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# STRATEGIC OUTCOMES FRAMEWORK

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Property and Infrastructure

DRAFT 30 Year Infrastructure Strategy

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# 01

## CONTEXT

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### 1.1 INTRODUCTION

As part of public consultation on the next Long Term Plan (LTP21), Queenstown Lakes District Council must consult on a 30 Year Infrastructure Strategy.

To ensure Infrastructure's ("we/our") contribution to LTP21 is strategically aligned and current, a review of the existing 30 Year Infrastructure Strategy was commenced in early 2019. Through this review a Strategic Outcomes Framework was developed.

This Strategic Outcomes Framework will form the first part of the revised 30 Year Infrastructure Strategy. It is a cascade of outcomes, goals, and objectives that connect the district's *Vision Beyond 2050* to our Infrastructure investment planning.

### 1.2 DEFINING INFRASTRUCTURE

Our Infrastructure services – three waters, transport, and waste minimisation and management – should enable everyone in our district to maximise their wellbeing and pursue the lives they want to live.

Infrastructure services are essential for healthy and connected neighbourhoods and communities. Our services must be resilient, safe, and protect the natural environment for generations to come. We will work in partnership with iwi, communities, and funders to plan and build for this future.

### 1.3 STRATEGIC ALIGNMENT

#### AN INSPIRING FUTURE | HE ĀMUA WHAKAOHOHO

Vision Beyond 2050 and the Draft Spatial Plan were the two principal guiding strategic documents for the development of our Strategic Outcomes Framework.

Vision Beyond 2050 was developed in partnership with our community, providing eight defining principles for how we live, work, and play. The Spatial Plan is being based around the phrase 'Grow Well' or 'Whaiora' (meaning: in the pursuit of wellness).

The principles underpinning these guiding strategies are heavily interdependent. Infrastructure services will have different degrees of impact on the achievement of those principles. Recognising this, we have developed a subset of four community outcomes to guide our infrastructure activity.

# 02

## KEY INVESTMENT DRIVERS

Understanding our key challenges and their contributing factors shows us where intervention is required to move us closer to our outcomes

CONTRIBUTING FACTORS	KEY CHALLENGES	OUTCOMES WE ARE SEEKING
<ul style="list-style-type: none"> <li>Legislative requirements/changes &lt;</li> <li>Historic undervaluing of wellbeing &lt;</li> <li>Inherently risky services &lt;</li> <li>Disjointed approach to service planning &lt;</li> </ul>	<p><b>MISSING OPPORTUNITIES TO IMPROVE THE HEALTH AND SAFETY OF THE PEOPLE WE SERVE</b></p>	<p><b>ALL PEOPLE CAN LIVE HEALTHY LIVES</b></p> 
<ul style="list-style-type: none"> <li>Tourism-dominated economy &lt;</li> <li>High costs of living &lt;</li> <li>Geographic challenges &lt;</li> <li>Demand outstripping capacity &lt;</li> <li>Risk of rising attrition and reduced attraction &lt;</li> </ul>	<p><b>AFFORDABILITY AND A VULNERABLE ECONOMY AT HIGH RISK OF ECONOMIC CONTRACTION RISKS THE ONGOING DESIRABILITY OF OUR DISTRICT</b></p>	<p><b>OUR ECONOMY IS STABLE AND OUR PEOPLE PROSPER</b></p> 
<ul style="list-style-type: none"> <li>Location/condition of critical assets &lt;</li> <li>High natural risk level &lt;</li> <li>Unknown risk exposure &lt;</li> <li>Unclear and inconsistent definition/expectations of resilience &lt;</li> </ul>	<p><b>LOW CONFIDENCE IN THE CONTINUITY OF OUR SERVICES FOLLOWING A SUDDEN EVENT WOULD PLACE THE SAFETY AND RECOVERY OF OUR DISTRICT AT RISK</b></p>	<p><b>COMMUNITIES ARE RESILIENT TO SUDDEN NATURAL EVENTS</b></p> 
<ul style="list-style-type: none"> <li>We create contaminants/emissions &lt;</li> <li>Entrenched behaviours &lt;</li> <li>Legacy decisions/practices &lt;</li> <li>Climate change &lt;</li> <li>Unique natural environment &lt;</li> </ul>	<p><b>ANY ENVIRONMENTAL DAMAGE CAUSED BY OUR SERVICES WOULD BE INCONSISTENT WITH OUR RESPONSIBILITIES AS GUARDIANS</b></p>	<p><b>THE NATURAL ENVIRONMENT'S MAURI IS RESPECTED AND ENHANCED</b></p> 

# 03

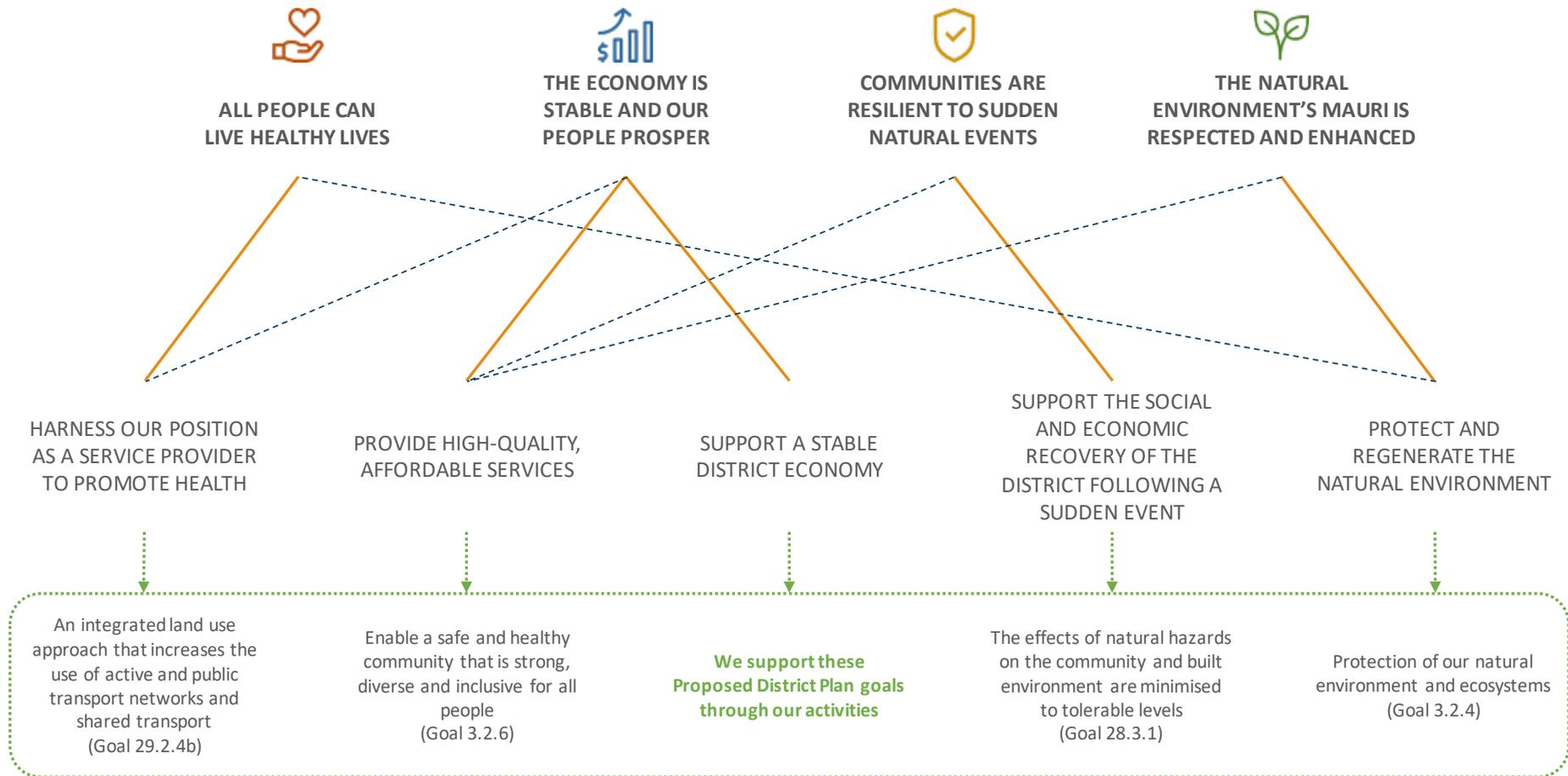
## STRATEGIC OUTCOMES FRAMEWORK

### 3.1 SUMMARY FRAMEWORK

OUTCOMES	GOALS	OBJECTIVES
ALL PEOPLE CAN LIVE HEALTHY LIVES	HARNESS OUR POSITION AS A SERVICE PROVIDER TO PROMOTE HEALTH	<ul style="list-style-type: none"> <li>&gt; Services reliably protect people from harm</li> <li>&gt; Services create opportunities for people to increase activity, recreation, and social connection</li> </ul>
OUR ECONOMY IS STABLE AND OUR PEOPLE PROSPER	PROVIDE HIGH-QUALITY, AFFORDABLE SERVICES	<ul style="list-style-type: none"> <li>&gt; Sustain annual market spend to support and strengthen the district’s economy</li> <li>&gt; Sustain the affordability of services through efficiency, effectiveness, and funding opportunities</li> </ul>
	SUPPORT A STABLE DISTRICT ECONOMY	<ul style="list-style-type: none"> <li>&gt; Sustain annual market spend to support and strengthen the district’s economy</li> <li>&gt; Build the diversity and capability of the district’s businesses</li> </ul>
COMMUNITIES ARE RESILIENT TO SUDDEN NATURAL EVENTS	SUPPORT THE SOCIAL AND ECONOMIC RECOVERY OF OUR DISTRICT FOLLOWING A NATURAL EVENT	<ul style="list-style-type: none"> <li>&gt; Ensure the continuity of essential services following natural hazard events</li> <li>&gt; Optimise the recovery of all services following a natural hazard events</li> </ul>
THE ENVIRONMENT’S MAURI IS RESPECTED AND PROTECTED	PROTECT AND REGENERATE THE NATURAL ENVIRONMENT	<ul style="list-style-type: none"> <li>&gt; Contaminants from our services are prevented from entering the natural environment</li> <li>&gt; Services reduce impact on global emissions and resource extraction</li> <li>&gt; Identify and prioritise opportunities for environmental regeneration</li> </ul>

### 3.2 GOALS CAN SERVE MULTIPLE OUTCOMES

While each of our goals are connected to the primary outcome they serve (orange lines), the reality is that the outcomes are interconnected – therefore some goals serve multiple outcomes. These second-order effects (blue lines) are quite normal and need to be recognised, particularly when considering an investment initiative’s strategic contribution. Our goals are also in alignment with those presented in the Proposed District Plan (green lines).



### 3.3 ABOUT THE OUTCOMES

## ALL PEOPLE CAN LIVE HEALTHY LIVES

Our **infrastructure services are central to creating a holistic health-supportive environment** (physical, mental, and social wellbeing).

Safe and reliable services that promote the health of individuals, communities, and the surrounding natural environment will be readily accessible to all. Non-traditional opportunities to support communities' whakawhanaungatanga through our physical investments will be explored.

#### GOAL **HARNESS OUR POSITION AS A SERVICE PROVIDER TO PROMOTE HEALTH**

##### OBJECTIVE **Services reliably protect people from harm**

*This objective is about providing reliable services that directly impact public health and safety, including damage to property from flooding. The potential for harm through environmental contamination is addressed in our environmental outcome area.*

##### OBJECTIVE **Services create opportunities to increase activity, recreation, and social connection**

*Active travel, as well as any opportunity to improve activity and recreation through how we develop infrastructure sites should be considered.*

*Development notes and additional context have been provided to support interpretation of objectives*

## OUR ECONOMY IS STABLE AND OUR PEOPLE PROSPER

**Economic stability is essential to ensuring our district is a desirable place** to live, work, and play. Our infrastructure planning, funding, and delivery will give the local market confidence to invest and diversify. We will continually seek out improved ways of meeting our community's service needs.

#### GOAL **PROVIDE HIGH-QUALITY, AFFORDABLE SERVICES**

##### OBJECTIVE **Respond to demand for services in a way that balances customer quality and affordability expectations**

*Our services must respond to community expectations, but in the pursuit of affordability we need to explore different service offerings with the community (including reliability, quality, etc.)*

##### OBJECTIVE **Sustain the affordability of services through efficiency, effectiveness, and alternative funding opportunities**

#### GOAL **SUPPORT A STABLE DISTRICT ECONOMY**

##### OBJECTIVE **Sustain annual market spend to support and strengthen the district's economy**

*We should avoid a boom-bust cycle of expenditure to help local businesses invest and grow.*

##### OBJECTIVE **Build the diversity and capability of the district's businesses**

*This can be achieved in the way we procure from suppliers, but potentially also through new local economic development initiatives relevant to infrastructure services.*

## COMMUNITIES ARE RESILIENT TO SUDDEN NATURAL EVENTS

We need to invest in our services in a way that means **our community is well-supported in a sudden natural event** (e.g. earthquake, flood), and that we are **agile to opportunities that arise as a result of disruption**. In doing this, we will ensure the cost of recovery is low and the pace of recovery is rapid.

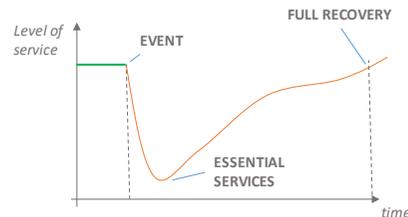
**GOAL** SUPPORT THE SOCIAL AND ECONOMIC RECOVERY OF OUR DISTRICT FOLLOWING A SUDDEN EVENT

**OBJECTIVE** Ensure the continuity of services following natural hazard events

*We need to get essential services back up and running as soon as possible – recognising that the community’s preparedness also plays a role. Essential service recovery needs to meet a level of service agreed with the community.*

**OBJECTIVE** Optimise the recovery of all services following natural hazard events

*This objective also calls for an agreed resilience standard that ensures service recovery does not hamper the district’s recovery, but is also done in a way which maximises opportunities for improvement.*



## THE NATURAL ENVIRONMENT’S MAURI IS RESPECTED AND ENHANCED

**Our relationship with nature will be defined by respect and an attitude of guardianship**; treading lightly in terms of what we extract from, and return to, nature. Our infrastructure will be developed and managed in a way that enhances the mauri of the surrounding natural environment.

**GOAL** PROTECT AND REGENERATE THE NATURAL ENVIRONMENT

**OBJECTIVE** Contaminants from our services are prevented from entering the natural environment

*This covers stormwater, road runoff, leaching from the landfill, and discharge of wastewater.*

**OBJECTIVE** Services reduce impact on global emissions and resource extraction

*This is both how we reduce emissions from Infrastructure activities, as well as how we enable the community to achieve emissions reductions. Reduction in resource extraction primarily comes from a circular economy and energy efficiency.*

**OBJECTIVE** Identify and prioritise opportunities for environmental regeneration

*There are opportunities to regenerate – such as nitrogen uptake through native planting/wetlands, and the way we use organic waste.*