

Item 2: Long Term Plan Steering Group 7

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

- This workshop will address development of key aspects of the QLDC Infrastructure Strategy, specifically options with QLDC's infrastructure investment types, which will directly inform the detailed capital expenditure programme.
- Infrastructure Strategy planning settings were workshopped with Councillors at the 30 June LTP Steering Group. These were Growth, Resilience, Environment and Asset Renewals.
- QLDC's infrastructure investment types are:
 - Waste Minimisation
 - Community/Social infrastructure
 - Transport
- Today's workshop will address two of QLDC's infrastructure investment areas: Waste minimisation and Community/Social infrastructure. Transport will be considered as part of the 14 July Full Council workshop.
- The purpose of discussion on Waste Minimisation and Community/Social Infrastructure is to:
 - Present the significant infrastructure challenges in these areas, and the principal options for managing those challenges over the 30-year Infrastructure Strategy period.
 - Enable understanding of each option's high-level cost implications, including an indication of whether investment is primarily driven by growth or levels of service. Estimated rates and development contribution impacts will be presented alongside the detailed capital expenditure programme.
 - Seek direction from Councillors on preferred options for Waste Minimisation and Community/Social infrastructure so that staff can use those preferences to inform capital expenditure prioritisation and modelling for the detailed LTP programme.

DATE/START TIME:

Thursday, 9 July 2026 at 2.10pm

TIME BREAKDOWN:

Presentation: 1 hour

Questions or Debate/Discussion: 1 hour

PRESENTERS:

Pennie Pearce (General Manager, Strategy and Policy)

Jesse Taylor (Investment and Support Services Manager)

Simon Battrick (Strategic Project Manager, Community Services)

Sophie Mander (Strategy Planning Manager, Waste Minimisation)
Ian Dunbar (Organisation Performance Manager)

Prepared by:	Reviewed and Authorised by:
	
Name: Ian Dunbar Title: Manager Organisation Performance 30 June 2026	Name: Meaghan Miller Title: Corporate Services General Manager 30 June 2026

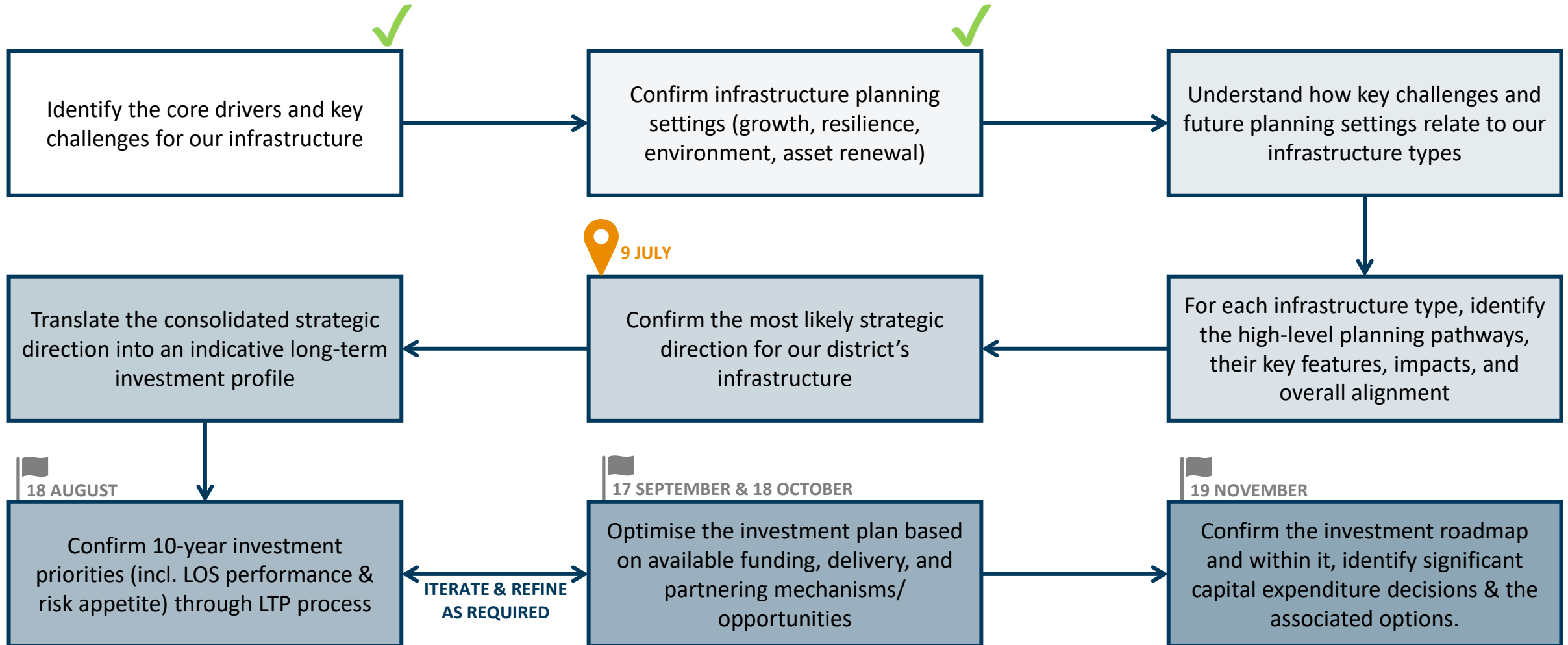
ATTACHMENTS:

A	LTP Steering Group 7 PowerPoint presentation
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Infrastructure Strategy

LTP Steering Group | 9 July 2026

Building the Infrastructure Strategy



Focus of workshop

Future planning pathways are presented for each infrastructure type.
Council is asked to confirm the pathway to take forward.

INFRASTRUCTURE STRATEGY OUTLINE

Context

Infrastructure in the district, Strategic Framework, Key infrastructure drivers

Significant issues

30 Year Planning Settings

Cross-cutting planning settings: growth, resilience, te taiao, and asset renewal:

- Potential options
- Agreed combination of options (baseline planning setting)

30 Year Activity Planning Pathways

Infrastructure planning pathways: waste minimisation & management, transport, community/social, and natural/resilience-based:

- Significant issues in context
- Potential planning pathways
- Agreed planning pathway

30 Year Investment Plan

Most likely future for our infrastructure: consolidated planning settings & pathways

Planned approach to managing infrastructure – taking into account growth, levels of service, resilience, and environmental requirements

30-year investment road map: indicative capital and operating expenditure

Significant capital decisions expected: when, what, potential cost, principal options

Consider pathways for each infrastructure type:

PATHWAY 1: Progressive transition to a Zero Waste future				A staged transition from landfill reliance to a circular waste system, balancing service reliability and affordability while progressively scaling diversion and recovery capacity.
WHAT WILL WE DO?				Ongoing activities & investment
	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)	
Focus	Stabilise the system and enable organics diversion.	Expand diversion systems as capability, participation, and markets grow.	Maintain performance and evolve infrastructure to meet future needs.	Ongoing investment and actions will drive waste minimisation through education, partnerships, behaviour change, compliance, policy improvements, and a balanced asset renewal programme. A gradual and relatively
Key investments & actions	Upgrade transfer stations, secure organics processing capacity and implement collection service, re-consent Victoria Flats Landfill, and progress a MRF solution.	Wānaka transfer station Stage 2 upgrade, enable/promote construction waste and biosolids processing solutions (delivered by others), optimise kerbside services, and strengthen product stewardship.	Renew and upgrade waste infrastructure, expand resource recovery where justified, adapt to future requirements, and optimise kerbside services.	Low-moderate, gradual increases in capex and opex will be required.
Est. capex	\$20 - 30M (excl. MRF)	\$5 - 15M	\$30 - 50M	
Opex impact	●●●	●●	●●	
WHAT DOES IT MEAN?				KEY CONSIDERATIONS
Service outcomes	Maintains reliable services with staged improvements in convenience, diversion options, and system performance over time.	Implements the 2025 WHMP and gives effect to waste minimisation and management objectives.	Growth pressures are primarily managed through enhanced waste reduction and diversion practices, enabled by both Council and sector-supplied solutions.	Strengths
Strategic alignment	System resilience is enhanced through increasing access to community-based diversion/reuse solutions and new/upgraded core diversion and disposal assets.	A greener infrastructure system is supported through increasing diversion of unwanted goods and materials, and advocacy/enablers of sector-led solutions.	New core facilities will limit renewal needs in the near-medium term, with steady uplift into the long-term as those new assets age.	Risks and Trade-offs
Planning to Grow Well				Cost drivers
Building Resilience				Partnering & funding opportunities
Thriving Te Taiao				
Asset Stewardship				

Compare pathways & confirm way forward:

Comparison of pathways

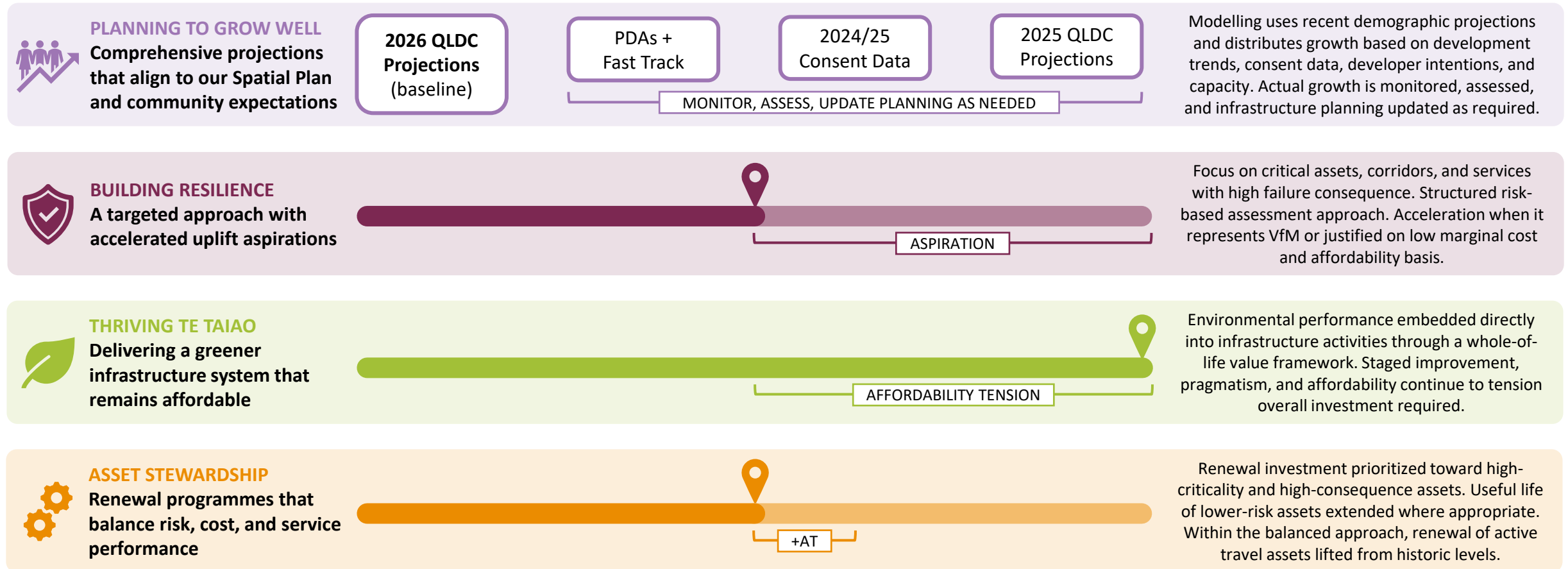
	PROGRESSIVE TRANSITION	ACCELERATED TRANSITION	DECELERATED TRANSITION
30-year capital investment (excl. renewals)	●●● \$50 - 100m	●●●● \$115 - 170m	●●●●● \$110 - 200m
30-year operating expenditure	new organics service	multiple new services/facilities	significant uplift in the long-term
Implementation feasibility	●●●● shares delivery of required assets/services across QLDC and third-parties	●● major assets/services to be delivered in a short timeframe	● securing new landfill capacity is expected to be very difficult
Response to significant issues	●●●●● provides a viable, affordable, and shared solution to issues	●●● responds to most issues; could exacerbate affordability challenges	● significant issues will worsen over time
Delivery of objectives	●●●●● achieves significant diversion; promotes shared responsibility	●●●● achieves significant diversion; direct provision may erode shared responsibility	● relies heavily on other parties to achieve prevention & diversion outcomes

Which pathway should form the basis of our 30-year waste minimisation and management strategy and investment?

Consolidate & incorporate into 'most likely' infrastructure scenario

Our infrastructure planning settings

On 30 June, Council provided direction on the preferred cross-cutting settings to be applied to infrastructure planning.



Together, these settings direct a fairly balanced approach to infrastructure planning and investing over the next 30-years, with a focus on delivering enhanced environmental outcomes. Some infrastructure planning pathways presented in the material to follow are more closely aligned to these settings than others; however, these settings can and will still be applied across infrastructure planning irrespective of the pathways selected.

Our infrastructure planning pathways

Potential pathways for waste minimisation & management, social, and natural infrastructure that define how we will plan and invest over the next 30 years.

Possible planning pathways

We have four key infrastructure types to plan for, and invest in, over the next 30 years:

Waste Minimisation

How are we moving together towards Zero Waste and a circular economy?

Transport

[next workshop]

Community/Social

How will we provide well-located, integrated community infrastructure that supports everyday needs?

Natural

How will we work with Te Taiao to protect people, places, and ecosystems?

Together these pathways form the 'most likely scenario' for the future of our infrastructure. They set down high-level investment intentions and inform how we will manage our infrastructure assets over the next 30-years.

Together Towards Zero Waste and a Circular Economy

WASTE MINIMISATION & MANAGEMENT INFRASTRUCTURE

Overview of waste infrastructure

KEY SERVICES



Residential kerbside collection services for recycling (glass, mixed recyclables) and residual waste



Recycling and transfer facilities for waste disposal and resource recovery incl green waste, scrap metal, hazardous waste, e-waste



Promotion and support of **activities that prevent, reduce, and manage waste** (broad programme of community-focused initiatives)



Collaboration with other councils on a **regional development framework and joint initiatives programme**



Network of **public place bins**

LEVELS OF SERVICE

The system supports waste prevention and maximises diversion to reduce the volume of material sent to landfill

Collected recycling and recovered materials are of a quality that supports efficient processing and maximises material value

Facilities and operations provide safe, compliant, and resilient service capability

Service requests, incidents, and customer-reported issues are resolved within agreed timeframes

MAIN ASSETS

Refuse transfer stations

Located in Wanaka and Frankton. Accept and treat material (from kerbside collection, private collectors, public) before transport to landfill or recycling facility. Operated by WMNZ.

Materials recovery facility

Located in Frankton. Receives district's recyclables for processing and consolidation before being shipped out of district and sold on commodity market. Operated by WMNZ.

Victoria Flats landfill

Only operational landfill for QLDC and CODC. All assets and plant owned by Scope Resources. Approx 40 years remaining capacity.

Closed landfills

QLDC responsible for six consented closed landfills, requiring active monitoring and management to ensure they don't pose public or environmental health risks.

Weighbridges

QLDC operates four weighbridges. Core regulatory and revenue assurance assets. Provide verified data for billing, reporting, and performance measurement.

Public place bins

Network includes variety of container types for collection of rubbish, recycling, cigarette butts, and dog waste.

FUTURE TRAJECTORY

Short-term, our focus is on system stability: transfer station upgrades, Victoria Flats landfill reconsenting, securing organics processing, and progressing an MRF solution for recyclables. Longer term, the trajectory will depend on the selected strategic pathway: **progressive** expansion, **accelerated** investment in circular economy and resource recovery, or a transition **deceleration** that relies on market-led resource recovery and waste minimisation solutions.

Significant issues in context



As a district, we send a lot of waste to landfill, creating greenhouse gas emissions and wasting finite resources. In 2025, we sent on average 981 tonnes of waste to Victoria Flats landfill every week. Our key sources of waste sent to the landfill include construction and demolition waste (34%), industrial, commercial, and institutional (23%), QLDC residential and kerbside collections (22%), private kerbside collections (12%), with the remaining 8% comprised of landscaping and earthworks, non-kerbside residential, and special wastes.

SIGNIFICANT ISSUE	WHAT IT MEANS FOR WASTE MINIMISATION & MANAGEMENT
Growth and demand outpacing capacity	Rapid and sustained residential and visitor growth is driving construction and demolition activity and producing more waste. Development pressures and environmental constraints are limiting land available for new or expanded facilities. Demand is increasing faster than the system can adapt, placing strain on existing infrastructure, eroding capacity, and risking service reliability.
Misalignment between service models and future needs	Our current waste service model is largely organised around linear collection, processing, and disposal approaches that aren't fully aligned with signalled strategic direction, community expectations, and regulatory requirements. As expectations for waste prevention, material reuse and recovery and environmental performance increase, our existing assets and services are becoming less fit-for-purpose, requiring adaption to better meet current and future needs.
Increasing exposure to disruption and limited system resilience	Our geographic isolation, critical dependence on a small number of aging material processing and waste disposal facilities, and dependence on external markets with complex supply chains make our waste services particularly vulnerable to disruption. With limited system redundancy and few alternative service pathways, our waste system has limited ability to absorb shocks and recover quickly.
Infrastructure's impact on climate, biodiversity, and the natural environment	Waste infrastructure has direct environmental impacts through landfill emissions, leachate risks, transport movements, odour, noise, pests, and the long-term use and modification of land. Disposal of waste (in particular timber, fibre and organic material) contributes to greenhouse gas emissions and the loss of recoverable resources, while poor asset performance can affect freshwater, ecological, and community values. Increasing environmental expectations are placing greater pressure on existing facilities to minimise adverse effects and protect finite resources.
Increasing affordability pressures and the need for trade-offs	The cost of providing waste services in our district is continuing to rise; transport costs are increasing, aging assets require more investment to remain operational, and growth has not generated funding as waste sits outside the DC regime. Limited land availability and premium pricing make provision of new diversion and disposal infrastructure costly. As pressure to increase diversion and improve system resilience grows, we must prioritise between maintaining services, renewing assets, and investing in new infrastructure.

Strategic direction and objectives

**QUEENSTOWN LAKES:
TOGETHER TOWARDS
ZERO WASTE
AND A CIRCULAR ECONOMY**

Adopted September 2023

WASTE MANAGEMENT AND
MINIMISATION PLAN 2025-2031

QUEENSTOWN
LAKES DISTRICT
COUNCIL

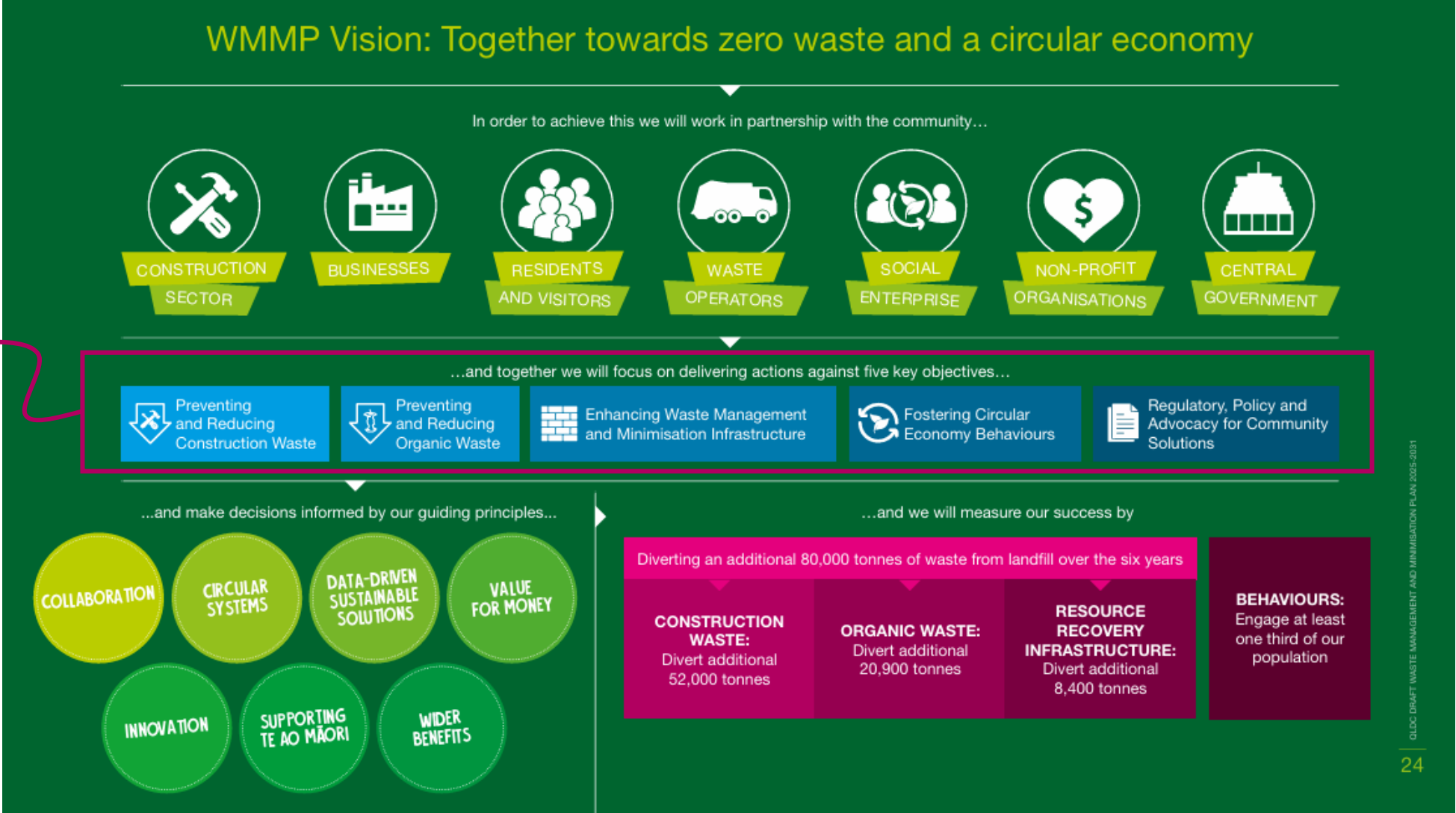
Prevent C&D waste creation at source and enhance reuse, recycling and recovery of material created by construction activities

Prevent food wastage and minimise food scraps and garden waste going to landfill

Increase the capacity and quality of waste infrastructure and support services - enabling reuse and recycling

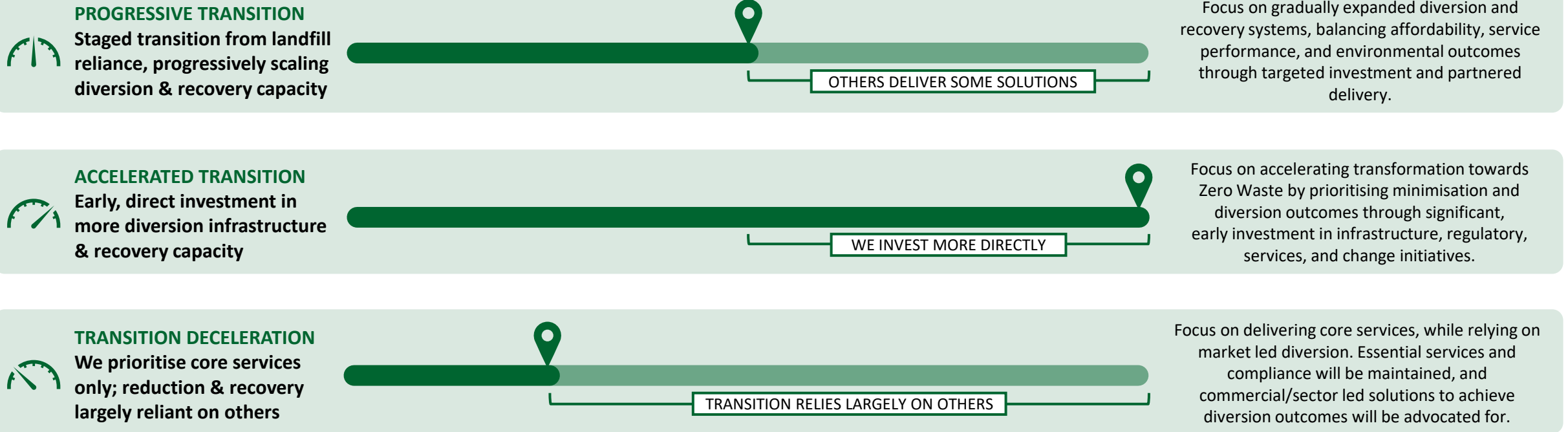
Promote and facilitate behaviour changes that support the transition to a circular economy

Reinforce partnerships and collaborative solutions through local or national regulation and policy



Overview of potential planning pathways

Three principal waste minimisation and management planning pathways have been identified for the next 30-years. These pathways contemplate the pace at which we seek to achieve a Zero Waste future, and the extent to which we invest in diversion solutions.



The progressive transition is most closely aligned to our current trajectory, as set out in our 2024-2054 Infrastructure Strategy and 2025 Waste Minimisation & Management Plan.

The current Infrastructure Strategy identifies 'move towards a circular economy' as the most likely solution for the type of waste management services and facilities we provide. It signals major capital investment in a new MRF and upgraded transfer station facilities, introduction of a food and green waste collection, and ongoing investment in the district's Zero Waste Programme, product stewardship, closed landfill management, and renewals. Potential investment in distributed community solutions and other organic material collection/processing beyond 2034 is also signalled. The 2024 LTP provisioned for around \$100M of capital investment in Waste Minimisation and Management.

PATHWAY 1: Progressive transition to a Zero Waste future

A staged transition from landfill reliance to a circular waste system, balancing service reliability and affordability while progressively scaling diversion and recovery capacity.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Stabilise the system and enable organics diversion.	Expand diversion systems as capability, participation, and markets grow.	Maintain performance and evolve infrastructure to meet future needs.
Key investments & actions	Upgrade transfer stations, secure organics processing capacity and implement collection service, reconsent Victoria Flats Landfill, and progress a MRF solution.	Wānaka transfer station Stage 2 upgrade, enable/promote construction waste and biosolids processing solutions (delivered by others), optimise kerbside services, and strengthen product stewardship.	Renew and upgrade waste infrastructure, expand resource recovery where justified, adapt to future requirements, and optimise kerbside services.
Est. capex	\$20 - 30M (excl. MRF)	\$5 - 15M	\$30 – 50M
Opex impact	●●●●	●●	●●●

Ongoing activities & investment

Ongoing investment and actions will drive waste minimisation through education, partnerships, behaviour change, compliance, policy improvements, and a balanced asset renewal programme.

Low-moderate, gradual increases in capex and opex will be required.

WHAT DOES IT MEAN?

Service outcomes	Maintains reliable services with staged improvements in convenience, diversion options, and system performance over time.
Strategic alignment	Implements the 2025 WMMP and gives effect to waste minimisation and management objectives.
Planning to Grow Well	Growth pressures are primarily managed through enhanced waste reduction and diversion practices, enabled by both Council and sector-supplied solutions.
Building Resilience	System resilience is enhanced through increasing access to community-based diversion/reuse solutions and new/upgraded core diversion and disposal assets.
Thriving Te Taiao	A greener infrastructure system is supported through increasing diversion of unwanted goods and materials, and advocacy/enablement of sector-led solutions.
Asset Stewardship	New core facilities will limit renewal needs in the near-medium term, with steady uplift into the long-term as those new assets age.

KEY CONSIDERATIONS

Strengths	Balances ambition with affordability, enabling steady progress towards a circular waste system while building sector capability, managing delivery risk, and responding flexibly to changing technology, markets and future demand.
Risks and Trade-offs	Relies on sector delivery for key diversion outcomes, creating exposure to uneven market development and risk that waste growth may outpace infrastructure and service capacity during the transition.
Cost drivers	Driven by growth in demand not recovered through current DC settings, with improved service levels and diversion outcomes benefiting existing users and contributing to moderate upward pressure on rates and charges.
Partnering & funding opportunities	Sector-led C&D and biosolids disposal solutions; Shared organics processing (CODC); Community-led prevention, reuse & diversion initiatives; Limited product stewardship schemes & sector/industry partnerships. Alternative funding and commercial models (e.g. IFFA, BOOT) could be utilised.

PATHWAY 2: Accelerated transition to a Zero Waste future

The move to a zero waste and circular economy is accelerated through early investment in diversion infrastructure, recovery capacity, and behaviour change, reducing reliance on landfill and providing certainty through direct investment in key services.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Invest early in enhanced diversion and recovery infrastructure.	Expand recovery capacity, networks, and specialised services to maximise diversion.	Phase out landfill reliance by expanding recovery infrastructure and adapting assets.
Key investments & actions	Extend transfer station upgrades to incl. additional reuse/recovery, provide organics processing and collection service, reconsent Victoria Flats Landfill, progress a MRF solution, and expand behaviour change & education.	Wānaka transfer station Stage 2 upgrade, construction waste and biosolids processing solutions, introduce hazardous waste recovery, expand community hub network, increase reuse/repair initiatives, expand and enable product stewardship participation.	Adapt transfer and disposal infrastructure, expand resource recovery capacity in line with demand, phase out landfill disposal of targeted materials, and repurpose legacy disposal assets.
~30Y capex	\$45 – 60M (excl. MRF)	\$45 – 70M	\$25 – 40M
Opex impact	●●●●●	●●●●●	●●●●●

Ongoing activities & investment

Ongoing investment and actions will support waste minimisation through stronger education, partnerships, behaviour change, monitoring, enforcement, policy tools, and a balanced renewal programme.

Moderate-high capex and opex increases will be required, particularly in the longer-term as multiple new major facilities delivered in Y1-10 age.

WHAT DOES IT MEAN?

Service outcomes	Delivers rapid improvements in diversion, reuse and recovery, reducing landfill reliance but increasing service complexity and operational intensity.
Strategic alignment	Strongly advances WMMP and circular economy outcomes through rapid improvements in waste reduction, diversion and recovery performance.
Planning to Grow Well	Rapidly responds to growth impacts through accelerated diversion and recovery capacity, reducing reliance on disposal infrastructure ahead of demand.
Building Resilience	Strengthens resilience through diversified recovery pathways and reduced landfill dependence.
Thriving Te Taiao	Secures environmental gains through rapid reduction in landfill reliance and accelerated expansion of reuse, recovery and circular material flows.
Asset Stewardship	Requires early investment in complex recovery infrastructure, increasing long-term renewal and operational demands across a more intensive asset base.

KEY CONSIDERATIONS

Strengths	Delivers the fastest transition to a circular waste system with strong service certainty and rapid environmental gains through early investment in diversion and recovery infrastructure.
Risks and Trade-offs	Requires high upfront and sustained investment with significant operational complexity, increasing exposure to technology and delivery risk while reducing opportunity to leverage sector-led solutions.
Cost drivers	Driven by growth in demand not recovered through current development contributions, with significant service level improvements for existing users resulting in higher and sustained pressure on rates/charges.
Partnering & funding opportunities	Limited reliance on external delivery partners reduces dependency on market timing, with opportunities focused on procurement innovation, co-funding and alternative funding arrangements, and targeted private sector participation in niche services.

PATHWAY 3: Deceleration of transition to a Zero Waste future

Service continuity, asset maintenance, and regulatory compliance is prioritised, with waste reduction and resource recovery largely led by the commercial and community sectors.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Maintain safe, compliant, and functional waste services.	Take a demand-led approach, supporting sector-led diversion while planning future disposal capacity.	Prioritise landfill capacity and targeted infrastructure upgrades.
Key investments & actions	Upgrade transfer stations, reconsent Victoria Flats Landfill, and progress a MRF solution.	Support sector-led construction waste and biosolids processing, advance landfill expansion planning, and respond to any new legislative requirements (e.g. organics).	Develop additional landfill capacity and upgrade transfer station infrastructure in response to demand and changing waste streams.
Est. capex	\$20 – 25M (excl. MRF)	\$20 - 50M	\$70 – 130M
Opex impact	● ●	● ●	● ● ● ● ●

Ongoing activities & investment

Focus will be on essential compliance, monitoring, and support for externally-led waste minimisation; including core community information and awareness, regulatory compliance activities, monitoring/data collection, illegal dumping prevention, and asset renewals.

Moderate capex and opex increases will be required, particularly in the longer-term as more disposal facilities and landfill capacity are added.

WHAT DOES IT MEAN?

Service outcomes	Maintains safe, compliant services with limited improvement in waste diversion and recovery.
Strategic alignment	Largely relies on other parties to implement the WMMP, with low progress towards waste minimisation & management objectives.
Planning to Grow Well	Expansion of disposal system capacity is the primary mechanism for managing demand pressures, with increasing diversion dependent on market-led solutions.
Building Resilience	Primarily focused on increasing the resilience of disposal system capacity only. Localised waste system resilience will be dependent on external initiatives.
Thriving Te Taiao	Increasing landfill dependence, and reliance on others to deliver diversion outcomes, means Council will not realise a greener infrastructure system.
Asset Stewardship	New facilities will limit renewals in the near-medium term, with steady uplift into the long-term as those new assets and more disposal system assets are added.

KEY CONSIDERATIONS

Strengths	Prioritises investment certainty by focusing our resources on core service delivery and disposal capacity, while enabling market and community-led waste reduction solutions to develop where supported by demand.
Risks and Trade-offs	Increases long-term reliance on landfill and associated costs, while limiting Council influence over waste minimisation outcomes and relying on external partners to deliver diversion progress.
Cost drivers	Driven by continued growth in demand not recovered through current development contributions, with service improvements focused on core disposal infrastructure resulting in moderate but increasing long-term pressure on rates/charges.
Partnering & funding opportunities	Commercial processing providers; Industry-led stewardship schemes; Community-led waste minimisation initiatives. Alternative funding and commercial models (e.g. IFFA, BOOT) could be utilised.

Comparison of pathways

	 PROGRESSIVE TRANSITION	 ACCELERATED TRANSITION	 DECELERATED TRANSITION
30-year capital investment (excl. MRF* & renewals)	\$50 - 100m	\$115 - 170m	\$110 - 200m
30-year operating expenditure	Moderate increase new organics service	High increase multiple new services/facilities to operate	High increase new disposal assets to manage/operate
Implementation feasibility	●●●●● delivery of required assets/services shared across QLDC and third-parties	●● major assets/services to be delivered in a short timeframe	● securing new landfill capacity is expected to be very difficult
Response to significant issues	●●●●● provides a viable, affordable, and shared solution to issues	●●● responds to most issues; could exacerbate affordability challenges	● significant issues will worsen over time
Delivery of objectives	●●●●● achieves significant diversion; promotes shared responsibility	●●●● achieves significant diversion; direct provision may erode shared responsibility	● relies heavily on other parties to achieve prevention & diversion outcomes

*preferred MRF solution subject to Council decision during FY27; this will determine necessary capex provision in LTP. Options under consideration represent a variety of potential funding requirements.

Which pathway should form the basis of our 30-year waste minimisation and management strategy and investment?

Well-located, integrated
community infrastructure that
supports everyday needs

COMMUNITY/SOCIAL INFRASTRUCTURE

Social Infrastructure Overview

Social infrastructure underpins community wellbeing and liveability

Social infrastructure plays a fundamental role in supporting community wellbeing, connection, identity and belonging. In a rapidly growing district with diverse communities, facilities and public spaces help people live, work and play together, while also contributing to the overall quality and attractiveness of place.

Growth and change are increasing pressure on community infrastructure

The district continues to experience strong population and visitor growth, placing increasing demand on community facilities and infrastructure networks. This pressure is occurring alongside wider challenges, including cost-of-living pressures, economic change, government reform, and the need to respond to climate change, all of which influence Council's investment priorities.

Council has prioritised core infrastructure while gradually building social infrastructure capacity

The 2024–2034 Long-Term Plan signalled a focus on consolidating service delivery by getting the basics right first, while progressively investing in social infrastructure that supports liveability, inclusion and resilience. As a

result, investment has largely focused on essential water infrastructure, with social infrastructure delivery not keeping pace with community expectations and growth.

Planning for social infrastructure early delivers better long-term outcomes

A key challenge over the next 30 years is ensuring community facilities and services are planned and delivered alongside growth. Retrofitting social infrastructure into established communities is typically more difficult, more expensive and less effective than providing it as neighbourhoods develop.

Integrated planning and partnerships are critical to success

This reinforces the importance of coordinated spatial and infrastructure planning, supported by partnerships with schools, community providers, developers, mana whenua and other organisations. Together, these arrangements help ensure communities have access to appropriate local services and facilities.

The strategic direction is clear, but investment alignment remains a challenge

Much of the district's planning already provides a framework for balancing access to major community hubs

with local neighbourhood facilities. The key challenge is ensuring investment decisions are aligned with these planned outcomes so that facilities are delivered in the right locations and at the right time.

This Strategy will provide a long-term framework for coordinated investment

This 30-year strategy is an opportunity to confirm the framework that guides future investment, aligning Council and partner activities to support the coordinated, staged and timely delivery of social infrastructure across the district.

Significant issues in context

SIGNIFICANT ISSUES	WHAT IT MEANS FOR COMMUNITY/SOCIAL INFRASTRUCTURE
Growth and demand outpacing capacity	Population growth, including both residents and visitors, is increasing demand for community facilities, open spaces, parks and libraries. Current provision levels are below recognised benchmarks in some areas, and future growth is expected to increase demand further. Sports user groups, for example, increased from 74 to 224 between 2010 and 2026. Growth in housing development has also increased the need for supporting social infrastructure while competing land use demands have affected the availability of open space.
Misalignment between service models and future needs	Demographic change, evolving recreation preferences, the emergence of new activities, and increasing demand for informal recreation are changing how communities use and access facilities. Many existing facilities were designed to meet different needs and may not align with current or future patterns of use. Accessibility requirements are also increasing as the number of residents and visitors requiring universally accessible facilities grows. At the same time, community organisations and sports clubs are responding to increasing compliance obligations, changing funding environments, ageing assets, and evolving facility and field standards.
Increasing exposure to disruption and limited system resilience	Community facilities such as sports hubs and community centres are not just everyday assets, they serve as critical welfare and emergency response infrastructure during shock events like earthquakes, making their size, condition, and availability a matter of community safety. The network's resilience is being further tested by increasingly frequent and severe weather events, with rising rainfall, landslides, and windstorms causing significant disruption to parks, tracks, cemeteries, and facilities. Ensuring the right assets are in the right locations, in a fit state to respond when needed, is fundamental to a resilient social infrastructure network.
Infrastructure's impact on climate, biodiversity, and the natural environment	Community and social infrastructure has a direct environmental footprint through buildings, hard surfaces, transport access, energy, water use and carbon emissions. Climate and environmental pressures are also affecting how these assets perform, with increasing need for them to support emergency shelter, stormwater management, emissions reduction, energy efficiency and environmental outcomes. Future investment will need to reduce environmental impacts while keeping community spaces usable, accessible and resilient.
Increasing affordability pressures and the need for trade-offs	The cost of delivering and upgrading community facilities continues to increase due to construction cost escalation and reliance on funding and investment partnerships. Long planning, approvals and funding timeframes can further increase project costs before delivery begins. At the same time, there is increasing demand for investment in supporting amenities at sports parks and hubs, such as toilets, storage, changing facilities, shade and shelter, creating additional pressure on limited budgets.

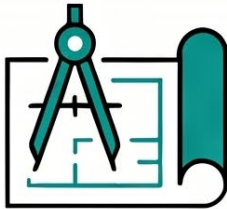
Designing Communities: The Social Infrastructure Roadmap

Strategic Foundations



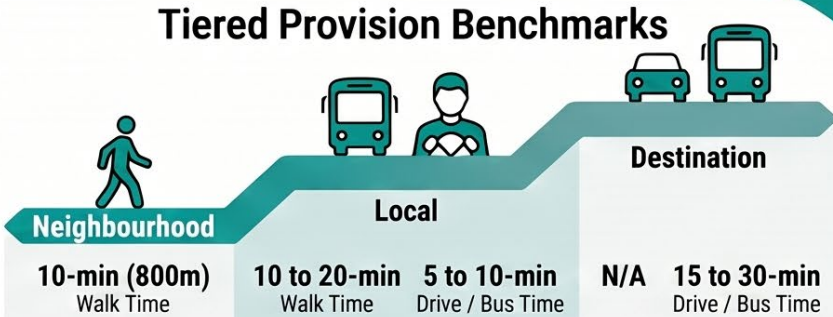
The Spatial Plan Vision

Sets the goal for well-designed neighborhoods that provide for all everyday community needs.



Integrated Delivery Strategies

Vision is executed through specific Community Facilities and Parks & Open Spaces Strategies.



Defines the hierarchy of commute times used to determine the level of service for community facilities.



+ National Industry Benchmarks
Defines the number / size of facilities per capita as indicated by national benchmarks

The Implementation Pipeline



Identifying Infrastructure Gaps

Planning identifies existing service deficits at both the district and local neighborhood levels.



PHASE 1: Direction Setting

Confirms the service model (e.g., Hub & Spoke) to address identified gaps.



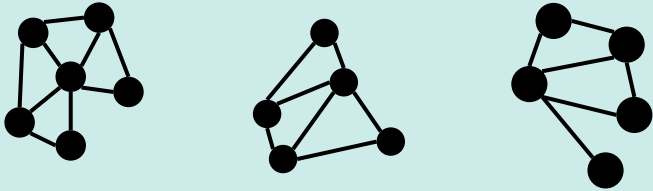
PHASE 2: Capital Programme

Provision measures are tested and validated within the detailed Long Term Plan.

Direction Setting: Potential Planning Pathways

The level of investment required to meet service provision targets can be considered at the capital programme level; these pathways focus on the future service delivery model, specifically whether facilities are provided through a distributed network or an integrated hub-based network.

PATHWAY 1: Stabilise the core, customise for growth

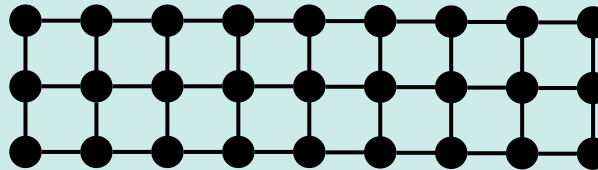


A growth-area-focused model that delivers community-specific facilities in priority development areas while maintaining existing service levels elsewhere. Investment is focused on supporting growth rather than expanding centralised hubs or addressing existing district-wide service gaps.

KEY FEATURES:

- > This model provides new infrastructure in growth areas only for existing/ future residents to ensure that social infrastructure keeps pace with growth, i.e. Development of community facilities in the Southern Corridor to match the housing capacity growth through the Fast Track process. This means future focussed investment will be required and existing District Hub initiatives are delayed.

PATHWAY 2: Localised Network Approach

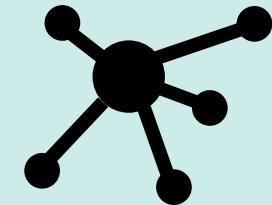


A distributed network model that delivers facilities across the district to support growth and provide local access in line with expected service levels. Investment is spread throughout the network, prioritising community-based facilities over expansion of large centralised hubs.

KEY FEATURES:

- > This model delays major investment into the existing Hub areas, i.e. QEC/WRC, Frankton Library and focusses on delivery of localised infrastructure in each area, i.e. local library, an indoor court, local community centre, local and community parks provision only, i.e. development of a community centre in Wanaka North area, 1 x indoor court, local Library..

PATHWAY 3: Hub & Spoke



A strategic hub-and-spoke network centred on large, integrated multi-purpose facilities in key population centres, supported by smaller local facilities that provide community access in growth areas and smaller settlements.

KEY FEATURES:

- > This model involves ongoing major investments into the main identified community hubs and local facilities based on provision benchmarks and best practice. Examples include QEC Hydrosides, Frankton Library, Wānaka Recreation Centre, Ballantyne road Sports hub stage 1, QEC Indoor Courts, Wānaka North Community Centre, local and community parks in the Eastern Corridor

PATHWAY 1: Stabilise the core, customise for growth

Maintains the existing centralised social infrastructure footprint with only essential renewals, and investing in bespoke, community-specific facilities strictly within priority development areas.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Maintain core services, stabilise existing assets and plan for local responses in priority development areas	Deliver bespoke facilities in priority areas where local demand is strongest.	Respond to emerging community-specific gaps as growth occurs. Manage declining performance as demand exceeds capacity.
Key investments & actions	Base renewals programme continued, new capital examples include, Ballantyne Road Sports hub ,new Wānaka new artificial turf, Eastern Corridor Community facilities	Base renewals programme continued, new capital examples include, Southern Corridor library/community centre, aquatic centre, indoor courts, Eastern Corridor, sports fields, Wānaka West Community Centre	Base renewals programme continued, new capital examples include, Ballantyne Road Sports hub, Wanaka Leisure pool,
~30y capex	\$190-200M	\$295-305M	\$280-290M
Opex impact	●●●●	●●	●●●

WHAT DOES IT MEAN?

Service outcomes	Creates a highly variable, two-tiered system. Access and service quality improve in priority development areas, while existing neighbourhoods experience widening LOS gaps, capacity constraints, and declining performance at central hubs.
Strategic alignment	Limited system-wide integration, resulting in a fragmented network lacking centralised economies of scale as set out in existing strategies.
Planning to Grow Well	Delivers tailored, localised facilities in priority development areas to meet community-specific needs. Improves local access in these areas but fails to keep pace with growth at a district-wide level, accepting widening pressure on the core.
Building Resilience	Allows for localised community facilities to support a balanced approach to recovery efforts but only in growth areas.
Thriving Te Taiao	
Asset Stewardship	Near-term focus on basic, like-for-like renewals to stabilise existing core assets (like replacing end-of-life components at Queenstown Events Centre). Long-term renewal expenditure will spike due to the increased volume of duplicated new assets developed in growth areas.

KEY CONSIDERATIONS

Strengths	Delivers tailored facilities to fast-growing priority areas; Postpones (or reduces) major capital spending on existing core facilities by relying on low-cost operational responses and investment in growth areas.
Risks and Trade-offs	High delivery complexity, inconsistent service standards and delivery governance; Higher whole-of-life costs from duplication; Because core hubs are not expanded as the district grows, the district loses the ability to host ward, district, and regional sporting competitions.
Cost drivers	A key feature of this pathway is proactively building capacity in priority development areas, rather than catching up with growth in centralised hubs. As a result, investment in priority growth areas could be funded more heavily through Development Contributions than rates.
Partnering & funding opportunities	Opportunities for local partnerships with developers, schools and community organisations to support tailored, place-based solutions, while philanthropic and grant funding opportunities could enable investment.

PATHWAY 2: Localised Network Approach

Build a comprehensive, integrated district-wide network to meet future growth, with consistent access and service standards across communities.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Commit to a planned network response for growth and existing deficits	Deliver multiple network upgrades and new capacity	Maintain consistent service standards and adapt as communities grow
Key investments & actions	Land acquisition; Limited QEC/WRC projects; Ladies Mile Community Centre and Sportsfields, Wanaka West Community centres, Arrowtown Library extension, Hawea Library extension	Progress indoor courts, aquatic, library, and community facility projects across growth areas i.e. Southern Corridor community facilities; Ballantyne road sports hub, Frankton Library	Renew, upgrade, and adapt facilities to maintain network performance.
~30y capex	\$190-200M	\$235-295M	\$280-290m
Opex impact	●●●●●	●●●●●	●●●●●

WHAT DOES IT MEAN?

Service outcomes	Strongest uplift in access, quality and consistency, with facilities planned around growth, spatial planning, and community need
Strategic alignment	Good alignment to strategies in providing localised services to local communities, conflicts with national/regional hub efficiency models
Planning to Grow Well	Provides high level of accessibility for communities, limits centralised services and increases duplication, Highest complexity in delivery and coordination
Building Resilience	High level of resilience for local communities as localised services/spaces provided for communities
Thriving Te Taiao	Balanced approach to sustainability and natural infrastructure, increased levels of embodied carbon due to duplication of local assets
Asset Stewardship	Increased level of renewals due to more new asset development and duplication of assets

KEY CONSIDERATIONS

Strengths	Provides communities with local facilities and decreases transportation requirements, enhances social cohesion and community wellbeing
Risks and Trade-offs	Highest capital requirement and delivery complexity; requires disciplined staging, land certainty, integrated planning and long-term funding commitment. Decreases ability to attract events and larger participation activities
Cost drivers	Moderate to high level of rate investment as developing in existing areas, increased LOS and some ability to fund growth in some areas
Partnering & funding opportunities	Partnerships remain important, but QLDC plays a lead coordination and investment role to achieve consistent network outcomes, with limited reliance on philanthropic and grant funding.

PATHWAY 3: Hub & Spoke Model

Balance strategic hubs with supporting local facilities, concentrating investment where it achieves the greatest district-wide access and efficiency.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Strengthen strategic hubs and confirm priority spokes	Stage hub-led expansion with supporting local access points	Maintain hub performance and adapt spokes as growth patterns mature
Key investments & actions	QEC/WRC hub priorities; land acquisition; Eastern/Southern Corridor and Wanaka Hubs; QEC Hydroslide and core renewal priorities. Some localized investment i.e. Wānaka West community centre	Progress Hub upgrades, indoor courts, aquatic, library and community facility investments in staged sequence in existing and growth areas.	Renew and adapt hub facilities; expand spokes where access gaps remain.
~30y capex	\$210-220M	\$325-335M	\$310-320M
Opex impact	●●●●	●●●●	●●●●

WHAT DOES IT MEAN?

Service outcomes	Increased LOS as provides high-quality hubs and localised access points, providing a balanced approach to addressing community outcomes, ensures minimal duplication of services across the District
Strategic alignment	Highest level of alignment with strategies and overall strategic direction, ensures a wider range of community outcomes achieved
Planning to Grow Well	Strategic hubs serve multiple communities efficiently, providing localised nodes in growth areas to serve future communities, Supports growth through integrated planning
Building Resilience	Provides centralised resilience responses in key hubs as well as providing some localised community response spaces
Thriving Te Taiao	Highest alignment with Thriving Te Taiao and Building Resilience, embedding natural infrastructure into growth, renewals, adaptation and capital planning.
Asset Stewardship	A balanced renewals pathway that will increase over time as more Hub and spoke assets developed

KEY CONSIDERATIONS

Strengths	Hub accessibility supported by transport connections, Wider range of services provided at Hubs, Balances investment efficiency with local community accessibility
Risks and Trade-offs	Depends on transport, land use, and 3W alignment; requires clear staging, partnership discipline and coordination across providers, Most deliverable option with moderate complexity
Cost drivers	Most balanced approach to Growth, LOS increases and Renewals
Partnering & funding opportunities	Strong partnerships with schools, developers, mana whenua, community providers and funding organisations support a hub-and-spoke network model, with moderate to high opportunities to leverage philanthropic and grant funding alongside Council investment.

Comparison of pathways

	 STABLISE THE CORE	 LOCALISED NETWORK	 HUB & SPOKE
30-year capital investment (excl. renewals)	\$795M-805M	\$865M - 875M	\$870-\$890
30-year operating expenditure impact	Low investment	Moderate - High investment	Moderate-High Investment
Implementation feasibility	●●●● High fragmented delivery risk	● Low feasibility High complexity	●●●● Moderate Requires disciplined staging
Response to significant issues	●●●● Addresses resilience gaps through community-specific facilities, Allows for localised resilience strategies, responds strongly to growth scenarios	●●●● Comprehensive network planned for future population, Integrated climate adaptation and resilience measures locally	●●●● Strategic hubs local spokes serve multiple communities efficiently, Centralized resilience measures at hub level
Delivery of objectives	●● Existing LOS are maintained where possible, growth objectives serviced but poor alignment with strategies	●●●● Strong local access but inefficient and fragmented social infrastructure systems	●●●●●● High level of alignment with strategies and community outcomes

Which pathway should form the basis of our 30-year social infrastructure strategy and investment?

Working with Te Taiao to protect people, places, and ecosystems

NATURAL INFRASTRUCTURE

What is Natural Infrastructure?

NATURAL INFRASTRUCTURE

NATIVE FORESTS



RIVER & RIPARIAN VEGETATION



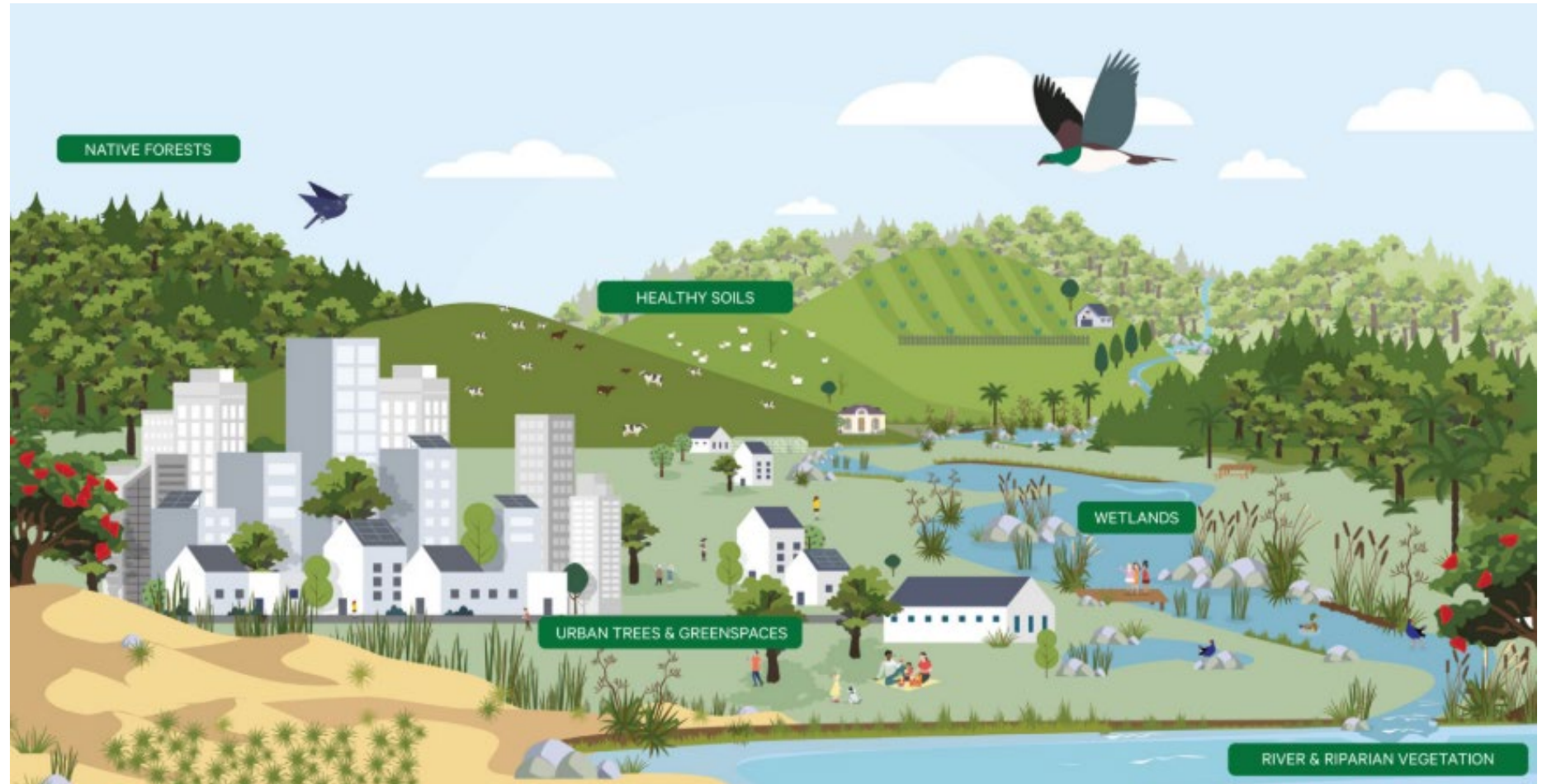
WETLANDS



URBAN TREES & GREENSPACES



HEALTHY SOILS



Overview

Natural infrastructure is the network of natural and environmentally focussed assets that help protect communities, support ecological health and reduce exposure to natural hazards and climate change. In Queenstown Lakes, this includes lakefronts, wetlands, riparian margins, rivers and lakes, floodplains, gullies, reserves, urban trees, indigenous restoration areas, pest animal infrastructure, wildfire mitigation areas, waterways, slope stabilisation, rockfall mitigation and connected blue green networks.

These systems provide infrastructure services in a similar way to engineered assets, although their value is often less visible and misunderstood. They slow stormwater and flood flows, stabilise slopes and streambanks, reduce erosion and sediment, improve water quality, provide shade and cooling, support biodiversity, store carbon and create places for recreation, cultural connection and community wellbeing.

This section applies the agreed Resilience and Te Taiao planning settings to Council's natural infrastructure investment programme. It does not replace the cross-cutting resilience or environmental settings. Instead, it identifies how Council could plan, fund, deliver, maintain and monitor natural infrastructure as part of the district's long-term infrastructure system. This aligns with the priorities placed on Te Taiao in Councils' Climate & Biodiversity Plan and Blue Green Network Plan.

The key choice is how deliberately Council invests in these natural systems over the next 30 years: whether investment remains mainly opportunity-led, is targeted to priority catchments or hazard risks, or becomes embedded as a core infrastructure network.

“Nature IS infrastructure”

Natural Infrastructure Plan- The Aotearoa Circle 2026



Significant issues in context

SIGNIFICANT ISSUE	WHAT IT MEANS FOR NATURE/RESILIENCE-BASED INFRASTRUCTURE
Growth and demand outpacing capacity	Growth and visitor demand are increasing pressure on lakefronts, reserves, tracks, gullies, waterways and open spaces. Development can also remove or fragment natural systems that currently absorb rainfall, provide habitat, manage erosion and support amenity. Natural infrastructure needs to be planned early in growth areas, rather than retrofitted after development patterns are locked in.
Misalignment between service models and future needs	Natural systems provide real infrastructure services, but they are not yet consistently planned, valued, funded, maintained or monitored as infrastructure assets. Responsibilities are also spread across QLDC, ORC, the Water Services CCO, developers, DOC, mana whenua, landowners and community groups, creating coordination challenges.
Increasing exposure to disruption and limited system resilience	Flooding, wildfire, rockfall, landslides, erosion, lake level changes, heavy rainfall and drought can disrupt reserves, lakefronts, access corridors, waterways, parks and community assets. Nature-based and catchment-scale responses can reduce risk, but only if they are planned alongside engineered assets, emergency management and land use decisions.
Infrastructure's impact on climate, biodiversity, and the natural environment	Poorly planned infrastructure can increase emissions, hard surfaces, sediment, habitat loss, water quality impacts and landscape change. Natural infrastructure provides an opportunity to reverse this trend by restoring ecological function, improving catchment health, strengthening biodiversity and reconnecting Te Taiao.
Increasing affordability pressures and the need for trade-offs	Natural infrastructure can provide long-term value and reduce future risk, but it requires upfront planning, land, establishment funding and ongoing maintenance. Council will need to prioritise where investment delivers the greatest combined benefits for resilience, biodiversity, water quality, recreation, cultural values and avoided future costs.

Overview of potential planning pathways

Three natural infrastructure planning pathways have been identified for the next 30 years. These pathways consider the level of Council leadership, investment and delivery effort required to plan, fund, maintain and monitor natural infrastructure as part of the district's long term infrastructure system.



Targeted investment provides the most balanced pathway, lifting natural infrastructure outcomes in priority locations while maintaining affordability.

Pathway 2 appears most closely aligned with the agreed planning settings. It provides a practical uplift in blue-green networks, ecological and biodiversity restoration, catchment health, hazard response and resilience. Pathway 1 provides the baseline, protecting current commitments and essential risk reduction works, but leaves higher residual risk across natural systems. Pathway 3 provides the strongest environmental and resilience outcomes, but requires a much larger capital and operating programme, stronger delivery capability, land access, partner commitment and funding certainty.

PATHWAY 1:
Baseline natural investment

Existing natural infrastructure and resilience-related programmes are retained at a minimum viable level. Investment is focused on essential renewals, safety, compliance, hazard response, and committed environmental projects.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Maintain existing commitments and essential risk reduction works.	Prioritise existing commitments and asset protection, with limited expansion.	Manage increasing exposure through renewals, reactive adaptation & selective service changes.
Key investments & actions	Project Tohu (funded stages), Blue–Green Network planning, priority pest control works, limited wildfire mitigation, dangerous tree removal, current planting programme, rockfall and slope stabilisation scoping, urgent lakefront and waterway repairs.	Highest-priority catchment, lakefront, reserve and waterway interventions, established pest control and restoration programmes, targeted wildfire, erosion, flooding and slope risk treatments in high-consequence areas.	Renewal and repair of exposed natural and reserve assets, asset reduction or retirement in repeat-loss areas, limited blue–green corridors, wetland restoration and catchment-scale interventions unless externally funded or regulatory driven.
Est. capex	\$10 – 20M	\$20 – 40M	\$30 – 80M
Opex impact	● ●	● ●	● ●

Ongoing activities & investment

Maintain core monitoring, compliance, ecological maintenance, partner coordination, reserve planning, hazard response and funding commitments.

Activity remains focused on existing commitments and essential risk management.

WHAT DOES IT MEAN?

Service outcomes	Service levels maintained where possible. Ecological and amenity outcomes become more variable over time. Growth areas may receive fewer blue-green interventions.
Strategic alignment	Partially aligns with Thriving Te Taiao and Building Resilience, but does not fully establish a district-wide natural infrastructure network.
Planning to Grow Well	Growth areas may receive fewer blue-green infrastructure interventions.
Building Resilience	Maintains essential risk reduction works, but resilience remains reactive. Catchment-scale hazard reduction, lakefront adaptation & blue-green opportunities may be missed.
Thriving Te Taiao	Ecological and amenity outcomes may become more variable over time. Opportunities to improve biodiversity and catchment function may be missed.
Asset Stewardship	Most renewals are like-for-like. Additional funding may be required for safety, compliance or repeated asset failures.

KEY CONSIDERATIONS

Strengths	Lowest near-term capital pressure. Protects existing commitments and provides a transparent baseline for wildfire mitigation, Project Tohu, pest animal infrastructure, urgent hazard works and selected reserve renewals.
Risks and Trade-offs	Lower upfront investment but higher residual risk across natural systems, limiting biodiversity improvement, catchment function recovery, blue–green infrastructure delivery, and future adaptation cost avoidance.
Cost drivers	Driven by safety, compliance and growth-related exposure across natural systems, with service level maintenance and reactive improvements benefiting users, alongside ongoing renewal and repair requirements for exposed reserve and waterway assets.
Partnering & funding opportunities	Existing relationships with mana whenua, ORC, DOC, community groups, landowners and developers maintained. Biodiversity funding, resilience funding and co-funding opportunities available where funding exists.

PATHWAY 2:
Targeted natural investment

A targeted network of natural infrastructure investments is established, focused on the Blue-Green Network Plan, priority catchments, critical corridors, hazard risks, and high-value ecological areas.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Identify priority natural infrastructure network and deliver targeted projects.	Deliver priority natural infrastructure initiatives; embed into growth/renewal planning.	Regenerate and maintain a functioning district-wide natural infrastructure network.
Key investments & actions	Blue–Green Network site planning, Project Tohu expansion, Mount Iron early works, Queenstown Gardens and Eely Point succession planting, priority pest control, ecological fencing, targeted wildfire mitigation, environmental monitoring.	Blue–Green Network corridor land acquisition, Queenstown Hill and Ben Lomond restoration, reserve regeneration, riparian planting, lakefront upgrades, biodiversity partnerships, pest control, wildfire-aligned works, integration into growth and renewal planning.	Blue–Green Network land acquisition support, management of restored reserves and corridors, staged succession planting, pest control, plant establishment maintenance, ecological monitoring, adaptive renewals, targeted corridor expansion where funded or partnered.
Est. capex	\$15 - 20M	\$45 - 60M	\$105 - 130M
Opex impact	● ● ●	● ● ● ●	● ● ● ●

Ongoing activities & investment

Strengthen programme governance, mana whenua partnership, community stewardship and ecological monitoring, while aligning pest and wildfire controls, adaptive management, renewals planning and external funding opportunities.

WHAT DOES IT MEAN?

Service outcomes	Improved resilience, environmental performance and amenity in priority locations, with clearer service levels across key natural infrastructure benefits.
Strategic alignment	Strong alignment with agreed planning settings, balancing Te Taiao, resilience, growth and affordability through targeted, feasible investment where benefits are highest.
Planning to Grow Well	Supports growth by prioritising blue green network delivery in areas where growth, land availability and partner investment make implementation realistic.
Building Resilience	Improves resilience in priority locations through coordinated renewal, adaptation and risk reduction, with assets renewed, redesigned or nature-based where value is highest.
Thriving Te Taiao	Delivers a practical uplift in biodiversity, catchment health, lakefront condition, urban shade, ecological connectivity and plant survival outcomes.
Asset Stewardship	Moves from project based restoration to managed natural infrastructure assets.

KEY CONSIDERATIONS

Strengths	Most balanced option. Delivers current commitments while avoiding unfunded planting and maintenance liabilities.
Risks and Trade-offs	Does not deliver all adopted plans at full pace, with some lower-priority sites deferred to future funding, partner delivery or growth triggers, and benefits taking time to fully mature.
Cost drivers	Driven by programme setup, land access and growth-related expansion of natural infrastructure, with ongoing service level benefits across biodiversity, recreation and resilience, alongside sustained investment in maintenance, restoration and risk management activities.
Partnering & funding opportunities	Partners: Mana whenua, ORC, Water Services CCO, NZTA, DOC, developers, landowners, biodiversity and community groups, catchment groups. Funding: development agreements, IFF-type tools, climate adaptation and ecological grants, philanthropic and regional partnership funding.

PATHWAY 3:
Accelerated natural investment

Natural infrastructure is treated as a core district-wide infrastructure system. We accelerate investment in blue-green networks, catchment restoration, nature-based adaptation, hazard mitigation and ecological regeneration, with natural infrastructure embedded into growth planning, renewals, capital projects, and long-term asset management.

WHAT WILL WE DO?

	Short-term (Y1-3)	Medium-term (Y4-10)	Long-term (Y11+)
Focus	Establish natural infrastructure as a core investment class.	Scale implementation across priority catchments and growth areas.	Operate a mature adaptive natural infrastructure system.
Key investments & actions	Blue–Green Network land acquisition, Project Tohu expansion, Queenstown Hill and Ben Lomond procurement planning, Mount Iron RMP planning, Queenstown Gardens and Eely Point succession planting, wildfire mitigation, pest control, fencing, community restoration.	Blue–Green Network corridors, reserve linkages, riparian and lake edge works, wilding removal, native regeneration, wetland and floodplain restoration, water-sensitive design, stormwater attenuation, slope and erosion stabilisation, biodiversity partnerships.	Ecological restoration, adaptive renewals, pest and wildfire management, plant survival maintenance, tree succession, blue–green corridor expansion, room-for-rivers and floodable open space, asset redesign, relocation or retirement in high-risk areas.
Est. capex	\$35 - 50M	\$105 - 130M	\$200 - 220M
Opex impact	●●●●	●●●●●	●●●●●

Ongoing activities & investment

Sustain a mature natural infrastructure function, with ongoing investment in funding strategy, digital monitoring, ecological performance reporting, mana whenua and community partnerships, adaptive management, stewardship, asset renewal planning and LOS reporting.

WHAT DOES IT MEAN?

Service outcomes	Strongest uplift in resilience, ecological function, water quality, amenity, urban cooling, carbon storage and climate adaptation outcomes.
Strategic alignment	Highest alignment with Thriving Te Taiao and Building Resilience, embedding natural infrastructure into growth, renewals, adaptation and capital planning.
Planning to Grow Well	Embeds blue green corridors, water sensitive design, ecological links, shade, floodable open space and catchment restoration into growth areas from the start.
Building Resilience	Moves from site based risk reduction to a district wide natural resilience network.
Thriving Te Taiao	Delivers the strongest environmental uplift through accelerated restoration, wilding removal, native regeneration, riparian and wetland works, and ecological management.
Asset Stewardship	Requires new levels of service for natural asset condition, performance, maintenance and monitoring.

KEY CONSIDERATIONS

Strengths	Strong uplift in resilience, ecological function, water quality, amenity and climate adaptation outcomes.
Risks and Trade-offs	Highest capital and operating cost. Requires stronger delivery capability, land access, partner commitment and funding certainty.
Cost drivers	Land acquisition, accelerated Blue Green Network delivery, Queenstown Hill, Ben Lomond, Mount Iron, Project Tohu, tree succession, wetland restoration, pest control, wildfire mitigation, monitoring and adaptive renewals
Partnering & funding opportunities	Partners: Mana whenua, ORC, Water Services CCO, NZTA, QAC, DOC, developers, landowners, community groups, biodiversity trusts and regional catchment partnerships. Funding: LTP capital programme, IFF or similar tools, development agreements, private investment, philanthropic funding, green finance and nature-based funding mechanisms

Comparison of pathways

	 BASELINE	 TARGETED	 ACCELERATED
30-year capital investment (excl. renewals)	\$60 - 140m	\$165 - 210m	\$340 - 400m
30-year operating expenditure impact	Low – Moderate increase essential monitoring, maintenance, compliance, coordination, response	Moderate increase coordination, monitoring, pest & weed control, plant survival, partner support	Higher increase targeted + performance reporting, wildfire management, adaptive management
Implementation feasibility	 aligns well with existing capacity and capability.	 credible staged pathway with prioritisation discipline.	 highest delivery complexity, land and partner dependency.
Response to significant issues	 Immediate risks addressed, but wider growth, resilience and ecological issues remain largely unresolved.	 Practical response to key issues through focused investment in priority catchments, corridors and ecological areas.	 Strongest response to long-term issues, but with high affordability, delivery and partnership demands.
Delivery of objectives	 Some local restoration and resilience gains, mostly reactive and site-specific.	 Staged uplift in resilience, biodiversity, water quality, shade, carbon and Te Taiao outcomes..	 Broad district-wide delivery of natural infrastructure, ecological restoration and nature-based resilience outcomes

Which pathway should form the basis of our 30-year natural infrastructure strategy and investment?

