Financial Overview and Statements

FORECAST FINANCIAL STATEMENTS

The Council's 10 Year Plan covers the period 1 July 2021 to 30 June 2031. It incorporates operating and capital expenditure for the period for the core Council entity - consolidated statements have not been prepared to include subsidiaries. In this section financial information is provided at a summary level, but more detailed information for each activity and group of activities is included throughout the document.

The financial information contained in the 10 Year Plan is a forecast for the purposes of Public Benefit Entity (PBE) Financial Reporting Standard (FRS) 42. This information may not be appropriate for purposes other than those described. It has been prepared on the basis of assumptions (refer to Significant Forecasting Assumptions in section 3) about future events that the Council reasonably expects to occur, associated with the actions it reasonably expects to take, as at the date the forecast was prepared. The actual results are likely to vary from the information presented and may vary materially depending on the circumstances that arise during the period. The 10 Year Plan has been prepared in accordance with generally accepted accounting practice and the Council's accounting policies are outlined in section 3. The policies incorporate the latest PBE accounting standards and the changes have had no material effect.

The Funding Impact Statements in section 3 have been prepared in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014. The regulations are not consistent with generally accepted accounting practice.

Rates revenue is included net of any remissions granted under the Council's Rates Remission Policy. Remissions of $0.25 million per annum have been assumed.

Legislation states that councils are required to operate a 'balanced budget' i.e. income must equal or exceed expenditure (and expenditure must include non-cash items such as depreciation). However if a council determines that it is prudent not to have a 'balanced budget' (i.e. an operating surplus is not required), it must make a formal decision to that effect. The decision must be a prudent one and have included consideration of levels of service and useful lifespan of assets. There are grounds for not having a surplus every year to avoid building up unnecessary cash reserves. Council's asset management plans ensure the Council is appropriately planning for renewals and its financial strategy is to make adequate financial provision to fund renewals from rates revenue. Council is making provision to fund between $20 million and $30.9 million per annum for capital renewals throughout the 10 years of the Plan.

The Council’s Prospective Statement of Comprehensive Revenue and Expense (next page) shows that after including capital revenue of between $15.4m and $51.2 million p.a. there is a surplus of between $5.2 million and $55.8 million p.a. projected throughout the 10 years of the Plan. Council interprets the position to mean it is projected to have a ‘balanced budget’ throughout this period.

These forecast financial statements were authorised for issue by Palmerston North City Council on 25 June 2021.

Palmerston North City Council is responsible for these forecast financial statements, including the appropriateness of the assumptions underlying the forecast financial statements and all other disclosures.

Because the figures are rounded to the nearest thousand dollars, it may appear that they do not add up, but the total represents the sum of the individual forecast amounts.

For a detailed view of forecasted revenue and expenses, including a proposed schedule of programmes, see the Council’s Activities – How we are planning to get there – in section 2 of this Plan.

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Budget 2020/21 $'000s		10 YP 2021/22 $'000s	10 YP 2022/23 $'000s	10 YP 2023/24 $'000s	10 YP 2024/25 $'000s	10 YP 2025/26 $'000s	10 YP 2026/27 $'000s	10 YP 2027/28 $'000s	10 YP 2028/29 $'000s	10 YP 2029/30 $'000s	10 YP 2030/31 $'000s
	Revenue										
	Operating Revenue										
100,782	Rates	107,974	116,885	126,374	138,173	153,330	163,252	170,714	177,570	182,231	187,832
17	Interest & Dividends	17	17	17	17	17	17	17	17	17	17
3,395	Operating Subsidies & Grants	4,817	4,967	5,445	5,892	5,662	6,011	6,186	6,366	6,552	6,742
28,730	Other Operating Revenue	30,329	31,795	32,726	34,223	35,331	36,466	38,072	39,182	40,019	41,003
132,923		143,137	153,663	164,563	178,305	194,340	205,746	214,989	223,135	228,818	235,594
	Capital Revenue										
7,321	Capital Subsidies & Grants	11,307	14,467	23,062	21,303	21,020	25,173	31,653	38,288	38,330	13,751
1,891	Development Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
2,000	Vested Assets	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
11,212		15,397	19,055	28,311	28,630	30,483	37,076	43,867	50,737	51,193	26,749
144,135	TOTAL REVENUE	158,534	172,718	192,874	206,935	224,823	242,821	258,856	273,872	280,011	262,343
	Expenses										
101,756	Expenses	109,984	113,713	120,905	129,526	133,335	137,132	139,518	143,785	146,327	151,112
5,557	Interest	5,124	6,809	8,150	11,093	15,545	19,946	22,420	23,133	23,950	24,181
40,430	Depreciation and amortisation	38,210	40,054	42,436	46,235	48,323	44,981	49,963	51,182	56,599	63,941
147,742	TOTAL EXPENSES	153,318	160,576	171,491	186,853	197,203	202,058	211,901	218,100	226,876	239,234
(3,607)	SURPLUS/(DEFICIT)	5,217	12,142	21,383	20,082	27,620	40,763	46,955	55,772	53,135	23,108
	Other Comprehensive Revenue and Expense										
-	Gain on property revaluations	10,046	21,962	-	15,918	81,232	-	18,488	116,808	-	27,148
(3,607)	TOTAL COMPREHENSIVE REVENUE AND EXPENSE	15,263	34,104	21,383	36,000	108,852	40,763	65,443	172,580	53,135	50,256
1.9%	**RATES INCREASE**	7.1%	8.3%	8.1%	9.3%	11.0%	6.5%	4.6%	4.0%	2.6%	3.1%

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY

Budget 2020/21 $'000s		10 YP 2021/22 $'000s	10 YP 2022/23 $'000s	10 YP 2023/24 $'000s	10 YP 2024/25 $'000s	10 YP 2025/26 $'000s	10 YP 2026/27 $'000s	10 YP 2027/28 $'000s	10 YP 2028/29 $'000s	10 YP 2029/30 $'000s	10 YP 2030/31 $'000s
1,568,800	Opening Balance	1,689,059	1,704,322	1,738,426	1,759,808	1,795,809	1,904,661	1,945,424	2,010,867	2,183,447	2,236,582
(3,607)	Total Comprehensive Revenue and Expense	15,263	34,104	21,383	36,000	108,852	40,763	65,443	172,580	53,135	50,256
1,565,192		1,704,322	1,738,426	1,759,808	1,795,809	1,904,661	1,945,424	2,010,867	2,183,447	2,236,582	2,286,838

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

2020/21 Budget $'000s		2021/22 10 YP $'000s	2022/23 10 YP $'000s	2023/24 10 YP $'000s	2024/25 10 YP $'000s	2025/26 10 YP $'000s	2026/27 10 YP $'000s	2027/28 10 YP $'000s	2028/29 10 YP $'000s	2029/30 10 YP $'000s	2030/31 10 YP $'000s
14,569	Current Assets	13,921	14,199	14,483	14,773	15,068	15,369	15,677	15,990	16,310	16,636
	Non-Current Assets										
12,941	Investments in CCOs and industry companies	13,926	13,926	13,926	13,926	13,926	13,926	13,926	13,926	13,926	13,926
5,270	Investment Property & Other Financial Assets	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550
1,750,856	Property, Plant & Equipment	1,933,112	2,016,153	2,086,670	2,285,473	2,553,641	2,753,664	2,841,023	3,039,050	3,127,016	3,161,141
1,783,636	**TOTAL ASSETS**	**1,965,509**	**2,048,828**	**2,119,629**	**2,318,722**	**2,587,186**	**2,787,510**	**2,875,177**	**3,073,516**	**3,161,803**	**3,196,254**
(37,150)	Current Liabilities	(37,388)	(37,666)	(37,950)	(38,242)	(38,539)	(38,841)	(39,148)	(39,462)	(39,782)	(40,108)
	Non-Current Liabilities										
1,131	Employee Entitlements	6,648	6,648	6,648	6,648	6,648	6,648	6,648	6,648	6,648	6,648
178,240	Term Liabilities	215,765	264,702	313,837	476,638	635,951	795,211	817,127	842,574	877,405	861,274
1,923	Provisions	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386
	Equity										
(1,046,511)	Retained Earnings	(1,052,407)	(1,064,549)	(1,085,931)	(1,106,013)	(1,133,633)	(1,174,396)	(1,221,351)	(1,277,123)	(1,330,258)	(1,353,367)
518,681	Other Reserves	651,915	673,877	673,877	689,796	771,028	771,028	789,516	906,324	906,324	933,471
1,783,636	**TOTAL LIABILITIES/EQUITY**	**1,965,509**	**2,048,828**	**2,119,629**	**2,318,722**	**2,587,186**	**2,787,510**	**2,875,177**	**3,073,516**	**3,161,803**	**3,196,254**

PROSPECTIVE STATEMENT OF CASH FLOWS

Budget 2020/21 $'000s		10 YP 2021/22 $'000s	10 YP 2022/23 $'000s	10 YP 2023/24 $'000s	10 YP 2024/25 $'000s	10 YP 2025/26 $'000s	10 YP 2026/27 $'000s	10 YP 2027/28 $'000s	10 YP 2028/29 $'000s	10 YP 2029/30 $'000s	10 YP 2030/31 $'000s
	Operating Activities										
	Cash Provided										
100,782	Rates	107,974	116,885	126,374	138,173	153,330	163,252	170,714	177,570	182,231	187,832
17	Interest	17	17	17	17	17	17	17	17	17	17
	Dividends										
3,395	Operating Subsidies & Grants	4,817	4,967	5,445	5,892	5,662	6,011	6,186	6,366	6,552	6,742
28,730	Other Revenue	30,329	31,795	32,726	34,223	35,331	36,466	38,072	39,182	40,019	41,003
7,321	Capital Subsidies & Grants	11,307	14,467	23,062	21,303	21,020	25,173	31,653	38,288	38,330	13,751
1,891	Development Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
	Cash Disbursed										
(5,557)	Interest	(5,124)	(6,809)	(8,150)	(11,093)	(15,545)	(19,946)	(22,420)	(23,133)	(23,950)	(24,181)
(101,756)	Expenses	(109,984)	(113,713)	(120,905)	(129,526)	(133,335)	(137,132)	(139,518)	(143,785)	(146,327)	(151,112)
34,822		41,426	50,196	61,819	64,316	73,943	83,744	94,918	104,954	107,735	85,050
	Investing Activities										
	Cash Provided										
-	From Asset Sales	5,000	3,075	7,826	7,502	-	-	-	-	-	-
	Cash Disbursed										
(70,466)	Capital Expenditure	(98,213)	(102,208)	(118,779)	(234,621)	(233,260)	(243,003)	(116,835)	(130,400)	(142,566)	(68,919)
(70,466)		(93,213)	(99,133)	(110,953)	(227,119)	(233,260)	(243,003)	(116,835)	(130,400)	(142,566)	(68,919)
	Financing Activities										
	Cash Provided										
35,643	Borrowing	51,787	48,937	49,135	162,801	159,314	159,259	21,916	25,446	34,831	-
	Cash Disbursed										
-	Loan Repayment	-	-	-	-	-	-	-	-	-	(16,131)
35,643		51,787	48,937	49,135	162,801	159,314	159,259	21,916	25,446	34,831	(16,131)
-	Net Increase / (Decrease)	-	-	-	2	3	-	-	-	-	-
679	Cash at beginning	1,279	1,279	1,279	1,279	1,281	1,284	1,284	1,284	1,284	1,284
679	**CASH AT YEAR END**	**1,279**	**1,279**	**1,279**	**1,281**	**1,284**	**1,284**	**1,284**	**1,284**	**1,284**	**1,284**

2020/21 $'000s		2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
2,500	Rates revenue shown above includes the following amounts for metered water revenue	2,750	2,800	2,850	2,900	2,950	3,000	3,050	3,100	3,150	3,200

Budget 2020/21 $'000s	**Activity Financial Statements** **Whole of Council**	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
`	**Revenue**										
	Innovative & Growing City										
4,088	City Growth	6,049	6,200	6,343	6,483	6,626	6,771	6,920	7,073	7,228	7,387
727	Economic Development	1,136	1,164	1,191	1,217	1,244	1,272	1,300	1,328	1,357	1,387
	Creative & Exciting City										
1,332	Active Communities	2,812	3,196	3,276	3,358	3,442	3,525	3,613	3,707	3,803	3,895
98	Arts and Heritage	96	98	100	103	105	107	110	112	115	118
	City Shaping										
	Connected & Safe Community										
4,494	Connected Communities	4,969	5,095	5,252	5,372	5,496	5,619	5,748	5,881	6,018	6,153
781	Safe Communities	866	887	908	928	948	969	990	1,012	1,034	1,057
	Eco-City										
-	Climate change mitigation and adaption	-	-	-	-	-	-	-	-	-	-
-	Environmental sustainability	-	-	-	-	-	-	-	-	-	-
	Manawatu River	10	11	11	11	11	12	12	12	13	13
2,697	Resource Recovery	3,070	3,232	3,409	3,558	3,661	3,764	3,884	4,012	4,148	4,277
	Transport										
6,840	Roading	8,836	9,144	9,678	10,231	10,111	10,572	10,862	11,160	11,466	11,781
204	Active and Public Transport	1,345	1,334	1,429	1,470	1,513	1,557	1,602	1,648	1,696	1,745
37	Water	95	98	101	374	106	109	113	117	121	124
1,336	Wastewater	1,201	1,243	1,276	1,528	1,797	2,078	2,621	2,707	2,799	2,886
2	Stormwater	6	6	6	7	7	7	7	7	8	8
	Driven & Enabling Council										
1,186	Governance and Active Citizenship	220	360	231	236	385	246	252	411	263	269
427	Organisational performance	401	410	419	428	437	446	456	465	475	485
3,897	Strategic Investments	4,051	4,298	4,558	4,828	5,120	5,438	5,785	5,912	6,042	6,175
28,146	Total Revenue	35,163	36,779	38,189	40,132	41,009	42,494	44,275	45,565	46,587	47,762
	Expenses										
	Innovative & Growing City										
8,791	City Growth	9,493	9,902	9,896	10,222	10,133	10,369	10,546	10,821	10,991	11,270
4,547	Economic Development	4,993	5,169	5,414	5,535	5,660	5,789	5,918	6,044	6,173	6,303
	Creative & Exciting City										
20,360	Active Communities	19,424	20,215	21,102	21,817	22,281	20,809	21,278	22,129	22,574	23,324

8,482	Arts and Heritage	8,587	8,826	9,323	9,647	10,083	10,513	10,999	12,028	13,638	14,761
370	City Shaping	650	899	1,222	1,484	1,702	1,930	2,170	2,436	2,584	2,608
	Connected & Safe Community										
22,154	Connected Communities	22,493	23,940	25,368	26,589	25,700	26,261	26,776	26,802	27,870	28,432
2,115	Safe Communities	2,309	2,576	2,699	2,765	2,802	2,860	2,923	2,983	3,048	3,116
	Eco-City										
	Climate change mitigation and adaption	7	41	123	140	138	137	135	133	132	130
701	Environmental sustainability	878	880	919	916	970	1,018	1,048	1,084	1,120	1,152
1,141	Manawatu River	1,382	1,683	2,090	2,079	2,186	2,264	2,346	2,497	2,537	2,589
7,801	Resource Recovery	8,385	9,132	9,341	9,952	10,855	11,130	11,606	12,365	12,654	13,150
	Transport										
24,978	Roading	25,578	27,358	29,864	31,628	31,132	27,876	29,287	30,589	33,044	40,721
5,187	Active and Public Transport	6,112	6,499	7,237	7,734	8,220	8,524	8,776	9,065	9,370	9,627
8,164	Water	8,939	9,402	10,007	10,939	10,421	11,156	11,599	12,179	12,277	12,366
10,623	Wastewater	11,832	12,349	13,553	19,124	30,829	35,925	40,410	40,147	40,662	41,017
4,015	Stormwater	4,401	4,794	5,300	7,309	5,833	6,807	7,023	7,145	8,307	8,424
	Driven & Enabling Council										
10,562	Governance and Active Citizenship	9,440	9,520	9,980	10,429	9,723	9,803	9,957	10,389	10,452	10,601
3,092	Organisational performance	2,239	866	991	1,157	1,107	1,088	1,056	1,051	1,046	1,052
4,662	Strategic Investments	6,174	6,530	7,068	7,389	7,432	7,802	8,055	8,217	8,404	8,595
147,742	Total Expenses	153,318	160,580	171,495	186,857	197,207	202,062	211,905	218,104	226,881	239,239
119,596	**NET OPERATING COST OF ACTIVITY GROUPS**	**118,154**	**123,801**	**133,307**	**146,725**	**156,198**	**159,569**	**167,630**	**172,539**	**180,293**	**191,477**
	Rating Requirement										
(40,430)	Less Depreciation	(38,210)	(40,058)	(42,440)	(46,239)	(48,328)	(44,985)	(49,968)	(51,186)	(56,604)	(63,946)
(4,087)	Less Transfers To/(From) Reserves	(2,675)	(2,016)	(2,298)	(2,769)	2,047	2,039	1,522	1,229	855	323
19,955	Plus Net Capital Renewal (3 Year Average)	25,262	28,472	29,748	30,701	29,394	28,285	28,599	30,149	30,815	30,921
5,748	Plus Debt Repayment	5,443	6,685	8,059	9,755	14,020	18,345	22,932	24,840	26,873	29,058
100,782	**RATES REQUIREMENT**	**107,974**	**116,885**	**126,375**	**138,173**	**153,331**	**163,253**	**170,715**	**177,571**	**182,231**	**187,833**
1.9%		7.1%	8.3%	8.1%	9.3%	11.0%	6.5%	4.6%	4.0%	2.6%	3.1%
	Capital Expenditure										
	Capital Renewals										
	Innovative & Growing City										
-	City Growth	-	-	-	-	-	-	-	-	-	-
300	Economic Development	536	221	1,018	178	851	408	463	215	576	1,138
	Creative & Exciting City										

3,260	Active Communities	3,637	4,297	4,370	3,922	4,882	3,900	4,148	3,601	3,853	3,789
555	Arts and Heritage	885	627	437	540	537	414	395	304	397	188
	City Shaping										
	Connected & Safe Community										
2,245	Connected Communities	2,713	2,706	2,531	3,259	3,005	2,315	3,160	2,852	2,931	2,610
31	Safe Communities	100	513	94	118	99	101	126	105	108	110
	Eco-City										
-	Climate change mitigation and adaption	-	-	-	-	-	-	-	-	-	-
-	Environmental sustainability	-	-	-	-	-	-	-	-	-	-
-	Manawatu River	307	338	168	88	337	380	193	58	161	348
176	Resource Recovery	375	432	432	850	844	643	1,028	842	1,076	1,857
	Transport										
4,579	Roading	4,473	4,831	5,289	6,268	7,387	8,381	8,892	9,176	9,470	9,781
1,034	Active and Public Transport	1,050	1,083	1,115	1,412	1,453	1,495	1,542	1,599	1,645	2,017
3,277	Water	3,478	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295
3,642	Wastewater	3,191	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221
860	Stormwater	875	818	1,136	960	887	808	833	861	890	918
	Driven & Enabling Council										
	Governance and Active Citizenship										
2,009	Organisational performance	2,315	2,079	1,773	1,853	1,329	1,813	1,683	1,214	1,379	1,434
1,743	Strategic Investments	2,273	2,882	2,538	3,045	3,166	3,603	3,299	2,238	4,193	3,973
23,711	Total Capital Renewals	26,206	30,210	30,222	36,756	35,457	34,746	34,874	33,083	36,234	39,678
	Capital New										
	Innovative & Growing City										
-	City Growth	-	-	-	-	-	-	-	-	-	-
-	Economic Development	15	7	77	16	-	-	17	-	-	-
	Creative & Exciting City										
17,925	Active Communities	2,419	3,782	4,211	3,972	2,080	3,705	1,887	10,014	10,365	1,148
2,078	Arts and Heritage	600	6,162	4,632	6,474	4,424	9,117	8,184	35,730	37,271	2,628
71	City Shaping	2,974	4,411	4,365	3,304	1,915	3,223	4,303	787	-	-
	Connected & Safe Community										
6,151	Connected Communities	15,837	4,771	883	4,463	3,383	181	337	545	2,635	200
300	Safe Communities	2,750	-	-	-	-	-	-	-	-	-
	Eco-City										
	Climate change mitigation and adaption	500	769	1,049	-	-	-	-	-	-	-
82	Environmental sustainability	145	149	152	545	503	119	122	457	128	131
	Manawatu River	2,644	4,060	1,427	582	1,002	708	1,731	119	122	1,116

246	Resource Recovery	753	413	519	1,428	1,981	228	8,027	206	314	213
	Transport										
5,870	Roading	18,471	17,340	20,626	23,284	27,722	33,460	32,331	32,869	43,730	9,833
3,195	Active and Public Transport	5,420	8,432	13,760	12,394	6,691	7,716	10,711	10,786	7,941	8,892
5,906	Water	7,193	10,303	8,578	11,910	17,188	13,619	6,410	553	547	328
2,813	Wastewater	4,736	5,884	22,600	124,388	126,640	132,424	1,087	2,906	1,161	3,360
1,761	Stormwater	6,203	4,647	4,267	3,235	2,143	2,702	5,851	1,537	1,653	918
	Driven & Enabling Council										
155	Governance and Active Citizenship										
16	Organisational performance	836	570	583	1,025	1,376	284	288	119	119	122
185	Strategic Investments	511	296	827	846	755	771	674	689	345	353
46,754	Total Capital New	72,007	71,998	88,557	197,865	197,802	208,258	81,960	97,317	106,332	29,241
70,466	**Total Capital Expenditure**	**98,213**	**102,208**	**118,779**	**234,621**	**233,260**	**243,003**	**116,835**	**130,400**	**142,566**	**68,919**
	Funded By										
2,705	External Revenue Renewal	2,741	2,926	3,250	3,787	4,366	4,938	5,221	5,392	5,562	5,907
4,616	External Revenue New	8,566	11,541	19,812	17,516	16,654	20,235	26,432	32,896	32,768	7,844
1,891	Development Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
19,955	Rates	25,262	28,472	29,748	30,701	29,394	28,285	28,599	30,149	30,815	30,921
41,299	New Borrowing / (Repayment)	54,555	53,606	54,894	169,788	175,383	179,643	46,369	51,514	62,558	13,249
70,466	Total	98,213	102,208	118,779	234,621	233,260	243,003	116,835	130,400	142,566	68,919

Economic Development - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
563	Conference & Function Centre	910	933	954	975	997	1,019	1,041	1,064	1,087	1,111
132	Economic Development	126	129	132	135	138	141	144	147	151	154
31	City Marketing	100	103	105	107	110	112	114	117	119	122
727	Total Revenue	1,136	1,164	1,191	1,217	1,244	1,272	1,300	1,328	1,357	1,387
	Expenses										
1,483	Conference & Function Centre	1,697	1,750	1,817	1,862	1,907	1,954	2,001	2,044	2,088	2,132
2,403	Economic Development	2,520	2,583	2,646	2,702	2,759	2,821	2,881	2,941	3,002	3,066
301	International Relations	212	250	256	261	267	272	278	284	290	296
153	City Marketing	363	380	407	416	425	434	444	454	464	474
206	Economic Events	200	205	288	295	301	308	315	322	329	336
4,547	Total Expenses	4,993	5,169	5,414	5,535	5,660	5,789	5,918	6,044	6,173	6,303
3,820	**NET OPERATING COST OF ACTIVITY**	**3,857**	**4,004**	**4,223**	**4,318**	**4,415**	**4,517**	**4,619**	**4,716**	**4,815**	**4,916**
	Rating Requirement										
(470)	Less Depreciation	(470)	(497)	(511)	(524)	(538)	(553)	(568)	(576)	(586)	(594)
325	Plus Net Capital Renewal (3 Year Average)	592	472	682	479	574	362	418	643	684	586
14	Plus Debt Repayment	7	9	9	11	11	12	12	12	13	13
3,690	**RATES REQUIREMENT**	**3,986**	**3,988**	**4,403**	**4,284**	**4,462**	**4,338**	**4,481**	**4,795**	**4,926**	**4,921**
	Capital Expenditure										
300	Renewal	536	221	1,018	178	851	408	463	215	576	1,138
-	New	15	7	77	16	-	-	17	-	-	-
300	Total Capital Expenditure	551	228	1,094	194	851	408	480	215	576	1,138
	Funded By										
325	Rates	592	472	682	479	574	362	418	643	684	586
(25)	New Borrowing / (Repayment)	(41)	(244)	412	(285)	277	46	62	(427)	(108)	552
300	Total	551	228	1,094	194	851	408	480	215	576	1,138

Economic Development - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1344-Major Events Fund	0%	100%	200	205	288	295	301	308	315	322	329	336
1480-Sponsorship Opportunities for Council with economic benefits	0%	100%	51	52	54	55	56	57	58	60	61	62
1842-Information Centre - Building Maintenance	0%	100%	30	31	49	50	51	53	54	55	56	57
1983-Conference & Function Centre - Building Maintenance	0%	100%	20	21	43	44	45	46	47	48	49	50
TOTAL			**301**	**309**	**434**	**444**	**454**	**463**	**474**	**484**	**495**	**506**

Economic Development - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
251-Conference & Function Centre - Replacement of Equipment	0%	100%	36	37	37	38	39	39	39	40	38	39
270-Holiday Park - Renewals	0%	100%	320	-	262	-	131	224	-	23	24	85
664-Conference & Function Centre - Renewals	0%	100%	50	103	629	54	602	56	286	58	418	916
1166-Conference & Function Centre - Equipment Purchases	0%	100%	70	72	73	75	77	78	80	82	84	85
1730-Information Centre - Building Renewals	0%	100%	10	10	16	11	1	11	57	12	12	12
1943-Information Centre Refurbishment	0%	100%	50	-	-	-	-	-	-	-	-	-
TOTAL			**536**	**221**	**1,018**	**178**	**851**	**408**	**463**	**215**	**576**	**1,138**
Funded by Council (Rates and Borrowing)			536	221	1,018	178	851	408	463	215	576	1,138

Economic Development - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1535-City-wide - Campervan Dump Stations	0%	100%	-	7	77	-	-	-	-	-	-	-
1933-Brand and Marketing Critical Equipment	0%	100%	15	-	-	16	-	-	17	-	-	-
TOTAL			**15**	**7**	**77**	**16**	**-**	**-**	**17**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			15	7	77	16	-	-	17	-	-	-

Budget 2020/21 $'000s	Active Communities - Activity Financial Statements	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
1,018	Central Energy Trust Arena	1,925	1,977	2,026	2,077	2,129	2,180	2,235	2,293	2,352	2,409
40	City Reserves	556	879	901	924	947	970	994	1,020	1,046	1,071
116	Local Reserves	131	135	138	142	145	149	152	156	160	164
57	Sportsfields	120	123	126	129	133	136	139	143	147	150
100	Swimming Pools	80	82	84	86	88	91	93	95	98	100
1,332	Total Revenue	2,812	3,196	3,276	3,358	3,442	3,525	3,613	3,707	3,803	3,895
	Expenses										
6,289	Central Energy Trust Arena	6,720	6,851	7,034	7,150	7,207	5,433	5,552	5,769	6,206	6,634
2,743	City Reserves	2,730	2,900	3,063	3,204	3,434	3,517	3,617	3,492	3,635	3,709
4,070	Local Reserves	3,456	3,796	4,119	4,347	4,447	4,552	4,669	4,969	5,011	5,124
3,309	Sportsfields	3,020	3,079	3,195	3,405	3,457	3,501	3,556	3,928	3,671	3,725
1,294	Support to recreation groups	1,047	1,106	1,166	1,141	1,112	1,137	1,165	1,193	1,220	1,251
2,655	Swimming Pools	2,451	2,483	2,526	2,569	2,624	2,669	2,718	2,779	2,831	2,881
20,360	Total Expenses	19,424	20,215	21,102	21,817	22,281	20,809	21,278	22,129	22,574	23,324
19,028	**NET OPERATING COST OF ACTIVITY**	**16,612**	**17,018**	**17,826**	**18,458**	**18,838**	**17,284**	**17,665**	**18,422**	**18,770**	**19,430**
	Rating Requirement										
(6,668)	Less Depreciation	(5,600)	(5,758)	(5,880)	(6,058)	(6,355)	(4,442)	(4,513)	(4,613)	(4,968)	(5,259)
2,400	Plus Net Capital Renewal (3 Year Average)	4,101	4,197	4,391	4,235	4,310	3,883	3,867	3,747	3,710	3,592
870	Plus Debt Repayment	1,027	1,115	1,242	1,389	1,519	1,603	1,728	1,796	1,928	2,063
15,630	**RATES REQUIREMENT**	**16,140**	**16,572**	**17,579**	**18,023**	**18,313**	**18,328**	**18,747**	**19,352**	**19,440**	**19,826**
	Capital Expenditure										
3,260	Renewal	3,637	4,297	4,370	3,922	4,882	3,900	4,148	3,601	3,853	3,789
17,925	New	2,419	3,782	4,211	3,972	2,080	3,705	1,887	10,014	10,365	1,148
21,185	Total Capital Expenditure	6,055	8,080	8,581	7,895	6,962	7,605	6,035	13,615	14,218	4,937
	Funded By										
529	External Revenue New	-	77	816	-	-	-	389	5,586	5,731	-
294	Development Contributions	325	283	355	582	814	1,081	1,114	1,140	1,185	1,200
2,400	Rates	4,101	4,197	4,391	4,235	4,310	3,883	3,867	3,747	3,710	3,592
17,962	New Borrowing / (Repayment)	1,629	3,523	3,019	3,078	1,838	2,641	665	3,142	3,592	145
21,185	Total	6,055	8,080	8,581	7,895	6,962	7,605	6,035	13,615	14,218	4,937

Active Communities - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
355-Arapuke Forest Management	0%	100%	60	53	38	40	55	45	46	48	53	95
799-Events - Major School Sports Events funding (part of Sports Events Partnership Fund)	0%	100%	89	92	94	96	98	100	102	104	107	109
1073-City-wide - Reserve Management Planning	0%	100%	64	66	67	69	71	72	74	76	78	80
1249-Arapuke Forest Park - Contribution to Manawatu Mountain Bike Club for Trail Development	0%	100%	50	51	53	54	55	57	58	60	61	63
1356-Sportsfields and Outdoor Courts - Hockey Turf Renewal Grant - Massey University	0%	100%	-	-	-	-	-	-	-	310	-	-
1422-Regional Sports Facilities Plan - Investment Process Management (Sport Manawatu)	0%	100%	20	21	21	22	22	23	23	24	24	25
1424-Active Community Access Fund - Low Income Opportunities	0%	100%	10	10	11	11	11	11	12	12	12	12
1431-Walkways and Shared Paths - Art and Heritage Trails	0%	100%	6	6	6	6	7	7	7	7	7	8
1438-Asset Management Planning - Parks underground services investigations	0%	100%	-	-	21	22	22	23	23	24	24	25
1611-Free Swimming for Under 5 Year Olds	0%	100%	147	151	155	159	163	166	171	175	180	184
1726-Property - Condition Assessments	0%	100%	20	21	21	22	22	23	23	24	24	25
1728-Property - Underground Services Investigations	0%	100%	25	26	53	54	55	57	58	60	61	63
1885-Asset Management Improvement Plan Task Programme	0%	100%	150	411	105	-	-	-	-	-	-	-
1899-Aquatic facilities and water recreation preliminary feasibility study/needs assessment	0%	100%	-	51	52	-	-	-	-	-	-	-
1906-Sportsfields/artificial turf detailed feasibility assessment	0%	0%	35	-	-	-	-	-	-	-	-	-
1912-Indoor courts preliminary feasibility study/needs assessment	0%	0%	-	-	52	54	-	-	-	-	-	-
1913-Review of the Manawatu-Whanganui Regional Sport Facility Plan (PNCC contribution)	0%	0%	-	21	-	-	-	-	-	-	-	-
1973-Arena - Building Maintenance	0%	100%	190	195	236	242	248	254	260	267	274	280
1981-City-wide Reserves - Building Maintenance	0%	100%	80	82	122	126	129	132	135	139	142	146
1985-Swimming Pools - Splashhurst Pool Maintenance Costs	0%	100%	29	30	31	31	32	33	34	35	35	36
1992-Sportsfields - Building Maintenance	0%	100%	45	46	72	73	75	77	79	81	83	85
1997-City Reserves- Memorial Park - Operate New Splashpad	0%	100%	22	23	23	24	24	25	26	26	27	28
2000-City Reserves - Walkways - Maintain existing network	0%	100%	29	30	78	80	82	84	86	88	91	93
2005-Local Reserves - Operation and Maintenance of new assets	0%	100%	95	98	183	188	192	197	202	207	213	218
2041-Property - Accessibility of Council Facilities Assessment	0%	100%	100	-	-	-	-	-	-	-	-	-
TOTAL			**1,268**	**1,483**	**1,494**	**1,371**	**1,364**	**1,385**	**1,419**	**1,765**	**1,497**	**1,573**

Active Communities - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
819-Central Energy Trust Arena - Replacement of Equipment	0%	100%	45	46	46	46	47	47	47	49	49	50
1051-CET Arena - Arena Renewals	0%	100%	1,490	1,407	1,442	1,931	1,980	1,461	917	1,536	965	989

1242-Central Energy Trust Arena - Replacement for Arena Big Screen	0%	100%	-	-	-	-	866	-	-	-	-	-
1759-CET Arena - Grounds Renewals	0%	100%	45	46	47	49	50	51	52	54	55	56
1786-Recreational Buildings - Sports Pavilion and Changing Room Renewals	0%	100%	200	205	211	216	221	227	232	238	244	250
1827-Local Reserves - Renewals	0%	100%	647	680	655	714	688	750	722	824	760	828
1829-Sportsfields and Artificial Turfs - Renewals	0%	100%	254	227	133	93	141	165	669	126	704	380
1830-City Reserves - Memorial Park - Renewals	0%	100%	146	222	279	57	42	24	46	6	54	99
1831-City Reserves - Te Marae o Hine - The Square - Renewals	0%	100%	52	73	93	62	31	71	31	11	4	62
1832-City Reserves - Ashhurst Domain - Renewals	0%	100%	51	36	259	3	3	65	6	7	12	4
1834-City Reserves - Walkways - Renewals	0%	100%	87	89	102	115	118	121	125	127	130	133
1835-City Reserves - Linklater Reserve - Renewals	0%	100%	3	62	19	13	3	3	3	7	10	66
1836-Kahuterawa Outdoor Recreation Park - Renewals	0%	100%	-	-	-	8	28	49	2	7	13	20
1837-Swimming Pools - Pool Renewals	0%	100%	453	638	664	615	664	866	1,294	609	852	850
1960-Central Energy Trust Arena- Arena 1 Sound System Replacement-oval	0%	100%	-	205	-	-	-	-	-	-	-	-
1962-Arena Security Card System	0%	100%	15	51	53	-	-	-	-	-	-	-
1963-Central Energy Trust Arena- Score clock Replacment Arena2	0%	100%	-	-	368	-	-	-	-	-	-	-
1964-Arena Indoor Stadium Sound System Replacement	0%	100%	150	154	-	-	-	-	-	-	-	-
1965-Arena Kitchen Equipment Replacement	0%	100%	-	154	-	-	-	-	-	-	-	-
TOTAL			**3,637**	**4,297**	**4,370**	**3,922**	**4,882**	**3,900**	**4,148**	**3,601**	**3,853**	**3,789**
Funded by Council (Rates and Borrowing)			3,637	4,297	4,370	3,922	4,882	3,900	4,148	3,601	3,853	3,789

Active Communities - Capital New

ID-Name	**Growth**	**LOS**	**2021/22 $'000s**	**2022/23 $'000s**	**2023/24 $'000s**	**2024/25 $'000s**	**2025/26 $'000s**	**2026/27 $'000s**	**2027/28 $'000s**	**2028/29 $'000s**	**2029/30 $'000s**	**2030/31 $'000s**
111-Local Reserves - Roslyn - Edwards Pit Park Development	0%	100%	35	36	37	38	39	40	41	-	-	-
165-Outdoor Adventure Reserves - Arapuke Forest Park/Kahuterawa Development	0%	100%	7	7	5	6	6	6	6	6	6	6
558-Urban Growth - Local Reserves - Takaro - Oriana Reserve Development	100%	0%	82	-	-	-	-	-	-	-	-	-
967-City-wide - Edibles Planting	0%	100%	5	5	5	6	6	6	6	6	-	6
990-Central Energy Trust Arena - Southern Grandstand (subject to part external funding)	0%	100%	-	-	-	-	-	-	580	8,337	8,554	-
1099-Parks and Reserves - Shade Development	0%	100%	30	31	32	11	11	11	12	12	12	13
1133-Sportsfields - Artificial Football Field (subject to part external funding)	0%	100%	-	154	1,632	-	-	-	-	-	-	-
1194-CET Arena - Future Masterplan Items	0%	100%	-	-	-	-	332	1,472	-	-	-	626
1487-Walkways and Shared Paths - Mangaone Stream Shared Path enhancement - Harness Racing Club planting strip purchase and development	0%	100%	-	-	281	-	-	-	-	-	-	-
1560-Sportsfields - Bill Brown Park - Additional Carparking	0%	100%	102	-	-	-	-	-	-	-	-	-
1763-CET Arena - Property Purchase	0%	100%	450	-	-	917	-	-	-	-	-	-
1845-City Growth - City Reserves - Te Marae o Hine - The Square - Capital New	34%	66%	138	90	75	-	113	75	-	-	-	-

1846-City Growth - City Reserves - Walkway Extensions - Capital New	34%	66%	195	200	279	210	216	221	226	232	238	244
1848-City Growth - City Reserves - Linklater Reserve - Capital New	34%	66%	57	72	-	-	-	-	-	-	-	-
1849-City Growth - City Reserves - Ashhurst Domain - Capital New	34%	66%	-	-	-	-	94	294	308	-	-	-
1850-City Growth - City Reserves - Memorial Park - Capital New	34%	66%	548	225	8	84	64	-	-	-	-	-
1851-Sportsfield Improvements - Capital New	0%	100%	-	12	185	-	-	7	259	-	-	-
1852-Local Reserves - Improvements to existing reserves to close identified level of service gaps	0%	100%	150	154	147	76	66	68	-	-	-	-
1853-Local Reserves - Development of Existing Reserves - Capital New	0%	100%	25	27	293	-	-	-	-	-	-	-
1854-Swimming Pools - Splashhurst Pool Enhancements	0%	100%	60	-	-	-	-	-	-	-	-	-
1855-Urban Growth - Aokautere - Reserves - Purchase and Development	100%	0%	-	-	-	1,169	106	210	3	77	92	112
1856-Urban Growth - Hokowhitu - Reserves - Purchase and Development	100%	0%	41	444	-	22	-	-	-	-	-	-
1857-Urban Growth - Kakatangita - Kikiwhenua - Reserves - Purchase and Development	27%	73%	-	1,773	303	890	-	-	-	-	-	-
1859-Urban Growth - Whakarongo - Reserves Purchase and Development	100%	0%	-	28	37	-	249	14	332	-	550	18
1860-Urban Growth - Ashhurst - Reserves Purchase and Development	100%	0%	-	345	11	267	-	-	-	1,191	27	-
1861-Urban Growth - Flygers Line - Reserves Purchase and Development	100%	0%	-	-	590	10	592	-	-	-	-	-
1862-Urban Growth - Kakatangiata - Reserves Purchase and Development	100%	0%	-	-	-	-	-	1,089	-	35	765	-
1884-Local Reserves - Accessibility and Safety Improvements	0%	100%	99	102	104	107	109	112	115	118	121	124
1966-Arena 4 Powerlock Install for Emergency Connection	0%	100%	50	-	-	-	-	-	-	-	-	-
2006-City Centre Play - Fixed Play Development	0%	100%	70	72	74	76	77	79	-	-	-	-
2038-Urban Growth - Aokautere - Reserves - Development of Adderstone Reserve	0%	100%	-	-	-	85	-	-	-	-	-	-
2043-Urban Growth - Napier Road Extension - Reserve and walkways purchase and development	100%	0%	275	6	114	-	-	-	-	-	-	-
TOTAL			**2,419**	**3,782**	**4,211**	**3,972**	**2,080**	**3,705**	**1,887**	**10,014**	**10,365**	**1,148**
Funded by Council (Rates and Borrowing)			2,419	3,705	3,395	3,972	2,080	3,705	1,499	4,429	4,634	1,148

Arts and Heritage - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
-	Heritage Management	-	-	-	-	-	-	-	-	-	-
-	Other Cultural Facilities	1	1	1	1	1	1	1	1	1	1
64	Support to arts, culture & heritage groups	64	66	67	69	70	72	73	75	76	78
34	Te Manawa	31	32	33	33	34	35	36	37	38	39
98	Total Revenue	96	98	100	103	105	107	110	112	115	118
	Expenses										
195	Heritage Management	195	200	205	209	214	218	223	228	233	238
2,097	Other Cultural Facilities	2,095	2,215	2,504	2,665	2,967	3,211	3,560	4,412	5,848	6,816
1,843	Support to arts, culture & heritage groups	1,951	1,967	2,051	2,118	2,152	2,238	2,268	2,332	2,392	2,436
4,348	Te Manawa	4,346	4,443	4,563	4,655	4,751	4,846	4,947	5,055	5,165	5,271
8,482	Total Expenses	8,587	8,826	9,323	9,647	10,083	10,513	10,999	12,028	13,638	14,761
8,384	**NET OPERATING COST OF ACTIVITY**	**8,492**	**8,727**	**9,223**	**9,545**	**9,978**	**10,406**	**10,889**	**11,915**	**13,523**	**14,644**
	Rating Requirement										
(2,049)	Less Depreciation	(2,049)	(2,064)	(2,142)	(2,201)	(2,355)	(2,412)	(2,527)	(2,789)	(3,236)	(3,698)
326	Plus Net Capital Renewal (3 Year Average)	650	534	504	497	448	371	365	296	225	145
67	Plus Debt Repayment	182	200	340	450	603	716	938	1,145	1,952	2,816
6,728	**RATES REQUIREMENT**	**7,275**	**7,399**	**7,925**	**8,290**	**8,674**	**9,081**	**9,665**	**10,569**	**12,463**	**13,906**
	Capital Expenditure										
555	Renewal	885	627	437	540	537	414	395	304	397	188
2,078	New	600	6,162	4,632	6,474	4,424	9,117	8,184	35,730	37,271	2,628
2,633	Total Capital Expenditure	1,485	6,789	5,069	7,014	4,961	9,530	8,579	36,034	37,668	2,815
	Funded By										
326	Rates	650	534	504	497	448	371	365	296	225	145
2,308	New Borrowing / (Repayment)	836	6,254	4,564	6,517	4,512	9,159	8,213	35,738	37,443	2,671
2,633	Total	1,485	6,789	5,069	7,014	4,961	9,530	8,579	36,034	37,668	2,815

Arts and Heritage - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
778-Arts Initiatives	0%	100%	34	35	36	37	37	38	39	40	41	42
1323-Heritage Digitization Programme (City Library)	0%	100%	50	51	52	54	55	56	57	58	60	61
1447-Earthquake prone heritage building fund	0%	100%	151	155	158	162	165	169	173	177	180	184
1464-Massey Arts Funding	0%	100%	10	10	10	11	11	11	11	12	12	12
1469-Local Heritage Programmes	0%	100%	15	16	16	16	17	17	18	18	18	19
1501-Public Sculptures Trust Funding	0%	100%	50	51	52	54	55	56	57	58	60	61
1536-Regent Theatre - Trustee Meeting Fee Grant	0%	100%	6	6	7	7	7	7	7	7	7	8
1537-Caccia Birch - Trustee Meeting Fee Grant	0%	100%	6	6	7	7	7	7	7	7	7	8
1538-Globe Theatre - Trustee Meeting Fee Grant	0%	100%	5	5	5	6	6	6	6	6	6	6
1554-Military Heritage Commemorations	0%	100%	8	8	8	9	9	9	9	9	10	10
1824-Care and Maintenance of Public Art and Historic Objects	0%	100%	63	24	30	30	35	50	30	31	38	36
1950-Caccia Birch - Development of a Site Masterplan	0%	100%	-	-	53	-	-	-	-	-	-	-
1988-Creative Sounds - Building Maintenance	0%	100%	10	10	16	16	17	17	17	18	18	19
1989-Te Manawa - Building Maintenance	0%	100%	-	-	32	32	33	34	35	36	37	38
TOTAL			**409**	**379**	**483**	**439**	**453**	**478**	**467**	**478**	**495**	**503**

Arts and Heritage - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
213-Cultural Facilities - Renewals	0%	100%	850	616	426	502	525	402	354	292	385	144
777-Heritage Genealogy Equipment	0%	100%	25	-	-	27	-	-	29	-	-	31
1144-Manawatu Heritage (Archives Digital Repository) Renewal	0%	100%	10	10	11	11	11	12	12	12	12	13
TOTAL			**885**	**627**	**437**	**540**	**537**	**414**	**395**	**304**	**397**	**188**
Funded by Council (Rates and Borrowing)			885	627	437	540	537	414	395	304	397	188

Arts and Heritage - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
902-Property - Seismic Strengthening of Council Properties	0%	100%	600	6,162	4,632	6,474	4,424	9,060	8,126	35,730	37,271	2,628
1468-Heritage Archive Shelving	0%	100%	-	-	-	-	-	57	58	-	-	-
TOTAL			**600**	**6,162**	**4,632**	**6,474**	**4,424**	**9,117**	**8,184**	**35,730**	**37,271**	**2,628**
Funded by Council (Rates and Borrowing)			600	6,162	4,632	6,474	4,424	9,117	8,184	35,730	37,271	2,628

City Shaping - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
-	City Centre	-	-	-	-	-	-	-	-	-	-
-	Total Revenue	-	-	-	-	-	-	-	-	-	-
	Expenses										
11	City Centre	108	342	651	900	1,104	1,318	1,543	1,728	1,858	1,865
231	Place activation	394	405	414	424	435	445	456	533	546	559
127	Placemaking	149	152	156	160	163	167	171	175	179	183
370	Total Expenses	650	899	1,222	1,484	1,702	1,930	2,170	2,436	2,584	2,608
370	**NET OPERATING COST OF ACTIVITY**	**650**	**899**	**1,222**	**1,484**	**1,702**	**1,930**	**2,170**	**2,436**	**2,584**	**2,608**
	Rating Requirement										
(5)	Less Depreciation	(5)	(104)	(267)	(407)	(516)	(632)	(740)	(883)	(1,001)	(1,001)
47	Plus Debt Repayment	39	72	121	174	206	224	265	317	331	333
412	**RATES REQUIREMENT**	**685**	**867**	**1,076**	**1,251**	**1,392**	**1,521**	**1,695**	**1,870**	**1,914**	**1,940**
	Capital Expenditure										
71	New	2,974	4,411	4,365	3,304	1,915	3,223	4,303	787	-	-
71	Total Capital Expenditure	2,974	4,411	4,365	3,304	1,915	3,223	4,303	787	-	-
	Funded By										
-	External Revenue New	1,509	2,231	2,121	1,665	864	1,635	2,195	401	-	-
71	New Borrowing / (Repayment)	1,465	2,180	2,245	1,638	1,050	1,588	2,109	385	-	-
71	Total	2,974	4,411	4,365	3,304	1,915	3,223	4,303	787	-	-

City Shaping - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1167-Placemaking Co-created Project (operational)	0%	100%	35	36	37	38	39	40	42	43	44	45
1273-Palmy Unleashed	0%	100%	75	77	79	81	83	85	87	155	159	163
2017-Citycentre Pop Up Play	0%	100%	30	31	32	32	33	34	35	36	37	38
2054-Funding Palmy BID group	0%	100%	250	257	263	270	277	283	290	298	306	313
TOTAL			**390**	**401**	**411**	**421**	**432**	**443**	**454**	**531**	**545**	**558**

City Shaping - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

City Shaping - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1330-Placemaking Co-created Project (capital)	0%	100%	15	16	16	17	17	18	-	-	-	-
1476-City Centre Laneways Programme	0%	100%	-	21	191	22	202	-	-	-	-	-
1686-CBD Streets for People	0%	100%	2,959	4,375	4,158	3,265	1,695	3,206	4,303	787	-	-
TOTAL			**2,974**	**4,411**	**4,365**	**3,304**	**1,915**	**3,223**	**4,303**	**787**	**-**	**-**
Funded by Council (Rates and Borrowing)			1,465	2,180	2,245	1,638	1,050	1,588	2,109	385	-	-

Governance and Active Citizenship - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
20	Councillor Meetings and Administration	10	10	11	11	11	11	12	12	12	12
1,160	Direction Setting	210	215	220	225	230	235	240	246	251	256
6	Elections	-	134	-	-	143	-	-	153	-	-
1,186	Total Revenue	220	360	231	236	385	246	252	411	263	269
	Expenses										
2,618	Councillor Meetings and Administration	2,288	2,294	2,395	2,606	2,382	2,420	2,588	2,539	2,576	2,756
6,399	Direction Setting	5,624	5,357	5,899	6,083	5,416	5,700	5,648	5,784	6,068	6,011
43	Elections	27	301	44	29	305	30	31	338	44	33
1,502	Mayoral and Chief Executive's Office	1,502	1,568	1,641	1,711	1,619	1,654	1,690	1,728	1,764	1,802
10,562	Total Expenses	9,440	9,520	9,980	10,429	9,723	9,803	9,957	10,389	10,452	10,601
9,376	**NET OPERATING COST OF ACTIVITY**	**9,220**	**9,160**	**9,749**	**10,193**	**9,338**	**9,557**	**9,705**	**9,978**	**10,189**	**10,332**
	Rating Requirement										
(3)	Less Depreciation	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
10	Plus Debt Repayment	19	1	1	1	1	1	1	1	1	1
9,383	**RATES REQUIREMENT**	**9,236**	**9,158**	**9,746**	**10,191**	**9,336**	**9,554**	**9,702**	**9,976**	**10,186**	**10,330**
	Capital Expenditure										
155	New	-	-	-	-	-	-	-	-	-	-
155	Total Capital Expenditure										
	Funded By										
155	New Borrowing / (Repayment)	-	-	-	-	-	-	-	-	-	-
155	Total	-	-	-	-	-	-	-	-	-	-

Governance and Active Citizenship - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1190-Smokefree Education	0%	100%	5	5	5	5	5	6	6	6	6	6
1911-Strategic monitoring	0%	100%	-	87	89	91	93	95	97	99	102	104
1922-Elections- Representation Review	0%	100%	-	15	16	-	-	-	-	12	12	-
1936-Funding for Section 17a Review	0%	100%	-	31	52	54	55	56	57	58	60	61
1949-Civic and Cultural Precinct Master Plan	0%	0%	250	-	-	-	-	-	-	-	-	-
TOTAL			**255**	**138**	**163**	**150**	**153**	**157**	**160**	**175**	**179**	**171**

Governance and Active Citizenship - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Governance and Active Citizenship - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Connected Communities - Activity Financial Statements	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
706	Cemeteries	735	755	774	793	813	832	853	875	898	920
141	Community Centres	139	142	146	150	153	157	161	165	169	174
215	Libraries	315	323	289	296	304	311	319	327	335	343
2,822	Social Housing	3,079	3,156	3,306	3,379	3,454	3,530	3,607	3,687	3,768	3,850
52	Central Energy Trust Wildbase	52	53	55	56	58	59	60	62	64	65
47	Community & Commemorative Events	40	41	43	44	47	48	50	52	55	56
511	Public Health	610	625	639	653	668	682	697	713	728	744
4,494	Total Revenue	4,969	5,095	5,252	5,372	5,496	5,619	5,748	5,881	6,018	6,153
	Expenses										
1,159	Cemeteries	1,340	1,364	1,414	1,430	1,439	1,485	1,517	1,556	1,586	1,624
766	Community Centres	905	820	859	865	877	885	896	911	938	1,004
9,832	Libraries	9,773	10,271	11,009	11,809	10,517	10,678	10,930	10,600	11,348	11,573
434	Public toilets	670	1,211	1,278	1,327	1,380	1,398	1,410	1,475	1,486	1,509
3,667	Social Housing	3,630	3,850	4,086	4,206	4,551	4,758	4,809	4,855	4,961	5,016
2,793	Support to community groups	2,520	2,592	2,670	2,750	2,795	2,851	2,914	2,991	3,042	3,108
990	Central Energy Trust Wildbase	895	919	958	989	1,008	1,029	1,052	1,077	1,100	1,124
1,220	Community & Commemorative Events	1,241	1,297	1,347	1,382	1,438	1,450	1,487	1,536	1,578	1,607
1,294	Public Health	1,519	1,616	1,747	1,832	1,695	1,727	1,762	1,800	1,831	1,869
22,154	Total Expenses	22,493	23,940	25,368	26,589	25,700	26,261	26,776	26,802	27,870	28,432
17,661	**NET OPERATING COST OF ACTIVITY**	**17,525**	**18,845**	**20,116**	**21,217**	**20,204**	**20,642**	**21,028**	**20,921**	**21,852**	**22,279**
	Rating Requirement										
(3,979)	Less Depreciation	(3,661)	(4,046)	(4,244)	(4,306)	(4,536)	(4,696)	(4,718)	(4,277)	(4,896)	(4,971)
1,764	Plus Net Capital Renewal (3 Year Average)	1,978	2,202	2,309	2,271	2,036	2,010	2,241	2,236	2,377	2,523
424	Plus Debt Repayment	488	826	939	981	1,106	1,210	1,248	1,290	1,333	1,396
15,870	**RATES REQUIREMENT**	**16,330**	**17,826**	**19,120**	**20,164**	**18,810**	**19,165**	**19,799**	**20,170**	**20,667**	**21,226**
	Capital Expenditure										
2,245	Renewal	2,713	2,706	2,531	3,259	3,005	2,315	3,160	2,852	2,931	2,610
6,151	New	15,837	4,771	883	4,463	3,383	181	337	545	2,635	200
8,396	Total Capital Expenditure	18,550	7,477	3,414	7,722	6,388	2,496	3,497	3,397	5,566	2,810
	Funded By										
-	External Revenue Renewal	-	-	79	-	-	-	-	-	-	-
582	External Revenue New	-	613	-	-	-	-	-	251	1,458	-
1,764	Rates	1,978	2,202	2,309	2,271	2,036	2,010	2,241	2,236	2,377	2,523

6,050	New Borrowing / (Repayment)	16,572	4,662	1,026	5,451	4,352	486	1,256	910	1,730	287
8,396	Total	18,550	7,477	3,414	7,722	6,388	2,496	3,497	3,397	5,566	2,810

Connected Communities - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
812-Youth Council Grants and Scholarships	0%	100%	8	9	9	11	11	11	11	12	12	12
1157-Military Heritage Commemorations (Events)	0%	100%	28	28	30	31	36	32	33	36	35	38
1262-Ashhurst Christmas Lights	0%	100%	2	2	3	3	3	3	3	4	4	4
1448-Welcoming Communities	0%	100%	100	103	105	107	110	112	114	117	119	122
1463-Play Palmy	0%	100%	5	5	5	5	6	6	6	6	6	6
1465-Contestable Community Events Fund	0%	100%	26	26	27	28	28	29	30	30	31	32
1506-Community Events	0%	100%	433	444	463	475	487	498	511	533	547	560
1564-Funding for Strategic Priority Grants (increased amount from 2018/29)	0%	100%	53	54	55	56	58	59	60	62	63	64
1565-Community Development Small Grants funding (increased amount from 2018/29)	0%	100%	31	31	32	33	34	34	35	36	37	37
1573-Arts Event Fund	0%	100%	50	51	53	54	55	57	58	60	61	63
1574-Hancock Community House Management Fund	0%	100%	63	64	66	67	69	70	72	73	75	76
1898-City-wide community facilities needs assessment	0%	100%	100	-	-	-	-	-	-	-	-	-
1935-Cats - Public Education & Colonies Management	0%	0%	10	15	16	16	16	17	17	18	18	18
1941-City Library (all sites) - Removal of overdue fines (Youth and Childrens)	0%	100%		-	42	43	44	45	46	48	49	50
1945-City Library (all sites)- Library Management System replacement or upgrade	0%	100%	-	-	63	324	44	-	-	-	-	-
1952-Companion Card	0%	0%	10	10	10	-	-	-	-	-	-	-
1980-CET Wildbase Recovery Centre - Building Maintenance	0%	100%	36	37	57	58	60	61	63	64	66	68
1982-Library - Building Maintenance	0%	100%	51	52	101	103	106	108	111	114	117	120
1987-Community Centres - Building Maintenance	0%	100%	19	20	31	32	32	33	34	35	36	37
1991-Public Toilets - Building Maintenance	0%	100%	92	94	125	128	132	135	138	142	145	149
2020-Cemeteries - Digitisation of historical cemetery records	0%	100%	20	21	-	-	-	-	-	-	-	-
TOTAL			**1,135**	**1,068**	**1,293**	**1,574**	**1,329**	**1,311**	**1,342**	**1,388**	**1,421**	**1,456**

Connected Communities - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
40-Noise Measuring Equipment for Noise Complaints - Rolling Replacement	0%	100%	-	46	-	-	49	-	-	51	-	-
178-City Library (all sites) Replacement of Shelving, Furniture and Equipment	0%	100%	36	104	38	39	41	41	42	43	73	44
180-Social Housing - Renewals	0%	100%	500	513	524	472	482	493	503	514	526	537
186-Public Toilets - Renewals	0%	100%	160	164	168	216	221	227	186	191	196	250
188-City Library Replacement and Purchase of Library Materials	0%	100%	750	796	842	863	885	906	929	953	978	1,001
202-Central Library Interior Design Renewals	0%	100%	20	103	21	22	22	23	23	24	24	25
203-Community Libraries, Youth Space, Blueprint and Mobile Library Interior Design Renewals	0%	100%	31	31	33	33	34	35	36	37	37	38
265-Community Centres - Renewals	0%	100%	220	308	84	313	288	102	151	464	293	125

563-Cemeteries - Kelvin Grove - Crematorium Office reconfiguration to address health and safety issues	0%	100%	266	-	-	-	-	-	-	-	-	-
1120-Community Libraries - Renewals	0%	100%	50	51	53	237	243	34	151	36	281	38
1136-CET Wildbase Recovery Centre - Renewals	0%	100%	100	103	105	108	111	113	116	119	122	125
1138-Digital Technology to Support 21st Century Citizens and Service (Renewal)	0%	100%	51	73	54	55	79	58	60	85	61	63
1139-Radio Frequency Identification (RFID) Materials Management	0%	100%	25	-	53	-	28	-	58	-	31	-
1269-Bylaw Signage - Replacement	0%	100%	6	6	7	7	7	7	7	7	7	7
1452-Community Stage - future replacement or upgrade	0%	100%	50	-	-	-	-	-	-	-	-	-
1742-Social Housing - Grounds Renewals	0%	100%	130	31	31	32	33	34	606	35	36	37
1744-Social Housing - Hard Surface Renewals	0%	100%	-	103	105	-	110	112	-	-	-	-
1769-Community Agency Facilities - Renewals	0%	100%	120	51	21	345	133	23	64	24	24	75
1775-Central Library - Renewals	0%	100%	100	103	105	108	111	-	116	119	122	125
1796-Cemeteries - Building Renewals	0%	100%	20	41	42	43	44	45	46	48	49	50
1828-Cemeteries - Non-Building Asset Renewals	0%	100%	78	79	85	204	86	63	66	102	71	70
1968-Community Mobile Big Screen Replacement	0%	100%	-	-	-	162	-	-	-	-	-	-
1971-CET Wildbase Recovery Signage	0%	100%	-	-	79	-	-	-	-	-	-	-
1972-CET Wildbase Recovery Digital Capacity	0%	100%	-	-	79	-	-	-	-	-	-	-
TOTAL			**2,713**	**2,706**	**2,531**	**3,259**	**3,005**	**2,315**	**3,160**	**2,852**	**2,931**	**2,610**
Funded by Council (Rates and Borrowing)			2,713	2,706	2,452	3,259	3,005	2,315	3,160	2,852	2,931	2,610

Connected Communities - Capital New

ID-Name	**Growth**	**LOS**	**2021/22 $'000s**	**2022/23 $'000s**	**2023/24 $'000s**	**2024/25 $'000s**	**2025/26 $'000s**	**2026/27 $'000s**	**2027/28 $'000s**	**2028/29 $'000s**	**2029/30 $'000s**	**2030/31 $'000s**
161-Public Toilets - New City-wide Toilets	80%	20%	250	-	263	-	277	-	290	-	306	-
556-Placeholder - Carry forward programme	0%	100%	12,592	-	-	-	-	-	-	-	-	-
1130-Urban Growth - City West - New Community Centre	59%	41%	-	866	-	-	-	-	-	354	2,060	-
1196-Cemeteries - Kelvin Grove - Renewal of staff facilities	0%	100%	-	252	-	-	-	-	-	-	-	-
1459-Social Housing - Additional Social Housing Units	0%	100%	-	-	524	4,287	2,191	-	-	-	-	-
1743-Social Housing - Papaioea Place Redevelopment - Stage 3	0%	100%	2,000	3,075	-	-	-	-	-	-	-	-
1833-City Growth - Cemeteries - Extensions to burial and ashes areas to meet demand	0%	100%	40	167	96	176	518	181	46	191	269	200
1882-City Growth - Cemeteries - Expansion of Kelvin Grove Cemetery Roading network	100%	0%	-	-	-	-	398	-	-	-	-	-
1896-Social Housing - Healthy Homes Compliance Items Purchase	0%	100%	900	410	-	-	-	-	-	-	-	-
1948-Events and Festival Equipment Purchase	0%	100%	55	2	-	-	-	-	-	-	-	-
TOTAL			**15,837**	**4,771**	**883**	**4,463**	**3,383**	**181**	**337**	**545**	**2,635**	**200**
Funded by Council (Rates and Borrowing)			15,837	4,159	883	4,463	3,383	181	337	294	1,177	200

Safe Communities - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
781	Animal Control	866	887	908	928	948	969	990	1,012	1,034	1,057
781	Total Revenue	866	887	908	928	948	969	990	1,012	1,034	1,057
	Expenses										
908	Animal Control	1,138	1,359	1,385	1,407	1,436	1,457	1,481	1,511	1,535	1,563
818	Civil Defence	826	854	880	905	894	913	932	943	962	992
388	Safer Community Initiatives	344	362	435	453	472	490	510	530	550	561
2,115	Total Expenses	2,309	2,576	2,699	2,765	2,802	2,860	2,923	2,983	3,048	3,116
1,334	**NET OPERATING COST OF ACTIVITY**	**1,443**	**1,689**	**1,791**	**1,837**	**1,854**	**1,891**	**1,933**	**1,971**	**2,013**	**2,059**
	Rating Requirement										
(24)	Less Depreciation	(24)	(128)	(192)	(203)	(217)	(228)	(239)	(244)	(253)	(264)
42	Plus Net Capital Renewal (3 Year Average)	236	242	104	106	109	111	113	108	110	112
83	Plus Debt Repayment	75	137	141	141	145	149	153	157	151	78
1,435	**RATES REQUIREMENT**	**1,730**	**1,939**	**1,843**	**1,881**	**1,891**	**1,923**	**1,960**	**1,991**	**2,021**	**1,984**
	Capital Expenditure										
31	Renewal	100	513	94	118	99	101	126	105	108	110
300	New	2,750	-	-	-	-	-	-	-	-	-
331	Total Capital Expenditure	2,850	513	94	118	99	101	126	105	108	110
	Funded By										
42	Rates	236	242	104	106	109	111	113	108	110	112
289	New Borrowing / (Repayment)	2,615	271	(9)	12	(10)	(10)	13	(2)	(2)	(2)
331	Total	2,850	513	94	118	99	101	126	105	108	110

Safe Communities - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1458-New MPI Code of Welfare compliance	0%	100%	57	58	60	61	62	64	65	67	68	70
TOTAL			**57**	**58**	**60**	**61**	**62**	**64**	**65**	**67**	**68**	**70**

Safe Communities - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1512-CCTV replacements	0%	100%	80	513	84	86	88	90	92	94	96	98
1569-Replacement of wearable cameras for parking and animal control officers	0%	100%	20	-	-	22	-	-	23	-	-	-
1737-Animal Shelter - Renewals	0%	100%	-	-	10	11	11	11	11	12	12	12
TOTAL			**100**	**513**	**94**	**118**	**99**	**101**	**126**	**105**	**108**	**110**
Funded by Council (Rates and Borrowing)			100	513	94	118	99	101	126	105	108	110

Safe Communities - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1552-Animal Shelter - New Building	0%	100%	2,750	-	-	-	-	-	-	-	-	-
TOTAL			**2,750**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			2,750	-	-	-	-	-	-	-	-	-

Climate change mitigation and adaption - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
-	Climate change mitigation and adaption	-	-	-	-	-	-	-	-	-	-
-	Total Revenue	-	-	-	-	-	-	-	-	-	-
	Expenses										
	Climate change mitigation and adaption	7	41	123	140	138	137	135	133	132	130
-	Total Expenses	7	41	123	140	138	137	135	133	132	130
-	**NET OPERATING COST OF ACTIVITY**	**7**	**41**	**123**	**140**	**138**	**137**	**135**	**133**	**132**	**130**
	Rating Requirement										
-	Less Depreciation	-	(17)	(42)	(77)	(77)	(77)	(77)	(77)	(77)	(77)
-	Plus Debt Repayment		11	28	51	53	54	56	57	59	61
-	**RATES REQUIREMENT**	**7**	**35**	**108**	**114**	**114**	**114**	**114**	**114**	**114**	**113**
	Capital Expenditure										
-	New	500	769	1,049	-	-	-	-	-	-	-
	Total Capital Expenditure	500	769	1,049	-	-	-	-	-	-	-
	Funded By										
-	New Borrowing / (Repayment)	500	769	1,049	-	-	-	-	-	-	-
-	Total	500	769	1,049	-	-	-	-	-	-	-

Climate change mitigation and adaption - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
2019-PNCC zero-carbon feasibility study	0%	100%	-	-	31	-	-	-	-	-	-	-
TOTAL			**-**	**-**	**31**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Climate change mitigation and adaption - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Climate change mitigation and adaption - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1888-Low Carbon Fund	0%	100%	500	769	1,049	-	-	-	-	-	-	-
TOTAL			**500**	**769**	**1,049**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			500	769	1,049	-	-	-	-	-	-	-

Manawatu River - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
-	Manawatu River	10	11	11	11	11	12	12	12	13	13
-	Total Revenue	10	11	11	11	11	12	12	12	13	13
	Expenses										
1,141	Manawatu River	1,382	1,683	2,090	2,079	2,186	2,264	2,346	2,497	2,537	2,589
1,141	Total Expenses	1,382	1,683	2,090	2,079	2,186	2,264	2,346	2,497	2,537	2,589
1,141	**NET OPERATING COST OF ACTIVITY**	**1,371**	**1,673**	**2,079**	**2,068**	**2,174**	**2,252**	**2,334**	**2,485**	**2,524**	**2,576**
	Rating Requirement										
(221)	Less Depreciation	(221)	(328)	(471)	(511)	(554)	(572)	(587)	(683)	(684)	(684)
	Plus Net Capital Renewal (3 Year Average)	271	198	198	268	303	210	138	189	276	302
-	Plus Debt Repayment		73	175	211	230	258	280	318	330	342
920	**RATES REQUIREMENT**	**1,422**	**1,616**	**1,980**	**2,036**	**2,154**	**2,149**	**2,164**	**2,309**	**2,447**	**2,536**
	Capital Expenditure										
	Renewal	307	338	168	88	337	380	193	58	161	348
-	New	2,644	4,060	1,427	582	1,002	708	1,731	119	122	1,116
	Total Capital Expenditure	2,950	4,398	1,595	671	1,340	1,088	1,924	177	283	1,464
	Funded By										
-	External Revenue New	26	225	-	-	-	30	367	-	-	-
	Rates	271	198	198	268	303	210	138	189	276	302
-	New Borrowing / (Repayment)	2,654	3,975	1,397	402	1,036	847	1,420	(12)	7	1,162
-	Total	2,950	4,398	1,595	671	1,340	1,088	1,924	177	283	1,464

Manawatu River - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
835-Ashhurst Domain - Biodiversity Improvements as Part of Manawatu Gorge Project	0%	100%	44	45	46	47	49	50	51	52	54	55
1486-City Reserves - Te Apiti Manawatu Gorge Development	0%	100%	-	51	105	-	-	-	-	-	-	-
1998-City Reserves - Manawatu River Park - Operation and Maintenance	0%	100%	38	39	82	84	86	88	91	93	95	98
2011-City Reserves - Victoria Esplanade - Operating Costs	0%	100%	45	46	94	96	98	101	103	106	109	111
TOTAL			**127**	**182**	**327**	**228**	**233**	**239**	**245**	**251**	**258**	**264**

Manawatu River - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1825-City Reserves - Manawatu River Park - Renewals	0%	100%	2	6	28	3	10	27	7	23	25	12
1840-City Reserves - Victoria Esplanade- Renewals	0%	100%	305	332	140	85	327	353	186	36	136	336
TOTAL			**307**	**338**	**168**	**88**	**337**	**380**	**193**	**58**	**161**	**348**
Funded by Council (Rates and Borrowing)			307	338	168	88	337	380	193	58	161	348

Manawatu River - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1435-City Reserves - Manawatu River Park - Water Front Precinct Lighting	34%	66%	928	924	-	-	-	-	-	-	-	-
1838-City Growth - City Reserves - Victoria Esplanade - Exotic Aviaries Stage One	34%	66%	85	749	-	-	-	-	-	-	-	-
1844-City Growth - City Reserves - Manawatu River Park - Capital New	34%	66%	1,395	672	679	199	144	-	549	-	-	-
1847-City Growth - City Reserves - Victoria Esplanade - Capital New	34%	66%	30	-	481	-	466	488	508	-	-	991
1890-City Growth - City Reserves - Victoria Esplanade Master Plan Developments - Stage Two	34%	66%	-	-	25	-	6	5	2	-	-	-
1892-City Growth - City Reserves - Manawatu River Park - Hokowhitu Lagoon Development Plan	34%	66%	-	10	63	108	-	-	-	-	-	-
1894-City Growth - City Reserves - Manawatu River Park - Marae Tarata Development Plan - Implementation	34%	66%	55	103	179	275	387	170	116	119	122	125
1895-City Growth - City Reserves - Manawatu River Park - Te Motu o Poutoa Development Plan - Implementation	34%	66%	150	1,602	-	-	-	-	-	-	-	-
2012-City Reserves - Victoria Esplanade - Exotic Aviaries Stage Two	0%	100%	-	-	-	-	-	45	555	-	-	-
TOTAL			**2,644**	**4,060**	**1,427**	**582**	**1,002**	**708**	**1,731**	**119**	**122**	**1,116**
Funded by Council (Rates and Borrowing)			2,618	3,835	1,427	582	1,002	678	1,365	119	122	1,116

City Growth - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
3,256	Building Services	4,747	4,866	4,978	5,088	5,200	5,314	5,431	5,551	5,673	5,798
833	Planning Services - Private	1,302	1,334	1,365	1,395	1,426	1,457	1,489	1,522	1,555	1,590
4,088	Total Revenue	6,049	6,200	6,343	6,483	6,626	6,771	6,920	7,073	7,228	7,387
	Expenses										
4,876	Building Services	6,493	6,753	7,046	7,288	7,218	7,396	7,510	7,718	7,826	8,036
1,964	Housing and Future development	524	586	189	193	197	201	206	210	215	220
719	Planning Services - Private	1,165	1,194	1,222	1,249	1,277	1,301	1,329	1,359	1,388	1,420
880	Planning Services - Public	875	923	983	1,028	965	984	1,005	1,027	1,044	1,066
353	Urban Design	435	446	456	466	476	486	496	507	518	529
8,791	Total Expenses	9,493	9,902	9,896	10,222	10,133	10,369	10,546	10,821	10,991	11,270
4,702	**NET OPERATING COST OF ACTIVITY**	**3,444**	**3,702**	**3,553**	**3,740**	**3,507**	**3,598**	**3,626**	**3,748**	**3,763**	**3,882**
	Rating Requirement										
(1)	Less Depreciation	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
4,702	**RATES REQUIREMENT**	**3,443**	**3,701**	**3,552**	**3,739**	**3,507**	**3,597**	**3,625**	**3,747**	**3,763**	**3,882**

City Growth - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
130-Earthquake Prone Buildings - Assessment of Compliance with the Building Act	0%	100%	14	14	93	95	97	99	101	104	106	108
762-City-wide - Urban Design - Delivering Change	0%	100%	50	51	53	54	55	56	57	59	60	61
1264-Development Contributions Fees - Support for Community Groups	0%	100%	22	22	23	23	24	24	25	25	26	26
1485-Property Development - Whakarongo Council Subdivision Development	0%	100%	(5,000)	(3,075)	-	-	-	-	-	-	-	-
1750-Property Development - Summerhays Street Residential Subdivision	0%	100%	103	10	(6,797)	20	20	20	21	21	22	22
1751-Property Development - Huia Street Redevelopment	0%	100%		-	(524)	(7,502)	-	-	-	-	-	-
1914-Electronic District Plan	0%	100%	-	144	42	43	44	45	46	47	48	49
1918-Compliance with new RMA requirements	0%	100%	100	103	105	107	110	112	114	117	119	122
2040-Property Development - Albert Street Depot Residential Subdivision Investigation	0%	100%	100	-	-	-	-	-	-	-	-	-
TOTAL			**(4,611)**	**(2,731)**	**(7,006)**	**(7,160)**	**349**	**357**	**364**	**372**	**381**	**389**

City Growth - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

City Growth - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Environmental sustainability - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
-	Biodiversity	-	-	-	-	-	-	-	-	-	-
-	Total Revenue	-	-	-	-	-	-	-	-	-	-
	Expenses										
314	Biodiversity	308	319	328	337	347	357	369	386	403	415
160	Support to environmental groups	161	165	169	174	178	182	187	192	197	201
227	Sustainable Practices	409	396	421	405	445	479	492	506	521	535
701	Total Expenses	878	880	919	916	970	1,018	1,048	1,084	1,120	1,152
701	**NET OPERATING COST OF ACTIVITY**	**878**	**880**	**919**	**916**	**970**	**1,018**	**1,048**	**1,084**	**1,120**	**1,152**
	Rating Requirement										
-	Less Depreciation	-	(4)	(8)	(12)	(37)	(61)	(65)	(69)	(73)	(78)
13	Plus Debt Repayment	18	23	28	34	44	54	59	65	78	67
714	**RATES REQUIREMENT**	**896**	**899**	**939**	**939**	**977**	**1,011**	**1,042**	**1,079**	**1,125**	**1,141**
	Capital Expenditure										
82	New	145	149	152	545	503	119	122	457	128	131
82	Total Capital Expenditure	145	149	152	545	503	119	122	457	128	131
	Funded By										
-	External Revenue New	-	-	-	287	257	-	-	-	-	-
82	New Borrowing / (Repayment)	145	149	152	257	246	119	122	457	128	131
82	Total	145	149	152	545	503	119	122	457	128	131

Environmental sustainability - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
268-Arapuke Forest Park/Kahuterawa Pest Control and Biodiversity Protection and Enhancement	0%	100%	60	62	64	65	67	69	71	74	76	79
764-City-wide - Council Facility Energy Use Monitoring	0%	100%	57	59	60	62	63	64	66	67	69	70
1080-City-wide -Biodiversity Increased Plant and Animal Pest Control	0%	100%	30	31	32	33	34	35	36	37	38	39
1145-Green Corridors Project - Continued Development	0%	100%	60	62	64	65	67	69	71	74	76	79
1450-Predator Free Palmerston North	0%	100%	25	26	27	27	28	29	30	31	32	33
1453-Freshwater Body Improvements	0%	100%	41	42	44	45	46	47	49	50	52	54
1916-Delivery of sustainable education outcomes	0%	100%	-	-	42	43	44	45	46	47	48	49
TOTAL			**273**	**282**	**332**	**340**	**349**	**358**	**369**	**380**	**391**	**402**

Environmental sustainability - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Environmental sustainability - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1077-Citywide - Biodiversity Enhancement Through Native Planting	0%	100%	30	31	32	33	34	35	36	369	38	39
1451-Property - LED Lighting Upgrades	0%	100%	75	77	79	80	82	84	86	88	90	92
1924-Improving remote monitoring capabilities	0%	100%	40	41	42	-	-	-	-	-	-	-
1959-Envirohub and Resource Recovery Centre (subject to external funding)	0%	100%	-	-	-	432	387	-	-	-	-	-
TOTAL			**145**	**149**	**152**	**545**	**503**	**119**	**122**	**457**	**128**	**131**
Funded by Council (Rates and Borrowing)			145	149	152	257	246	119	122	457	128	131

Resource Recovery - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
247	Landfill Management	223	231	237	243	250	257	265	274	284	292
1,213	Waste Management	1,261	1,359	1,488	1,585	1,631	1,677	1,730	1,788	1,848	1,906
1,237	Waste Minimisation	1,586	1,641	1,684	1,730	1,780	1,829	1,888	1,950	2,017	2,079
2,697	Total Revenue	3,070	3,232	3,409	3,558	3,661	3,764	3,884	4,012	4,148	4,277
	Expenses										
233	Landfill Management	422	506	535	558	592	637	671	726	757	785
1,781	Waste Management	1,736	1,866	2,029	2,157	2,226	2,293	2,371	2,453	2,541	2,625
5,788	Waste Minimisation	6,228	6,761	6,778	7,237	8,036	8,200	8,564	9,186	9,357	9,740
7,801	Total Expenses	8,385	9,132	9,341	9,952	10,855	11,130	11,606	12,365	12,654	13,150
5,104	**NET OPERATING COST OF ACTIVITY**	**5,316**	**5,900**	**5,933**	**6,394**	**7,194**	**7,367**	**7,722**	**8,353**	**8,506**	**8,873**
	Rating Requirement										
(923)	Less Depreciation	(923)	(954)	(979)	(998)	(1,056)	(1,135)	(1,161)	(1,497)	(1,559)	(1,605)
305	Plus Net Capital Renewal (3 Year Average)	413	571	709	779	839	838	982	1,258	1,382	1,498
811	Plus Debt Repayment	709	419	441	290	330	377	377	601	618	641
5,297	**RATES REQUIREMENT**	**5,515**	**5,936**	**6,104**	**6,466**	**7,306**	**7,447**	**7,920**	**8,716**	**8,947**	**9,407**
	Capital Expenditure										
176	Renewal	375	432	432	850	844	643	1,028	842	1,076	1,857
246	New	753	413	519	1,428	1,981	228	8,027	206	314	213
422	Total Capital Expenditure	1,128	845	951	2,278	2,826	871	9,055	1,047	1,391	2,070
	Funded By										
305	Rates	413	571	709	779	839	838	982	1,258	1,382	1,498
117	New Borrowing / (Repayment)	715	274	242	1,498	1,987	33	8,073	(211)	9	571
422	Total	1,128	845	951	2,278	2,826	871	9,055	1,047	1,391	2,070

Resource Recovery - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
974-City-wide - Rubbish & Recycling - Communication, Education and Resource Materials	0%	100%	30	31	32	33	34	35	36	37	38	39
1425-Awapuni Closed Landfill - Waste Mixed Colour Glass Stockpile Processing	0%	100%	-	48	49	51	52	54	55	57	59	61
1724-City-wide - Diversion of Waste from Landfill - Investigation Studies	0%	100%	125	207	80	82	84	87	89	92	95	98
1811-City-Wide - Bi-Annual Hazardous Waste Day	0%	100%	-	-	53	-	-	58	-	61	-	66
1886-City-wide - Rubbish & Recycling - Resource Consent Application Renewals	0%	100%	-	-	13	107	-	-	34	31	-	-
1908-City-Wide - Rubbish & Recycling - Asset Condition Assessments	0%	100%	50	52	53	33	34	35	36	37	38	39
1909-Waste Minimisation Levy - Contestable Fund	0%	100%	40	41	42	44	45	46	48	49	51	52
2044-City-Wide - Kerbside Food Waste - Investigations and Trial	0%	100%	-	197	74	-	-	-	-	-	-	-
TOTAL			**245**	**576**	**397**	**348**	**249**	**313**	**298**	**365**	**282**	**356**

Resource Recovery - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
185-Closed Landfills and Transfer Stations - Site Renewals	0%	100%	35	36	37	360	62	40	42	43	64	66
612-Recycling - City-wide Wheelie Bin and Crate Renewals	0%	100%	78	120	162	217	269	316	379	518	678	939
649-Recycling - Materials Recovery Facility Renewals	0%	100%	130	140	90	129	95	156	117	121	184	246
1368-City-wide - Public Space Rubbish & Recycling Bins Renewals	0%	100%	45	47	48	49	50	52	54	55	57	59
1374-City-wide - Recycling Drop Off Facilities - Renewals	0%	100%	9	9	11	10	22	12	11	11	19	12
1721-Composting Activity Site Renewals	0%	100%	8	8	8	9	290	9	367	32	10	10
1784-Rubbish and Recycling Buildings - Renewals	0%	100%	70	72	74	76	56	58	60	61	64	524
TOTAL			**375**	**432**	**432**	**850**	**844**	**643**	**1,028**	**842**	**1,076**	**1,857**
Funded by Council (Rates and Borrowing)			375	432	432	850	844	643	1,028	842	1,076	1,857

Resource Recovery - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
506-City-wide - Public Space Rubbish & Recycling Bins Development	0%	100%	64	66	67	69	56	58	60	61	64	66
657-Urban Growth - Recycling - City-wide Wheelie Bins and Crates	0%	100%	68	70	72	74	76	80	82	85	88	91
721-Awapuni Closed Landfill - Landscaping Development	0%	100%	18	19	19	20	20	21	21	22	23	24
727-Recycling - Materials Recovery Facility Development	0%	100%	-	-	-	-	-	-	7,143	-	-	-
1105-Awapuni Closed Landfill - Weighbridge and Ancilliary Infrastructure Development	0%	100%	-	-	-	-	393	-	685	-	102	-
1371-Closed Landfills and Transfer Stations - Safety, Security and Development	0%	100%	159	181	53	142	67	35	-	-	-	-

1373-City-wide - Recycling Drop Off Facilities - Development	0%	100%	35	36	-	1,091	1,122	-	-	-	-	-
1410-Recycling - City-wide Recycling Services to Commercial/orgnisational Properties Development	0%	100%	40	41	42	33	34	35	36	37	38	33
1783-Rubbish and Recycling Buildings - Staff Welfare and Health and Safety Improvements	0%	100%	300	-	-	-	-	-	-	-	-	-
1810-City-wide - Diversion of Waste from Landfill - New Materials Development	0%	100%	70	-	265	-	213	-	-	-	-	-
TOTAL			**753**	**413**	**519**	**1,428**	**1,981**	**228**	**8,027**	**206**	**314**	**213**
Funded by Council (Rates and Borrowing)			753	413	519	1,428	1,981	228	8,027	206	314	213

Active and Public Transport - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
15	Active Transport	939	968	1,105	1,138	1,171	1,204	1,239	1,275	1,312	1,350
104	Footpaths	176	181	187	192	198	204	209	216	222	228
85	Public Transport	231	185	137	141	145	149	153	158	162	167
204	Total Revenue	1,345	1,334	1,429	1,470	1,513	1,557	1,602	1,648	1,696	1,745
	Expenses										
1,688	Active Transport	2,757	2,999	3,570	3,741	3,937	4,106	4,299	4,527	4,717	4,903
3,286	Footpaths	2,986	3,017	3,122	3,153	3,185	3,266	3,312	3,347	3,402	3,460
213	Public Transport	370	483	545	840	1,099	1,152	1,164	1,191	1,250	1,264
5,187	Total Expenses	6,112	6,499	7,237	7,734	8,220	8,524	8,776	9,065	9,370	9,627
4,982	**NET OPERATING COST OF ACTIVITY**	**4,767**	**5,165**	**5,808**	**6,264**	**6,707**	**6,967**	**7,174**	**7,416**	**7,674**	**7,882**
	Rating Requirement										
(3,335)	Less Depreciation	(2,931)	(2,944)	(3,059)	(3,274)	(3,504)	(3,568)	(3,574)	(3,586)	(3,663)	(3,663)
525	Plus Net Capital Renewal (3 Year Average)	520	581	642	705	726	749	773	850	926	1,004
450	Plus Debt Repayment	387	401	516	704	891	991	1,107	1,262	1,418	1,546
2,623	**RATES REQUIREMENT**	**2,744**	**3,202**	**3,907**	**4,399**	**4,820**	**5,139**	**5,479**	**5,942**	**6,356**	**6,769**
	Capital Expenditure										
1,034	Renewal	1,050	1,083	1,115	1,412	1,453	1,495	1,542	1,599	1,645	2,017
3,195	New	5,420	8,432	13,760	12,394	6,691	7,716	10,711	10,786	7,941	8,892
4,229	Total Capital Expenditure	6,470	9,515	14,875	13,807	8,144	9,212	12,253	12,385	9,586	10,909
	Funded By										
522	External Revenue Renewal	545	562	579	727	748	770	795	824	848	1,038
1,470	External Revenue New	2,522	4,159	6,869	5,988	3,255	3,700	5,175	5,252	3,874	4,271
525	Rates	520	581	642	705	726	749	773	850	926	1,004
1,713	New Borrowing / (Repayment)	2,882	4,213	6,785	6,387	3,415	3,993	5,511	5,459	3,938	4,596
4,229	Total	6,470	9,515	14,875	13,807	8,144	9,212	12,253	12,385	9,586	10,909

Roading - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
3,295	Parking	4,854	5,004	5,154	5,304	5,457	5,616	5,779	5,946	6,119	6,296
2,317	Roads	2,882	3,005	3,355	3,548	3,233	3,495	3,580	3,666	3,755	3,847
135	Street Facilities	135	139	143	180	185	190	196	202	207	213
421	Street Lighting	394	406	418	431	443	456	469	483	497	511
671	Traffic Services	572	590	607	770	792	815	839	863	888	914
6,840	Total Revenue	8,836	9,144	9,678	10,231	10,111	10,572	10,862	11,160	11,466	11,781
	Expenses										
2,815	Parking	2,662	2,822	2,916	3,027	3,210	3,283	3,356	3,434	3,520	3,602
14,907	Roads	15,389	16,775	18,814	19,897	18,836	15,288	16,434	17,404	19,589	26,668
2,513	Street Facilities	3,131	3,261	3,501	3,666	3,880	3,989	4,102	4,210	4,321	4,759
2,021	Street Lighting	1,851	1,914	1,977	2,057	2,159	2,215	2,237	2,326	2,349	2,376
2,721	Traffic Services	2,546	2,585	2,656	2,981	3,047	3,102	3,158	3,215	3,265	3,315
24,978	Total Expenses	25,578	27,358	29,864	31,628	31,132	27,876	29,287	30,589	33,044	40,721
18,138	**NET OPERATING COST OF ACTIVITY**	**16,742**	**18,213**	**20,186**	**21,397**	**21,021**	**17,304**	**18,424**	**19,430**	**21,578**	**28,939**
	Rating Requirement										
(10,142)	Less Depreciation	(10,008)	(10,370)	(11,074)	(11,451)	(11,810)	(7,348)	(7,916)	(8,346)	(10,077)	(16,480)
3,630	Plus Net Capital Renewal (3 Year Average)	2,480	2,791	3,225	3,730	4,149	4,429	4,610	4,759	4,906	5,053
1,398	Plus Debt Repayment	972	1,359	1,704	2,022	2,394	2,780	3,253	3,651	3,987	4,577
13,023	**RATES REQUIREMENT**	**10,186**	**11,993**	**14,041**	**15,697**	**15,754**	**17,165**	**18,372**	**19,493**	**20,395**	**22,090**
	Capital Expenditure										
4,579	Renewal	4,473	4,831	5,289	6,268	7,387	8,381	8,892	9,176	9,470	9,781
5,870	New	18,471	17,340	20,626	23,284	27,722	33,460	32,331	32,869	43,730	9,833
10,449	Total Capital Expenditure	22,944	22,171	25,916	29,552	35,109	41,841	41,223	42,045	53,200	19,614
	Funded By										
2,183	External Revenue Renewal	2,196	2,364	2,592	3,060	3,618	4,168	4,426	4,567	4,714	4,869
2,036	External Revenue New	4,509	4,236	10,007	9,576	12,278	14,870	18,307	21,407	21,706	3,572
657	Development Contributions	726	814	1,022	1,675	2,347	3,114	3,212	3,286	3,416	3,458
3,630	Rates	2,480	2,791	3,225	3,730	4,149	4,429	4,610	4,759	4,906	5,053
1,944	New Borrowing / (Repayment)	13,033	11,966	9,071	11,511	12,717	15,260	10,668	8,027	18,458	2,661
10,449	Total	22,944	22,171	25,916	29,552	35,109	41,841	41,223	42,045	53,200	19,614

Roading - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1472-Business Case work for strategic roads (PNITI)	0%	100%	118	121	250	257	-	-	-	-	-	-
1932-Urban Transport Improvements - Enabling PNITI - Business Case	0%	100%	50	52	107	145	-	-	-	-	-	-
1977-City-wide – Transport - Operation and maintenance of vested assets	0%	100%	-	-	-	-	79	81	83	86	88	623
2001-Transport Network & Asset Management - Operating Cost	0%	100%	113	116	120	123	127	130	134	138	142	146
2007-Road Sealed Pavement Maintenance	0%	100%	123	126	130	134	138	142	146	150	154	159
2009-Transport Advanced Investigation	0%	100%	90	93	191	197	202	208	214	221	227	233
2010-Transport & three waters subdivision public good	0%	100%	150	155	212	219	225	231	238	245	252	259
2018-Transport Bridge Maintenance	0%	0%	62	64	104	107	110	113	117	120	124	127
2028-Street Tree Removals	0%	100%	160	165	308	317	327	336	346	356	366	377
2032-Transport Maintenance - new contract prices	0%	100%	-	-	-	206	295	465	479	493	507	522
2052- Implement Corridor Access Request Fees	0%	100%	(134)	(139)	(143)	(147)	(151)	(156)	(160)	(165)	(169)	(174)
TOTAL			**730**	**753**	**1,280**	**1,557**	**1,352**	**1,552**	**1,597**	**1,643**	**1,691**	**2,272**

Roading - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
74-City-wide - Street Light Renewals	0%	100%	90	103	117	120	124	168	179	184	189	201
82-Off-street Parking Renewals	0%	100%	65	77	80	126	135	17	18	18	19	19
115-City-wide - Sealed Pavement Renewals	0%	100%	1,750	1,804	2,018	2,404	2,811	3,471	3,572	3,675	3,782	3,892
122-City-wide - Road Drainage Renewals	0%	100%	365	382	399	417	449	484	522	564	608	655
139-City-wide - Sealed Road Resurfacing	0%	100%	2,000	2,217	2,389	2,786	3,429	3,760	4,108	4,227	4,349	4,475
162-City-wide - Vehicle Crossing Renewals	0%	100%	103	119	127	142	157	191	196	202	208	214
1805-City-wide - Transport structure component renewal	0%	100%	100	129	159	273	281	289	298	306	315	324
TOTAL			**4,473**	**4,831**	**5,289**	**6,268**	**7,387**	**8,381**	**8,892**	**9,176**	**9,470**	**9,781**
Funded by Council (Rates and Borrowing)			2,277	2,467	2,697	3,208	3,769	4,213	4,466	4,609	4,756	4,912

Roading - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
159-Kelvin Grove Road - Safety Improvements	0%	100%	-	-	-	656	787	5,901	-	-	-	-
167-James Line (Schnell Dr to Kelvin Grove Rd) - Improvements	25%	75%	-	-	-	273	1,574	-	-	-	-	-
201-Urban Growth - Development Contributions - Transport	100%	0%	200	206	212	219	225	231	238	245	252	259
279-City-wide - Minor transport improvements	0%	100%	1,225	1,315	1,407	1,557	1,715	1,620	1,667	1,715	1,765	1,816
684-Longburn Rongotea Road/No. 1 Line - Intersection Safety Upgrade	0%	100%	250	-	-	437	2,024	2,314	-	-	-	-
839-Rangitikei St / Featherston St - Intersection Improvements	0%	100%	-	-	-	-	-	-	1,191	(613)	441	5,189
1094-Milson Line Overbridge Improvement	0%	100%	-	-	-	-	-	-	-	245	378	-
1367-City-wide - Street Light Infill	0%	100%	846	896	923	676	-	-	-	-	-	-
1615-City-wide - Parking and Traffic Signs and Marking	0%	100%	50	52	53	66	67	69	89	-	-	-
1681-Urban Growth - Kakatangiata - Transport	90%	10%	400	5,671	319	2,732	-	231	536	551	756	778

1682-Pioneer Highway - Improvements	75%	25%	-	-	-	-	-	-	238	490	4,034	843
1683-Urban Growth - Whakarongo - Transport	100%	0%	200	206	212	328	562	7,173	238	245	252	259
1684-Urban Growth - Ashhurst - Transport	75%	25%	250	2,784	1,699	1,093	-	-	-	-	-	-
1685-Urban Growth - NEIZ - Transport	80%	20%	7,650	-	265	1,639	2,249	-	-	-	-	-
1688-Urban Transport Improvements - Enabling PNITI	0%	100%	1,950	103	319	437	1,574	1,388	357	1,225	-	-
1689-Rural Road Safety & Accessibility Improvements	0%	100%	-	-	-	328	3,373	1,388	2,381	490	5,244	259
1690-PNITI – Intersection & bridge improvements	25%	75%	3,400	3,712	6,796	-	-	-	-	-	-	-
1691-Road to Zero - Transport Safety Improvements	0%	100%	1,170	1,902	2,368	1,508	2,474	1,770	2,917	3,369	2,899	-
1804-Road drainage improvements	0%	100%	80	82	85	87	90	93	95	98	101	104
1806-City-wide - Street light LED lighting improvements	0%	100%	-	-	-	650	618	-	-	-	-	-
1807-City-wide - Car park infrastructure improvements	0%	100%	800	155	425	-	-	-	-	-	-	-
1944-Village Road upgrades to urban standard	0%	100%	-	-	234	1,858	270	289	2,143	306	2,395	324
2013-PNITI – Strategic Transport Corridor Improvements	25%	75%	-	258	5,310	8,742	10,120	10,992	20,240	24,502	25,212	-
TOTAL			**18,471**	**17,340**	**20,626**	**23,284**	**27,722**	**33,460**	**32,331**	**32,869**	**43,730**	**9,833**
Funded by Council (Rates and Borrowing)			13,962	13,104	10,620	13,708	15,444	18,590	14,023	11,463	22,025	6,260

Active and Public Transport - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1442-Active Transport Behaviour Change Programmes	0%	100%	81	84	113	116	119	123	126	130	134	138
1494-Active and Public Transport Planning & Investigation	0%	100%	74	76	78	80	83	85	88	90	93	95
1878-Active Transport Innovation	0%	100%	-	52	106	109	112	116	119	123	126	130
1978-City-wide – Active Transport - Operation and maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	21
1994-Cycle Path Maintenance	0%	100%	48	49	104	107	110	113	116	119	123	126
1995-Footpath Maintenance	0%	100%	34	35	36	37	38	39	40	41	43	44
2021-Innovating Streets	0%	100%	56	58	60	61	63	65	67	69	71	73
2025-Urban Bus Terminal Redevelopment Business Case	0%	100%	98	51	-	-	-	-	-	-	-	-
2037-Additional cycle path sweeping	0%	100%	49	51	104	107	110	113	117	120	124	127
TOTAL			**440**	**454**	**600**	**617**	**635**	**654**	**673**	**692**	**712**	**754**

Active and Public Transport - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
64-City-wide - Footpath Renewals	0%	100%	1,000	1,031	1,062	1,366	1,406	1,446	1,488	1,531	1,576	1,946
181-City-wide - Public Transport Infrastructure Renewals	0%	100%	30	31	32	33	34	35	36	49	50	52
648-City-wide - Supporting Cycle Infrastructure Renewals	0%	100%	20	21	21	14	14	14	18	18	19	19
TOTAL			**1,050**	**1,083**	**1,115**	**1,412**	**1,453**	**1,495**	**1,542**	**1,599**	**1,645**	**2,017**
Funded by Council (Rates and Borrowing)			505	520	536	685	705	726	747	774	797	979

Active and Public Transport - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
243-Urban Bus Terminal Redevelopment	0%	100%	75	2,268	5,044	4,999	-	-	-	-	-	-
1121-Tennent Drive Improvements - Food HQ & Massey	0%	100%	-	268	2,761	-	40	787	3,834	2,475	-	-
1559-City-wide - Urban Cycle Infrastructure Network improvements	0%	100%	2,000	2,217	2,283	2,349	2,417	2,488	2,560	2,634	2,710	2,789
1676-City-wide - Supporting Cycle Infrastructure Improvements	0%	100%	76	103	59	50	40	112	33	28	35	121
1677-Regional Shared Path Network Improvements	0%	100%	1,832	1,926	2,320	2,912	2,824	2,355	2,597	3,558	3,661	3,767
1678-City-wide - Off Road Shared Path Network Improvements	0%	100%	415	453	441	453	467	480	494	508	523	538
1679-City-wide - Footpath Improvements	0%	100%	518	513	529	544	560	576	593	610	628	646
1680-City-wide - Public Transport Infrastructure Improvements	0%	100%	-	93	-	98	-	104	-	110	-	117
1803-Neighborhood Streetscape Improvements	0%	100%	30	309	32	328	34	347	36	368	38	389
1808-City-wide - Street amenity improvements	0%	100%	274	282	291	299	308	317	326	336	345	355
1925-Urban Growth - Development Contributions - Active Transport	20%	80%	-	-	-	142	-	150	-	159	-	169
2026-Active Transport Measurement	0%	100%	200	-	-	219	-	-	238	-	-	-
TOTAL			**5,420**	**8,432**	**13,760**	**12,394**	**6,691**	**7,716**	**10,711**	**10,786**	**7,941**	**8,892**
Funded by Council (Rates and Borrowing)			2,898	4,273	6,891	6,407	3,436	4,016	5,536	5,534	4,067	4,621

Stormwater - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
2	Stormwater Collection and Disposal	6	6	6	7	7	7	7	7	8	8
2	Total Revenue	6	6	6	7	7	7	7	7	8	8
	Expenses										
4,015	Stormwater Collection and Disposal	4,401	4,794	5,300	7,309	5,833	6,807	7,023	7,145	8,307	8,424
4,015	Total Expenses	4,401	4,794	5,300	7,309	5,833	6,807	7,023	7,145	8,307	8,424
4,012	**NET OPERATING COST OF ACTIVITY**	**4,395**	**4,788**	**5,294**	**7,303**	**5,826**	**6,800**	**7,015**	**7,138**	**8,299**	**8,416**
	Rating Requirement										
(1,909)	Less Depreciation	(1,909)	(2,013)	(2,117)	(3,901)	(2,244)	(3,011)	(3,035)	(3,095)	(4,412)	(4,427)
861	Plus Net Capital Renewal (3 Year Average)	943	971	994	885	842	834	861	890	885	877
206	Plus Debt Repayment	150	290	400	505	589	652	729	877	935	997
3,171	**RATES REQUIREMENT**	**3,579**	**4,036**	**4,572**	**4,791**	**5,014**	**5,275**	**5,571**	**5,808**	**5,706**	**5,863**
	Capital Expenditure										
860	Renewal	875	818	1,136	960	887	808	833	861	890	918
1,761	New	6,203	4,647	4,267	3,235	2,143	2,702	5,851	1,537	1,653	918
2,621	Total Capital Expenditure	7,078	5,465	5,403	4,194	3,030	3,509	6,685	2,398	2,543	1,835
	Funded By										
126	Development Contributions	139	132	166	272	381	506	522	534	555	562
861	Rates	943	971	994	885	842	834	861	890	885	877
1,634	New Borrowing / (Repayment)	5,996	4,362	4,243	3,038	1,806	2,169	5,301	975	1,103	396
2,621	Total	7,078	5,465	5,403	4,194	3,030	3,509	6,685	2,398	2,543	1,835

Stormwater - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1369-City-wide Data Collection and WQ Monitoring	0%	100%	100	104	202	207	213	219	226	234	242	249
1614-Stormwater - Open channels and drains - maintenance	0%	100%	250	290	297	305	314	391	388	373	127	131
1709-City-wide - Stormwater Condition Assessments	0%	100%	110	114	117	120	123	127	131	61	64	66
1710-City-wide - Stormwater Modelling, Consenting and Planning	0%	100%	140	145	198	204	209	215	222	230	237	245
1930-City-wide - Maintenance of Stormwater Treatment Devices	0%	0%	18	18	53	55	56	58	60	61	64	66
1976-City-wide – Stormwater - Operation and Maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	14
2002-Stormwater Reticulation Network Maintenance	0%	100%	24	25	64	66	68	70	72	74	77	79
2003-Stormwater Pump Station Operation & Maintenance	0%	100%	24	25	25	26	27	28	29	30	31	31
TOTAL			**665**	**720**	**957**	**983**	**1,011**	**1,107**	**1,127**	**1,063**	**841**	**881**

Stormwater - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
20-City-wide - Stormwater Pump Station Renewals	0%	100%	225	176	499	305	213	115	119	123	127	131
1062-City-wide - Stormwater Network Renewal Works	0%	100%	650	642	637	654	673	692	714	738	763	787
TOTAL			**875**	**818**	**1,136**	**960**	**887**	**808**	**833**	**861**	**890**	**918**
Funded by Council (Rates and Borrowing)			875	818	1,136	960	887	808	833	861	890	918

Stormwater - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
51-Urban Growth - Development Contributions - Stormwater	100%	0%	200	207	212	218	112	12	12	123	127	131
197-Urban Growth - NEIZ - Stormwater	100%	0%	1,300	1,087	-	-	-	-	-	-	-	-
1001-Urban Growth - Whakarongo - Stormwater	100%	0%	3,190	714	106	-	-	-	-	-	-	-
1060-City-wide - Stormwater Network Improvement Works	0%	100%	760	787	828	829	853	865	714	738	763	787
1065-Urban Growth - Kakatangiata - Stormwater	100%	0%	-	-	850	382	-	1,384	-	-	636	-
1372-City-wide Stormwater Pump Stations Improvement	0%	100%	480	497	499	371	281	358	-	-	127	-
1704-Urban Growth - Aokautere - Stormwater	100%	0%	-	362	-	-	449	-	-	430	-	-
1706-City-wide - Stormwater Network Resilience	0%	100%	130	223	175	-	-	-	-	-	-	-
1707-City-wide - Land purchase associated with streams and channels	0%	100%	-	207	-	-	224	-	-	246	-	-
1708-City-wide - Stormwater Flood Mitigation	0%	100%	143	564	1,036	1,097	224	83	5,125	-	-	-
2034-Urban Growth - Ashhurst - Stormwater	100%	0%	-	-	560	120	-	-	-	-	-	-
2035-Urban Growth - Napier Rd - Stormwater	100%	0%	-	-	-	218	-	-	-	-	-	-
TOTAL			**6,203**	**4,647**	**4,267**	**3,235**	**2,143**	**2,702**	**5,851**	**1,537**	**1,653**	**918**
Funded by Council (Rates and Borrowing)			6,203	4,647	4,267	3,235	2,143	2,702	5,851	1,537	1,653	918

Wastewater - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
955	Wastewater Collection	6	6	6	7	7	7	7	7	8	8
381	Wastewater Treatment and Disposal	1,195	1,237	1,269	1,522	1,790	2,071	2,614	2,700	2,792	2,878
1,336	Total Revenue	1,201	1,243	1,276	1,528	1,797	2,078	2,621	2,707	2,799	2,886
	Expenses										
4,827	Wastewater Collection	5,590	5,787	6,649	6,841	6,946	7,317	7,364	7,404	7,817	7,898
5,796	Wastewater Treatment and Disposal	6,242	6,562	6,904	12,283	23,883	28,609	33,046	32,743	32,845	33,119
10,623	Total Expenses	11,832	12,349	13,553	19,124	30,829	35,925	40,410	40,147	40,662	41,017
9,286	**NET OPERATING COST OF ACTIVITY**	**10,630**	**11,106**	**12,277**	**17,596**	**29,032**	**33,847**	**37,789**	**37,439**	**37,863**	**38,131**
	Rating Requirement										
(4,251)	Less Depreciation	(4,195)	(4,316)	(4,505)	(4,942)	(7,408)	(10,223)	(12,852)	(12,869)	(13,251)	(13,269)
3,028	Plus Net Capital Renewal (3 Year Average)	3,905	5,069	5,099	5,670	5,045	5,503	5,467	6,270	6,394	6,945
466	Plus Debt Repayment	370	504	662	1,171	3,904	6,763	9,827	10,126	10,473	10,791
8,529	**RATES REQUIREMENT**	**10,710**	**12,363**	**13,533**	**19,494**	**30,573**	**35,890**	**40,231**	**40,967**	**41,478**	**42,599**
	Capital Expenditure										
3,642	Renewal	3,191	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221
2,813	New	4,736	5,884	22,600	124,388	126,640	132,424	1,087	2,906	1,161	3,360
6,454	Total Capital Expenditure	7,927	10,343	26,665	131,071	131,188	138,202	5,897	8,828	6,830	10,581
	Funded By										
482	Development Contributions	533	1,022	1,283	2,104	2,949	3,912	4,035	4,128	4,292	4,345
3,028	Rates	3,905	5,069	5,099	5,670	5,045	5,503	5,467	6,270	6,394	6,945
2,944	New Borrowing / (Repayment)	3,489	4,252	20,283	123,297	123,194	128,787	(3,605)	(1,571)	(3,856)	(709)
6,454	Total	7,927	10,343	26,665	131,071	131,188	138,202	5,897	8,828	6,830	10,581

Wastewater - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1319-Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade Options Analysis	0%	100%	1,251	1,212	1,096	482	624	670	571	-	-	-
1401-City-wide - Infiltration & Inflow Investigations	0%	100%	250	259	478	491	505	519	536	553	572	590
1614-Stormwater - Open channels and drains - maintenance	0%	100%	-	52	106	109	112	115	119	123	127	131
1716-City-wide - Wastewater Facility Condition Assessment Programme	0%	100%	50	52	85	87	90	92	95	98	102	105
1717-City-wide - Wastewater Pipeline Condition Assessment Programme	0%	100%	175	181	393	404	415	427	440	455	470	485
1718-City-wide Pressure Wastewater systems operation	0%	100%	2	2	65	67	68	70	73	75	78	80
1719-City-wide - Decommissioning of Redundant Wastewater Mains	0%	100%	200	207	212	218	224	231	238	246	254	262
1720-Operate and Maintain Wastewater Network Model	0%	100%	10	10	53	55	56	58	60	61	64	66
1802-Wastewater Pump Stations - Building Maintenance	0%	100%	10	10	22	23	24	24	25	26	27	28
1814-Wastewater Treatment Pond Sludge Removal	0%	100%	-	-	-	3,381	1,683	-	-	-	-	-
1843-Wastewater Treatment Plant - Building Maintenance	0%	100%	35	36	74	76	79	81	83	86	89	92
1974-City-wide - Wastewater - Operation and maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	35
1999-Wastewater Reticulation Network Maintenance	0%	100%	68	73	144	148	152	156	161	166	172	177
2004-Wastewater Reticulation Pump Stations Operation & Maintenance	0%	100%	20	21	21	22	22	23	24	25	25	26
TOTAL			**2,071**	**2,115**	**2,750**	**5,561**	**4,055**	**2,467**	**2,425**	**1,915**	**1,980**	**2,077**

Wastewater - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
54-City-wide - Wastewater Pipe Renewal	0%	100%	2,100	2,381	2,655	2,945	3,254	3,576	3,929	4,304	4,705	5,244
65-City-wide - Wastewater Pump Station Renewal	0%	100%	300	311	340	349	421	115	119	123	127	131
179-Totara Road Wastewater Treatment Plant - Minor Equipment Renewals	0%	100%	380	414	425	436	449	461	238	246	254	262
1068-Totara Road Wastewater Treatment Plant - Replacement of Inlet Pumps	0%	100%	-	-	212	1,309	-	-	-	-	-	-
1380-Totara Rd WWTP - Biogas Generator Major Overhauls	0%	100%	150	155	159	273	135	173	208	184	254	459
1714-City-wide Wastewater Trunk Mains Renewal	0%	100%	200	1,139	212	1,309	224	1,384	238	984	254	1,049
1799-Wastewater Treatment Plant - Buildings Renewals	0%	100%	50	52	53	55	56	58	60	61	64	66
1801-Wastewater Pump Stations - Building Renewals	0%	100%	8	8	8	9	9	9	10	10	10	10
1887-Water Operations - Small plant and Equipment - Renewals	0%	100%	3	-	-	-	-	-	8	9	-	-
TOTAL			**3,191**	**4,459**	**4,065**	**6,683**	**4,548**	**5,777**	**4,810**	**5,921**	**5,669**	**7,221**
Funded by Council (Rates and Borrowing)			3,191	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221

Wastewater - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s

66-Totara Road Wastewater Treatment Plant - Resilience Programme	50%	50%	560	735	828	480	853	877	-	-	-	-
73-Urban Growth - Development Contributions - Wastewater	100%	0%	100	104	106	109	56	58	60	61	64	66
210-Urban Growth - NEIZ - Wastewater	100%	0%	600	155	531	545	561	-	-	-	-	-
628-Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade	20%	80%	-	-	18,507	120,377	123,864	128,995	-	-	-	-
1000-Urban Growth - Whakarongo - Wastewater	100%	0%	200	486	283	-	-	-	-	-	-	-
1055-Urban Growth - Kakatangiata - Wastewater	100%	0%	53	-	-	344	337	-	-	-	-	-
1074-Totara Road Wastewater Treatment Plant - Earthquake Strengthening of Civil Structures	0%	100%	1,000	1,035	1,062	-	-	-	-	-	-	-
1412-Urban Growth - Ashhurst - Wastewater	50%	50%	-	-	-	327	-	-	-	-	-	-
1616-City-wide - Wastewater Pump Station - Capacity Upgrade	0%	100%	580	714	690	676	685	704	726	750	776	800
1617-Totara Road Wastewater Treatment Plant - Biogas System Improvements	0%	100%	1,300	1,035	-	-	-	-	-	-	-	-
1711-Urban Growth - Longburn Industrial Park - Wastewater	100%	0%	50	621	-	-	-	-	-	-	-	-
1712-City-wide Wastewater wet weather overflow mitigation	0%	100%	200	621	212	763	224	1,384	238	1,845	254	2,229
1821-City-wide Wastewater Pipeline Realignment of at-risk mains	0%	100%	50	259	53	382	56	404	60	246	64	262
1883-Water Operations -Small Plant & Equipment - New	0%	100%	43	16	8	3	3	3	4	4	4	4
2030-Urban Growth - Aokautere - Wastewater	100%	0%	-	104	319	382	-	-	-	-	-	-
TOTAL			**4,736**	**5,884**	**22,600**	**124,388**	**126,640**	**132,424**	**1,087**	**2,906**	**1,161**	**3,360**
Funded by Council (Rates and Borrowing)			4,736	5,884	22,600	124,388	126,640	132,424	1,087	2,906	1,161	3,360

Water - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
29	Water Collection	29	30	31	302	32	33	34	36	37	38
8	Water Distribution	56	58	59	61	63	64	67	69	71	73
-	Water Treatment	10	10	11	11	11	12	12	12	13	13
37	Total Revenue	95	98	101	374	106	109	113	117	121	124
	Expenses										
2,001	Water Collection	2,807	2,812	3,044	3,533	3,190	3,241	3,366	3,736	3,760	3,733
3,900	Water Distribution	4,323	4,497	4,677	4,959	5,331	5,946	6,223	6,395	6,449	6,532
2,263	Water Treatment	1,809	2,093	2,286	2,447	1,900	1,969	2,011	2,048	2,068	2,101
8,164	Total Expenses	8,939	9,402	10,007	10,939	10,421	11,156	11,599	12,179	12,277	12,366
8,126	**NET OPERATING COST OF ACTIVITY**	**8,844**	**9,304**	**9,906**	**10,566**	**10,315**	**11,047**	**11,486**	**12,063**	**12,156**	**12,241**
	Rating Requirement										
(3,271)	Less Depreciation	(3,090)	(3,101)	(3,228)	(3,322)	(2,929)	(2,916)	(3,001)	(3,089)	(3,314)	(3,314)
3,807	Plus Net Capital Renewal (3 Year Average)	4,553	5,921	6,323	6,140	5,048	4,369	4,095	4,093	4,064	4,055
601	Plus Debt Repayment	631	805	1,051	1,267	1,561	1,978	2,314	2,518	2,601	2,685
9,265	**RATES REQUIREMENT**	**10,938**	**12,928**	**14,052**	**14,651**	**13,994**	**14,477**	**14,895**	**15,585**	**15,507**	**15,668**
	Capital Expenditure										
3,277	Renewal	3,478	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295
5,906	New	7,193	10,303	8,578	11,910	17,188	13,619	6,410	553	547	328
9,183	Total Capital Expenditure	10,670	15,229	13,835	19,489	23,321	18,327	10,713	4,650	4,434	4,623
	Funded By										
332	Development Contributions	367	337	423	694	972	1,290	1,331	1,361	1,415	1,433
-	Asset Sales	-	-	486	-	-	-	-	-	-	-
3,807	Rates	4,553	5,921	6,323	6,140	5,048	4,369	4,095	4,093	4,064	4,055
5,044	New Borrowing / (Repayment)	5,750	8,971	6,603	12,655	17,301	12,668	5,286	(804)	(1,046)	(865)
9,183	Total	10,670	15,229	13,835	19,489	23,321	18,327	10,713	4,650	4,434	4,623

Water - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
898-Water Supply Development Planning	0%	100%	50	-	-	131	-	-	-	-	-	-
1052-Turitea Dams - Dam Safety Assurance Programme	0%	100%	-	-	42	-	-	-	-	49	-	-
1246-Three Waters Public Education - Water	0%	100%	40	41	42	44	45	46	48	49	51	52
1798-Water Treatment Plant - Buildings Maintenance	0%	100%	30	31	62	72	74	76	79	81	84	87
1812-City-wide - Water Supply Network Modelling	0%	100%	15	16	16	16	17	17	18	18	19	20
1813-City-wide - Water Supply Condition Assessments	0%	100%	50	52	32	33	34	35	36	37	38	39
1870-Turitea Dams - Consent Renewal - Hydroelectricity	0%	100%	-	-	-	-	-	-	-	246	-	-
1871-Bunnythorpe - Water Safety Plan Update	0%	100%	25	-	-	-	-	-	-	-	-	-
1872-Longburn - Water Safety Plan Update	0%	100%	25	-	-	-	-	-	-	-	-	-
1881-Water Pump Station - Building Maintenance	0%	100%	10	10	16	16	17	17	18	18	19	20
1900-Ashhurst - Water Safety Plan Update	0%	100%	25	-	-	-	-	29	-	-	-	-
1902-Palmerston North - Water Safety Plan Update	0%	100%	-	-	-	55	-	-	-	-	64	-
1905-Turitea Dams - Turitea Forest Harvest	0%	100%	-	-	(486)	-	-	-	-	-	-	-
1975-City-wide – Water supply - Operation and maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	31
1996-Turitea Dams - Catchment Management	0%	100%	100	104	207	213	219	225	232	240	248	256
2053-Implement Commercial Backflow Fee	0%	100%	(47)	(49)	(50)	(52)	(53)	(55)	(57)	(58)	(60)	(62)
TOTAL			**323**	**204**	**(119)**	**527**	**352**	**390**	**373**	**681**	**462**	**442**

Water - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
88-Turitea WTP - Falling Main Rehabilitation	0%	100%	-	-	106	927	1,347	-	-	-	-	-
199-City-wide - Water Supply Bore and Network Facility Renewals	0%	100%	300	518	891	627	215	105	703	133	94	170
207-Turitea WTP - Equipment and Facility Renewals	0%	100%	239	607	395	273	455	308	362	591	318	524
214-City-wide - Water Toby and Manifold Renewals	0%	100%	325	518	531	545	561	577	595	630	652	672
218-City-wide - Water Main Renewals	0%	100%	2,113	2,394	2,671	3,016	3,271	3,478	2,399	2,478	2,562	2,642
663-Ashhurst - Water Supply Rising Main Renewal - Stage 3	0%	100%	-	-	-	872	-	-	-	-	-	-
1061-City-wide - Water Supply Reservoir Renewals	0%	100%	-	311	-	-	-	-	-	-	-	-
1385-City-wide - Water Supply Resilience - Telemetry Replacement	0%	100%	23	-	-	-	-	-	-	-	-	-
1700-City-wide - Water Meter Renewals	0%	100%	200	333	342	351	17	23	19	33	22	41
1701-City-wide - Water Supply Valve & Hydrant Renewals	0%	100%	200	207	212	218	224	173	179	184	191	197
1797-Water Treatment Plant - Building Renewals	0%	100%	30	31	32	33	34	35	36	37	38	39
1822- Water Pump Stations - Building Renewals	0%	100%	8	8	8	9	9	9	10	10	10	10
2042-Turitea WTP - Raw Water Main Renewal	0%	100%	40	-	69	709	-	-	-	-	-	-
TOTAL			**3,478**	**4,925**	**5,257**	**7,579**	**6,134**	**4,708**	**4,302**	**4,096**	**3,887**	**4,295**
Funded by Council (Rates and Borrowing)			3,478	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295

Water - Capital New

2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31

ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
124-Turitea WTP - Drinking Water Standards Upgrades	0%	100%	770	1,697	1,524	559	-	-	-	-	-	-
132-City-wide - Water Supply Resilience - Trunk Mains	10%	90%	113	1,232	1,588	1,562	1,122	1,154	-	-	-	-
135-Urban Growth - Bunnythorpe Extension - Water Supply	90%	10%	-	-	-	141	1,597	-	-	-	-	-
246-Urban Growth - Development Contributions - Water Supply	100%	0%	250	259	265	273	281	288	298	307	318	328
651-City-wide - Water Supply Resilience - Seismic Strengthening	0%	100%	-	-	-	273	281	288	-	-	-	-
986-Turitea Dams - Aeration Upgrade	0%	100%	35	26	127	-	-	-	-	-	-	-
1004-Urban Growth - Whakarongo - Water Supply	100%	0%	891	42	43	1,173	869	-	-	-	-	-
1005-Urban Growth - NEIZ - Water Supply	100%	0%	585	-	966	-	-	-	-	-	-	-
1054-Ashhurst - Water Quality Improvements	0%	100%	-	207	1,371	-	-	-	-	-	-	-
1170-Urban Growth - Kakatangiata - Water Supply	100%	0%	694	-	-	545	281	3,749	1,598	-	38	-
1384-City-wide - Water Supply Resilience - Additional Reservoirs	0%	100%	210	2,070	-	1,854	1,908	-	-	-	-	-
1387-Urban Growth - New North-East Water Supply Bore	100%	0%	-	-	-	-	561	1,154	1,786	-	-	-
1388-Palmerston North - District Metering Areas for Water Supply	0%	100%	320	-	-	-	-	-	95	61	191	-
1389-City-wide - Water Supply Resilience - Security of Supply	0%	100%	375	-	-	-	1,962	779	-	-	-	-
1607-City-wide - Health & Safety - Water Treatment Chemical Handling	0%	100%	355	-	-	-	-	-	-	-	-	-
1693-City-wide - Commercial Water Meters	0%	100%	160	166	112	115	-	-	-	-	-	-
1696-City-wide - Drinking Water Standards Upgrades	0%	100%	1,340	1,242	-	-	-	-	-	-	-	-
1697-Turitea WTP - Water Supply Resilience - Upgrades	0%	100%	1,079	657	-	1,581	729	519	-	184	-	-
1815-Urban Growth - Longburn Industrial Park - Water Supply	100%	0%	-	-	-	273	3,086	2,884	-	-	-	-
1841-Urban Growth - Ashhurst - Water Supply	50%	50%	-	247	-	-	345	252	-	-	-	-
1863-City-wide - Water Supply Resilience - Generators	0%	100%	-	-	-	189	-	-	-	-	-	-
1864-Longburn Extension - Water Supply	0%	100%	-	-	59	579	-	-	-	-	-	-
1873-City-wide - Water Main Upgrades - Firefighting	0%	100%	-	155	159	164	-	-	-	-	-	-
1874-Turitea Dams - Health & Safety Improvements	0%	100%	15	-	-	-	-	-	-	-	-	-
1880-Urban Growth - Aokautere - Water Supply	100%	0%	-	-	-	218	1,683	-	-	-	-	-
2048-City-wide - Water Toby and Manifold enhancements	0%	100%	-	2,303	2,363	2,413	2,483	2,552	2,634	-	-	-
TOTAL			**7,193**	**10,303**	**8,578**	**11,910**	**17,188**	**13,619**	**6,410**	**553**	**547**	**328**
Funded by Council (Rates and Borrowing)			7,193	10,303	8,578	11,910	17,188	13,619	6,410	553	547	328

<u>Organisational performance - Activity Financial Statements</u>

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
260	Civic Administration Building	270	277	283	289	296	302	309	316	323	330
101	Financial Services	101	103	105	107	109	111	113	115	117	120
66	Print Synergy	30	30	31	32	32	33	34	35	35	36
427	Total Revenue	401	410	419	428	437	446	456	465	475	485
	Expenses										
235	Civic Administration Building	758	779	807	828	846	880	901	919	955	977
-	Customer Services	()		()			-	-	-	()	()
(432)	Financial Services	(454)	(466)	(473)	(485)	(499)	(512)	(526)	(540)	(558)	(574)
987	Human Resources	1,348	1,385	1,421	1,454	1,489	1,523	1,559	1,596	1,634	1,672
3,315	Information Services	1,554	130	194	272	290	240	191	144	106	80
33	Marketing & Communications	49	70	90	116	25	24	24	24	25	25
(78)	Print Synergy	(29)	(19)	(10)	35	46	48	49	77	83	99
4,061	Total Expenses	3,226	1,879	2,029	2,221	2,196	2,203	2,197	2,221	2,244	2,280
3,634	**NET OPERATING COST OF ACTIVITY**	**2,825**	**1,469**	**1,610**	**1,792**	**1,759**	**1,756**	**1,741**	**1,755**	**1,769**	**1,795**
	Rating Requirement										
(1,620)	Less Depreciation	(1,580)	(1,855)	(2,156)	(2,433)	(2,517)	(2,579)	(2,625)	(2,686)	(2,702)	(2,708)
(969)	Less Internal Rates Recovered	(987)	(1,013)	(1,038)	(1,063)	(1,089)	(1,115)	(1,142)	(1,170)	(1,199)	(1,228)
-	Less Transfers To/(From) Reserves	(2,175)	(1,401)	(1,984)	(2,447)	-	-	-	-	-	-
1,593	Plus Net Capital Renewal (3 Year Average)	2,055	1,901	1,651	1,665	1,608	1,570	1,425	1,342	1,401	1,319
190	Plus Debt Repayment	284	337	146	183	204	242	256	270	276	281
2,827	**RATES REQUIREMENT**	**423**	**(562)**	**(1,771)**	**(2,303)**	**(35)**	**(126)**	**(344)**	**(487)**	**(455)**	**(542)**
	Capital Expenditure										
2,009	Renewal	2,315	2,079	1,773	1,853	1,329	1,813	1,683	1,214	1,379	1,434
16	New	836	570	583	1,025	1,376	284	288	119	119	122
2,025	Total Capital Expenditure	3,151	2,649	2,356	2,878	2,705	2,097	1,971	1,333	1,499	1,556
	Funded By										
1,593	Rates	2,055	1,901	1,651	1,665	1,608	1,570	1,425	1,342	1,401	1,319
433	New Borrowing / (Repayment)	1,096	747	705	1,213	1,097	527	546	(9)	98	237
2,025	Total	3,151	2,649	2,356	2,878	2,705	2,097	1,971	1,333	1,499	1,556

Organisational performance - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
225-PNCC Website Upgrade	0%	100%	-	-	-	236	-	-	-	257	-	-
1520-Digital Transformation	0%	100%	1,500	2,563	3,880	5,251	438	448	458	468	478	488
1572-Enterprise Resource Planning (ERP) System Replacement	0%	100%	1,846	384	393	402	411	420	429	438	448	458
1727-Property - Facilities Management Software	0%	100%	-	-	336	43	44	45	46	47	48	49
1929-Workforce Transformation	0%	100%	250	256	262	268	274	280	286	-	-	-
1990-CAB - Cleaning Budget Shortfall	0%	100%	86	88	90	92	94	96	98	100	102	104
TOTAL			**3,681**	**3,291**	**4,960**	**6,291**	**1,260**	**1,288**	**1,316**	**1,310**	**1,076**	**1,100**

Organisational performance - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
53-Computer Replacement - Rolling Replacements	0%	100%	496	508	520	531	543	555	567	580	580	580
58-Network Additions and Upgrades	0%	100%	42	43	44	43	44	44	44	45	45	46
68-Aerial Photography	0%	100%	41	42	43	44	45	46	47	48	49	50
86-Property - Furniture Replacements	0%	100%	100	103	105	107	110	112	114	29	30	31
221-Print Synergy - Replacement of Print Synergy Machinery	0%	100%	35	10	42	11	11	11	12	12	12	12
272-Staff Cafeteria - Replacement of Equipment	0%	100%	6	6	6	6	6	7	7	7	6	6
281-CAB - Renewals	0%	100%	1,200	1,179	734	536	438	504	229	351	478	244
318-Telecommunications Replacement - Council Buildings	0%	100%	101	157	151	137	98	165	193	-	-	-
755-Replacement of Parking Enforcement Hand Helds and iPhones	0%	100%	56	-	-	60	-	-	-	-	-	-
784-Replacement of Council's Photocopiers/Printers	0%	100%	31	31	128	163	34	34	71	143	179	37
1732-Depot - Hard Surfaces Renewals	0%	100%	200	-	-	214	-	336	400	-	-	427
2027-Video and Audio Equipment	0%	100%	8	-	-	-	-	-	-	-	-	-
TOTAL			**2,315**	**2,079**	**1,773**	**1,853**	**1,329**	**1,813**	**1,683**	**1,214**	**1,379**	**1,434**
Funded by Council (Rates and Borrowing)			2,315	2,079	1,773	1,853	1,329	1,813	1,683	1,214	1,379	1,434

Organisational performance - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
60-Information Management Strategic Plan Project - New Software Applications	0%	100%	106	109	111	114	116	116	117	119	119	122
1736-CAB - Rubbish and Recycling Compound	0%	100%	80	-	-	-	-	-	-	-	-	-
1826-CAB - Workplace Transformation	0%	100%	500	308	315	750	1,095	-	-	-	-	-
2047-Property - Furniture transformation	0%	100%	150	154	157	161	164	168	172	-	-	-
TOTAL			**836**	**570**	**583**	**1,025**	**1,376**	**284**	**288**	**119**	**119**	**122**
Funded by Council (Rates and Borrowing)			836	570	583	1,025	1,376	284	288	119	119	122

Strategic Investments - Activity Financial Statements

Budget 2020/21 $'000s		10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
3,483	External Contracts	3,796	4,036	4,291	4,554	4,841	5,153	5,493	5,614	5,738	5,864
294	Investment Property	255	261	267	273	279	285	292	298	305	311
120	Investments	-	-	-	-	-	-	-	-	-	-
3,897	Total Revenue	4,051	4,298	4,558	4,828	5,120	5,438	5,785	5,912	6,042	6,175
	Expenses										
3,445	External Contracts	4,559	4,922	5,349	5,729	5,711	6,047	6,417	6,544	6,684	6,836
469	Investment Property	767	784	836	854	869	893	911	927	954	974
447	Investments	598	574	632	556	602	611	475	494	513	534
301	Investments in Companies (including Airport)	250	250	250	251	251	251	251	252	252	252
4,662	Total Expenses	6,174	6,530	7,068	7,389	7,432	7,802	8,055	8,217	8,404	8,595
765	**NET OPERATING COST OF ACTIVITY**	**2,123**	**2,232**	**2,509**	**2,562**	**2,312**	**2,363**	**2,270**	**2,304**	**2,361**	**2,420**
	Rating Requirement										
(1,561)	Less Depreciation	(1,542)	(1,555)	(1,561)	(1,614)	(1,669)	(529)	(1,768)	(1,803)	(1,848)	(1,849)
1,349	Plus Net Capital Renewal (3 Year Average)	2,564	2,822	2,916	3,272	3,356	3,047	3,243	3,468	3,474	2,910
99	Plus Debt Repayment	84	105	115	171	229	281	328	375	390	372
651	**RATES REQUIREMENT**	**3,228**	**3,604**	**3,978**	**4,389**	**4,229**	**5,162**	**4,074**	**4,345**	**4,378**	**3,853**
	Capital Expenditure										
1,743	Renewal	2,273	2,882	2,538	3,045	3,166	3,603	3,299	2,238	4,193	3,973
185	New	511	296	827	846	755	771	674	689	345	353
1,928	Total Capital Expenditure	2,784	3,179	3,365	3,891	3,921	4,375	3,973	2,927	4,538	4,326
	Funded By										
1,349	Rates	2,564	2,822	2,916	3,272	3,356	3,047	3,243	3,468	3,474	2,910
579	New Borrowing / (Repayment)	220	357	449	619	565	1,328	729	(541)	1,064	1,416
1,928	Total	2,784	3,179	3,365	3,891	3,921	4,375	3,973	2,927	4,538	4,326

Strategic Investments - Operational

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
1792-Parks Depot - Building Maintenance	0%	100%	20	21	50	51	53	54	55	56	57	59
1885-Asset Management Improvement Plan Task Programme	0%	100%	50	205	157	-	-	-	-	-	-	-
TOTAL			**70**	**226**	**208**	**51**	**53**	**54**	**55**	**56**	**57**	**59**

Strategic Investments - Capital Renewal

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
80-Council Small Mobile Plant and Equipment - Replacement	0%	100%	225	231	236	241	246	252	257	263	269	275
85-Depot - Buildings and Structures Renewals	0%	100%	200	103	105	27	27	336	400	-	-	427
1753-Investment Properties - Building Renewals	0%	100%	25	384	26	241	246	28	46	23	24	49
1791-Parks Depot - Building Renewals	0%	100%	5	5	21	54	1	22	1	12	24	-
1879-Council's Plant and Vehicle - Replacements	0%	100%	1,793	1,929	1,914	2,370	2,311	2,736	2,474	1,419	2,795	3,094
1970-Gordon Kear Forest Culvert Replacements	0%	100%	25	26	26	27	27	28	29	29	30	31
2022-Property - Hard Surfaces Renewals	0%	100%	-	205	210	86	307	201	92	491	1,052	98
TOTAL			**2,273**	**2,882**	**2,538**	**3,045**	**3,166**	**3,603**	**3,299**	**2,238**	**4,193**	**3,973**
Funded by Council (Rates and Borrowing)			2,273	2,882	2,538	3,045	3,166	3,603	3,299	2,238	4,193	3,973

Strategic Investments - Capital New

ID-Name	Growth	LOS	2021/22 $'000s	2022/23 $'000s	2023/24 $'000s	2024/25 $'000s	2025/26 $'000s	2026/27 $'000s	2027/28 $'000s	2028/29 $'000s	2029/30 $'000s	2030/31 $'000s
99-New Vehicles and Plant to enable the delivery of improved Council services	0%	100%	393	296	303	310	317	324	331	338	345	353
1875-Fleet - Upgrade to Electric Vehicles - Capital New	0%	100%	-	-	524	536	438	448	343	351	-	-
1903-Garage - Workshop Safety and Operating Improvements	0%	100%	118	-	-	-	-	-	-	-	-	-
TOTAL			**511**	**296**	**827**	**846**	**755**	**771**	**674**	**689**	**345**	**353**
Funded by Council (Rates and Borrowing)			511	296	827	846	755	771	674	689	345	353

Budget 2020/21 $'000s	**Funding Impact Statements** **Whole of Council**	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
77,734	General Rates, UAGC & Rates Penalties	80,811	85,658	92,686	97,563	101,457	105,438	107,669	112,303	116,300	120,159
23,047	Targeted Rates	27,164	31,227	33,689	40,611	51,873	57,815	63,046	65,268	65,932	67,673
3,395	Subsidies & Grants for Operating Purposes	4,817	4,967	5,445	5,892	5,662	6,011	6,186	6,366	6,552	6,742
6,479	Fees and Charges	7,520	7,710	7,888	8,063	8,242	8,425	8,612	8,803	8,999	9,199
17	Interest and Dividends from investments	17	17	17	17	17	17	17	17	17	17
22,251	Other Operating Funding *	22,809	24,085	24,838	26,160	27,088	28,041	29,460	30,379	31,020	31,804
132,923	Total Operating Funding	143,137	153,664	164,563	178,305	194,340	205,746	214,989	223,136	228,819	235,594
	Applications of Operating Funding										
101,756	Payments to Staff and Suppliers	109,984	113,713	120,905	129,526	133,335	137,132	139,518	143,785	146,327	151,112
5,557	Finance Costs	5,124	6,809	8,150	11,093	15,544	19,946	22,420	23,133	23,949	24,181
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
107,313	Total Applications of Operating Funding	115,108	120,522	129,055	140,619	148,880	157,077	161,937	166,918	170,277	175,293
25,611	Surplus/(Deficit) of Operating Funding	28,029	33,141	35,509	37,687	45,461	48,669	53,052	56,218	58,542	60,302
	Sources of Capital Funding										
7,321	Subsidies and Grants for Capital Expenditure	11,307	14,467	23,062	21,303	21,020	25,173	31,653	38,288	38,330	13,751
1,891	Development & Financial Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
35,643	Increase/(Decrease) in Debt	51,787	48,936	49,134	162,802	159,316	159,259	21,916	25,446	34,830	(16,132)
-	Gross proceeds from sale of assets	5,000	3,075	7,826	7,502	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
44,855	Total Sources of Capital Funding	70,184	69,066	83,271	196,934	187,799	194,334	63,783	74,182	84,024	8,617
	Applications of Capital Funding										
	Capital Expenditure:-										
2,241	- to meet additional demand	17,462	14,943	7,964	12,745	14,876	18,730	5,628	4,112	10,276	2,795
41,470	- to improve the level of service	50,058	50,159	80,026	180,081	178,533	185,945	70,266	91,712	97,203	25,548
26,754	- to replace existing assets	30,693	37,106	30,789	41,795	39,851	38,328	40,941	34,577	35,087	40,576
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
70,466	Total Applications of Capital Funding	98,213	102,208	118,779	234,621	233,260	243,003	116,835	130,400	142,566	68,919
(25,611)	Surplus/(Deficit) of Capital Funding	(28,029)	(33,141)	(35,509)	(37,687)	(45,461)	(48,669)	(53,052)	(56,218)	(58,542)	(60,302)
()	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Funding Impact Statements

Budget 2020/21 $'000s	Connected & Safe Community - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
17,304	General Rates, UAGC & Rates Penalties	18,060	19,766	20,963	22,045	20,701	21,089	21,759	22,162	22,688	23,211
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
58	Subsidies & Grants for Operating Purposes	52	53	55	56	58	59	60	62	64	65
1,262	Fees and Charges	1,450	1,486	1,520	1,554	1,588	1,623	1,659	1,695	1,732	1,771
478	Internal Charges & Overheads Recovered	473	485	496	507	519	530	542	554	566	578
3,954	Other Operating Funding *	4,333	4,443	4,585	4,690	4,798	4,906	5,020	5,136	5,256	5,375
23,057	Total Operating Funding	24,368	26,234	27,620	28,852	27,663	28,207	29,039	29,608	30,306	30,999
	Applications of Operating Funding										
14,046	Payments to Staff and Suppliers	14,769	15,092	15,683	16,320	16,535	16,886	17,354	17,765	18,214	18,655
709	Finance Costs	718	1,024	1,039	1,056	1,125	1,143	1,115	1,082	1,057	1,038
5,990	Internal Charges & Overheads Applied	6,105	6,711	7,405	7,977	6,608	6,698	6,815	6,971	7,063	7,197
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
20,744	Total Applications of Operating Funding	21,591	22,827	24,127	25,353	24,268	24,727	25,285	25,817	26,335	26,891
2,313	Surplus/(Deficit) of Operating Funding	2,777	3,407	3,493	3,499	3,395	3,480	3,755	3,791	3,971	4,109
	Sources of Capital Funding										
582	Subsidies and Grants for Capital Expenditure	-	613	79	-	-	-	-	251	1,458	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
5,832	Increase/(Decrease) in Debt	18,624	3,971	(63)	4,341	3,091	(883)	(131)	(540)	244	(1,189)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
6,414	Total Sources of Capital Funding	18,624	4,583	16	4,341	3,091	(883)	(131)	(289)	1,702	(1,189)
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	250	866	263	-	675	-	290	354	2,366	-
6,451	- to improve the level of service	18,567	3,787	757	4,603	2,852	215	769	345	427	362
2,276	- to replace existing assets	2,583	3,337	2,488	3,238	2,960	2,382	2,564	2,803	2,880	2,558
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
8,727	Total Applications of Capital Funding	21,401	7,990	3,508	7,840	6,486	2,597	3,623	3,502	5,673	2,920
(2,313)	Surplus/(Deficit) of Capital Funding	(2,777)	(3,407)	(3,493)	(3,499)	(3,395)	(3,480)	(3,755)	(3,791)	(3,971)	(4,109)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Funding Impact Statements

Budget 2020/21 $'000s	Creative & Exciting City - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
22,770	General Rates, UAGC & Rates Penalties	24,099	24,837	26,580	27,564	28,379	28,930	30,107	31,790	33,817	35,671
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
64	Subsidies & Grants for Operating Purposes	64	66	67	69	70	72	73	75	76	78
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
924	Internal Charges & Overheads Recovered	1,066	1,353	1,132	1,050	1,076	1,099	1,125	1,153	1,180	1,208
1,366	Other Operating Funding *	2,844	3,229	3,310	3,392	3,477	3,561	3,650	3,745	3,842	3,934
25,124	Total Operating Funding	28,074	29,485	31,089	32,076	33,002	33,661	34,954	36,762	38,915	40,891
	Applications of Operating Funding										
18,532	Payments to Staff and Suppliers	11,938	12,634	13,422	14,032	14,742	15,332	15,781	16,655	16,843	17,292
1,259	Finance Costs	1,140	1,358	1,550	1,728	1,901	2,120	2,384	2,989	3,982	4,453
1,623	Internal Charges & Overheads Applied	8,997	9,375	9,517	9,572	9,273	9,412	9,626	9,817	9,946	10,198
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
21,414	Total Applications of Operating Funding	22,075	23,367	24,489	25,332	25,915	26,864	27,791	29,461	30,770	31,944
3,710	Surplus/(Deficit) of Operating Funding	5,999	6,118	6,599	6,744	7,087	6,797	7,163	7,302	8,145	8,947
	Sources of Capital Funding										
529	Subsidies and Grants for Capital Expenditure	1,509	2,308	2,936	1,665	864	1,635	2,584	5,987	5,731	-
294	Development & Financial Contributions	325	283	355	582	814	1,081	1,114	1,140	1,185	1,200
19,357	Increase/(Decrease) in Debt	2,682	10,570	8,124	9,221	5,072	10,846	8,057	36,007	36,825	(2,395)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
20,180	Total Sources of Capital Funding	4,516	13,161	11,416	11,468	6,750	13,562	11,754	43,134	43,741	(1,195)
	Applications of Capital Funding										
	Capital Expenditure:-										
1,119	- to meet additional demand	398	823	751	1,468	947	1,313	335	1,304	1,434	130
16,877	- to improve the level of service	5,770	13,711	12,375	12,498	7,693	14,958	14,272	45,466	46,447	3,897
5,894	- to replace existing assets	4,347	4,745	4,889	4,246	5,197	4,087	4,311	3,666	4,005	3,726
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
23,890	Total Applications of Capital Funding	10,515	19,279	18,015	18,212	13,837	20,359	18,917	50,436	51,886	7,752
(3,710)	Surplus/(Deficit) of Capital Funding	(5,999)	(6,118)	(6,599)	(6,744)	(7,087)	(6,797)	(7,163)	(7,302)	(8,145)	(8,947)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Driven & Enabling Council - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
10,771	General Rates, UAGC & Rates Penalties	12,588	11,892	11,639	11,955	15,576	16,630	14,954	15,062	14,964	13,964
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
4	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
1,160	Fees and Charges	210	215	220	225	230	235	240	246	251	256
29,243	Internal Charges & Overheads Recovered	30,859	33,098	35,653	37,759	33,480	32,873	34,841	35,600	36,020	36,780
4,345	Other Operating Funding *	4,462	4,853	4,988	5,267	5,712	5,896	6,252	6,543	6,530	6,673
45,523	Total Operating Funding	48,119	50,058	52,500	55,206	54,999	55,634	56,287	57,450	57,765	57,674
	Applications of Operating Funding										
35,170	Payments to Staff and Suppliers	33,692	34,049	36,481	38,410	34,470	35,157	35,997	36,937	37,333	38,187
479	Finance Costs	443	531	594	700	755	729	693	737	707	685
8,725	Internal Charges & Overheads Applied	11,452	12,021	12,894	13,575	12,329	12,569	12,822	13,092	13,327	13,597
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
44,373	Total Applications of Operating Funding	45,587	46,600	49,970	52,685	47,554	48,455	49,512	50,765	51,368	52,469
1,150	Surplus/(Deficit) of Operating Funding	2,532	3,458	2,530	2,521	7,445	7,179	6,776	6,685	6,397	5,205
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
2,958	Increase/(Decrease) in Debt	3,403	2,370	3,191	4,247	(819)	(708)	(832)	(2,425)	(360)	677
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,958	Total Sources of Capital Funding	3,403	2,370	3,191	4,247	(819)	(708)	(832)	(2,425)	(360)	677
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
356	- to improve the level of service	1,260	1,461	1,668	2,251	2,685	1,307	1,101	1,334	1,564	622
3,752	- to replace existing assets	4,675	4,366	4,053	4,518	3,941	5,164	4,843	2,926	4,473	5,260
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
4,108	Total Applications of Capital Funding	5,935	5,827	5,721	6,768	6,625	6,471	5,944	4,260	6,037	5,882
(1,150)	Surplus/(Deficit) of Capital Funding	(2,532)	(3,458)	(2,530)	(2,521)	(7,445)	(7,179)	(6,776)	(6,685)	(6,397)	(5,205)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Eco-City - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
1,634	General Rates, UAGC & Rates Penalties	2,325	2,550	3,028	3,088	3,244	3,274	3,320	3,502	3,685	3,790
5,297	Targeted Rates	5,515	5,936	6,104	6,466	7,306	7,447	7,920	8,716	8,947	9,407
350	Subsidies & Grants for Operating Purposes	340	352	361	371	382	392	405	418	432	446
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
42	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
2,347	Other Operating Funding *	2,740	2,890	3,058	3,198	3,291	3,383	3,491	3,606	3,729	3,844
9,669	Total Operating Funding	10,920	11,729	12,552	13,123	14,223	14,497	15,136	16,243	16,794	17,487
	Applications of Operating Funding										
5,527	Payments to Staff and Suppliers	8,132	8,868	9,225	9,634	10,604	10,827	11,209	11,573	11,868	12,363
231	Finance Costs	235	361	454	504	561	602	730	843	830	828
2,783	Internal Charges & Overheads Applied	1,141	1,205	1,294	1,351	1,260	1,276	1,305	1,337	1,352	1,385
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
8,541	Total Applications of Operating Funding	9,508	10,433	10,973	11,488	12,424	12,705	13,244	13,753	14,050	14,576
1,128	Surplus/(Deficit) of Operating Funding	1,411	1,296	1,578	1,634	1,798	1,792	1,892	2,490	2,743	2,911
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	26	225	-	287	257	30	367	-	-	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
(624)	Increase/(Decrease) in Debt	3,287	4,641	2,168	1,571	2,613	255	8,842	(808)	(942)	754
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(624)	Total Sources of Capital Funding	3,312	4,865	2,168	1,859	2,870	285	9,209	(808)	(942)	754
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
311	- to improve the level of service	3,874	3,760	3,065	2,427	3,466	1,033	2,715	759	541	1,436
193	- to replace existing assets	850	2,402	682	1,066	1,202	1,044	8,386	922	1,260	2,229
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
504	Total Applications of Capital Funding	4,724	6,161	3,747	3,493	4,668	2,077	11,101	1,681	1,802	3,665
(1,128)	Surplus/(Deficit) of Capital Funding	(1,411)	(1,296)	(1,578)	(1,634)	(1,798)	(1,792)	(1,892)	(2,490)	(2,743)	(2,911)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Innovative & Growing City - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
6,394	General Rates, UAGC & Rates Penalties	7,229	7,382	7,956	8,022	7,969	7,935	8,106	8,542	8,689	8,802
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
4,051	Fees and Charges	5,672	5,814	5,948	6,079	6,213	6,350	6,489	6,632	6,778	6,927
883	Internal Charges & Overheads Recovered	936	959	982	1,003	1,025	1,048	1,071	1,095	1,119	1,143
4,759	Other Operating Funding *	1,513	1,551	1,586	1,621	1,657	1,693	1,731	1,769	1,808	1,847
16,087	Total Operating Funding	15,350	15,706	16,471	16,726	16,864	17,026	17,397	18,038	18,393	18,720
	Applications of Operating Funding										
11,518	Payments to Staff and Suppliers	10,729	11,109	11,116	11,401	11,614	11,912	12,136	12,446	12,678	13,003
(32)	Finance Costs	5	13	21	22	22	22	23	23	23	24
2,264	Internal Charges & Overheads Applied	4,217	4,411	4,643	4,813	4,643	4,718	4,808	4,914	4,994	5,095
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
13,750	Total Applications of Operating Funding	14,952	15,533	15,780	16,236	16,279	16,652	16,967	17,383	17,696	18,121
2,337	Surplus/(Deficit) of Operating Funding	399	173	691	490	585	374	430	655	697	599
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
(2,037)	Increase/(Decrease) in Debt	(4,848)	(3,020)	(6,937)	(7,798)	265	35	50	(440)	(121)	539
-	Gross proceeds from sale of assets	5,000	3,075	7,340	7,502	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(2,037)	Total Sources of Capital Funding	152	55	403	(296)	265	35	50	(440)	(121)	539
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	100	110	706	54	602	56	286	58	418	916
300	- to replace existing assets	451	119	389	140	248	352	194	157	157	222
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
300	Total Applications of Capital Funding	551	228	1,094	194	851	408	480	215	576	1,138
(2,337)	Surplus/(Deficit) of Capital Funding	(399)	(173)	(691)	(490)	(585)	(374)	(430)	(655)	(697)	(599)
()	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Transport - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
15,646	General Rates, UAGC & Rates Penalties	12,930	15,195	17,948	20,097	20,574	22,305	23,852	25,435	26,751	28,858
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
2,918	Subsidies & Grants for Operating Purposes	4,361	4,496	4,962	5,396	5,153	5,488	5,647	5,811	5,979	6,153
-	Fees and Charges	134	139	143	147	151	156	160	165	169	174
-	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
4,127	Other Operating Funding *	5,686	5,844	6,002	6,158	6,320	6,486	6,657	6,832	7,013	7,200
22,691	Total Operating Funding	23,111	25,673	29,055	31,798	32,197	34,434	36,316	38,244	39,912	42,385
	Applications of Operating Funding										
15,735	Payments to Staff and Suppliers	7,590	8,051	9,833	10,617	10,517	11,331	11,689	12,270	12,702	13,613
1,566	Finance Costs	1,261	1,706	2,054	2,413	2,803	3,219	3,611	3,892	4,243	4,507
(612)	Internal Charges & Overheads Applied	9,900	10,786	11,081	11,607	10,717	10,935	11,273	11,560	11,730	12,085
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
16,689	Total Applications of Operating Funding	18,752	20,543	22,968	24,637	24,037	25,485	26,573	27,722	28,674	30,205
6,002	Surplus/(Deficit) of Operating Funding	4,360	5,131	6,087	7,161	8,160	8,949	9,743	10,522	11,238	12,180
	Sources of Capital Funding										
6,210	Subsidies and Grants for Capital Expenditure	9,772	11,321	20,047	19,351	19,899	23,508	28,703	32,050	31,141	13,751
657	Development & Financial Contributions	726	814	1,022	1,675	2,347	3,114	3,212	3,286	3,416	3,458
1,809	Increase/(Decrease) in Debt	14,555	14,420	13,635	15,172	12,847	15,482	11,818	8,572	16,990	1,134
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
8,676	Total Sources of Capital Funding	25,054	26,555	34,704	36,198	35,093	42,104	43,733	43,909	51,547	18,343
	Applications of Capital Funding										
	Capital Expenditure:-										
563	- to meet additional demand	8,700	8,867	2,708	6,010	3,036	7,636	1,250	1,531	5,295	2,140
8,501	- to improve the level of service	15,211	16,927	31,700	29,682	31,391	33,555	41,810	41,897	46,017	16,604
5,613	- to replace existing assets	5,503	5,893	6,383	7,667	8,826	9,862	10,416	11,001	11,474	11,779
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
14,678	Total Applications of Capital Funding	29,414	31,686	40,791	43,359	43,253	51,053	53,476	54,430	62,786	30,523
(6,002)	Surplus/(Deficit) of Capital Funding	(4,360)	(5,131)	(6,087)	(7,161)	(8,160)	(8,949)	(9,743)	(10,522)	(11,238)	(12,180)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Stormwater - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
3,171	General Rates, UAGC & Rates Penalties	3,579	4,036	4,572	4,791	5,014	5,275	5,571	5,808	5,706	5,863
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
19	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
2	Other Operating Funding *	6	6	6	7	7	7	7	7	8	8
3,192	Total Operating Funding	3,585	4,042	4,578	4,798	5,021	5,282	5,578	5,816	5,714	5,871
	Applications of Operating Funding										
1,018	Payments to Staff and Suppliers	3,142	3,313	3,641	3,816	3,974	4,165	4,300	4,327	4,199	4,340
174	Finance Costs	236	380	481	556	603	641	727	789	790	784
933	Internal Charges & Overheads Applied	(886)	(912)	(938)	(963)	(988)	(1,010)	(1,039)	(1,067)	(1,095)	(1,127)
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,125	Total Applications of Operating Funding	2,493	2,781	3,184	3,408	3,589	3,796	3,987	4,050	3,894	3,997
1,067	Surplus/(Deficit) of Operating Funding	1,093	1,261	1,394	1,390	1,432	1,486	1,591	1,766	1,819	1,874
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
126	Development & Financial Contributions	139	132	166	272	381	506	522	534	555	562
1,428	Increase/(Decrease) in Debt	5,846	4,072	3,843	2,533	1,217	1,517	4,572	98	169	(601)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
1,554	Total Sources of Capital Funding	5,985	4,204	4,009	2,805	1,598	2,023	5,094	632	724	(39)
	Applications of Capital Funding										
	Capital Expenditure:-										
151	- to meet additional demand	4,690	2,370	1,728	938	561	1,396	12	553	763	131
1,610	- to improve the level of service	1,383	2,054	2,364	2,297	1,582	1,306	5,839	984	890	787
860	- to replace existing assets	1,005	1,040	1,311	960	887	808	833	861	890	918
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
2,621	Total Applications of Capital Funding	7,078	5,465	5,403	4,194	3,030	3,509	6,685	2,398	2,543	1,835
(1,067)	Surplus/(Deficit) of Capital Funding	(1,093)	(1,261)	(1,394)	(1,390)	(1,432)	(1,486)	(1,591)	(1,766)	(1,819)	(1,874)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Wastewater - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
-	General Rates, UAGC & Rates Penalties	-	-	-	-	-	-	-	-	-	-
8,529	Targeted Rates	10,710	12,363	13,533	19,494	30,573	35,890	40,231	40,967	41,478	42,599
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
5	Fees and Charges	6	6	6	7	7	7	7	7	8	8
42	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
1,331	Other Operating Funding *	1,195	1,237	1,269	1,522	1,790	2,071	2,614	2,700	2,792	2,878
9,907	Total Operating Funding	11,912	13,606	14,809	21,023	32,370	37,969	42,852	43,674	44,277	45,485
	Applications of Operating Funding										
3,944	Payments to Staff and Suppliers	9,304	9,640	10,383	13,608	19,576	18,564	18,999	19,117	19,672	20,439
455	Finance Costs	400	523	853	2,811	6,140	9,484	10,970	10,625	10,268	9,911
2,014	Internal Charges & Overheads Applied	(2,068)	(2,131)	(2,188)	(2,237)	(2,294)	(2,346)	(2,411)	(2,464)	(2,529)	(2,602)
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
6,413	Total Applications of Operating Funding	7,637	8,033	9,048	14,182	23,421	25,703	27,558	27,278	27,411	27,748
3,494	Surplus/(Deficit) of Operating Funding	4,275	5,573	5,761	6,841	8,950	12,266	15,294	16,396	16,866	17,736
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
482	Development & Financial Contributions	533	1,022	1,283	2,104	2,949	3,912	4,035	4,128	4,292	4,345
2,478	Increase/(Decrease) in Debt	3,119	3,748	19,621	122,126	119,289	122,024	(13,432)	(11,697)	(14,328)	(11,500)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,960	Total Sources of Capital Funding	3,652	4,770	20,904	124,230	122,238	125,936	(9,397)	(7,569)	(10,036)	(7,155)
	Applications of Capital Funding										
	Capital Expenditure:-										
103	- to meet additional demand	1,003	1,470	1,239	1,707	954	58	60	61	64	66
2,210	- to improve the level of service	2,938	2,844	20,320	121,116	124,614	129,765	795	822	849	876
4,142	- to replace existing assets	3,986	6,029	5,106	8,248	5,620	8,379	5,042	7,945	5,917	9,640
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
6,454	Total Applications of Capital Funding	7,927	10,343	26,665	131,071	131,188	138,202	5,897	8,828	6,830	10,581
(3,494)	Surplus/(Deficit) of Capital Funding	(4,275)	(5,573)	(5,761)	(6,841)	(8,950)	(12,266)	(15,294)	(16,396)	(16,866)	(17,736)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Budget 2020/21 $'000s	Funding Impact Statements Water - Group of Activities	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Sources of Operating Funding										
-	General Rates, UAGC & Rates Penalties	-	-	-	-	-	-	-	-	-	-
9,265	Targeted Rates	10,938	12,928	14,052	14,651	13,994	14,477	14,895	15,585	15,507	15,668
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and Charges	48	49	50	52	53	55	57	58	60	62
189	Internal Charges & Overheads Recovered	201	208	255	261	269	275	282	291	299	307
37	Other Operating Funding *	47	49	50	322	53	55	56	58	60	62
9,491	Total Operating Funding	11,234	13,234	14,407	15,286	14,369	14,862	15,290	15,992	15,926	16,099
	Applications of Operating Funding										
4,236	Payments to Staff and Suppliers	3,134	3,243	3,455	3,998	3,644	3,997	4,118	4,558	4,478	4,606
715	Finance Costs	684	914	1,104	1,304	1,635	1,985	2,168	2,152	2,049	1,951
131	Internal Charges & Overheads Applied	2,231	2,352	2,474	2,577	2,481	2,533	2,595	2,671	2,734	2,801
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
5,082	Total Applications of Operating Funding	6,050	6,509	7,033	7,879	7,761	8,515	8,880	9,381	9,261	9,358
4,409	Surplus/(Deficit) of Operating Funding	5,184	6,725	7,374	7,407	6,609	6,347	6,409	6,611	6,665	6,741
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
332	Development & Financial Contributions	367	337	423	694	972	1,290	1,331	1,361	1,415	1,433
4,442	Increase/(Decrease) in Debt	5,119	8,166	5,552	11,388	15,741	10,691	2,972	(3,322)	(3,646)	(3,551)
-	Gross proceeds from sale of assets	-	-	486	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
4,774	Total Sources of Capital Funding	5,486	8,503	6,460	12,082	16,713	11,981	4,303	(1,961)	(2,231)	(2,118)
	Applications of Capital Funding										
	Capital Expenditure:-										
305	- to meet additional demand	2,420	548	1,275	2,623	8,703	8,327	3,681	307	356	328
5,154	- to improve the level of service	956	5,504	7,072	5,154	3,648	3,750	2,679	47	48	50
3,724	- to replace existing assets	7,294	9,176	5,488	11,713	10,970	6,250	4,352	4,296	4,029	4,246
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
9,183	Total Applications of Capital Funding	10,670	15,229	13,835	19,489	23,321	18,327	10,713	4,650	4,434	4,623
(4,409)	Surplus/(Deficit) of Capital Funding	(5,184)	(6,725)	(7,374)	(7,407)	(6,609)	(6,347)	(6,409)	(6,611)	(6,665)	(6,741)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-