Council Briefing/Workshop
Te Awheawhe Kaunihera ā-rohe

A unique place. An inspiring future.
He Wāhi Tūhāhā. He Āmua Whakaohooho.

QUEENSTOWN
LAKES DISTRICT
COUNCIL

Item 1: Long Term Plan Steering Group 2

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

The purpose of this workshop is to present the key elements, potential areas of change, and proposed work plan for the Infrastructure and Financial Strategies for the Long-Term Plan (LTP), including discussion of the Council's financial appetite, key trade-offs, and risk considerations. In addition, a proposed prioritisation methodology for capital projects will be presented following from initial discussion in Steering Group 1.

The session will also provide an overview of the Community Funding Policy and associated work programme, with the purpose of informing Councillors and seeking their feedback.

DATE/START TIME:

Tuesday, 17 March 2026 at 10am

TIME BREAKDOWN:

Presentation: 1.5 hours
Questions *or* Debate/Discussion: 1.5 hours

PRESENTERS:

Ian Dunbar (Organisation Performance Manager)
Pennie Pearce (Strategy and Policy General Manager)
Katherine Harbrow (Assurance, Finance and Risk General Manager)
Marie Day (Community Partnerships Manager)

Prepared by:	Reviewed and Authorised by:
Name: Ian Dunbar	**Name:** Meaghan Miller
Title: Manager Organisation Performance	**Title:** Corporate Services General Manager
10 March 2026	10 March 2026

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ATTACHMENTS:

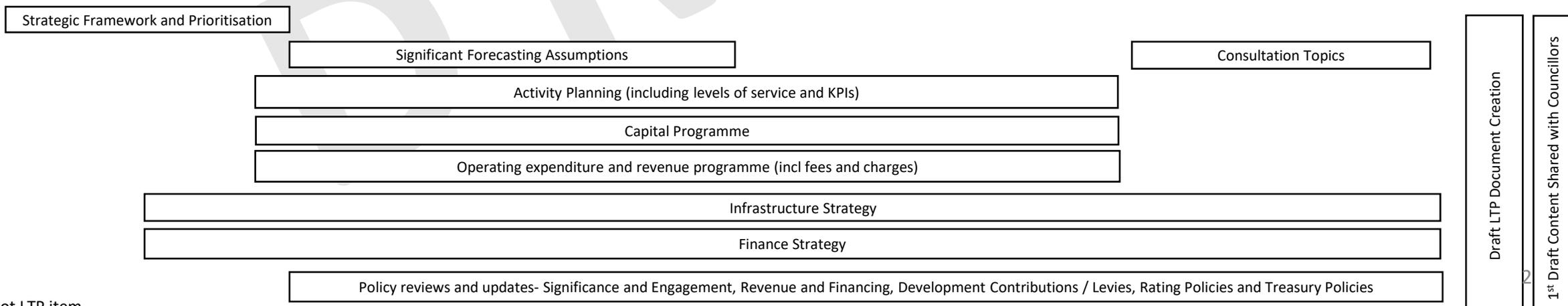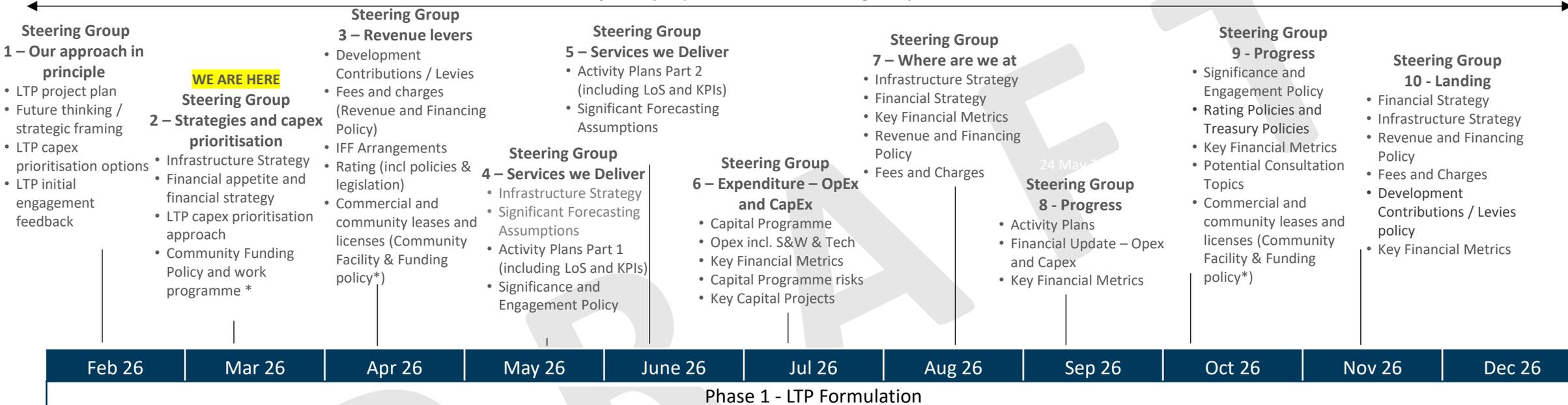| A	LTP Steering Group 2 PowerPoint presentation *(to be circulated 11 March 2026)*
B	Infrastructure Strategy explanatory material *(to be circulated 11 March 2026)*
C	Community Funding explanatory material

Long Term Plan Council Steering Group

Workshop 2

QUEENSTOWN LAKES DISTRICT COUNCIL

LTP27 Steering Group Work Programme

Reform topics presented at each Steering Group as relevant

Steering Group 1 – Our approach in principle
- LTP project plan
- Future thinking / strategic framing
- LTP capex prioritisation options
- LTP initial engagement feedback

WE ARE HERE

Steering Group 2 – Strategies and capex prioritisation
- Infrastructure Strategy
- Financial appetite and financial strategy
- LTP capex prioritisation approach
- Community Funding Policy and work programme *

Steering Group 3 – Revenue levers
- Development Contributions / Levies
- Fees and charges (Revenue and Financing Policy)
- IFF Arrangements
- Rating (incl policies & legislation)
- Commercial and community leases and licenses (Community Facility & Funding policy*)

Steering Group 4 – Services we Deliver
- Infrastructure Strategy
- Significant Forecasting Assumptions
- Activity Plans Part 1 (including LoS and KPIs)
- Significance and Engagement Policy

Steering Group 5 – Services we Deliver
- Activity Plans Part 2 (including LoS and KPIs)
- Significant Forecasting Assumptions

Steering Group 6 – Expenditure – OpEx and CapEx
- Capital Programme
- Opex incl. S&W & Tech
- Key Financial Metrics
- Capital Programme risks
- Key Capital Projects

Steering Group 7 – Where are we at
- Infrastructure Strategy
- Financial Strategy
- Key Financial Metrics
- Revenue and Financing Policy
- Fees and Charges

Steering Group 8 - Progress
- Activity Plans
- Financial Update – Opex and Capex
- Key Financial Metrics

Steering Group 9 - Progress
- Significance and Engagement Policy
- Rating Policies and Treasury Policies
- Key Financial Metrics
- Potential Consultation Topics
- Commercial and community leases and licenses (Community Facility & Funding policy*)

Steering Group 10 - Landing
- Financial Strategy
- Infrastructure Strategy
- Revenue and Financing Policy
- Fees and Charges
- Development Contributions / Levies policy
- Key Financial Metrics

Feb 26	Mar 26	Apr 26	May 26	June 26	Jul 26	Aug 26	Sep 26	Oct 26	Nov 26	Dec 26

Phase 1 - LTP Formulation

- Strategic Framework and Prioritisation
- Significant Forecasting Assumptions
- Activity Planning (including levels of service and KPIs)
- Capital Programme
- Operating expenditure and revenue programme (incl fees and charges)
- Infrastructure Strategy
- Finance Strategy
- Policy reviews and updates- Significance and Engagement, Revenue and Financing, Development Contributions / Levies, Rating Policies and Treasury Policies
- Consultation Topics
- Draft LTP Document Creation
- 1st Draft Content Shared with Councillors

* Not LTP item

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Agenda

ITEM

1) Infrastructure strategy and LTP capex prioritisation approach

Break

2) Financial Strategy and appetite

3) Community funding policy and work programme

Infrastructure Strategy & LTP Prioritisation

QUEENSTOWN LAKES DISTRICT COUNCIL

Purpose of this session

The purpose of this session is to provide an overview of the process of creating an infrastructure strategy and to confirm whether the significant issues and decisions remain fit for purpose, setting a clear foundation for the Infrastructure Strategy and subsequent investment prioritisation.

What is the Infrastructure Strategy?

SIGNIFICANT ISSUES → **SIGNIFICANT DECISIONS** → **30Y** → **OPTIONS** → **10Y** → **MOST LIKELY SCENARIO**

The purpose of an infrastructure strategy is to set a long-term direction for how Council will manage, invest in, and adapt its infrastructure over time. It identifies the major issues and decisions that are likely to shape future investment, makes trade-offs, risks, and consequences visible, and provides a strategic framework to guide prioritisation through the Long-Term Plan while maintaining a clear line of sight to longer-term outcomes.

Refer Section 2 of the Infrastructure Strategy briefing paper for the infrastructure strategy provisions of the Local Government Act

What types of infrastructure does it cover?

The strategy **must include** flood protection, flood control works, roads and footpaths and **may include** any other infrastructure at our discretion.

In 2024 we went beyond mandatory requirements by **including all transport and social infrastructure** to present a more holistic view of how infrastructure supports growth, wellbeing and service delivery across the district. This approach will continue.

Water services infrastructure was previously included but can no longer be fully included due to the transfer of water services to the WSCCO. We will include information on **water services infrastructure where it "supports integrated infrastructure planning"**, as allowed by the LGA.

Refer Section 2 of the Infrastructure Strategy briefing paper for the infrastructure strategy provisions of the Local Government Act

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Significant Issues

SIGNIFICANT ISSUES → **SIGNIFICANT DECISIONS** → **30Y** → **OPTIONS** → **10Y** → **MOST LIKELY SCENARIO**

The major, long-term challenges and pressures that will materially affect how QLDC provides infrastructure over the next 30 years and that are the key drivers of infrastructure investment.

Significant Decisions

SIGNIFICANT ISSUES → SIGNIFICANT DECISIONS → 30Y → OPTIONS → 10Y → MOST LIKELY SCENARIO

Significant decisions identify key infrastructure areas that require deliberate choices about major infrastructure investment to manage significant issues and deliver on strategic intent.

Refer Section 1b of the Infrastructure Strategy briefing paper for more information about this step

30 year indicative investment needs

30 Year Infrastructure Strategy

| SIGNIFICANT ISSUES | SIGNIFICANT DECISIONS | 30Y | OPTIONS | 10Y | MOST LIKELY SCENARIO |

Officers will initially identify a high-level, unconstrained 30-year view of infrastructure investment needs based on significant issues, renewals requirements, and strategic intent. This includes a long list of possible investments, broadly grouped into ten-year horizons, alongside the renewals approach outlining investment required to sustain existing assets and services.

Refer Section 1c of the Infrastructure Strategy briefing paper for more information about this step

Options

30 Year Infrastructure Strategy

SIGNIFICANT ISSUES | SIGNIFICANT DECISIONS | 30Y | **OPTIONS** | 10Y | MOST LIKELY SCENARIO

For each significant decision realistic options will be developed, reflecting different approaches to renewals, levels of service, and growth. A preferred option will be agreed to set the parameters for LTP prioritisation.

Refer Section 1d of the Infrastructure Strategy briefing paper for more information about this step

10 year investment programme

| SIGNIFICANT ISSUES | SIGNIFICANT DECISIONS | 30Y | OPTIONS | 10Y | MOST LIKELY SCENARIO |
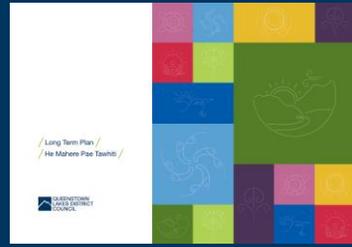
We cannot deliver everything in the first ten years, and Council will need to make investment choices. Officers will present a proposed ten year investment programme based on the preferred options, with additional scenarios where needed to test alternative choices around renewals, levels of service and growth.

Refer Section 1e of the Infrastructure Strategy briefing paper for more information about this step

Most Likely Scenario

30 Year Infrastructure Strategy

| SIGNIFICANT ISSUES | SIGNIFICANT DECISIONS | 30Y | OPTIONS | 10Y | MOST LIKELY SCENARIO |

The most likely scenario provides a coherent 30-year pathway for infrastructure management, shaped by the preferred options and LTP funding and prioritisation decisions.

Refer Section 1f of the Infrastructure Strategy briefing paper for more information about this step

2027 Infrastructure Strategy: Timeline

TODAY
- ✓ Introduction to the Infrastructure Strategy
- **?** Have the significant issues changed
- **?** Have the significant decisions changed

21 May
- → High level 30 year programme > options > preferred option
- → Renewals approach and 30 year renewals programme

14 July
- → Indicative 10 year capex programme based on preferred option

18 August
- → Most likely scenario based on LTP investment programme

17 Nov
- → Full draft of strategy

Have the significant issues changed?

Our thoughts, for discussion:

Rapid and sustained population growth	Suggest no change
Resilience to shock events	Suggest no change
Climate emergency	Suggest no change
Increased and increasing standards	Suggested update to focus on uncertainty of future standards (which could be higher or lower)
Infrastructure deficit	Suggest no change

Refer Section 3 of the Infrastructure Strategy briefing paper for definitions of significant issues from the 2024 strategy

Have the significant decisions changed?

Our thoughts, for discussion:

✓ Responding to natural hazard risks and the effects of climate change	Suggest no change; 2027 IS needs to be clearer on the available options so that clear investment intentions can be set
✓ Reducing infrastructure's impact on the environment	Suggest no change; 2027 IS needs to more deliberately consider the options to enable delivery of long term outcomes under the CBP
✓ Providing for the transport network's capacity, functionality and transformation	Suggest no change; 2027 IS needs to consider different options for delivering on strategic transport outcomes that link with the NZTA SNP

Refer Section 4 of the Infrastructure Strategy briefing paper for more information on significant decisions from the 2024 strategy

Have the significant decisions changed?

Our thoughts, for discussion (continued):

UPDATE The types of waste management services and facilities provided	Suggest the adjusted to reflect the decision is primarily about the speed with which we move towards zero waste and a circular economy (WMMP)
UPDATE Servicing of priority development areas	Suggest this is expanded to focus on providing for growth more broadly rather than only in priority development areas
UPDATE Well-designed neighbourhoods with social infrastructure that provides for everyday needs **UPDATE** Extent of investment in strategically placed, integrated facilities	Suggest these two significant decisions are brought together to reflect that the decisions related to the centralisation of certain services in strategically placed, integrated facilities impacts the services provided within neighbourhoods.

Refer Section 4 of the Infrastructure Strategy briefing paper for more information on significant decisions from the 2024 strategy

Financial Strategy and appetite

2027 Financial Strategy: Timeline

Financial Strategy
Te Rautaki Ahumoni

TODAY
- ✓ Introduction to the Financial Strategy
- ? What is the financial appetite

April
- → LTP Workshop #3 Revenue Levers – who pays

August
- → LTP Workshop #7 Where are we at - Starting to agree outcomes, limits and Revenue & Finance Policy update

October
- → LTP Workshop #9 Progress – Key Financial Metrics

November
- → LTP Workshop #10 Landing - Full draft of Financial Strategy, Revenue and Finance Policy drafted

What is it?

Financial Strategy

> Sets a 10-year direction for how finances is managed

> Facilitates prudent financial management to guide proposals for funding and expenditure

- Identifies significant factors affecting cost drivers (growth, renewals, level of service),

- Expected changes in population, changes in land use and the capital and operating cost to provide

- Self-imposed limits for rate increases and borrowing

Scope

The strategy **must align** with the Infrastructure Strategy.

Required to be minimum of a **ten-year** Strategy

2024 We went beyond the mandatory requirements by including all transport and social infrastructure to present a more holistic view of how infrastructure supports growth, wellbeing and service delivery across the district.

2027 Water services infrastructure was included in 2024. For 2027, this is out of full scope due to the establishment of the WSCCO, with information included only where it "supports integrated infrastructure planning".

2027-37 LTP Financial Strategy Assumptions

Population / Growth

- QLDC's population and demand projections. The key inputs for planning, service delivery, and the Long-Term Plan (LTP) are prepared by QLDC with assistance from a external provider.

- These projections are built on the Stats NZ **High** projections.

Inflation

- QLDC uses independent Local Government LTP inflation modeling from **BERL** to track fluctuations, allowing the Council to align its infrastructure budgets with real-world cost escalations.

Land Use

- The Spatial Plan identifies Priority Development Areas, and combined with the Proposed District Plan guide investment.

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Interconnecting policies

How Council strategies align to guide investment, funding and daily operations.

The Strategic Core (The "Why")
- **Infrastructure Strategy (30 Years):** Defines long term asset needs and shapes the Capex programme.
- **Financial Strategy (10 Years):** Sets debt limits and affordability thresholds. It acts as the gatekeeper for the Infrastructure Strategy.

The Revenue Mix (The "How")
- **Revenue & Financing Policy (R&F):** Assigns who pays (user, developer, ratepayer) for each council activity.
- **Significance & Engagement Policy:** Triggers consultation when major funding settings change.
- **Rates Remission and Postponement Policy**: Reduces or delays rates for eligible ratepayers.

The Growth Funding (The "New Demand")
- **Development Contributions (DC) Policy:** Determines developer payments for increased capacity.

The Operational Recovery (The "Daily Cost")
- **Fees & Charges Schedule:** Sets user pays pricing for services such as parking, building consents, and pools etc

Proposed Changes

Strategic Planning & Service Delivery
- Shifting the focus toward to activity-based planning.
- Water Services: Clarifying the operational scope and transition plan for the Water CCO.

Revenue & Funding Reform
- Transition from Development Contributions to Development Levy (from Year 2 LTP)
- Updating Revenue and Financing Policy (going out for procurement)
  - Elected Members input required in April, August and November Steering Groups
  - Will include discussions on Visitor differentials to ensure fair value from visitors

Fiscal Limits & Debt Management
- Increased debt to revenue ceiling: from current 280% to up to 350% to provide investment flexibility.
- Consider proposed rates target model aligned to the Government formula while protecting essential services.

Financial Assurance
- Capital Assurance to be carried out to identify the financial risk within the Capex programme

Proposal – Rates Target Model

LOWER BOUND (2%): ALIGNED WITH INFLATION

Based on Reserve Bank's midpoint inflation target.

This figure is consistent with the average inflation rate of 2.1% since 2002 (excluding COVID-19 period)

Designed to ensure councils can collect enough revenue to cover the rising costs of the services and assets they already have (like maintaining roads).

PROPOSED RATES TARGET RANGE
(per capita, per year)

2% - 4%

+ Additional growth component for expanding districts

Preliminary analysis indicates this is a justifiable long-run target range; the actual range will be specific for each council

UPPER BOUND (4%): ALIGNED WITH ECONOMIC GROWTH

Derived from long-run GDP growth (~5.4%), adjusted for growth (~1.5%) and productivity gains (~0.3%).

Population growth is subtracted because new ratepayers generate extra revenue; the cap applies only to price increases for existing ratepayers, not overall revenue.

Intended to allow for the sustainable expansion of services and infrastructure quality in line with economic growth.

2026/27 Net Debt / Revenue Ratios-(excl. 3Waters)

- **Below shows Year 3 draft Annual Plan Debt/Revenue by Activity – Debt/Revenue Ratios**

- **This is an indicative starting point for 2027 Long Term Plan Financial Setting**

FY27 AP (Y3 LTP)		WW	WS	SW	Locdem	Comm	ECDEV	Reg	Env	WMGT	TRN	SUP	Total	3W	Non 3W
Rates Revenue		30,529	20,155	10,585	12,794	50,054	27,696	4,769	8,255	10,665	27,543 -	1,849	201,196	61,269	139,927
Other Revenue		18,007	15,852	12,890	12,777	24,026	2,968	18,103	11,884	14,969	35,960	2,081	169,516	46,749	122,767
Total revenue		**48,536**	**36,007**	**23,475**	**25,571**	**74,079**	**30,664**	**22,872**	**20,139**	**25,634**	**63,503**	**232**	**370,711**	**108,017**	**262,694**
Vested assets	-	6,248 -	6,201 -	8,878	- -	3,434	-	-	-	- -	6,896	- -	31,657 -	21,326 -	10,331
Development contributions	-	11,456 -	9,598 -	4,012	- -	4,352	-	-	-	- -	5,413	- -	34,832 -	25,066 -	9,766
LGFA Revenue		**30,832**	**20,208**	**10,585**	**25,571**	**66,293**	**30,664**	**22,872**	**20,139**	**25,634**	**51,193**	**232**	**304,223**	**61,625**	**242,598**
Loan		224,662	114,770	22,940	-	105,408	141,227	255	8,936	25,621	135,700	22,344	801,862	362,372	439,490
LGFA Borrower Notes	-	6,740 -	3,443 -	688	- -	3,162 -	4,237 -	8 -	268 -	769 -	4,071 -	670 -	24,056 -	10,871 -	13,185
Cash	-	222 -	114 -	23	- -	104 -	140 -	0 -	9 -	25 -	134 -	22 -	794 -	359 -	435
Net Debt		**217,700**	**111,213**	**22,229**	**-**	**102,141**	**136,850**	**247**	**8,659**	**24,827**	**131,495**	**21,651**	**777,012**	**351,142**	**425,870**
Net Debt/LGFA Revenew		706.1%	550.3%	210.0%	0.0%	154.1%	446.3%	1.1%	43.0%	96.8%	256.9%	9332.5%	255.4%	569.8%	175.5%

Source: Annual Plan 2026/27 staff analysis

What is your Financial Appetite?

To assist in creating an LTP within your expectation it would be helpful to have guidance about what is your financial appetite in these areas.

Guidance to be provided:

- **User Pays % increases** – just CPI?

- **Rates % increase** – within rate cap formula? Or 10% like current FS?

- **Borrowing** – is there max limit you would like? Or 280% like current FS?

2027-37 Financial Strategy Scope

Guidance to be provided:

- Do you want to track alignment with the Water Services Delivery Plan in this Financial Strategy?

Community Funding Policy and work programme

Investing in our Community Organisations

How QLDC grants and community funding achieve our strategic Wellbeing Outcomes

$2.93M+

Allocated 2024-2025

127+

Applications Supported

660,000 ha

Conservation Coverage

Context: Pressures & How We Help

Pressures on Community Organisations

COMMUNITY PRESSURES

- Rapid resident and visitor growth
- Significant lack of affordable housing
- High cost of living and low-wage economy

PRESSURES ON ORGANISATIONS

- Funding constraints while demand increases
- Rising operational and building costs
- Staff/volunteer burnout and recruitment challenges
- Shortage of suitable space

QLDC Ecosystem of Support

Operational and project grant funding

Community facility hire agreements

Lease of land and buildings

Service agreements for partnerships

Capability building and support

These mechanisms work together to support community organisations in delivering outcomes Council cannot achieve alone

Community Funding at Work

QUEENSTOWN LAKES DISTRICT COUNCIL

Meaningful Impact, Real Stories — Community organisations delivering outcomes Council cannot achieve alone

$2.93M+ Granted 2024-25	**127+** Applications Approved	**10** Funding Programmes	**15** Community Associations

Mana Tāhuna Charitable Trust
Restoring Lake Hayes & Supporting Whānau

✓ 140,000+ native trees planted
✓ 10,000 ha catchment restored
✓ 600+ whānau supported

Three Lakes Cultural Trust
Nurturing Arts, Culture & Creativity

✓ Te Atamira — first arts hub
✓ Te Wāhi Toi — 2,000+ listings
✓ Te Muka Toi strategy
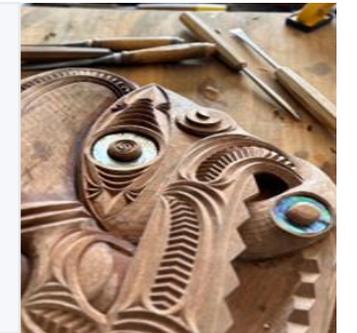
Te Kākano Aotearoa Trust
Connecting Communities with Their Land

✓ Native plant nursery, Wānaka
✓ 25+ restoration sites
✓ 400+ volunteers engaged

Community Link Upper Clutha
Supporting Community Wellbeing

✓ One-stop support centre
✓ Foodbank, JP, Wheels to Dunstan
✓ Health & social services

SECTORS SUPPORTED: 🌿 Conservation • 🎭 Arts & Culture • ❤️ Social Services • 🎓 Youth • 🥾 Recreation • 🎉 Events

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Policy & Guidelines Update

Strengthening Our Framework — Aligned with Controller and Auditor-General (CAG) best practice

Policy Hierarchy

Community Funding Policy
Sets principles, governance, and commitments

↓

Community Grants Guidelines
Operational detail for each fund type

↓

Fund-Specific Criteria
Eligibility and assessment for each fund

CAG Foundational Principles

Accountability
Explainable, recorded, auditable

Openness
Clear and published criteria

Value for Money
Meaningful benefit focus

Fairness
Impartial, consistent assessment

Lawfulness
Policy & legislation compliance

Integrity
Public interest decisions

QLDC Funding Priorities: ● Community Wellbeing ● Equity & Inclusion ● Sustainability ● Collaboration

Building Capability & Upcoming Funding

Investing in systems, support, and upcoming opportunities

SmartyGrants Platform
New online system (April 2024)

- Streamlined applications
- Easier tracking & reporting
- Better data for decisions

The Funding Series
Free capability workshops

- Funding fundamentals
- Impact measurement
- Diversifying revenue

Partnership Approach
Collaborative delivery

- huddl, Three Lakes Trust
- Sport Central, Conservation
- Shared expertise & reach

APRIL 2026 FUNDING ROUND

Four funds opening 1-30 April

Community Fund
Operational & project support

Events Fund
Community & commercial events

Waste Minimisation
Sustainability projects

Heritage Incentive
Listed heritage assets

Encourage community groups in your ward to prepare their applications now

Community Land & Facilities

Establishing Clear Request Pathways — Helping community groups navigate facility and land requests

The Challenge

• No single pathway for community space/buildings or land requests
• ~70 community leases and licences across the district
• 60+ varied requests for space, 33 actively engaging with Council

What We're Building

✓ Clear policy objectives informing standardised pathways
✓ Consistent decision-making from enquiry to outcome
✓ Documented criteria so groups can prepare strong cases
✓ Alignment with LTP submission processes

Sponsored by Ken Bailey, GM Community Services | Cross-functional team: Property, Policy, Community Services, Business Process Team

We recognise interlinkages, and Council holds multiple roles as an enabler, partner, funder, regulator, and advocate. With such complexity, we will be working with Council iteratively to develop the required outcomes

1. Infrastructure Strategy and LTP Prioritisation Process

(a) Confirm the "Significant Issues"

The first step in developing the infrastructure strategy is confirming the significant issues facing our infrastructure. These significant issues represent the key investment drivers and define the problem we are trying to solve at a system level. The emphasis at this stage is on clearly articulating why investment is required over the next 30 years rather than determining specific responses.

The significant issues are by nature long standing issues that unlikely to be addressed in a three-year planning cycle and will be discussed, with any changes confirmed, at the 17 March workshop.

Significant issues identified in the 2024 Infrastructure Strategy were:

- Rapid and sustained population growth

- Resilience to shock events

- Climate emergency

- Increased and increasing standards

- Infrastructure deficit

(b) Confirm the "Significant Decisions"

The next step is to confirm the areas where council will need to make deliberate choices about the scale, timing, and nature of infrastructure investment to manage significant issues, and to deliver on strategic intent, referred as "significant decisions". This step is not about making a decision; it is about identifying the nature of the decisions that will need to be made so that strategic planning can be focussed on the areas of greatest impact.

The significant decisions themselves are intended to remain stable over time and will be discussed, with any changes confirmed, at the 17 March workshop.

In the 2024 Infrastructure Strategy we identified that the significant decisions we needed to make were around the extent to which we invested in:

- responding to natural hazard risks and the effects of climate change

- reducing infrastructure's impact on the environment

- investing in social infrastructure that provides for everyday needs

- strategically placed, integrated community facilities

- servicing of priority development areas

- existing three waters schemes[1]

- the transport network's capacity, functionality and transformation

- the type of waste management services and facilities provided

(c) Identify delivery options for significant decisions and confirm preferred approach[2]

The next step is to identity, for each significant decision, options for different approaches to managing the significant issues and delivering on the strategic intent over the next thirty years. In developing the options, explicit consideration is given to renewals requirements and levels of service implications, including consideration of how "must do" investments interact with discretionary investment. Options will reflect differences in the timing and sequencing of investments, the balance between renewals and service-driven investment, and the pace at which service pressures or growth demands are addressed. The output of this step is a small number of clear delivery approaches for each significant decision from which Council will indicate a preferred option. The preferred option for each significant decision sets the parameters for the first cut of the LTP capex programme.

The options will be assessed on:

- the extent to which they:

  – align with the stated risk appetite

  – achieve strategic intent

  – address significant issues

  – meets expected service performance standards

- cost to deliver

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[1] Note that we are prohibited from including water services infrastructure at the same level of detail as for other infrastructure as this is covered in the Water Services Strategy, but we can include information to the extent that it supports integrated infrastructure planning.

[2] Note that step (c) and (d) are done alongside each other as they are inter-related e.g. the options inform the different types of initiatives, and the initiatives for each option inform the cost of the option.

While the significant decisions largely remain stable over time, the options for investing could change as new information comes to light and the preferred options could change in line with changing appetite / expectations for risk, service performance and affordability. The options for each significant decision will be discussed and agreed at the 21 May workshop.

Outlined below is an example based on the 2024 Infrastructure Strategy significant decision "the type of waste management services and facilities provided".

The type of waste management services and facilities provided

Options scale up in response to significant issues, strategic intent, cost and levels of service

1. Maintain established services and initiatives	2. Focus on emissions reduction	PREFERRED OPTION 3. Move towards a circular economy	4. Protect for all possibilities
LOW impact on significant issues	MODERATE impact on significant issues	HIGH impact on significant issues	MODERATE impact on significant issues
LOW impact on strategic intent	MODERATE impact on strategic intent	HIGH impact on strategic intent	MODERATE impact on strategic intent
LOW alignment with stated risk appetite	MODERATE alignment with stated risk appetite	HIGH alignment with risk appetite	HIGH alignment with risk appetite
LOW cost	LOW cost	MODERATE cost	HIGH cost
Will not achieve performance target	Will not achieve performance target	Achieves performance target	Will not achieve performance target

(d) Identify thirty-year indicative investment needs

Previously, we used the LTP prioritisation process to determine the ten-year investment programme, then extended this to the thirty-year programme for the infrastructure strategy by expanding on investments for years 11–30 based on what was excluded from the initial decade. This time we are proposing to turn that around the other way.

This step identifies the impact of the significant issue on the significant decision, as well as the strategic intent, key service performance measures and risk appetite, that will guide investment decisions for each significant decision. This is where we link the to the committed strategies and service performance expectations.

Outlined below is an example based on the 2024 Instructure Strategy significant decision "the type of waste management services and facilities provided".

Impact of Significant Issues (for illustrative purpose only one is covered):

Increased and increasing standards - Te Rautaki Para, the New Zealand Waste Strategy, sets out a new framework to minimise waste, reduce carbon emissions, move towards a circular economy, and embed Te Ao Māori. It includes ambitious targets to increase diversion of organic material from landfill and provide separate kerbside collections and processing pathways for organics. The district has one of the highest rates in Aotearoa of waste to landfill and kerbside household rubbish collected per capita per year. The tourism sector drives high resource consumption, material generation and disposal within the QLDC area. Te Rautaki Para sets out a target to reduce waste entering the system by 10% per person and reduce the amount of material that needs final disposal by 30% per person.

Strategic Intent (set by Waste Management and Minimisation Plan):

COMMUNITY OUTCOMES
- Deafening Dawn Chorus
- Zero Carbon Communities
- Disaster-defying resilience

WELLBEING OUTCOMES
- A healthy natural environment

WMMP VISION
Together towards zero waste and a circulate economy

WMMP OBJECTIVES
> Preventing and Reducing Construction Waste
> Preventing and Reducing Organic Waste
> Enhancing Waste Management & Minimisation Infrastructure
> Fostering Circular Economy Behaviours
> Regulatory, Policy and Advocacy for Community Solutions

WMMP GUIDING PRINCIPLES
Collaboration
Circular Systems
Data-driven Sustainable Solutions
Value for money
Innovation
Supporting te ao māori
Wider benefits

WMMP ACTIONS

Service Performance (set through Waste Management and Minimisation Plan and LTP):

WMMP PERFORMANCE MEASURES

Divert an additional 80,000 tonnes of waste from landfill over six years:
> CONSTRUCTION WASTE: Divert additional 52,000 tonnes
> ORGANIC WASTE: Divert additional 20,900 tonnes
> RESOURCE RECOVERY INFRASTRUCTURE: Divert additional 8,400 tonnes
BEHAVIOURS: Engage at least one third of our population

LTP KPIs

Council promotes effective and efficient waste minimisation and management:
> <20% of MRF recycling material contaminated
> >13,580 tonnes diverted from landfill
> <54,800 tonnes sent to landfill
> >50% of total household material placed at kerbside diverted from landfill
> >95% of external contractor and internal RFS resolved within specified timeframe

Risk Appetite:

Environmental – Adverse[3]

Compliance – Conservative[4]

Strategic – Justified[5]

Officers will also set out the approach to renewals, including how renewals are assessed and prioritised, the assumptions used to manage asset condition, risk, and intervention timing, and indicative renewals and maintenance expenditure over a thirty-year horizon. This step provides clarity on the baseline investment required to sustain existing infrastructure and services. Scenarios represented different levels of investment and the level of risk associated with each will be presented.

Renewals not previously presented in this way so no example is available.

Officers will then identify a long list of infrastructure investment needs over a thirty-year horizon. This long list represents the investments required to address significant issues, deliver on strategic intent and incorporates responses to asset sustainability, levels of service pressures, and growth, if there were no constraints. At this stage the focus is on identifying and roughly grouping investment needs into medium term (years 1-10) and long term (years 11-30) buckets without structured prioritisation or considering funding constraints.

The high-level long list will be socialised alongside the options for investing (step c above) at the 21 May workshop. At this session the Councillors will be asked to identify the key strategic projects that they want to see a spotlight on in the July steering group. The renewals approach and indicative thirty-year renewals investment profile will also be presented at the 21 May workshop.

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[3] QLDC's Risk Policy defines "adverse" risk appetite as (a) extremely low willingness to accept uncertain outcomes, (b) will always select the lowest risk option, (c) never willing to trade-off against achievement of other objectives.

[4] QLDC's Risk Policy defines "conservative" risk appetite as (a) low willingness to accept uncertain outcomes, (b) will accept an option that puts objectives at risk only if essential and limited possibility of failure, (c) willing to trade-off against achievement of other objectives with extreme reluctance.

[5] QLDC's Risk Policy defines "justified" risk appetite as (a) expect some willingness to accept uncertain outcomes, (b) will choose to accept an option that puts objectives at risk, but will manage impact, (c) willing to trade-off against achievement of other objectives under the right conditions.

Outlined below is an example based on the 2024 Instructure Strategy significant decision "the type of waste management services and facilities provided".

The type of waste management services and facilities provided

(e) 10-year prioritised investment programme – scenarios and trade-offs

The LTP capital programme development is then focused on testing the preferred delivery approach for each significant decision area for the ten-year LTP investment programme. This step identifies the financial implications of the preferred approach over the LTP period, including impacts on debt levels and household costs, and provides a basis for discussion with councillors about affordability and trade-offs. This will demonstrate testing of trade-offs between affordability, risk, strategic intent, service performance, and growth response. Where helpful, additional scenarios may be developed to test different assumptions or choices, such as alternative levels of service, varying risk appetite, or different value-for-money considerations, where these have not been fully captured in the preferred approach.

Each initiative will be assessed against the following criteria[6]:

- Obligation level: Considers how committed we are to the investment (e.g. legal requirement / contractual obligation / strategy / business case etc).

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[6] Note these criteria are still in draft and are currently being tested to ensure they provide a balanced picture of the impacts of different investments.

- Service performance: Considers ongoing ability to meet level of service for existing customers (e.g. reduction / maintenance / improvement).

- Growth requirement: Considers forecast demand pressures (e.g. critical to meet forecast demand across already zoned but unserviced area / existing network / unzoned priority growth area / out of sequence development etc).

- Risk: Considers other key risks of not investing (e.g. level of risk compared to risk appetite).

- Financial impact: Considers cost if investment not made (e.g. extent and likelihood of future costs / accelerated deterioration of assets / future failures).

Council will be presented with the combination of initiatives across each significant decision that delivers the highest unweighted score against these criteria, within the agreed financial envelope. Officers will also present different scenarios based on different weightings, if the proposed programme is larger than the envelope. For example, a "growth" scenario could be presented showing the optimal combination of initiatives if growth was the most important criteria (higher weighting given to growth).

The capital programme across the preferred options will be presented at the 14 July Steering Group.

Outlined below is an <u>illustrative only</u> example based on the 2024 Instructure Strategy significant decision "the type of waste management services and facilities provided".

Project	Total 10Y Budget	Obligation Level	Service Performance	Growth Requirement	Risk	Financial Impact	Total
Minor Asset Renewals - Wakatipu	$ 40,000						
Minor Asset Renewals - Wānaka	$ 40,000						
Existing Waste Site Consenting	$ 1,200,000		These projects make up the renewals programme and as such will not be assessed using these criteria. The methodology used to determine these budgets will be presented. If requested, a less extensive renewals programme can be presented, along with the associated service risks.				
Existing Wakatipu Waste Facilities	$ 1,100,000						
Former Landfill Site Renewals	$ 700,000						
Public Place Waste Bins	$ 600,000						
Asset Management Planning - Wakatipu	$ 1,600,000		It is assumed that ongiong accommodations will be made for planning for the future use and management of infrastructure assets. As such these projects will not be assessed using these criteria.				
Asset Management Planning - Wānaka	$ 800,000						
Master Planning - Wakatipu	$ 33,000						
Master Planning - Wānaka	$ 33,000						
New Waste Facilities	$ 67,300,000	3	5	5	5	3	21
Organic Waste Management	$ 1,750,000	5	4	5	2	5	21
Zero Waste Programme - Wakatipu	$ 3,200,000	3	4	5	2	5	19
Zero Waste Programme - Wānaka	$ 2,100,000	3	4	5	2	5	19
Wānaka Waste Facilities	$ 15,500,000	3	5	2	3	3	16
Based on an unweighted score, the following projects would not be included in the LTP							
Construction waste facility	$ 45,000,000	3	5	2	2	3	15
Organic Materials Recovery and Processing	$ 25,000,000	3	5	2	2	3	15
Product Stewardship	$ 820,000	3	0	0	1	2	6
Luggate Closed Landfill	$ 610,000	0	0	0	4	0	4

(f) Finalisation of Infrastructure Strategy

Once the LTP investment programme is confirmed, it feeds back into the Infrastructure Strategy and is reflected in the "most likely" scenario. An initial preferred 30-year investment approach is identified to inform early LTP prioritisation; this is then refined through the LTP process and updated to form the most likely scenario.

Outlined below is an example based on the 2024 Instructure Strategy significant decision "the type of waste management services and facilities provided".

The final investment programme reflects both the preferred option (option 3 – move towards a circular economy) and confirmation of the 10-year investment programme through the LTP prioritisation process. This means that the initiative "Replacement Landfill" does not appear in the 30-year investment programme as it was only associated with option 4 (protect for all possibilities)
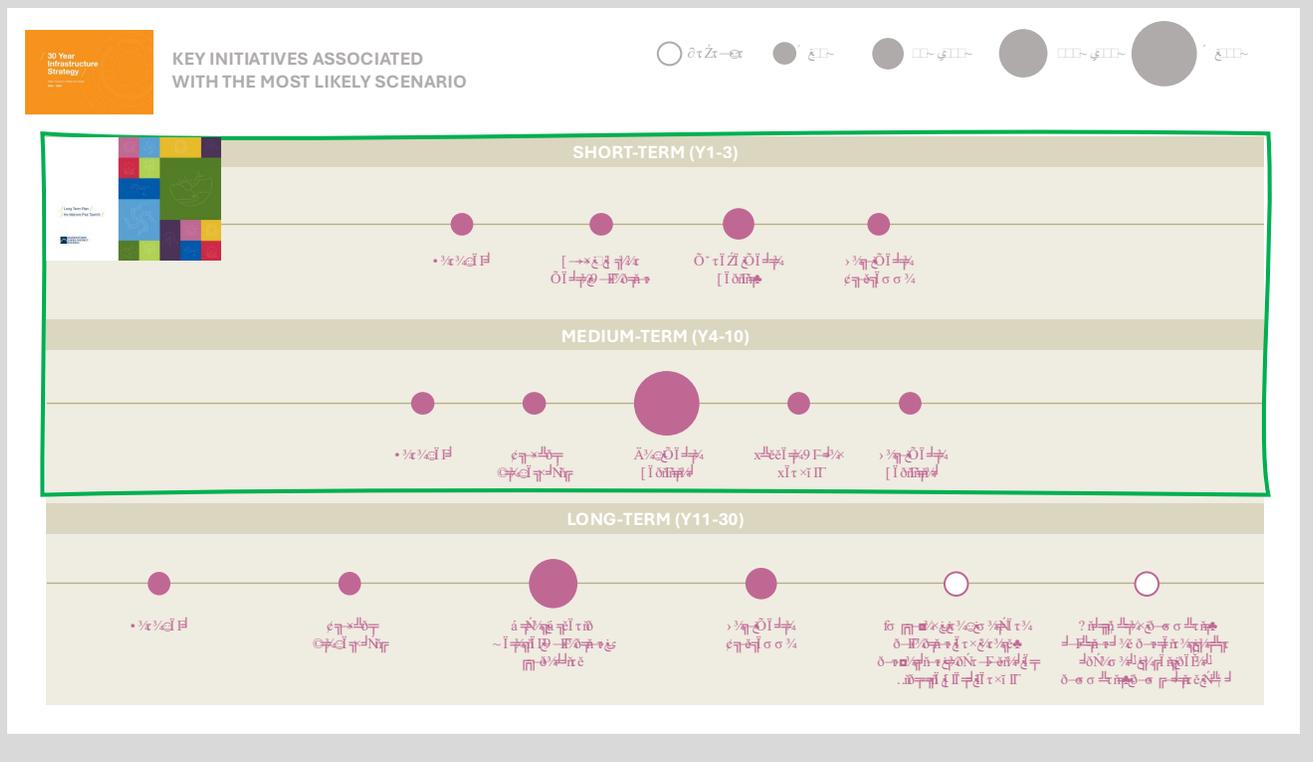
2. Local Government Act Provisions

101B Infrastructure strategy

(1) A local authority must, as part of its long-term plan, prepare and adopt an infrastructure strategy for a period of at least 30 consecutive financial years.

(2) The purpose of the infrastructure strategy is to:

(a) identify significant infrastructure issues for the local authority over the period covered by the strategy; and

(b) identify the principal options for managing those issues and the implications of those options.

(3) The infrastructure strategy must outline how the local authority intends to manage its infrastructure assets, taking into account the need to:

(a) renew or replace existing assets; and

(b) respond to growth or decline in the demand for services reliant on those assets; and

(c) allow for planned increases or decreases in levels of service provided through those assets; and

(d) maintain or improve public health and environmental outcomes or mitigate adverse effects on them; and

(e) provide for the resilience of infrastructure assets by identifying and managing risks relating to natural hazards and by making appropriate financial provision for those risks.

(4) The infrastructure strategy must outline the most likely scenario for the management of the local authority's infrastructure assets over the period of the strategy and, in that context, must:

(a) show indicative estimates of the projected capital and operating expenditure associated with the management of those assets:

(i) in each of the first 10 years covered by the strategy; and

(ii) in each subsequent period of 5 years covered by the strategy; and

(b) identify:

(i) the significant decisions about capital expenditure the local authority expects it will be required to make; and

(ii) when the local authority expects those decisions will be required; and

(iii) for each decision, the principal options the local authority expects to have to consider; and

(iv) the approximate scale or extent of the costs associated with each decision; and

(c) include the following assumptions on which the scenario is based:

(i) the assumptions of the local authority about the life cycle of significant infrastructure assets:

(ii) the assumptions of the local authority about growth or decline in the demand for relevant services:

(iii) the assumptions of the local authority about increases or decreases in relevant levels of service; and

(d) if assumptions referred to in paragraph (c) involve a high level of uncertainty,

(i) identify the nature of that uncertainty; and

(ii) include an outline of the potential effects of that uncertainty.

(5) A local authority may meet the requirements of section 101A and this section by adopting a single financial and infrastructure strategy document as part of its long-term plan.

(5A) Despite subsection (6)(b), an infrastructure strategy:

(a) may include information on water services infrastructure under the Local Government (Water Services) Act 2025 if that information is part of, or desirable to support, an integrated approach to infrastructure planning in the local authority's district; but

(b) must not include the detailed information on water services infrastructure that is required to be included in a water services strategy adopted by a water service provider under section 230 of the Local Government (Water Services) Act 2025.

(5B) In subsections (5A) and (6), water service provider and water services infrastructure have the same meanings as in section 4 of the Local Government (Water Services) Act 2025.

(6) In this section, infrastructure assets includes:

(a) existing or proposed assets to be used to provide services by or on behalf of the local authority in relation to the following groups of activities:

(i – iii) Repealed

(iv) flood protection and control works;

(v) the provision of roads and footpaths; and

(b) any other assets that the local authority, in its discretion, wishes to include in the strategy, other than water services infrastructure that relates to providing water services under the Local Government (Water Services) Act 2025.

3. Significant Issues – 2024 Infrastructure Strategy

The content below is an extract from the "Significant Issues" section of the 2024-2034 Infrastructure Strategy.

The Queenstown Lakes District is a highly desirable place to call home due to the attractive scenery and climate, clean environment, outdoor lifestyle, strong economic opportunities and strong national and international connectivity. Over the past 30 years, the Queenstown Lakes has almost tripled in size, alongside significant growth in visitors to the area. The economy has performed very strongly, with GDP growth over double the New Zealand average and there has been very low unemployment. The 2023 Quality of Life survey results demonstrate a solid commitment to, and pride in, the district amongst its residents. Respondents generally reported having a high quality of life with over half likely to recommend working and living in the district to others.

However, people who live, work, and visit Queenstown Lakes District are also experiencing wide-ranging challenges that are driven from a national level as well as those that are district specific. Some of these challenges can be directly influenced by actions Council takes, many others are outside of the control of Council. These have been distilled into five significant issues that the district is facing that this strategy aims to address through the provision of improved infrastructure over the next 30 years.

Rapid and Sustained Population Growth

The Queenstown Lakes District is one of the fastest growing areas in Aotearoa, with resident and visitor growth that has consistently exceeded predictions. Growth has had benefits and caused some challenges. Urban development has often been developer-led, spreading out over large areas of land putting pressure on both the environment and infrastructure. Areas in the district are already zoned to enable greater than 30 years' worth of housing growth, before considering key development areas that have not yet been zoned. Much of the district's growth is demand led with high levels of inward migration from both NZ and overseas. This demand places considerable price pressure on the market and an ongoing demand for additional supply of both land and housing.

Queenstown Lakes faces a disproportionately high number of visitors relative to its population compared to other centres in New Zealand. Average day populations, which are over 30% higher than the resident population, must be considered when planning for infrastructure needs. There is national economic dependence on a positive visitor experience, but the district has a relatively small population, and workforce, that are required to plan, fund, and deliver infrastructure on a large scale.

This means there is significant demand for new servicing capacity across the district's infrastructure both within and beyond current zoned / serviced areas. Council must find innovative ways to make best use of existing infrastructure and expand the networks to respond to this.

Increased and Increasing Standards

Central Government and Otago Regional Council have both made changes in recent years that have resulted (or will result) in obligations to deliver new infrastructure and services at a higher standard than in the past, and to upgrade existing infrastructure and services to meet these higher standards. These standards have been increasing over recent years and further changes are expected, but it is unclear where central Government will focus future changes, and this adds uncertainty to planning. This means that infrastructure upgrades must be made earlier, and the cost of new infrastructure continually increases. Responding to increasing standards will also require the community to play its part, for example drinking water will need to be used more efficiently as the cost to treat increases.

Resilience to Shock Events

The Queenstown Lakes district is in an inland mountainous environment exposed to climatic extremes in terms of high and low temperatures, extreme rainfall, drought and heavy snowfall. The likelihood of more severe and frequent weather events will increase with a warming climate. The most likely natural hazards for the region are major storms (with associated flooding, high winds and landslides – as was experienced in September 2023) and earthquakes (with associated ground shaking, liquefaction, rockfall and landslides).

These events can cause major damage to local infrastructure and regional connectivity (roading, power and telecommunications). Infrastructure therefore needs to be functional and resilient to the district's alpine climate and seismically active terrain, whilst protecting the outstanding natural landscapes on which the district's reputation is predicated. Infrastructure investments need to be approached from an integrated systems perspective that ensures that the engineering design, supporting services, network connections and the community that the asset serves are all resilient and prepared for the shocks and stresses that can occur. Opportunities to build resilience into existing infrastructure assets and networks also need to be considered.

Climate Emergency

On 27 June 2019, Council declared a climate and ecological emergency as well as approving the release of the Council's first Climate Action Plan 2019-2022 for public feedback. In June 2022 the second Climate and Biodiversity Plan 2022-2025 (CBP) was adopted which recognised the need to address both the climate and ecological emergencies together. The CBP is one of Council's core strategies, influencing across all work streams, programmes and plans.

Infrastructure plays a fundamental role in determining carbon emissions for a district. The extent of infrastructure can guide and shape the physical layout and design of a district and therefore be a key source and enabler of both emission production and reduction. Embodied carbon and emissions must be accounted for at every stage of the lifecycle for infrastructure, including design, supply chain, construction, operations and maintenance.

Infrastructure Deficit

The issues outlined above put pressure on existing services and require Council to do more. But the ability to do more is constrained by:

- continued escalating costs due to increasing interest rates, high inflation, high demand, and supply chain issues (often due to macro-economic and international geo-political issues)

- limited capacity to deliver due to the size of both Council's workforce and the contractor / professional services market in the district

- long project incubation periods and barriers to implementation make it difficult and costly to respond to changing requirements

- the timing and investment of other infrastructure and service providers that are also critical to meeting demand and maintaining levels of service within the district

- limited funding availability exacerbated by settlement of large defective building claims, debt associated with a major capital delivery programme in recent years, and ratepayer affordability limitations.

Like many councils around Aotearoa New Zealand, Council has been facing these constraints for some time and resulting infrastructure and service deficits must now be addressed alongside responding to the other issues outlined above. This is consistent with Te Waihanga's (Infrastructure Commission) view that there is currently a large infrastructure deficit across New Zealand.

4. Significant Decisions – 2024 Infrastructure Strategy

The content below is an extract from the "Significant Decisions" section of the 2024-2034 Infrastructure Strategy.

01

Responding to natural hazard risks and the effects of climate change

Preparing the district for natural disasters and a changing climate (shocks and stressors) is a priority for Council. The extent to which resilience is built into infrastructure networks and services will be a key determinant of the type and level of investment required over the next 30 years. The physical resilience of infrastructure assets will also influence the level of individual and community preparedness required for shocks and stressors.

Work is underway with the Otago Regional Council and the community to develop a complete picture of key risks across the district, along with potential responses. A global good practice approach known as dynamic adaptive pathways is being used for this work. This strategy will be reviewed and updated as this risk identification and planning exercise develops.

Four principal options for infrastructure investment in response to natural hazard risks and climate change have been identified. Over the next 30 years, Council expects to maintain the current pace of risk assessment and response, with an increased focus on strengthening critical infrastructure assets that are at high-risk of failure in a disaster event.

OPTION 1

MAINTAIN EXISTING ASSETS & REACT TO SHOCK EVENTS

This response-based option means Council would continue to invest in a regular programme of renewals with some resilience benefits, and plan to reprioritise resources towards rebuilding assets/networks if major disaster strikes. Individuals and communities will need to ensure they are prepared for protracted service outages.

Responds to these significant issues:

Resilience	LOW IMPACT

Delivers on these objectives:

Diverse, fit-for-purpose facilities	LOW IMPACT

Implications:

As the effects of climate change worsen over the next 30 years, an overall decline in the resilience of infrastructure networks and services is likely – particularly wildfire, stormwater management, with flooding and uncontrolled wastewater overflow events likely to become more frequent and impactful. The community will need to be aware of, and prepared for, the impacts of shocks and stressors.

OPTION 2

SUSTAIN THE CURRENT PACE OF RISK ASSESSMENT AND RESPONSE

While remaining largely dependent on reactive responses to major shock events, this option directs some resources toward better understanding network vulnerabilities, development of a long-term resilience-based investment plan, targeted low-cost interventions, and inclusion of increased asset resilience standards as part of major infrastructure upgrade projects triggered by other business needs.

Responds to these significant issues:

Resilience	LOW IMPACT
Infrastructure deficit	LOW IMPACT

Delivers on these objectives:

Diverse, fit-for-purpose facilities	LOW IMPACT
Natural hazard response and recovery	LOW IMPACT

Implications:

While mitigating actions are identified, they are not invested in until the longer term resulting in risks associated with shocks and stressors being carried for longer. As the impacts of a changing climate become more pronounced, there may be an overall decline in network and service resilience over time. The community will need to be aware of, and prepared for, the impacts of shocks and stressors that cannot be fully mitigated with this level of investment.

OPTION 3	MOST LIKELY

STRENGTHEN CRITICAL ASSETS AND SERVICES

In addition to maintaining the current programme of risk assessment and response, targeted investment in at-risk assets will be prioritised over the medium-long term. This option focusses on initiatives that require specific investment in infrastructure to make further progress on the Climate and Biodiversity Action Plan outcomes and in line with the Otago Regional Councils hazard assessment programme.

Responds to these significant issues:

Resilience	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:

Diverse, fit-for-purpose facilities	MODERATE IMPACT
Natural hazard response and recovery	MODERATE IMPACT

Implications:

This option prevents decline in the resilience of infrastructure networks and services and takes additional mitigating actions for risks associated with shocks and stressors. The strengthening of some critical assets will require significant capital expenditure, at times limiting Council's ability to make investment in other outcome areas. The community will need to be aware of, and prepared for, the impacts of shocks and stressors that cannot be fully mitigated with this level of investment.

OPTION 4

HIGH LEVEL OF INFRASTRUCTURE RESILIENCE TO SHOCKS AND STRESSORS

All of major assets will be strengthened/replaced/protected to withstand disaster events, and n+1 redundancy will be achieved across all critical assets wherever possible. Ongoing investigations, planning and low-cost interventions will also continue. Delivery of interventions identified through a resilience investment plan (to be developed) will be accelerated.

Responds to these significant issues:

Resilience	HIGH IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:

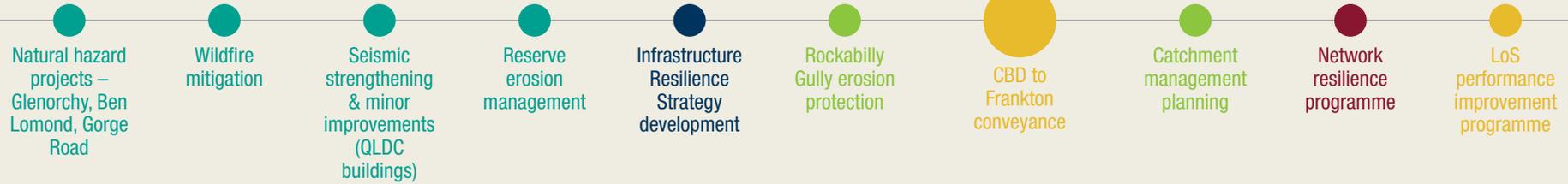| Diverse, fit-for-purpose facilities	HIGH IMPACT
Natural hazard response and recovery	HIGH IMPACT

Implications:

Building high levels of resilience into infrastructure assets and services will come at a high cost, materially impacting Council's ability to fund other investment priorities and core services.

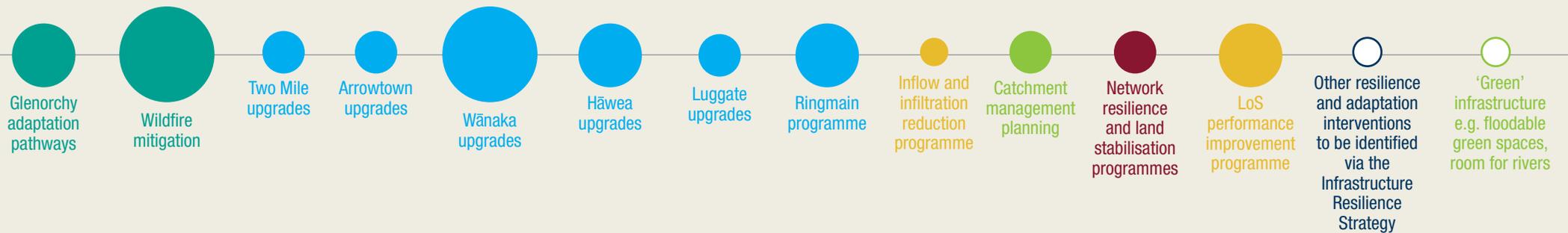## KEY INITIATIVES ASSOCIATED WITH THE MOST LIKELY SCENARIO

Legend: ○ UNKNOWN[32] ● <$5M ● $5-20M ● $20-50M ● >$50M

SHORT-TERM (Y1-3)

- Natural hazard projects – Glenorchy, Ben Lomond, Gorge Road
- Wildfire mitigation
- Seismic strengthening & minor improvements (QLDC buildings)
- Reserve erosion management
- Infrastructure Resilience Strategy development
- Rockabilly Gully erosion protection
- CBD to Frankton conveyance
- Catchment management planning
- Network resilience programme
- LoS performance improvement programme

MEDIUM-TERM (Y4-10)

- Wildfire mitigation
- Emergency Operations Centre
- Arthurs Point bridge
- Jetties & wharves programme
- Stone Street upgrades
- Butlers Green retaining wall
- Two Mile upgrades
- Quail Rise reservoir
- Arrowtown upgrades
- Arthurs Point upgrades
- Wānaka upgrades
- Hāwea upgrades
- Luggate upgrades
- Catchment management planning
- Network resilience and land stabilisation programmes
- LoS performance improvement programme

LONG-TERM (Y11-30)

- Glenorchy adaptation pathways
- Wildfire mitigation
- Two Mile upgrades
- Arrowtown upgrades
- Wānaka upgrades
- Hāwea upgrades
- Luggate upgrades
- Ringmain programme
- Inflow and infiltration reduction programme
- Catchment management planning
- Network resilience and land stabilisation programmes
- LoS performance improvement programme
- Other resilience and adaptation interventions to be identified via the Infrastructure Resilience Strategy
- 'Green' infrastructure e.g. floodable green spaces, room for rivers

Categories: SOCIAL | INFRASTRUCTURE | TRANSPORT | STORMWATER | WASTEWATER | WATER SUPPLY | WASTE | MULTIPLE ACTIVITIES

[32] Initiatives where Council does not yet have a readily available indication of scale or cost.

02 Reducing infrastructure's impact on the environment

Council has a major role to play in leading the district-level response to the climate and ecological emergency. This role extends to the decisions made about the district's assets and services; for example, the effectiveness of the transport network and type of waste services provided will directly impact the district's emissions, three waters infrastructure will determine how impactful extreme rainfall events are on the community and environment[33] and the blue green network of open spaces has a key role to play in both climate change preparedness and ecological restoration.

Council works closely with the community and local organisations to partner in the delivery of climate and biodiversity actions. This includes funding a wide variety of community groups and projects that are focussed on district-level emission reduction, climate change education, biodiversity regeneration, and helping communities to be prepared and resilient for a just and equitable transition.

The Kāi Tahu climate change strategy, He Rautaki mō te Huringa Āhua o Te Rangi, speaks to creating a legacy for those whānau to come in response to the effects of climate change. Council shares Kāi Tahu's aspiration to secure the best possible outcomes for future generations.

Council is partnering with Kāi Tahu to develop a common understanding of the blue-green network requirements for the future, with the connectedness of all resources at the centre.

Three principal options for reducing infrastructure's impact on the environment have been identified. Over the next 30 years, Council expects to maintain the current pace of efforts to reduce its infrastructure's impact on the environment. This option reinforces Council's continued commitment to protecting and respecting the natural environment and reflects the substantial progress underway.

OPTION 1

SLOW CURRENT EFFORTS

A wide range of initiatives (as set out in the Climate and Biodiversity Action Plan) are already underway to address the climate and biodiversity emergency for the district. This option pulls back on previously indicated investment in infrastructure that makes progress on the CBAP including investment in the blue-green network plan.

Responds to these significant issues:

Nil

Delivers on these objectives:

Nil

Implications:

This option will slow efforts and will likely result in further biodiversity degradation and increasing global emissions within the district. This would be out of step with commitments made in the Climate and Biodiversity Action Plan and with expectations of the community, Kāi Tahu and Government.

[33] Wastewater network capacity needs to be able to cope with surge events to mitigate the risk of untreated wastewater overflows, secure water sources and reliable treatment mechanisms are critical for mitigating the risk of contaminants entering the public water supply, and the capacity of stormwater conveyance systems determines where, and for how long, areas of the district may be in flood.

OPTION 2 — MOST LIKELY

MAINTAIN/SUSTAIN CURRENT EFFORTS

A wide range of initiatives (as set out in the Climate and Biodiversity Action Plan) are already underway to address the climate and biodiversity emergency declared for the district. Many of these initiatives involve partnering with the community to achieve better environmental outcomes – and will continue as planned. This option focusses on initiatives that require specific investment in infrastructure to make further progress on the Climate and Biodiversity Action Plan outcomes as well as progressing the development of a blue-green network plan in partnership with Kāi Tahu. The pace at which these activities occur is driven by capacity to delivery and funding availability.

Responds to these significant issues:

Climate emergency	MODERATE IMPACT

Delivers on these objectives:

Improve environmental impacts	MODERATE IMPACT
Prevent contaminants from entering environment	MODERATE IMPACT
Reduce emissions and resource extraction	MODERATE IMPACT

Implications:

This option will sustain Council's contribution to biodiversity regeneration and global emission reduction within the district, ensuring the current situation does not worsen as the impact of a warming climate become more pronounced. Some improvement or change opportunities will be delivered later than optimal or desired as Council seeks to balance competing demands for investment.

OPTION 3

ACCELERATE CURRENT EFFORTS

This option delivers the same programme of interventions but on an accelerated timetable.

Responds to these significant issues:

Climate emergency	HIGH IMPACT

Delivers on these objectives:

Improve environment impacts	HIGH IMPACT
Prevent contaminants from entering environment	MODERATE IMPACT
Reduce emissions and resource extraction	HIGH IMPACT

Implications:

With this option the benefits associated with environmental regeneration and emissions reduction will be felt by the community on a more timely basis. Implementing the option will require more funding, sooner – this means that Council would need to scale back investment in other areas.

○ UNKNOWN[34]   ● <$5M   ● $5-20M   ● $20-50M   ● >$50M

SHORT-TERM (Y1-3)

- Wilding pine / conifer reforestation
- Blue-Green network plan
- Biodiversity partnerships, including tree planting programmes
- Pest management programmes
- Food & green waste kerbside collection (with ongoing opex implication)
- Climate impact assessment reporting
- Catchment management planning
- Compliance plans
- Demand management programme
- Demand management programme
- Zero waste programme
- Public transport & active travel LCLR programmes

MEDIUM-TERM (Y4-10)

- Wilding pine / conifer reforestation
- Biodiversity partnerships, including tree planting programmes
- Retrofit existing buildings to environmentally sustainable building design (LPG replacement, solar energy)
- Pest management programmes
- Public transport network optimisation
- Biosolids disposal
- New materials recovery facility
- Shotover wastewater disposal field
- Wānaka active travel network
- Catchment management planning
- Compliance plans
- Demand management programme
- Demand management programme
- Zero waste programme
- Public transport & active travel LCLR programmes
- Queenstown public transport interchange land

LONG-TERM (Y11-30)

- Wilding pine / conifer reforestation
- Blue-Green network plan implementation
- Retrofit existing building to environmentally sustainable building design (eg., rainwater harvesting, energy load shedding, low energy use appliances)
- Biodiversity partnerships, including tree planting programmes
- Pest management programmes
- Queenstown public transport interchange
- Active travel networks
- Other organic material collection/ processing
- Catchment management planning
- Compliance plans
- Demand management programme
- Demand management programme
- Zero waste programme
- Public transport & active travel LCLR programmes
- Improved/ new methane collection and energy conversion technologies at Victoria Flats Landfill

SOCIAL   INFRASTRUCTURE   TRANSPORT   STORMWATER   WASTEWATER   WATER SUPPLY   WASTE   MULTIPLE ACTIVITIES

[34] Initiatives where Council does not yet have a readily available indication of scale or cost.

03

Well-designed neighbourhoods with social infrastructure that provides for everyday needs

Having places for people to connect is important for growing strong, healthy and inclusive communities. It provides opportunities to bring different groups of people together, contributing to community identity, social integration, a sense of belonging and the desirability of a place. A connected and healthy community is one that can live, work and play together.

The everyday needs of the community need to be considered upfront when new neighbourhoods are designed. Increasing densities and the redevelopment of sites can often make it difficult for social infrastructure to be provided retrospectively. This highlights the need for areas to be planned in their entirety to ensure the everyday needs of the community are met close to home.

The Spatial Plan aims to create more connected neighbourhoods and improve access to the everyday needs of communities in a number of ways. The consolidated approach to managing growth concentrates population in settlements and neighbourhoods of a scale that can sustain more local services, such as parks and community spaces. It will also support improved public transport services. The plan also proposes several new centres that will improve access to everyday needs by walking and cycling for many residents.

The district is made up of a combination of larger centres, supporting settlements, self-contained villages, and small remote settlements. Each of these areas experience a range of social infrastructure provision, with some of their needs met locally and some requiring a short or longer bus ride or drive. Supplying a consistent level of service for a population spread over such a large geographical area presents a challenge. It is not always achievable to deliver social infrastructure to the same level, particularly for existing neighbourhoods. However, Council should aspire to achieve this in key development areas and where significant intensification is planned in existing settlements where possible.

Council has developed a service model that provides a guide on the number and type of facilities that should be available in communities of different sizes. The model combines settlement population size with a hierarchy of travel means to access social infrastructure, and provides a graphical way of showing the tipping points where a settlement is large enough to warrant its own local asset or service.

Many existing settlements already have access to social infrastructure consistent with this model. The district is also well provisioned with natural features that complement the social infrastructure provided by Council, and others, and is readily accessible to all. The amount and quality of natural reserves and open spaces available to the community are high compared to many other urban centres across Aotearoa. Many people move to this region for this experience and Council proactively works, individually and with a network of partners, to maintain a grow these experiences.

Four principal options have been identified that build on each other, demonstrating an increasing extent of implementation of the service model. The most likely scenario is based on applying the model to key development areas over the next 30 years and existing settlements where this is practical.

Category	Facility	<2,500 people	2,500 – 6,250 people	6,250 – 12,500 people	> 12,500 people
Parks	Local park	(blue)	(blue)	(blue)	(blue)
	Community park	(blue)	(blue)	(blue)	(blue)
	Destination park	(yellow)	(yellow)	(yellow)	(green)
Sports fields	Sportsground park (community)	(yellow)	(green)	(blue)	(blue)
	Sportsground park (premier)	(yellow)	(yellow)	(green)	(green)
Sports and recreation facilities	Indoor courts	single	single	multiple	multiple
	Outdoor courts	single	single	single	multiple
	Local pool	(yellow)	(yellow)	(yellow)	(green)
	Aquatic facility	(orange)	(yellow)	(yellow)	(yellow)
Community spaces	Community centre	small hall	small hall	community centre	community centre
	Event and function centre	(orange)	(yellow)	(yellow)	(yellow)
	Local library service	(green)	(green)	(green)	(white)
	Destination library	(orange)	(yellow)	(yellow)	(green)

Legend:
- (blue) <15 minute walk
- (green) <15 minute bus ride (or drive)
- (yellow) 15-30 minute bus ride (or drive)
- (orange) >30 minute bus ride (or drive)

OPTION 1

MAKE BEST USE OF EXISTING ASSETS

Council will maintain existing facilities and spaces and invest in improving the capacity and quality of existing social infrastructure. This option involves getting the most value out of existing assets, without extending the network of social infrastructure over time.

Responds to these significant issues:

Growth	LOW IMPACT
Infrastructure deficit	LOW IMPACT

Delivers on these objectives:

Opportunities for increased activity and connection	LOW IMPACT
Diverse, fit-for-purpose facilities	LOW IMPACT
Meet everyday needs within a short walk, cycle or bus ride	LOW IMPACT
Plan for growth	LOW IMPACT

Implications:

Social infrastructure will not respond effectively to growth and this will likely have flow on implications for community wellbeing, housing availability and affordability.

OPTION 2

PROTECT THE NETWORK FOR FUTURE DEVELOPMENT

In addition to making the best use of existing social infrastructure, Council will also protect the ability to apply the service model in key development areas in the future. This means Council will invest in early design and land acquisitions for social infrastructure in key development areas.

Responds to these significant issues:

Growth	LOW - ENABLER
Infrastructure deficit	LOW - ENABLER

Delivers on these objectives:

Opportunities for increased activity and connection	LOW IMPACT
Diverse, fit-for-purpose facilities	LOW IMPACT
Meet everyday needs within a short walk, cycle or bus ride	LOW IMPACT
Plan for growth	LOW IMPACT

Implications:

While the ability to improve services in the future is protected, the implications associated with not having everyday needs met locally will still be experienced by the community.

OPTION 3   **MOST LIKELY**

DELIVER GOOD PRACTICE SOCIAL INFRASTRUCTURE FOR KEY DEVELOPMENT AREAS

In addition to making the best use of existing social infrastructure and protecting the network for future development, Council will actively work towards delivering social infrastructure in line with the service model for key development areas, but this may lag housing development. Council will also work to retrofit the service model to existing settlements, but only where it is practical to do so.

Responds to these significant issues:

Growth	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:

Opportunities for increased activity and connection	MODERATE IMPACT
Diverse, fit-for-purpose facilities	MODERATE IMPACT
Meet everyday needs within a short walk, cycle or bus ride	HIGH IMPACT
Plan for growth	MODERATE IMPACT

Implications:

This option ensures that good practice social infrastructure is built into planning and delivered for high growth areas and also provides for an increase in social infrastructure for some existing settlements. While not giving all residents an ideal level of access to social infrastructure, this provides an increase in the proportion of residents who would experience a good practice level of access.

OPTION 4

DELIVER GOOD PRACTICE SOCIAL INFRASTRUCTURE FOR ALL SETTLEMENTS

In addition to making the best use of existing social infrastructure and protecting the network for future development, Council will actively work towards delivering the service model for all settlements.

Responds to these significant issues:

Growth	HIGH IMPACT
Infrastructure deficit	HIGH IMPACT

Delivers on these objectives:

Opportunities for increased activity and connection	HIGH IMPACT
Diverse, fit-for-purpose facilities	HIGH IMPACT
Meet everyday needs within a short walk, cycle or bus ride	HIGH IMPACT
Plan for growth	HIGH IMPACT

Implications:

All communities would have improved social infrastructure, but this would come at considerable upfront and intergenerational cost with costs being disproportionately borne by smaller communities.

KEY INITIATIVES ASSOCIATED
WITH THE MOST LIKELY SCENARIO

○ UNKNOWN[35] ● <$5M ● $5-20M ● $20-50M ● >$50M

SHORT-TERM (Y1-3)

- Resurfacing QEC outdoor courts
- New playgrounds across the district
- New sports fields across the district
- New public toilets across the district
- Reserve development planning – Arrowtown, Widgeon Place

MEDIUM-TERM (Y4-10)

- New sports fields across the district
- New playgrounds across the district
- New public toilets across the district
- Community Park upgrades – Arrowtown skatepark, Luggate outdoor courts
- Destination Park upgrades – Queenstown Gardens
- Reserve development planning – Kingston Lakeside, Warren Park
- Reserve development implementation – Wānaka lakefront stage 4

LONG-TERM

- New Wānaka library
- Wānaka Pool extension
- Southern Corridor integrated hub
- Ballantyne Road sports hub development plan
- Wānaka Recreation Centre development plan
- QEC development plan
- New Frankton library
- New Queenstown library
- Mt Iron infrastructure development plan
- Reserve development implementation (Arrowtown, Widgeon Place, Kingston Lakeside, Warren Park)

SOCIAL   INFRASTRUCTURE   TRANSPORT   STORMWATER   WASTEWATER   WATER SUPPLY   WASTE   MULTIPLE ACTIVITIES

[35] Initiatives where Council does not yet have a readily available indication of scale or cost.

04

Servicing of key development areas

There are a number of key development areas within the district. Significant investment in infrastructure is required over the next 30 years to unlock these areas for the district's rapidly growing population. The sequence, pace, and capacity of infrastructure provided to service these areas will be a key determinant of the quantum and locality of new housing released within the district.

The Queenstown Lakes Spatial Plan has been developed to provide a long-term framework for managing growth. It directs growth in a way that will make positive changes to the environment, housing, access to jobs and opportunities, and the wellbeing of the community and the experience of visitors. The next iteration of the Spatial Plan is being developed, along with a programme of structure planning for key development areas (as identified in this strategy).

While planning for these key development areas continues to take shape, Council has and will continue to invest in the capacity and performance of its centralised infrastructure, for example major capacity upgrades at the district's two major wastewater treatment plants (Project Shotover and Project Pure), in preparation for future projected growth.

Through the Long Term Plan 2024-2034, Council plans to invest in the critically enabling infrastructure and new schemes required to unlock the identified key development areas. It is important that other utility providers also invest in the new assets and services required to meet projected growth in these areas.

Whakatipu

Key development areas extend to the west, south, and east of the established Frankton metropolitan area. Development of an integrated investment programme is a priority action for 2024/25 to determine the optimal mix and sequence of infrastructure interventions across these areas.
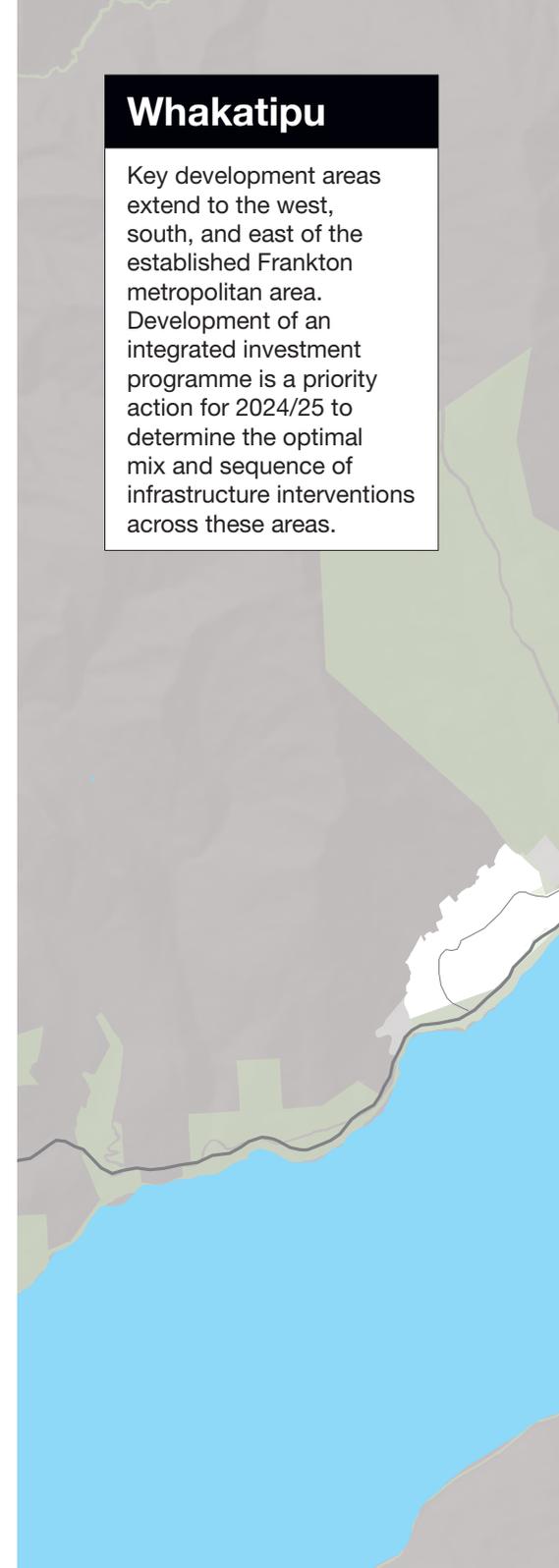
QUEENSTOWN TO FRANKTON CORRIDOR

ZONED CAPACITY:

5,000 – 7,000 dwellings

Moderate potential for more zoned capacity/ zone changes

CERTAINTY OF SERVICING SOLUTION:

MODERATE/HIGH

KEY COUNCIL SERVICING CONSTRAINTS:

Wastewater reticulation

TE PŪTAHI EASTERN CORRIDOR

ZONED CAPACITY:

3,000 – 3,400[36]

Moderate potential for more zoned capacity/ zone changes

CERTAINTY OF SERVICING SOLUTION:

MODERATE

KEY COUNCIL SERVICING CONSTRAINTS:

Water intake, storage, reticulation

Wastewater reticulation, treatment

Stormwater management

Social infrastructure

TE KIRIKIRI FRANKTON

ZONED CAPACITY:

6,600 – 7,400 dwellings

Moderate potential for more zoned capacity/ zone changes

CERTAINTY OF SERVICING SOLUTION:

HIGH

KEY COUNCIL SERVICING CONSTRAINTS:

Water storage, firefighting flows

Wastewater reticulation

TE TAPUAE SOUTHERN CORRIDOR

ZONED CAPACITY:

4,500 dwellings

Significant potential for more zoned capacity/ zone changes

CERTAINTY OF SERVICING SOLUTION:

LOW

KEY COUNCIL SERVICING CONSTRAINTS:

Water treatment, storage, reticulation

Wastewater reticulation, treatment, disposal

Stormwater reticulation, disposal

Social infrastructure

[36] This includes the capacity that forms part of the Te Pūtahi Ladies Mile Plan Variation

Upper Clutha

Key development areas within the Upper Clutha span the central, western, and southern areas of Wānaka, as well as the emerging development area of Hāwea (following a recent extension to the Urban Growth Boundary). Council's structure planning will determine a high-level integrated infrastructure servicing approach, following which detailed integrated infrastructure investment programmes will be developed.

LAKE HĀWEA

ZONED CAPACITY:

6,400

Moderate potential for more zoned capacity/ zone changes

CERTAINTY OF SERVICING SOLUTION:

MODERATE/HIGH

KEY COUNCIL SERVICING CONSTRAINTS:

Wastewater reticulation, treatment, disposal

Water intake, reticulation, +/- storage

Land for social infrastructure

SOUTHERN / WESTERN WĀNAKA

ZONED CAPACITY:

1,000 – 1,900 dwellings

Significant for more zoned capacity/zone changes

CERTAINTY OF SERVICING SOLUTION:

LOW / MODERATE

KEY COUNCIL SERVICING CONSTRAINTS:

Water intake, storage, reticulation

Wastewater reticulation

WĀNAKA CENTRAL TO THREE PARKS

ZONED CAPACITY:

4,600 – 7,000 dwellings

Moderate to significant potential for more zoned capacity/zone changes

CERTAINTY OF SERVICING SOLUTION:

MODERATE

KEY COUNCIL SERVICING CONSTRAINTS:

Water intake, storage, reticulation

Wastewater reticulation
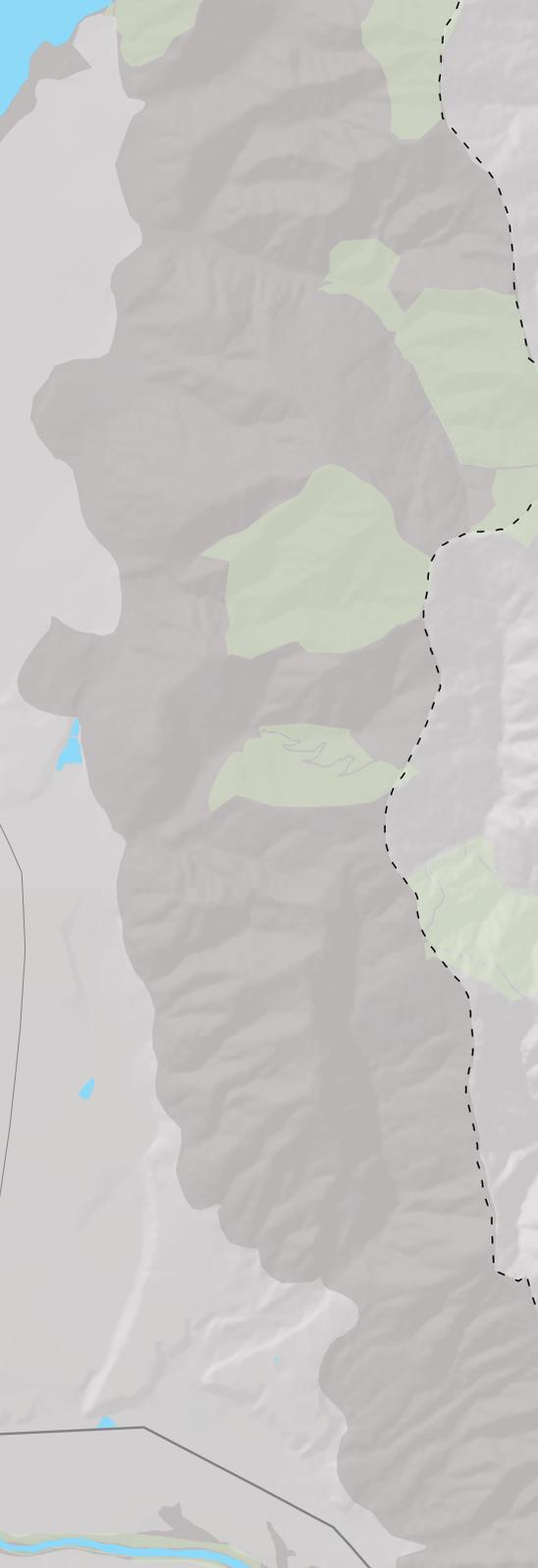
Five principal options for servicing of key development areas have been identified. Over the next 30 years, Council expects to adopt a servicing approach that balances the potential for development with predicted population growth and any constraints associated with the size and operations of infrastructure. Priority will be given to infrastructure types that must precede development (e.g. three waters), with other infrastructure types following as and when development or funding enable (e.g. social infrastructure, active transport).

Although the options identified involve elements of a more traditional 'predict and provide' approach to infrastructure servicing, adaptive plans and agile solutions will be favoured wherever possible; ensuring Council remains responsive to inevitable changes in population projections and demand/usage patterns.

OPTION 1

ON DEMAND, DEVELOPMENT-LED SERVICING

This option relies on developers to implement infrastructure that supports individual developments to a standard set by Council. The cost and delivery of the infrastructure development is the responsibility of the developer.

Responds to these significant issues:

Rapid and sustained population growth	MODERATE IMPACT

Delivers on these objectives:

Nil

Implications:

While this option may appear to address requirements for individual settlements, it would lead to an overall inefficient network that is difficult and expensive for Council to manage and maintain into the future. As development is often undertaken on a piecemeal basis, this means that individual developments might not be of a size to trigger specific requirements, but in aggregate they might; this has led to a growing infrastructure deficit.

OPTION 2

SERVICE EXISTING ZONED CAPACITY ONLY

This option involves extracting the maximum possible effectiveness from existing infrastructure as the population grows within existing zoned areas. Investment will be made in demand management initiatives and then optimisation of existing infrastructure. The success of this option will be dependent on the community being motivated to make material changes to the way they interact with infrastructure services.

Responds to these significant issues:

Growth	LOW IMPACT

Delivers on these objectives:

Opportunities for increased activity and connection	LOW IMPACT
Diverse, fit-for-purpose facilities	LOW IMPACT
Meet everyday needs within a short walk, cycle or bus ride	LOW IMPACT
Plan for growth	LOW IMPACT
Optimise infrastructure servicing	LOW IMPACT

Implications:

It is unlikely that increasing infrastructure servicing capacity to currently zoned levels alone will meet the needs of the district's growing population. Housing development, particularly large-scale development that offers economies of scale, will be constrained by the lack of supporting infrastructure – exacerbating the current challenges of housing availability and affordability. Additionally, the capacity increases required within existing schemes will be unable to leverage the infrastructure that would be created to support these development areas, potentially resulting in a higher servicing cost per user relative to more growth-enabling options.

OPTION 3

PROTECT FOR FUTURE DEVELOPMENT ONLY

This option is about preserving options into the future only, and is an important consideration now as private development rapidly encroaches on land that could be used to develop key infrastructure. This option is still dependent on 'service existing zoned capacity only' to manage demand and service levels.

Responds to these significant issues:

Growth	LOW IMPACT

Delivers on these objectives:

Opportunities for increased activity and connection	LOW IMPACT
Diverse, fit-for-purpose facilities	LOW IMPACT
Meet everyday needs within a short walk, cycle or bus ride	LOW IMPACT
Plan for growth	LOW IMPACT
Optimise infrastructure servicing	LOW IMPACT

Implications:

While the ability to deliver infrastructure for these development areas is preserved into the future, without provision of the infrastructure itself, the implications of this option remain the same as in Option 1.

SERVICE AREAS TO PROJECTED GROWTH LEVELS AND / OR OPTIMAL SERVICING CAPACITY

The maximum capacities that could be achieved within these development areas, combined with potential for infill and redevelopment of established areas, is greater than the demand associated with the district's projected population growth over the next 30 years. This option seeks to strike a balance between ensuring sufficient development capacity is serviced to keep pace with the needs of the growing population, without investing too far ahead of where and when growth occurs. The option recognises that there are certain infrastructure types that must lead development, and some that can lag – and focusses on accelerating critically enabling infrastructure to unlock the identified areas at a pace that is aligned with the increasing demand for housing within the district. It also seeks to preserve the necessary land and permissions required to develop other supporting infrastructure as and when funding allows or demand requires.

In implementing this option, Council will seek to work closely with developers, leveraging their capability and funding to provide supporting infrastructure in a way that is consistent with the overarching servicing strategy to be developed as part of this option. It also requires Council to investigate and establish new funding and financing models to make the delivery of required infrastructure achievable and affordable to the community.

Responds to these significant issues:	
Growth	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT
Delivers on these objectives:	
Opportunities for increased activity and connection	MODERATE IMPACT
Diverse, fit-for-purpose facilities	MODERATE IMPACT
Meet everyday needs within a short walk, cycle or bus ride	HIGH IMPACT
Plan for growth	MODERATE IMPACT
Optimise infrastructure servicing	MODERATE IMPACT

Implications:

Over the next 30 years, infrastructure servicing constraints on these development areas will markedly reduce – aligning the timing, location and capacity of infrastructure across these areas to best match demand growth. The timing and sequence of these infrastructure interventions may not always align with the development community's preferred timelines or approaches, potentially constraining the ability and willingness to develop in the short to medium term.

The indicative staging of key initiatives is reflective of readiness to advance development (status of structure planning/zoning, certainty of solution, ability to fund and deliver, etc). There will continue to be short-term constraint on development of these areas while the necessary planning, design, and consenting activities required to shift these areas into a high state of readiness are advanced.

OPTION 5

SERVICE AREAS TO MAXIMUM POSSIBLE CAPACITY

The maximum capacities that could be achieved within these development areas, combined with potential for infill and redevelopment of established areas, is greater than the demand associated with the district's projected population growth over the next 30 years. In this option, supporting infrastructure will be developed to support an area's maximum possible capacity. For this option to be feasible, one development area would need to be advanced at a time, consolidating most growth to a single area until servicing capacity is utilised, following which the next development area would be advanced. In practice, some elements of this location-based, staged approach to servicing development areas are reflected in Option 3 as a result of the differing levels of certainty and readiness associated with developing and servicing the respective areas.

Responds to these significant issues:

Growth	HIGH IMPACT
Infrastructure deficit	LOW IMPACT

Delivers on these objectives:

Opportunities for increased activity and connection	MODERATE IMPACT
Diverse, fit-for-purpose facilities	MODERATE IMPACT
Meet everyday needs within a short walk, cycle or bus ride	MODERATE IMPACT
Plan for growth	HIGH IMPACT
Optimise infrastructure servicing	HIGH IMPACT

Implications:

This option is dependent on the growing population consolidating in a designated development area. The option risks oversizing infrastructure, resulting in expenditure levels that are unaffordable for the community and sub-optimal asset performance.
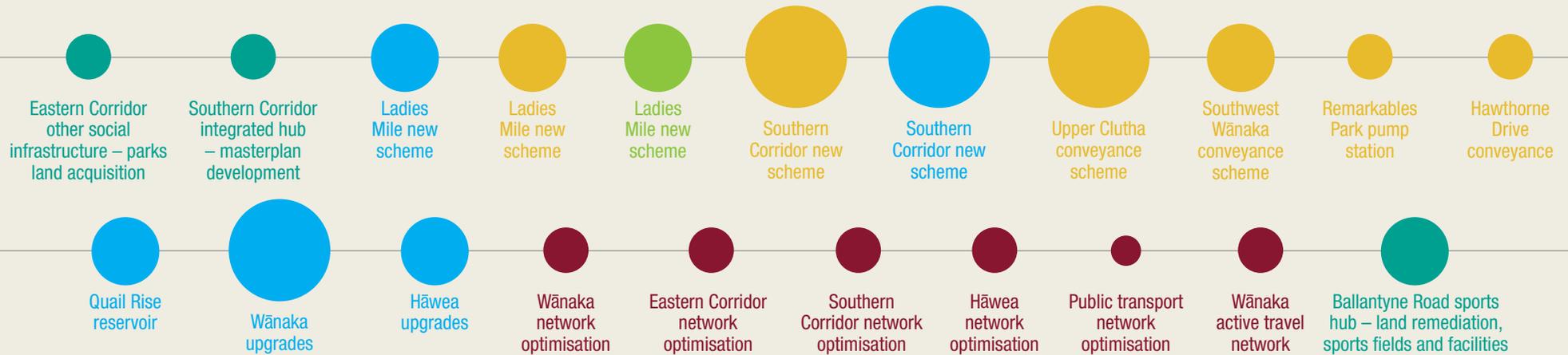
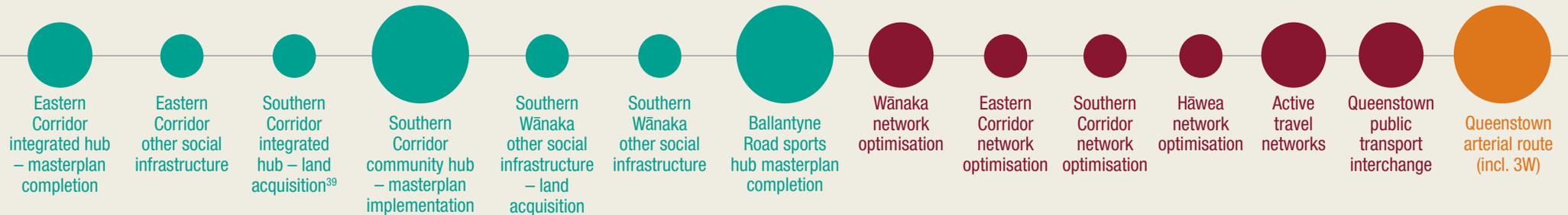# KEY INITIATIVES ASSOCIATED WITH THE MOST LIKELY SCENARIO

Legend (bubble size): ○ UNKNOWN[37] · <$5M · $5-20M · $20-50M · >$50M

SHORT-TERM (Y1-3)

- Whakatipu key development areas integrated infrastructure programme development
- Eastern Corridor integrated hub
- Remarkables Park outlet
- Hanleys Farm pump station
- Capell Ave extension

MEDIUM-TERM (Y4-10)

- Eastern Corridor other social infrastructure – parks land acquisition
- Southern Corridor integrated hub – masterplan development
- Ladies Mile new scheme
- Ladies Mile new scheme
- Ladies Mile new scheme
- Southern Corridor new scheme
- Southern Corridor new scheme
- Upper Clutha conveyance scheme
- Southwest Wānaka conveyance scheme
- Remarkables Park pump station
- Hawthorne Drive conveyance

- Quail Rise reservoir
- Wānaka upgrades
- Hāwea upgrades
- Wānaka network optimisation
- Eastern Corridor network optimisation
- Southern Corridor network optimisation
- Hāwea network optimisation
- Public transport network optimisation
- Wānaka active travel network
- Ballantyne Road sports hub – land remediation, sports fields and facilities

LONG TERM (Y11+)[38]

- Eastern Corridor integrated hub – masterplan completion
- Eastern Corridor other social infrastructure
- Southern Corridor integrated hub – land acquisition[39]
- Southern Corridor community hub – masterplan implementation
- Southern Wānaka other social infrastructure – land acquisition
- Southern Wānaka other social infrastructure
- Ballantyne Road sports hub masterplan completion
- Wānaka network optimisation
- Eastern Corridor network optimisation
- Southern Corridor network optimisation
- Hāwea network optimisation
- Active travel networks
- Queenstown public transport interchange
- Queenstown arterial route (incl. 3W)

Categories: SOCIAL · INFRASTRUCTURE · TRANSPORT · STORMWATER · WASTEWATER · WATER SUPPLY · WASTE · MULTIPLE ACTIVITIES

[37] Initiatives where Council does not yet have a readily available indication of scale or cost.

[38] Once enabling infrastructure for key development areas is established, continued investment is then contemplated through significant decisions for the respective infrastructure activities/services e.g. ongoing water supply upgrades to maintain service levels within growth areas is addressed as part of the 'investing in three waters schemes' significant decision and associated options.

[39] No expenditure is included for other social infrastructure in key growth areas as it is assumed that this will be provided by developers through reserve contributions.

05

Investing in existing three waters schemes

In addition to the growth anticipated in key development areas, the demand for three waters servicing within existing and imminently planned schemes will continue to increase over time. Council will continue to work with local communities to address both infrastructure needs and the funding and recovery mechanisms to support significant shifts in existing and historic levels of service, which have been barriers to community uptake in the past. As part of prioritising these investments Council will also work with Kāi Tahu to give effect to Te Mana o te Wai, having regard to the cultural mauri of water as well as its functional protection.

Council has made considerable investment in its existing networks and services. Funding for the maintenance and renewal of current assets has remained a top priority, along with technology improvements to lift service performance, and capacity upgrades to maintain service levels in line with growth.

New schemes and services have been progressively introduced across the district to ensure the district's growing population has access to high-quality infrastructure that protects and respects the natural environment. Notably, Luggate has been connected to Wānaka's wastewater treatment plant, the Cardrona settlement now has new reticulated wastewater and water supply schemes, and arrangements are in place to introduce the same for Kingston.

A key consideration for Council in giving effect to this decision will be how and where wastewater is treated and disposed across the district. Historically and where realistic, Council has pursued a strategic approach of centralising wastewater management; this has resulted in two major wastewater treatment and disposal sites within the district (Project Shotover and Project Pure), accompanied by investment in modern localised facilities for Cardrona (operational) and Kingston (planned) where it is not feasible to connect to a central system. As growth within the district continues, and consents for existing operations come up for renewal, Council will need to reassess this predominantly centralised approach to wastewater management – either reconfirming and expanding the existing arrangements, or pursuing additional treatment and disposal locations within the district. An adaptive planning pathways approach is being deployed to understand and confirm how Council can best manage the additional wastewater volumes and

increasing standards into the future; this work will be completed in close collaboration with mana whenua, and will influence the nature and timing of major investment in wastewater infrastructure beyond the 2024-2034 Long Term Plan.

Another key influence on this decision is the level of demand for treated water. The district's water usage rates are amongst the highest in New Zealand. Council must ensure water usage is efficient and sustainable in order to support future generations within permitted abstraction levels. Reducing per person demand will enable Council to reduce or defer costly and carbon-intensive network capacity increases, and demonstrates respect for the lakes, rivers, and aquifers from which freshwater is abstracted. Reducing indoor water use also has the benefit of reducing wastewater flows for conveyance, treatment, and discharge back to the natural environment.

Four principal options for ongoing investment in existing three waters schemes have been identified. All options identified are underpinned by an assumption that Council will continue to invest in the maintenance and renewal of existing assets at a level that optimises their performance and useful life. Over the next 30 years, Council expects to drive more sustainable infrastructure service provision through the introduction of demand management and other efficiency-based initiatives. In addition, ongoing investment in asset-based solutions that increase network capacity and service performance will be made in line with projected growth, and the breadth of serviced areas will be expanded through the extension of established schemes.

OPTION 1

MAINTAIN EXISTING ASSETS AND INVEST ONLY IN LOW/NO BUILD INFRASTRUCTURE SOLUTIONS

This option seeks to primarily respond to growing demand for service through low/no build solutions only. It recognises that there are efficiencies and alternative management approaches that can be deployed to mitigate the effects of growth – but relying on these approaches alone comes with considerable risk and limitations.

The key focus of this option is to implement a water demand management programme across the district, with a target of reducing average water consumption per person per day to below 300L by 2031 (a 40% reduction from 2020 usage levels) – bringing the district in line with the national average and providing a more sustainable water supply service for a growing population. Even with the success of water demand management, growth within the district will continue to place pressure across the three waters networks. A focus on inflow and infiltration will be required to help preserve wastewater network capacity. Stormwater hazard mapping to identify areas at risk of flooding will continue, enabling affected property owners to be prepared and supporting future planning/consenting decisions with the most up-to-date information.

Responds to these significant issues:

Nil

Delivers on these objectives:

Sustainable infrastructure	MODERATE IMPACT
Reduce emissions and resource extraction	LOW IMPACT

Implications:

While demand management is a critical component of providing sustainable three waters services into the future, pursuing a low/no build only pathway for existing schemes will rapidly constrain growth and/or result in a significant deterioration in service levels over time as growth erodes available capacities. Compliance with standards and regulations will become increasingly difficult, and it is unlikely environmental protections will be provided to a level reasonably expected by residents, mana whenua, and regulators. It will not be feasible to extend current scheme boundaries to connect adjacent settlements or facilitate further new development.

OPTION 2

MAINTAIN EXISTING AND BUILD TO MEET DEMAND

This option provides infrastructure assets and services that support an extrapolation of current network demands in line with projected population growth. Under this option, major capacity increases across water supply and wastewater networks will continue over the next 30 years, and the extent of Council's stormwater network will continue to expand in response to more houses, roads, and other built environment activities. Demand management and behaviour change initiatives will be deprioritised in favour of accelerating built capacity solutions.

Responds to these significant issues:	
Growth	HIGH IMPACT
Increasing standards	LOW IMPACT
Resilience	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:	
Protect people from harm	MODERATE IMPACT
Leverage investment	MODERATE IMPACT
Sustainable infrastructure	LOW IMPACT
Prevent contaminants from entering environment	MODERATE IMPACT
Optimise infrastructure servicing	MODERATE IMPACT
Natural hazard response and recovery	MODERATE IMPACT

Implications:

Major infrastructure capacity increases will accommodate high levels of growth within existing schemes; however, these infrastructure solutions will be costly and carbon intensive, challenging affordability and diverging from environmental outcomes and objectives. Consenting and other necessary planning permissions required for ongoing operations may become increasingly difficult.

MAINTAIN EXISTING AND MEET DEMAND THROUGH A BALANCE OF BUILT AND NON-BUILT SOLUTIONS

This option seeks to sustainably support growth and maintain service levels within existing scheme boundaries by investing in a balanced programme of built and non-built initiatives. Over the next ten years capacity increases will be made to respond to any existing infrastructure deficits and provide for projected demand growth, and efficiency-based initiatives will also be pursued to change demand patterns on network over time – meaning future capacity upgrades can be of a smaller scale or later than would otherwise be required. The scope of this option is confined to established scheme boundaries; Council does not invest in infrastructure to connect adjacent areas (established settlements or new developments) to existing networks.

Responds to these significant issues:	
Growth	HIGH IMPACT
Increasing standards	MODERATE IMPACT
Resilience	MODERATE IMPACT
Climate emergency	LOW IMPACT
Infrastructure deficit	HIGH IMPACT
Delivers on these objectives:	
Protect people from harm	MODERATE IMPACT
Leverage investment	MODERATE IMPACT
Sustainable infrastructure	HIGH IMPACT
Prevent contaminants from entering environment	HIGH IMPACT
Reduce emissions and resource extraction	LOW IMPACT
Optimise infrastructure servicing	HIGH IMPACT
Natural hazard response and recovery	MODERATE IMPACT

Implications:

Established schemes will continue to attract investment that maintains or improves service levels, alongside an expectation that efficiency-based initiatives make better use of existing and new assets. Settlements that are adjacent to established or planned schemes (in particular, the existing townships of Kingston and Luggate) will remain dependent on alternative arrangements.
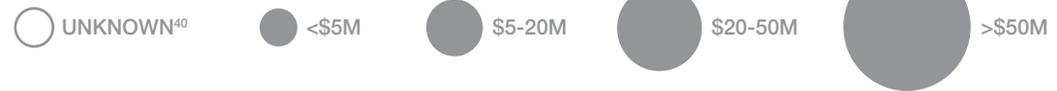
MAINTAIN EXISTING, MEET DEMAND THROUGH A BALANCE OF BUILT AND NON-BUILT SOLUTIONS, AND EXTEND CURRENT NETWORKS TO INCREASE BREADTH OF SERVICE

Council has made significant investment in lifting the performance of existing schemes, and development of new schemes, to continuously increase the availability of high-quality three waters services across the district. This option continues to invest in these schemes as outlined in Option 3 (i.e. a balanced programme of built and efficiency-based initiatives), but provides for their expansion to leverage existing infrastructure to further increase the number of existing and new residents that can be supported by Council's three waters services. In addition to the improved public health and environmental standards that can be achieved through scheme expansions, the fixed costs associated with scheme operations can be spread across a broader user base, providing overall affordability benefits.

Possible additions to this option are the provision of reticulated wastewater schemes for Glenorchy and Gibbston. These would be a new standalone schemes as there are no existing Council wastewater services in the area to leverage.

Responds to these significant issues:	
Growth	HIGH IMPACT
Increasing standards	HIGH IMPACT
Resilience	MODERATE IMPACT
Climate emergency	LOW IMPACT
Infrastructure deficit	HIGH IMPACT

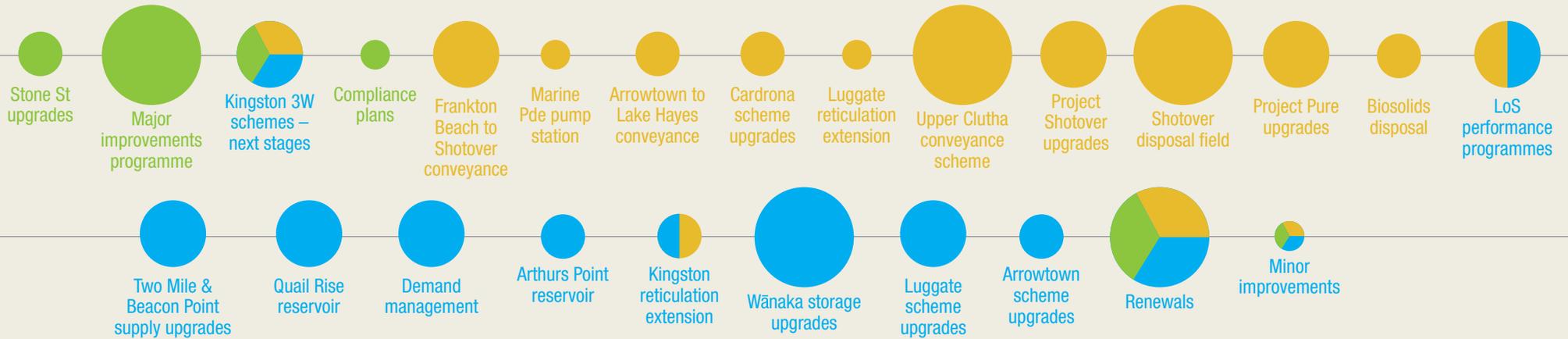| Delivers on these objectives:	
Protect people from harm	HIGH IMPACT
Leverage investment	MODERATE IMPACT
Sustainable infrastructure	HIGH IMPACT
Prevent contaminants from entering environment	HIGH IMPACT
Reduce emissions and resource extraction	LOW IMPACT
Optimise infrastructure servicing	HIGH IMPACT
Natural hazard response and recovery	MODERATE IMPACT

Implications:

Expanding existing networks will require upfront investment in expensive and carbon-intensive infrastructure; however, overtime the environmental and public health benefits, combined with the broader user base to spread fixed operational costs across, could outweigh the upfront investment required. Proposed network extensions will be subject to rigorous analysis and community consultation before confirming.

KEY INITIATIVES ASSOCIATED WITH THE MOST LIKELY SCENARIO

Legend: UNKNOWN[40] · <$5M · $5-20M · $20-50M · >$50M

SHORT-TERM (Y1-3)

Treatment upgrades · Kingston new scheme · Kingston new scheme · Kingston new scheme · Rockabilly Gully erosion protection · Compliance plans · Telemetry · Hāwea scheme improvements · Robins Rd conveyance · CBD to Frankton conveyance · Septage disposal · Project Pure aeration grid · Project Shotover upgrades · LoS performance programme · Demand management · Treatment programme · Rockabilly Gully erosion protection · Renewals · Minor improvements

MEDIUM-TERM (Y4-10)

Stone St upgrades · Major improvements programme · Kingston 3W schemes – next stages · Compliance plans · Frankton Beach to Shotover conveyance · Marine Pde pump station · Arrowtown to Lake Hayes conveyance · Cardrona scheme upgrades · Luggate reticulation extension · Upper Clutha conveyance scheme · Project Shotover upgrades · Shotover disposal field · Project Pure upgrades · Biosolids disposal · LoS performance programmes

Two Mile & Beacon Point supply upgrades · Quail Rise reservoir · Demand management · Arthurs Point reservoir · Kingston reticulation extension · Wānaka storage upgrades · Luggate scheme upgrades · Arrowtown scheme upgrades · Renewals · Minor improvements

LONG-TERM (Y11+)

Renewals · Minor improvements · Arterial route conveyance · CBD to Shotover conveyance · Glenorchy new scheme · Project Shotover upgrades · Project Pure upgrades · LoS performance programme · Demand management · Treatment programme · Inflow & infiltration programme · LoS performance programme · Ringmain programme

Arrowtown scheme upgrades · Glenorchy scheme upgrades · Wānaka storage upgrades · Hāwea scheme upgrades · Luggate scheme upgrades · Wānaka new intake · Major improvements programme · 'Green' infrastructure e.g. floodable green spaces, room for rivers · Gibbston new scheme · Project Pure, Project Shotover, & Cardrona WWTP consent renewals

SOCIAL · INFRASTRUCTURE · TRANSPORT · STORMWATER · WASTEWATER · WATER SUPPLY · WASTE · MULTIPLE ACTIVITIES

[40] Initiatives where Council does not yet have a readily available indication of scale or cost.

06

Providing for the transportation network's capacity, functionality and transformation

The delivery of an integrated transport network that focusses on moving people and goods is critical to sustainably providing for the district's growth and achieving the outcomes of the Spatial Plan. The district's transportation assets and services are provided in partnership with the New Zealand Transport Agency (NZTA) and Otago Regional Council (ORC); this collective partnership is known as Way To Go (W2G), and recognises all three agencies have an important role to play in realising the district's transport and broader outcomes.

The W2G partnership continues to collectively and comprehensively plan for the future needs of the district's transportation network (see Way to Go for further information). Investment across the district is underway for transportation initiatives that give effect to the Queenstown Lakes Spatial Plan. These major upgrades and service expansions are supported by Council's ongoing investment in the transport network's maintenance, renewal and targeted low-cost improvement programmes.

Investment in Whakatipu's transport network is well advanced with a low-cost frequent public transport service operational, recently completed upgrades to primary active travel routes and the Queenstown CBD, construction of the first stage of Queenstown's arterial bypass route underway, the planned New Zealand Upgrade Programme works package on State Highway 6 and 6A, and a full suite of detailed planning documents for the ongoing evolution of the area's transport networks and services.

Planning for the Upper Clutha network is rapidly advancing, with particular emphasis on the development of business cases for an Upper Clutha public transport service and the optimisation of Wānaka's transport network. A range of network safety improvements have been delivered, along with a number of high-quality primary active travel connections throughout Wānaka.

Four principal options for investment in the transport network's capacity, functionality and transformation have been identified. Over the next 30 years, Council expects to achieve targeted network expansions and provide more transport choices for people. The most likely scenario assumes that W2G partner agencies will continue to invest in the district's state highways, transportation networks, and public transport services in a way that is consistent with agreed plans and arising network needs. Council will continually collaborate with, and advocate to, the W2G partners to ensure future investment plans remain aligned and right for the district.

The investment priorities of W2G partners are guided by the Government Policy Statement (GPS) on Land Transport. Changes to the GPS directly influence the level of funding support Council's transportation investments attract; this means that, while the initiatives defined in the most likely scenario are all expected to advance over the life of this strategy, the timing of delivery will continue to be realigned to current funding priorities to ensure the greatest level of funding assistance can be uplifted for the district.

OPTION 1

MAKE BEST USE OF EXISTING ASSETS

This low-build option involves extracting the maximum possible effectiveness from the existing asset base (do more for the same). Investment will be made in travel demand management initiatives and optimisation of established transportation networks and services. The success of this option will be dependent on W2G partners also investing in the optimisation of their respective assets and services (in particular ORC's public transport service), and the community being motivated to make material changes to the way they interact with transportation networks and services.

Responds to these significant issues:

Growth	LOW IMPACT
Climate emergency	LOW IMPACT

Delivers on these objectives:

Sustainable infrastructure	LOW IMPACT

Implications:

Extracting the most from Council's existing assets and services will support the more effective use of the network; however, this alone will not deliver the level of capacity and functionality required to keep pace with growth. As a result, travel times are expected to worsen, driving up emissions, hampering productivity and compromising user experience. Development activity will likely encroach on strategic roading corridors, precluding their use for future network improvements.

OPTION 2

PROTECT THE NETWORK FOR FUTURE DEVELOPMENT

Investment will focus on protecting key transport corridors and other strategic locations/assets, but won't extend to the physical assets that enable their utilisation. This option is about preserving options into the future only, and is an important consideration now as private development rapidly encroaches on important transportation corridors. This option is still dependent on 'making best use of existing assets' to manage demand and service levels and includes associated investment. In addition, investment will be directed towards early design and land acquisitions that enable/ maintain designations and inform the planning of other dependent activities.

Responds to these significant issues:

Growth	LOW IMPACT
Climate emergency	LOW IMPACT
Infrastructure deficit	LOW IMPACT

Delivers on these objectives:

Sustainable infrastructure	LOW IMPACT
Optimise infrastructure servicing	LOW IMPACT

Implications:

The implications associated with this option as per option one; however, strategic land acquisitions will protect some strategic future transport investment options.

OPTION 3 — MOST LIKELY

TARGETED EXPANSIONS & MORE TRAVEL CHOICES

This option builds on protection of the network by targeting major investment in the development of key corridors and services. Investment will deliver the formation of critical bypass routes in the hubs of Queenstown and Wānaka, major upgrades to public transport networks, and expansion of active travel networks. A concurrent focus on 'making the best use of existing assets' will continue to make the evolving transportation network more efficient, and strategic planning will continue to explore what new and innovative initiatives can change the way the network operates.

This option is underpinned by an assumption that new funding mechanisms will be introduced over the life of this strategy to enable investment at this level.

Responds to these significant issues:

Growth	MODERATE IMPACT
Climate emergency	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:

Protect people from harm	MODERATE IMPACT
Leverage investment	MODERATE IMPACT
Sustainable infrastructure	MODERATE IMPACT
Reduce emissions and resource extraction	LOW IMPACT
Optimise infrastructure servicing	MODERATE IMPACT

Implications:

Targeted expansions will enable the network to better keep pace with demand growth and support greater effectiveness of existing assets and services. Levels of service are mostly expected to be maintained over the next 30 years, although there may be some interim deterioration until Council is able to fund the major interventions planned in later years.

OPTION 4

TRANSFORM THE WAY THE TRANSPORTATION NETWORK OPERATES

New high-capacity high-frequency public transport modalities, major streetscape upgrades, and secondary cycle networks feature in this option, in addition to the targeted expansions and network effectiveness interventions described in previous options. Blue-sky thinking will be an underpinning principle, investing in new and innovative technologies that fundamentally transform how the network operates and the way users engage with it. The extent to which this option could be given effect is critically dependent on the pace of behaviour change, technological advancements, and the availability of new funding. It is also highly dependent on similar levels of investment in, and support from, key transportation partners and central government.

Responds to these significant issues:	
Growth	HIGH IMPACT
Climate emergency	MODERATE IMPACT
Infrastructure deficit	HIGH IMPACT
Delivers on these objectives:	
Protect people from harm	MODERATE IMPACT
Leverage investment	HIGH IMPACT
Sustainable infrastructure	HIGH IMPACT
Reduce emissions and resource extraction	HIGH IMPACT
Optimise infrastructure servicing	MODERATE IMPACT

Implications:

Levels of service would change considerably through this option with the introduction of new modalities and broad improvements to network amenity. Some interventions are likely to come with high upfront cost and risk; however, may have the potential to deliver greater benefits and cost efficiencies over the long term. The level of funding, partnership, and approvals associated with implementing this option mean that, like with option 3, material changes would be given effect in later years, resulting in the likelihood of a near term reduction in service levels as population growth outpaces interventions. Investing and delivering at this level may require Council to deprioritise expenditure in other activities.

KEY INITIATIVES ASSOCIATED WITH THE MOST LIKELY SCENARIO

UNKNOWN[41] ○   <$5M $5-20M $20-50M   >$50M

SHORT-TERM (Y1-3)

Renewals · Sealed road rehabs · Demand management · Parking management plans · Minor improvements programme · Active travel LCLR programme · Public transport LCLR programme · Model replacement · Butlers Green retaining wall · Arterial Stage 1 (completion) · Glenorchy/ Kinloch area resilience · Capell Ave extension · Shepherds Creek bridge · Resilience programme · Strategic & network plans

MEDIUM-TERM (Y4-10)

Strategic & network plans · Renewals · Sealed road rehabs · Minor improvements programme · Active travel LCLR programme · Public transport LCLR programme · Arthurs Point bridge · Arterial early design & land acquisition · PT interchange early design & land acquisition · Quail Rise to Hawthorne link · Fernhill Road rehab & active travel · Demand management · Glenorchy/ Kinloch area resilience · Wānaka cycle network

Frankton Road 10 formation · Additional Wānaka street lighting · Parking management plans · Gorge Road/ Robins Road active travel · Wānaka network optimisation · Southern Corridor network optimisation · Eastern Corridor network optimisation · Hāwea network optimisation · PT network optimisation · Resilience & land stabilisation programmes

LONG-TERM (Y11+)

Strategic & network plans · Renewals · Sealed road rehabs · Minor improvements programme · Active travel LCLR programme · Public transport LCLR programme · Arterial land acquisition · Arterial stage 2 · Arterial stage 3 · PT interchange · Queenstown street upgrades · Demand management · Glenorchy/ Kinloch area resilience

Wānaka cycle network · Whakatipu active travel · Ballantyne Road freight link · Parking management plans · Wānaka network optimisation · Development area optimisations · PT network optimisation · Whakatipu ferry network · Resilience & land stabilisation programmes

SOCIAL · INFRASTRUCTURE · TRANSPORT · STORMWATER · WASTEWATER · WATER SUPPLY · WASTE · MULTIPLE ACTIVITIES

[41] Initiatives where Council does not yet have a readily available indication of scale or cost.

07

Extent of investment in strategically placed, integrated facilities

Due to regional topography, climatic conditions, and a small, dispersed population base, it is not affordable, or efficient from a transport and people resource perspective, to have all types of social infrastructure replicated across individual neighbourhoods. This can be managed by having certain social infrastructure for each ward centralised in a strategically placed, multipurpose facility that integrates different community needs, including sports, play, recreation, libraries, events and other community activities. As key development areas continue to grow, additional smaller scale integrated hubs in these areas will also be developed, complementing the centralised facilities, to meet local sports, play, recreation and community needs.

Council has developed key strategic facilities in Whakatipu and the Upper Clutha that are high quality, heavily used and easily accessible to a large portion of the population. These facilities are strategically placed in central locations and have been designed with the needs of the community in mind. These strategic facilities have been built to enable future development and the Community Services team regularly engage with the community to understand changing needs and service gaps.

Two principal options have been identified; the most likely scenario suggests that over the next 30 years shared, centrally located, multipurpose facilities will be invested in over a decentralised network of facilities.[42]

STRATEGICALLY PLACED, INTEGRATED, MULTIPURPOSE FACILITIES

Council invests in strategically placed, integrated and multipurpose facilities that maximise efficiencies in meeting user needs of the entire community within each ward. These facilities are expanded to accommodate the growing population, provide shared facilities to support a range of community, recreation and sporting groups and are supported by smaller scale hubs in settlements with high populations. At least one of these facilities should be able to host district and regional/international sporting tournaments and events.

Council will continue to invest in three strategically placed, multi-purpose, integrated community hubs that service each ward:
> Wānaka Recreation Centre (Upper Clutha)
> Queenstown Events Centre (Whakatipu)
> Ballantyne Road Sports Hub (Upper Clutha).

The Southern Corridor and Eastern Corridor in the Whakatipu and Southern Wānaka are predicted to reach the population where additional smaller scale community hubs are warranted.

Council also aims to support the development of specific community hubs for the following purposes:
> Creativity and culture – for use by groups delivering creative and cultural activities including performing arts, visual arts, mana whenua heritage storytelling.
> Social service – for use by organisations providing social services to the community
> Environmental hub – for use by organisations working to improve environmental outcomes for and with the community.

Responds to these significant issues:	
Growth	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:	
Opportunities for increased activity and connection	MODERATE IMPACT
Diverse, fit-for-purpose facilities	HIGH IMPACT
Plan for growth	HIGH IMPACT
Strategically placed, multipurpose facilities	HIGH IMPACT

Implications:
The combination of strategically placed, integrated, multipurpose hubs, together with smaller hubs in high population areas, means Council is investing efficiently in quality facilities that can provide for the district's diverse and expanding population.

DECENTRALISED FACILITIES

Current centralised facilities are maintained but not expanded, instead capacity required to service the district's growing community is built in multiple locations across the district.

Responds to these significant issues:	
Growth	LOW AS INEFFICIENT
Infrastructure deficit	LOW AS INEFFICIENT

Delivers on these objectives:	
Opportunities for increased activity and connection	MODERATE IMPACT
Diverse, fit-for-purpose facilities	MODERATE IMPACT
Plan for growth	LOW AS INEFFICIENT
Strategically placed, multipurpose facilities	LOW IMPACT

Implications:
Enables local use of facilities but will impact on ability to host ward, district and regional competition and events particularly as the population grows. Result is a disjointed network that doesn't effectively support ward-wide events and activities and is inefficient from a travel perspective, although does enable access for local community events and activities.

KEY INITIATIVES ASSOCIATED WITH THE MOST LIKELY SCENARIO

○ UNKNOWN[43]   ● <$5M   ● $5-20M   ● $20-50M   ● >$50M
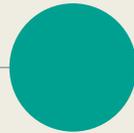
SHORT-TERM (Y1-3)

Eastern Corridor integrated hub

MEDIUM-TERM (Y4-10)

Wānaka Recreation Centre – replacement flooring, pool extension

Queenstown Events Centre – indoor court extension, shared clubrooms, fitness centre expansion

Ballantyne Road Sports Hub – land remediation, sports fields and facilities
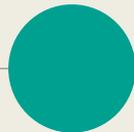
Southern Corridor integrated hub – masterplan development

LONG-TERM (Y11+)

Eastern Corridor integrated hub

Wānaka Recreation Centre masterplan completion

Queenstown Event Centre masterplan completion

Ballantyne Road Sports Hub masterplan completion

Southern Corridor integrated hub

Social Infrastructure land acquisition

Creativity and cultural hub – Wānaka and/or Queenstown

Social Service hub – Wānaka and/or Queenstown

Environmental hub – Wānaka and/or Queenstown

SOCIAL   INFRASTRUCTURE   TRANSPORT   STORMWATER   WASTEWATER   WATER SUPPLY   WASTE   MULTIPLE ACTIVITIES

[43] Initiatives where Council does not yet have a readily available indication of scale or cost.

07

The type of waste management services and facilities provided

The amount of waste entering the district's landfill is driving up emissions and exhausting finite disposal capacity. Council is committed to working with mana whenua, central Government, businesses and communities to change this.

Distributed community solutions will play an important part in reducing, avoiding and managing waste within the district. Examples of community-based solutions include container return schemes, repair cafes and community composting hubs – all of which can help build resilience and community ownership into waste minimisation models. Council has, and will continue to support, community-led waste reduction initiatives through its successful Zero Waste grant funding programme.

Four principal options for the types of waste management services and facilities provided for the district have been identified. Over the next 30 years, Council will invest in moving the district towards a circular economy by increasing rates of waste diversion, influencing how materials are managed and processed, leveraging no and low build solutions where possible, and empowering the community to take ownership of waste minimisation models and outcomes.

OPTION 1

MAINTAIN ESTABLISHED SERVICES AND INITIATIVES

To maintain current service levels in line with demand growth and legislative change, end-of-life Materials Recovery Facility and Transfer Station facilities will be replaced with new fit-for-future facilities. Investment in the established programme for community-led zero waste initiatives will also continue.

Responds to these significant issues:

Issue	Impact
Growth	LOW IMPACT
Increasing standards	LOW IMPACT
Climate emergency	LOW IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:

Objective	Impact
Protect people from harm	HIGH IMPACT
Leverage investment	MODERATE IMPACT
Sustainable infrastructure	LOW IMPACT
Reduce emissions and resource extraction	LOW IMPACT

Implications:

Current service levels will be maintained, with the replacement of end-of-life facilities delivering a material reduction in risk levels. Without the introduction of additional diversion activities, volumes of waste to landfill will increase in line with population growth, resulting in a material worsening of emissions over time and increased likelihood of exhausting finite landfill capacity. As the cost of disposal increases, so too will the cost of service.

OPTION 2

FOCUS ON EMISSIONS REDUCTION

In order to meet incoming standards around emission reduction, more organic waste will be diverted from landfill. In addition, other initiatives and technologies that minimise the emissions generated by waste management activities will be explored.

Responds to these significant issues:

Issue	Impact
Growth	MODERATE IMPACT
Increasing standards	MODERATE IMPACT
Infrastructure deficit	MODERATE IMPACT

Delivers on these objectives:

Objective	Impact
Protect people from harm	HIGH IMPACT
Leverage investment	MODERATE IMPACT
Sustainable infrastructure	LOW IMPACT
Reduce emissions and resource extraction	MODERATE IMPACT

Implications:

The material implication of this option is the introduction of a kerbside food and green waste collection service. This service will significantly increase the volume of waste diverted from landfill.

OPTION 3 — MOST LIKELY

MOVE TOWARDS A CIRCULAR ECONOMY

Building on the 'focus on emissions reduction option', further steps will be taken towards a circular economy by providing more opportunities and incentives to divert more product from landfill – particularly construction sector waste which accounts for 50% of all landfill waste in New Zealand.[44]

In addition to key investment initiatives, Council will work closely with the hospitality and tourism sectors to reduce industry waste. National behaviour change programmes will be leveraged, and commercial opportunities with other waste service providers (in particular neighbouring councils) will be pursued.

Responds to these significant issues:

Growth	HIGH IMPACT
Increasing standards	HIGH IMPACT
Climate emergency	HIGH IMPACT
Resilience	LOW IMPACT
Infrastructure deficit	HIGH IMPACT

Delivers on these objectives:

Protect people from harm	HIGH IMPACT
Leverage investment	HIGH IMPACT
Sustainable infrastructure	HIGH IMPACT
Reduce emissions and resource extraction	HIGH IMPACT

Implications:

The implications of this option are similar to option 2, with the addition of an enhanced focus on programmes that support sectors to reduce their waste, and the provision of additional organic waste management capability in later years (most likely timber).

OPTION 4

PROTECT FOR ALL POSSIBILITIES

This option retains a focus on achieving a circular economy, but provides additional landfill capacity for a scenario where diversion levels are insufficient to manage within existing landfill capacity in perpetuity.

Responds to these significant issues:

Growth	HIGH IMPACT
Increasing standards	MODERATE IMPACT
Climate emergency	MODERATE IMPACT
Resilience	LOW IMPACT
Infrastructure deficit	HIGH IMPACT

Delivers on these objectives:

Protect people from harm	HIGH IMPACT
Leverage investment	HIGH IMPACT
Sustainable infrastructure	HIGH IMPACT
Reduce emissions and resource extraction	MODERATE IMPACT

Implications:

The implications of this option are similar to option 3; however, new landfill capacity will be created. Providing this new capacity is expected to be a costly and complex activity, and may also reduce the imperative to achieve desired diversion levels.

44 *How do we stop throwing so much away?* New Zealand Infrastructure Commission Te Waihanga. https://tewaihanga.govt.nz/the-strategy/issues/how-do-we-stop-throwing-so-much-away (retrieved Dec 2023)

KEY INITIATIVES ASSOCIATED WITH THE MOST LIKELY SCENARIO

○ UNKNOWN[45]　● <$5M　● $5-20M　● $20-50M　● >$50M

SHORT-TERM (Y1-3)

- Renewals
- Food & green waste collection[46]
- Wānaka waste facilities
- Zero waste programme

MEDIUM-TERM (Y4-10)

- Renewals
- Product stewardship
- New waste facilities
- Luggate closed landfill
- Zero waste facilities

LONG-TERM

- Renewals
- Product stewardship
- Other organic material collection/processing
- Zero waste programme
- Improved/new methane collection and energy conversion technologies at Victoria Flats Landfill
- Distributed community solutions e.g. container return schemes, repair cafes, community composting hubs

SOCIAL　INFRASTRUCTURE　TRANSPORT　STORMWATER　WASTEWATER　WATER SUPPLY　WASTE　MULTIPLE ACTIVITIES

[45] Initiatives where Council does not yet have a readily available indication of scale or cost.
[46] Although introduction of a kerbside food & green waste collection service has a relatively low capital outlay, there is a notable increase in annual operating costs associated with the new service. This impact is reflected in the forecast increase in waste management operating expenditure in FY28 (Y4) shown in Section 4 of this strategy.

Community Funding Policy

He Kaupapa Here Pūtea Hapori

Team/Group	Community Partnerships
Approved by	[TBC]
Effective date	[TBC]
Next review	[TBC]
Related documents	Community Funding Guidelines

1 PURPOSE

Queenstown Lakes District Council (QLDC) provides funding and in-kind support to community organisations, projects, and initiatives that contribute to the social, economic, environmental, and cultural wellbeing of the district.

The purpose of this Policy is to establish a transparent framework guiding the allocation and management of community funding. This Policy sets out the principles that govern funding decisions and aligns with QLDC's strategic objectives.

The Policy reflects best practice in public fund management, guided by the principles established by the Controller and Auditor-General, ensuring that accountability, transparency, fairness, and integrity are upheld in all funding decisions.

The application of the Policy and operation of specific funding activity is set out in the Community Funding Guidelines.

2 POLICY CONTEXT

QLDC has a purpose to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future. Community organisations play an essential role in achieving this purpose by delivering services, activities, and initiatives that Council cannot deliver alone.

This Policy provides the overarching framework for all community funding administered by QLDC. It sets out the principles that guide funding decisions, the governance arrangements that ensure accountability, and the commitments QLDC makes to applicants and the community.

3 THE GOAL OF COMMUNITY FUNDING AT QLDC

The goal of community funding at QLDC is to:

3.1 SUPPORT COMMUNITY WELLBEING

Enable community organisations to deliver services, activities, and initiatives that contribute to the social, cultural, economic, and environmental wellbeing of the district.

3.2 ACHIEVE PUBLIC VALUE

Get the best possible result from community funding by directing resources to initiatives that deliver meaningful benefit, considering effectiveness, efficiency, and alignment with strategic priorities.

3.3 BUILD COMMUNITY CAPACITY

Strengthen the capability of community organisations to respond to local needs, foster community connection, and contribute to a resilient district.

4 PRINCIPLES

This Policy is grounded in the principles of good public sector funding practice established by the Controller and Auditor-General. These principles apply to all funding arrangements with external parties.

4.1 FOUNDATIONAL PRINCIPLES

Accountability: Decisions and spending must be explainable, recorded, and auditable. Recipients are accountable for how funds are used and the outcomes achieved.

Openness: Processes, criteria, and reasons for decisions are clear. Publication expectations are defined and met.

Value for money: Decisions consider effectiveness, efficiency, and whole-of-life implications. Resources are directed to initiatives that deliver meaningful benefit.

Lawfulness: All funding arrangements comply with relevant legislation and Council policy settings.

Fairness: Processes are impartial and accessible. Assessment is consistent and based on published criteria.

Integrity: Conflicts of interest, gifts, and bias risks are actively managed. Decision-makers act in the public interest.

The full framework is set out in the Office of the Auditor-General's guidance, *Managing funding arrangements with external parties*.

4.2 QLDC FUNDING PRIORITIES

In addition to these foundational principles, four priorities guide how QLDC approaches community funding decisions:

Community wellbeing: Funding will support initiatives that contribute positively to the social, cultural, economic, and environmental wellbeing of Queenstown Lakes District residents.

Equity and inclusion: QLDC is committed to equitable access to funding, ensuring that support reaches underrepresented and vulnerable groups and that funding processes are accessible to all eligible applicants.

Sustainability and environmental stewardship: Funding will promote outcomes that support environmental responsibility, climate resilience, and the protection and regeneration of the district's natural environment.

Collaboration and partnership: Funding will prioritise initiatives that foster partnerships and collaborative approaches, bringing together community groups, mana whenua, other funders, and stakeholders to achieve shared goals.

5 TE TIRITI O WAITANGI

QLDC acknowledges Kāi Tahu as mana whenua of the Queenstown Lakes District. Council recognises its responsibilities under the Local Government Act 2002 to facilitate Māori participation in decision-making and to maintain processes for mana whenua contribution to Council activities.

QLDC has existing relationships with Aukaha Ltd and Te Ao Marama Inc, who represent the papatipu rūnaka with interests in the district, and will continue to engage with mana whenua on matters relevant to this Policy.

This Policy supports Māori outcomes by enabling funding for initiatives that benefit Māori communities, strengthen cultural identity, and align with Kāi Tahu values. QLDC welcomes applications from Māori organisations and groups, including marae committees, rūnaka, hapū trusts, and other structures through which Māori organise to achieve collective outcomes.

6 POLICY SCOPE

The Policy is binding on all QLDC officers and employees, elected members, and any contractors or consultants involved in the administration, assessment, and allocation of community funding. It also applies to all eligible entities within the Queenstown Lakes District that seek financial or in-kind support from QLDC.

6.1 WHAT THIS POLICY GOVERNS

This Policy governs all contestable and non-contestable community funding administered by QLDC, including:

- contestable funding allocated through competitive application processes
- non-contestable funding provided to organisations with proven delivery capability
- in-kind support such as venue hire, equipment, and Council services; and
- multi-year funding arrangements and partnership agreements.

6.2 WHAT THIS POLICY DOES NOT COVER

This Policy does not apply to:

- central government allocations or externally dictated funding streams
- operational budgets for internal QLDC departmental activities
- commercial contracts for goods or services procured through standard procurement processes
- emergency response funds governed by separate policies; and
- capital contributions for community facilities, which are typically considered through the Long Term Plan or Annual Plan processes.

7 TYPES OF FUNDING

QLDC provides community funding through three primary mechanisms:

7.1 CONTESTABLE FUNDING

Contestable funding is allocated through competitive application processes during specified funding rounds. Applications are evaluated based on merit, alignment with strategic priorities, and community impact. This is QLDC's preferred approach because it promotes open and fair competition.

7.2 NON-CONTESTABLE FUNDING

Non-contestable funding is provided without a competitive process, typically to organisations with a proven ability to deliver ongoing services or strategically aligned initiatives. This may include multi-year partnership agreements that provide stability for key community service providers.

7.3 IN-KIND SUPPORT

QLDC offers non-monetary assistance to reduce project or event costs and enhance delivery capacity. This may include venue hire, access to Council equipment or services, and discounted permits and fees.

The Community Funding Guidelines provide detailed guidance on when each funding type is appropriate.

8 GOVERNANCE AND DECISION-MAKING

Effective governance and transparent decision-making are essential to the integrity of QLDC's community funding programmes.

8.1 ROLES AND RESPONSIBILITIES

QLDC staff are responsible for administering the funding process, including promoting opportunities, receiving and reviewing applications, conducting assessments, making recommendations, and making funding decisions within delegated authority.

Elected members and decision-making panels are accountable for reviewing applications, considering staff recommendations, and making final funding decisions where applicable.

Advisory groups (where applicable) provide insights and specialised knowledge that guide funding decisions to align with QLDC's strategic priorities.

8.2 DELEGATED AUTHORITY

Approvals for funding activity are governed by the limits provided in the Delegations Register. This means that the maximum value of any approval for funding activity is limited to the level of a staff member's delegated authority.

8.3 CONFLICT OF INTEREST

All participants in the funding process must comply with the QLDC Conflict of Interest Policy. This includes declaring any actual, potential, or perceived conflicts of interest before participating in assessment or decision-making processes.

Where a conflict exists, the affected person must withdraw from the relevant discussion and decision. The conflict, the nature of the interest, and the mitigation action taken must be recorded.

8.4 PROPORTIONALITY

QLDC will ensure that process requirements are proportionate to the funding value, risk, and complexity of each arrangement. This means:

- lower-value grants have simpler application, contracting, and reporting requirements
- higher-value or higher-risk arrangements have more detailed assessment, due diligence, and accountability requirements; and
- requirements scale with organisational maturity and track record.

Proportionality tiers and their associated requirements are set out in the Community Funding Guidelines.

9 TRANSPARENCY AND PRIVACY

9.1 PUBLICATION COMMITMENTS

QLDC is committed to transparency in community funding. The following information will be published:

- this Policy and the Community Funding Guidelines
- funding round announcements, timelines, and eligibility criteria
- names of funding recipients and amounts allocated
- high-level summaries of funded activities and outcomes; and
- annual reporting on funding activity and impact.

9.2 PRIVACY AND INFORMATION MANAGEMENT

QLDC collects personal information from applicants to assess applications, administer funding agreements, and report on funding activity. This information is managed in accordance with the Privacy Act 2020 and QLDC's Privacy Policy.

Information that will not be published includes:

- personal contact details of individuals
- commercially sensitive information
- information that would prejudice the safety of any person; and
- detailed financial information about applicant organisations beyond what is required for accountability purposes.

10 COMMUNITY FUNDING GUIDELINES

QLDC's Community Funding Guidelines set out:

- the eligibility criteria for applicants and activities
- the exclusions that apply to community funding
- the application process, including how to apply and when
- the assessment and prioritisation criteria
- procedures for unsolicited proposals and out-of-cycle funding
- funding agreement requirements
- reporting requirements and timeframes
- procedures for managing non-compliance and unspent funds; and
- conflict of interest management procedures.

11 ALIGNMENT

11.1 INTERNAL ALIGNMENT

- Community Funding Guidelines
- Long Term Plan
- Register of Delegations
- Vision Beyond 2050
- Climate and Biodiversity Plan
- Community Facilities Strategy
- Welcoming Communities Plan
- Te Muka Toi Strategy
- Economic Diversification Plan
- Conflicts of Interest Policy
- Privacy Policy
- Fraud and Corruption Policy
- Diversity, Equity and Inclusion Statement.

11.2 EXTERNAL ALIGNMENT

Guidance:

- Managing funding arrangements with external parties, Office of the Auditor-General.

Legislation:

- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Privacy Act 2020
- New Zealand Bill of Rights Act 1990
- Charities Act 2005
- Incorporated Societies Act 2022.

12 REVIEW

This Policy will be reviewed every three years, or earlier if significant changes in legislation, Council strategy, or community need require it.

Any substantive changes to this Policy will be approved by [insert appropriate governance body]. Minor amendments for clarity or to reflect changes in legislation or related policies may be approved by the General Manager Community Services.

The Community Funding Guidelines may be updated more frequently to reflect operational improvements, provided such updates remain consistent with this Policy.

APPENDIX 1: KEY DEFINITIONS

The following definitions apply to this Policy. A full glossary of terms is provided in the Community Funding Guidelines.

Community funding: Financial or non-monetary assistance provided by QLDC to support initiatives that deliver services, activities, or projects contributing to community wellbeing.

Contestable funding: Funding allocated through a competitive application process where applications are evaluated against published criteria.

Non-contestable funding: Funding provided without a competitive process, typically to organisations with proven delivery capability or unique positioning.

In-kind support: Non-monetary contributions such as use of facilities, equipment, or services at reduced or no cost.

Proportionality: The principle that process requirements should scale with funding value, risk, and complexity.

Community organisation: A not-for-profit entity dedicated to serving the public good, such as a charitable trust or incorporated society.

Umbrella organisation: A legally constituted organisation that agrees to receive and administer grant funds on behalf of an unincorporated community group.

Community Grant Guidelines

Team/Group	Community Partnerships
Approved by	[TBC]
Effective date	[TBC]
Next review	[TBC]
Parent document	Community Funding Policy

1 COMMUNITY FUNDING AT QLDC

Queenstown Lakes District Council (QLDC) provides funding and in-kind support to community organisations that deliver services, activities, and initiatives for our communities. The scale of our community funding programme impacts on community wellbeing and the vibrancy of our district.

Most of QLDC's funding comes from ratepayers and we are accountable to them for the way we spend their money. The Community Funding Policy requires us to be accountable, transparent, and fair when we allocate resources to community organisations.

The purpose of this Guide is to provide applicants and staff with the operational detail to implement the Community Funding Policy through grants. The Guide provides a consistent, repeatable process to enable efficient and effective allocation of community funding through grants.

1.1 USING THIS GUIDE

This Guide should be read alongside the Community Funding Policy. Where there is any inconsistency between the Policy and this Guide, the Policy prevails.

The Guide is organised to help different audiences find relevant information:

- Applicants should read Sections 2 (Eligibility), 3 (Exclusions), 4 (Application Process), and 8 (Reporting).
- Staff administering funding should use all sections, particularly Sections 5 (Assessment), 6 (Unsolicited Proposals), and 9 (Non-compliance).
- Decision-makers should focus on Sections 5 (Assessment), 7 (Agreements), and 11 (Conflict of Interest).

2 ELIGIBILITY

This section sets out who may apply for community funding and what requirements apply at different funding levels. QLDC takes an inclusive approach to eligibility, recognising that valuable community initiatives come from a range of organisational structures.

2.1 CORE ELIGIBILITY REQUIREMENTS

All applicants for community funding must meet the following requirements:

- The applicant must operate within the Queenstown Lakes District or deliver initiatives that directly benefit district communities.
- The proposed activity must align with QLDC's strategic priorities and the purposes of the relevant funding stream.
- The applicant must be in good standing with QLDC, meaning they have no outstanding obligations, unresolved breaches, or overdue accountability reports from prior funding.
- The applicant must demonstrate capacity to deliver the proposed initiative.

2.2 RECIPIENT CATEGORIES

The following categories of recipients may be eligible for community funding:

- not-for-profit organisations with legal entity status, including incorporated societies, charitable trusts, and charitable trust boards
- commercial entities, where the funding stream criteria permit and where the activity delivers public benefit
- unincorporated community groups operating for a community purpose; and
- individuals, where the funding stream criteria specifically provide for individual applicants.

2.3 TIERED REQUIREMENTS BY FUNDING VALUE

Eligibility and documentation requirements scale with funding value to ensure proportionality.

SMALL GRANT TIER

For funding at the small grant tier (up to $[insert threshold]), or equivalent in-kind support:

- Unincorporated groups and individuals may apply directly.
- The applicant must provide a named contact person and a bank account in the name of the group or individual.
- A brief description of the proposed activity is required.
- No minimum operating period is required.
- For new groups or first-time applicants, QLDC may request a brief conversation to understand the initiative.

MEDIUM GRANT TIER

For funding at the medium grant tier ($[insert threshold] to $[insert threshold]):

- Applicants must either hold legal entity status or operate through an umbrella organisation arrangement.
- Evidence of a governance or decision-making structure appropriate to the organisation's size and purpose is required.
- Financial records appropriate to the applicant's scale are required.

LARGE GRANT TIER

For funding at the large grant tier (above $[insert threshold]), or for multi-year funding of any value:

- Applicants must hold legal entity status.
- A constitution, trust deed, or equivalent governing document is required.
- Recent financial statements that have been independently reviewed or audited as appropriate are required.
- Evidence of planning and delivery capacity is required.
- QLDC may undertake additional due diligence proportionate to the funding amount and risk.

2.4 UMBRELLA ORGANISATION ARRANGEMENTS

An unincorporated group seeking funding above the small grant tier may partner with an umbrella organisation that agrees to receive and administer the funding on the group's behalf.

Requirements for umbrella arrangements:

- The umbrella organisation must hold legal entity status and be in good standing with QLDC.
- The umbrella organisation accepts responsibility for ensuring the funding is used for the approved purpose, maintaining appropriate financial records, and meeting reporting requirements.
- The application must clearly identify the umbrella organisation, the unincorporated group, and the nature of their arrangement.
- Both the umbrella organisation and the community group should be named in any funding agreement.

2.5 GOVERNANCE REQUIREMENTS

Governance requirements are proportionate to funding value and organisational type:

- Incorporated societies must have a committee of at least three officers as required by the Incorporated Societies Act 2022.
- Charitable trusts typically have a minimum of two trustees, though three or more is considered good practice.
- For unincorporated groups receiving funding at the small grant tier, at least two people must be involved in managing the funds, with two signatories on any bank account.
- For larger organisations or higher-value funding, QLDC expects governance arrangements that provide appropriate oversight, separation of duties, and accountability.

2.6 GOOD STANDING

Applicants must be in good standing with QLDC to be eligible. Good standing means:

- no outstanding obligations or unresolved breaches from prior QLDC funding agreements
- all required accountability reports for previous funding have been submitted
- no outstanding debt to QLDC; and
- not currently subject to any investigation or dispute resolution process relating to prior funding.

Where an applicant has an outstanding matter, they should contact QLDC to resolve it before submitting a new application.

2.7 SUPPORTED ACTIVITIES

Funding is directed towards projects, activities, and initiatives that:

- align with QLDC's strategic priorities
- deliver clear and measurable benefits for the community or environment
- demonstrate robust planning with clear objectives, timelines, and resources; and
- reflect sustainable, community-led approaches or innovative solutions.

3 EXCLUSIONS

The following exclusions apply to all forms of community funding. Specific funding streams may have additional exclusions.

3.1 GENERAL EXCLUSIONS

QLDC funding will not be provided for:

- Activities with the primary purpose of religious ministry or proselytising. This does not prevent faith-based organisations from applying for funding for activities that deliver secular community benefit.
- Activities with the primary purpose of partisan political activity. This does not prevent funding for non-partisan issue-based advocacy that aligns with QLDC strategic priorities.
- Activities that make access to services conditional on participation in religious worship, religious instruction, or political activities.
- Activities that are the core responsibility of central government or other public sector entities.
- Retrospective funding for costs already incurred before approval, except for defined phases of larger projects, ongoing programmes where the application relates to a future funding period, or capital projects where preliminary work has been completed but delivery has not commenced.
- Activities primarily focused on profit-making ventures or that disproportionately benefit private individuals.
- Activities that do not align with QLDC's Diversity, Equity, and Inclusion Statement.
- Illegal, unethical, or environmentally harmful activities.

3.2 EXCLUDED COSTS

The following costs are excluded from funding:

- debt servicing, loan repayments, or mortgage payments
- legal disputes or expenses
- alcohol, tobacco, vaping products, or other psychoactive substances
- prizes, gifts, or fundraising costs (except modest volunteer recognition, koha given in accordance with tikanga Māori, or in-kind support for venues where a community event includes a fundraising component)
- travel and accommodation, unless integral to the delivery of a community benefit
- salaries, wages, or personnel costs unrelated to the delivery of a funded activity (staff costs that directly deliver, coordinate, or support a funded activity are permitted)
- disproportionate honorariums that effectively constitute payment for services; and
- capital purchases that are not intrinsic to the funded project.

3.3 ORGANISATIONAL EXCLUSIONS

Funding is not available to:

- government agencies, other local authorities, or public sector organisations (except where acting as an umbrella for a community group)
- political parties, trade unions, or industry bodies with primarily commercial or advocacy purposes
- organisations with outstanding obligations to QLDC; and
- organisations that cannot demonstrate sound financial and operational practices.

3.4 COMMERCIAL ENTITIES

Commercial entities may be considered for funding where the primary purpose and benefit of the activity is to the community rather than the commercial enterprise. Eligible activities may include:

- events and community activities open to residents that align with QLDC priorities
- waste minimisation and environmental initiatives that deliver benefits beyond the business
- heritage protection for scheduled heritage buildings or sites
- social enterprises that trade primarily to achieve social, environmental, or cultural goals
- economic diversification initiatives that support district-wide resilience; and
- skills and training programmes that address community needs.

Funding will not be provided to commercial entities for:

- subsidising regular prices of ongoing commercial services
- core business operations or marketing
- activities covered by existing commercial arrangements with QLDC; and
- activities where the primary beneficiary is the commercial enterprise.

3.5 DUPLICATION

QLDC will not fund activities or costs where duplication would occur. Duplication includes:

- the same specific costs being funded twice through multiple QLDC sources or through a combination of grant funding and other QLDC support
- related entities applying separately for the same or substantially similar activities; and
- splitting a single activity across multiple applications to avoid funding caps or scrutiny.

The following are not considered duplication and are permitted:

- ongoing or repeat funding for programmes that continue to deliver benefit
- funding for expanded services; and
- receiving funding from multiple QLDC sources for genuinely distinct activities.

Applicants must disclose all current and pending QLDC funding applications and any other QLDC support they receive.

3.6 EXCEPTIONS TO EXCLUSIONS

In exceptional circumstances, QLDC may approve an exception to an exclusion where:

- the applicant provides a written explanation of why the excluded activity or cost is essential to achieving a significant community outcome
- the decision to approve an exception is made at the appropriate governance level
- the decision and rationale are documented and recorded; and
- the exception is reported to the Community and Services Committee.

Exceptions should be rare and should not be used to routinely circumvent exclusions.

4 APPLICATION PROCESS

4.1 FUNDING ROUNDS

Contestable funding is allocated through scheduled funding rounds. QLDC will publish:

- the opening and closing dates for applications
- the purpose and priorities for the funding round
- eligibility criteria and any funding caps; and
- the assessment process and indicative decision timeframe.

4.2 PRE-APPLICATION SUPPORT

QLDC is committed to ensuring funding processes are accessible to all eligible applicants. Support available includes:

- information sessions or workshops explaining funding opportunities and application requirements
- one-on-one discussions with staff to clarify eligibility or scope proposals
- guidance on application forms and required documentation; and
- referral to appropriate funding streams or alternative support.

Pre-application support does not guarantee funding success.

4.3 APPLICATION REQUIREMENTS

Application requirements are proportionate to funding value. All applications must include:

- contact details and applicant information
- description of the proposed activity, including objectives and timeline
- budget showing how funds will be used
- evidence of how the activity aligns with funding criteria
- declaration of any conflicts of interest; and
- disclosure of other QLDC funding or support received or applied for.

Higher-value applications may require additional documentation including project plans, evidence of co-funding, organisational capability statements, and governance documentation.

5 ASSESSMENT AND PRIORITISATION

5.1 CORE ASSESSMENT CRITERIA

All applications are assessed against the following core criteria:

Strategic alignment: The degree to which the initiative aligns with QLDC's community wellbeing objectives and strategic priorities.

Community need or opportunity: The degree to which the application demonstrates a clear need or opportunity within the community.

Capacity to deliver: Evidence of the applicant's ability to successfully implement and manage the proposed project.

5.2 PRIORITISATION CRITERIA

When demand for funding exceeds available resources, applications will be prioritised based on:

Community impact: Initiatives that deliver significant, measurable benefits or address deeply rooted local challenges.

Equity: Proposals that improve access for underrepresented or vulnerable groups.

Sustainability: Projects that demonstrate long-term outcomes and incorporate sustainable practices.

Innovation: Community-led or creative solutions to local challenges, particularly those with replicable or scalable benefits.

Partnerships: Initiatives that leverage partnerships with other organisations, funders, or stakeholders.

Māori outcomes: Initiatives that benefit Māori communities, strengthen cultural identity, or align with Kāi Tahu values.

5.3 ASSESSMENT PROCESS

The assessment process includes the following steps:

- Eligibility check: Staff confirm the application meets basic eligibility requirements.
- Completeness check: Staff confirm all required information has been provided and request clarification if needed.
- Assessment: Applications are assessed against published criteria by staff and, where applicable, assessment panels or advisory groups.
- Due diligence: For higher-value applications, additional due diligence may be undertaken.
- Recommendation: Staff prepare recommendations for the decision-maker.
- Decision: The decision-maker approves, declines, or approves with conditions.

6 UNSOLICITED PROPOSALS AND OUT-OF-CYCLE FUNDING

QLDC may receive funding requests outside of formal application processes. All such requests must be handled consistently to ensure fairness and maintain public confidence.

6.1 TRIAGE AND REDIRECT

The default response to an unsolicited proposal is to acknowledge the request and redirect the organisation to the appropriate formal application process. Staff receiving unsolicited proposals must refer them to the Community Partnerships Manager for triage.

6.2 EXCEPTIONAL CIRCUMSTANCES

An unsolicited proposal may be considered outside of a formal funding round only in limited and genuinely unforeseen circumstances. Poor planning by the applicant or failure to apply during an open funding round does not constitute an exceptional circumstance.

Circumstances that may warrant out-of-cycle consideration include:

- time-critical opportunities where delay would result in significant and demonstrable loss of benefit
- co-funding requirements from other funders with fixed deadlines that cannot be met through scheduled rounds; and
- emergency or unforeseen community needs arising from events that could not reasonably have been anticipated.

6.3 REQUIREMENTS FOR OUT-OF-CYCLE APPROVALS

Where an unsolicited proposal is recommended for out-of-cycle consideration:

- The proposal must be assessed against the same criteria that apply to the relevant funding stream.
- The assessment must document why the circumstances are genuinely exceptional.
- Approval must be obtained at least one level above the normal delegated authority for that funding amount.
- The decision, rationale, and any conditions must be recorded in the community funding register.
- All out-of-cycle approvals must be reported to the Community and Services Committee.

6.4 PROHIBITED PRACTICES

Unsolicited proposals must not be funded from operational budgets, discretionary funds, or any other source without following this process. Funding commitments must not be made verbally or informally prior to completing the required assessment.

7 FUNDING AGREEMENTS

7.1 WHEN AGREEMENTS ARE REQUIRED

Once funding is approved, recipients may be required to enter into a formal funding agreement with QLDC, depending on the type and scale of support:

- Small grants may use a simplified letter of agreement or acceptance of terms and conditions.
- Medium and large grants will require a formal funding agreement.
- Multi-year funding and partnership agreements will require comprehensive agreements.
- In-kind support may not require a formal agreement, depending on scale.

7.2 AGREEMENT CONTENT

Funding agreements will typically outline:

- the parties to the agreement
- the amount and purpose of the funding
- the expected outcomes and deliverables
- the timeframe for delivery
- payment arrangements and any conditions
- reporting requirements and timeframes
- acknowledgement and communication requirements
- variation and termination provisions; and
- dispute resolution process.

7.3 PAYMENT ARRANGEMENTS

Payment arrangements are proportionate to funding value and risk:

- Small grants may be paid in full on execution of the agreement.
- Medium grants may be paid in instalments, with final payment on receipt of accountability report.
- Large grants and multi-year funding will typically be paid in staged instalments linked to milestones or reporting.

8 REPORTING REQUIREMENTS

Recipients of QLDC community funding must provide reporting that demonstrates effective use of resources and achievement of outcomes.

8.1 GENERAL REPORTING OBLIGATIONS

Where applicable, recipients must:

- demonstrate how funding has been used, including a summary of activities delivered
- outline key achievements, outcomes, and benefits to the community
- provide evidence of compliance with agreement terms and conditions; and
- identify any challenges encountered and how they were addressed.

8.2 FINANCIAL ACCOUNTABILITY

Recipients must:

- provide a financial summary detailing how funds were spent
- spend funds in accordance with the approved budget
- provide written explanation for material variances from the approved budget
- seek prior approval for material changes to budget categories
- include relevant documentation such as receipts or invoices where appropriate; and
- account for any unspent funds.

8.3 PROPORTIONATE REPORTING

Reporting requirements scale with funding value:

Funding Tier	Reporting Requirement
Small grants	Simplified accountability report: brief description of activity, simple financial summary, and photos or evidence of delivery.
Medium grants	Standard accountability report: activity report, financial report comparing budget to actual, and outcome summary.
Large grants and multi-year funding	Comprehensive accountability report: detailed activity and outcome report, audited or reviewed financial statements where required, and evaluation findings.

8.4 TIMING

Reports must be submitted within the timeframe specified in the funding agreement. Typical timeframes are:

- Small grants: within 60 days of project completion.
- Medium grants: within 60 days of project completion.
- Large grants: progress reports at agreed milestones and final report within 90 days of completion.
- Multi-year funding: annual reports by agreed dates and final report at conclusion.

9 NON-COMPLIANCE AND UNSPENT FUNDS

9.1 WHAT CONSTITUTES NON-COMPLIANCE

Non-compliance occurs when a recipient fails to meet agreement terms, including:

- failure to submit required reporting within specified timeframes
- misuse of funds or expenditure on ineligible items
- significant deviations from approved scope without prior approval
- failure to acknowledge QLDC support as required; and
- breach of other agreement conditions.

9.2 ADDRESSING NON-COMPLIANCE

When non-compliance is identified, QLDC will:

- engage with the recipient to understand the circumstances and determine whether remedial actions can address the issue
- depending on the nature and severity, potential actions may include: requesting additional information or updated reports; agreeing on corrective measures; reducing, suspending, or cancelling further funding; or requiring return of funds.

9.3 UNSPENT FUNDS

Unspent funds may be managed through:

- return to QLDC
- carry-over for use in a revised or extended scope (subject to approval); or
- redirection to a related initiative that aligns with original objectives (subject to approval).

Recipients must report any unspent funds as part of their financial reporting.

9.4 CONSEQUENCES OF BREACH

In cases of significant or repeated breaches, QLDC may:

- decline future funding applications until the breach is resolved
- require repayment of funds
- require public acknowledgement of breaches where community trust is affected; and
- refer matters to appropriate authorities where fraud or serious misconduct is suspected.

10 COMMUNICATION REQUIREMENTS

10.1 QLDC COMMUNICATION

QLDC will:

- promote funding opportunities widely across accessible platforms
- provide clear guidance on application processes
- keep applicants informed of application status
- provide feedback to applicants on request
- communicate reporting requirements clearly at approval stage; and
- report annually on funding activity and impact.

10.2 RECIPIENT COMMUNICATION

Recipients must:

- reference QLDC in all communications related to funded initiatives using approved logo and language
- maintain open communication with QLDC throughout delivery
- acknowledge QLDC support in post-funding communications such as event summaries and annual reports; and
- invite QLDC representatives to relevant events or activities where appropriate.

11 CONFLICT OF INTEREST MANAGEMENT

All participants in the funding process must comply with the QLDC Conflict of Interest Policy.

11.1 TYPES OF CONFLICT

A conflict of interest exists where a person involved in the funding process has an interest that could, or could be perceived to, influence their judgement. This includes:

- Actual conflict: A direct personal, financial, or other interest in an applicant or application.
- Potential conflict: An interest that may develop into an actual conflict.
- Perceived conflict: A situation that could reasonably be perceived by others as a conflict, even if no actual conflict exists.

11.2 DECLARATION REQUIREMENTS

All staff, elected members, panel members, and advisors involved in funding processes must:

- declare any actual, potential, or perceived conflicts before participating in assessment or decision-making
- update declarations if circumstances change during the process; and
- err on the side of disclosure where uncertain.

11.3 MANAGING CONFLICTS

Where a conflict is declared:

- The nature of the conflict will be assessed to determine appropriate action.
- The affected person will typically withdraw from discussion and decision-making on the relevant application.
- The conflict, its nature, and the action taken will be recorded.
- In cases of significant or widespread conflicts, independent moderation may be arranged.

CARING FOR
OUR COMMUNITIES'

Take a look at some of the awesome projects and initiatives carried out by local community champions with the support of QLDC's Community Fund in 2025.

COMMUNITY FUND 2025-2026 AT A GLANCE:

Total $ requested	$1.83M
Total $ approved	$553,600
Average grant size	$6,920
# applications received	124
# applications approved	80

Aspiring Beginnings Early Learning Centre (Wānaka)

QLDC's Community Fund supported Aspiring Beginnings to stay focused on what matters most for local families; a warm, community-owned early learning environment where parents meet, share support, and build a sense of belonging alongside their children. The Fund helped to cover operational costs, which in turn supported whānau engagement and opportunities for connection and belonging.

Community funding helped keep costs down for families and strengthen connection through whānau-led moments like these.

Helping families new to town find their people and feel at home in the Upper Clutha.

Wānaka Associated Football Club

The Fund contributed to coaching salaries, helping Wānaka AFC keep membership fees as low as possible. This makes it easier for children, youth, and adults to join in, stay active, and build confidence through sport. It also helped to manage the pressure of venues and staffing by supporting coaching costs.

Coaching in action.

WAI Wānaka

WAI Wānaka delivered on a number of initiatives supported by the Community Fund including environmental education, learning activities and engagement with the community at scale. It supported hands-on events that brought locals together to learn and take action, along with helping to staff work programmes.

Learning by doing: Helping explain where stormwater goes and how everyday actions affect lakes and rivers to build guardianship.

Community action for healthy waterways: Supporting people to move from interest to action.

Food For Love (Upper Clutha)

Food For Love delivers free, home-cooked meals across the Upper Clutha, bringing comfort, dignity, and relief to local households in need. QLDC funding supported with operational costs such as food storage and delivery. As Food For Love is volunteer-led, funds also supported a volunteer programme to improve induction, training, and regular get-togethers. This is community care in action, with locals supporting locals, week in and week out.

Behind every meal is community. The volunteer programme builds connection, inclusion, and pride across the Upper Clutha.

Alpine Community Development Trust operating as Community Link

Community Link supported a number of initiatives as a recipient of the QLDC Community Fund including setting-up Coffee Connection and helping to fund its Reconnecting Seniors programme. Through Community Link's food security work, WānaSoup offers a way to access support and connection in the Upper Clutha. It sits alongside other local responses like the foodbank that reduce isolation and improve wellbeing. Funding also helped Community Link to create spaces where people can connect, belong, and feel supported.

Coffee Connection: creating friendly, low-pressure opportunities for older residents to meet others and feel part of the community.

Reconnecting Seniors: activities that bring people together and celebrate belonging in the Upper Clutha.

WānaSoup: offering a warm meal and a welcome for people who need it most.

QUEENSTOWN LAKES DISTRICT COUNCIL