



TEN YEAR PLAN 2018-2028 HE MAHERE KAHURUTAKA 2018-2028

Volume 1

VOLUME 1 | CONTENTS

Message from Jim and Mike 4

Our People 7

Elected Members	8
Management Group	9
Tangata Whenua	10
Our engagement with Māori	10

Our Process 11

Our Planning Process	11
Our Consultation Process	12
Budget Changes following the Consultation Process	13

Our Vision 16

Our Strategic Map	16
Our Community Outcomes	17
Our Challenge	19
Key Support Strategies	21
Our Assumptions	22

Our Funding 26

Our Funding Snapshot	27
The Funding Impact Statement	29
Managing our Rates and debt	31

Our Activities 34

Community Services and Facilities	37
-----------------------------------	----

Environmental Management	54
--------------------------	----

Infrastructure	60
----------------	----

Water Supply	63
--------------	----

Wastewater	75
------------	----

Stormwater	85
------------	----

Transport, including roading parking and footpaths	92
--	----

Waste Management	102
------------------	-----

Economy	109
---------	-----

Regulatory Functions and Services	116
-----------------------------------	-----

Local democracy	123
-----------------	-----

Finance and Support Services	131
------------------------------	-----



WELCOME TO OUR TEN YEAR PLAN 2018-2028 | NĀIA TE MAHERE KAHURUTAKA 2018-2028

Message from Jim and Mike

The theme of the 2018-28 Ten Year Plan is building momentum and for this we have to be bold.

Ten years from now, on our busiest days, our population will be bigger than the city of Dunedin. We're already experiencing these numbers on peak occasions such as New Year's Day. Not only have we planned to be ready for that – our vision is that in ten years' time, experiencing and living in this district must be better than it is today. A place where people can afford to live, where you don't waste time in traffic, you have great transport options, places to enjoy, relax, exercise or be enriched and entertained. Where you can rely on the infrastructure and services, and best of all, that these things all complement the incredible landscapes in which we live.

The challenge lay in understanding the massive investment that legacy and growth has presented this Council. Where we could, we have prioritised, deferred, streamlined and revised the capital programme over the course of the ten years. In the context of all that careful scrutiny we have still landed on a capital expenditure programme that represents 161% of the one we previously forecast. The investment over the coming ten years has gone from \$380M to \$990M. The cost of growth alone makes up for 33% of that programme or \$326M.

More than a year ago when we started to prepare for this plan we realised that a dramatic shift in investment was crucial. As the fastest growing district in New Zealand and the country's premier tourist destination, we knew we needed a hard look to the horizon and we knew we needed a great plan. An ambitious plan, with one obvious constraint, we have to be able to afford it.

The plan Council has developed mirrors the complex needs of a district in a period of rapid growth. Many aspects of the plan are dependent on internal and external factors (such as Central Government funding) to progress. The assumptions have been provided throughout the plan, and a notable assumption is the Queenstown arterials programme. This \$148.8M roading development is based on an assumed NZTA contribution of \$119.0M (80%). The Council maintains this assumption is reasonable but the NZTA level of subsidy will not be confirmed until 2019 (this is later than initially contemplated). It is important to understand that the Council will need to adapt its capital programme should the assumed external funding levels not materialise. If for example, the external funding is significantly less than assumed, the Council will be forced to defer elements of the programme. For the Queenstown arterials project, this would probably mean deferring Stage Three (Man St to One Mile link)

to beyond the ten-year period. The consequences of this are that traffic is not diverted out of the town centre effectively and congestion continues. Many of the town centre improvements included in the current programme will not be delivered. This will result in a delay in reaping the economic and amenity benefits of the Queenstown Town Centre Masterplan for both visitors and the local community.

If however, the external funding exceeds the assumed amounts, the Council would be in a position to consider advancing the timing of some elements of the capital programme. This could see the Drinking Water Treatment programme completed within five or six years as opposed to ten years, which would greatly improve the management of risk in this area. There may also be options to complete the Queenstown Town Centre Masterplan in a shorter timeframe (currently assumed to be delivered over 20 years).

To make sure all this remains affordable we have leveraged every possible tool we have available to us including a new credit rating, debt, land sales, government funding/subsidy and with such a comprehensive programme, inevitably a rates increase. The average rates increase for 2018/19 is sitting at 6.89% (after allowing for growth of 3.5% in the rates database). This is above the

4.15% for 2017/18 but follows several years where increases were lower than forecast.

The numbers are big and the dollars are big. The programme of delivery that this plan contains is three times bigger than anything this community and this Council have faced before, being just short of a billion dollars over the next ten years.

The plan clearly reflects the cost impact of growth which has been assessed at 33% or \$326M over the next ten years. Of the total capital programme, 24% is required for renewal or replacement of existing assets and 43% for increasing level of service.

The Council has developed an affordable plan but only after the rigorous prioritisation and scrutiny of all projects. You will find a plan that adopts a very different approach to investing heavily in a number of our challenges, including roading, transport, parking, waste minimisation and facilities that reflect growing recreational expectations.

Equally, a large number of projects have had to be deferred. These affect things like our ability to meet drinking water standards (spread from five to ten years), our ability to deliver the amenity that world-class resorts should reflect (e.g. ambitious town centre master-planning

¹ Source: QLDC Growth Projections to 2058, 25 May 2017

has had to adopt a staggered approach), our investment in our community in terms of providing enough recreation facilities (e.g. projects like extending Alpine Aqualand and Wanaka Recreation Centre have been pushed out) and the delivery of future infrastructure capacity and new schemes (e.g. waste water scheme upgrades and Glenorchy Wastewater Scheme have been pushed out).

Given the big issues our communities face, Council started engaging last year with Central Government on the challenging cost of delivering tourism infrastructure that supports the NZ economy and has made a unique business case to Central Government to enable the district to sustain projected visitor growth without any risk of eroding the experience. The previous government and the new government have both proved open to this conversation.

Tourism is critical to the economic success of the Queenstown Lakes District and it is equally critical that we hit the right balance between meeting the expectations of our community and visitors and ensuring this plan is affordable. The challenges of visitor growth faced by our ratepayers are disproportionately high compared to other tourism centres. The ratio of visitors to residents is 34 visitors to one

resident, whereas the ratio in Auckland is one-to-one and Christchurch three-to-one.

A compelling argument in the case is the contribution Queenstown in particular makes to New Zealand's overall GDP. International visitors who come to New Zealand because of Queenstown spend up to \$1.74 billion nationally, meaning Queenstown and its surrounds are critical to the ongoing health of New Zealand Inc. If the funding is not provided in some form (QLDC considers this funding could be achieved through some form of visitor tax or levy although at the moment it is not possible to do so under current legislation) then the Queenstown experience (in the first instance) will start to compromise the New Zealand visitor experience and worse, negatively impact our communities. Our communities and this Council cannot afford to continue to stay ahead of these challenges, alone. A fair balance must be struck.

As outlined, growth has seen the projected capital expenditure much higher than previously forecast. The 2015-2025 Ten Year Plan forecast \$380M, this plan shows a 161% increase to \$990M.

This reflects a major shift from a Council delivering 'just in time'

reactive infrastructure to a Council that is planning strategically to manage growth. Reassuringly your feedback during the preparation of this plan has shown community support for the programmes we proposed as preferred options, and the input was balanced and encouraging.

As a Council we believe we have heard the message from our communities that we need to be delivering the infrastructure and services required in the areas already experiencing growth

on a large scale, and we need to do it now. We also must prepare other areas to be ready to meet the growth that is emerging for them.

This Council's vision for the next ten years, and hopefully beyond, is 'vibrant communities, enduring landscapes, bold leadership'. We believe through this plan we are embodying the bold leadership needed to deliver upon that promise to our district's communities.

Jim and Mike



A stylized black ink signature of Jim Boulton.

JIM BOULT

Mayor
Queenstown Lakes District Council



A stylized black ink signature of Mike Theelen.

MIKE THEELEN

Chief Executive
Queenstown Lakes District Council

Our Ten Year Plan consists of two volumes:

VOLUME 1

OUR STRATEGIC DIRECTION

is an overview of the ten year plan process. It sets out the significant assumptions used in setting this plan. We'll talk about the community outcomes we want to achieve and map out how we're going to get there. We will also explore prioritisation, the challenges we're facing and how we'll align the Financial and Infrastructure Asset Management Strategies.

OUR FUNDING

is a summary of the costs, funding sources and rating implications for the first year of this Ten Year Plan (2018/19).

OUR ACTIVITIES IN DETAIL

gives a greater insight into what we deliver and why. We'll also cover what we're planning, what it costs, how it's paid for and how we measure success. This includes business as usual activities, operating costs and capital projects.

VOLUME 2

OUR DECISION MAKING PROCESS

covers the policies and strategies that influenced the creation of the Ten Year Plan. This includes the Finance and Infrastructure Asset Management Strategies, the Development Contributions and Financial Contributions Policy and a summary of our Significance and Engagement Policy.

OUR COSTS IN DETAIL

throws a spotlight on the detailed financial management of the organisation. This section covers all the financial data required under legislation, including financial statements, policies and rates required for the first year of this Ten Year Plan.



OUR PEOPLE | KĀ TĀKATA

Achieving great outcomes for our community is at the heart of everything we do. It's the people that give our work meaning, focus and a sense of community pride. Our residents, visitors, staff and elected members provide the inspiration, guidance, vision and motivation that keeps the pulse of the organisation strong.

Elected members

**CALUM
MACLEOD**
Deputy Mayor

**PENNY
CLARK**
Councillor

**CRAIG
FERGUSON**
Councillor

**JOHN
MACDONALD**
Councillor

TONY HILL
Councillor



SCOTT STEVENS
Councillor



JIM BOULT
Mayor



ALEXA FORBES
Councillor



QUENTIN SMITH
Councillor



VALERIE MILLER
Councillor



ROSS MCROBIE
Councillor



Management group



MEAGHAN MILLER
General Manager,
Corporate Services



PETER HANSBY
General Manager,
Property
& Infrastructure



THUNES CLOETE
General Manager,
Community Services



STEWART BURNS
General Manager,
Regulatory
& Finance



MIKE THEELEN
Chief Executive



TONY AVERY
GM, Planning
& Development

Tangata Whenua

Our district was important to Southern Māori as a source of various resources like eels, birds, ti kōuka (Cabbage Tree), mountain daisy leaves (used for cloaks) and taramea (Spaniard Grass) from which a fragrant oil was extracted.

There were important settlement sites at Tahuna (Queenstown), Oterotu (Frankton) and at Tititea (the junction of Kawarau and Shotover Rivers). Other village and camping sites in the Wakatipu area have been found at Glenorchy, Bob's Cove, Kingston, Kawarau Gorge, Lake Hayes, Pigeon Island and Mavora Lakes.

The Wakatipu and Wanaka region was typical of the whole of the interior of Te Waipounamu. There were some permanent settlements, but it was largely a seasonal resource base for highly mobile coastal communities. Whilst there weren't any specific settlements on Ben Lomond or Queenstown Hill, the latter was named Te Tapu-nui, a name which signifies it as an intensely sacred place.

It is important that the special position of mana whenua is acknowledged and reflected in the way we make decisions about the district and its resources. Engagement with the wider Māori community recognises the special provisions for Māori within our legislative framework and their unique position. The Council recognises that in our district, Ngāi Tahu are the Tangata Whenua.

Our engagement with Māori

Including a Māori perspective across Council activities contributes to creating vibrant communities.

Inside the Council, we aim to build our capacity to be more effective for Māori in the work that we do and how we can contribute to strengthening Māori communities. The Council values its relationships with Māori and always works within the principles of the Treaty of Waitangi. We are regularly encouraging our people to expand their cultural understanding and use of te reo at every opportunity.

Formal consultation is also an important part of our relationship with Māori. The Council understands the importance of this consultation in relation to kaitiakitanga, Māori culture, values and the relationship with ancestral lands, water, sites wahi tapu and other taonga. This is also emphasised within legislation by the Local Government Act 2002 and the Resource Management Act 1991.

Queenstown Lakes District is part of Ngāi Tahu Iwi, which straddles both the Murihiku and Ōtākou Rūnanga. Our relationship with Murihiku has been traditionally strong, but our relationship with Ōtākou was less developed. However, at the beginning of 2017, the Mayor, Chief Executive and executive team undertook a hīkoi to Dunedin. The visit symbolically expressed the Council's desire and intention to develop our relationship with the rūnanga of Ōtākou further. Subsequently, in August Mayor Boulton signed a Memorandum of Understanding with Ōtākou to join Te Rōpū Taiao Otago. This was a key milestone and a significant step forward.

Both of these relationships will form an important part of our consultation processes now and into the future. Further detail about the formal decision making process is included in the '**Our Decision Making Process**' section contained in Volume 2 of this Ten Year Plan.

OUR PROCESS | TŌ TĀTOU HUANUI

Our planning process

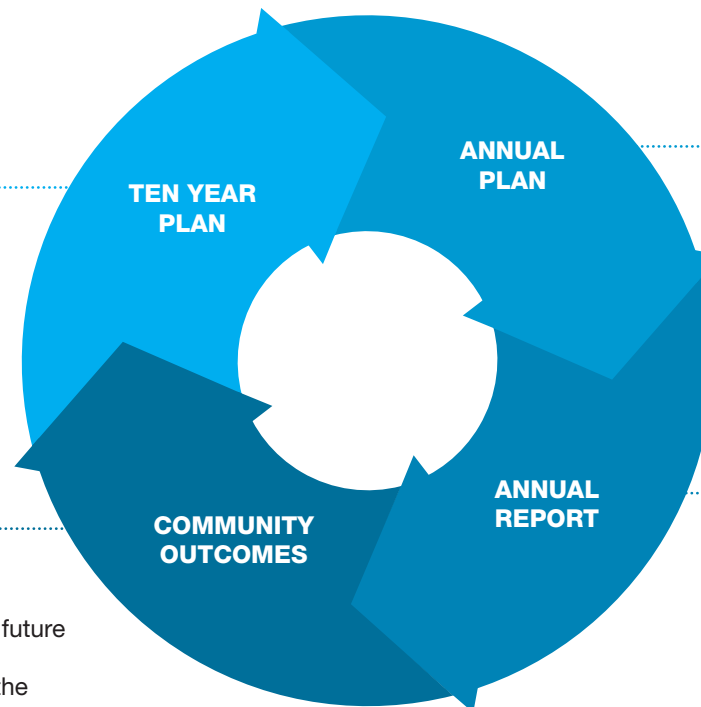
There is a robust planning process required by the Local Government Act 2002 (part 6). This model outlines the four parts of this process.

REVIEWED EVERY THREE YEARS

- > The Ten Year Plan sets the direction of the Council, providing a long term focus on our community outcomes, and explaining the purpose, direction and cost of each of our activities.

REVIEWED EVERY THREE YEARS

- > Outcomes that the Council aims to achieve in meeting the current and future needs of the community for quality infrastructure, public services and the performance of regulatory functions.



COMPLETED IN EACH OF THE TWO YEARS BETWEEN THE TEN YEAR PLAN

- > What the Council plans to do in the next 12 months to achieve the direction set in the Ten Year Plan.

PRODUCED EVERY YEAR

- > Reports back to the community on whether the Council has done what it planned to do.

Our Consultation Process

Community input is a vital part of developing this Ten Year Plan.

We started talking to our communities back in September 2017. We attended 18 community meetings organised by

each of the Community Associations to discuss and hear what is important to each of these groups. The common themes were parking, roads, urban design, cycle and walk ways, water supply and wastewater. With these

themes in mind, the Council has provided a Ten Year Plan to address these issues as much as possible, whilst ensuring continued prudent management of infrastructure and delivery of the levels of service you have come to expect.

Below are the key dates of the consultation process.



Budget changes following the consultation process

The Council received 586 submissions on its Ten Year Plan and 115 people chose to address the Council at hearings held in Wanaka and Queenstown.

With potentially the largest and most ambitious plan ever proposed by Council, it was reassuring to see the level of support from an engaged community for the issues raised and Council's proposed options. The feedback was largely supportive of the preferred options we proposed for the 'Big Issues' and these were adopted by the Council as outlined in the Consultation Document. These big issues were:

- > Queenstown Town Centre Masterplan (scope and timing)
- > Funding the Queenstown Town Centre Masterplan
- > Project Connect and Libraries (changes to previous plans)
- > Wanaka Masterplan (shaping the town's future)
- > Water (major capital programme)
- > Funding small communities' water needs

The enthusiasm from community and volunteer groups reflects the passion locals have for the environment and a connected community, and this was seen in the submissions and requests for funding. Unfortunately, it's never possible for Council to meet all of these requests especially in the context of the challenging capital programmes in this Ten Year Plan. All submissions were considered, and despite funding constraints, Council did make a number of changes as a direct result.

The overall impact of the changes made has not altered the increase in rates as outlined in the Consultation Document prior to the plan being adopted by Council. Therefore the average annual increase in rates over the ten years is 3.4% as proposed.

Changes approved as a result of external submissions include:

TRANSPORT

1. The investment in active transport networks for Wanaka (subject to detailed business cases and confirmation of additional NZTA funding) has been increased by \$2.3M to a total of \$3.7M.

COMMUNITY SERVICES AND FACILITIES

1. Increase in vested assets \$14.6M over the ten-year period due to a revised forecast for Reserve Land contributions following consultation on the Development Contributions Policy.

GRANTS

1. The following changes were made to grants and funding applications for 2018/19:

Economy

- a. Downtown Queenstown - \$25k
- b. Queenstown Mountain Bike Strategy \$20k (Economic Development Fund)

Community

- c. Queenstown Trails Trust - \$25k
- d. Happiness House - \$20k
- e. Wakatipu Youth Trust - \$9.68k
- f. Head of the Lakes Trails Trust - \$20k
- g. Te Kakano Aotearoa - \$5k
- h. Albert Town Community Association Lagoon Restoration \$10k
- i. Queenstown Mountain Bike Club Trail maintenance - \$20k
- j. Skyline Queenstown - \$20k reduction
- k. All community associations continue to be eligible for a \$5k annual project grant

Changes approved as a result of internal submissions include:

COMMUNITY SERVICES AND FACILITIES

1. Increase in 2018/19 budget for developing the Community Services master plan and Sport field demand strategy by \$0.1M.
2. Increase in costs of \$0.8M relating to the management of Glenorchy Aerodrome.
3. Rent from the Wanaka Airport long-term lease agreement of \$1.4M over the ten-year period.
4. Revised calculation of the Lakeview and other campground cabins has increased revenue by \$0.9M.
5. A \$1.8M decrease in revenue and a \$1.4M increase in maintenance costs have been applied for forestry activities, such as tree thinning costs, and adjusted according to revised programme timings.
6. Reduction in debt opening balance \$14.5M through pre-paid rent and asset sales received for Wanaka airport via Queenstown Airport Corporation agreement.

ENVIRONMENTAL MANAGEMENT

1. The net surplus for Resource Consents has increased by \$1.5M following the approval of increases to user fees and charges offset by a reduction in chargeable hours during the ten year period.
2. Additional Housing Infrastructure Fund costs of \$14.6M between 2018-25 for Quail Rise and Kingston for Roding and Three Waters because of further developed Business Cases and Quantity survey estimates.
3. Revenue from development contributions has increased by \$16.3M as a result of additional Housing Infrastructure Fund costs which are funded by development contributions.

WATER SUPPLY

1. Construction of a section of the Kawarau Bridge to Frankton Flats supply ring main has a budget increase of \$0.7M to a total project investment of \$1.5M following an updated detailed design.
2. The budget for the Luggate Water Supply Treatment plant upgrade has been decreased by \$1.2M to \$2.6M following further clarification of costs.
3. Budget of \$0.1M was brought forward to 2017/18 for the Frankton Flats Water Main project from the BP roundabout to the Kawarau Bridge. Reduction of \$0.1M to \$2.8M in 2018/19.

WASTEWATER

1. Investment in the Cardrona Wastewater scheme brought forward from 2023-2025 into 2018-2020 following discussions with the developer. There is no change to the overall budget other than a \$0.4M reduction in inflated costs due to timing.
2. The Project Shotover wastewater treatment plant disposal field budget is reduced by \$1M with sufficient budget to be carried forward from 2017/18 to complete the project.

TRANSPORT

1. Investment in both the Crown Range Road and Glenorchy Road have been increased to take advantage of NZTA special funding rates before they are reduced. In years one to three the overall increase in investment is \$4.3M however the effect on roading rates is minimal due to the offset in NZTA funding. The total investment for these projects in the Ten Year Plan is \$7.9M.
2. Design for the Brecon Street pedestrianisation is being brought forward from 2019/20 to 2018/19 to be incorporated into similar projects for Beach and Rees Street work. There is no change to the overall investment.
3. Investment for the installation of traffic signals to allow safe pedestrian and cycling access to the Shotover Bridge at Arthurs Point has been brought forward into 2018/19 and 2020/21 from 2020-2022 with no change to the overall budget.
4. An additional \$2.5M has been brought forward from 2028/29 for town centre cycle network links with the Wakatipu to progress a detailed business case sooner than initially scoped. This increases the overall ten year investment to \$26.0M.
5. The business case to invest in Mt Aspiring Road (Wanaka) widening and drainage needs to be revisited and therefore \$0.1M has been allowed for this work, whilst the remaining \$4.9M for implementation of the project has been deferred until the business case is updated.
6. The budget for the Wanaka Masterplan programme development has been increased by \$0.4M to a total of \$0.9M in 2018-2020.
7. An additional \$0.4M has been included in 2018/19 for the development of a Frankton Masterplan.
8. Operating expenditure revisions for transport have increased the NZTA subsidy for transport modelling and parking income by \$0.1M and \$4.3M respectively.
9. Contractor-related operating costs for additional stormwater maintenance and planned maintenance across 3 waters has increased by a total of \$6.7M over the ten year period.
10. Revenue from grants and subsidies has increased by \$6.8M mainly due to a \$6M increase in NZTA subsidies following changes to timing of certain projects.

WASTE MANAGEMENT

1. Income from the Central Otago District Council Emissions Trading Scheme contribution for Victoria Flats landfill has been increased by \$1.4M over the ten years.

REGULATORY FUNCTIONS AND SERVICES

1. Income from traffic and parking infringements has been increases in 2018/19 by \$0.5M
2. The costs associated with traffic and parking enforcement and managing abandoned vehicles has been increased in 2018/19 by \$0.2M
3. \$3.8M increase in operational expenditure for building consents due to an increase in hours worked by external contractors (\$3.3M) and an increase in hourly rate for external contractors (\$0.5M).
4. \$2.3M net decrease in operating income for building consents due to an increase in user fees (\$11.7M) offset by a reduction in chargeable hours (\$14.0M).

FINANCE AND SUPPORT SERVICES

1. An increase in premiums and fringe benefit tax has required the staff medical insurance budget to be increased by \$1.3M over the ten year period.

OUR VISION | TŌ TĀTOU MOEMOEĀ

Our strategic map

We have used a map to describe what we plan to achieve over the next ten years. The map represents the relationships and interactions we have with the community and our natural environment.

To understand this map and how it flows into the document, it's important to explain some of the terms we use.

Vision the ability to think about or plan the future with imagination or wisdom

Our vision for the future is:

Vibrant Communities
Enduring Landscapes
Bold Leadership

These are represented by the three mountain peaks on the strategic map.

Outcome the way a thing turns out; a consequence

The vision is broken down further into specific community outcomes. These describe what difference we want to see and feel at the end of ten years. The outcomes are community driven, so it's really important for us to work with our partners to achieve them.

The community outcomes are shown as trails, leading from lakeside activities to the peaks of our strategic vision.

Activity /noun/ a thing that a person or group does

Each community outcome is linked to an activity. Activities are the services we provide to the community that help us achieve the community outcomes. Some community outcomes relate to a number of activities, but in the strategic map are linked to the predominant activity.

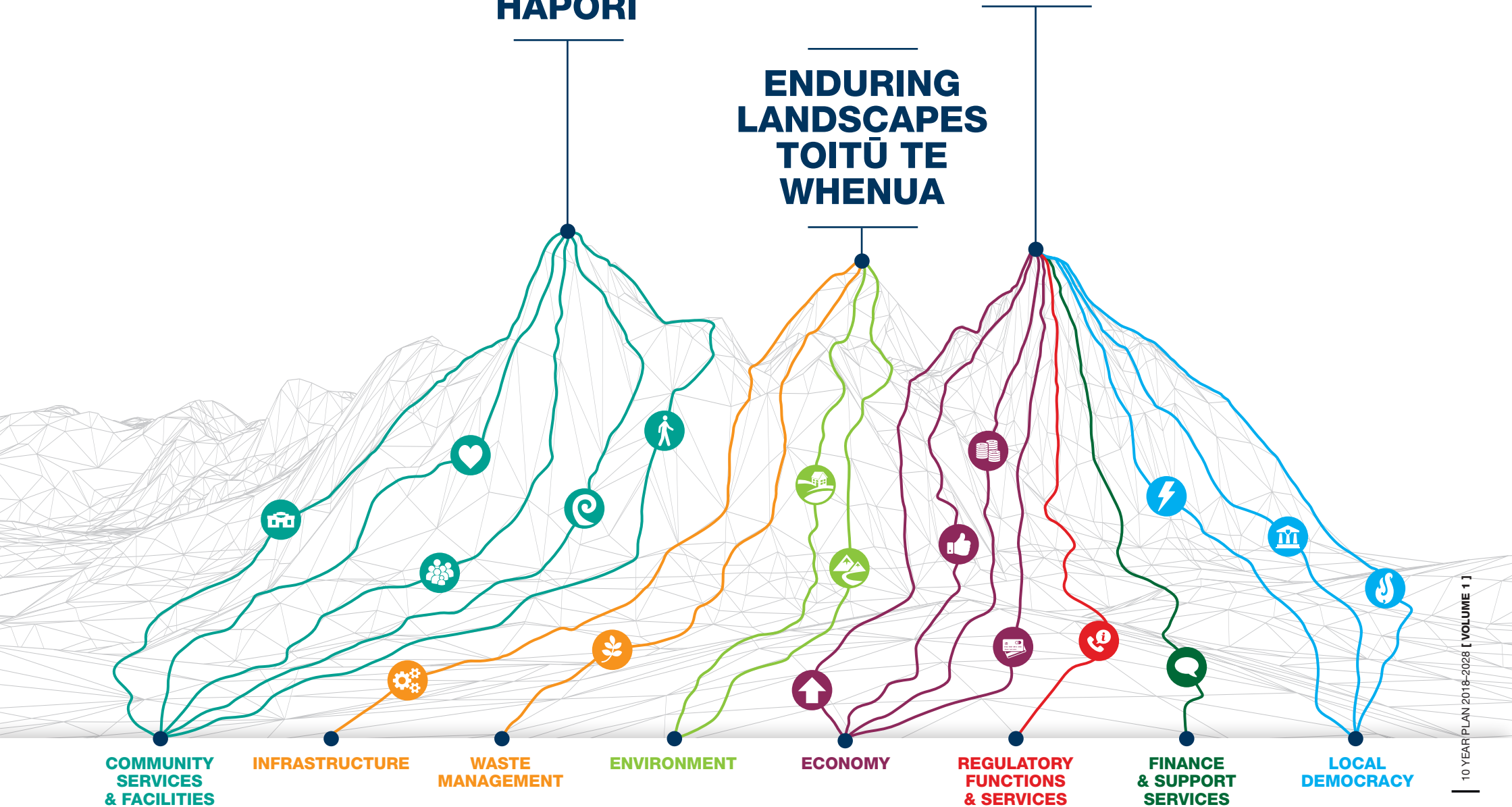
Measure/verb/ assess the importance, effect, or value of (something)

To complete the picture we'll tell you each year what we've achieved against the plan. For each community outcome we list a series of measures that we'll use to tell you how well we're tracking. Some of these relate to matters that are important to the community, where we are only part of the solution. These measures are balanced with those that still reflect how well we're delivering our core activities.

**VIBRANT
COMMUNITIES
TE ORAKA
HAPORI**






**BOLD
LEADERSHIP
TE AMORAKI**

**ENDURING
LANDSCAPES
TOITŪ TE
WHENUA**





OUR COMMUNITY OUTCOMES



COMMUNITY SERVICES & FACILITIES

-  Efficient and effective community facilities
-  Communities have a good standard of living and wellbeing
-  Communities are inclusive for all
-  Strong cultural landscape that inspires, preserves and celebrates our heritage, arts and culture
-  Appropriate public access

INFRASTRUCTURE AND WASTE MANAGEMENT

-  Efficient and effective infrastructure
-  Environmental sustainability and low impact living is highly valued

ENVIRONMENT

-  Quality built environments that meet local needs and respect the local character
-  World class landscapes are protected


ECONOMY

-  Sustainable growth management
-  Partnering for success
-  Investing strategically
-  Enabling diversification




REGULATORY FUNCTIONS & SERVICES

-  A responsive organisation

FINANCE & SUPPORT SERVICES

-  An organisation that consults effectively and makes sound decisions

LOCAL DEMOCRACY

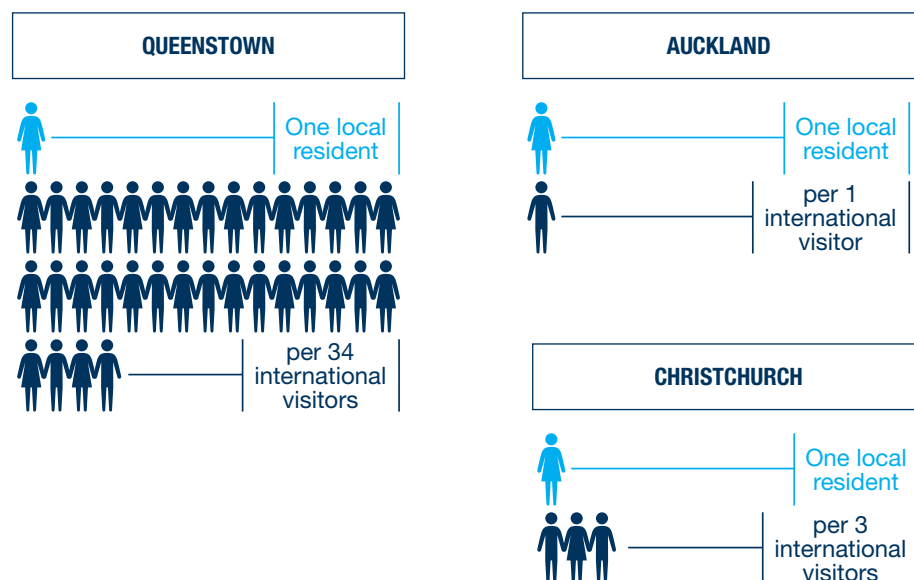
-  Communities are resilient and prepared for civil defence emergency events
-  An organisation that demonstrates leadership
-  An organisation that considers the district's partnership with Mana Whenua

Our Challenge

Unprecedented growth in both resident and visitor numbers in our district has presented our communities with some significant challenges. Our peak day population in 2028 is estimated to be almost 150,000 (this will exceed the current population of Dunedin by more than 20,000).*

Tourism is critical to the economic success of the Queenstown Lakes District and it is equally critical that we hit the right balance between meeting the expectations of our community and visitors and ensuring this plan is affordable. The challenges of visitor growth faced by our ratepayers are disproportionately high compared to other tourism centres. The ratio of visitors to residents is 34 visitors to one resident, whereas the ratio in Auckland is one-to-one and Christchurch three-to-one.

The numbers are big and the dollars are big. The programme of delivery that this plan contains is three times bigger than anything this community and this Council have faced before, being just short of a billion dollars over the next ten years.



The plan clearly reflects the cost impact of growth which has been assessed at \$326M over the next ten years. This represents 33% of the total capital programme, whilst 24% is required for renewal or replacement of existing assets and 43% for increasing level of service.

The Council is submitting an affordable plan but only after the rigorous prioritisation and scrutiny of all projects. You will find a plan that is a very different approach to investing heavily in a number of our challenges, including roading, transport, parking, waste minimisation and facilities that reflect growing recreational expectations. To do this we have had to leverage every possible opportunity available to Council including land sales, debt and increasing rates.

Equally a large number of projects have had to be scheduled over a long time-period. These affect things like the timing of our ability to meet drinking water standards (spread from five to ten years), our ability to deliver the amenity that world-class resorts should reflect (e.g. ambitious town centre master-planning has had to adopt a staggered approach), our investment in our community in terms of providing enough recreation facilities (e.g. projects like extending Alpine Aqualand and further phases of the Wanaka Recreation Centre have been pushed out of the plan horizon) and the delivery of future infrastructure capacity and new schemes (e.g. wastewater scheme upgrades and Glenorchy Wastewater Scheme have been pushed out of the plan horizon).

The quantum of investment for the Queenstown Town Centre Masterplan is significant, totalling \$330.2M investment in increased levels of service over ten years. Based on affordability there is no inclusion of an arts and culture facilities but a district-wide review has been included.

* SOURCE: QLDC Growth Projections to 2058, May 2017

Key Support Strategies

The Financial Strategy and the Infrastructure Asset Management Strategy are key to this Ten Year Plan. They are aligned to provide the strategic direction and context for our planning, and lay the foundations that support prudent financial management and efficient asset management over the long-term.

Both strategies contribute to a broad range of community outcomes, as they are integral to the way we work. However, they are most closely associated with the following community outcomes:



Demonstrates leadership



An organisation that consults effectively and makes sound decisions



Effective and efficient infrastructure

A summary of each strategy follows, the full versions of these strategies can be found in the '**Our Decision Making Process**' section of Volume 2.

Financial Strategy

The Financial Strategy describes the challenges that will impact the district over the next ten years, and how the Council will respond in a responsible and affordable way. The strategy aims to achieve the following:

- > a prioritised capital programme, delivering the 'right' projects at the optimum time with development supported in the appropriate areas;
- > rates increase limit of 10.8% gross (7% net) per annum (subject to changes in growth forecasts) for the first three years and 9.0% gross (5.5% net) for years four to ten;
- > debt levels maintained at prudent levels, within our borrowing limits; and
- > debt levels at the end of the ten year period stabilised with sufficient headroom to provide financing flexibility for future Councils.

Infrastructure Asset Management Strategy

The Infrastructure Asset Management Strategy details the challenges that will impact the district over the next 30 years (2018-2048), as they relate to transport, water, wastewater, stormwater and solid waste. By covering 30 years the strategy aims to accommodate both the needs of current and future generations by providing good quality, cost effective infrastructure that responds to the following:

- > a demanding natural environment;
- > growth in population and visitor numbers;
- > the complexity of our built environment;
- > our challenging economy; and
- > legislative changes.

How we respond to these challenges has been translated into investment decisions for the first ten years, which are detailed in the capital programme for this Ten Year Plan. By investing in the systems used to manage assets, the Council has been able to develop the data to support these decisions.

Our Assumptions

An important part of preparing the Ten Year Plan is making assumptions about the future.

The Local Government Act 2002 requires that we identify the significant forecasting assumptions and risks underlying the financial estimates.

Where there is a high level of uncertainty, we must state the uncertainty and provide an estimate of the potential effects on the financial assumptions. Given the growth challenges we face as a district, some of our assumptions have such a high level of uncertainty, that the financial impact of changing assumptions cannot be quantified. Where that is the case, a description of the impact has been provided instead.

We have identified three assumption categories that will have the most significant impact on financial aspects of the Ten Year Plan:

- > **Growth and population**
- > **Funding**
- > **Inflation**

You can read more about these below. The full list of assumptions is contained in Volume 2. These should be read in conjunction with the financial statements.

GROWTH AND POPULATION ASSUMPTIONS

Growth is the key challenge we are facing as a district. To assist with future planning, the Council has spent considerable time and effort developing comprehensive growth projections. These have been estimated using the best information available.

Projections have been developed for:

- > The resident population;
- > The number of visitors (day visitors, visitors in private residences and those in commercial accommodation);
- > The number of occupied and unoccupied dwellings that will be required in the future; and
- > The number of visitor units that will be required in the future.

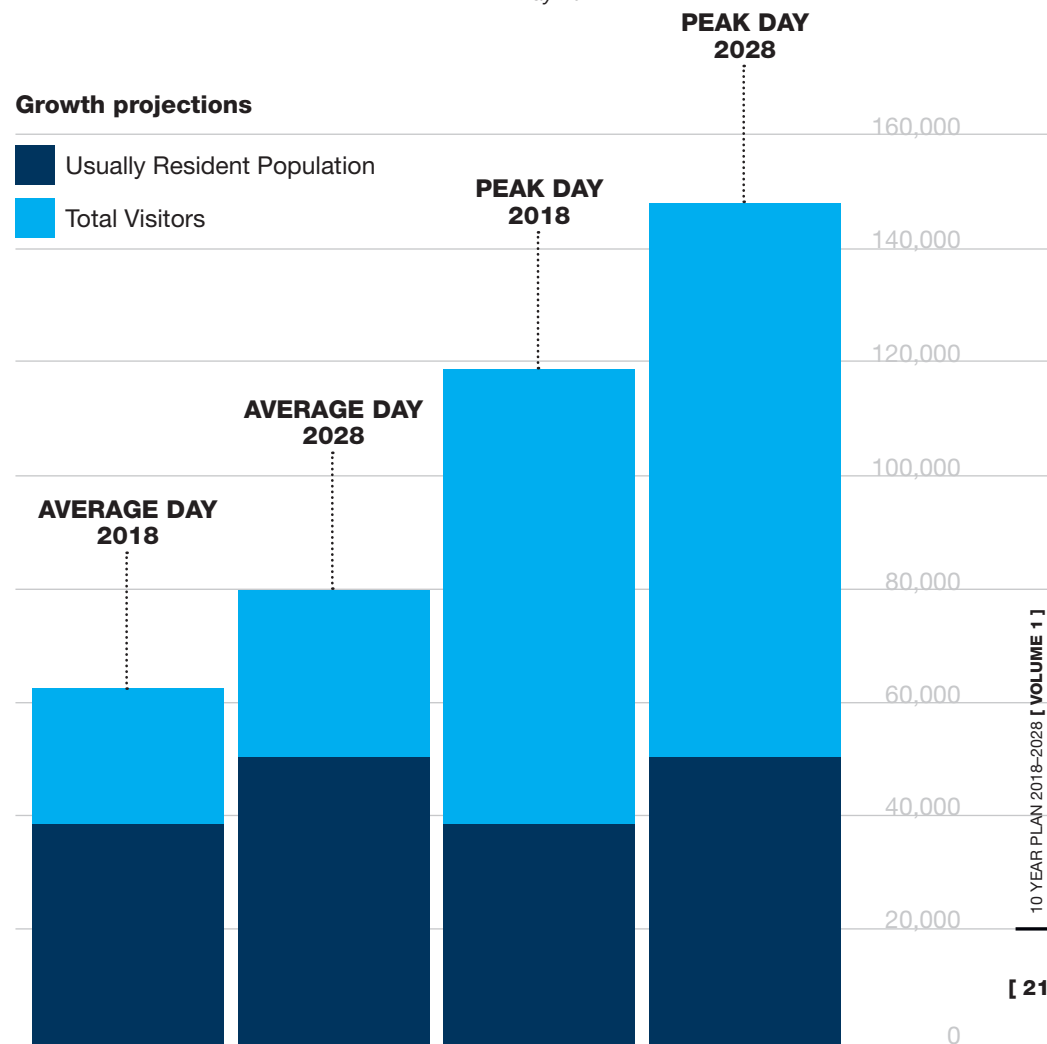
This information is analysed to compare numbers on an average day and on a peak day.

Because growth is a district-wide challenge our projections include all of our communities, urban, rural, large and small. The projections are

based on a 'business as usual' model and do not assume any constraints or intervention in the market.

All figures are as at 30 June of the year shown.

SOURCE: QLDC Growth Projections to 2058, May 2017



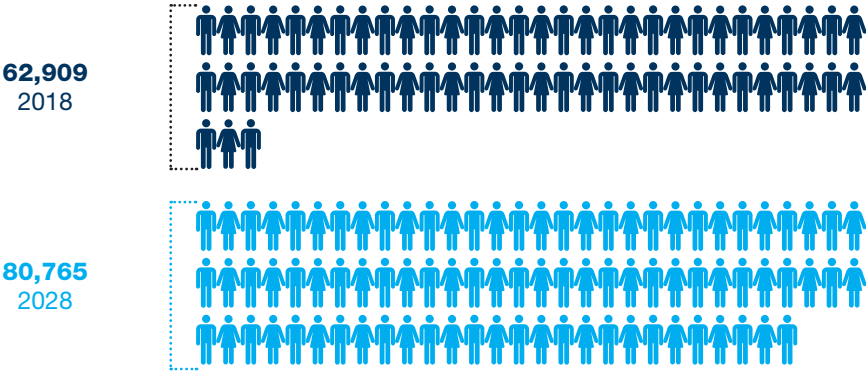
AVERAGE DAY POPULATION GROWTH

SOURCE: QLDC Growth Projections to 2058, May 2017

AVERAGE DAY POPULATION	2018	2028	2048	2058
Wanaka Ward	20,436	26,779	34,318	37,682
Wakatipu Ward	42,472	53,987	71,075	79,103
Whole District	62,909	80,765	105,392	116,786

The **average day population** for the district is expected to increase from an estimated 62,909 people in 2018 to an estimated 116,786 in 2058. This is a growth rate of 2.14% per annum. This consists of residents and visitors of all types.

Of the **average day population**, around 60% is the usually resident population. Approximately 67% of these residents will live in the Wakatipu Ward and the remainder in the Wanaka Ward.



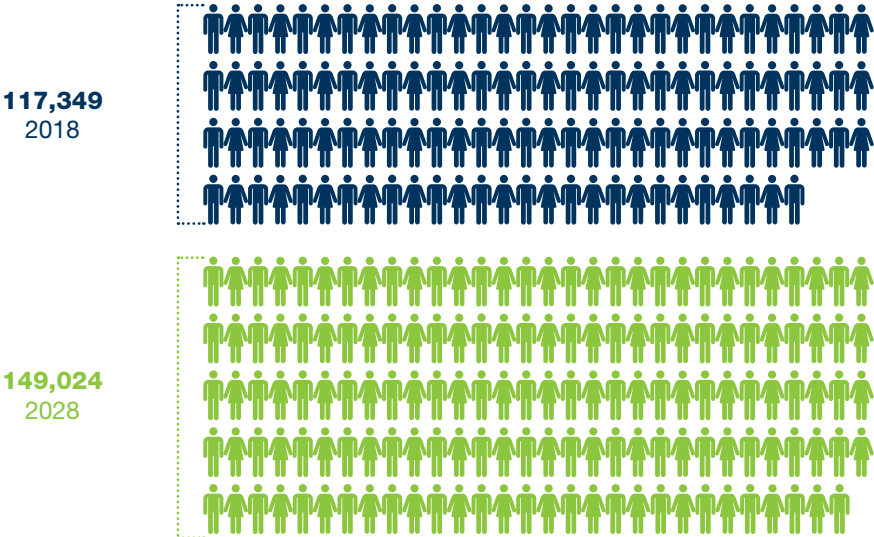
PEAK DAY POPULATION GROWTH

SOURCE: QLDC Growth Projections to 2058, May 2017

PEAK DAY POPULATION	2018	2028	2048	2058
Wanaka Ward	46,939	59,638	74,937	82,069
Wakatipu Ward	70,411	89,386	117,792	131,320
Whole District	117,349	149,024	192,729	213,389

The **peak day population** for the district is expected to increase from an estimated 117,349 in 2018 to an estimated 213,389 in 2058. This is a growth rate of 2.04% per annum. This consists of residents and visitors of all types.

The peak period typically falls over the New Year period (late December / early January) and is relatively short. The projection is particularly important for infrastructure planning, ensuring that roads, waste and 3 waters are able to cope with peak activity.



PROJECTED NUMBER OF RATING UNITS

Council is required to forecast the projected number of Rating Units within the district at the end of the preceding financial year.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
No. of Rating Units	26,554	27,084	27,613	28,143	28,673	29,118	29,562	30,007	30,452	30,897

FUNDING ASSUMPTIONS

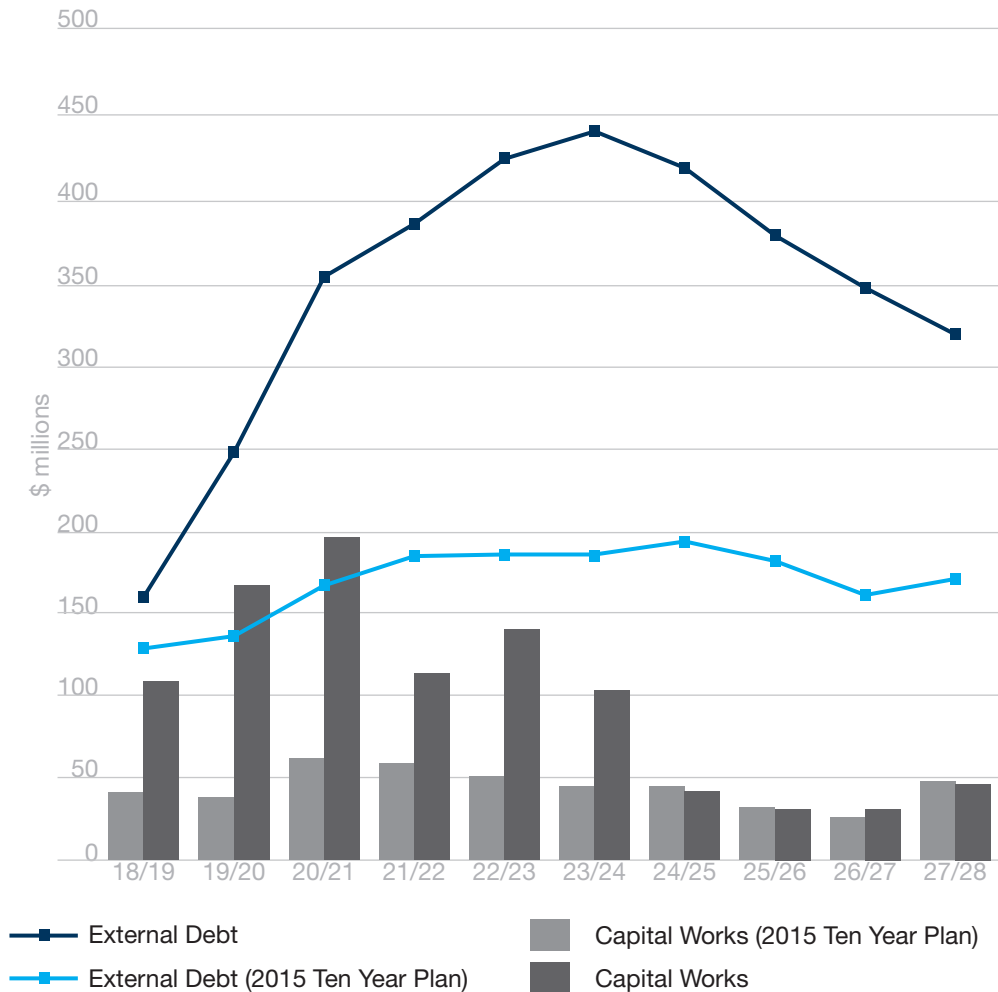
In order to deliver the substantial capital programme included in this plan, the Council will need to rely on borrowing. The amount of borrowing required is significantly above the amount anticipated in the 2015-2025 Ten Year Plan. It is expected that by the end of year six, external debt will have risen to \$441m (2015: \$166m) and by the end of the ten year period it will have declined to \$323m (2015: \$134m). The graph following demonstrates the differences across these plans.

At the end of 2017 the Council applied for a credit rating from Fitch Ratings. This has been granted at AA-, the level of this rating enables the Council to access a higher debt limit. This Ten Year Plan assumes that the Council retains a level of credit rating to allow this higher limit and has utilised this additional available debt to fund the capital programme. A considerable amount of time and effort has been made working through the capital programme to ensure that it is affordable, necessary and deliverable. This has meant that a number of projects have been deferred or omitted because of funding and financing constraints.

Included in our funding model for this Ten Year Plan is significant investment from the New Zealand Transport Authority (NZTA) to fund \$242 million over ten years. This includes an assumption in this Ten Year Plan that NZTA will fund 80% of a critical Queenstown by-pass arterial (\$148 million) essential to the Queenstown Town Centre Masterplan and 51% of the balance of district-wide transport infrastructure. We will not know the outcome of our assumptions until 2019 when NZTA will confirm its commitment, but we have submitted robust business cases to underline the absolute requirement for investment.

The plan the Council has mirrors the complex needs of a district in a period of rapid growth. Many aspects of the plan are dependent on internal and external factors (such as Central Government funding) to progress. The assumptions have been provided throughout the plan, and a notable assumption is the Queenstown arterials programme. This \$148.8M roading development is based on an assumed NZTA contribution of \$119.0M (80%). If this funding is not forthcoming at that level, this affects the Council's ability to deliver the remainder of the Queenstown Town Centre Masterplan, include parking, public transport, street upgrades, and walking/cycling facilities. In this event, the Council would revert to a reduced overall budget of \$698M for the ten year period, and would be in a position to reconsider the timing of other projects, such as meeting Drinking Water Standards.

Ten Year Financial Analysis External Debt vs Capital Works



To further support the funding of this plan the Council has a number of surplus properties that will be sold in some form during the period. Properties identified as surplus to requirements by the Council include the Commonage and Lake View. A total net gain is reflected in this Ten Year Plan and proceeds will be available for infrastructure investment.

We have outlined the risk and consequences aligned with the above assumptions and the Council's approach to mitigation of these risks in the Assumptions section in **'Our Decision Making Process'** in Volume Two of this Ten Year Plan.

INFLATION ASSUMPTIONS

The Ten Year Plan is based on the inflation rates assumed in the table below for periods beyond 2018/19. These inflation rates are based on the Local Government Cost Index (LGCI) prepared by Business and Economic Research Limited (BERL).

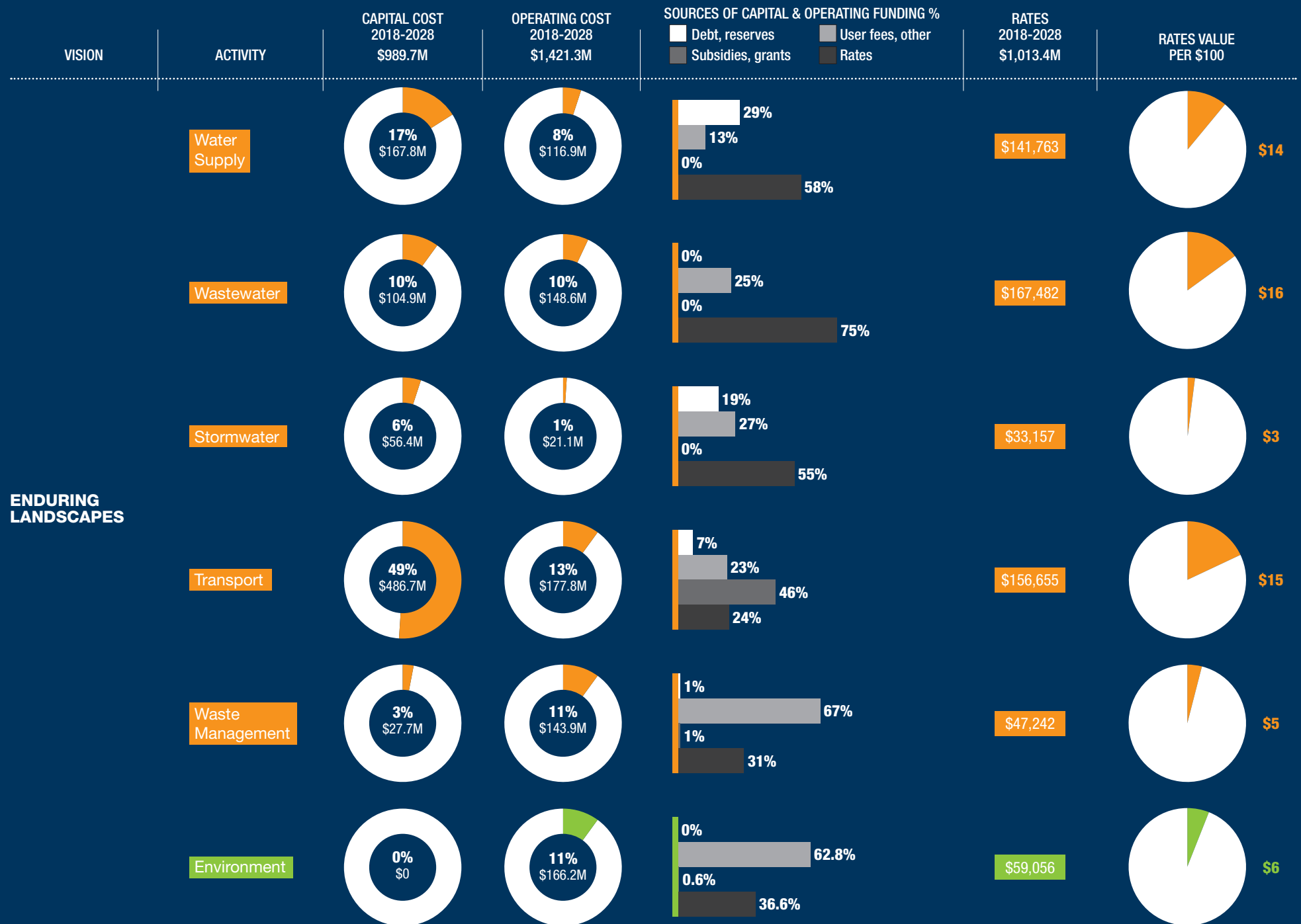
BERL INFLATION INDICES	PLANNING & REGULATION	ROADING	TRANSPORT	COMMUNITY ACTIVITIES	WATER AND ENVIRONMENTAL
2019	2.0%	2.0%	2.0%	1.7%	2.3%
2020	2.1%	2.2%	2.0%	2.0%	2.5%
2021	2.1%	2.2%	2.1%	2.1%	2.3%
2022	2.1%	2.3%	2.2%	2.1%	2.4%
2023	2.2%	2.4%	2.2%	2.2%	2.4%
2024	2.3%	2.4%	2.3%	2.3%	2.5%
2025	2.3%	2.5%	2.4%	2.3%	2.6%
2026	2.4%	2.6%	2.5%	2.4%	2.6%
2027	2.4%	2.7%	2.5%	2.4%	2.7%
2028	2.5%	2.8%	2.7%	2.6%	2.8%

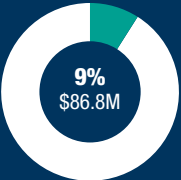
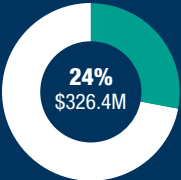
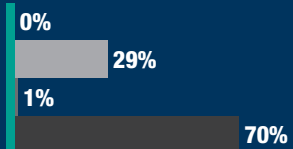

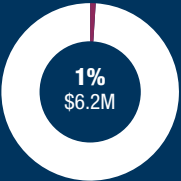
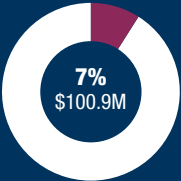
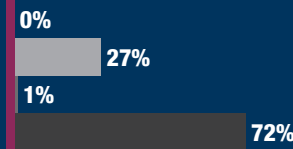


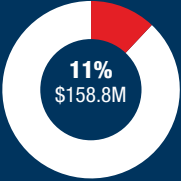



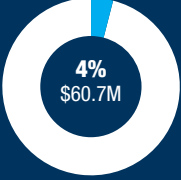
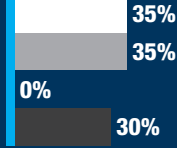

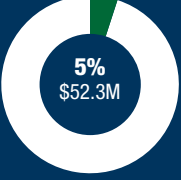

SOURCE: BERL LOCAL GOVERNMENT COST INDEX 2017



OUR FUNDING | TE PUNA PŪTEA

Our funding snapshot



VISION	ACTIVITY	CAPITAL COST 2018-2028 \$989.7M	OPERATING COST 2018-2028 \$1,421.3M	SOURCES OF CAPITAL & OPERATING FUNDING % <div> <div>Debt, reserves</div> <div>User fees, other</div> <div>Subsidies, grants</div> <div>Rates</div> </div>	RATES 2018-2028 \$1,013.4M	RATES VALUE PER \$100
VIBRANT COMMUNITIES	Community Services & Facilities	 9% \$86.8M	 24% \$326.4M		\$274,310	 \$27
	Economy	 1% \$6.2M	 7% \$100.9M		\$73,941	 \$7
BOLD LEADERSHIP	Regulatory Functions & Services	 0% \$0.8M	 11% \$158.8M		\$3,971	 \$0
	Local Democracy	 0% \$0	 4% \$60.7M		\$59,944	 \$6
	Finance & Support Services	 5% \$52.3M	 0% \$0	Costs are attributed to the activities above		

The Funding Impact Statement

The Funding Impact Statement shows the sources of operating funding we will use to fund our activities over this Ten Year Plan.

Funding Impact Statements for each of our activities can be found in the relevant activity sections in this document.

We will use a mix of revenue sources to meet operating expenses, with major sources being general rates, dividends, and fees and charges. Revenue from targeted rates is applied to specific activities.

More detailed information about the funding and rating mechanisms used are contained in the Revenue and Financing Policy. This policy can be found in the '**Our Decision Making Process**' section in Volume 2.

The total revenue sources expected are shown in the Prospective Statement of Comprehensive Revenue and Expense and information is also shown in each significant activity. We to apply the same funding and rating principles to each year of the Ten Year Plan.

The statements are presented in thousands of dollars (\$000's). For example \$3,940 equates to \$3.9 million dollars.

FUNDING IMPACT STATEMENT - WHOLE COUNCIL (\$'000)

ANNUAL PLAN 2017/18	TEN YEAR PLAN									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sources of operating funding										
3,460 General rates, uniform annual general charges, rates penalties	3,322	3,604	3,607	4,154	4,064	3,985	4,080	4,107	4,056	4,105
64,310 Targeted rates	71,474	78,378	84,496	90,236	95,289	101,323	106,725	111,110	115,641	119,619
27,149 Fees and charges	36,681	40,482	41,709	49,638	52,136	54,209	56,837	59,146	61,928	64,462
1,945 Subsidies & grants for operating purposes	4,897	5,368	5,363	5,424	5,464	5,668	5,875	6,091	6,316	6,552
3,822 Interest and dividends from investments	4,958	5,404	6,101	6,438	6,718	7,510	8,469	9,151	8,066	8,146
9,891 Fuel tax, fines, infringement fees & other receipts	7,797	8,345	8,095	7,169	7,369	7,580	7,744	7,910	8,084	8,260
110,577 Total sources of operating funding	129,129	141,581	149,370	163,059	171,040	180,274	189,730	197,515	204,092	211,144
Applications of operating funding										
88,853 Payments to staff and suppliers	105,080	111,608	112,388	117,841	123,593	128,078	132,804	137,075	141,668	146,395
7,566 Finance costs	6,742	10,254	14,820	17,914	19,667	20,890	20,593	19,379	17,935	16,582
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
96,419 Total applications of operating funding	111,822	121,862	127,208	135,755	143,260	148,968	153,397	156,454	159,603	162,977
14,158 Surplus/(deficit) of operating funding	17,307	19,719	22,162	27,304	27,780	31,306	36,333	41,061	44,489	48,167
Sources of capital funding										
10,446 Subsidies & grants for capital expenditure	12,816	32,446	46,977	32,885	49,578	36,631	11,980	6,039	5,619	7,629
6,616 Development & financial contributions	16,239	19,422	19,787	17,651	15,574	14,491	14,546	13,819	14,087	9,748
- Gross proceeds from sale of assets	24,800	7,153	-	3,316	-	3,316	-	3,316	-	3,316
29,660 Increase/(decrease) in debt	43,438	90,678	105,844	30,288	43,002	12,874	(21,618)	(36,609)	(33,401)	(26,340)
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
46,722 Total sources of capital funding	97,293	149,699	172,608	84,140	108,154	67,312	4,908	(13,435)	(13,695)	(5,647)
Applications of capital funding										
Capital expenditure										
27,972 - to meet additional demand	41,844	60,143	65,221	42,201	45,497	39,168	8,393	5,120	5,942	12,397
13,656 - to replace existing assets	26,163	29,839	32,317	27,473	28,607	23,188	20,505	17,043	15,940	17,892
22,488 - to improve the level of service	46,594	87,384	97,237	45,451	61,829	39,951	12,342	9,146	8,913	15,915
(3,236) Increase/(decrease) in reserves	(1)	(7,948)	(5)	(3,681)	1	(3,689)	1	(3,682)	(2)	(3,684)
- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
60,880 Total applications of capital funding	114,600	169,418	194,770	111,444	135,934	98,618	41,241	27,627	30,793	42,520
(14,158) Surplus/(deficit) of capital funding	(17,307)	(19,719)	(22,162)	(27,304)	(27,780)	(31,306)	(36,333)	(41,062)	(44,488)	(48,167)
- Funding balance	-	-	-	-	-	-	-	-	-	-

RECONCILIATION OF FUNDING IMPACT STATEMENT TO PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE (\$'000)

ANNUAL PLAN 2017/18		YEAR PLAN									
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
INCOME											
Statement of Financial Performance											
138,388	Total operating income	194,973	212,803	228,541	229,537	249,107	247,435	229,238	234,005	237,469	245,887
Funding Impact Statement											
110,577	Total sources of operating funding	129,129	141,581	149,370	163,059	171,040	180,274	189,730	197,515	204,092	211,144
Plus sources of capital funding:											
10,446	Subsidies & grants for capital expenditure	12,816	32,446	46,977	32,885	49,578	36,631	11,980	6,039	5,619	7,629
6,616	Development & financial contributions	16,239	19,422	19,787	17,651	15,574	14,491	14,546	13,819	14,087	9,748
-	Gross proceeds from sale of assets	24,800	7,153	-	3,316	-	3,316	-	3,316	-	3,316
-	Less cost of property sales	-	-	-	-	-	-	-	-	-	-
Plus non-cash items:											
10,749	Vested assets	10,733	10,917	11,095	11,285	11,483	11,194	11,416	11,645	11,892	12,153
-	Revaluation - non-current assets	1,256	1,284	1,312	1,341	1,432	1,529	1,566	1,670	1,780	1,897
138,388	Total income	194,973	212,803	228,541	229,537	249,107	247,435	229,238	234,005	237,469	245,887
EXPENDITURE											
Statement of Financial Performance											
117,550	Total operating expenditure	136,970	148,536	155,715	168,477	176,996	184,657	192,851	196,317	201,955	206,969
Funding Impact Statement											
96,419	Total applications of operating funding	111,822	121,862	127,208	135,755	143,260	148,968	153,397	156,454	159,603	162,977
Plus non-cash items:											
21,131	Depreciation	25,148	26,674	28,507	32,722	33,736	35,689	39,454	39,863	42,352	43,992
117,550	Total expenditure	136,970	148,536	155,715	168,477	176,996	184,657	192,851	196,317	201,955	206,969

Managing our rates and debt

We have reviewed and updated our Financial Strategy, alongside the Infrastructure Asset Management Strategy, to underpin our Ten Year Plan. The strategy considers the district's growth over the next decade and aims to meet the current and future needs of our communities in a responsible and affordable way.

We aim to manage rates levels by providing efficient services and managing our debt. The full Financial Strategy document can be viewed in Volume 2 of this Ten Year Plan in the '**Our Decision Making Process**' section.

The table below sets out the amount of rates we will collect and our debt levels over the next ten years.

FINANCIAL YEAR ENDED 30 JUNE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Rates requirement \$m	\$74m	\$81m	\$88m	\$94m	\$99m	\$105m	\$110m	\$115m	\$119m	\$123m
Rates increase (after growth)	6.9%	6.0%	3.9%	3.6%	1.7%	3.9%	3.1%	1.9%	1.8%	1.2%
Debt \$m	\$158m	\$249m	\$355m	\$385m	\$428m	\$441m	\$419m	\$383m	\$349m	\$323m
Net debt/total revenue ratio Limit 250%	94.8%	137.3%	180.6%	193.2%	194.0%	200.2%	207.8%	184.9%	166.5%	145.4%

SUMMARY OF RATES IMPACT

The average rates increase for 2018/19 is sitting at 6.89% (after allowing for growth of 3.5% in the rates database). This is above the 4.15% for 2017/18 but follows several years where increases were lower than forecast. The higher increase this year reflects the need to fund the comprehensive programme of works as outlined within the plan. The average net annual increase over the ten years (after allowing for growth) is now 3.4% up from the 2.8% (forecast in 2015).

Rates are influenced by a number of factors including core recurring operating costs; growth in the district; inflation, the capital programme and can also be affected if the community demands, or Central Government requires, an improvement in levels of service for a particular activity. The capital expenditure in previous years will affect rates through the impact of depreciation and interest costs.

The impact of a 6.89% rates increase for 2018/19 will not be even across all property types and locations. This is because of the impact of targeted rates which are often ward or scheme based. The updated rating values from the 2017 revaluation of property values in the district can also impact rates increases for the 2018/19 year. To minimise the impact of the change in values, the Council is adjusting the differentials (how costs are allocated by property type) that apply to some rating categories.

You can read about the rates impact in more detail, as well as indicative impacts for a range of properties, in the '**Rates Impact in Detail**' section in Volume Two of this Ten Year Plan.

Rating changes for 2018/19 are:

Increases for:

- > Wastewater per connection per annum for Queenstown \$38, Wanaka \$60, Luggate \$60 and Arthurs Point \$90;
- > Water supply per connection per annum for Wanaka and Arrowtown \$20; Lake Hayes/Shotover Country \$30;
- > Sports, halls and libraries charge of \$48 per annum which impacts residential properties only;
- > Wanaka Pool of \$40 per annum, this is within forecast and impacts residential properties in the Wanaka ward; and
- > Waste management rates of \$24 for residential properties and \$35 for non-residential properties.

Decreases for:

- > Uniform annual general charge of \$5 per property;
- > Alpine Aqualand of \$3 per annum; this impacts residential properties in the Wakatipu/Arrowtown wards;
- > Change in rates differential factors following the 2017 Rating Revaluation (this was a matter consulted on); and
- > Change in rating policy for Arthurs Point water to the urban 2 tier model (this was a matter consulted on).

Key changes to the rating policy are summarised below. For full details please refer to the **'Rates Impact in Detail'** section in Volume 2 of this Ten Year Plan.

1. Reflecting the impact of the 2017 Rating Revaluation.
2. Funding of capital costs for new water or wastewater schemes for small communities.
3. Targeted rates for water supply, extending the current urban approach to Arthurs Point and other smaller schemes.
4. A new targeted rate for the cost recovery of Queenstown Town Centre Masterplan (QTCMP) – note this will not come into effect until 2022.

MANAGING OUR DEBT

The Ten Year Plan has a total capital programme of \$990m, of which \$326m (33%) is required for expected growth. Around 24% of the total capital expenditure is required to renew or replace existing assets and around 43% is required to provide increased levels of services.

Debt is primarily driven by capital expenditure and in order to deliver this capital programme, we will need to rely on borrowing. We have carefully worked through the capital programme to ensure that it is affordable, necessary and deliverable.

It is expected that by the end of year six, external debt will have risen to \$441m reflecting progress on the delivery of major projects, including:

- > the pedestrianisation of the Queenstown Town Centre;
- > design and construction of the new Beacon Point water supply treatment plant;
- > a new treatment plant at Two Mile;
- > an improvement project for Wakatipu's walking and cycling trails;
- > a treatment upgrade for Project Pure;
- > a new water supply scheme for Kingston; and
- > improvements to Queenstown's public transport system.

Year ten will see debt levels reduce from \$441m in year six to \$323m. We have been able to include these major projects primarily due to the Fitch Ratings credit rating of AA- enabling the Council to access a higher debt limit within our Affordability Benchmarks.

The growth portion of the capital programme (\$326m) will be funded by development contributions in the long run, but must be funded largely by debt in the first instance. This allows us to spread the cost of large infrastructure projects over the expected life of the asset. Some of this debt will be through the Housing Infrastructure Fund to allow us to prepare for anticipated growth and to direct development activities in specific areas.

The level of borrowing is within the debt parameters in our Liability Management Policy, with the net debt / total revenue limit increasing from 175% to 250% following our credit rating process.

FINANCIAL YEAR ENDED 30 JUNE	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Interest expense/total rates <30%	9.1%	12.6%	16.9%	19.1%	19.9%	20.0%	18.7%	16.9%	15.1%	13.5%
Interest expense/total revenue <20%	4.0%	5.7%	7.5%	9.0%	8.9%	9.5%	10.2%	9.4%	8.6%	7.5%
Net debt/total revenue <250%	94.8%	137.3%	180.6%	193.2%	194.0%	200.2%	207.8%	184.9%	166.5%	145.4%

MANAGING OUR OPERATIONAL EXPENDITURE AND REVENUE

Operating expenditure (excluding interest and depreciation) totals \$1,257m over the ten years and increases by an average of 3.8% per annum. The average increase in the 2015-25 Ten Year Plan was 5.1% per annum.

The forecasts include a provision for inflation after the first year, growth and an alignment with our capital programme. This means that expenditure is added when new capital projects become operational.

Operating revenue for the same period increases by an average of 2.7% per annum. The average increase in the 2015-25 Ten Year Plan was 3.5% per annum. As with expenditure the forecasts include a provision for inflation, growth and alignment with our capital programme.

User fees and charges have been evaluated in line with our Revenue and Financing Policy. The full policy document can be found in the **'Our Costs in Detail'** section in Volume Two of this Ten Year Plan. This policy sets out which funding tools and targets are most appropriate for any given activity and the rate of private benefit

share. There are a range of “user pays” services throughout the district that cover the private benefit of providing that activity. These include access to Sports & Recreation facilities such as Queenstown Events Centre and venue hire, through to cemeteries and boat ramp permits.

OUR ACTIVITIES IN DETAIL | Ā MĀTOU MAHI

This section provides information on our 11 Council activities. Each activity aligns with our vision and relates to one or more of our community outcomes.

VIBRANT COMMUNITIES TE ORAKA HAPORI

COMMUNITY
SERVICES &
FACILITIES

INFRASTRUCTURE

ENDURING LANDSCAPES TOITŪ TE WHENUA

ENVIRONMENT

WATER SUPPLY

WASTEWATER

STORMWATER

TRANSPORT
INCLUDING ROADING,
PARKING & FOOTPATHS

WASTE
MANAGEMENT

BOLD LEADERSHIP TE AMORAKI

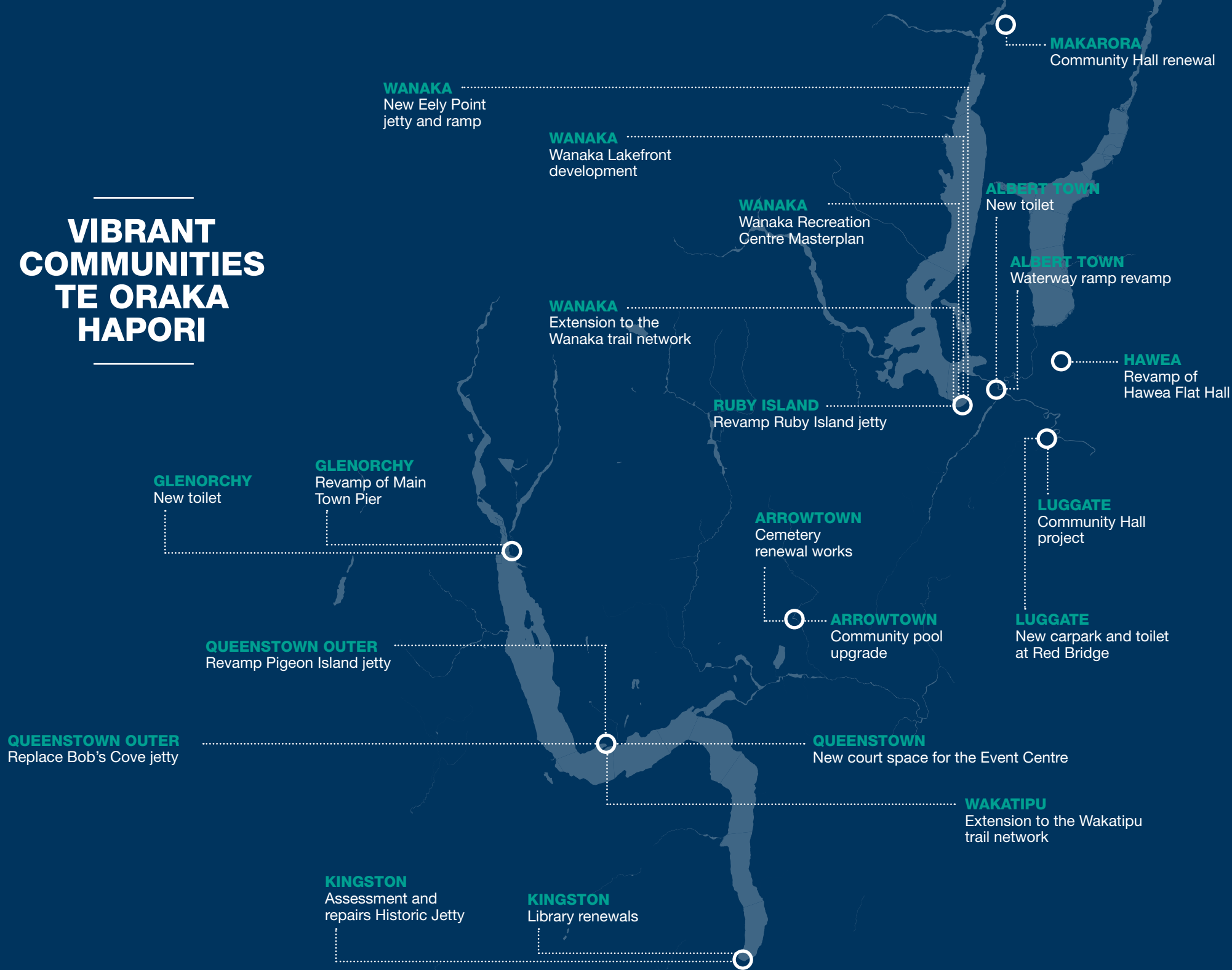
REGULATORY
FUNCTIONS &
SERVICES

ECONOMY

LOCAL
DEMOCRACY

FINANCE &
SUPPORT
SERVICES

VIBRANT COMMUNITIES TE ORAKA HAPORI



COMMUNITY SERVICES AND FACILITIES



Communities are inclusive for all



Communities have a good standard of living and wellbeing



Efficient and effective community facilities



Strong cultural landscape that inspires, preserves and celebrates our heritage, arts and culture



Appropriate public access

What we deliver for Community Services and Facilities

LIBRARY SERVICES

LEVEL OF SERVICE: *The Council provides library facilities for the community to access a wide range of resources for information, leisure and cultural enjoyment.*

There are seven libraries across the district, located in Queenstown, Wanaka, Arrowtown, Hawea, Glenorchy, Kingston and Makarora. We also run a pop-up library at the Queenstown Events Centre in Frankton.

Our libraries are an essential part of a vibrant community. They offer a wide range of books, e-resources, access to technology and a safe place for the community to connect. All of our libraries are free to visit and membership is free to Queenstown Lakes District residents.

PARKS AND RECREATION FACILITIES

LEVEL OF SERVICE: *The Council provides well maintained green space, trails and cycle ways for the community to enjoy sports and leisure activities.*

We manage over 2,084ha of parks and reserves from sports fields and neighbourhood playgrounds to natural areas, forests and lakefronts.

A good network of public open spaces and facilities play a vital role in making this area a great place to work and play. Open spaces, reserves and facilities provide opportunities for people to interact socially and improve their health, as well as providing cultural, landscape and ecological protection. It is also important to the district's tourism and events industries.

Council staff take primary care of all amenity horticulture work, while mowing, tree maintenance and building maintenance is undertaken by contractors.

SPORT AND RECREATION FACILITIES

LEVEL OF SERVICE: *The Council provides pools and gyms that are clean, safe and enjoyable places to visit.*

Pool facilities include Alpine Aqualand, Arrowtown Memorial Pool and the newly built Wanaka Aquatic Centre. We also support the Glenorchy and Hawea community pools via annual operating grants.

We operate out of the new Wanaka Recreation Centre and Queenstown Events Centre. Both facilities include indoor courts and outdoor sport fields. The Wanaka Recreation Centre features outdoor multi-sport artificial turf. At the Queenstown Events Centre, further facilities include a fitness centre and indoor climbing wall.

We provide a range of community programmes, including swim school, swim for life, climbing programmes, fitness classes and sports leagues. Our mantra is, "more people, more active, more often".

OTHER COMMUNITY FACILITIES (HALLS AND VENUES)

LEVEL OF SERVICE: *The Council provides facilities and venues for community activities and events.*

We manage a range of community facilities around the district. These include multi-purpose indoor facilities, event venues and wedding venues.

Our larger venues include Queenstown Memorial Centre, Lake Hayes Pavilion, Athenaeum Hall and Lake Wanaka Centre. Community halls in Kingston, Glenorchy, Hawea Flat, Cardrona and Luggate support local needs and are generally managed in association with local hall committees.

PUBLIC TOILETS

LEVEL OF SERVICE: *The Council provides clean, accessible and conveniently located toilets.*

We provide 50 public toilets around the district for the convenience of our local community and visitors. The goal is to provide clean, accessible and conveniently located toilets.

CEMETERIES

LEVEL OF SERVICE: *Maintain cemeteries that enable healthy grieving and memorialisation for the community.*

We operate 12 designated cemeteries at Makarora, Queenstown, Glenorchy, Frankton, Kingston, Cardrona, Wanaka, Lake Hawea, Skippers and Arrowtown.

All of our cemeteries are of major historical importance, including Skippers and Macetown Cemeteries. Of these only Macetown is 'closed'. A cemetery has been provided at Lower Shotover to meet future demand. Its development will continue, dependent on need.

COMMUNITY HOUSING

LEVEL OF SERVICE: *The Council advocates for affordable housing and currently holds a small amount of stock for elderly housing.*

We manage and maintain nine one-bedroom flats, five residential houses and six residential apartments for the retired community.

We are also implementing a range of ongoing actions and supporting the Queenstown Lakes Community Housing Trust to provide affordable housing in the district.

WANAKA AIRPORT

LEVEL OF SERVICE: *Ensure the airport is efficient, operationally robust and provides value for money.*

Wanaka Airport is located off the Wanaka - Luggate Highway (SH6) approximately 13km to the southeast of Wanaka and 2.5km west of the township of Luggate. The Airport occupies approximately 38ha of land.

The airport has two parallel runways, one sealed, one grass and a number of established commercial and private facilities on leased sites, including a range of aviation maintenance businesses, a skydive facility and a helicopter training establishment.

Wanaka Airport is also the location for the acclaimed Warbirds Over Wanaka International Airshow, held bi-annually. The Warbirds and Wheels museum includes Warbirds aircraft, vintage cars, other museum attractions and a diner-style café.

COMMUNITY GRANTS

LEVEL OF SERVICE: *Provide financial support to various community groups by offering community grants.*

QLDC funds a range of groups and activities in the district through in kind support and the provision of grants. Further funding was approved through the consultation process for one-off amounts towards specific projects and activities.

Most of the groups supported are either set up as trusts or registered incorporated societies. These groups apply for and use their grant to cover operational costs such as rent or for specific projects each year.

We also assist community groups to access funding available through other agencies.

WATERWAY FACILITIES

LEVEL OF SERVICE: *The Council manages and maintains boat ramps and jetties to enable public enjoyment of the district's lakes.*

We provide public boat ramps and associated structures at Glenorchy, Sunshine Bay, St Omer Park, Bay View (Kelvin Peninsula), Frankton Marina, Kingston, Hawea foreshore, Glendhu Bay and Roys Bay (Wanaka).

To ensure safety, we maintain a register of all waterway structures and foreshore licences. This includes the maintenance and development of council-owned waterway facilities.

What we are planning for our Community Services and Facilities

LIBRARY

- > Consultation on the provision of a leased Frankton Library space to serve the Frankton community and to help inform longer-term investment decisions;
- > Included in this plan is funding for a one Council building in Queenstown. Future needs have identified capacity requirement for an 'interim' library space within this building. This will enable continuity of service, once Gorge Road is sold, and prior to a dedicated library space being developed in the town centre; and
- > A new mobile library/community partnership bus to service the district.

SPORT AND RECREATION FACILITIES

- > Implement the Regional Facility Strategy starting with QLDC, CODC and Sport Otago developing a scope and setting up a Governance Group that will work together. This will inform future planning for the two mentioned Councils' sport and recreation facilities;
- > Development of a masterplan for the Wanaka Recreation Centre. This will help identify the best use of the recreation centre to meet the needs of the sporting community;

- > Extension of the Wanaka Recreation Centre to include a health and fitness centre;
- > Extension of the health and fitness area at Queenstown Events Centre to service growth and maintain levels of service;
- > Two new courts to be built onto the Queenstown Events Centre. Due to growth in the district, Queenstown Events Centre has reached a point where there are not enough courts for the demand during the winter months, and this is only likely to worsen as the population grows;
- > An artificial turf programme, which will deliver a new 'all-weather' pitch at the Queenstown Events Centre; and
- > A placeholder budget has been included for enhancement of the Arrowtown Pool. The work will be prioritised after consultation with the community.

WATERWAY FACILITIES

- > A new jetty and ramp at Eely Point, Wanaka. The current launching facility is at capacity;
- > Major refurbishment of the Glenorchy Main Town Pier to begin 2021/22; and
- > Structural assessment and repairs of the Kingston Historic Jetty including re-decking the wharf and adding new buffers throughout.

CORONET FOREST

- > In August, the Council approved the early harvesting of the Coronet Peak Forest as part of the Coronet Forest Management Plan 2017. This plan was updated from a previous plan adopted as part of the Ten Year Plan 2015-2025. The new 2017 management plan included a revegetation plan replanting the area with a combination of grasses and indigenous beech and shrub, following the timber being harvested. This budget for the revegetation programme is included in the plan at a total cost of \$10.0 million (increase to level of service). The programme will also include eradicating pests in the area, ongoing maintenance and construction of tracks which may be available for walking, bikes and horse-trekking to create a valuable community asset.

PARKS AND RESERVES

- > Implementation of the Wanaka Lakefront Development Plan. Including an extension to the Yacht Club car park and a board walk and floating jetty at the boat ramp. Existing jetty and pier renewals are also included;
- > Sports field upgrades across the district;
- > Implementation of the Queenstown Gardens Development Plan, including renewal of pathways and lighting; and

- > Review of the Ben Lomond and Queenstown Hill Reserve Management Plan.

PUBLIC TOILETS

- > New public toilets are planned for the Lake Hayes Pavilion, Luggate's Red Bridge, Glenorchy and Albert Town.

COMMUNITY FACILITIES

- > Initial engagement has been undertaken with Luggate residents via the Luggate Community Association on the Luggate Hall. Investigations have been ongoing to understand the best option for providing a hall facility, and whether that is a new hall or seismic strengthening works to the existing one;

Although a final conclusion has yet to be identified, the Council acknowledges that this is a priority for the Luggate community and \$1million has been allocated in the first two years of this Ten Year Plan;

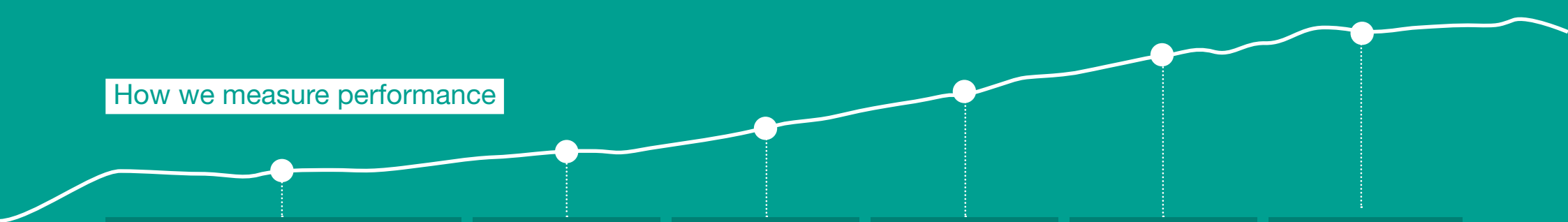
- > Extension of Hawea Flat Hall to include a storage area. Kitchen, toilets and heating will also be upgraded; and
- > Continued renewal works across all community facilities in the district.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and what we are doing to minimise these effects.

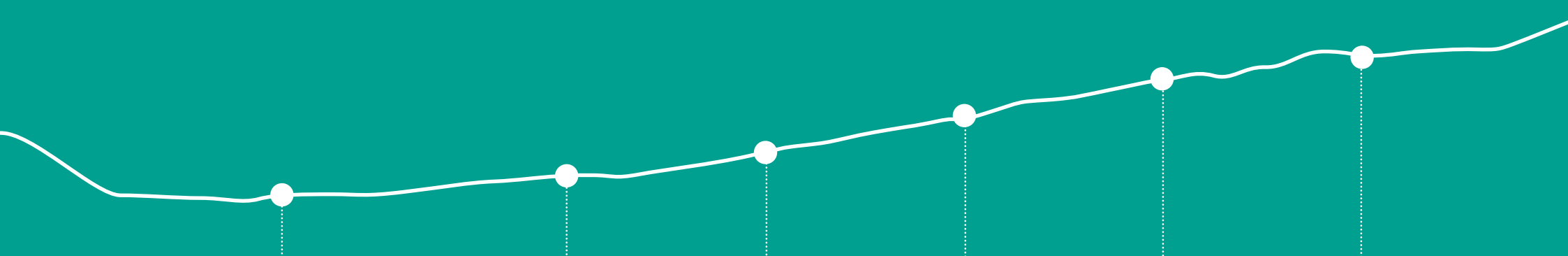
SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Carbon generated through the use of petrochemical-driven maintenance operations for our Parks and Reserves.	We have annual planting programmes and we encourage alternative maintenance techniques when tendering for maintenance works.
Use of agrichemicals in our Parks and Reserves presents a risk to public health.	Where possible we apply alternative means of vegetation management and we comply with legislation and standards around advertising, signage and safety equipment when using agrichemicals.
Aircraft noise negatively impacting the local community.	Ensuring that we comply with the noise control boundaries set in our District Plan.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage hours of community use for our venues and facilities.	Lake Hayes Pavilion 23% Lake Wanaka Centre 37% Queenstown Events Centre (indoor) 85% Queenstown Events Centre (rooms) 24% Queenstown Memorial Centre 27% Arrowtown Athenaeum Hall 23% Arrowtown Community Room 12%	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Percentage of capital works completed annually, including renewals, against the annual budget adopted by the Council for community facilities.	78%	>80%	>80%	>80%	>80%
Percentage of ratepayers who are satisfied with Community Services; pools, gyms, community halls, libraries and parks, as measured by a satisfaction vs. need for improvement index.	Pools - 65% vs 35% Library - 89% vs 7% Parks - 95% vs 26% Halls - 85% vs 15% Gyms - new measure	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Percentage of residents who have attended or performed in arts and cultural events or groups in the district.	new measure	>70%	>70%	>70%	>70%

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of residents and ratepayers who rate their quality of life as average or better, based on a series of quality of life indicators.	new measure	>70%	>70%	>70%	>70%
Active sport and recreation participants per capita (based on usual resident population).	30,637	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Percentage of Request for Service resolved within specified timeframe for parks, reserves, trails, gardens and playgrounds.	65%	>70%	>75%	>80%	>95%
Average daily users of trails.	1,807	>1,800	>1,800	>1,800	>1,800
Number of community association scheduled meetings attended by staff and/or elected members.	new measure	>80%	>80%	>80%	>80%
Percentage of total community grants to operating cost, excluding salaries and wages.	1.65%	maintain	maintain	maintain	maintain
Percentage of residents and ratepayers who are satisfied with the support the Council provides for the community.	new measure	>80%	>80%	>80%	>80%

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.

What does our Community Services and Facilities cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18 Community	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Sources of operating funding											
General rates, uniform annual general											
2,403 charges, rates penalties	2,183	2,248	2,178	2,777	2,678	2,618	2,668	2,661	2,707	2,743	
16,041 Targeted rates	19,003	20,294	23,128	23,707	25,137	25,037	26,966	27,530	28,382	29,665	
8,420 Fees and charges	5,539	9,289	6,010	6,260	6,518	6,787	7,012	7,241	7,485	7,725	
1,626 Subsidies & grants for operating purposes	314	327	343	357	371	386	398	411	424	438	
- Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	
Fuel tax, fines, infringement fees &											
2,723 other receipts	3,077	3,104	3,121	3,175	3,304	3,383	3,397	3,382	3,374	3,382	
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	
31,213 Total sources of operating funding	30,116	35,262	34,780	36,276	38,008	38,211	40,441	41,225	42,372	43,953	
Applications of operating funding											
20,410 Payments to staff and suppliers	21,418	25,943	23,232	23,821	24,862	25,415	26,033	26,795	27,563	28,516	
2,026 Finance costs	1,693	2,138	2,694	3,019	3,142	3,250	3,180	3,007	2,810	2,557	
3,971 Internal charges and overheads applied	4,198	4,158	4,518	4,844	4,879	4,942	5,009	5,048	5,108	5,169	
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
26,407 Total applications of operating funding	27,309	32,239	30,444	31,684	32,883	33,607	34,222	34,850	35,481	36,242	
4,806 Surplus/(deficit) of operating funding	2,807	3,023	4,336	4,592	5,125	4,604	6,219	6,375	6,891	7,711	
Sources of capital funding											
- Subsidies & grants for capital expenditure	31	47	482	-	-	-	-	-	-	-	
1,912 Development & financial contributions	1,706	1,706	1,706	1,706	993	993	993	993	993	901	
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	
4,081 Increase/(decrease) in debt	911	10,670	11,132	1,392	3,063	838	(3,993)	(3,218)	(4,943)	(5,416)	
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-	
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	
5,993 Total sources of capital funding	2,648	12,423	13,320	3,098	4,056	1,831	(3,000)	(2,225)	(3,950)	(4,515)	
Applications of capital funding											
Capital expenditure											
6,214 - to meet additional demand	1,890	3,098	4,319	828	778	419	170	268	184	183	
3,220 - to replace existing assets	5,876	4,746	2,976	3,632	3,114	2,750	2,144	3,025	2,026	2,476	
4,612 - to improve the level of service	4,926	8,247	11,018	3,769	5,606	3,607	1,184	1,287	1,069	1,184	
(3,247) Increase/(decrease) in reserves	(7,237)	(645)	(657)	(539)	(317)	(341)	(279)	(430)	(338)	(647)	
- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	
10,799 Total applications of capital funding	5,455	15,446	17,656	7,690	9,181	6,435	3,219	4,150	2,941	3,196	
(4,806) Surplus/(deficit) of capital funding	(2,807)	(3,023)	(4,336)	(4,592)	(5,125)	(4,604)	(6,219)	(6,375)	(6,891)	(7,711)	
- Funding balance	-	-	-	-	-	-	-	-	-	-	

Community Services and Facilities capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Arrowtown											
Pool plant and equipment	20	9	8	22	27	75				157	318
Community hall renewals	36	9	9	26	10	10	10	18	11	83	222
Asset management improvements for buildings	25	3	21	16	27	22	17	23	18	12	184
Arrowtown hall renewals	9	11	16	23	17	27	19	40	8	12	182
Pool building renewals	7	7	37	7	7	10	7	21	8	18	129
6 Merioneth St renewals	45	10	15		11		8				89
Library property renewals	5	10	26								41
Arrowtown hall flooring upgrade	35										35
Arrowtown hall LED lighting upgrade			26								26
Grannies historic cottage renewals		15								6	21
Romans historic cottage renewals		15								6	21
Adams historic cottage renewals									12	6	18
Arrowtown hall alarm panel	10										10
Historic old church										6	6
Arrowtown hall supper room		5									5
Arrowtown hall exterior woodwork		5									5
Arrowtown community pool refurbishment	500										500
Athenaeum hall public toilet upgrade	250										250
Arrowtown skate park renewal	200										200
Arrowtown cemetery renewals	30										30
District Wide											
Asset management improvements for community facilities	22			25		28					75
Library mobile facility	275										275
Library collection renewals	307	314	319	325	332	339	346	354	363	371	3,370

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Glenorchy											
Main town pier refurbishment	230			422	22				23		697
Hall renewals	20	10			11	11	22				74
Library building renewals	5	15			11		11				42
New toilet	250										250
Marina, dredging and fall protection fencing	35				22				23		80
Hawea											
Hawea Flat Hall, extension and renewals	160	8				44				36	248
Lake Hawea jetty and ramp renewals	10			11			11			12	44
Kingston											
Historic jetty refurbishment	150										150
Library property renewals	5	41				6					52
Community building and St John's building renewals					11	11					22
Kingston jetty and ramp renewals					22						22
Lake Hayes											
Pavilion renewals priority one	7	7	7	38	8	7	8	8	42	8	140
Lake Hayes Pavilion renewals priority two	10		3	21		11	6	50		4	105
Pavilion public toilet		31									31
Pavilion LED upgrade	5										5
Lake Hayes Estate park improvements				106	1,077						1,183
Lake Hayes north reserve upgrade	30	254									284
Luggate											
Community Hall project	450	509									959
Red Bridge car park and toilet	20	356									376

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Queenstown											
Events Centre two new courts	920	3,508	3,805								8,233
Wakatipu library service update	250	1,002	3,815								5,067
Alpine Fitness extension	69	211	1,375								1,655
Alpine Aqualand building renewals	265	126	158	239	58	45	27	63	31	49	1,061
Queenstown Memorial Hall event renewals	15	6	8	78	5	99	105	8	6	8	338
Events Centre resurface outdoor courts	200										200
Asset management improvements for libraries	24	31	19	13	24	20	12	22	16	13	194
Library information technology costs for new services			156								156
Events Centre new security and emergency lighting	112										112
Events Centre accessibility changing room	100										100
Queenstown Memorial Hall building renewals	14	14	12	12	12						64
Old High School block B renewals	15	31	10								56
Queenstown Memorial Hall upgrade to LED lighting		46									46
71 Ballarat Street flats, renewals			16		11		9			7	43
Alpine Aqualand sauna		31									31
Queenstown Memorial Hall replacement of soft furnishings				30							30
Queenstown Bay ramp renewals	5			5			6			6	22
Queenstown Memorial Hall replacement of stage drapes				15							15
Old High School block A renewals		10									10

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Makarora											
Makarora community building renewals	5		21				6		12		44
Wakatipu											
Coronet Forest revegetation	70	664	675	1,183	3,543	2,290	454	386	395	404	10,064
Playground renewals	300	305	310	317	323	330	337	345	353	362	3,282
Artificial turf programme	150	2,389									2,539
Queenstown Event Centre facility maintenance and renewals	151	48	136	249	122	206	85	811	202	44	2,054
Queenstown gardens development	550	782	310								1,642
Alpine Aqualand plant and equipment	152	297	617	297		73	31	6	26		1,499
Queenstown Events Centre renewals	190	34	63	53	415	477	26	26	27	29	1,340
Tracks and trails renewals	150	153	155	95	97	99	101	103	106	109	1,168
Existing toilets refurbishment				263		275		287		301	1,126
Wakatipu trail development	100	102	103	106	108	110	112	115	118	121	1,095
Tennis court renewals	120	305	103	178	108	110	112				1,036
Jacks Point sports fields					65	660					725
Parks open spaces renewals	60	61	62	63	65	66	67	69	71	72	656
New street sweeper		193			205			218			616
High profile turf and gardens renewals	54	55	56	57	58	59	61	62	64	65	591
Parks open spaces minor improvements	40	41	41	42	43	44	45	46	47	48	437
Shotover Country sports field upgrades			414								414
Parks roading renewals	30	61	62	32	32	33	34	34	35	36	389
Parks plant and equipment	30	31	31	32	32	33	34	34	35	36	328

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wakatipu (continued)											
Street tree replacement programme	30	31	31	32	32	33	33	35	35	36	328
Millbrook corner field improvements								323			323
Library furniture and equipment	25	25	26	26	27	28	28	29	29	30	273
Jack Reid field improvements	230										230
Glutton (urban and industrial waste vacuum) replacement	50			53			55			60	218
Asset management improvements for parks	24	31	19	13	24	20	12	21	16	13	193
Frankton Beach upgrade	20	153									173
Queenstown Events Centre field improvements	170										170
Queenstown Events Centre sports field floodlights replacement	150										150
Bob's Cove jetty replacement	10		83						12		105
Lower Shotover cemetery improvements	100										100
McBride Park car parking improvements	100										100
Asset management improvements for waterways		20			16				14		50
Queenstown Bay lake wall	50										50
Pigeon Island hut and jetty				11	38						49
Frankton Beach jetty and ramp	15				22						37
Bayview jetty and ramp					22						22
Sunshine Bay jetty and ramp					22						22
Alpine Health and Fitness equipment replacement	59	58	59	240	167	48	16	2	5	184	838

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wanaka											
Wanaka lakefront development plan	2,529	1,992	993	243	247	253					6,257
Wanaka Recreation Centre Masterplan implementation	138	314	3,214								3,666
Playground renewals	200	203	207	211	214	220	225	230	235	241	2,186
Eely Point jetty and ramp				1,161	861						2,022
New sports fields provision			103	1,055							1,158
Existing toilets refurbishment					269		281		294		844
New street sweeper	190			200			214			229	833
Tracks development	75	76	78	79	81	83	84	86	88	90	820
Tracks and trails renewals	100	102	102	63	65	66	67	69	71	72	777
Parks open spaces renewals	50	51	52	53	54	55	56	57	59	60	547
High profile turf and gardens renewals	36	37	37	38	39	39	40	41	42	43	392
Parks roading renewals	30	61	61	32	32	33	34	34	35	36	388
Lake Wanaka Centre external asset renewals	65	39	36	17	12	12	25	31	130	13	380
Parks plant and equipment	30	31	31	32	32	33	34	34	35	36	328
Parks open spaces minor improvements	30	31	31	32	32	33	34	34	35	36	328
Street tree replacement programme	30	31	31	32	32	32	34	34	35	36	327
Wanaka swimming pool renewals	50				108					120	278
Upper Clutha library furniture and equipment	25	25	26	26	27	28	28	29	29	30	273
Lake Wanaka Centre internal asset renewals	52	98	54	23	4	1	16		12		260
Library building renewals	30	13		16		109		57			225
Tennis court renewals								207			207
Skate Park stage three		203									203
Asset management improvements for parks	24	31	19	13	24	20	11	21	16	13	192

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wanaka (continued)											
Glutton (urban and industrial waste vacuum) replacement		51			54			57			162
Wanaka Recreation Centre sports field floodlights	150										150
Wanaka show grounds field development		132									132
Wanaka Pool scoreboards	124										124
22 Brownston St, Wanaka Arts Centre		41		37							78
MacKay St jetty				74							74
Wanaka Pool security	65										65
Lake Wanaka Centre carpet replacement	58										58
Wanaka Pool building and storage	50										50
Wanaka Recreation Centre building and storage	44										44
46 Connor St, Wanaka minor works	25	10					8				43
48 Connor St, Wanaka minor works	25	10					8				43
198 Warren St, Wanaka minor works	25	10					8				43
Lake Wanaka Centre painting	30										30
Glendhu Bay rotary park ramp	5			5			6			6	22
Glendhu Bay Camp ramp	5			5			6			6	22
Albert Town ramp	5			5			6			6	22
Ruby Island jetty	20										20
Wanaka Recreation Centre scoreboards	16										16
Albert Town new toilet	15										15
Wanaka Recreation Centre equipment	9										9
Community Total	12,692	16,091	18,313	8,228	9,498	6,776	3,498	4,580	3,279	3,843	86,798

ENDURING LANDSCAPES TOITŪ TE WHENUA



ENVIRONMENTAL MANAGEMENT



Quality built environments
that meet local needs and
respect the local character



World class landscapes are protected

What we deliver for Environmental Management

DISTRICT PLAN

LEVEL OF SERVICE: *The Council takes all practicable steps to protect the environment.*

The District Plan explains how we will manage the environment, in accordance with the requirements of the Resource Management Act (1991). It sets out what activities you can do as of right, what you need resource consent for, and how certain activities may be carried out. It also sets out a strategic direction for the district in terms of where and how development should occur.

A review of the District Plan is being completed in stages. This will restructure the District Plan into a document that is more concise, streamlined and easy to interpret. It will also deliver a policy and rule framework that is more direct and less ambiguous, providing for greater direction and certainty.

RESOURCE CONSENTS

LEVEL OF SERVICE: *The Council provides efficient and cost effective processing of resource applications that are considered for environmental impact.*

A resource consent is written approval from the Council to undertake an activity that is not permitted as of right in the District Plan (a permitted activity). The process for granting a resource consent is governed by the Resource Management Act 1991 and the District Plan. The types of resource consent issued by Council include:

- > Land use consents - this term applies to most resource consents and includes things like constructing a building, undertaking an activity, running an event, carrying out earthworks, clearance of large areas of vegetation and commercial activities such as jet boat operating, fishing guiding, kayak hire and guiding.
- > Subdivision consents - subdividing land to create one or more additional lots or unit titles or altering a boundary.

We play an important role as one of the guardians of our unique environment, working in partnership with the Otago Regional Council, the Department of Conservation and a number of valued interest groups. Part of this includes contracting services that relate to the swift management of pollution discharges to land and water.

What we are planning for Environmental Management

DISTRICT PLAN

Implement the recommendations of the Mayoral Housing Affordability Taskforce to tackle housing supply and housing affordability issues, including:

- > Developing and promoting suitable Special Housing Area proposals;
- > Promoting opportunities for intensification of development within existing urban areas;
- > Establishing a framework for securing and retaining affordable housing through the Queenstown Lakes Community Housing Trust;
- > Promoting a framework for inclusionary zoning in the District Plan;

- > Stage two of the District Plan review was notified on the 23rd November 2017. This stage encompasses visitor accommodation, transport, Wakatipu Basin, signs, earthworks, open space and recreation. Hearings on submissions to this notification will commence mid to late 2018;
- > Prepare and consult on a future development strategy that sets out a strategic spatial plan for providing for urban growth and protecting the special features of our rural areas and settlements; and
- > Work towards making the majority of the zones and zoning in the District Plan operative.

RESOURCE CONSENTS

- > The Resource Management Act (2011) amendments in October 2017 have further streamlined the resource consent process. We will continue to respond to this change by adapting our systems, processes and forms to become more efficient in our consenting function, while retaining the quality of decision-making;
- > Improvements to guidance material will continue to assist people to understand and better respond to the requirements of the District Plan documentation and resource consenting processes generally. This is of particular importance as increasing assessment weight transfers from the current Operative District Plan to the new District Plan;
- > As work volumes continue to increase, we will be enhancing our contractor management system to ensure that overflow work undertaken by contract planners is efficient, cost effective and of a high quality;

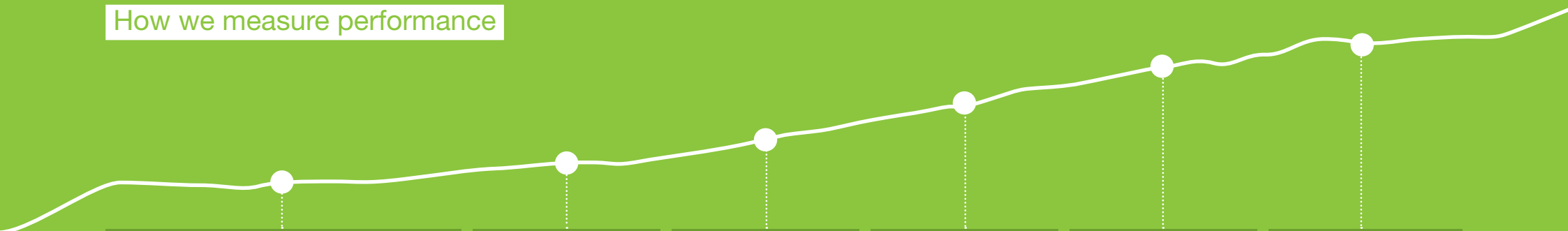
- > We will be implementing an enhanced approach to environmental management in resource consenting. This will ensure that the increasing levels of development reduce both natural and built environmental impacts associated with sediment-laden stormwater and dust;
- > The Resource Consents team will continue to provide planning leadership and assistance on inter-disciplinary QLDC projects and taskforce groups; and
- > We will undertake the process to renew resource consents with Otago Regional Council for discharge to the environment.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Resource consent decisions and delivery of information on the District Plan and development matters can have a significant effect on the social, cultural, economic and environmental wellbeing of the community.	We address this by ensuring that staff have adequate access to all relevant information and are appropriately trained and qualified to make robust decisions to ensure that these effects are kept to a minimum.
The cumulative effects of subdivision, land use and development can have significant negative environmental and social effects.	Our District Plan is progressing towards being operative through the Resource Management Act 1991 process. This plan includes appropriate objectives, policies and rules to promote sustainable management of our natural and physical resources. We monitor growth trends and resource management issues regularly and respond to those issues as appropriate.
The Resource Consent team is not able to control the incoming work load, this may result in consents not being issued within the statutory time frames. This can have a negative effect on businesses and ratepayers.	The short fall in processing capacity is compensated for by utilising external contractors to assist with our workload.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of resource consents processed within statutory timeframes.	88%	100%	100%	100%	100%
Percentage of residents and ratepayers who are satisfied with the steps Council is taking to protect the environment.	42%	>45%	>50%	>55%	>60%

What does our Environmental Management cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18	Environmental Management	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sources of operating funding											
	General rates, uniform annual general										
-	charges, rates penalties	-	-	-	-	-	-	-	-	-	-
4,372	Targeted rates	4,653	5,719	5,723	5,910	6,231	6,228	6,185	6,144	6,138	6,125
5,603	Fees and charges	8,679	8,071	8,399	8,997	9,640	10,146	10,677	11,233	11,827	12,450
100	Subsidies & grants for operating purposes	100	100	100	100	100	100	100	100	100	100
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
	Fuel tax, fines, infringement fees &										
104	other receipts	100	106	111	117	123	130	135	140	145	151
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
10,179	Total sources of operating funding	13,532	13,996	14,333	15,124	16,094	16,604	17,097	17,617	18,210	18,826
Applications of operating funding											
8,931	Payments to staff and suppliers	13,882	12,483	12,627	13,261	13,278	13,822	14,350	14,892	15,454	16,030
216	Finance costs	288	311	283	256	203	125	48	5	-	-
2,132	Internal charges and overheads applied	2,361	2,202	2,424	2,609	2,613	2,657	2,698	2,721	2,756	2,795
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
11,279	Total applications of operating funding	16,531	14,996	15,334	16,126	16,094	16,604	17,096	17,618	18,210	18,825
(1,100)	Surplus/(deficit) of operating funding	(2,999)	(1,000)	(1,001)	(1,002)	-	-	1	(1)	-	1
Sources of capital funding											
-	Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & financial contributions	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
(451)	Increase/(decrease) in debt	1,449	(551)	(551)	(551)	(1,551)	(1,551)	(1,551)	(181)	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(451)	Total sources of capital funding	1,449	(551)	(551)	(551)	(1,551)	(1,551)	(1,551)	(181)	-	-
Applications of capital funding											
	Capital expenditure										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
(1,551)	Increase/(decrease) in reserves	(1,550)	(1,551)	(1,552)	(1,553)	(1,551)	(1,551)	(1,550)	(182)	-	1
-	Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
(1,551)	Total applications of capital funding	(1,550)	(1,551)	(1,552)	(1,553)	(1,551)	(1,551)	(1,550)	(182)	-	1
1,100	Surplus/(deficit) of capital funding	2,999	1,000	1,001	1,002	-	-	(1)	1	-	(1)
-	Funding balance	-	-	-	-	-	-	-	-	-	-

INFRASTRUCTURE



Efficient and effective infrastructure

Infrastructure encompasses the following activities:

- > Water Supply
- > Stormwater
- > Wastewater
- > Transport, including roading, parking and footpaths

A new initiative is underway to better capture, scope and programme systems and technology requirements of the infrastructure department. This project is known as Project Horizon and aims to ensure that key infrastructure services are not unduly delayed or compromised by failure to understand and resource systems and technology components of these investments.

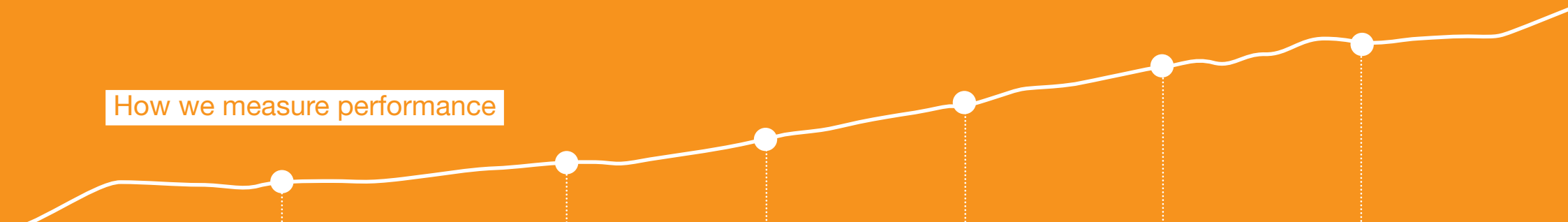
We are continuing to progressively align with the requirements of the International Standard ISO55000 for Asset Management.

What we are planning for Infrastructure

The following strategic priorities have been identified for the infrastructure activity:

- > Replacement of existing assets, with the exception of critical assets (as identified under our Risk Management Framework) all assets will be operated under a run to fail model. This is because they can generally be replaced with off the shelf replacement parts causing only minor disruption to customers;
- > Response to growth (or decline) in the demand for services. We will measure, update and confirm demand for services on an annual basis to ensure future projections for services are based on best available information;
- > Allowance for planned increases (or decreases) in service levels. We will ensure that service levels are set to best balance efficiency, effectiveness, customer expectations, legal requirements and affordability. We'll consult the community on any significant change to service levels;
- > Maintain or improve public health and environmental outcomes or mitigate adverse effects;
- > Ensure resilience of infrastructure assets by identifying and managing risks;
- > As much as practicable, optimise and extend the effective life / capacity of existing infrastructure to reduce investment in new infrastructure;
- > Reduce the effects of wastewater by progressively rationalising and refining wastewater improvement; and
- > Keeping our key recreation areas safe by reducing the likelihood of wastewater pollution.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of capital works completed annually, including renewals, against the annual budget adopted by the Council for three waters and roading.	Overall 60%, Water total - 65% Water renewals - 119% Wastewater total - 97% Wastewater renewals - 223% Stormwater total - 55% Stormwater renewal - 22% Roading total - 81% Roading renewal - 148%	>80%	>80%	>80%	>80%
Percentage of external contractor and internal Request for Service resolved within specified timeframe (three waters, solid waste, roading and footpaths).	Three waters - 98%, Solid Waste - 85%, Roading and Footpaths - 77%	>95%	>95%	>95%	>95%

WATER SUPPLY

LEVEL OF SERVICE: *The Council provides reliable drinking water that is safe to drink.*

What we deliver for Water Supply

There are eight public water supply schemes (Queenstown, Wanaka, Lake Hawea, Arrowtown, Luggate, Arthurs Point, Lake Hayes and Glenorchy). Corebridge Downs and Wanaka Airport are managed as part of the Wanaka scheme. There are also a number of private rural schemes at Cardrona, Gibbston and Kingston.

Queenstown, Wanaka and Lake Hawea communities take their water from Lake Wakatipu, Lake Wanaka and Lake Hawea respectively, while the remaining public schemes take water from local bores.

We own and manage 469km of water pipes, 23 water storage facilities, 35 water pump stations, 13 water treatment facilities and other infrastructure assets (meters, hydrants, valves).

Over 80% of the dwellings in the district get their water from Council run schemes. Our water assets are operated and maintained under contract.

As the primary water supplier to the district, we are required to provide a supply of water to homes and businesses that is safe for human consumption. Safe and reliable drinking water supplies are recognised as being crucial to the wellbeing and prosperity of our district.

What we are planning for Water Supply

The Council is taking an approach that focuses on optimising the existing network, as well as investing in new supply and treatment facilities. Significant investment will be made in filtration to address the problem of algae in the water supply system and further investment made to ensure existing facilities meet the New Zealand Drinking Water Standards (NZDWS) by 2028. The following has been identified:

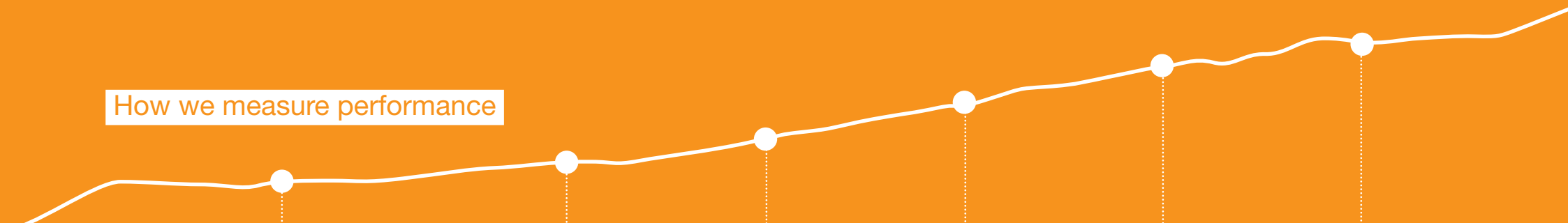
- > New water treatment plants at Beacon Point, Two Mile and Shotover Country to facilitate meeting the NZWDS;
- > New reservoirs for Quail Rise and Beacon Point are planned to meet growth;
- > A combined and upgraded water supply intake, treatment and storage service for Luggate and Wanaka Airport; and
- > Using the Housing Infrastructure Fund of \$12.1 million to allow growth of new subdivisions in Kingston, Ladies Mile, Quail Rise and a new water scheme for Kingston.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Over extraction of water.	We comply with our resource consent conditions on maximum abstraction by monitoring our water take and water availability. We implement demand management and other water use restrictions if required.
Potential delivery of contaminated water through our water schemes.	We have online monitoring systems to ensure water quality is maintained, in addition we have been progressively reviewing and upgrading our Water Safety Plans with the Ministry of Health. There is also a significant programme of water upgrades to improve water quality throughout the district.
Insufficient water supplies during times of drought or emergency.	Demand management, through water conservation education, water restrictions and other methods, is used to reduce water demands during drought or emergency.
Installation and maintenance of water supply infrastructure may cause disruption to the community and businesses. The works may cause impacts such as service interruption, noise, dust, nuisance and visual impact on traffic flow, business activities and community activities.	We notify the public and businesses located near any planned works through various media channels and communication options. In addition, we aim to respond to urgent issues relating to water supply reticulation within one hour of notification.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of water lost from each municipal water reticulation network.*	31%	<30% overall	<30% overall	<30% overall	<15% overall
Compliance of each municipal water supply with the NZ Drinking Water Standards for protecting public health, specifically: a) bacteriological compliance (Part 4 of Drinking Water Standards); and b) protozoal compliance (Part 5 of Drinking Water Standards).	Full compliance combined - 55% (2015/16 result), a) 75% b) 14%	a) 75% b) 14%	a) 80% b) 20%	a) 85% b) 25%	a) 100% b) 100%
Median response time to attend to urgent and non urgent issues resulting from municipal water reticulation network faults and unplanned interruptions a) between the time of notification and the time when service personnel reach the site.	a) 14.5 mins	urgent <60mins non urgent <1,440mins (1 day)	urgent <60mins non urgent <1,440mins (1 day)	urgent <60mins non urgent <1,440mins (1 day)	urgent <60mins non urgent <1,440mins (1 day)
Median response time to attend to urgent and non urgent issues resulting from municipal water reticulation network faults and unplanned interruptions b) between the time of notification and resolution of the blockage or other fault.	b) 221.5mins	urgent <1,440mins (1day) non urgent <10,080mins (7 days)	urgent <1,440mins (1day) non urgent <10,080mins (7 days)	urgent <1,440mins (1day) non urgent <10,080mins (7 days)	urgent <1,440mins (1day) non urgent <10,080mins (7 days)

* QLDC has adopted a night flow methodology to estimate leakage rather than a full water balance. This is due to fluctuating population and full metering not being in place across the district.

KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Number of complaints per 1,000 connections to a public water reticulation network about a) the clarity of drinking water.	1.1 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<1 per 1,000 connections
Number of complaints per 1,000 connections to a public water reticulation network about b) the taste of drinking water.	0.1 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<1 per 1,000 connections
Number of complaints per 1,000 connections to a public water reticulation network about c) the odour of drinking water.	0.1 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<1 per 1,000 connections
Number of complaints per 1,000 connections to a public water reticulation network about d) the pressure or flow of drinking water.	10.0 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<1 per 1,000 connections
Number of complaints per 1,000 connections to a public water reticulation network about e) the continuity of supply of drinking water.	0.1 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<4 per 1,000 connections	<1 per 1,000 connections
Number of complaints per 1,000 connections to a public water reticulation network about f) the way in which a local government organisation responds to issues with a water supply.	0.0 per 1,000 connections	<2 per 1,000 connections	<2 per 1,000 connections	<2 per 1,000 connections	<1 per 1,000 connections
Average consumption of water per day per resident.	529.42L	<530 L per person per day	<500 L per person per day	<470 L per person per day	<300 L per person per day

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.

What does Water Supply cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN		YEAR PLAN									
2017/18	Water Supply	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sources of operating funding											
12	General rates, uniform annual general charges, rates penalties	8	13	14	13	14	16	28	54	83	86
7,560	Targeted rates	8,694	9,305	10,277	11,981	14,334	15,094	16,429	17,784	18,647	18,889
45	Fees and charges	45	47	48	50	52	54	55	57	58	60
-	- Subsidies & grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	- Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
-	Fuel tax, fines, infringement fees & other receipts	-	-	-	-	-	-	-	-	-	-
-	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
7,617	Total sources of operating funding	8,747	9,365	10,339	12,044	14,400	15,164	16,512	17,895	18,788	19,035
Applications of operating funding											
4,207	Payments to staff and suppliers	4,413	4,756	4,985	5,339	6,576	6,825	7,736	8,109	8,383	8,689
1,466	Finance costs	1,619	2,392	3,352	4,338	5,073	5,407	5,446	5,390	5,385	5,532
644	Internal charges and overheads applied	737	710	743	787	798	813	831	847	866	885
-	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
6,317	Total applications of operating funding	6,769	7,858	9,080	10,464	12,447	13,045	14,013	14,346	14,634	15,106
1,300	Surplus/(deficit) of operating funding	1,978	1,507	1,259	1,580	1,953	2,119	2,499	3,549	4,154	3,929
Sources of capital funding											
-	- Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
907	Development & financial contributions	3,141	4,017	3,983	3,241	3,071	2,876	2,842	2,842	2,579	2,343
-	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
8,029	Increase/(decrease) in debt	15,656	23,698	19,413	19,877	9,104	3,561	(3,020)	(701)	(904)	5,437
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
8,936	Total sources of capital funding	18,797	27,715	23,396	23,118	12,175	6,437	(178)	2,141	1,675	7,780
Applications of capital funding											
Capital expenditure											
4,327	- to meet additional demand	10,249	17,172	11,723	10,704	4,003	1,736	724	1,536	1,840	5,607
2,785	- to replace existing assets	3,462	4,798	6,835	6,744	4,959	5,078	2,659	3,518	3,629	2,839
3,765	- to improve the level of service	8,478	8,492	7,786	9,307	7,446	4,087	1,218	2,910	2,628	5,644
(641)	Increase/(decrease) in reserves	(1,414)	(1,240)	(1,689)	(2,056)	(2,280)	(2,346)	(2,280)	(2,275)	(2,268)	(2,380)
-	- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
10,236	Total applications of capital funding	20,775	29,222	24,655	24,698	14,128	8,556	2,321	5,690	5,829	11,709
(1,300)	Surplus/(deficit) of capital funding	(1,978)	(1,507)	(1,259)	(1,580)	(1,953)	(2,119)	(2,499)	(3,549)	(4,154)	(3,929)
-	- Funding balance	-	-	-	-	-	-	-	-	-	-

Water Supply capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Arrowtown											
New reservoir		1,239	2,563								3,802
Renewals	152	155	159	163	166	170	174	179	183	189	1,690
Water pump station, installation of new bore	1,544										1,544
Water pump station, upgrade to existing bore								564			564
Water demand management				175	179	152					506
Asset management improvements	25	20	20	27	21	28	23	22	31	22	239
Radiological monitoring	25					28					53
Development of business case for new infrastructure requirements		5			22					25	52
Arthurs Point											
Bore upgrades, stage one							115	610			725
Renewals	46	47	48	49	51	52	53	54	56	57	513
Treatment facility upgrades	130	336									466
Asset management improvements	8	6	6	9	6	9	7	7	10	7	75
Crypto monitoring	25					28					53
Development of business case for new infrastructure requirements	25					28					53
Renewal of resource consents							23				23
Bulk and commercial metering					11						11

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Cardrona											
New water supply scheme	125	25					487	499			1,136
Renewals								37	38	39	114
Development of business case for new infrastructure requirements	10				27					31	68
Radiological and crypto monitoring	25					28					53
Gibbston											
Development of business case for new infrastructure requirements		5			22					25	52
Renewals								9	10	10	29
Glenorchy											
Bore upgrades	300	611									911
New water reservoir	800										800
Treatment upgrades			782								782
Upgrades to existing water supply plant to meet growth							57	610			667
Renewals	29	30	30	31	32	33	33	34	35	36	323
Crypto monitoring					27					31	58
Development of business case for new infrastructure requirements		10			22					25	57
Asset management improvements	5	4	4	6	4	6	5	5	7	5	51
Renewal of resource consent	20										20

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/8	GRAND TOTAL
Hawea											
Optimisation of existing scheme	250	255									505
Renewals	44	45	46	47	48	49	50	51	53	54	487
Treatment upgrades	210										210
Demand management							172				172
Upgrades to existing water supply plant to meet growth										164	164
Asset management improvements	14	11	11	15	11	15	13	13	17	12	132
Development of business case for new infrastructure requirements		26			27					31	84
Caples Avenue and Cemetery Road upgrades	65										65
Crypto monitoring	25					28					53
Kingston											
New water scheme, housing infrastructure funding	1,630	5,507	707								7,844
Network connection to existing township				193	428	439					1,060
Renewals								38	39	41	118
Radiological and crypto monitoring	25					28					53
Development of business case for new infrastructure requirements		5			22					25	52
Lake Hayes											
Renewals	96	98	100	103	105	108	110	113	116	119	1,068
Ladies Mile and Lake Hayes new reservoir	200		1,188	2,222	3,363						6,973

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Lake Hayes (continued)											
Water metering					229	223					452
Asset management improvements	29	24	23	31	24	32	27	26	35	25	276
Development of business case for new infrastructure requirements		25			6					31	62
Radiological monitoring	25					28					53
Renewal of resource consent								38			38
Luggate											
Treatment upgrade	1,841	1,944									3,785
Renewals	27	27	28	29	29	30	31	31	32	33	297
Development of business case for new infrastructure requirements					22					25	47
Asset management improvements	3	3	3	4	3	4	3	3	4	3	33
Renewal of resource consent	30										30
Queenstown											
New Two Mile water treatment plant	500		500	1,527	6,509	6,663					15,699
Renewals	1,148	1,149	1,176	1,205	1,232	1,261	1,292	1,325	1,358	1,394	12,540
New Shotover Country water treatment plant	1,790							505	1,457	6,266	10,018
New Quail Rise reservoir		713	3,960								4,673
Hanley's Farm reservoir two									590	3,794	4,384
Hanley's Farm reservoir one	500		500	3,247							4,247

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Queenstown (continued)											
Frankton flats supply water main section one	390	2,494									2,884
Frankton flats supply water main section two			468	2,990							3,458
Shotover Country bores, Quail Rise rising main	500	2,952									3,452
Frankton flats supply water main section three	300	2,565									2,865
Ladies Mile new scheme, housing infrastructure funding	1,600	204		641							2,445
Kelvin Peninsula new reservoir		1,018	1,042								2,060
Hanley's Farm supply line			232	1,529							1,761
Asset management improvements	179	144	138	189	145	195	165	159	217	157	1,688
Quail Rise south development, housing infrastructure funding	355										355
Kawarau Bridge to Frankton Flats ring main	1,549										1,549
Shotover Country borefield and pump station upgrades							80	517			597
Lakeview development, infrastructure	376	164									540

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Queenstown (continued)											
Pressure zones management in Queenstown	500										500
Pressure relief valves for Frankton								47	385		432
Water quality information technology systems				283	55					17	355
Upper Commonage and Larchwood reticulation			267								267
Decommission and isolate Kelvin Heights water treatment plant										247	247
Demand management Queenstown						224					224
Water metering information technology system				139	33						172
Drinking water minor capex	47	14	14	13	13	13	13	13	13	13	166
Development of business case for new infrastructure requirements	20	10			27					31	88
Cryptosporidium monitoring, Kelvin Heights intake					27					31	58
Wanaka											
Design and construct new Beacon Point water treatment plant	660	2,026	8,659	8,875							20,220
Design and construction new (second) Beacon Point reservoir	3,110	4,734									7,844

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wanaka (continued)											
Renewals	702	714	731	750	767	785	804	824	845	866	7,788
Transmission pipeline, stage one		977	2,834	1,709							5,520
Beacon Point pump station upgrade							229	729	2,384		3,342
Transmission Pipeline, stage two				394	2,545						2,939
Asset management improvements	115	94	88	122	93	125	107	102	139	100	1,085
Construct new booster pump station for far horizon zone						79	515				594
Decommission western intake, reservoir and associated facilities								528			528
Pressure zone reconfiguration								258			258
Drinking water minor capex	37	14	14	14	13	13	13	13	13	13	157
Development of business case for new infrastructure requirements		15			44					49	108
Radiological monitoring				27					30		57
Demand management										42	42
Water Supply Total	22,186	30,464	26,341	26,758	16,410	10,904	4,601	7,963	8,097	14,085	167,809

WASTEWATER

LEVEL OF SERVICE: *The Council provides wastewater collection and treatment services that protect public health and the environment.*

What we deliver for Wastewater

There are four wastewater collection and treatment schemes with a total of 421km of wastewater mains pipework. The four schemes service Queenstown, Arthurs Point, Lake Hayes, Arrowtown, Wanaka, Albert Town, Lake Hawea and part of Cardrona. We also own the wastewater collection network in Luggate, however the treatment plant is in private ownership. There are a total of 62 wastewater pump stations.

Around 74% of the population in the district use Council-run wastewater schemes. The remainder use septic tanks, package treatment plants and private community schemes.

We also provide reticulated wastewater services which allow cost effective treatment and disposal of wastewater, helping to support improved environmental outcomes.

Our key objectives for managing wastewater are:

- > no contamination of public water supplies by three waters infrastructure;
- > adverse effects on the environment from three waters infrastructure are managed/mitigated; and
- > all resource consents are complied with.

What we are planning for Wastewater

- > New reticulation from the central business district in Queenstown to Frankton;
- > Construction of a new pump station at Rata Street;
- > Connection of the Hawea community to Project Pure;
- > A new wastewater pump station and pipeline to connect the Luggate community to Project Pure; and
- > Complete the disposal fields at Project Shotover and decommission and remove the oxidation ponds.

We have completed the Wastewater Masterplans for both Queenstown and Wanaka. This work has identified the following focus areas:

QUEENSTOWN WASTEWATER MASTERPLAN

- > Upgrade the Willow Place pump station rising main;
- > A new pump station at the Recreation Ground; and
- > A new wastewater rising main at Kawarau Bridge will convey sewerage from the Hanley's Farm and Kelvin Heights catchment to the Shotover treatment plant through a new large diameter gravity main on Hawthorne Drive. This will bypass the Frankton Beach pump station.

WANAKA WASTEWATER MASTERPLAN

- > A capacity upgrade of the pump station at Gordon Road; and
- > A treatment upgrade for Project Pure to cater for additional future flows from the Hawea and Luggate communities.

What significant negative impact this activity might have

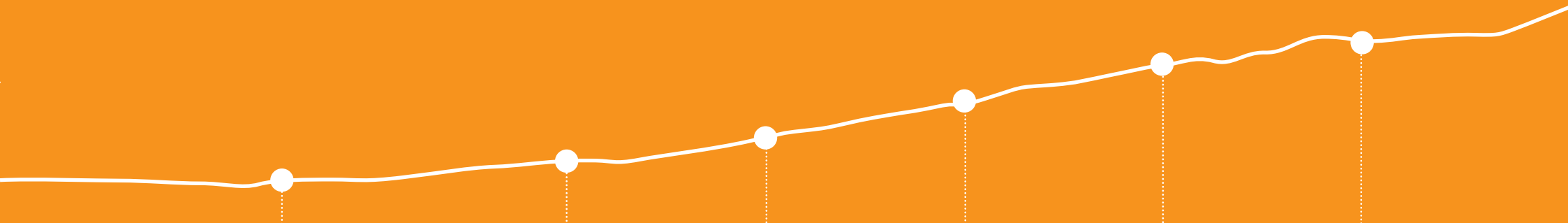
Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Uncontrolled discharges of untreated sewage from the sewerage network due to blockages, pump station or other plant malfunction, inflow/ infiltration of stormwater into the sewerage network and/or insufficient capacity.	<p>Our telemetry and customer contact systems are linked with the maintenance contractor's workflow and dispatch system to ensure prompt response. Response times and job priorities are defined in our maintenance contracts to ensure urgent tasks are given immediate attention.</p> <p>Continued inspections through CCTV are used to identify blockages and root intrusion in pipes. CCTV condition monitoring also identifies structural defects that may lead to blockages or overflows and enable renewals planning to be prioritised.</p>
The discharge from treatment plants does not meet consent conditions and may result in pollution to the receiving environment and public health risks.	We continually upgrade our wastewater treatment plants and have included capital works to improve the treatment capacity to meet resource consents.
Odour from operational failures at treatment plants, pipelines or pump stations may be offensive and a nuisance to the public.	Chemical dosing and carbon filters are used to reduce production of hydrogen sulphide within our waste water infrastructure.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Median response time to attend to sewerage overflows resulting from blockages or other faults of a municipal sewerage system* a) between the time of notification and the time when service personnel reach the site.	5 min	<60 min	<60 min	<60 min	<60 min
Median response time to attend to sewerage overflows resulting from blockages or other faults of a municipal sewerage system*b) between the time of notification and resolution of the blockage or other fault.	135 min	<240 min (4 hours)	<240 min (4 hours)	<240 min (4 hours)	<240 min (4 hours)
Annual number of dry weather overflows from a municipal sewerage system per 1,000 sewerage connections.	2.1	<3 per 1,000 connections	<3 per 1,000 connections	<3 per 1,000 connections	<3 per 1,000 connections
Compliance with resource consents for discharge to air, land, or water from a municipal sewerage system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions.	100%	100%	100%	100%	100%



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Number of complaints per 1,000 properties connected to a municipal sewerage system about: *a) odour.	1.6 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections
Number of complaints per 1,000 properties connected to a municipal sewerage system about: *b) faults.	4.5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections
Number of complaints per 1,000 properties connected to a municipal sewerage system about: *c) blockages.	1.6 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections
Number of complaints per 1,000 properties connected to a municipal sewerage system about: *d) the territorial authority's response to issues with its sewerage system.	0.0 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections	<5 per 1,000 connections

What does Wastewater cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18 Waste Water	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Sources of operating funding											
General rates, uniform annual general											
371 charges, rates penalties	247	238	229	213	204	196	187	178	22	-	
10,793 Targeted rates	12,056	12,735	12,048	16,485	14,920	18,204	18,638	19,861	20,412	20,409	
64 Fees and charges	249	252	256	259	263	267	270	273	276	279	
- Subsidies & grants for operating purposes	-	-	-	-	-	-	-	-	-	-	
- Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	
Fuel tax, fines, infringement fees &											
- other receipts	-	-	-	-	-	-	-	-	-	-	
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	
11,228 Total sources of operating funding	12,552	13,225	12,533	16,957	15,387	18,667	19,095	20,312	20,710	20,688	
Applications of operating funding											
6,055 Payments to staff and suppliers	6,530	6,877	7,483	9,442	10,480	10,895	11,230	11,774	12,090	12,466	
3,025 Finance costs	2,794	3,217	3,568	3,746	3,964	4,173	4,126	3,925	3,716	3,500	
957 Internal charges and overheads applied	1,260	1,214	1,270	1,345	1,364	1,390	1,420	1,448	1,480	1,512	
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
10,037 Total applications of operating funding	10,584	11,308	12,321	14,533	15,808	16,458	16,776	17,147	17,286	17,478	
1,191 Surplus/(deficit) of operating funding	1,968	1,917	212	2,424	(421)	2,209	2,319	3,165	3,424	3,210	
Sources of capital funding											
- Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	
1,864 Development & financial contributions	3,961	7,083	6,970	6,338	5,866	5,492	5,067	4,876	4,961	1,721	
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	
9,076 Increase/(decrease) in debt	10,199	11,764	7,804	803	2,958	6,652	(5,693)	(6,975)	(7,166)	(4,340)	
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-	
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	
10,940 Total sources of capital funding	14,160	18,847	14,774	7,141	8,824	12,144	(626)	(2,099)	(2,205)	(2,619)	
Applications of capital funding											
Capital expenditure											
5,684 - to meet additional demand	7,100	10,006	8,322	4,715	7,005	9,668	1,083	33	39	47	
3,011 - to replace existing assets	1,470	1,079	902	1,489	3,907	3,805	1,274	1,854	1,913	1,975	
5,540 - to improve the level of service	8,115	10,644	8,662	4,863	1,006	2,216	667	301	366	397	
(2,104) Increase/(decrease) in reserves	(557)	(965)	(2,900)	(1,501)	(3,514)	(1,336)	(1,331)	(1,122)	(1,100)	(1,827)	
- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	
12,131 Total applications of capital funding	16,128	20,764	14,986	9,565	8,403	14,353	1,693	1,066	1,219	591	
(1,191) Surplus/(deficit) of capital funding	(1,968)	(1,917)	(212)	(2,424)	421	(2,209)	(2,319)	(3,165)	(3,424)	(3,210)	
- Funding balance	-	-	-	-	-	-	-	-	-	-	

Wastewater capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Arrowtown											
Renewals	119	121	124	127	130	133	136	222	227	233	1,572
Asset management improvements	30	24	19	20	24	33	28	23	23	27	251
Scheme design, review of masterplan	30				22					25	77
Arthurs Point											
Renewals	2	2	2	2	2	2	2	44	45	46	149
Asset management improvements	12	10	8	8	10	14	11	9	10	11	103
Scheme design, review of masterplan	30					22					52
Edith Cavell Bridge to Arthurs Point pump station survey	10										10
Cardrona											
New wastewater scheme	431	2,571									3,002
Renewals								69	71	72	212
Renewal of resource consent		111									111
Scheme design, review of masterplan	10	20					23				53
District Wide											
Trade waste information technology system	112		18						17		147
Glenorchy											
Renewals								72	73	75	220
Scheme design, review of masterplan	10	20					23				53

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Hawea											
Treatment upgrade, connection to Project Pure	705	1,832	1,875								4,412
Renewals	31	32	32	33	34	35	35	125	128	131	616
Nichol St pump station upgrade	37				135						172
Asset management improvements	12	10	8	8	10	14	11	9	10	11	103
Scheme design, review of masterplan	30					22					52
Kingston											
Treatment plant and reticulation, design and construction, housing infrastructure funding	1,583	6,108	6,252	2,136	370	8,144	1,274				25,867
Network connection to existing township				227	995	1,018					2,240
Renewals								61	63	64	188
Lake Hayes											
Ladies Mile development, housing infrastructure funding	1,600		417				23				2,040
Renewals	6	6	6	6	6	7	7	107	110	113	374
Asset management improvements	24	20	16	16	20	27	23	19	19	22	206
Luggate											
Upgrade treatment plant and connect to Project Pure	2,413										2,413
Reticulation extension		382	652	454							1,488
Renewals	12	12	12	13	13	13	13	38	39	40	205

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Luggate (continued)											
Scheme design, review of masterplan	5			21					24		50
Asset management improvements	1	1	1	1	1	1	1	1	1	1	10
Queenstown											
Reticulation, central business district to Frankton				820	4,659	4,770					10,249
Renewals	377	428	526	629	735	760	786	814	844	875	6,774
Project Shotover upgrade, stage three	300	1,629	2,084								4,013
Project Shotover, disposal field	1,915	931									2,846
Reticulation, Frankton to disposal pond				436	2,971						3,407
Recreation ground pump station, stage one	429	2,473									2,902
Rising main Kawarau Bridge to Remarkables Park	1,981										1,981
Quail Rise south development, housing infrastructure funding	1,439										1,439
Remarkables Park pump station upgrade				68	464						532
Willow Place pump station rising main upgrade	518										518
Marine Parade pump station, stage two			448								448
Lakeview development, infrastructure	201	88									289
Scheme design, masterplan review	45			21					24		90
Minor improvements	9	9	9	9	9	9	9	9	9	8	89
Decommission events centre pump station	60										60

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wakatipu											
Network consent programme	245	214	162								621
Asset management improvements	225	181	146	151	184	252	214	175	177	207	1,912
Fats, oil and grease treatment facility	500	509									1,009
Wanaka											
Rata Street, construction of new pump station		863	1,626	2,999	668						6,156
Project Pure treatment upgrade	416	540	2,485	2,547							5,988
Renewals	122	155	190	227	266	275	284	294	305	316	2,434
Fats, oil and grease treatment facility		509	521								1,030
Asset management improvements	115	93	75	77	95	130	110	90	91	106	982
Gordon Road, pump station upgrade	175	633									808
Wanaka Airport, connection to Project Pure		741									741
Network consent programme	200	178	162								540
Ballantyne Road south, pump station, rising main and reticulation upgrades	70	255									325
Minor improvements	8	9	9	9	9	9	9	9	9	9	89
Ballantyne Road, disposal site upgrades	80										80
Dungarvon pump station					66						66
Scheme design, review of masterplan		10			22					25	57
Wastewater Total	16,685	21,730	17,884	11,065	11,920	15,690	3,022	2,190	2,319	2,417	104,922

STORMWATER

LEVEL OF SERVICE: *The Council provides stormwater drainage services that protect public health and private properties.*

What we deliver for Stormwater

There are approximately 224.9km of stormwater mains, servicing a total of 23,907 properties (residential and non-residential). The system caters for an average ten year flood event (i.e. the scale of a flood that is predicted to occur once a decade).

Stormwater systems are provided to protect private properties and buildings from rainwater and groundwater. Effective management of rainwater within these systems is vital to controlling erosion and land stability, as well as ensuring amenity of open spaces and protection of the environment.

What we are planning for Stormwater

To integrate the new stormwater quality standards and environmental policies that are being introduced. These seek to progressively reduce any adverse effects of stormwater discharges to the environment. Other plans include:

- > A new stormwater culvert to convey overland flow from the Three Parks catchment area;
- > A new discharge outlet from the intersection of Beaumont Road and Wiley Road down to the lake to divert mainly overland flow from Wiley Road;
- > An upgrade to the drainage discharge in the vicinity of Mt Aspiring College to accommodate growth and resolve existing issues;

- > Replace the existing pipe along Bills Way and the lake (between Mill End and Sargood Drive) with a bigger diameter pipe; and
- > Resolve the surface flooding and capacity issues in the upper reaches of Bullock Creek in the vicinity of Stone and Tenby Streets.

In addition to these major capital projects, we accept there is a need to further our understanding of some of the stormwater systems and catchments in Wanaka so there is funding allocated for 'on the ground' investigative works, which will be needed to direct our capital investment.

FRANKTON FLATS STORMWATER

Significant analysis has been completed on the Frankton flats stormwater catchment, our strategy in mitigating the potential risk of high rainfall events and the increased run off that will occur as development continues in the Frankton Flats area.

A primary stormwater flow path has already been designed and built along Hawthorne Drive but there is currently no stormwater flow path for the south-western areas of the Frankton Flats development. A stormwater system from Frankton golf course would serve to convey stormwater flows from this catchment to Lake Wakatipu. Given the size of the infrastructure involved and its design to cater for a 1 in 100 year storm event, plus the requirement to cross the state highway, the construction costs have been estimated at \$7 million.

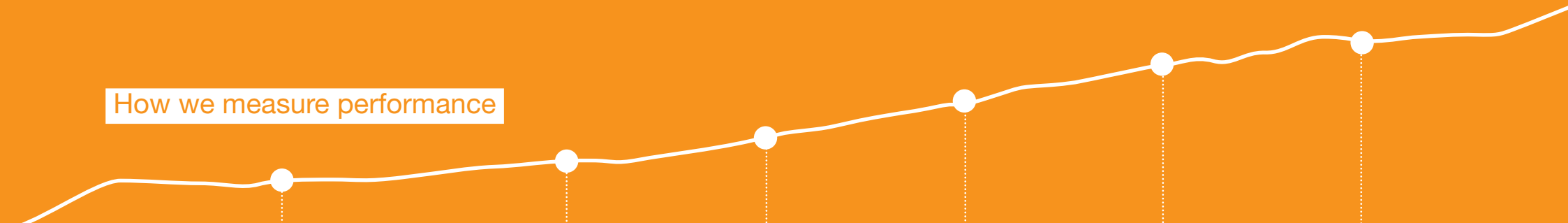
This project will shortly be proceeding into detailed design phase with construction planned for 2018/19 prior to the state highway widening between BP roundabout and Lucas Place.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Discharge of contaminated stormwater impacting on public or environmental health, cultural and aesthetic values.	<p>We will ensure that the new stormwater quality standards and environmental policies introduced throughout this Ten Year Plan are implemented.</p> <p>Our Catchment Management Plans are implemented and maintained to minimise the possibility of discharge of contaminated stormwater. Monitoring will identify any future mitigation requirements, which will be reported on and addressed in the relevant catchment management plans.</p>
Inadequacy of existing stormwater assets to cope with large rainfall events causing flooding, which could result in social and economic hardship.	<p>We will ensure that the new stormwater assets are built to address latest planning requirements, giving consideration to climate change throughout this Ten Year Plan are implemented.</p> <p>Our computer models are used to target improvements in areas of potential network overflow, over-land flow paths and properties at risk.</p>

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
a) Number of flooding events that occur in a territorial authority district b) For each flooding event, the number of habitable floors affected. (expressed per 1000 properties connected to the territorial authorities stormwater system)	a) 0 b) 0	a) <7 flooding events b) <2 per 1,000 properties	a) <7 flooding events b) <2 per 1,000 properties	a) <7 flooding events b) <2 per 1,000 properties	a) <7 flooding events b) <2 per 1,000 properties
Compliance with resource consents for discharge from a municipal stormwater system, measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) successful prosecutions.	100%	100%	100%	100%	100%
Median response time between the time of notification and the time when service personnel reach the site when habitable floors are affected by flooding resulting from faults in a municipal stormwater system.	0 hours	<3 hours	<3 hours	<3 hours	<3 hours
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.	7.83 *includes issues raised by contractors	<5 per 1,000 properties	<5 per 1,000 properties	<5 per 1,000 properties	<5 per 1,000 properties

What does Stormwater cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN		YEAR PLAN									
2017/18	Stormwater	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sources of operating funding											
	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
1,503	Targeted rates	1,992	2,280	2,353	2,590	2,980	3,200	3,368	4,584	4,612	5,198
	- Fees and charges	-	-	-	-	-	-	-	-	-	-
	- Subsidies & grants for operating purposes	-	-	-	-	-	-	-	-	-	-
	- Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
	Fuel tax, fines, infringement fees & other receipts	278	232	265	227	135	91	106	155	198	224
	- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
1,552	Total sources of operating funding	2,270	2,512	2,618	2,817	3,115	3,291	3,474	4,739	4,810	5,422
Applications of operating funding											
316	Payments to staff and suppliers	718	785	793	831	889	886	918	982	985	1,020
603	Finance costs	699	894	934	1,056	1,184	1,313	1,380	1,333	1,339	1,527
50	Internal charges and overheads applied	78	75	78	83	84	86	88	89	91	93
	- Other operating funding applications	-	-	-	-	-	-	-	-	-	-
969	Total applications of operating funding	1,495	1,754	1,805	1,970	2,157	2,285	2,386	2,404	2,415	2,640
583	Surplus/(deficit) of operating funding	775	758	813	847	958	1,006	1,088	2,335	2,395	2,782
Sources of capital funding											
	- Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
313	Development & financial contributions	2,161	1,346	1,858	1,096	1,609	1,096	1,609	1,073	1,519	811
	- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
2,688	Increase/(decrease) in debt	10,114	767	90	2,432	1,399	4,267	(1,998)	(2,010)	(126)	4,932
	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
3,001	Total sources of capital funding	12,275	2,113	1,948	3,528	3,008	5,363	(389)	(937)	1,393	5,743
Applications of capital funding											
	Capital expenditure										
3,874	- to meet additional demand	11,829	2,367	1,165	1,641	1,740	2,727	336	541	1,426	3,153
274	- to replace existing assets	539	548	617	690	709	848	751	1,027	1,352	926
529	- to improve the level of service	1,383	691	1,651	3,236	2,400	3,689	490	685	1,845	5,360
(1,093)	Increase/(decrease) in reserves	(701)	(735)	(672)	(1,191)	(883)	(895)	(879)	(855)	(835)	(914)
	- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
3,584	Total applications of capital funding	13,050	2,871	2,761	4,375	3,966	6,369	699	1,398	3,788	8,525
(583)	Surplus/(deficit) of capital funding	(775)	(758)	(813)	(847)	(958)	(1,006)	(1,088)	(2,335)	(2,395)	(2,782)
	- Funding balance	-	-	-	-	-	-	-	-	-	-

Stormwater capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Arrowtown											
Wiltshire Street, flooding alleviation	7										7
Kingston											
New development (housing infrastructure funding)	3,402	261			1,244	1,791	309				7,007
Minor works									90	654	744
Luggate											
Channel widening and stop bank works, Luggate Creek					11	498					509
Hopkins Street upgrade										39	39
Reticulation south of Main Street to Luggate Creek										20	20
Queenstown											
Recreational ground improvements, Shotover Street	20	458	2,023	2,073							4,574
Design and minor works to existing network	78							129	396	2,167	2,770
Belfast Terrace, new pipe system			21	267	1,822						2,110
Asset management improvements	189	218	160	148	164	203	251	161	162	182	1,838
Lakeview development, stormwater	1,128	492									1,620
Brecon Street, new pipe system								23	181	806	1,010
Anderson Heights, new pipe system		20	88	890							998
Maxwell Place to Lake Wakatipu, new supplementary pipe system									24	752	776
Wakatipu Heights to Peregrine Place, new supplementary pipe system										404	404

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Queenstown (continued)											
New development Ladies Mile (housing infrastructure funding)	630	1,390	109								2,129
Greenstone Place to Sunshine Bay, new duplicate pipe system									24	185	209
Development of business case for new infrastructure requirements	15	15	28	28	29	30	30				175
Windsor Place to Edinburgh Drive, new supplementary pipe system					132						132
Remarkables Park Shopping Centre, new duplicate pipe system										118	118
Kawarau Place, new duplicate pipe system	101										101
O'Leary's Paddock, capacity upgrade										88	88
Magnolia Place, new duplicate pipe system	79										79
Upper Belfast Road, new pipe system	58										58
Investigations Horn Creek	30										30
Thompson Street, new supplementary pipe system										25	25
Fryer Street, new pipe system										25	25
North East Frankton Flats, new pipe system	7,000										7,000
Frankton Flats, construction of reticulation						88					88
Wakatipu											
Renewals	376	417	471	518	529	542	555	577	599	623	5,207

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wanaka											
Upper Stone Creek / Tenby Street, address ponding issues								29	722	3,002	3,753
Mt Aspiring College, upgrade to drainage discharge				27	382	2,737					3,146
Renewals	118	132	146	173	176	181	185	192	200	208	1,711
Wiley Road, new discharge outlet			208	1,289							1,497
Bills Way, pipe replacement				27	218	1,027					1,272
Asset management improvements	128	148	108	100	111	138	171	111	111	122	1,248
Anderson Road upgrade							23	176	897		1,096
Bremner Park upgrade, Hunter Crescent south							23	774			797
Bremner Park upgrade, Hunter Crescent north								23	678		701
Ragan Lane upgrade								23	540		563
Development of business case for new infrastructure requirements	55	56	70	27	31	30	30				299
Three Parks stormwater outlet	214										214
Bremner Park Road and Beacon Point Road, interim diversion	61										61
Bullock Creek investigations	30										30
Aubrey Road, detention pond	30										30
Stoney Creek and Middle Creek upgrade										19	19
Bullock Creek property protection measures								17			17
Ardmore Street increase to discharge capacity								17			17
Stormwater Total	13,749	3,607	3,432	5,567	4,849	7,265	1,577	2,252	4,624	9,439	56,361



TRANSPORT, INCLUDING ROADING, PARKING AND FOOTPATHS

LEVEL OF SERVICE: *Parking facilities - The Council provides appropriate parking facilities.*

LEVEL OF SERVICE: *Roading and footpaths, transport - The Council provides a road and footpath network that accommodates seasonal and future growth.*

What we deliver for Transport

ROADING AND FOOTPATHS

We manage over 800km of local roading. This includes maintaining street lights and signage. In addition, there are 232km of state highways within the district, managed by New Zealand Transport Agency (NZTA). Transport activities are funded from a combination of local and Central Government funding sources.

PARKING FACILITIES

We are responsible for public carparks located in Arrowtown, Queenstown, and Wanaka.

What we are planning for Transport

TOWN CENTRE MASTERPLANS

A masterplan for the Wanaka Town Centre is included in this Ten Year Plan. The masterplan will align with and build on the work already done in the Wanaka Lakefront Development Plan. The masterplan work will take a holistic view of the town centre and consider a shared community / transport area, improved parking facilities and accessibility.

Work continues on the Queenstown Town Centre Masterplan. Included in this Ten Year Plan is the detailed investigation and construction of new arterial routes totaling \$148.8 million, upgrades to the Queenstown Lakefront and a public transport hub \$25.4 million.

Extensive work totaling \$49.5 million is also planned to pedestrianise the Queenstown Town Centre, targeting important connections such as the gondola to gardens and access to the Public Transport Hub.

HOUSING INFRASTRUCTURE FUND (HIF)

In a response to the growing issue of housing affordability throughout the district (particularly in Queenstown) the Council made an application to Central Government's Housing Infrastructure Fund (HIF) which was confirmed in July 2017. The Council is able to draw on up to \$50M in loans from the fund to support investment in the community.

PUBLIC TRANSPORT

In addition to the public transport work included in both of the Queenstown and Wanaka's Masterplans, investigation, scoping and implementation is planned for water based infrastructure of \$6.1 million, which will support water transport at four locations; the Queenstown Town Centre, Park Street, Kelvin Heights and Frankton.

PARKING IMPROVEMENTS

Pressure on parking in both the Queenstown and Wanaka central business districts has increased in recent years. In this Ten Year Plan we've included two new parking buildings in Queenstown. The first is a new 242-space parking building at the current Boundary Street car park; due for completion by June 2020. The second is a 350-space parking facility on the current Ballarat Street parking site; due for completion by June 2021. Also included is a parking management system for the parking buildings. With the possibility of subsidising construction cost through private partnership, \$11.2 million has been allocated to parking improvements for Wanaka.

To improve the overall parking experience for both commuters and visitors, the plan also includes \$8.3 million of technology investment, such as real-time parking information,

variable pricing controls, way-finding, and bike parks.

WALK/CYCLING IMPROVEMENTS

Active Transport is a key part of the Queenstown Integrated Transport Strategy and is a key focus of future travel planning in Wanaka.

Currently there is \$26 million allocated to Wakatipu Active Travel. This includes projects to improve the on/off road cycle/pedestrian network across the Wakatipu, additional crossing of the Shotover river, a cycle hire scheme, marketing, promotion and education, cycle storage facilities, lockers and showers.

Wanaka is now subject to a business case around its alternative travel (community-led) innovation to commence in 2018, and \$3.7 million has been allocated across the plan to enable Wanaka active transport, using methods such as cycling. In addition to this, \$4.1 million has been included for "shared mode spaces" as part of the Wanaka Masterplan programme, and \$820k for tracks development.

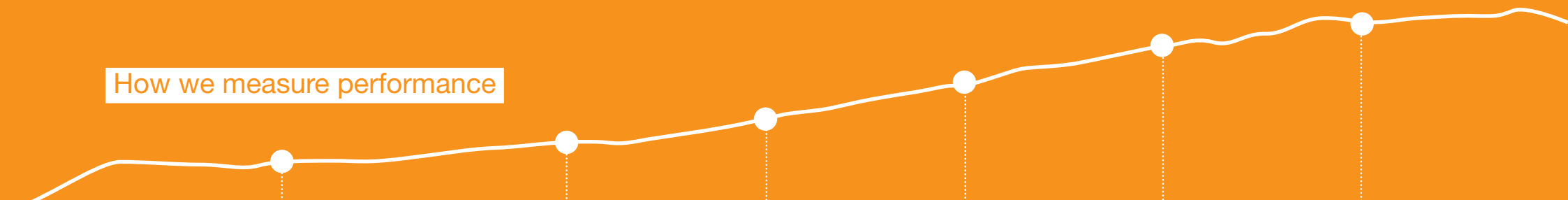
Outside of the Town Centres, we'll investigate and implement improved pedestrian and cycle connections for both towns.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Construction of roads can have a significant negative effect on the environment and community, such as congestion and delays, air pollution, safety and stormwater issues and disturbance of cultural sites during earthworks.	We address this by putting in place strong contractual and resource consent conditions to ensure that effects are kept to a minimum.
The provision of a roading network may not provide sufficient or adequate infrastructure for the changing volume and needs of our community.	<p>We integrate transport infrastructure planning with land uses, and behavioural change through our current transport strategies: Queenstown Town Centre Transport Strategy, Queenstown Masterplan and future master-planning for Wanaka.</p> <p>Also we will optimise our existing services with increased travel mode options, including bus services and active transport.</p>
Funding shortfalls for road maintenance such as reseals and rehabilitations could lead to the premature deterioration of very costly assets, which will result in poor and unsafe roads that will require a significant investment to restore the level of service.	Our asset management plans are implemented and maintained to forecast the pavement reseal and rehabilitation needs of the roading network for future years based on tested and accepted scientific practices. This allows us to budget according to these future identified needs.

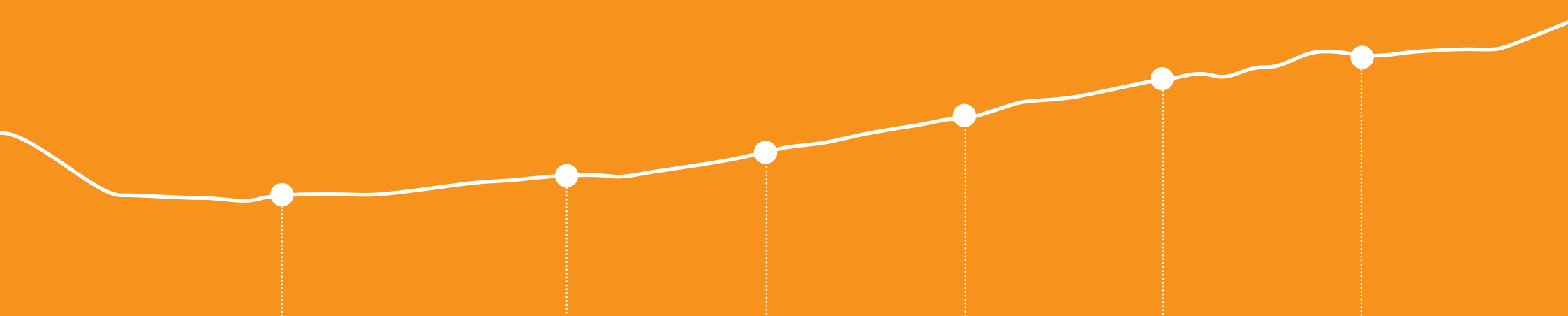
How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number.	15	To report a decrease on the previous year	To report a decrease on the previous year	To report a decrease on the previous year	To report a decrease on the previous year
Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index.	89%	>80%	>80%	>80%	>80%
Percentage of sealed network that is resurfaced annually.	6.7%	<10%	<10%	<10%	<10%
Percentage of local footpath network that is part of the local road network that falls within the Level of Service (LOS) or service standards for the condition of footpaths.	not reported [^]	95%	95%	95%	95%
Increased use of alternative modes of transport.	new measure	improve on the previous year	improve on the previous year	improve on the previous year	improve on the previous year

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.

[^] This measure was not reported on previously due to QLDC not having a level of service defined for the condition of footpaths. This is being developed as part of the Transport Strategy and will enable this measure to be reported on for 2018/19.



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Improved traffic flows on arterial routes.	New measure	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Percentage of residents and ratepayers who are satisfied with the bus service (cost, reliability accessibility).	New measure	40%	45%	50%	60%

* Note: Some measures are new and do not appear in the 2015-2025 Ten Year Plan.

What does Transport cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18 Transport	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
11,852 Targeted rates	11,635	12,664	14,476	13,578	15,181	15,634	16,880	17,220	18,867	20,520	
1,689 Fees and charges	3,297	3,286	6,896	12,935	13,455	13,718	14,685	15,263	16,223	16,869	
3,594 Subsidies & grants for operating purposes	4,290	4,739	4,710	4,748	4,763	4,942	5,129	5,324	5,528	5,741	
- Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	
Fuel tax, fines, infringement fees & other receipts	234	129	136	(665)	(1,879)	(1,975)	(2,074)	(2,156)	(2,242)	(2,332)	(2,425)
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
17,369 Total sources of operating funding	19,351	20,825	25,417	29,382	31,424	32,220	34,538	35,565	38,286	40,705	
Applications of operating funding											
7,940 Payments to staff and suppliers	9,380	9,724	10,172	10,985	11,423	11,771	12,131	12,508	12,902	13,315	
415 Finance costs	1,309	2,300	4,078	5,265	5,819	6,408	6,487	6,118	5,435	4,582	
1,123 Internal charges and overheads applied	1,571	1,514	1,583	1,677	1,701	1,734	1,771	1,806	1,845	1,886	
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
9,478 Total applications of operating funding	12,260	13,538	15,833	17,927	18,943	19,913	20,389	20,432	20,182	19,783	
7,891 Surplus/(deficit) of operating funding	7,091	7,287	9,584	11,455	12,481	12,307	14,149	15,133	18,104	20,922	
Sources of capital funding											
6,850 Subsidies & grants for capital expenditure	12,785	32,399	46,495	32,885	49,578	36,631	11,980	6,039	5,619	7,629	
1,619 Development & financial contributions	5,270	5,270	5,270	5,270	4,035	4,035	4,035	4,035	4,035	3,971	
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
2,574 Increase/(decrease) in debt	11,492	28,780	47,071	5,022	16,441	4,577	(4,624)	(13,371)	(16,673)	(19,899)	
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
11,043 Total sources of capital funding	29,548	66,449	98,836	43,177	70,054	45,244	11,391	(3,296)	(7,020)	(8,299)	
Applications of capital funding											
Capital expenditure											
9,121 - to meet additional demand	9,381	25,126	38,431	22,685	29,739	24,375	5,979	2,496	2,347	3,299	
3,584 - to replace existing assets	12,999	16,146	19,237	12,869	13,252	10,114	12,692	6,953	6,410	9,051	
7,064 - to improve the level of service	13,942	32,169	50,895	21,982	42,204	25,561	8,204	3,094	2,406	2,707	
(835) Increase/(decrease) in reserves	317	295	(143)	(2,904)	(2,659)	(2,499)	(1,335)	(706)	(79)	(2,435)	
- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
18,934 Total applications of capital funding	36,639	73,736	108,420	54,632	82,535	57,551	25,540	11,837	11,084	12,623	
(7,891) Surplus/(deficit) of capital funding	(7,091)	(7,287)	(9,584)	(11,455)	(12,481)	(12,307)	(14,149)	(15,133)	(18,104)	(20,922)	
- Funding balance	-	-	-	-	-	-	-	-	-	-	

Transport capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Crown Range											
Sealed road resurfacing	342	359	383	391	400	409	419	429	439	451	4,022
Environmental renewals	120	122	125	128	130	133	136	140	143	147	1,324
Resilience, land stabilisation	50	306		53	326		57	350		61	1,203
Minor improvements	722	735	750	95	89	83	77	71	64	57	2,743
Sealed road pavement rehabilitation	300	306	312		326			350			1,593
Drainage renewals	62	65	69	71	72	74	76	78	79	82	728
Structures component replacements	62	65	69	71	72	74	76	78	79	82	728
Traffic services renewals	7	7	8	8	8	8	8	9	9	9	81
Glenorchy											
Resilience, land stabilisation	300		52	319		56	341		60	368	1,496
Crown estate access, Greenstone		102								1,226	1,328
Crown estate access, Paradise		102								1,226	1,328
Sealed road pavement rehabilitation	300			319			341			368	1,328
Environmental renewals	120	122	125	128	130	133	136	140	143	147	1,324
Resilience, Rees River Bridge		207		216		226		237		249	1,135
Minor improvements	979	997	1,018	64	60	56	52	47	43	38	3,354
Precipice Creek bridge renewal	250										250
Drainage renewals	52	54	58	59	60	62	63	65	66	68	607
Unsealed road metaling		204							239		443
Resilience, dangerous trees on Glenorchy Road	65		16	69		17	74		18	80	339
Sealed road resurfacing			104			111			119		334
Structures component replacements	16	17	18	19	19	20	20	21	21	22	193
Traffic services renewals	15	16	17	17	17	18	18	19	19	20	176

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Queenstown											
Queenstown town centre arterial	250	19,044	35,822	25,560	35,483	32,643					148,802
Queenstown town centre pedestrianisation	4,940		9,559	1,001	12,258	1,803	16,650	3,248			49,459
Queenstown parking improvements	10,249	11,870	24,187	544	690	454					47,994
Public transport improvements, Stage 2, public transport hubs		5,324		1,474	18,652						25,450
Wakatipu walking and cycling improvements	1,242	7,803	1,325	2,584	3,800	9,248					26,002
Civic heart development	500	2,792	7,634								10,926
Public realm upgrades			797	5,427							6,224
Water taxi/ferry network infrastructure	359	1,003	317	1,837	272	1,338	988				6,114
Travel management Queenstown	1,931	1,808	703	352	360	368					5,522
Traffic operations centre				2,764							2,764
Quail Rise to Hawthorne Drive – Stage 1 (housing infrastructure funding)	444	2,890									3,334
Quail Rise to Hawthorne Drive – Stage 2 (housing infrastructure funding)		258	234	2,830							3,322
Quail Rise to Hawthorne Drive – Bus stop and footpath (housing infrastructure funding)		25	798								823
Quail Rise to Hawthorne Drive – Underpass (housing infrastructure funding)		129	4,245								4,374
Ladies Mile development (Housing infrastructure funding)	500	1,427	4,368								6,295
Park and ride transport services	300	1,019	1,040	744							3,103

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wakatipu											
Lakeview development, road and public realm	391	2,178	2,223	1,136							5,928
Lakeview development, market square	191	1,600	1,089								2,880
Lakeview development, transportation	184	1,022	1,043	533							2,782
Sealed road resurfacing	952	999	1,065	1,089	1,112	1,138	1,165	1,193	1,223	1,256	11,192
Unsealed road metalling	748	785	837	856	874	894	915	938	961	987	8,794
Minor improvements	787	828	899	478	509	542	576	613	651	692	6,575
Sealed road pavement rehabilitation	464	487	519	530	542	554	567	581	596	611	5,451
Drainage renewals	278	292	311	318	325	333	340	349	357	367	3,270
Traffic services renewals	116	122	130	133	135	139	142	145	149	153	1,364
Crown estate access, Routeburn		102								1,226	1,328
CCTV network upgrades and expansion	153	136	205	74	117	141	120	64	146	98	1,254
Shotover Bridge (Arthurs Point) business case, intermediary works	500		520								1,020
Resilience, dangerous trees	120		42	128		44	136		48	147	665
Environmental renewals	60	61	62	64	65	67	68	70	72	74	663
Improved access Lake Hayes reserve (Widgeon Place)									597		597
Structures component replacements	45	48	51	52	53	54	55	57	58	60	533
Frankton master plan business case	400										400

(CONTINUED)

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Wanaka											
Parking improvements		102	208	532	4,887	5,555					11,284
Minor improvements	937	1,949	1,783	807	787	433	461	490	521	554	8,722
Sealed road resurfacing	634	666	710	726	742	759	776	796	815	837	7,461
Unsealed road metaling	499	523	558	570	583	596	610	625	641	658	5,863
Mt Aspiring Road widening and drainage	100										100
Town centre shared space	1,000	1,019	1,040	1,063							4,122
Sealed road pavement rehabilitation	309	324	346	354	361	370	378	387	397	408	3,634
Crown estate access, Mt Aspiring		102							1,194	1,226	2,522
Drainage renewals	185	194	208	211	217	221	229	231	239	244	2,179
Ballantyne Road design	2,100										2,100
Biking facilities			312			167			179		658
Active travel network				414	428	442	456	472	488	384	3,084
Traffic services renewals	77	80	85	88	90	92	97	96	100	102	907
Structures component replacements	68	71	76	77	79	81	83	84	88	90	797
Environmental renewals	60	61	62	63	65	67	68	69	73	73	661
Town Centre Masterplan	400	510									910
Dangerous trees removal	90		26	96		28	102		30	110	482
Transport Total	36,325	73,439	108,563	57,536	85,195	60,051	26,876	12,541	11,164	15,058	486,748

WASTE MANAGEMENT



Environmental sustainability and
low impact living is highly valued

What we deliver for Waste Management

LEVEL OF SERVICE:

The Council provides waste and recycling services that protect public health and the environment.

Waste is managed in three sub-activities: Waste Reduction - reducing waste at source, Resource Recovery - diverting waste from landfill and Waste Disposal - collecting, transporting and disposing of waste.

Services include weekly kerbside refuse and recycling collection, public recycling drop off facilities and public place litter and recycling bins, a resource recovery park, green waste drop off sites, greenwaste facilities and promoting waste minimisation initiatives. Rural areas are serviced by rural drop off points where economically viable. A landfill facility at Victoria Flats, and transfer stations in Queenstown and Wanaka, process waste and manage the safe disposal of hazardous materials.

We have recently reviewed the Waste Management and Minimisation Plan (WMMP). The new plan will be adopted with the Ten Year Plan (June 2018). The WMMP identifies our vision, goals, objectives, targets and methods for achieving effective and efficient waste management and minimisation.

To develop this WMMP, we completed a waste assessment which details:

- > existing waste services provided in the district (Council and non-council);
- > waste quantities, composition and flows;
- > identification of issues;
- > future demand for services;
- > vision, goals, objectives and targets for waste management and minimisation;
- > guiding principles to direct how to get to where the Council wants to be; and
- > an options assessment/statement of proposals for waste services and identified district issues through the Waste Management and Minimisation Programme Business Case.

What we are planning for Waste Management

- > The new Waste Management and Minimisation Plan proposes a preferred programme focusing on organics and glass recycling. The plan sets out how waste reduction, resource recovery and waste disposal will be achieved across the district;
- > With increased demand on our facilities we are also undertaking a review of existing transfer stations and the recycling centre. The first step will be the development of a business case that identifies long term options for greater resource recovery and waste reduction;
- > The plan proposes to continue to provide educational information to residents, businesses and visitors that helps achieve responsible waste reduction, resource recovery and waste disposal; and
- > The plan proposes to investigate options for the diversion of organic material from landfill including food waste, organics and biosolids.

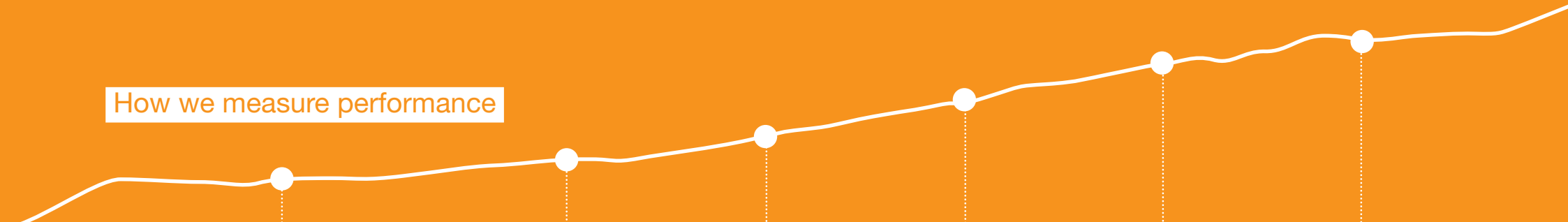
Further detail on all proposed actions can be found in the Waste Management and Minimisation Plan.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
<p>During the collection of waste the following may occur:</p> <ul style="list-style-type: none"> > water and/or land pollution (loose waste blown into private properties or waterways or illegally dumped) > odour emissions > spread of disease and water/land contamination > vermin > obstruction of footpaths 	<p>We will continue to educate residents on the collection days/times and we will monitor the services (rubbish/recycling/organics collections) provided by the private sector to ensure contractor requirements are complied with.</p>
<p>Environmental impacts caused by the discharge of contaminants to land and water from landfills.</p>	<p>We will continue to aim to reduce the quantity of waste going to landfill through proven minimisation strategies and programmes for waste streams that we can control/influence.</p> <p>Compliance with resource consent and regular monitoring.</p>
<p>The user-pays policy on collection and disposal of waste and kerbside recycling means that private companies have significant control over the waste stream. This can impact on the Council's ability to minimise waste.</p>	<p>The implementation of our Waste Management and Minimisation Plan 2018 mitigates the impact of this effect.</p>

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Total waste diverted from landfill.	4,800 tonnes	5,100	8,500	11,000	23,000
Total waste to landfill.	35,110 tonnes	40,000	40,000	41,000	59,000
Reduction of carbon emission units purchased per head of population (based on average day population).	0.74	<0.74	<0.74	<0.74	<0.74

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.

What does Waste Management cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18	Waste Management	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sources of operating funding											
	General rates, uniform annual general										
-	charges, rates penalties	-	-	-	-	-	-	-	-	-	-
2,542	Targeted rates	3,255	3,534	3,932	4,403	4,613	5,505	5,311	5,368	5,579	5,742
6,732	Fees and charges	7,797	8,268	8,748	9,227	9,728	10,245	10,650	11,074	11,507	11,960
116	Subsidies & grants for operating purposes	118	122	127	132	137	142	146	151	155	160
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
	Fuel tax, fines, infringement fees &										
19	other receipts	195	195	195	195	195	195	195	195	195	195
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
9,409	Total sources of operating funding	11,365	12,119	13,002	13,957	14,673	16,087	16,302	16,788	17,436	18,057
Applications of operating funding											
7,985	Payments to staff and suppliers	9,459	10,066	10,681	11,280	11,776	12,682	12,888	13,398	13,959	14,597
139	Finance costs	123	265	442	599	830	947	903	864	822	757
1,156	Internal charges and overheads applied	1,621	1,562	1,634	1,731	1,755	1,789	1,828	1,863	1,904	1,946
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
9,280	Total applications of operating funding	11,203	11,893	12,757	13,610	14,361	15,418	15,619	16,125	16,685	17,300
129	Surplus/(deficit) of operating funding	162	226	245	347	312	669	683	663	751	757
Sources of capital funding											
-	Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & financial contributions	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
(641)	Increase/(decrease) in debt	1,149	4,522	2,587	3,692	5,531	(840)	(948)	(603)	(1,072)	(1,537)
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(641)	Total sources of capital funding	1,149	4,522	2,587	3,692	5,531	(840)	(948)	(603)	(1,072)	(1,537)
Applications of capital funding											
	Capital expenditure										
81	- to meet additional demand	620	1,801	1,261	1,621	2,233	243	101	232	105	108
90	- to replace existing assets	481	1,355	1,085	1,508	2,210	44	445	45	45	46
381	- to improve the level of service	1,270	2,656	1,548	1,972	2,463	605	309	587	324	333
(1,064)	Increase/(decrease) in reserves	(1,060)	(1,064)	(1,062)	(1,062)	(1,063)	(1,063)	(1,120)	(804)	(795)	(1,267)
-	Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
(512)	Total applications of capital funding	1,311	4,748	2,832	4,039	5,843	(171)	(265)	60	(321)	(780)
(129)	Surplus/(deficit) of capital funding	(162)	(226)	(245)	(347)	(312)	(669)	(683)	(663)	(751)	(757)
-	Funding balance	-	-	-	-	-	-	-	-	-	-

Waste Management capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
District Wide											
Sludge disposal options trials	100	102									202
Waste minimisation implementation	100	102	104	107	109	112	115	117	120	124	1,110
Freedom camping waste facilities		51	52								103
Queenstown											
Underground waste facilities		61	188	320		358		399			1,326
New central business district waste collection stations			83			89					172
Wakatipu											
Recycle centre plant upgrade	150	1,018	2,970								4,138
Gas capture facility	350	1,476	229	235	240	246	252	259	265	272	3,824
Public litter bin upgrades	50	51	52	53	55	56	57	59	60	62	555
Asset management improvements	51	51	51	23	22	22	22	21	21	21	304
Waste diversion project	100	204									304
Weighbridge renewal		67									67
Solid waste asset renewals	5	5	4	5	4	4	4	4	5	4	44
Transfer station upgrades	500	2,545		3,285	3,358						9,688
Recycling crate upgrades	600										600
Landfill consent renewal							401				401
Wanaka											
Transfer station upgrades		51	156	1,068	3,112						4,387
Recycling new bins	360										360
Asset management improvements	5	4	4	5	5	5	4	5	3	4	44
Weighbridge renewal		24									24
Waste Management Total	2,371	5,812	3,893	5,101	6,905	892	855	864	474	487	27,654

BOLD LEADERSHIP TE AMORAKI

DISTRICT WIDE
Revamp of our library and
sport & recreation websites

DISTRICT WIDE
Continued investment in our
enterprise technology solution

DISTRICT WIDE
Contestable economic
development fund

DISTRICT WIDE
Events contestable fund

DISTRICT WIDE
Contributor to Film
Otago Southland

DISTRICT WIDE
Completion of all Community
Emergency Response Plans

WANAKA
Council office
refurbishment

WANAKA
Glendhu Bay
campground
renewals

ALBERT TOWN
Campground
renewals

WANAKA
Support development of
Lake Wanaka Tourism

WANAKA
Body cameras for the dog
and parking wardens

ARROWTOWN
Support development of Arrowtown
Promotion Board

ARROWTOWN
Arrowtown campground renewals

QUEENSTOWN
Lakeview development

QUEENSTOWN
One Queenstown
Council office

QUEENSTOWN
New dog pound

QUEENSTOWN
Campground renewals

QUEENSTOWN
Support development of
Destination Queenstown

ECONOMY



Partnering for success



Sustainable growth management



Investing strategically



Enabling diversification

LEVEL OF SERVICE: *The Council facilitates economic growth in the district.*

What we deliver for the Economy

COMMERCIAL PROPERTY

There are eight Council owned public camping grounds and holiday parks across the district. This type of quality short-term camping accommodation is available to support the district's economy and growth. These are all managed on behalf of the Council by private operators under various commercial lease arrangements.

ECONOMIC DEVELOPMENT

We aim to achieve a high quality of life for all residents.

This district faces a range of economic strengths and challenges, which need to be taken into account. With a vibrant entrepreneurial spirit and a highly skilled workforce, it's unsurprising that the visitor economy has thrived amongst the incredible natural amenities available. However, our size and location, the cost of living and the pressure of visitor numbers on infrastructure has challenged the growth of a diverse and sustainable economy.

We are currently implementing our Economic Development Strategy which has four clear objectives:

- > enhance the quality of our natural business and living environments;
- > facilitate the growth of the knowledge based sector that reflect the district's advantages;
- > attract higher contributing visitors and generate a proportionately higher level of expenditure from visitors; and
- > develop a long-term, sustainable approach to investing in infrastructure, which will support and enable future growth.

FILM AND EVENTS STRATEGY

Film Otago Southland works with other stakeholders to stimulate economic growth for the region through screen production attraction and marketing, sector development initiatives for businesses, internal sector and policy development, screen facilitation and permitting. The film office facilitates the relationship between the screen sector, government, community and others impacted or benefited by its activity.

We are committed to providing significant investment to support both commercial and community events in the district. Our vision is to promote and support a balanced portfolio of sporting, arts and cultural events that meet community objectives for the district in respect of recreational activities, community infrastructure and economic growth.

TOURISM PROMOTION

We actively encourage tourist operations that not only share our natural environment with visitors from around the globe, but also treat it with the respect and care it deserves.

We support Destination Queenstown, Lake Wanaka Tourism and the Arrowtown Promotion Board through a mixture of levies and rates. The Council collects levies from local businesses on behalf of each of these regional tourism organisations, and also contributes 5% of their total funding by way of rates, so all ratepayers contribute towards the international promotion of our district.

What we are planning for the Economy

ECONOMIC DEVELOPMENT

- > Supporting business innovation through the newly established Contestable Economic Development Fund.

EVENTS STRATEGY

- > Supporting our local community through the management of the Events Contestable Fund. This Ten Year Plan includes an annual commitment of \$618,800, which is then adjusted for growth and inflation after year one.

COMMERCIAL PROPERTY

- > Development of the Lakeview site, as agreed in October 2017 by the Council. This will enable investment in Lakeview to implement one of the key initiatives identified as a means to address specific opportunities and challenges faced by the district. The development of the Lakeview land will unlock significant funds.

FILM

- > Raise awareness of our world class locations, crews and infrastructure;
- > Become a trusted source of data collection to effect policy, investment and business strategy;
- > Continue to maintain our inter-regional approach and shared services to provide value for money across the Otago and Southland regions; and
- > Work towards enabling environmentally sustainable film practices.

TOURISM PROMOTION

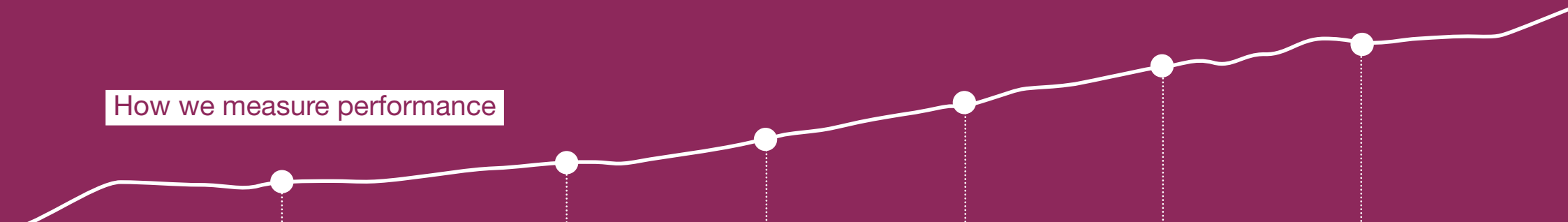
- > Continue to support the development of the Regional Tourism Organisations.

What significant negative impact this activity might have

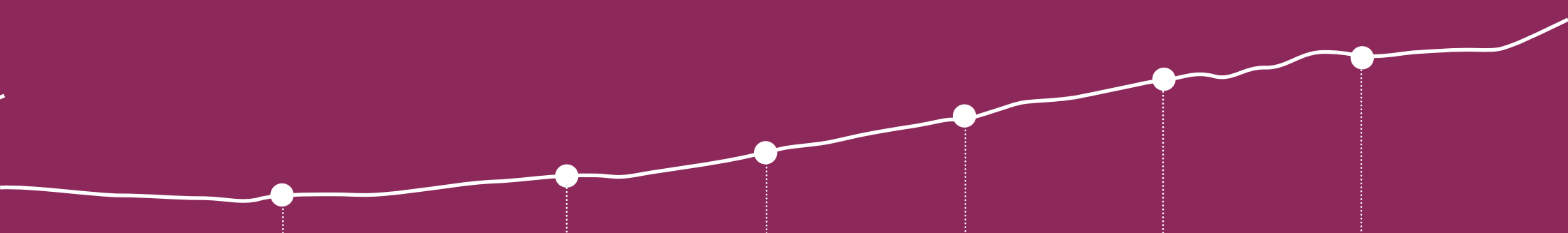
Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Events managed, facilitated or assisted by the Council may have significant negative effects on the environmental wellbeing of non-participants. Such negative effects include increased noise, traffic congestion and restricted access to public facilities.	<p>We work with event managers and affected parties to minimise these negative effects wherever possible and in line with our Events Strategy 2015. We have an Events Facilitation Team that meets regularly with event organisers to discuss and educate.</p> <p>The Council cannot mitigate all of the impact of events traffic. However, traffic management plans can be required for events and activities that will result in a certain number of vehicle movements.</p>

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Indicators of housing affordability (Four measures are used to ensure accuracy):					
Housing Affordability Measure (HAM): Share of first time buyer households with below average income after housing costs.	74.3%	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Housing Affordability Measure (HAM): Share of renting households with below average income after housing costs.	44.7%	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Reduction in the Rental Affordability Index (ratio of the average weekly rent to average weekly earnings).	0.44	<0.44	<0.44	<0.44	<0.44
Reduction in the Housing Affordability Index (ratio of the average current house value to average annual earnings).	16.1	maintain/improve	maintain/improve	maintain/improve	maintain/improve



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Return on cost of commercial property, excluding revaluation gains/losses.	170.5%	maintain/improve	maintain/improve	maintain/improve	maintain/improve
Percentage of commercial ratepayers who are satisfied with a) the information they receive, b) their ability to have a say, c) satisfaction with RTOs, d) services essential for their business operations (response/resolution, clarity of process and timeframes, staff knowledge and professionalism, fairness and consistency.	new measure	>50%	>55%	>60%	>60%

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.

What does supporting the Economy cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18 Economy	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Sources of operating funding											
General rates, uniform annual general											
181 charges, rates penalties	96	169	220	175	185	171	196	203	222	244	
5,509 Targeted rates	4,900	6,114	6,607	6,782	7,022	7,341	8,144	7,981	8,369	8,800	
2,823 Fees and charges	2,919	2,453	1,961	2,002	2,044	2,089	2,137	2,186	2,238	2,292	
104 Subsidies & grants for operating purposes	75	79	83	88	92	97	101	105	109	113	
- Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	
Fuel tax, fines, infringement fees &											
465 other receipts	483	483	483	483	483	483	483	483	483	483	
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	
9,082 Total sources of operating funding	8,473	9,298	9,354	9,530	9,826	10,181	11,061	10,958	11,421	11,932	
Applications of operating funding											
7,024 Payments to staff and suppliers	7,194	7,603	7,732	7,960	8,305	8,677	9,574	9,494	9,946	10,424	
667 Finance costs	561	527	372	244	165	117	68	24	5	6	
481 Internal charges and overheads applied	715	1,152	1,231	1,303	1,318	1,345	1,371	1,393	1,418	1,446	
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
8,172 Total applications of operating funding	8,470	9,282	9,335	9,507	9,788	10,139	11,013	10,911	11,369	11,876	
910 Surplus/(deficit) of operating funding	3	16	19	23	38	42	48	47	52	56	
Sources of capital funding											
- Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	
- Development & financial contributions	-	-	-	-	-	-	-	-	-	-	
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	
(1,885) Increase/(decrease) in debt	1,917	(3,254)	(2,956)	(2,172)	(972)	(975)	(978)	(769)	21	17	
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-	
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	
(1,885) Total sources of capital funding	1,917	(3,254)	(2,956)	(2,172)	(972)	(975)	(978)	(769)	21	17	
Applications of capital funding											
Capital expenditure											
- - to meet additional demand	654	429	-	-	-	-	-	-	-	-	
121 - to replace existing assets	49	50	50	51	53	54	55	56	57	59	
- - to improve the level of service	2,217	2,283	13	13	13	13	14	14	14	15	
(1,096) Increase/(decrease) in reserves	(1,000)	(6,000)	(3,000)	(2,213)	(1,000)	(1,000)	(999)	(792)	2	(1)	
- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	
(975) Total applications of capital funding	1,920	(3,238)	(2,937)	(2,149)	(934)	(933)	(930)	(722)	73	73	
(910) Surplus/(deficit) of capital funding	(3)	(16)	(19)	(23)	(38)	(42)	(48)	(47)	(52)	(56)	
- Funding balance	-	-	-	-	-	-	-	-	-	-	

Economy capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
Arrowtown											
Arrowtown campground minor capex	13	13	13	12	13	13	13	13	14	14	131
Queenstown											
Lakeview development, land	750	1,780									2,530
Lakeview development, infrastructure upgrades	2,109	919									3,028
Queenstown campground minor capex	25	25	26	26	27	28	28	29	29	30	273
Wanaka											
Glendhu Bay campground minor capex	12	12	12	13	13	13	14	14	14	15	132
Wanaka campground minor capex	12	12	12	13	13	13	14	14	14	15	132
Grand Total	2,921	2,761	63	64	66	67	69	70	71	74	6,226

REGULATORY FUNCTIONS AND SERVICES



A responsive organisation

What we deliver for Regulatory Functions and Services

LEVEL OF SERVICE: *Building consents - The Council provides efficient and cost effective processing of building applications that are considered for environmental impact.*

LEVEL OF SERVICE: *Enforcement - The Council provides effective and appropriate enforcement and control of activities to minimise the potential harm to the public.*

BUILDING CONSENTS

The Building Services Team is responsible for ensuring buildings are constructed in a safe manner and all aspects of the building code and the Building Act 2004 are complied with. This is achieved through the consenting and compliance process.

We employ adequate staff and external contractors to ensure the above is delivered efficiently and effectively. This includes processing approximately 2,000 building consents (with a built value of approximately \$800m) and undertaking 12,000 inspections annually.

The Building Services team is also responsible for ensuring all public buildings are safe and sanitary for occupancy. This is achieved by administering and ensuring compliance with the Building Warrant of Fitness scheme. Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.

LIQUOR LICENSING

This includes enforcement and monitoring of licensed premises and events to ensure compliance with the Sale and Supply of Alcohol Act 2012.

BYLAW ENFORCEMENT

The Animal Control service includes responding to complaints of wandering dogs, stock on roads, barking dogs, lost and found services, registration information, patrolling and education programmes. This ensures residents are safe, whilst the welfare of animals is protected.

Noise control operates 24 hours a day, seven days a week. Contractors respond to complaints of antisocial behaviour regarding noise. The majority of complaints are regarding stereo noise and associated people noise. People noise is a police matter.

We also work with the community to reduce littering.

ENVIRONMENTAL HEALTH

We promote, protect and improve the health of our community, through the application of various legislative requirements regarding premises such as food businesses, hairdressers, camping grounds and offensive trades.

LEGAL ROAD CLOSURES

The temporary road closure application process is managed by APL Property Ltd on behalf of the Council, with final approval through the Chief Executive of QLDC.

These requests are normally associated with events including filming, sports events, and community activities. All temporary road closure requests are considered as per the legislative requirements in the Local Government Act 1974.

PARKING ENFORCEMENT

Patrols occur seven days a week across the district to ensure compliance with national legislation and local regulation.

WATERWAYS ENFORCEMENT

We provide a range of recreational boating facilities so that the community can safely use waterways for recreation and commercial activity. This includes a harbourmaster to enforce bylaws and regulations to promote water safety. Harbourmaster services are provided 365 days a year.

What we are planning for Regulatory Functions and Services

BUILDING SERVICES

- > Continuing to consistently improve the time it takes to process building consents;
- > Consistently have building inspections at two days or less;
- > Consistently process building consents at 15 days or less;
- > More engagement and communication with the building industry through targeted meetings and written media;
- > Consistency in decision making for 'requests for information';
- > Continue to build our in-house staff resources and reduce our reliance on external contractors; and
- > Ensure all earthquake prone buildings captured by the new legislation have been identified in the district and notices issued to owners of timeframes advising when their buildings need to be strengthened or demolished.

BYLAW ENFORCEMENT

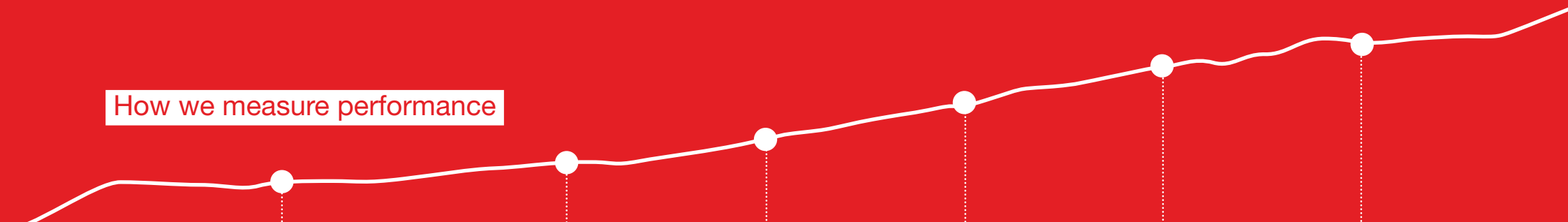
- > Bylaws that are up for review during this Ten Year Plan are the Freedom Camping bylaw, Traffic and Parking bylaw, and the Dog Control bylaw;
- > We will be investigating and implementing a new bylaw regarding skin piercing;
- > Build a new Queenstown dog pound;
- > Develop an Alcohol Strategy to reduce alcohol related harm in our community; and
- > Continue implementing the Food Act 2014, which has been a three year transition period.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. This table summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Dog ownership can lead to barking and roaming dogs and to dog attacks on people and other animals.	Through the use of our owner education initiatives, proactive patrolling and implementation of both the Dog Control Act and our Dog Control Bylaw 2014 we seek to mitigate this impact.
Freedom camping can lead to pollution of waterways, roadsides, parks and other public places and loss of amenity and privacy for the community.	We welcome visitors who camp responsibly, but for those that aren't responsible we can enforce under our Freedom Camping Bylaw 2012. This bylaw seeks to mitigate environmental and community impact from Freedom Camping.
By granting alcohol licences we may encourage alcohol related harm.	The implementation and enforcement of the Supply and Sale of Alcohol Act seeks to reduce the possibility of alcohol related harm to the community.
Registration of food businesses may result in public health concerns for the community.	The implementation and enforcement of the Food Act 2014 seeks to lessen the possibility of this negative impact.
Building consent decisions and delivery of information on the Building Act can have a significant effect on the social, cultural, economic and environmental wellbeing of the community.	We address this by ensuring that staff have adequate access to all relevant information and are appropriately trained and qualified to make robust decisions to ensure that these effects are kept to a minimum.
The Building Services team is not able to control the incoming work load, this may result in consents not being issued within the statutory time frames. This can have a negative effect on businesses and rate payers.	The short fall in processing capacity is compensated for by utilising external contractors to assist with our workload.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of building consents processed within statutory timeframes.	81%	100%	100%	100%	100%
Every food business that is due an audit is audited within the timeframe according by the Food Act 2014.	New measure	100%	100%	100%	100%
Number of Request for Service freedom camping complaints.	318	<318	<318	<318	<318

What does Regulatory Functions and Services cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18	Regulatory Functions and Services	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sources of operating funding											
General rates, uniform annual general											
-	charges, rates penalties	-	-	-	-	-	-	-	-	-	-
776	Targeted rates	2,088	1,077	925	768	438	376	144	(338)	(588)	(919)
5,960	Fees and charges	8,083	8,742	9,314	9,830	10,356	10,821	11,269	11,735	12,228	12,741
-	Subsidies & grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees &											
2,174	other receipts	3,504	4,058	4,554	4,819	5,072	5,341	5,553	5,766	5,989	6,218
-	Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-
8,910	Total sources of operating funding	13,675	13,877	14,793	15,417	15,866	16,538	16,966	17,163	17,629	18,040
Applications of operating funding											
6,225	Payments to staff and suppliers	10,063	10,234	10,847	11,214	11,600	11,941	12,285	12,646	13,032	13,359
10	Finance costs	9	10	10	12	26	34	24	18	17	15
2,768	Internal charges and overheads applied	3,736	3,725	4,014	4,265	4,296	4,378	4,459	4,518	4,593	4,675
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
9,003	Total applications of operating funding	13,808	13,969	14,871	15,491	15,922	16,353	16,768	17,182	17,642	18,049
(93)	Surplus/(deficit) of operating funding	(133)	(92)	(78)	(74)	(56)	185	198	(19)	(13)	(9)
Sources of capital funding											
-	Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & financial contributions	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
20	Increase/(decrease) in debt	42	(18)	39	42	522	(205)	(215)	(18)	(22)	(56)
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
20	Total sources of capital funding	42	(18)	39	42	522	(205)	(215)	(18)	(22)	(56)
Applications of capital funding											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	15	-	-	-	17	-	40	-	-
35	- to improve the level of service	65	5	43	65	545	18	8	5	1	9
(108)	Increase/(decrease) in reserves	(157)	(130)	(82)	(97)	(79)	(55)	(25)	(82)	(36)	(74)
-	Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
(73)	Total applications of capital funding	(92)	(110)	(39)	(32)	466	(20)	(17)	(37)	(35)	(65)
93	Surplus/(deficit) of capital funding	133	92	78	74	56	(185)	(198)	19	13	9
-	Funding balance	-	-	-	-	-	-	-	-	-	-

Regulatory Functions and Services capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
District Wide											
Parking officer personal transportation	30		16			16					62
Health and safety body cameras for parking officers		4		4			5			5	18
Health and safety body cameras for freedom camping enforcement	3				3			3			9
Warrant printer renewals	3										3
Queenstown											
New Queenstown dog pound				53	541						594
Gorge Road car pound upgrade	25		26								51
Queenstown dog pound electrical upgrade		8									8
Wanaka											
Wanaka dog pound		8				16		40			64
Car pounds and dog pounds				4							4
Wanaka alarm installation											
Grand Total	61	20	42	61	544	32	5	43	-	5	813

LOCAL DEMOCRACY



Communities are resilient and prepared
for civil defence emergency events



An organisation that
demonstrates leadership



An organisation that considers
the district's partnership with
Mana Whenua

What we deliver within Local Democracy

LEVEL OF SERVICE: *The Council ensures the community has a 'voice'.*

COMMUNITY ENGAGEMENT

This activity aims to empower our communities to participate meaningfully in shaping our services, facilities and policies. This includes encouraging people to participate in democracy by being involved in making decisions about the community where they live.

COMMUNITY LEADERSHIP

Governance supports elected members (Council, its Committees and the Wanaka Community Board) in their leadership role, enabling them to make informed decisions and monitor the delivery of services. The activity enables community participation in strategic agenda setting.

The Local Government Act 2002 creates a model of participative democracy to enable decision making for the benefit and wellbeing of the community. Elected members lead the decision making process for the community. Decisions are made taking into consideration the views of the community, but the elected members are accountable for those decisions.

Council staff plan and prepare the agendas for these meetings, ensure the meetings follow the approved procedures (standing orders) and minute the record of each meeting. Agenda and minutes are available to the community through the Council's website and all meetings are open to the community and provide for a period of public forum where Councillors can be directly addressed.

Governance is responsible for:

- > developing strategic priorities for the activities that the Council will deliver;
- > developing and approving the long term strategic and financial plan for the Council (the Ten Year Plan);
- > monitoring the Council's performance in the achievement of the plans;
- > communicating priorities, plans and achievements to the community;
- > ensuring the Council's obligations and responsibilities under more than sixty different laws and a large number of regulations are met on a continuing basis. Staff are responsible for advising the Council on pending and actual changes to legislation; and
- > providing access to public information the Council holds, within the restrictions of the Privacy Act 1993 and complying with the Local Government Official Information and Meetings Act 1987.

Current Representation Arrangements

The Council is made up of the Mayor and ten Councillors with the district divided into three wards:

Mayor

Jim Boulton ONZM

Arrowtown Ward

Scott Stevens

Wakatipu Ward

Alexa Forbes

Craig (Ferg) Ferguson

John MacDonald

Penny Clark

Tony Hill

Valerie Miller

Wanaka Ward

Calum MacLeod (Deputy Mayor)

Ross McRobie

Quentin Smith

Wanaka Community Board

The Wanaka Community Board is not a committee of the Council but a separate unincorporated body established under Section 49 of the Local Government Act 2002. The role of the Wanaka Community Board is to represent and act as an advocate for the Wanaka community. The Council has given extensive delegation to the Wanaka Community Board to make decisions on many of the facilities and services located within the Wanaka Ward. The membership of this Community Board is:

Wanaka Community Board

Rachel Brown (Chair)

Ed Taylor

Ruth Harrison

Jude Battson

Calum MacLeod

Ross McRobie

Quentin Smith

Committees

The Council reviews its committee structure after each triennial election. At the last review in December 2016, the Council resolved to increase standing committees to four and meet on a six weekly basis. The Council also established the following committees to oversee specific activities:

- > Audit, Finance and Risk;
- > Planning and Strategy;
- > Infrastructure;
- > Community and Services;
- > Appeals;
- > District Licensing; and
- > Chief Executive Performance Review.

The Mayor may attend and vote at any meeting of Council or its committees, and Councillors are entitled to attend (but not vote at) any committee meeting of which they are not a member. The exception to this is the District Licensing Committee which has powers of a commission of enquiry under the Sale and Supply of Alcohol Act 2012.

The membership of these committees is:

Audit, Finance and Risk Committee

Cr Ross McRobie (Chair)

Cr Tony Hill

Mr Stuart McLauchlan

Mr Roger Wilson

Planning and Strategy Committee

Cr Tony Hill (Chair)

Cr Calum MacLeod

Cr Ross McRobie

Cr Valerie Miller

Cr John MacDonald

Cr Quentin Smith

Infrastructure Committee

Cr Alexa Forbes (Chair)

Cr Ross McRobie

Cr Penny Clark

Cr Craig Ferguson

Cr John MacDonald

Community and Services Committee

Cr Scott Stevens (Chair)
Cr Craig Ferguson
Cr Penny Clark
Cr Valerie Miller
Cr Quentin Smith

Appeals Subcommittee

The Chairperson of the Planning and Strategy Committee and any two other members of that Committee.

District Licensing Committee

Mr Bill Unwin (Chair)
Mr Lyal Cocks
Mr John Mann
Mr Michael MacAvoy
Mr Bob McNeil
Mr Neil Gillespie

Chief Executive Performance Review Subcommittee

Mayor Jim Boulton ONZM
Cr Alexa Forbes
Cr Ross McRobie

EMERGENCY MANAGEMENT

The Council has broad responsibilities under the Civil Defence Emergency Management (CDEM) Act 2002 to:

- > identify the hazards and risks that our communities face;
- > reduce the likelihood and consequences of hazards, building resilience;
- > enable communities, partner response organisations and infrastructure providers to be ready for emergencies;
- > respond effectively to emergencies in partnership with communities, businesses and partner organisations;
- > direct and coordinate response and recovery efforts when necessary; and
- > support communities to recover holistically and sustainably from emergencies.

QLDC is an active member of the Otago CDEM Group. An Emergency Management Officer for our district is employed to coordinate emergency management plans and coordinate the efforts of QLDC, local partner organisation and communities in achieving the intent of the CDEM Act, National CDEM Strategy, National CDEM Plan, and the Otago CDEM Group Plan.

What we are planning for Local Democracy

EMERGENCY MANAGEMENT

- > Develop Community Response Plans by 2020 to ensure the district's communities all have a robust plan for their readiness, response and recovery in the event of a civil defence emergency;
- > Facilitate a joint planning initiative with key tourism organisations in the district to address visitor, tourist and foreign national welfare plans; and
- > Assess the impact of a magnitude 8+ earthquake on transport infrastructure in and around Queenstown and Wanaka. In particular, to develop a plan to consider the logistics of evacuating high numbers of residents and visitors out of Queenstown and Wanaka.

What significant negative impact this activity might have

Sometimes the activities that we do can have a negative impact. While we strive to ensure that we operate in a way that provides the most positive outcomes, we have to acknowledge that sometimes there is a trade-off. The table below summarises those negative effects that we consider significant for this activity and also what we are going to do to try and minimise these effects.

SIGNIFICANT NEGATIVE EFFECT	SUSTAINABLE SOLUTION
Being poorly prepared for an effective emergency response would have significant negative effects.	We are an active member of the Otago Civil Defence Emergency Management Group, maintaining an effective and coordinated response capability within our district.
Low community resilience has significant negative effects.	Education is key. We are working on increasing the level of engagement of everyone in the community to understand what they need to do before, during and after emergencies. The key principle of community resilience is self-reliance and being prepared through our individual community plans.
Low-level community participation in local democratic and governance processes has negative effects. Democracy is a core principle of local government.	We continue to increase the profile of the Council, elected members and our activities in the community. Our Significance and Engagement Policy drives us to have the right conversations with the right people about the right issues.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of residents and ratepayers who consider themselves resilient and prepared in the event of an emergency.	new measure	80%	80%	80%	80%
Percentage of QLDC staff (that are part of the emergency response structure) who have participated in training throughout the year.	100%	100%	100%	100%	100%
Percentage of residents and ratepayers who are satisfied with overall Council performance.	61% (Otago-wide survey)	80%	80%	80%	80%
Attendance at all Te Roopu Taiao.	new measure	100%	100%	100%	100%
Mana Whenua satisfaction with engagement by QLDC. This measure will be sought from representatives of the Murihiku and Otagou Runaka.	new measure	>80%	>80%	>80%	>80%

What does Local Democracy cost, how is it paid for

FUNDING IMPACT STATEMENT BY ACTIVITY GROUP (\$'000)

ANNUAL PLAN	YEAR PLAN										
2017/18 Local Democracy	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Sources of operating funding											
General rates, uniform annual general											
595 charges, rates penalties	286	434	460	482	487	496	505	512	521	530	
2,912 Targeted rates	3,640	4,984	5,346	5,428	5,618	5,865	5,804	6,031	6,273	6,242	
8 Fees and charges	24	25	27	28	30	31	32	34	35	36	
- Subsidies & grants for operating purposes	-	-	-	-	-	-	-	-	-	-	
3,822 Interest and dividends from investments	4,958	5,404	6,101	6,438	6,718	7,510	8,469	9,151	8,066	8,146	
Fuel tax, fines, infringement fees &											
- other receipts	-	-	-	-	-	-	-	-	-	-	
- Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	
7,337 Total sources of operating funding	8,908	10,847	11,934	12,376	12,853	13,902	14,810	15,728	14,895	14,954	
Applications of operating funding											
2,259 Payments to staff and suppliers	2,219	2,340	2,500	2,396	2,557	2,745	2,627	2,806	2,992	2,898	
- Finance costs	-	-	-	-	-	-	-	-	-	-	
1,315 Internal charges and overheads applied	1,792	3,193	3,423	3,622	3,664	3,738	3,811	3,867	3,937	4,011	
- Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
3,574 Total applications of operating funding	4,011	5,533	5,923	6,018	6,221	6,483	6,438	6,673	6,929	6,909	
3,763 Surplus/(deficit) of operating funding	4,897	5,314	6,011	6,358	6,632	7,419	8,372	9,055	7,966	8,045	
Sources of capital funding											
- Subsidies & grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	
- Development & financial contributions	-	-	-	-	-	-	-	-	-	-	
- Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	
- Increase/(decrease) in debt	-	-	-	-	-	-	-	-	-	-	
- Lump sum contributions	-	-	-	-	-	-	-	-	-	-	
- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	
- Total sources of capital funding	-	-	-	-	-	-	-	-	-	-	
Applications of capital funding											
Capital expenditure											
- - to meet additional demand	-	-	-	-	-	-	-	-	-	-	
- - to replace existing assets	-	-	-	-	-	-	-	-	-	-	
- - to improve the level of service	-	-	-	-	-	-	-	-	-	-	
3,763 Increase/(decrease) in reserves	4,897	5,314	6,011	6,358	6,632	7,419	8,372	9,055	7,966	8,045	
- Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	
3,763 Total applications of capital funding	4,897	5,314	6,011	6,358	6,632	7,419	8,372	9,055	7,966	8,045	
(3,763) Surplus/(deficit) of capital funding	(4,897)	(5,314)	(6,011)	(6,358)	(6,632)	(7,419)	(8,372)	(9,055)	(7,966)	(8,045)	
- Funding balance	-	-	-	-	-	-	-	-	-	-	

Local Democracy capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
District Wide											
Emergency management renewals and projects	4	1	1	4	1	1	4	1	1	2	20
Grand Total	4	1	1	4	1	1	4	1	1	2	20

FINANCE AND SUPPORT SERVICES



An organisation that
consults effectively and
makes sound decisions

What we deliver for Finance and Support Services

LEVEL OF SERVICE: *The Council follows a financial strategy that balances the need for growth and debt servicing.*

LEVEL OF SERVICE: *The Council handles customer communications efficiently and competently.*

FINANCIAL SERVICES

The Finance team covers a wide range of activities, which includes:

- > providing financial expertise, knowledge and tools required by our managers to make informed decisions;
- > providing finance services to other QLDC teams and activities;
- > ensuring the finance function is structured in a way that provides flexibility to meet future demands and pressures;
- > ensuring the Council continues to appropriately manage its financial risk and fulfil its regulatory and statutory obligations; and
- > ensuring we maintain a consistent culture of financial literacy and fiscal responsibility.

KNOWLEDGE MANAGEMENT

The Knowledge Management team manages the information and communication technology (ICT) infrastructure and application support, as well as providing spatial services, data and business analysis and records management. Knowledge Management supports the Council by managing technology risk, developing robust future proof systems and delivering transformational technology projects to meet and keep pace with the evolving needs of its customers; residents, visitors, businesses, partners, Central Government and staff.

HUMAN RESOURCES (HR)

The HR team's purpose is to set our people, and therefore the organisation, up for success.

We have two main roles:

- > our organisational strategic role requires the HR team to deliver frameworks, support and advice that drive success, assess risk and ensure compliance. To proactively work with managers to align our focus with the needs and objectives of the business; and

- > our operational role requires the HR team to support managers, team leaders, health and safety representatives to manage and develop our people and deliver on business needs.

Our core functions are to:

- > attract, recruit and retain our people;
- > facilitate and assist the organisation in leadership, organisational culture and engagement;
- > be the driver of organisational and career development;
- > deliver strong reward and remuneration programmes for our people;
- > ensure the organisation is compliant and supported in all areas of employment relations; and
- > ensure we have a strong health, safety and wellbeing culture and are compliant in all health, safety and wellbeing areas.

LEGAL SERVICES

As a territorial authority, the Council has certain regulatory functions to administer and act as an impartial decision maker. Where possible, the Council is required to separate its regulatory functions from the other activities it is involved with. The principle statutes that the Council is required to administer are the following:

- > Reserves Act 1977;
- > Resource Management Act 1991;
- > Building Act 2004;
- > Local Government Act 2002;

- > Local Government (Rating) Act 2002;
- > Local Electoral Act 2001;
- > Food Act 2014 (and associated Regulations);
- > Health Act 1956;
- > Sale and Supply of Alcohol Act 2012;
- > Dog Control Act 1996;
- > Litter Act 1979; and
- > Health and Safety at Work Act 2015

The Council also makes bylaws to deal with specific issues of public health and safety.

CUSTOMER SERVICES

The Customer Services team provide the first point of contact for most of the community's interaction with QLDC. The Customer Services team provide face to face contact in our Gorge Road, Shotover Street and Ardmore Street offices. They are responsible for answering all phone enquiries and emails to the services@qldc.govt.nz inbox.

What we are planning for Finance and Support Services

KNOWLEDGE MANAGEMENT

Technology roadmaps have been developed which support the Council's desire to increase maturity in a number of areas. Including:

- > Improved levels of service by extending our online capability;
- > Ensuring our information is secure and available in the event of a disaster;
- > Improved access to enterprise-wide information to support good decision making;
- > Driving efficiency through continuous review and improvement of business processes;
- > Extending our Enterprise System to improve management of; documents, assets, corporate performance metrics and risk;
- > Facilitating a more mobile and flexible workforce; and
- > Providing fit for purpose and up to date infrastructure.

HUMAN RESOURCES

- > Establish succession plans for the organisation, ensuring high risk roles are identified and safeguarded;
- > Deliver a competency matrix for all roles within the organisation focusing on both technical and behavioural elements;
- > Improve our reward and recognition programmes;
- > Work with the organisation in developing a workplace strategy for the modern work place;
- > Review the recruitment strategy with a focus on innovative solutions for sourcing talent;
- > Continue a focus on leadership development to drive business capacity, capability and performance; and
- > Establish a Diversity and Inclusion policy that supports a modern workplace and positions QLDC as an employer of choice and enables us to deliver for and relate to our community.

COUNCIL OFFICES

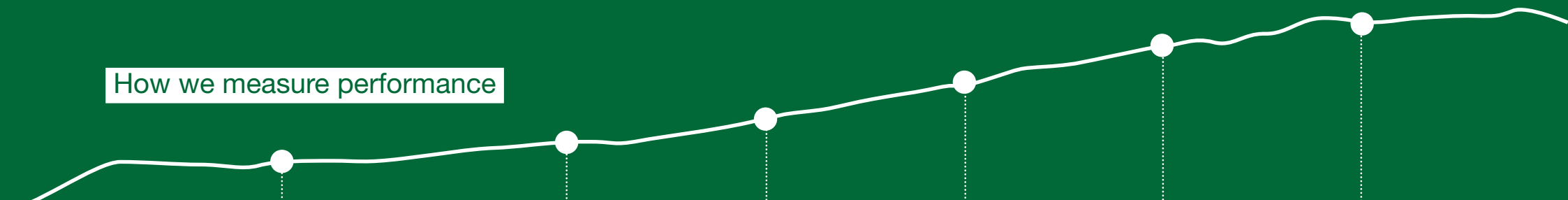
- > Included in this Ten Year Plan is funding for a one Council building in Queenstown (Project Connect). The intention is to address the existing challenge of staff spread throughout four different buildings located in the four corners of the town centre and the resultant less-efficient customer service delivered to our community.

The future needs of the Council have identified a building of 4,200 square meters in floor space, which would also enable capacity for an 'interim' library space of approximately 600 square meters. This will allow Queenstown Library to continue as a service, once Gorge Road is sold, and prior to a dedicated library space being developed in the town centre.

What significant negative impact this activity might have

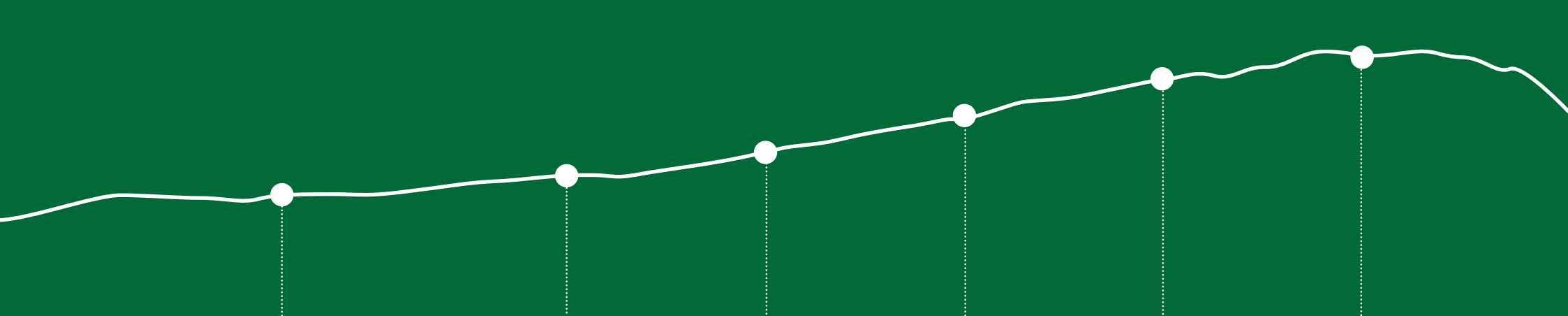
There are no significant negative effects of this activity.

How we measure performance



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)*	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of complaints that are resolved within 10 working days.	new measure	>95%	>95%	>95%	>95%
Reduction in the Total Recordable Injury Frequency Rate.	12.7	<12	<12	<12	<12
Percentage of ratepayers who are satisfied with the opportunities to have to their say.	new measure	>80%	>80%	>80%	>80%
Net cash flow from operations equals or exceeds budget (predictability benchmark/operations control benchmark).	119.2%	>100%	>100%	>100%	>100%
Customer satisfaction with a) speed of response and final resolution b) clarity of process and timeframes c) staff knowledge and professionalism d) fairness and consistency.	new measure	>50%	>55%	>60%	>60%
Capital expenditure on the five network infrastructure services equals or exceeds depreciation on those five services (sustainability benchmark/balanced budget benchmark).	238%	>100%	>100%	>100%	>100%

* Note: Some measures are new and do not appear in the 2015–2025 Ten Year Plan.



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Percentage of customer calls that meet the service level, answered within 20 seconds.	79.7%	>80%	>80%	>80%	>80%
Weighted average interest rate.	4.5%	<6%	<6%	<6%	<6%
Debt servicing to rates revenue.	6.1%	<15%	<15%	<15%	<15%
Percentage of debt owing 90 days plus.	9%	<30%	<30%	<30%	<30%
Renewals capex to depreciation ratio.	2.5	>1	>1	>1	>1
Rates income complies with the limits set in the financial strategy (affordability benchmark/rates benchmark).	44.1%	<55%	<55%	<55%	<55%
Debt complies with the limits set in the council's financial strategy (affordability benchmark/rates benchmark).	72.5%	<250%	<250%	<250%	<250%



KEY PERFORMANCE INDICATOR	BASELINE (how we performed at 30 June 2017)	TARGET YEAR 1 2018-2019	TARGET YEAR 2 2019-2020	TARGET YEAR 3 2020-2021	TARGET YEAR 10 2027-2028
Net debt per rating unit.	\$3,940	<\$7,100	<\$7,100	<\$7,100	<\$7,100
Rates per rating unit.	\$2,636	<\$2,700	<\$2,700	<\$2,700	<\$2,700
Revenue (excluding income from development and financial contributions, revaluations and vested assets) exceeds operating expenditure (sustainability benchmark/balanced budget benchmark).	109.5%	>100%	>100%	>100%	>100%
Net debt is less than or equal to forecast net debt in the local authority's long term plan (predictability benchmark/Debt control benchmark).	58%	<100%	<100%	<100%	<100%
Borrowing costs are less than 10% of operating revenue (or 15% for those with projected growth at or above NZ average) (sustainability benchmark. Debt servicing benchmark).	6.1%	<15%	<15%	<15%	<15%

Finance and Support Services capital works

SUM OF CAPITAL WORKS (\$000)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	GRAND TOTAL
District Wide											
Enterprise system investment	725	417	389	212	163	166	113	115	118	121	2,539
Information and communication technology (ICT) projects	190	128	197	186	92	99	169	173	177	182	1,593
Website enhancements and projects	60	153	36	37	92	166	141	144	148	151	1,128
Geographic information system software and projects	125	127	130	53	54	55	79	81	83	85	872
Mobile computing	65	81	67	69	70	72	90	93	95	97	799
ICT hardware	83	44	60	111	23	16	56	58	59	61	571
Library systems	45	46	10	32	32	50	51	52	53	55	426
Network	20	18	19	11	12	9	23	23	24	24	183
Business continuity		20	33		11		11	12	12	12	111
Queenstown											
Queenstown one office (Project Connect)	5,728	21,799	14,775								42,302
Queenstown one office (Project Connect) ICT			520								520
Malaghan historic building	30	305						52			387
Civic building renewals	45										45
Queenstown gardens depot renewals	20			11							31
Wanaka											
Wanaka office improvements	449	306									755
Wanaka works depot renewals	20			21							41
Grand Total	7,606	23,443	16,235	743	549	633	733	803	769	788	52,302