

2019 Rīpoata
pōtitanga i mua

2019 Pre-election
Report

He karere nā te Kaiwhakahaere Matua

Message from the Chief Executive



He karere nā te Kaiwhakahaere Matua | Message from the Chief Executive

The Local Government Election will be held on 12 October 2019. Under the Local Government Act (LGA) 2002, it is the responsibility of the Chief Executive to prepare a Pre-Election report (PER) to inform both the community and prospective candidates. It is essential that this report is entirely politically neutral.

The PER brings together information contained in the 2018-2028 Ten Year Plan, Annual Reports and the latest Annual Plan. In the plan cycle the Council adopted a Ten Year Plan in 2018. It must review the Ten Year Plan every three years and in the interim years it must adopt an Annual Plan, which identifies any planned changes to the Ten Year Plan. On 27 June 2019, the Council adopted the 2019/20 Annual Plan, which can be found on the Council website www.qldc.govt.nz and covers the detail of our work programme for the coming financial year. This PER is intended to show how the Council has performed to date through the presentation of key projects and financial data. The aim of this report is to ensure our community has a clear picture about the issues facing us now and in the future.

Planning for growth, and maintaining and improving our residents' quality of life, continues to be a priority concern for the Council. In the last three years we have commissioned Project Shotover (wastewater treatment scheme at Project Shotover), and worked with partners to improve transport connectivity through Hawthorne Drive, Kawarau Falls Bridge, Quail Rise, and an improved \$2 OrBus service. In addition, a new library in Frankton and aquatic and sports facilities in Wānaka have improved our community facilities offering. The capital programme in the 2018-28 Ten Year Plan represents 161% of the previous Ten Year Plan and demonstrates the significant investment that is being made to support this growth. Looking forward, we have committed to continue developing core infrastructure and will start to transition to implementing the masterplans we have developed across the district (Queenstown Town Centre, Frankton and Wānaka being the immediate priority areas). In addition, proposals for Special Housing Areas (SHAs) across the district has seen approximately 1,120 residential sections/units approved to meet growing demand for

more affordable housing. This has resulted in significant benefits to the Queenstown Lakes Community Housing Trust by way of financial contributions, land and land/housing packages. The development of the Lakeview site and the former Wakatipu High School site will also contribute significantly towards the demand for affordable housing in Queenstown.

Under the community vision for 2050, 'A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He Āmua Whakaohoho' the Council will continue to deliver ambitious plans for infrastructure, transport and community facilities. With an increased focus on wellbeing, supported by a regular Quality of Life survey, we will develop a policy framework that supports our communities. Work on the Homes Strategy and Climate Change Action Plan will inform the wellbeing agenda for the communities in our district. Key to this will be partnering with key stakeholders around the delivery of enhanced public transport options, improved open spaces, greater arts and culture offerings and facilities.

He karere nā te Kaiwhakahaere Matua | Message from the Chief Executive

The Council has made considerable progress in developing strong working relationship with Central government, focused on developing sustainable long term partnerships for investment into the region. The 2018 Business case submitted to government first outlined the critical role the district plays in contributing to the countries wellbeing and number one GDP earner; tourism. We have also strengthened our collaboration with neighbouring councils and the ORC, and have developed a new relationship with Kāi Tahu as we seek to recognise the role and contribution of iwi to our district.

Despite the continued prudent and transparent financial management of the organisation (as outlined in this report), our ratepayer base cannot continue to support the infrastructure required for our peak day population. It has been a key achievement of the Council to drive discussions with Central Government and subsequently hold the referendum on a visitor levy. The voter

turnout achieved was 42% and the result showed 81.83% in support of introducing a visitor levy. While the referendum is not binding, the support shown through the results clearly indicate this is something our people recognise is incredibly important. It also provides us with a clear mandate to engage with Central Government and request they consider introducing legislation to enable Council to gain part of its future revenue from the massive number of visitors we host every day of the year.

As well as large capital projects infrastructure and community projects, the role of our regulatory services cannot be overlooked. The demand on these services is growing year on year. For example, between 2016/17 and 2017/18, the number of resource consents received increased by 33.5%. Across these two periods, the number of building consents issued also rose from 1,571 to 1,903.

Council has a very clear role in advocating and leading the community on a wide range of issues. Integral to this is strong governance and a vested interest in the social wellbeing of our community. During the past three years the Council has actively sought to develop a more comprehensive level of understanding of the issues facing our community particularly on the back of significant growth and development. Establishing a long term vision for the community, beginning to actively understand the key social and community issues facing residents, and developing its voice as a key advocate for the community at government level all reflects on our intention to actively invest in the wellbeing of citizens, ratepayers and visitors alike.

I encourage both voters and potential candidates to engage in informed debate about the issues facing our community, as well as what Council leadership and direction should look like for the next three years. In support of that I can offer you an organisation in good health, a great culture, a can-do attitude and a staff who are proud to be QLDC. We have a great team.

Our community demonstrated that it was interested in our district's future when it got out and voted in unprecedented numbers in the recent referendum on the visitor levy, and I encourage all potential electors to take the time to participate in the upcoming elections and deliver a strong mandate to your Council.



Mike Theelen
Chief Executive





Whakatakika

Introduction

WHAT IS A PRE-ELECTION REPORT?

A pre-election report is prepared by the Chief Executive, independent of the Mayor and Councillors. It is intended as a tool to promote debate by providing a summary of financial and general information, which should assist both voters and candidates in the run up to the local body election.

HOW THIS REPORT HAS BEEN PREPARED

The following table demonstrates the range of information that is covered in this report and where it has been sourced from.

Whakatakika | Introduction

	LOOKING BACK			ELECTION YEAR (CURRENT YEAR)	LOOKING AHEAD		
	2016/17 (-3 YEARS)	2017/18 (-2 YEARS)	2018/19 (-1 YEAR)	2019/20	2020/21 (+1 YEAR)	2021/22 (+2 YEARS)	2022/2023 (+3 YEARS)
INFORMATION TO BE INCLUDED	Major achievements and projects			Planned projects for the year	Priorities and projects for the next 3 years		
	Funding impact statement			Funding impact statement	Funding impact statement		
	Statement of financial position (balance sheet)			Summary balance sheet	Statement of financial position (balance sheet)		
	A report on compliance with the financial strategy						
SOURCE OF INFO	Annual Report (audited)	Annual Report (audited)	Estimated (un-audited)	Annual Plan (un-audited)	10 Year Plan (audited)		

DEFINITIONS

A **Funding Impact Statement** pulls together all the information from each of the different groups of activities and sets out in a single statement the sources of both the operating and capital funding for everything that Council does.

A **Balance Sheet** is a statement of a company's financial position at a particular moment in time. This financial report shows the two sides of a company's financial situation -- what it owns (assets) and what it owes (liabilities).

(All the documents used to prepare this report can be found on the Council's website www.qldc.govt.nz)

Taunakitanga ā-hapori

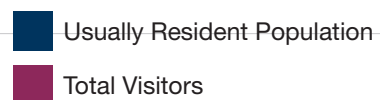
Community evidence base



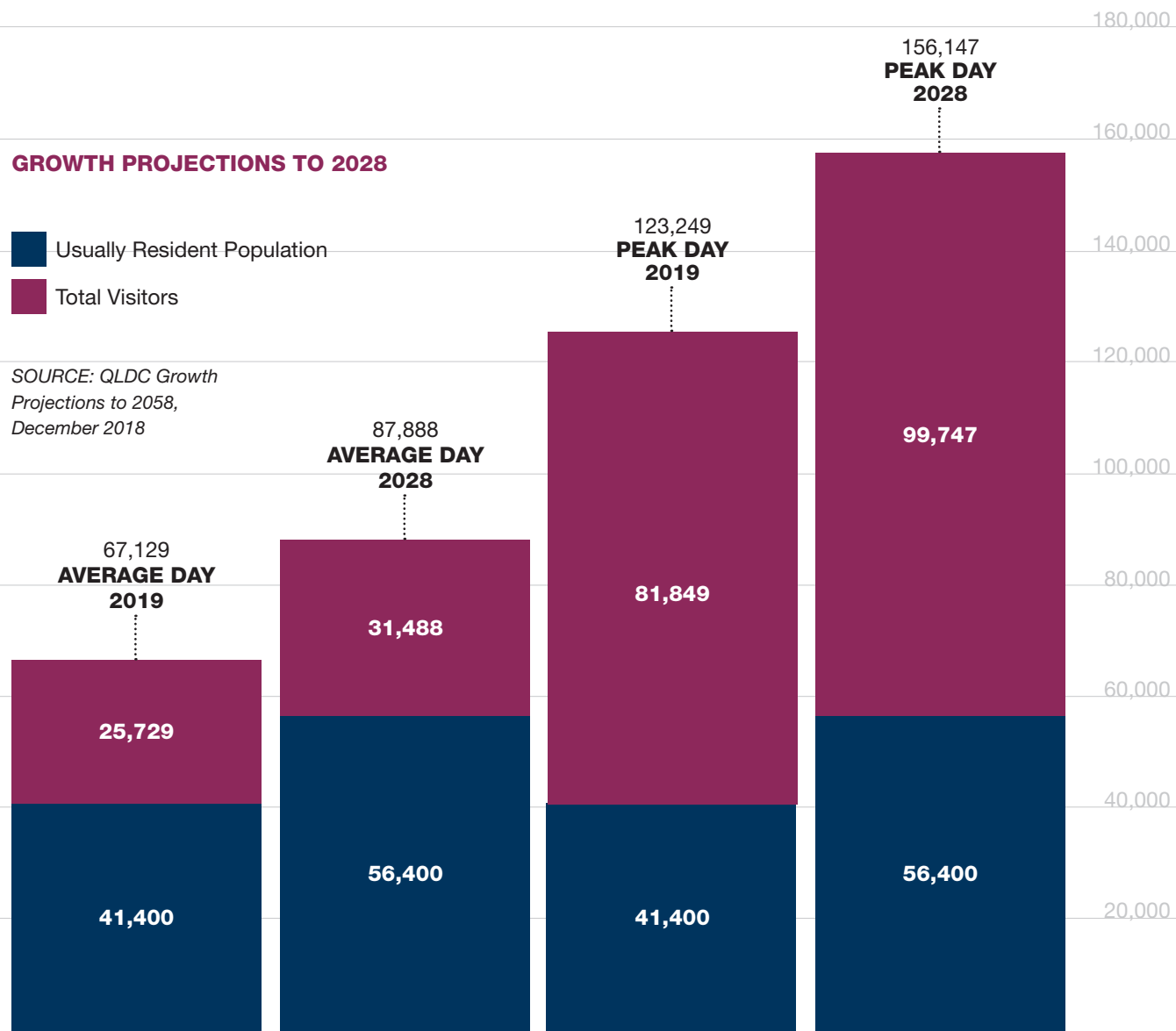
Taunakitanga ā-hapori | Community evidence base

Supporting future
planning and service
delivery in the district
with robust data.

GROWTH PROJECTIONS TO 2028

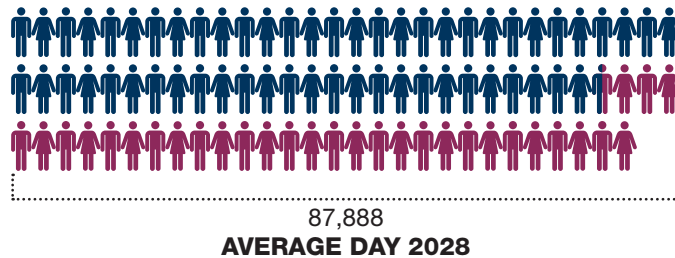
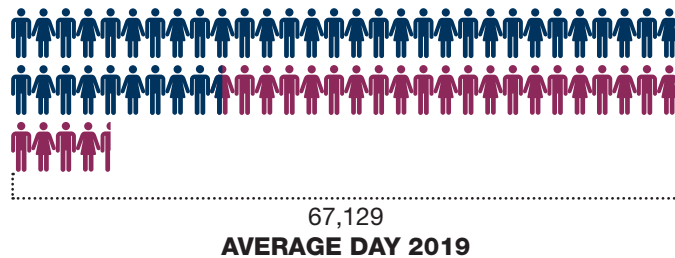


SOURCE: QLDC Growth
Projections to 2058,
December 2018

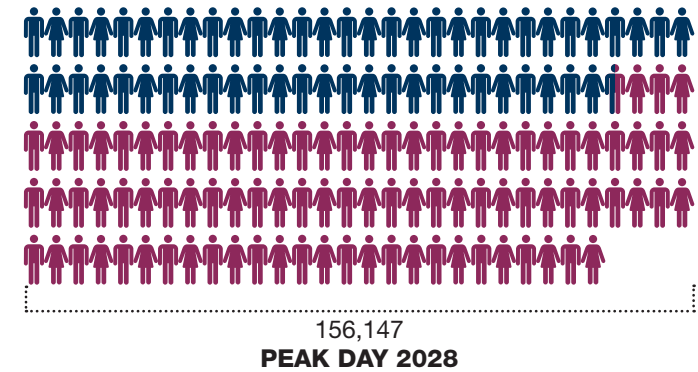
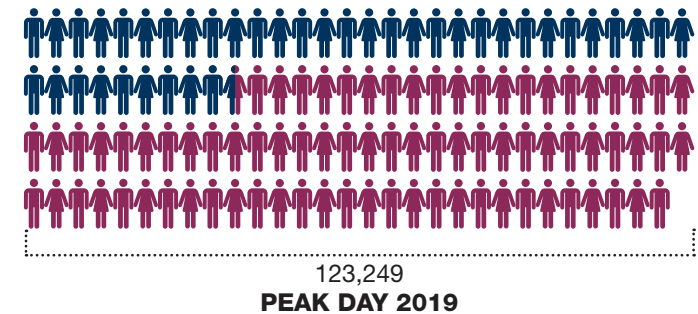


Taunakitanga ā-hapori | Community evidence base

AVERAGE DAY POPULATION GROWTH



PEAK DAY POPULATION GROWTH



Usually Resident Population

Total Visitors

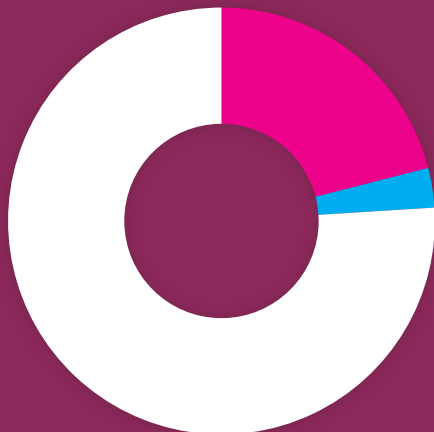
SOURCE: QLDC Growth Projections to 2058, December 2018

KEY QUALITY OF LIFE ISSUES

(as identified in the Quality of Life survey 2018)

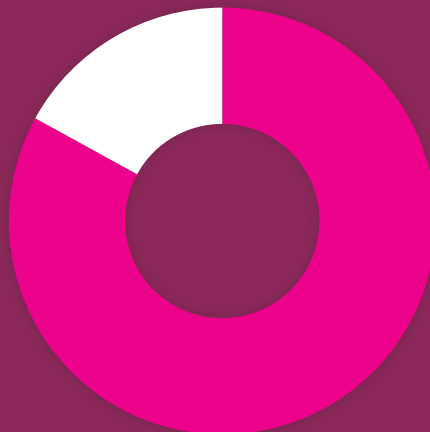
The following is based upon our own insights. The full Quality of Life report can be found on our website www.qldc.govt.nz/assets/Uploads/Our-Community/Quality-of-Life/QLDC-Quality-of-Life-2018-Report.pdf

INCOME



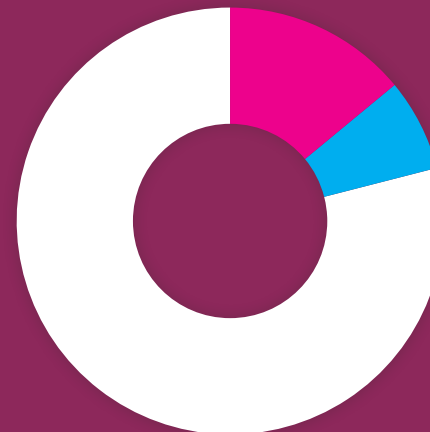
21% of respondents do not have disposable income and **3%** cannot cover their expenses.

REDUCING WASTE



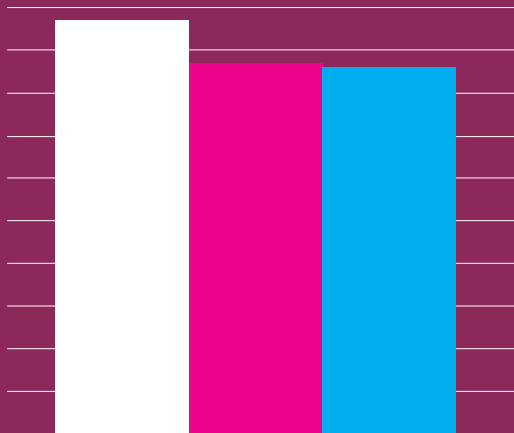
83% of respondents are making lifestyle changes to reduce their waste and their impact on the environment (such as growing their own vegetables or composting).

HEATING



While **79%** can heat their home adequately, **7%** said they cannot and **14%** said only sometimes. The main reason given was cost, lack of insulation and glazing. For a small percentage, the reason was a lack of heating source.

Taunakitanga ā-hapori | Community evidence base

**RESILIENCE**

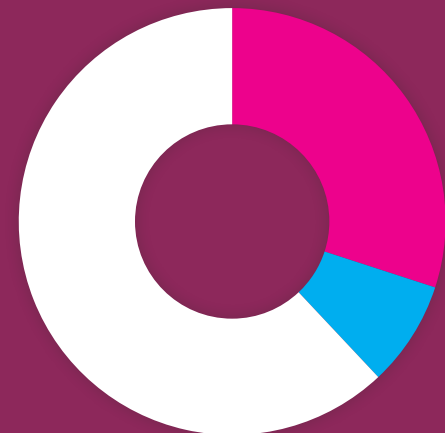
97% of respondents state they take responsibility for their own actions, **87%** say they have a good support network and **86%** say they are an optimistic person.

**EMERGENCY PREPAREDNESS**

Individuals and the neighbourhoods in which they live have strongly recognised the need to be better prepared for a civil defence emergency. Isolated communities appear to be better prepared than those closer to the central business districts.

**COMMUNITY SAFETY**

Illegal freedom camping, dangerous driving, litter and rubbish dumping, aviation noise and water pollution were identified as significant problems.

**TRANSPORT**

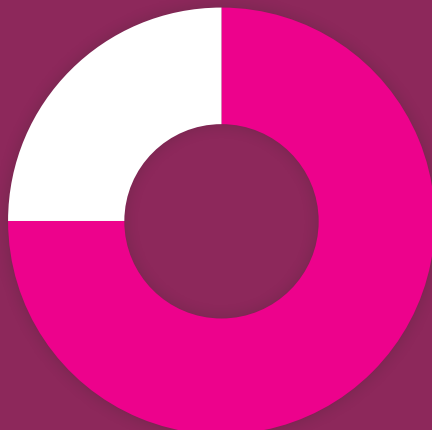
30% of respondents walk on a daily basis as an alternative to using a car and a further **8%** bike daily.

KEY QUALITY OF LIFE ISSUES

(as identified in the Quality of Life survey 2018)



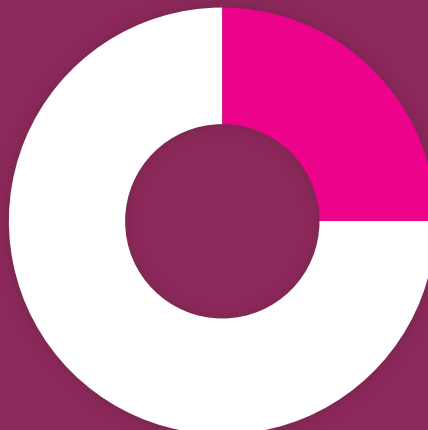
CLIMATE CHANGE



75% of those surveyed are concerned or very concerned about the impact of climate change. Although people are making lifestyle changes to assess their impact, more can be done around alternative modes of transport, recycling and environmental protection.



RESIDENCY



Around **25%** are not sure whether or not they intend to stay in the district less than two years.



PRIDE

Responses indicated a strong sense of pride in our district (however this is dependent on how you rate your quality of life).

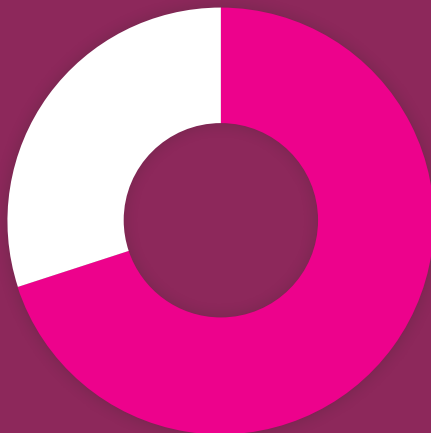


ACCESS TO SERVICES

Responses highlighted a clear demand for more and better access to key services, especially mental health and maternity services.



GROWTH



63% said they are not comfortable with the growth in visitor numbers in the district.



INEQUALITY

The research shows that there is an inequality gap. This is demonstrated by those who rate their quality of life as extremely poor versus those who said extremely good.



Ko ngā kaupapa me ngā whakatutukinga matua

Projects and key achievements





Ko ngā kaupapa me ngā whakatutukinga matua | Projects and key achievements

The capital projects listed are those with a total capital expenditure of over \$5m within the financial years detailed. For projects below this threshold, particularly those in smaller communities, please refer to the Ten Year Plan.

Please note that in some cases projects extend beyond the year listed, so the figures do not represent total budget in some cases.

LOOKING BACK	2016/17	
	PROJECT	DETAIL
	Stormwater reticulation works at Hawthorne Drive	\$3.6m cost at year end 2017
	Construction of Hawthorne Drive (Transport)	\$7.8m cost at year end 2017 – Stage One opened with a temporary surface and on street parking removed from Glenda Drive to ease flow of traffic. New Airport Park and Ride launched.
	Completion of Anderson Road, Wanaka	\$0.4m cost at year end 2017
	Shotover Country bore	\$0.4m cost at year end 2017
	Stage One Project Shotover completed	\$5.8m total cost for 2016/17 – Stage One commissioned and use of oxidation ponds for treatment and disposal of effluent no longer in use.
	Completion of Wanaka Recreation Centre	\$3.3m total cost for 2016/17
	Commencement of the construction of Wanaka Aquatic Centre	\$3.1m total cost for 2016/17
	Social Housing Areas (SHA) gazetted	Queenstown Country Club, Onslow Road, Arthurs Point, Business Mixed use (Gorge Road), Arrowtown Retirement Village
	2017/18	
	PROJECT	DETAIL
	Completion of Hawthorne Drive	\$5.6m total cost for 2017/18
	Completion of Stormwater reticulation works for Hawthorne Drive	\$2.1m cost at year end 2017/18
	Kawarau Falls bridge water supply pipeline	\$3.6m cost at year end 2017/18
	Queenstown Town Centre Masterplan	A broad plan was developed with key stakeholders and the community, ready to move into a more detailed planning phase. The 35 year, \$385 million programme supports a vision for a people focused, thriving and vibrant heart of Queenstown, now and into the future.
	Queenstown Town Centre Master Plan implementation projects	\$2m total cost for 2017/18 for Queenstown. Planning initiated for Frankton and Wanaka.
	Introduction of OrBus	In conjunction with New Zealand Transport Agency and Otago Regional Council, an improved service at a \$2 flat rate, was introduced.
	Completion of Wanaka Aquatic Centre	\$7.5m total cost for 2017/18
	Frankton Pop Up Library	The Pop Up Library was provided as an interim solution at Queenstown Events Centre, whilst planning for a longer-term library facility was underway.
	Review of Freedom Camping Bylaw	Development of an inter-organisational Responsible Camping Strategy, involving DoC, NZ Transport Agency, Land Information NZ and MBIE.
	Social Housing Areas (SHA) gazetted	Business Mixed use (Gorge Road) re-established, Bullendale

Ko ngā kaupapa me ngā whakatutukinga matua | Projects and key achievements

LOOKING BACK	2018/19	
	PROJECT	DETAIL
	Wanaka Lakefront Development Plan	\$2.5m (Ten Year Plan budgeted)
	Design and construct new Beacon Point water treatment plant	\$0.6m (Ten Year Plan budgeted)
	Project Pure	\$0.7m (Ten Year Plan budgeted)
	New Water Scheme Kingston	\$1.6m (Ten Year Plan budgeted)
	New development (housing infrastructure funding) (Kingston)	\$3.4m (Ten Year Plan budgeted)
	Kingston Treatment Plant and reticulation, design and construction, housing infrastructure funding	\$1.6m (Ten Year Plan budgeted)
	Ladies Mile development (Housing infrastructure funding)	\$0.5m (Ten Year Plan budgeted)
	North East Frankton Flats, new pipe system	\$7m (Ten Year Plan budgeted)
	Queenstown town centre parking improvements	\$10.2m (Ten Year Plan budgeted)
	Wakatipu walking and cycling improvements	\$1.2m (Ten Year Plan budgeted)
	Queenstown one office (Project Connect)	\$5.7m (Ten Year Plan budgeted)
	Queenstown town centre pedestrianisation	\$4.9m (Ten Year Plan budgeted)
	Civic heart development	\$0.5m (Ten Year Plan budgeted)
	Travel management (Queenstown)	\$1.9m (Ten Year Plan budgeted)
	Events Centre two new courts	\$0.9m (Ten Year Plan budgeted)
	Responsible Camping Strategy	Multi agency strategy adopted by Council
	Playspace	Queenstown's first destination playground opened on the lakefront.

CURRENT YEAR	2019/20	
	PROJECT	DETAIL
	Wanaka Lakefront Development Plan	\$1.9m (Ten Year Plan budgeted)
	Design and construct new Beacon Point water treatment plant	\$2m (Ten Year Plan budgeted)
	Treatment upgrade, connection to Project Pure (Hawea)	\$1.8m (Ten Year Plan budgeted)
	Project Pure treatment upgrade (Wanaka)	\$0.5m (Ten Year Plan budgeted)
	Transmission Pipeline, stage one (Wanaka)	\$0.9m (Ten Year Plan budgeted)
	Rata Street (Wanaka), construction of new pump station	\$0.8m (Ten Year Plan budgeted)
	New development (housing infrastructure funding) (Kingston)	\$0.26m (Ten Year Plan budgeted)
	New Water Scheme Kingston	\$5.507m (Ten Year Plan budgeted)
	Kingston Treatment Plant and reticulation, design and construction, housing infrastructure funding	\$6.108m (Ten Year Plan budgeted)
	Cardrona Wastewater scheme	\$2.571m (Ten Year Plan budgeted)
	Ladies Mile development (Housing infrastructure funding)	\$1m (Ten Year Plan budgeted)
	Queenstown Town Centre Arterial	\$19m (Ten Year Plan budgeted)
	Queenstown town centre parking improvements	\$11.8m (Ten Year Plan budgeted)
	Wakatipu walking and cycling improvements	\$7.8m (Ten Year Plan budgeted)
	Queenstown one office (Project Connect)	\$21.7m (Ten Year Plan budgeted)
	Public transport improvements, Stage 2, public transport hubs	\$5.3m (Ten Year Plan budgeted)
	Civic heart development	\$2.7mm (Ten Year Plan budgeted)
	Travel management (Queenstown)	\$1.8m (Ten Year Plan budgeted)
	Lakeview development, road and public realm	\$2.1m (Ten Year Plan budgeted)
	Events Centre two new courts	\$3.5m (Ten Year Plan budgeted)
	Wakatipu Library updates	\$1m (Ten Year Plan budgeted)
	Purchase of 516 Ladies Miles property Highway	\$13.7m (unbudgeted) final use of the property is yet to be determined
	New solid waste contract	The new contract for solid waste was initiated.

Ko ngā kaupapa me ngā whakatutukinga matua | Projects and key achievements

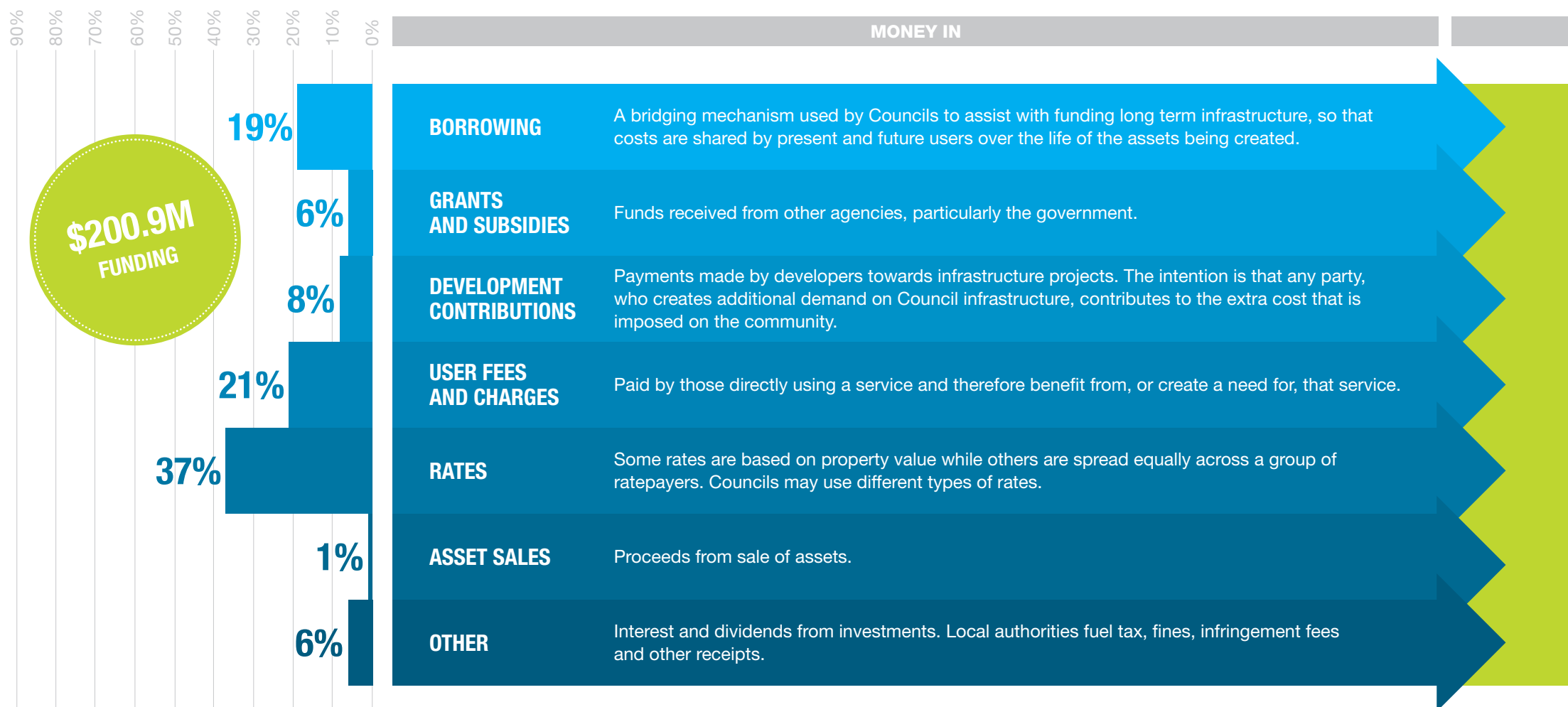
LOOKING AHEAD	2020/21 to 2022/23	
	PROJECT	DETAIL
	Wanaka Lakefront Development plan	Budgeted for \$993k (2020/21), \$243k (2021/22) and \$247k (2022/23)
	Design and construct new Beacon Point water treatment plant	Budgeted \$8.6m (2020/21), \$8.8m (2021/22). To complete in 2022/23
	Treatment upgrade, connection to Project Pure (Hawea)	Budgeted \$1.8m (2020/21). To complete 2020/21
	Transmission Pipeline, stage one (Wanaka)	Budgeted \$2.8m (2020/21), \$1.7m (2021/22). To complete in 2021/22
	Project Pure treatment upgrade (Wanaka)	Budgeted \$2.4m (2020/21), \$2.5m (2021/22). To complete 2021/22
	Rata Street (Wanaka), construction of new pump station	Budgeted \$1.6m (2020/21), \$2.9m (2021/22), \$0.6m (2022/23). To complete 2022/23
	Wanaka Recreation Centre Masterplan implementation	Budgeted \$3.2m (2020/21)
	Kingston Treatment Plant and reticulation, design and construction, housing infrastructure funding	Budgeted \$6.2m (2020/21)
	New development (housing infrastructure funding) (Kingston)	Budgeted \$1.2m (2022/23)
	Ladies Mile development (Housing infrastructure funding)	Budgeted \$4.3m (2020/21)
	Queenstown town centre pedestrianisation	Budgeted \$9.5m (2020/21), \$1m (2021/22) and \$12.2m (2022/23)
	Travel management (Queenstown) \$1.931m	Budgeted \$0.7m (2020/21), \$0.3m (2021/22) and \$0.3m (2022/23)
	Coronet Forest Revegetation	Budgeted \$0.6m (2020/21), \$1.1m (2021/22) and \$3.5m (2022/23)
	Ladies Mile and Lake Hayes new reservoir	Budgeted \$1.1m (2020/21), \$2.2m (2021/2022), and \$3.3m (2022/23). To complete in 2022/23
	New Two Mile water treatment plant	Budgeted \$0.5m (2020/21), \$1.5m (2021/22), \$6.5m (2022/23)
	Queenstown Town Centre Arterial	Budgeted \$35.8m (2020/21), \$25.5m (2021/22), \$35.4m (2022/23)
	Queenstown town centre parking improvements	Budgeted \$24.1m (2020/21)
	Public transport improvements, Stage 2, public transport hubs	Budgeted \$1.4m (2021/22), \$18.6m (2022/23). To complete 2022/23
	Wakatipu walking and cycling improvements	Budgeted \$1.3m (2020/21), \$2.5m (2021/22), \$3.8m (2022/23)
	Civic heart development (Queenstown)	Budgeted \$7.6m (2020/21)
	Public realm upgrades (Queenstown)	Budgeted \$0.7m (2020/21), \$5.4m (2021/22)
	Transfer station upgrade (Wakatipu)	Budgeted \$3.2m (2021/22), \$3.3m (2022/23). To complete 2022/23
	Queenstown one office (Project Connect)	Budgeted \$14.7m (2020/21). To complete 2020/21.
	Lakeview development, road and public realm	Budgeted \$2.2m (2020/21), \$1.1m (2021/22)
	Events Centre two new courts	Budgeted \$3.8m (2020/21). To complete 2020/21.
	Wakatipu Library updates	Budgeted \$3.8m (2020/21). To complete 2020/21.

Te whakaritenga ā-ahumoni

Financial performance



Te whakaritenga ā-ahumoni | Financial performance



IMPACTED BY

MONEY OUT

POPULATION
GROWTH

PRICE
CHANGES
AND
INFLATION

DEBT

LEVELS
OF
SERVICE

GEOGRAPHY

EFFICIENCIES
AND
INNOVATION

**OPERATING
COSTS**

Normal business
costs, excluding
depreciation.

\$124.1M
OPERATING
EXPENDITURE
(18/19)

CAPITAL COSTS

Money spent on
upgrading assets.

Capital
Expenditure is
split into three
types:

\$28m

To meet additional
demand (18/19)

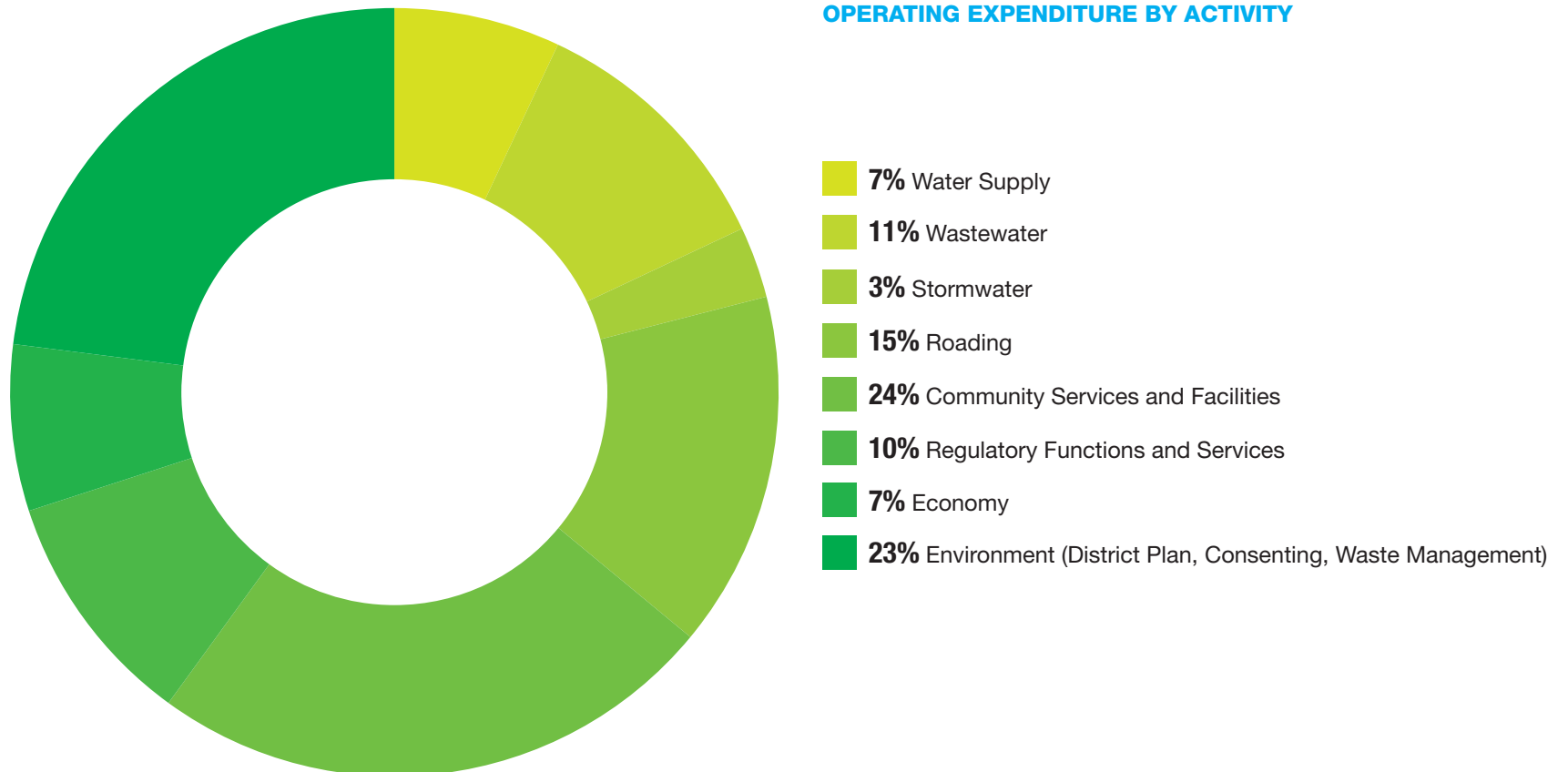
\$17.5m

To replace existing
assets (18/19)

\$31.3m

To improve the level
of service (18/19)

Te whakaritenga ā-ahumoni | Financial performance

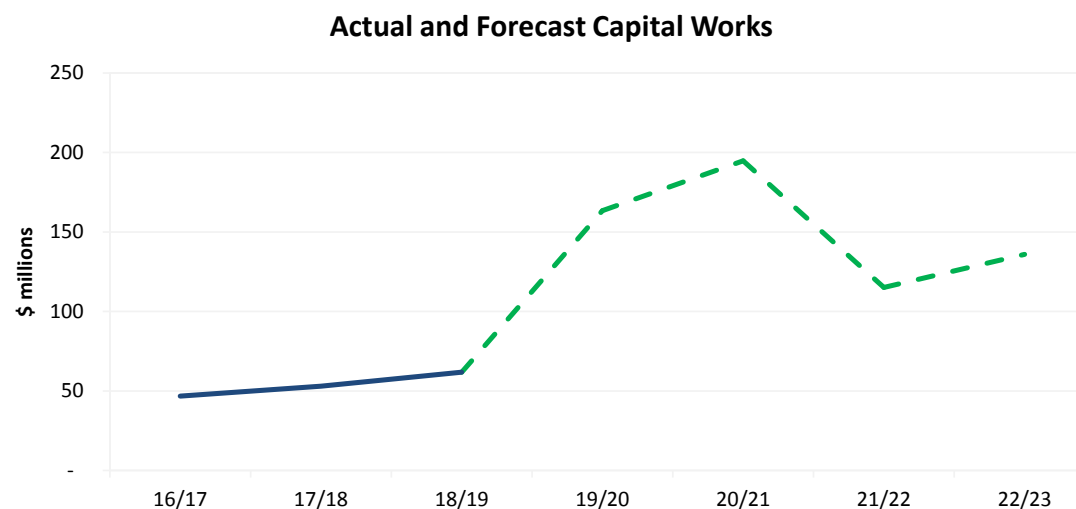


The Financial Strategy is outlined in full in the 2018-28 Ten Year Plan, as a means of demonstrating prudent financial management. It is used as a tool when the Council makes big funding decisions, so that the community can understand the implication of the decision on rates, debt and investments.

The following graphs show how the Council has performed against the Financial Strategy for the past three years, current year, and the forecast for the next three years.

1. CAPITAL PROGRAMME

Capital expenditure within the 2018-28 Ten Year Plan is much higher than previously forecast. It amounts to \$990m (2015: \$380m) which represents an increase of \$610m or 161% more than the 2015 Ten Year Plan. The capital expenditure programs reflect a major change of approach for infrastructure delivery; moving from a reactive “just in time” provision to a more proactive and planned approach. The 2018-28 capital programmes have been derived from revised asset management plans that include the latest growth projections and which incorporate the Integrated Transport Masterplans for Queenstown.



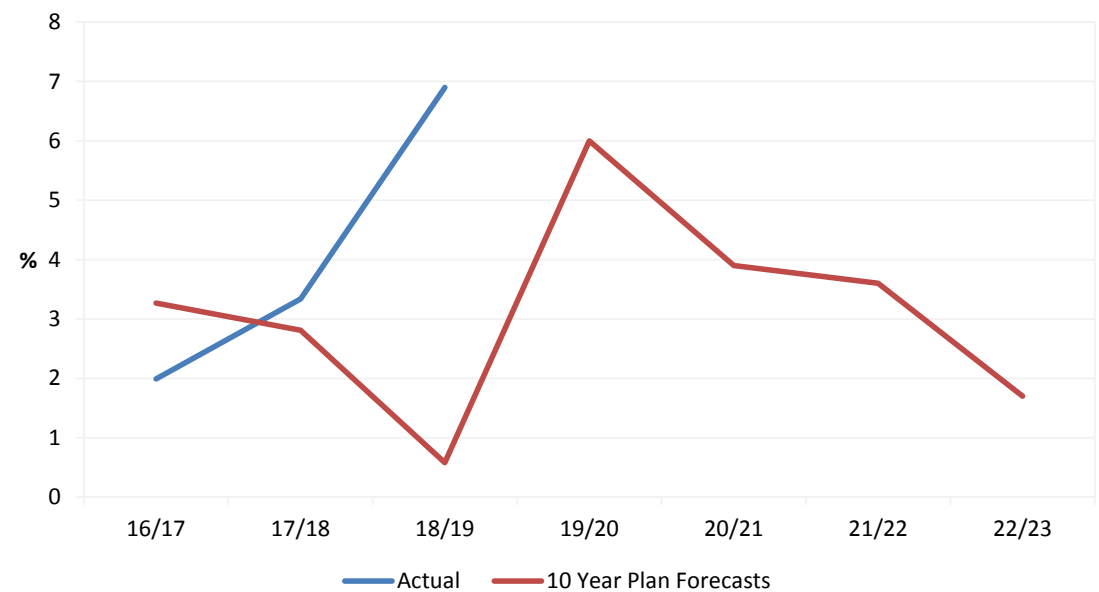
Te whakaritenga ā-ahumoni | Financial performance

2. RATES

The graph below shows the actual rates increases over the past three years compared to the increases forecast in the Ten Year Plan. The total rates for 19/20 are \$84.3m, compared to the forecast amount of \$81.4m. This represents an increase of \$2.9m.

The larger increases for 18/19 and 19/20 reflect the impact of the introduction of the new solid waste contract which offers a universal (3 bin) residential service from 1 July 2019 and the increased grant to Destination Queenstown (DQ) of \$0.9m as a result of the submission process. Neither of these issues was budgeted for in the Ten Year Plan; the impact of the solid waste contract structure adds approximately \$2.5m (3.25%) to residential rates. There is however, a clear transfer of cost for many households. It is expected that many ratepayers will benefit from savings under the new contract as the additional \$160 in rates can be offset against the cost of an Allwaste bin or the cost of blue bags no longer required. The DQ increase was supported by DQ members in April 2019. The effect of this change will be an increase in the total rates paid by businesses in the Queenstown/Wakatipu wards of between 2.6% to 4.7%. The Council has disclosed the rating impact of these budget changes as part of the Annual Plan.

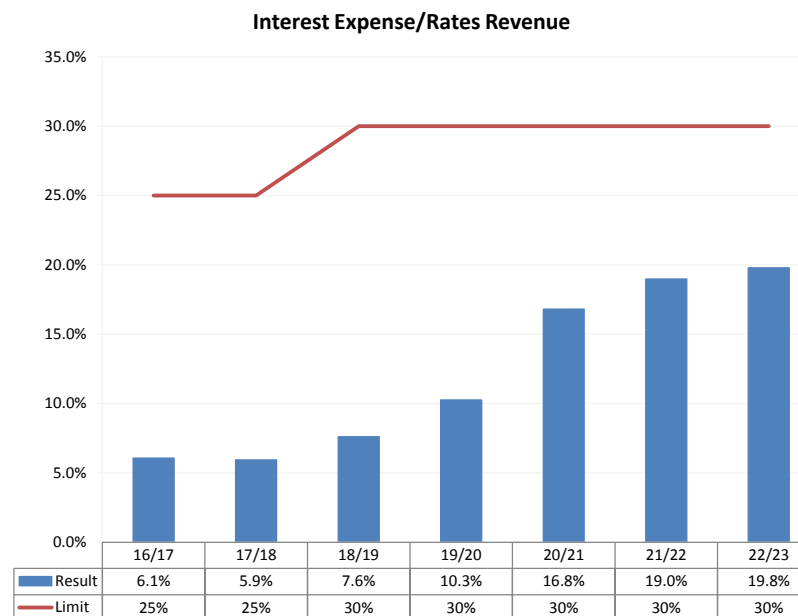
**Rates Increase - Actual and Forecast
(after allowing for growth)**



3. DEBT LEVELS

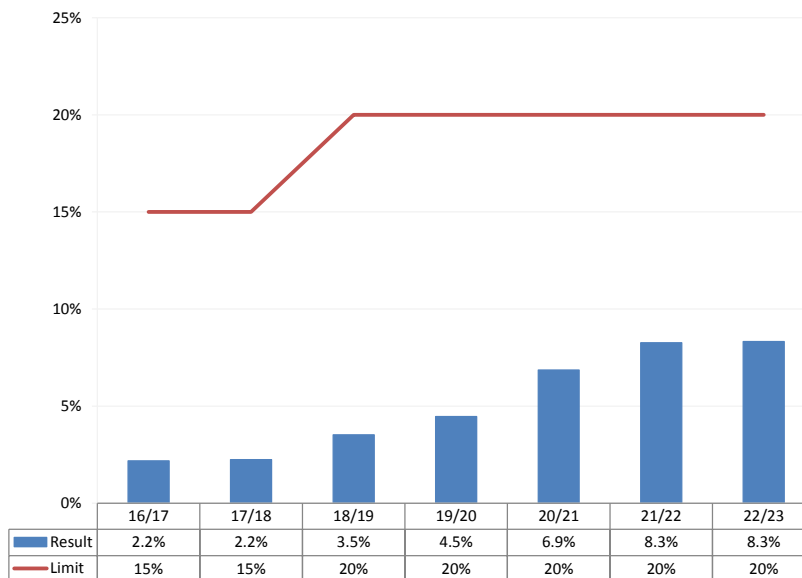
In order to deliver the substantial capital programme included in this plan, the Council will need to rely on borrowing. The amount of borrowing required is significantly above the amount anticipated in the 2015 plan. The Council has obtained a credit rating of AA- which will facilitate a higher borrowing limit and has spent a considerable amount of time and effort working through the capital programme to ensure that it is affordable, necessary and deliverable. Projects within the programme, that are attributable to growth, will be funded by development contributions as the growth occurs. However, in the first instance the cost must be funded largely by debt. This enables the Council to spread the cost of large projects over the expected life of the asset. Using debt in this way means that future residents and ratepayers contribute a fair share to facilities they will benefit from.

The following graphs demonstrate how the Council is maintaining affordability through self-imposed borrowing limits.

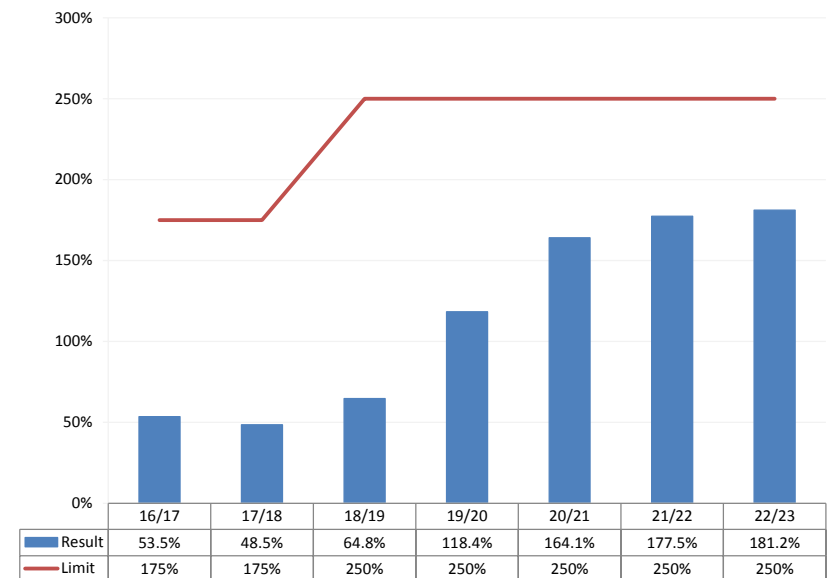


Te whakaritenga ā-ahumoni | Financial performance

Interest Expense/Total Revenue

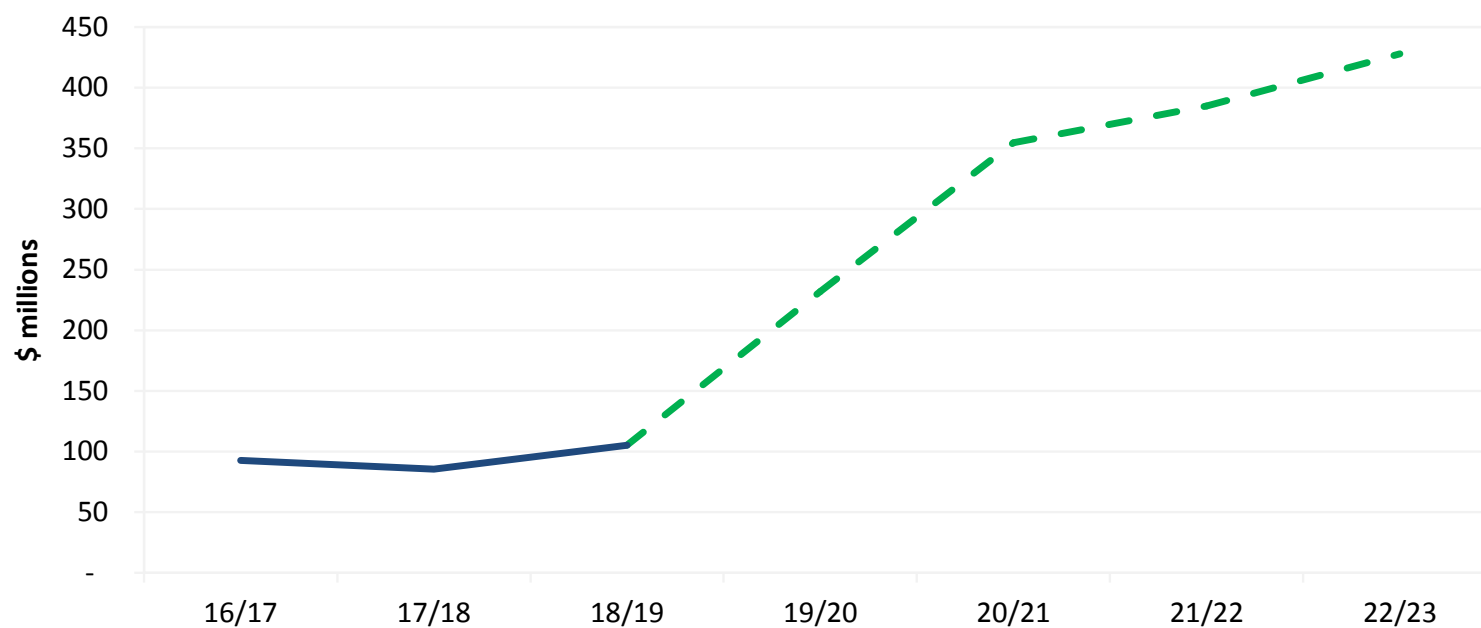


Net Debt/Total Revenue



The following graph shows the forecast debt levels from the Ten Year Plan, compared to actual debt levels up to 2018/19. The total debt as at 30 June 2019 is \$105.8m, which is \$52.2m less than forecast in the 2018 Ten Year Plan.

Actual and Forecast External Debt



Te whakaritenga ā-ahumoni | Financial performance

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE (\$'000)

Actual 2016/17	Actual 2017/18	Estimate 2018/19		Annual Plan Forecast 2019/20	10 Year Plan Forecast 2020/21	10 Year Plan Forecast 2021/22	10 Year Plan Forecast 2022/23
			Current Assets				
29,669	34,720	13,651	Financial assets	13,914	13,652	13,636	13,636
843	1,260	17,970	Other current assets	17,970	11,969	9,188	9,188
30,512	35,980	31,621	Total Current Assets	31,884	25,621	22,824	22,824
			Non-Current Assets				
2,134	7,957	-	Financial assets	-	-	-	-
1,239,934	1,298,917	1,328,431	Other non-current assets	1,563,182	1,765,594	1,859,739	2,054,537
1,242,068	1,306,874	1,328,431	Total Non-Current Assets	1,563,182	1,765,594	1,859,739	2,054,537
1,272,580	1,342,854	1,360,052	Total Assets	1,595,066	1,791,215	1,882,563	2,077,361
			Current Liabilities				
17,223	30,203	20,000	Borrowings	63,000	89,000	58,000	64,000
32,471	39,343	32,472	Other current liabilities	45,918	32,472	32,473	32,475
49,694	69,546	52,472	Total Current Liabilities	108,918	121,472	90,473	96,475
			Non-Current Liabilities				
75,466	55,263	85,300	Borrowings	168,933	265,640	326,928	363,930
1,298	13,265	-	Other non-current liabilities	-	-	-	-
76,764	68,528	85,300	Total Non-Current Liabilities	168,933	265,640	326,928	363,930
1,146,122	1,204,780	1,222,280	Public Equity	1,317,215	1,404,103	1,465,162	1,616,956
1,272,580	1,342,854	1,360,052	Total Equity and Liabilities	1,595,066	1,791,215	1,882,563	2,077,361

FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE - Whole of Council (\$'000)

Actual 2016/17	Actual 2017/18	Estimate 2018/19		Annual Plan Forecast 2019/20	10 Year Plan Forecast 2020/21	10 Year Plan Forecast 2021/22	10 Year Plan Forecast 2022/23
Sources of Operating Funding							
3,252	3,642	3,622	General Rates, Uniform Annual General Charge, Rates Penalties	3,338	3,607	4,154	4,064
59,481	63,775	71,474	Targeted Rates	81,919	84,496	90,236	95,289
7,418	6,007	5,477	Subsidies & Grants for Operating Purposes	5,649	5,363	5,424	5,464
28,156	32,303	42,898	Fees & Charges	39,760	41,709	49,638	52,136
4,865	6,016	7,334	Interest & Dividends from Investments	5,404	6,100	6,438	6,718
8,254	8,925	5,299	Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts	9,027	8,095	7,169	7,369
111,426	120,668	136,104	Total Sources of Operating Funding (A)	145,097	149,370	163,059	171,040
Applications of Operating Funding							
82,725	95,613	113,914	Payments to Staff & Suppliers	118,563	112,388	117,841	123,593
3,771	3,957	10,281	Finance Costs	8,747	14,820	17,914	19,667
-	-	-	Other Operating Funding Applications	-	-	-	-
86,496	99,570	124,195	Total Applications of Operating Funding (B)	127,310	127,208	135,755	143,260
24,930	21,098	11,909	Surplus/(Deficit) of Operating Funding (A - B)	17,787	22,162	27,304	27,780
Sources of Capital Funding							
7,748	6,173	7,381	Subsidies & Grants for Capital Expenditure	28,337	46,977	32,885	49,578
13,112	15,985	16,239	Development & Financial Contributions	19,422	19,787	17,651	15,574
7,565	11,684	23,449	Increase/(Decrease) in Debt	94,886	105,844	30,288	43,002
162	3,915	2,803	Gross Proceeds from Sale of Assets	3,000	-	3,316	-
28,587	37,757	49,872	Total Sources of Capital Funding (C)	145,645	172,608	84,140	108,154
Applications of Capital Funding							
Capital Expenditure							
21,682	22,256	20,535	- to meet additional demand	49,047	65,221	42,201	45,497
9,392	13,120	17,529	- to replace existing assets	37,913	32,317	27,473	28,607
15,692	17,611	23,718	- to improve the level of service	76,470	97,237	45,451	61,829
6,751	5,868	(1)	Increase/(Decrease) in Reserves	2	(5)	(3,681)	1
-	-	-	Increase/(Decrease) of Investments	-	-	-	-
53,517	58,855	61,781	Total Applications of Capital Funding (D)	163,432	194,770	111,444	135,934
(24,930)	(21,098)	(11,909)	Surplus/(Deficit) of Capital Funding (C - D)	(17,787)	(22,162)	(27,304)	(27,780)
-	-	-	Funding Balance ((A - B) + (C - D))	-	-	-	-

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