

# LIVING AND WORKING IN CLUTHA

Our vision is that Clutha District is a great place to live, work, and play. Our Living & Working in Clutha Strategy outlines our priorities as we look to work towards this vision on behalf of the Clutha District.

The Clutha District Council sees promoting growth as a priority and believes there are opportunities out there to promote the district's potential as an attractive place to live, work, visit and invest. Overall, our district is in good shape, poised to make the most of our circumstances and opportunities. The Clutha District is growing, and our overall outlook is positive despite the unprecedented challenges that have come our way in recent times. We're very much open for business in terms of visiting and investing here, and there are great opportunities to live and work in Clutha. Council is intending to use what it has available to fully support our residents and ratepayers now, and into the future.

This Living and Working Strategy has been prepared by the Council to guide decision-making and our overall progress towards three key outcomes:

- Clutha has vibrant rural towns and communities
- Clutha is connected and collaborative, and
- Clutha has a healthy and sustainable environment.

These outcomes are tailored to achieve our goal to promote the economic, environmental, social and cultural well-being of our communities. We have identified seven priority work areas where Council has an important role to play. These relate to housing, business and workplace development, the environment, climate change, infrastructure, healthy safe communities, and culture and heritage. We have outlined the strategic elements associated with each of these priority areas.

The Living and Working Strategy has been created to describe, at the highest level, where we want the district to head, and how Council intends to work towards these objectives. Where there is existing strategic direction, this is also referenced below (for example, the Clutha District Infrastructure Strategy). Council also produces comprehensive plans to guide the implementation of these strategies (for example, Activity Management Plans are prepared every three years).

Although this strategy is intended to guide us over the next ten years, we will review it every three years as part of the Long Term Plan process. This will allow it to be updated to reflect the changing conditions and challenges we will undoubtedly face.



Graph: Clutha District Strategic Framework

# PRIORITY AREA: INVESTMENT IN INFRASTRUCTURE

Council prepares infrastructure and financial strategies every three years, to outline our approach to infrastructure, and how we will pay for it. It includes information about how we are going to manage infrastructure, the main challenges we face, and based on current information, how we propose to address those challenges.

*We're focused on maintaining our key infrastructure for residents and future generations, and enabling investment where benefits are clear. We will also look to facilitate growth where there is potential for this, to help achieve our goal of growing the population and the rating base. Council is focused on maintaining the affordability of its infrastructure.*

Clutha District Draft Infrastructure Strategy, 2021/51

Where we are now	Council maintains an extensive network of infrastructure in the Clutha District, particularly roading and water supply (a substantial portion of which exists to support our crucial primary sector). Urban water, sewerage and stormwater infrastructure supports our townships. Much of our infrastructure was constructed in the 1970s and 1980s (e.g., rural water schemes and many of our sewerage schemes), and many of these assets may need to be replaced or upgraded within the time frame of this strategy.
Where we want to be	Council's intent is to continue building on our existing asset base, whilst managing and maintaining key infrastructure for residents and future generations. In some instances, we will increase levels of service to meet compulsory requirements, such as increasing standards for sewage discharges and drinking water. Importantly, Council will also look at facilitating growth where there is potential for this to help achieve our goal of growing the population and the rating base.
How we are intending to get there	<p>The 2021/51 Infrastructure Strategy identifies a set of principles, intended to achieve our overall infrastructure objectives:</p> <ol style="list-style-type: none"> <li>1. Plan for and be adaptive to growth and enable private infrastructure investment where beneficial to the community.</li> <li>2. Continue to focus on maintaining the infrastructure we have already invested in, and prioritise investment in infrastructure that balances cost, risk, and service levels.</li> <li>3. Keep rates affordability at the forefront of our actions and decisions, and work to keep rates increases at a low level.</li> <li>4. Use our solid financial position and existing infrastructure as a platform to enable growth.</li> </ol>
How we will monitor progress	<p>Improve the quality of information we have about our assets, so that we have an accurate estimate of their remaining lifespan. This relates to core infrastructure, as well as community assets such as halls and pools.</p> <p>We will measure compliance against appropriate standards (e.g., drinking water, roading).</p>
Key documents	Infrastructure Strategy, Financial Strategy, Activity Management Plans, Clutha Destination Strategy
Long Term Plan levels of service	<p>Our key investment priorities for new and existing infrastructure include:</p> <ul style="list-style-type: none"> <li>• Facilitating growth – we will plan for and be adaptive to growth and enable private infrastructure investment where it will benefit our community's well-being.</li> <li>• Improving levels of service – we will prioritise investment in infrastructure that balances cost, risk and service levels.</li> <li>• Taking care of what we've got – we aim to have the funds needed to replace assets at the end of their economic life.</li> </ul>

# PRIORITY AREA: MORE QUALITY HOUSING

Council’s Strategic Direction for Housing was adopted in July 2020. It outlines why housing is of vital importance to the Clutha District. Quality, affordable housing underpins other Council priority areas such as business and workforce development, healthy safe communities, and climate change adaptation.

*Quality housing is a key aspect of liveability in the Clutha District. Having the security of a home that is safe, warm, dry and affordable is a key foundation to the wellbeing of people. This in turn means that they can contribute to wider community outcomes helping the district to achieve its potential socially and economically*

Strategic Direction for Housing in the Clutha District, July 2020

<p><b>Where we are now</b></p>	<p>The Clutha District’s housing is under pressure, with availability for both rental and ownership an issue. Demand for social housing is also growing. Migration patterns, an ageing population, and the increasing trend of one and two-person households also have implications for the types of housing that are and will be needed in the district. Leadership, coordination between agencies, and meeting relevant housing regulations are other issues facing the district.</p>
<p><b>Where we want to be</b></p>	<p>The Vision of Council’s Strategic Direction document is for “Good quality affordable housing that meets the needs of all Clutha District residents”. Its strategic outcomes include:</p> <ul style="list-style-type: none"> <li>• A well-functioning, dynamic housing system with housing stakeholders working in coordination and/or partnership to grow our choice and availability of housing.</li> <li>• Homes are of good quality and resilient, where they are warm, dry and energy efficient.</li> <li>• Homes meet the needs of Clutha District residents. The needs of all segments of the population need to be understood, so that appropriate responses can be implemented.</li> <li>• A housing system that supports sustainable, resilient and connected communities.</li> </ul>
<p><b>How we are intending to get there</b></p>	<p>The Strategic Direction for Housing identifies actions for each of the strategic outcomes listed above. This includes actions which relate directly to Council activities, such as its stock of community housing, or the District Plan review. It also includes actions which relate to Council’s role as a catalyst and facilitator within the community, and as an advocate at the regional and national level.</p>
<p><b>How we will monitor progress</b></p>	<p>Improve the quality of information we have about our assets, so that we have an accurate estimate of their remaining lifespan. This relates to core infrastructure, as well as community assets such as halls and pools. We will measure compliance against appropriate standards (e.g., drinking water, roading).</p>
<p><b>Key Documents</b></p>	<p>District Plan, Financial Contributions Policy, Proposed Development Contributions Policy (from 2022), Clutha District Housing Strategy, Strategic Direction for Housing in the Clutha District: Actions for Outcomes, Community Housing Activity Management Plan, Policy on Community Housing.</p>
<p><b>Long Term Plan levels of service</b></p>	<p>Council reviews the District Plan and rezones with a focus on facilitating infill and new housing developments. Provide warm and safe community housing.</p>

# PRIORITY AREA: FILLING OUR JOBS

Actions that help to enhance economic growth are critical to the ongoing sustainability and liveability of the Clutha District. Key focus areas are to retain existing businesses, grow our workforce, and attract additional investment.

*Future growth and sustainability for our district means putting economic and community development at the forefront of our actions and decisions*

2021/31 Long Term Plan

<p><b>Where we are now</b></p>	<p>The Clutha District has a low unemployment rate compared to the New Zealand average, and primary production (food, fibre and forestry) accounts for nearly half of all economic activity in the district. Employers have historically found it difficult to attract permanent staff, despite the number and range of jobs available. As a result, our international workforce is important for some industries, and staff commuting to work in Clutha from outside the district is common. Clutha District Council has made some strategic investments to help stimulate additional economic activity – for example the Rosebank Industrial Estate.</p>
<p><b>Where we want to be</b></p>	<ul style="list-style-type: none"> <li>• We want to attract and sustain a vibrant and diverse workforce with the skills to meet the changing needs of the district.</li> <li>• We want to have a diverse range of business and work opportunities available (e.g., agriculture, tourism, digital technology), that suit people’s capability and capacity to work (i.e., their cultural background, ethnicity, age, skills, and life experience).</li> <li>• We want to have a strong diversified economy in the Clutha District.</li> <li>• We would like to see collaboration between employers and employees, including better transition between seasonal jobs.</li> <li>• A district that focuses on quality and value over quantity and balances environmental considerations with economic gain.</li> <li>• We sustain, retain and grow our existing businesses.</li> <li>• A business and workplace environment that provides compelling reasons to live and work in the Clutha District.</li> </ul>
<p><b>How we are intending to get there</b></p>	<p>Council will support businesses and employers through a ‘business-friendly’ regulatory process. We will also form strong partnerships and collaborate with industry, Otago Regional Economic Development (ORED), Economic Development Agencies (EDA’s), and central government. A key role of Council is to provide supporting infrastructure which enables businesses to flourish.</p> <p>Specific programs related to this priority area include Clutha Jobs, Job Seeker Support, Jobbortunities, and Destination Marketing.</p>
<p><b>How we will monitor progress</b></p>	<p>GDP growth, GDP per capita, employment and labour productivity trends, business size growth, business confidence surveys, number of businesses exporting, visitor nights.</p>
<p><b>Key documents</b></p>	<p>Clutha Destination Strategy, 2021/31 Long Term Plan</p>
<p><b>Long Term Plan levels of service</b></p>	<p>Council funds and contracts out programmes to support business and workforce development, in line with the Living and Working in Clutha Strategy and other Council strategies.</p>

# PRIORITY AREA: REDUCING OUR ENVIRONMENTAL FOOTPRINT

The physical environment influences nearly every aspect of life in the Clutha District. Many residents relate strongly to our rural environment, with its outdoor lifestyle and focus on agricultural production. Our farming heritage is an important part of our identity, and for many people, life is shaped around action and interaction with the environment. Reducing our environmental footprint underpins community well-being and is a priority towards making Clutha a great place to live, work, and play.

*The District's land resource has formed the basis for primary production since the mid 19-th Century... [it] also contains outstanding natural features and landscapes, and areas of significant indigenous vegetation and significant habitats of indigenous fauna. Along with the rivers, lakes and spectacular coastline, these features comprise a valuable resource in terms of recreation and the growing tourism industry.*

Clutha District Plan

Where we are now	<p>Although environmental stewardship is recognised as being vital to our wellbeing, this does not always come across strongly in our regulations and strategic direction. Council plays a key role to play through its:</p> <ul style="list-style-type: none"> <li>• Regulatory functions (e.g. District Plan, Bylaws, Building Control),</li> <li>• Strategic direction (e.g. Our Place Plans),</li> <li>• Service delivery (e.g. solid waste management, wastewater treatment, management of pest species), and</li> <li>• Internal activities (e.g. environmental impact of operating vehicles and Council-owned assets).</li> </ul>
Where we want to be	<p>We want to help create a district that plans for and cares about the future and works to enhance its natural and built environment. Through this Strategy, Clutha District Council has signaled its commitment to environmental sustainability, enhancement, and protection, and it will continue to take a leadership role to ensure that this commitment is met.</p>
How we are intending to get there	<p>Council's core activities include effective planning of infrastructure and efficient delivery of services, and these will be managed in a way that ensures the protection and enhancement of our environment. Focus areas include waste management, waste reduction, water conservation, enhancing and protecting habitats of local significance, and discharges to waterways. Council will also work closely with other stakeholders to improve environmental stewardship of the Clutha District. Local iwi, DOC, ORC, and community organisations will have their own activities they wish to progress, and where possible, Council will look to support these. Council will look to establish a partnership agreement with kā rūnaka ki Ōtāgo, and to give effect to the concept of Te Mana o te Wai which places the health and wellbeing of water bodies at the centre of water management practices.</p> <p>Other relevant Council-led initiatives include:</p> <ul style="list-style-type: none"> <li>• The District Plan review – e.g., identifying and protecting habitats and landscapes of significance.</li> <li>• Support for the Enviroschools program and community groups involved in biodiversity activities – e.g., planting programs (urban &amp; rural).</li> <li>• Supporting infrastructure for electric vehicles and active transport.</li> <li>• Improved procurement processes, reducing the environmental impact of Council's fleet and other assets (esp. reducing greenhouse gas emissions).</li> </ul>
How we will monitor progress	<p>Monitoring discharges from Council's wastewater treatment plants, the number and extent of significant habitats which are protected by the District Plan, and the energy efficiency of Council assets and infrastructure.</p>
Key documents	<p>Infrastructure Strategy, Three Waters Activity Management Plan, Solid Waste Activity Management Plan and Waste Minimisation Plan, Clutha Destination Strategy.</p>
Long Term Plan levels of service	<ul style="list-style-type: none"> <li>• Council reviews the District Plan and focuses on the protection of habitats and landscapes of significance.</li> <li>• Council works proactively with iwi and community groups.</li> <li>• Council provides a kerbside solid waste and recycling collection service.</li> </ul>

# PRIORITY AREA: ADAPTING TO CLIMATE CHANGE

The objective of Council’s Climate Change Leadership and Response Plan is to characterise the risks (particularly for Council infrastructure and functions) that are associated with climate change projections in the Clutha district, and identify how those risks will be managed. This work is critical to the delivery of all Council’s priority work areas, and to community well-being.

Adaptation to climate change is an absolutely necessary and ongoing process for decisions relating to infrastructure and urban development LGNZ, 2018

The impacts of climate change will have significant implications for the functions of local government in New Zealand Lawrence et.al, 2018.

<b>Where we are now</b>	<p>Adaption: The Climate Change Leadership and Response Plan was adopted in 2019. The first stage was completed in June 2020, with publication of ‘The impacts and implications of climate change for the Clutha District’ report. Subsequent stages are to:</p> <ul style="list-style-type: none"> <li>• Quantify the risks to Council infrastructure and other community assets from the effects of climate change (June 2021).</li> <li>• Determine how Council will treat the risks associated with climate change. The outcomes will guide decisions on appropriate responses and plans (early 2022).</li> </ul> <p>Mitigation: Council has participated in a regional level assessment, but more investigations are required to better understand current emissions, and potential methods to reduce them.</p>
<b>Where we want to be</b>	<ul style="list-style-type: none"> <li>• A common understanding amongst Council staff, Councillors, and the community on the likely impacts and risks associated with climate change.</li> <li>• The ability to plan for changing land use opportunities and limitations, for both rural and residential activities.</li> <li>• Improved ability to manage risk, and to communicate with stakeholders about priorities.</li> <li>• A reduction in Council’s use of fossil fuels, and information to assist/encourage the community to do the same.</li> </ul>
<b>How we are intending to get there</b>	<p>Once completed, the Climate Change Leadership and Response Plan will provide a solid platform (including a common understanding of likely risks) upon which future strategic decisions will be based. However, this work will not necessarily specify how any changes should be made, or the time frame for making them. Ongoing work will be required across all Council activity areas, to incorporate new information on impacts and risk into work programs and decision-making. Examples include:</p> <ol style="list-style-type: none"> <li>1. How will Council manage changing risks and potential loss of service levels (e.g. the loss of a coastal road)?</li> <li>2. How can community expectations about levels of service be managed?</li> <li>3. How should we deal with uncertainty?</li> <li>4. How can Council work with communities to manage change?</li> </ol>
<b>How we will monitor progress</b>	<p>Monitoring is likely to be qualitative, including observations of actions by Council and the wider community to reduce risk, or to take advantage of changing environmental conditions (e.g. changes in farming practices).</p>
<b>Key documents</b>	<p>District Plan, and reports completed as part of the Climate Change Leadership and Response Plan</p>
<b>Long Term Plan levels of service</b>	<ul style="list-style-type: none"> <li>• Council reviews the District Plan with a focus on reducing existing risk and avoiding new risk.</li> <li>• Council implements a communication plan to disseminate new information, and to guide community engagement.</li> </ul>

# PRIORITY AREA: IMPROVING OUR COMMUNITIES HEALTH, SAFETY & WELL-BEING

Ensuring our communities are healthy and safe is a priority area for Council. Many of the activities and services provided by Council help to achieve this objective, and this priority area is closely linked to the other six priority areas, particularly quality affordable housing and investment in infrastructure.

Council provides community spaces and facilities throughout the district [to] provide for the health and well-being of our communities.

2021/31 Long Term Plan

<p><b>Where we are now</b></p>	<p>Clutha communities are known as caring and supportive, with a practical no nonsense approach to addressing any issues. We also have an excellent range of community facilities which have been built up over many decades. As a result, our communities are great places to live, work and play. However, a small population, together with increasing costs and modern-day expectations means that maintaining this way of life can be a challenge. Volunteers are increasingly stretched, and our population is aging. Drugs and alcohol can also cause issues, and we lack public transport options.</p> <p>Relevant activities include community facilities such as pools, social housing, halls, and recreational areas (either directly owned by Council or supported through grants). Council provides regulatory oversight in areas such as dog control, food standards, building standards, gambling, and noise control. Roads and other key infrastructure also help to keep our communities safe and connected.</p>
<p><b>Where we want to be</b></p>	<p>We want the Clutha District to be a place that supports and uses the talents and advantages of the whole community to achieve success and ensure wellbeing. We want to have a reputation as a safe place in which to live, work, play and visit. We believe that connectivity and access to health services should be a focus.</p>
<p><b>How we are intending to get there</b></p>	<p>Council will continue to engage with local communities, to determine the best way to deliver community facilities, services and infrastructure. We will do this through the 'Our Place' program, as well as other more regular consultation processes. Key questions include what are the priorities for each community? how should they be funded? and what is the desired level of service?</p> <p>We will look to achieve compliance with relevant legislation, bylaws, and policies through the provision of information, education, and enforcement.</p>
<p><b>How we will monitor progress</b></p>	<p>Compliance against relevant standards (e.g. drinking water, food premises, healthy homes standard). Policy and bylaw provisions are reviewed and are up to date.</p>
<p><b>Key documents</b></p>	<p>Activity Management Plans, District Plan, Dog Control Policy &amp; Bylaw, Reserve Management Plans, Smokefree Policy, Community Funding Policy.</p>
<p><b>Long Term Plan levels of service</b></p>	<p>Council will:</p> <ul style="list-style-type: none"> <li>• Provide, or support accessible and well-maintained facilities to increase levels of participation in active and passive recreation.</li> <li>• Fund, and work in partnership with external organisations to increase levels of participation in sport and recreation.</li> <li>• Work with Emergency Management Otago to build resilience and disaster preparedness for emergency situations.</li> <li>• Enforce bylaws and legislation to ensure dog owners and residents are aware of safety, protection, and etiquette around dogs.</li> <li>• Ensure that food premises comply with relevant legislation.</li> </ul>

# PRIORITY AREA: SUPPORTING CULTURE & HERITAGE

The preservation and celebration of cultural and heritage values is an important factor in terms of creating a great place to live, work and play. Local government can play an important role in ensuring that our communities are able to retain, interpret and express their own culture and heritage.

*...heritage includes natural features and landscapes, indigenous vegetation and habitats of indigenous fauna... historic buildings, structures, precincts and streetscapes...the relationship of Maori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga, and sites of archaeological significance.*

Clutha District Plan

Where we are now	Council supports a range of initiatives across the district, including community-led museums through annual operating grants, its own library network, providing community grants for various projects, and administering the Creative Communities Scheme. At the local level, community-led groups undertake valuable work to protect and ensure access to our culture and heritage.
Where we want to be	<p>Our cultural and heritage values are visible, accessible, and celebrated widely. In particular:</p> <ul style="list-style-type: none"> <li>• Community stories, objects, and records from all cultures within our communities are accessible.</li> <li>• Modern innovative methods are used to showcase our culture and heritage to the district and beyond.</li> <li>• There is an increase in the number and diversity of initiatives to make our culture and heritage more visible across the district.</li> </ul>
How we are intending to get there	<p>We will work proactively with owners of heritage buildings and sites to preserve the District's heritage. Examples include:</p> <ul style="list-style-type: none"> <li>• A priority project identified in the Our Place Lawrence-Tuapeka Community Plan, for Council to take a range of measures to help protect and enhance historical buildings and other heritage items.</li> <li>• Council investment which encourages property owners to revitalise and re-purpose heritage buildings, through rates relief, street improvements and heritage grants.</li> <li>• Support to help property owners navigate council regulations, and to find new uses for old buildings.</li> </ul> <p>We will incorporate local history and culture into renewal work on community facilities such as halls and public toilets.</p> <p>With local communities, we will develop a digital repository to share our heritage and culture, to better tell the stories of our past and present.</p> <p>We will review heritage provisions, processes, and schedules during the District Plan review (including the register of buildings, trees, and sites).</p> <p>We will work with stakeholders such as kā rūnaka ki Ōtāgo and the Historic Places Trust to better understand and protect heritage values.</p>
How we will monitor progress	<ul style="list-style-type: none"> <li>• Monitoring of consents issued relating to renovation of historical buildings, and earthquake strengthening.</li> <li>• Amount of funding allocated to cultural and heritage groups through community grants.</li> <li>• Library visitor numbers, the use of physical and digital library collections, and the amount of material available through the digital repository.</li> </ul>
Key documents	District Plan, Long Term Plan, Annual Plan.
Long Term Plan levels of service	<p>Council will:</p> <ul style="list-style-type: none"> <li>• Provide a library service network.</li> <li>• Support programmes which enable access to information, lifelong learning, cultural expression, and celebration of heritage.</li> <li>• Where possible and appropriate, support the protection of heritage values.</li> <li>• Provide cemeteries throughout the district which meet community needs (including our growing cultural diversity).</li> <li>• Review and update the heritage components of the District Plan.</li> </ul>