Public Toilets	Environmental	Low	Covering storm water drains to prevent contamination by chemical contaminated waste. Selecting environmentally friendly products. Using cleaning products suitable for using with septic tanks where applicable. Selecting and preparing cleaning solutions in accordance with manufacturers' recommendations. Removing chemical contaminated waste from the area and disposing of it in accordance with legislative requirements.
Contamination from car park storm water run-off	Storm water run-off from car parks contains contaminants that can infiltrate the storm water system and discharge into streams, water courses and ground water	Reserves Civic Spaces Community Facilities	Environmental	Low	Installing appropriate contamination treatment as part of car park designs including oil traps, swales and rain gardens. Providing filtration devices in storm water systems prior to discharge points. Complying with NRRP rules on discharge to ground.

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation and Monitoring
					Applying and monitoring consent conditions for car park installation.
Contamination from grounds maintenance activities	Use of chemicals to control plant pests has the potential to contaminate soil and water and is culturally unacceptable to some people	Reserves Civic Spaces Cultural Heritage Rangiora Airfield	Environmental Cultural	Low	Minimise herbicide application where practicable and/or substitute with organic or mechanical measures Ensure agrichemicals are applied by qualified contractors, in accordance with product requirements and in compliance with NZS 8409 – Code of Practice for the Management of Agrichemicals Insure spray notification notices are used
Contamination from building effluent disposal systems	Some facilities utilise septic tank systems to manage waste water where no reticulated system is available. If these are not designed with sufficient capacity and operated and maintained properly there is potential for localised contamination of soil, ground water, water bodies and water supply systems as well as possible public health risks	Community facilities Public toilet	Environmental Social	Low	Complying with and monitoring resource consents/discharge permit conditions Compliance with waste water treatment standards Implementing system upgrades on a priority basis Implementing regular cleaning, pumping and maintenance programmes Timely and effective response to system blockages and failures Monitoring adjacent water bodies and water supplies for contamination
Contamination from cemetery operations	Potential environmental risks including disease and bacteria/virus transfer through soils and ground water and pollution of groundwater from embalming fluids, radioactivity and organic decomposition	Cemeteries	Environmental	Low	Human remains should not be in direct contact with groundwater at any time therefore adequate separation distance above the highest seasonal groundwater level is required A hydro-geological assessment needs to be undertaken when planning new cemeteries to determine depth to groundwater, direction of groundwater flow and the suitability of local ground conditions. All cemeteries should be surrounded by an adequate buffer zone, and planted with deep rooting trees Interments should be spread across a cemetery in space and time

Negative Effect	Description	Activity	Impact Area	Significance Assessment	Mitigation and Monitoring
					Adequate separation of burials from waterways and drains Obtain resource consents for new cemetery sites and monitor compliance with conditions
Disturbance of significant cultural, archaeological or heritage sites/features	Council properties may include sites of significance to Maori. Cultural and spiritual values may be adversely affected by works or activities. Heritage features and/or archaeological sites may be lost through development or damaged by inappropriate maintenance practices.	Reserves Civic Spaces Cultural Heritage Community Facilities Structures Notable Trees	Cultural Environmental	Low	Consultation with local Iwi prior to work starting Compliance with District Plan rules related to heritage structures and sites, and notable trees Follow protocols for accidental discovery of archaeological sites Comply with the Historic Places Act 1993 and obtain prior authority of the New Zealand Historic Places Trust for work on archaeological sites Monitor resource consent conditions Prepare conservation plans where required Ensure suitably qualified contractors are engaged to carry out maintenance work on historic buildings and structures and that any work carried out ensures their preservation
Increased built environment and resource consumption	Development of new facilities particularly in 'Greenfields' situations will consume land and increase the area of built environment.	Reserves Civic Spaces Streetscapes Community Facilities	Environmental	Low	Areas consumed are generally not large and in some cases land use is enhanced through the provision of reserves and protection of natural features Soften urban areas by appropriate landscaping and tree planting District Plan controls & monitoring Compliance with adopted urban design standards and Engineering Code of Practice Re-use existing assets where viable

Appendix 1B: Relevant Legislation

Key Acts of Parliament			
Document	**Purpose/Key Provision**	**Requirement/Impact on level of service**	**Area of Application**
National Level			
Local Government Act 2002	Provides the power of general competence for a local authority to undertake any business or activity provided that the activity is consistent with the object of the Act, the community has been consulted in a meaningful way and the activity is legal. Provides a focus on social, economic, environmental and cultural community well-being. Schedule 10 requires local authorities to develop levels of service for all assets and define how those levels of service will be provided, as part of setting community outcomes and the preparation of the Long-Term Plan. Requires sanitary services assessments to be prepared for cemeteries and public toilets, covering protection of public health and identification of future capacity needs. Allows by-laws to be set.	Meaningful community consultation is achieved. Community outcomes are developed. AMP's are developed for key assets. Sanitary services assessments are developed. By-laws are developed as required.	All activities included in the Plan.
Resource Management Act 1991	Establishes a planning framework covering land designation processes and resource consents for activities which affect the environment. Requires sustainable management of physical and natural resources; consideration of alternatives; assessment of benefits and costs; and determining best practicable options. Requires that the principles of the Treaty of Waitangi be taken into account in exercising functions and powers under the Act relating to the use, development and protection of natural and physical resources. Requires compliance with Regional and District Plans	All consent conditions are fulfilled and any monitoring is carried out. No notices are received for non-compliance with resource consent conditions. Response to non-compliance incidents is carried out in accordance with agreed procedures. Compliance with agreed Treaty of Waitangi and Ngai Tahu consultative process for all project and policy initiatives. Compliance with provisions of Regional and District Plans.	All activities included in the Plan.

Key Acts of Parliament			
Document	**Purpose/Key Provision**	**Requirement/Impact on level of service**	**Area of Application**
National Level			
Reserves Act 1977	Requires reserves vested under the Act to be managed in accordance with their classification. This includes a requirement for community consultation to be carried out during the preparation of a management plan that outlines the Council's general intentions for the use, development, maintenance, protection and preservation of the reserve. Sets requirements for classification and, use of land, application of funds, management and administration. Governs the Council's ability to grant leases or licenses over particular activities or buildings within reserves.	Management plans are prepared in accordance with the Act. Where required leases are put in place and administered in accordance with the Act.	Reserves vested and classified under the Act
Historic Places Act 1993	Protects sites and features which have been associated with human activity for more than 100 years.	Assessment of archaeological sites prior to works being carried out.	Kaiapoi Band Rotunda Kaiapoi Lakes
Biosecurity Act 1993	Requires compliance with national or regional pest management strategies.	Removal of specified noxious weeds on reserves.	All greenspace activities included in the Plan.
Health and Safety in Employment Act 1993	Aims to prevent harm to employees and sets out the Council's responsibilities in relation to people who work within Council owned or administered property. Creates an obligation on building owners for health and safety. Requires the identification of hazards and disclosure to persons entering the building. Requires an audit trail to demonstrate compliance.	Processes are in place for regular identification of hazards, their isolation or mitigation and the provision of appropriate equipment, training and systems. Persons working on a building submit a health and safety plan in advance. No notices are received for non-compliance with the Act.	All activities included in the Plan.
Burial and Cremations Act 1964	Every local authority is required to establish and maintain a suitable cemetery for the burial of persons dying within its district, where sufficient provision is not made otherwise. Requires burial grounds to be set aside for religious denominations and defence force personnel. Requires establishment of bylaws to regulate burial practices and to control the erection of monuments.	Ensure all interments and disinterments are carried out according to the requirements of the BCA 1964. Provide accurate records of interments.	Cemeteries

Key Acts of Parliament			
Document	**Purpose/Key Provision**	**Requirement/Impact on level of service**	**Area of Application**
National Level			
Fire Service Act 1975	Requires approved evacuation schemes. Applies generally to public buildings used by more than 100 people or buildings used for childcare, accommodation for more than 5 people and other users.		Council community facilities
Building Act 2004	Sets out the building standards and requirements to obtain consents for specific works such as building construction, alteration, or demolition Code compliance certificate (CCC) to be issued on completion of works for new or upgraded buildings Requires that buildings are safe and sanitary Requires toilets to be provided for persons with disabilities Provides standard for provision of personal hygiene facilities in buildings	Full compliance with building consent conditions CCC obtained on completion of new or upgraded building Current Warrant of Fitness	All activities included in the Plan.
Health Act 1956	This is the principal legislation relating to public health. Charges local authorities with ensuring identified health risks are managed within acceptable limits. Requires the Council to provide cemeteries and other sanitary services such as toilets for the benefit of the District. Empowers the council to ensure the sanitation of the facilities, especially changing rooms, toilets, showers etc.	Changing rooms, showers, toilets to be consistently maintained in a hygienic and tidy state.	All activities included in the Plan.
Construction Contracts Act, 2002	This Act now affects the parks industry in relation to claims for work carried out on buildings and structures including maintenance and renewal works.		Administration of contracts included in the Plan
Fencing Act, 1978	Details the Council's obligations and requirements with regard to the fencing of private properties bordering Council land.		All activities included in the Plan.
Public Works Act 1981	Provides for acquisition of land for Council activities and disposal of surplus.	Defined procedures are followed in all cases.	All activities included in the Plan
Civil Aviation Act, 1990	Sets out the requirements and responsibilities for operating and participating within the civil aviation system.		Rangiora airfield
Civil Defence Emergency Management Act, 2002	Duty of the local authority to plan and provide for civil defence emergency management and ensure it can function to the fullest possible extent during and after an emergency.		Key assets required for civil defence functions.

Key Acts of Parliament			
Document	**Purpose/Key Provision**	**Requirement/Impact on level of service**	**Area of Application**
National Level			
Hazardous Substances and New Organisms Act, 1996	Managing the adverse effects of hazardous substances and new organisms.		Use of chemicals on all activities included in the Plan.

Strategic and Regulatory Plans - These plans set the strategic direction for Council			
Document	**Purpose/Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
REGIONAL LEVEL			
Canterbury Regional Policy Statement	Sets the framework for resource management in Canterbury. Provides an overview of the significant resource management issues facing the region, and sets out objectives, policies and methods to address these. Those of most relevance include: Freshwater Coastal environment Ecosystems and indigenous biodiversity Beds of lakes and rivers and riparian zones Natural hazards Landscape Historic heritage Air quality Soil Hazardous substances Recovery and rebuilding of Greater Christchurch		All greenspace activities included in the Plan.

Strategic and Regulatory Plans - These plans set the strategic direction for Council			
Document	**Purpose/Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Environment Canterbury's Natural Resources Regional Plan (NRRP)	Regulates the sustainable management of natural resources in Canterbury. Contains objectives, policies and rules relating to: Ngai Tahu and the management of natural resources Air quality Water quality Water quantity Beds of lakes and rivers Wetlands Soil conservation		All activities included in the Plan.
Proposed Land and Water Regional Plan	Provides clear direction on how land and water are to be managed including: Competing demands for water in Canterbury. The need for integrated and consistent management of water and land uses. Issues arising from interconnected water and land resources. Soil conservation, gravel resources and biodiversity. Natural hazards. Managing new and existing activities.		All greenspace activities included in the Plan.
A Biodiversity Strategy for the Canterbury Region	Region wide collaborative vision for maintaining and enhancing Canterbury's natural heritage. Non-statutory document that establishes a framework of goals and priorities for undertaking biodiversity initiatives.		All greenspace activities included in the Plan.
Land Use Recovery Plan (LURP) 2013	Establishes policies and rules assist rebuilding and recovery of communities disrupted by the earthquakes. Sets out a policy and planning framework necessary to: Rebuild existing communities Develop new communities Meet the land use needs of businesses Rebuild and develop the infrastructure needed to support these activities Take account of natural hazards and environmental constraints that may affect rebuilding and recovery. Directs Council to make amendments to the Waimakariri District Plan.		

Strategic and Regulatory Plans - These plans set the strategic direction for Council			
Document	**Purpose/Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Greater Christchurch Urban Development Strategy 2007 (UDS)	High level strategy produced as a partnership by Ecan, CCC, SDC, WDC and Transit NZ. Implemented through the Canterbury Regional Policy Statement and sets out land use distribution in greater Christchurch, particularly the areas available for urban development, the household densities for various areas and land which is to remain rural.		Could influence activities within the Plan
DISTRICT LEVEL			
Waimakariri District Council District Plan	The Waimakariri District Plan identifies important issues in relation to sustainable management of the environment. The district plan contains relevant provisions relating to: Maori Water Land and water margins Indigenous vegetation, fauna and habitats Coastal environment Natural hazards Heritage Notable plants Subdivision Esplanades Resource consents		All Community Green Space Unit assets.
Community Outcomes	Statements defining how the community wants the District to be, to make it a better place to live, work and play.	Quarterly reporting on achievement against outcomes	All Community Green Space Unit assets.
Waimakariri District Council Ten Year Plan	The Ten Year Plan is a comprehensive statement of the Council's plans for the next ten years. The plan contains key information about the Council's activities, assets, levels of service and cost of providing services. It sets out the Council's funding and financial policies and also a financial forecast for the years covered by the plan.		All Community Green Space Unit assets.
Annual Plans	The Annual Plan complements the LTP in the years between updates by reporting on variances. This is a detailed plan outlining the Council's key projects and finances for the next financial year.		All Community Green Space Unit assets.
Annual Report	The Annual report is an accountability document reporting on the Council's performance over the past year.		All Community Green Space Unit assets.

Strategic and Regulatory Plans - These plans set the strategic direction for Council			
Document	**Purpose/Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Waimakariri District Green Space and Facilities Master Plan, 2011	This master plan looks at the recreation needs of the District and identifies gaps in the provision of green space and facilities.	Securing 71 hectares of active green space (sports fields) for existing and future growth. Establishing a two court indoor court facility. Development of an artificial turf.	Sport and recreation reserves.
Walking & Cycling Strategy, 2017	Provides a basis for identifying and prioritising demand for new or improved walking and cycling opportunities.	Integrated approach to the ongoing planning for recreational opportunities around the District including the development of new walking and cycling routes.	All Community Green Space Unit assets.
Waimakariri Disability Strategy 2011	Seeks to make the local environment inclusive for all and reduce barriers to participation. One of the strategy's key goals is to enable people with impairments to have access to public services, facilities and spaces.	Reserves and Council community facilities should be accessible by all.	All Community Green Space Unit assets.
Youth Development Strategy, 2010	Outlines how the Waimakariri District Council and community can invest in the development of our young people so they feel valued and encouraged to stay and make positive contributions to the continued growth of the district.	More young people are engaged with and participate in recreational activities. Youth are invited and guided to participate in council and community discussions and decision making.	All Community Green Space Unit assets.

Strategic and Regulatory Plans - These plans set the strategic direction for Council			
Document	**Purpose/Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Waimakariri District Recreation Plan, 2003	Sets the vision for recreation in the Waimakariri District, and outlines strategies, policies and actions for achieving this vision.	The allocation of recreation resources shall give effect to this vision.	All Community Green Space Unit assets.
Waimakariri Physical Recreation Action Plan – Working Document, 2006	Identifies strategic aims for the most effective and efficient delivery of physical activity, in order to maximise uptake by the community.		Recreation Strategy
Public Toilet Strategy 2017	Sets out the strategic aims for the provision and maintenance as well as levels of service for Public Toilets throughout the district. This strategy also identifies the appropriate levels of service for Public Toilets based on the location of the toilet within the park hierarchy system.	Identification of key areas where improvements are necessary to meet the identified levels of service.	Recreation Strategy
Play Spaces Strategy 2017	This strategy sets out the strategic aims for the provision and maintenance of Play Spaces throughout the district. This strategy also identifies appropriate levels of service for Play Spaces based on park hierarchy	This strategy guides the current provision and future development of play spaces.	Recreation Strategy
Sports Facilities Strategy 2017	This strategy was developed to identify and review the current provision of sports facilities throughout the district and provide recommendations based on current provision.	The strategy identified areas where improvements can be made to the current sports facilities maintained by Green Space	Recreation Strategy
Community Facilities Strategy 2017	Identifies the strategic aims for the provision of Community Facilities throughout the district.	This strategy has created levels of service for the provision of community facilities. This will guide a review of current provision and future development.	Recreation Strategy

Key Policies			
Document	**Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Funding Policies	**Funding Policies**. These policies state how future expenditure needs will be funded. Key policies are summarised in the LTP.		
Waimakariri District Council Policy Manual	Contains the policies that set out the basis for Council decisions and procedures. Those most applicable include: • Earthquake Prone Buildings (S-CP 0425) • Dangerous Buildings (S-CP 0430) • Funding assistance of locally owned Sports Grounds and Community Halls (S-CP 0705) • Naming and Sponsorship (S-CP 0720) • Council's Role in the Provision of Community Facilities (S-CP 0725) • Charges for Council-owned Facilities (S-CP 0730) • Dog Control Policy (S-CP 1205) • Smoke Free Green Spaces (S-CP 2110) • Naming of Parks and Reserves (S-CP 4405) • Street Tree Planting (S-CP 4535)		All Community Green Space Unit assets.

Key NZ Standards			
Document	**Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
NZ Building Code 2002	Sets out building performance criteria in the following areas – structural stability, fire safety, access, moisture control, durability, services and facilities and energy efficiency.		All Community Green Space Unit assets.
NZS 4121:2001 Design for access and mobility: Buildings and associated facilities	Gives requirements for making buildings and facilities accessible to and useable by people with physical disabilities. Provides a means of compliance with the New Zealand Building Code.		All Community Green Space Unit assets.
NZ Standard NZS 4241:1999 'public toilets'	Provides guidance on appropriate standards for design, quality, care and maintenance of public toilet facilities.		Public toilets

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NZ Standard NZS 5828:2004 'Playground Equipment & Surfacing'	Sets standards for construction and design of play equipment.	All new playground equipment and safety surfacing to comply with standards	Council owned playgrounds
NZ Standard NZS 4242:1995 'Headstones and Cemetery Monument'.	Sets standards for construction and securing of cemetery monuments.		Cemeteries
NZ Standard NZS 8409: 2004 Management of Agrichemicals			All Community Green Space Unit assets.

Bylaws			
Document	**Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Waimakariri District Council Bylaws	A range of prescriptive policies to protect people's rights and the environment. They moderate specific activities often in defined locations. Those most applicable to the Community Green Space include: Stormwater Bylaw, 2011 Northern Pegasus Bay Bylaw, 2010 Dog Control Bylaw, 2009 Fire Control Bylaw, 2009 Liquor Ban Bylaw, 2007 Parking Bylaw, 2007 Skates & Skateboards Bylaw, 2007	Ensure activities in reserves, streetscapes and Council owned facilities comply with the bylaws as required.	All Community Green Space Unit assets.

Key Operating Guidelines			
Documents	**Key Provisions**	**Requirement/Impact on level of service**	**Area of Application**
Engineering Code of Practice	This Code sets minimum requirements for planning and design, and provides scope for developers to propose alternative solutions. The Code supports the Council's Asset Management Plans to achieve appropriate engineering standards for utilities and other services, and is aligned with the District Plan.	Green space infrastructure shall meet the Code.	All Community Green Space Unit assets.
Crime Prevention Through Environmental Design (CPTED) Guidelines,2005	Design of public space to improve safety and reduce opportunity for crime.	Compliance with the relevant guidelines.	All Community Green Space Unit assets.
Transit NZ Code of Practice for Temporary Traffic Management	These guidelines are a recognised standard for maintenance and construction work on legal roads.		Street tree/garden planting and maintenance.

Appendix 1C: Base Asset Lives

Type	Asset Group	Asset Type	Construction Material	Adjusted Useful Life
Standard	Access & Parking	Carpark	ASPHALT	20
Standard	Access & Parking	Carpark	CHIP SEAL	20
Standard	Access & Parking	Carpark	EARTH	25
Standard	Access & Parking	Carpark	GRAVEL	25
Standard	Access & Parking	Carpark	UNKNOWN	25
Standard	Access & Parking	Courtyard	BARK	15
Standard	Access & Parking	Courtyard	COBBLESTONE	20
Standard	Access & Parking	Courtyard	CONCRETE	50
Standard	Access & Parking	Courtyard	GRAVEL	25
Standard	Access & Parking	Courtyard	Sand	50
Standard	Access & Parking	Courtyard	STONE	50
Standard	Access & Parking	Courtyard	TIMBER	25
Standard	Access & Parking	Courtyard	UNKNOWN	25
Standard	Access & Parking	Driveway	ASPHALT	20
Standard	Access & Parking	Driveway	CHIP SEAL	20
Standard	Access & Parking	Driveway	CONCRETE	50
Standard	Access & Parking	Driveway	GRAVEL	25
Standard	Access & Parking	Kerb & Channel	CONCRETE	80
Standard	Access & Parking	Kerb & Channel	RUBBER	80
Standard	Access & Parking	Kerb & Channel	STEEL	80
Standard	Access & Parking	Kerb & Channel	TIMBER	20
Standard	Access & Parking	Kerb & Channel	UNKNOWN	80
Standard	Amenity Lighting	Flood Lighting	STEEL GALVANISED	25
Standard	Amenity Lighting	Flood Lighting	UNKNOWN	25
Standard	Amenity Lighting	Path Lighting	UNKNOWN	25
Standard	Amenity Lighting	Path Lighting	UNKNOWN	25
Standard	Amenity Lighting	Path Lighting	STEEL	25
Standard	Amenity Lighting	Path Lighting	GLASS/STEEL	25
Standard	Amenity Lighting	Security Lighting	UNKNOWN	25
Standard	Amenity Lighting	Specialist Style	UNKNOWN	25
Standard	Amenity Lighting	Specialist Style	UNKNOWN	25
Standard	Amenity Lighting	Specialist Style	UNKNOWN	25
Standard	Amenity Lighting	Standard Streetlight	ALUMINIMUM	25
Standard	Amenity Lighting	Standard Streetlight	STEEL	25

Standard	Amenity Lighting	Standard Streetlight	UNKNOWN	25
Standard	Building			100
Standard	Footpaths	Mixed Use	ASPHALT	50
Standard	Footpaths	Mixed Use	CHIP SEAL	25
Standard	Footpaths	Mixed Use	COBBLESTONE	25
Standard	Footpaths	Mixed Use	CONCRETE	50
Standard	Footpaths	Mixed Use	CRUSHER DUST	25
Standard	Footpaths	Mixed Use	EARTH	25
Standard	Footpaths	Mixed Use	GRAVEL	25
Standard	Footpaths	Mixed Use	STONE	25
Standard	Footpaths	Mixed Use	UNKNOWN	25
Standard	Footpaths	Mixed Use	VARIOUS	25
Standard	Footpaths	Pedestrian Only	ASPHALT	50
Standard	Footpaths	Pedestrian Only	BARK	25
Standard	Footpaths	Pedestrian Only	BRICK	25
Standard	Footpaths	Pedestrian Only	CHIP SEAL	25
Standard	Footpaths	Pedestrian Only	COBBLESTONE	25
Standard	Footpaths	Pedestrian Only	CONCRETE	50
Standard	Footpaths	Pedestrian Only	CONCRETE/STEEL	25
Standard	Footpaths	Pedestrian Only	CRUSHER DUST	25
Standard	Footpaths	Pedestrian Only	EARTH	25
Standard	Footpaths	Pedestrian Only	GRAVEL	25
Standard	Footpaths	Pedestrian Only	STONE	25
Standard	Footpaths	Pedestrian Only	UNKNOWN	25
Standard	Furniture	Barbeque	STEEL	40
Standard	Furniture	Bike Stand	STEEL	25
Standard	Furniture	Rubbish Bins	STEEL	15
Standard	Furniture	Rubbish Bins	STEEL/TIMBER	15
Standard	Furniture	Rubbish Bins	UNKNOWN	15
Standard	Furniture	Rubbish Bins	STAINLESS STEEL	15
Standard	Furniture	Rubbish Bins	STEEL	15
Standard	Furniture	Rubbish Bins	STEEL/TIMBER	15
Standard	Furniture	Rubbish Bins	STEEL	15
Standard	Furniture	Rubbish Bins	BRICK	15
Standard	Furniture	Rubbish Bins	CONCRETE	20
Standard	Furniture	Rubbish Bins	CONCRETE/STEEL	20
Standard	Furniture	Rubbish Bins	NOT YET DEFINED	15
Standard	Furniture	Rubbish Bins	POLYETHYLENE	15
Standard	Furniture	Rubbish Bins	STAINLESS STEEL	15
Standard	Furniture	Rubbish Bins	STEEL	15

Standard	Furniture	Rubbish Bins	STEEL GALVANISED	15
Standard	Furniture	Rubbish Bins	STEEL/TIMBER	15
Standard	Furniture	Rubbish Bins	TIMBER	15
Standard	Furniture	Rubbish Bins	UNKNOWN	15
Standard	Furniture	Rubbish Bins	VARIOUS	15
Standard	Furniture	Seating	CONCRETE	20
Standard	Furniture	Seating	CONCRETE/TIMBER	20
Standard	Furniture	Seating	STEEL	20
Standard	Furniture	Seating	STEEL	20
Standard	Furniture	Seating	STEEL/TIMBER	20
Standard	Furniture	Seating	STEEL/TIMBER	20
Standard	Furniture	Seating	STONE	20
Standard	Furniture	Seating	TIMBER	20
Standard	Furniture	Seating	TIMBER	20
Standard	Furniture	Seating	TIMBER	20
Standard	Furniture	Seating	UNKNOWN	20
Standard	Furniture	Seating	VARIOUS	20
Standard	Furniture	Seating	STEEL/TIMBER	30
Standard	Furniture	Seating	TIMBER	30
Standard	Furniture	Seating	CONCRETE	30
Standard	Furniture	Seating	CONCRETE/TIMBER	30
Standard	Furniture	Seating	CONCRETE/TIMBER	30
Standard	Furniture	Seating	STEEL	30
Standard	Furniture	Seating	STEEL/TIMBER	30
Standard	Furniture	Seating	STEEL/TIMBER	30
Standard	Furniture	Seating	STEEL/TIMBER	30
Standard	Furniture	Seating	STONE	30
Standard	Furniture	Seating	TIMBER	30
Standard	Furniture	Seating	TIMBER	30
Standard	Furniture	Seating	TIMBER	30
Standard	Furniture	Seating	UNKNOWN	30
Standard	Furniture	Seating	STEEL	30
Standard	Furniture	Table	STEEL	20
Standard	Furniture	Table	STEEL/TIMBER	20
Standard	Furniture	Table	STEEL/TIMBER	20
Standard	Furniture	Table	TIMBER	20
Standard	Furniture	Table	UNKNOWN	20
Standard	Furniture	Table	TIMBER	25
Standard	Furniture	Table	TIMBER	25
Standard	Furniture	Table	CONCRETE	30

Standard	Furniture	Table	CONCRETE/TIMBER	30
Standard	Furniture	Table	STEEL	30
Standard	Furniture	Table	STEEL/TIMBER	30
Standard	Furniture	Table	STEEL/TIMBER	30
Standard	Furniture	Table	TIMBER	30
Standard	Furniture	Table	TIMBER	30
Standard	Furniture	Table	UNKNOWN	30
Standard	Gates	Bollard - Single	CONCRETE	50
Standard	Gates	Bollard - Single	STAINLESS STEEL	50
Standard	Gates	Bollard - Single	STEEL	50
Standard	Gates	Bollard - Single	STEEL/PLASIC	50
Standard	Gates	Bollard - Single	STEEL/TIMBER	50
Standard	Gates	Bollard - Single	TIMBER	20
Standard	Gates	Cattlestop	STEEL	30
Standard	Gates	Ornamental Post	TIMBER	30
Standard	Gates	Pedestrian	CABLE/TIMBER	30
Standard	Gates	Pedestrian	STEEL	30
Standard	Gates	Pedestrian	STEEL/TIMBER	30
Standard	Gates	Pedestrian	STEEL/WIRE	30
Standard	Gates	Pedestrian	STEEL/WIRE MESH	30
Standard	Gates	Pedestrian	TIMBER	30
Standard	Gates	Pedestrian	TIMBER/WIRE MESH	30
Standard	Gates	Pedestrian	UNKNOWN	30
Standard	Gates	Stile	IRON	30
Standard	Gates	Stile	STEEL	30
Standard	Gates	Stile	STEEL/WIRE MESH	30
Standard	Gates	Stile	TIMBER	30
Standard	Gates	Stile	UNKNOWN	30
Standard	Gates	Vehicular	CABLE/STEEL	30
Standard	Gates	Vehicular	CABLE/TIMBER	30
Standard	Gates	Vehicular	CONCRETE/TIMBER	30
Standard	Gates	Vehicular	STEEL	30
Standard	Gates	Vehicular	STEEL/TIMBER	30
Standard	Gates	Vehicular	STEEL/WIRE	30
Standard	Gates	Vehicular	STEEL/WIRE MESH	30
Standard	Gates	Vehicular	TIMBER	30
Standard	Gates	Vehicular	TIMBER/WIRE	30
Standard	Gates	Vehicular	TIMBER/WIRE MESH	30
Standard	Gates	Vehicular	UNKNOWN	30
Standard	Gates	Vehicular	VARIOUS	30

Standard	Horticultural	Gardens		50
Standard	Horticultural	Gardens		150
Standard	Horticultural	Gardens		50
Standard	Horticultural	Gardens		50
Standard	Horticultural	Gardens		50
Standard	Horticultural	Grassland		200
Standard	Horticultural	Grassland		200
Standard	Horticultural	Grassland		200
Standard	Horticultural	Grassland		200
Standard	Horticultural	Hedges		50
Standard	Horticultural	Hedges		50
Standard	Horticultural	Hedges		50
Standard	Horticultural	Trees		200
Standard	Irrigation	Fittings		50
Standard	Irrigation	Fittings		50
Standard	Irrigation	Fittings		40
Standard	Irrigation	Fittings		50
Standard	Irrigation	Fittings		80
Standard	Irrigation	Pipelines	ALKATHENE	40
Standard	Irrigation	Pipelines	ALKATHENE	40
Standard	Irrigation	Pipelines	ALKATHENE	40
Standard	Irrigation	Pipelines	Not Applicable	50
Standard	Irrigation	Pipelines	PE - HIGH DENSITY	40
Standard	Irrigation	Pipelines	PE - HIGH DENSITY	40
Standard	Irrigation	Pipelines	PE - HIGH DENSITY	40
Standard	Irrigation	Pipelines	PVC-U	50
Standard	Irrigation	Pipelines	PVC-U	50
Standard	Irrigation	Pipelines	PVC-U	50
Standard	Irrigation	Tank		50
Standard	Irrigation	Travelling Irrigator		10
Standard	Monuments	Large Monument	CONCRETE	200
Standard	Monuments	Large Monument	CONCRETE BLOCK	200
Standard	Monuments	Large Monument	STEEL	200
Standard	Monuments	Large Monument	STONE	200
Standard	Monuments	Large Monument	UNKNOWN	200
Standard	Monuments	Large Monument	VARIOUS	200
Standard	Monuments	Medium Monument	BRICK	200
Standard	Monuments	Medium Monument	CONCRETE	200

Standard	Monuments	Medium Monument	CONCRETE/STEEL	200
Standard	Monuments	Medium Monument	CONCRETE/TIMBER	200
Standard	Monuments	Medium Monument	IRON	200
Standard	Monuments	Medium Monument	STEEL	200
Standard	Monuments	Medium Monument	STONE	200
Standard	Monuments	Medium Monument	TIMBER	200
Standard	Monuments	Medium Monument	VARIOUS	200
Standard	Monuments	Small Monument	CONCRETE	200
Standard	Monuments	Small Monument	CONCRETE BLOCK	200
Standard	Monuments	Small Monument	CONCRETE/IRON	200
Standard	Monuments	Small Monument	CONCRETE/STEEL	200
Standard	Monuments	Small Monument	IRON	200
Standard	Monuments	Small Monument	STEEL	200
Standard	Monuments	Small Monument	STEEL/TIMBER	200
Standard	Monuments	Small Monument	STONE	200
Standard	Monuments	Small Monument	TIMBER	200
Standard	Monuments	Small Monument	UNKNOWN	200
Standard	Monuments	Small Monument	VARIOUS	200
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STONE	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	UNKNOWN	30

Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	CONCRETE	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30

Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STONE	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/PLASIC	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	UNKNOWN	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	TIMBER	30
Standard	Playground	Play Equipment	STEEL/TIMBER	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	STEEL	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Play Equipment	CONCRETE	30
Standard	Playground	Play Equipment	VARIOUS	30
Standard	Playground	Skate Facility	ASPHALT	25
Standard	Playground	Skate Facility	CONCRETE	25
Standard	Playground	Under-Surfacing	BARK	15
Standard	Playground	Under-Surfacing	CONCRETE	25
Standard	Playground	Under-Surfacing	CRUSHER DUST	25

Standard	Playground	Under-Surfacing	EARTH	25
Standard	Playground	Under-Surfacing	GRAVEL	25
Standard	Playground	Under-Surfacing	RUBBER	25
Standard	Playground	Under-Surfacing	UNKNOWN	25
Standard	Playground	Under-Surfacing	VARIOUS	25
Standard	Reticulation	Inlet	CONCRETE - REINFORCE	100
Standard	Reticulation	Manhole	CONCRETE - REINFORCE	80
Standard	Signage	Activity - Primary		15
Standard	Signage	Activity - Secondary		15
Standard	Signage	Information		15
Standard	Signage	Interpretative Panel		15
Standard	Signage	Ornamental		20
Standard	Signage	Park Name		20
Standard	Sports Areas & Courts & Features	Equipment	STEEL	25
Standard	Sports Areas & Courts & Features	Equipment	STEEL/PLASIC	25
Standard	Sports Areas & Courts & Features	Equipment	VARIOUS	25
Standard	Sports Areas & Courts & Features	Equipment	STEEL	25
Standard	Sports Areas & Courts & Features	Equipment	STEEL/TIMBER	25
Standard	Sports Areas & Courts & Features	Equipment	TIMBER	25
Standard	Sports Areas & Courts & Features	Equipment	STEEL	30
Standard	Sports Areas & Courts & Features	Equipment	STEEL/TIMBER	30
Standard	Sports Areas & Courts & Features	Equipment	BRICK	70
Standard	Sports Areas & Courts & Features	Equipment	CONCRETE	70
Standard	Sports Areas & Courts & Features	Equipment	CONCRETE BLOCK	70
Standard	Sports Areas & Courts & Features	Equipment	UNKNOWN	70
Standard	Sports Areas & Courts & Features	Equipment	STEEL	25
Standard	Sports Areas & Courts & Features	Equipment	STEEL/TIMBER	25

Standard	Sports Areas & Courts & Features	Goal Posts	ALUMINIMUM	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL/TIMBER	25
Standard	Sports Areas & Courts & Features	Goal Posts	TIMBER - PLYWOOD	25
Standard	Sports Areas & Courts & Features	Goal Posts	UNKNOWN	25
Standard	Sports Areas & Courts & Features	Goal Posts	VARIOUS	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL/TIMBER	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL/WIRE MESH	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL/TIMBER	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL	25
Standard	Sports Areas & Courts & Features	Goal Posts	TIMBER	25
Standard	Sports Areas & Courts & Features	Goal Posts	VARIOUS	25
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL	25
Standard	Sports Areas & Courts & Features	Goal Posts	Not Applicable	10
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL	10
Standard	Sports Areas & Courts & Features	Goal Posts	UNKNOWN	10
Standard	Sports Areas & Courts & Features	Goal Posts	VARIOUS	10
Standard	Sports Areas & Courts & Features	Goal Posts	STEEL	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	CONCRETE	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	GRAVEL	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	RUBBER	25

Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	UNKNOWN	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	VARIOUS	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	CRUSHER DUST	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	EARTH	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	VARIOUS	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	ASPHALT	50
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	CONCRETE	50
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	CRUSHER DUST	50
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	UNKNOWN	50
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	VARIOUS	50
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	STEEL/TIMBER	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	TIMBER	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	UNKNOWN	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	GRAVEL	25
Standard	Sports Areas & Courts & Features	Types (Specialist Areas)	NOT YET DEFINED	25
Standard	Structural	Archway	CONCRETE BLOCK	75
Standard	Structural	Archway	CONCRETE/STEEL	75
Standard	Structural	Archway	IRON/STONE	75
Standard	Structural	Archway	STEEL	75
Standard	Structural	Archway	STEEL/TIMBER	75
Standard	Structural	Archway	STONE	70
Standard	Structural	Archway	TIMBER	75
Standard	Structural	Artwork	CONCRETE	65
Standard	Structural	Artwork	STAINLESS STEEL	65
Standard	Structural	Artwork	STEEL	65
Standard	Structural	Artwork	STEEL/TIMBER	65
Standard	Structural	Artwork	STONE	70
Standard	Structural	Artwork	TIMBER	65

Standard	Structural	Artwork	VARIOUS	65
Standard	Structural	Boat Ramp	CONCRETE	100
Standard	Structural	Bridge	CONCRETE - REINFORCE	100
Standard	Structural	Bridge	CONCRETE/TIMBER	50
Standard	Structural	Bridge	STEEL/TIMBER	50
Standard	Structural	Bridge	TIMBER	50
Standard	Structural	Bridge	TIMBER/WIRE MESH	50
Standard	Structural	Bridge	VARIOUS	50
Standard	Structural	Bridge	CONCRETE	100
Standard	Structural	Bridge	CONCRETE - REINFORCE	100
Standard	Structural	Bridge	UNKNOWN	100
Standard	Structural	Cemetery Berm	CONCRETE	50
Standard	Structural	Cemetery Berm	GRAVEL	50
Standard	Structural	Decking	TIMBER	30
Standard	Structural	Dispenser - Doggie Bags	STEEL	20
Standard	Structural	Fees/Comments Box	STEEL	20
Standard	Structural	Fees/Comments Box	TIMBER	20
Standard	Structural	Fees/Comments Box	UNKNOWN	20
Standard	Structural	Flag Pole	ALUMINIMUM	60
Standard	Structural	Flag Pole	STEEL	60
Standard	Structural	Flag Pole	STEEL/TIMBER	60
Standard	Structural	Flag Pole	TIMBER	30
Standard	Structural	Jetty	TIMBER	60
Standard	Structural	Kiosk	VARIOUS	25
Standard	Structural	Miscellaneous	BRICK	25
Standard	Structural	Miscellaneous	CONCRETE	25
Standard	Structural	Miscellaneous	RUBBER	25
Standard	Structural	Miscellaneous	STEEL	25
Standard	Structural	Miscellaneous	STEEL/PLASIC	25
Standard	Structural	Miscellaneous	STEEL/TIMBER	25
Standard	Structural	Miscellaneous	STONE	25
Standard	Structural	Miscellaneous	TIMBER	25
Standard	Structural	Miscellaneous	UNKNOWN	25
Standard	Structural	Miscellaneous	VARIOUS	25
Standard	Structural	Pergola	CONCRETE/STEEL	70
Standard	Structural	Pergola	STEEL	70
Standard	Structural	Pergola	STEEL/TIMBER	70
Standard	Structural	Pergola	TIMBER	70
Standard	Structural	Pergola	VARIOUS	70

Standard	Structural	Planter Box	BRICK	25
Standard	Structural	Planter Box	CONCRETE	25
Standard	Structural	Planter Box	CONCRETE BLOCK	25
Standard	Structural	Planter Box	STAINLESS STEEL	25
Standard	Structural	Planter Box	STONE	25
Standard	Structural	Planter Box	TIMBER	25
Standard	Structural	Planter Box	UNKNOWN	25
Standard	Structural	Rotunda	VARIOUS	50
Standard	Structural	Steps	BRICK	25
Standard	Structural	Steps	CONCRETE	25
Standard	Structural	Steps	CONCRETE/STEEL	25
Standard	Structural	Steps	GRAVEL	25
Standard	Structural	Steps	STEEL	25
Standard	Structural	Steps	STONE	25
Standard	Structural	Steps	TIMBER	25
Standard	Structural	Steps	VARIOUS	25
Standard	Structural	Tree Grate	STEEL	20
Standard	Structural	Tree Grate	TIMBER	20
Standard	Structural	Wharf	GRAVEL	60
Standard	Structural	Wharf	TIMBER	60
Standard	Utilities	Asset Type to be confirmed	CONCRETE	25
Standard	Utilities	Asset Type to be confirmed	CONCRETE/STEEL	25
Standard	Utilities	Asset Type to be confirmed	STEEL/TIMBER	25
Standard	Utilities	Asset Type to be confirmed	PVC-M	25
Standard	Utilities	Asset Type to be confirmed	RUBBER	25
Standard	Utilities	Asset Type to be confirmed	STEEL	25
Standard	Utilities	Asset Type to be confirmed	UNKNOWN	25
Standard	Utilities	Asset Type to be confirmed	VARIOUS	25
Standard	Utilities	Electrical	ALUMINIMUM	25
Standard	Utilities	Electrical	STEEL	25
Standard	Utilities	Electrical	UNKNOWN	25
Standard	Utilities	Electrical	VARIOUS	25
Standard	Utilities	Electrical	TIMBER	25
Standard	Utilities	Electrical	VARIOUS	25
Standard	Utilities	Electrical	UNKNOWN	25
Standard	Utilities	Services Lid	CONCRETE/STEEL	25
Standard	Utilities	Services Lid	NOT YET DEFINED	25
Standard	Utilities	Services Lid	STEEL	25

Standard	Utilities	Services Lid	UNKNOWN	25
Standard	Utilities	Sewer	CONCRETE/STEEL	60
Standard	Utilities	Sewer	UNKNOWN	60
Standard	Utilities	Sewer	UNKNOWN	25
Standard	Utilities	Sewer	CONCRETE	100
Standard	Utilities	Sewer	STEEL	100
Standard	Utilities	Sewer	UNKNOWN	100
Standard	Utilities	Sewer	VARIOUS	100
Standard	Utilities	Stormwater Services	CONCRETE/STEEL	50
Standard	Utilities	Stormwater Services	CONCRETE	75
Standard	Utilities	Stormwater Services	STEEL	25
Standard	Utilities	Stormwater Services	CONCRETE	60
Standard	Utilities	Stormwater Services	CONCRETE	80
Standard	Utilities	Stormwater Services	CONCRETE - REINFORCE	80
Standard	Utilities	Stormwater Services	Not Applicable	80
Standard	Utilities	Stormwater Services	PVC-M	100
Standard	Utilities	Stormwater Services	PVC-U	100
Standard	Utilities	Stormwater Services	STEEL	80
Standard	Utilities	Stormwater Services	UNKNOWN	50
Standard	Utilities	Stormwater Services	CONCRETE/STEEL	50
Standard	Utilities	Stormwater Services	STONE	60
Standard	Utilities	Stormwater Services	UNKNOWN	60
Standard	Utilities	Stormwater Services	UNKNOWN	35
Standard	Utilities	Stormwater Services	UNKNOWN	35
Standard	Utilities	Stormwater Services	VARIOUS	35
Standard	Utilities	Water Services	ALKATHENE	60
Standard	Utilities	Water Services	PE - MEDIUM DENSITY	60
Standard	Utilities	Water Services	CONCRETE	100
Standard	Utilities	Water Services	CONCRETE/STEEL	100
Standard	Utilities	Water Services	POLYETHYLENE	100
Standard	Utilities	Water Services	VARIOUS	100
Standard	Utilities	Water Services	Not Applicable	100
Standard	Walls & Fences	Fence - Bollards	STEEL	25
Standard	Walls & Fences	Fence - Bollards	STEEL/TIMBER	25
Standard	Walls & Fences	Fence - Bollards	TIMBER	25
Standard	Walls & Fences	Fence - Bollards	TIMBER/WIRE	25

Standard	Walls & Fences	Fence - Bollards	UNKNOWN	25
Standard	Walls & Fences	Fence - High Amenity	CONCRETE/STEEL	30
Standard	Walls & Fences	Fence - High Amenity	STEEL	25
Standard	Walls & Fences	Fence - High Amenity	STEEL/TIMBER	25
Standard	Walls & Fences	Fence - High Amenity	STEEL/WIRE MESH	25
Standard	Walls & Fences	Fence - High Amenity	STONE	60
Standard	Walls & Fences	Fence - High Amenity	TIMBER	25
Standard	Walls & Fences	Fence - Post/Line	CABLE/STEEL	25
Standard	Walls & Fences	Fence - Post/Line	CABLE/TIMBER	25
Standard	Walls & Fences	Fence - Post/Line	CONCRETE/STEEL	30
Standard	Walls & Fences	Fence - Post/Line	STEEL	25
Standard	Walls & Fences	Fence - Post/Line	STEEL/TIMBER	25
Standard	Walls & Fences	Fence - Post/Line	TIMBER	25
Standard	Walls & Fences	Fence - Post/Line	TIMBER/WIRE	25
Standard	Walls & Fences	Fence - Post/Line	TIMBER/WIRE MESH	25
Standard	Walls & Fences	Fence - Post/Line	UNKNOWN	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	CABLE/STEEL	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	CABLE/TIMBER	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	CONCRETE/WIRE	30
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	STEEL	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	STEEL/TIMBER	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	STEEL/WIRE	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	TIMBER	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	TIMBER/WIRE	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	TIMBER/WIRE MESH	25
Standard	Walls & Fences	Fence - Post/Line (High Amenity)	UNKNOWN	25
Standard	Walls & Fences	Fence - Shared Boundary	CABLE/TIMBER	25
Standard	Walls & Fences	Fence - Shared Boundary	CORRUGATED IRON	25

Standard	Walls & Fences	Fence - Shared Boundary	STEEL	25
Standard	Walls & Fences	Fence - Shared Boundary	STEEL/WIRE	25
Standard	Walls & Fences	Fence - Shared Boundary	STEEL/WIRE MESH	25
Standard	Walls & Fences	Fence - Shared Boundary	TIMBER	25
Standard	Walls & Fences	Fence - Shared Boundary	TIMBER/WIRE	25
Standard	Walls & Fences	Fence - Shared Boundary	TIMBER/WIRE MESH	25
Standard	Walls & Fences	Fence - Shared Boundary	UNKNOWN	25
Standard	Walls & Fences	Fence - Shared Boundary	VARIOUS	25
Standard	Walls & Fences	Fence - Solid	CONCRETE	60
Standard	Walls & Fences	Fence - Solid	CONCRETE BLOCK	60
Standard	Walls & Fences	Fence - Solid	CONCRETE/STEEL	25
Standard	Walls & Fences	Fence - Solid	CORRUGATED IRON	25
Standard	Walls & Fences	Fence - Solid	SHADECLOTH	10
Standard	Walls & Fences	Fence - Solid	STEEL	25
Standard	Walls & Fences	Fence - Solid	STEEL/TIMBER	25
Standard	Walls & Fences	Fence - Solid	STEEL/WIRE MESH	25
Standard	Walls & Fences	Fence - Solid	STONE	60
Standard	Walls & Fences	Fence - Solid	TIMBER	25
Standard	Walls & Fences	Fence - Solid	TIMBER/WIRE	25
Standard	Walls & Fences	Fence - Solid	TIMBER/WIRE MESH	25
Standard	Walls & Fences	Fence - Solid	UNKNOWN	25
Standard	Walls & Fences	Fence - Solid	VARIOUS	25
Standard	Walls & Fences	Wall - Ornamental	BRICK	70
Standard	Walls & Fences	Wall - Ornamental	CONCRETE	70
Standard	Walls & Fences	Wall - Ornamental	CONCRETE BLOCK	70
Standard	Walls & Fences	Wall - Ornamental	STONE	70
Standard	Walls & Fences	Wall - Ornamental	UNKNOWN	70
Standard	Walls & Fences	Wall - Retaining	CONCRETE	50
Standard	Walls & Fences	Wall - Retaining	CONCRETE BLOCK	50
Standard	Walls & Fences	Wall - Retaining	STONE	50
Standard	Walls & Fences	Wall - Retaining	TIMBER	50
Standard	Walls & Fences	Wall - Retaining	UNKNOWN	50
Standard	Walls & Fences	Wall - Retaining	VARIOUS	50
Standard	Water Features	Drinking Fountain	CONCRETE	30
Standard	Water Features	Drinking Fountain	STEEL	30
Standard	Water Features	Drinking Fountain	STEEL/TIMBER	30

Standard	Water Features	Drinking Fountain	UNKNOWN	30
Standard	Water Features	Drinking Fountain	VARIOUS	30
Standard	Water Features	Pond	UNKNOWN	30
Standard	Water Features		UNKNOWN	30
Standard	Water Features	Paddling Pool	CONCRETE	30
Standard	Water Features	Paddling Pool	VARIOUS	30
Standard	Water Features	Waterway - Drain/Stream	NATURAL FORM	25
Standard	Water Features	Waterway - Drain/Stream	GRAVEL	25
Standard	Water Features	Waterway - Drain/Stream	STONE	25