



**PAPAIOEA  
PALMERSTON  
NORTH  
CITY**

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# **PALMERSTON NORTH CITY COUNCIL**

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## **AGENDA COUNCIL ATTACHMENTS: LTP CONSULTATION MATERIAL**

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**9:00 AM - ADOPT DRAFT LONG TERM PLAN  
2024-2034, WEDNESDAY 3 APRIL 2024**

**COUNCIL CHAMBER, FIRST FLOOR  
CIVIC ADMINISTRATION BUILDING  
32 THE SQUARE, PALMERSTON NORTH**

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## **COUNCIL MEETING**

**3 April 2024**

**Under Separate Cover**

### **REPORTS**

#### **9. Adopting the 2024-34 Long-Term Plan Consultation Material**

1. Updates to Oranga Papaioea Strategy and Plans	Page 4
2. Carbon Emission Graphs	Page 6
3. Draft Forecast Financial Statements	Page 9
4. Significance and Engagement Policy	Page 93
5. Items Considered but Not Included.	Page 101
6. Rating System, Rates & Funding Impact Statements	Page 103
7. Long Term Plan 2024-34 Consultation Document	Page 127
8. Statement of Proposal - draft Revenue and Financing Policy 2024	Page 207
9. Statement of Proposal - draft Rates Remission and Postponement Policies 2024	Page 209

## Changes made to Oranga Papaioea City Strategy and 14 plans (following endorsement in February 2024)

The following is a list of corrections and changes to the documents, other than minor amendments. They are made in response to elected member debate and resolutions, new information, or where there is a need for further clarification for consultation. These documents were endorsed in February and will be published and available throughout the LTP consultation process.

There will be an opportunity for Council to update the Strategy and plans following the LTP deliberations process to make sure they accurately reflect the agreed direction.

### Addition of actions

- Added explicit reference to the implementation of the Urban Cycleway Masterplan: **“Continue to implement the Urban Cycle Network Masterplan in planning and decision-making”** [Transport plan]
- Added **“Investigate models of delivery for Council’s social housing (year 1)”** (5.1-24 Council 7 February 2024) [Housing plan]
- Added **“Co-develop a community-focused city-wide climate action plan, including the articulation of local co-benefits and the identification of projects that may attract co-funding (year 1)”** [clause 38-23 Sustainability Committee 29 November 2023] [Climate change and sustainability plan]
- Added **“experiencing barriers to accessing housing in the private market and meeting income and asset thresholds;”** as an additional criteria [Social Housing Guidelines (4-24 Council 7 February 2024)]

### General corrections and amendments

- Population and household data (updated) [Oranga Papaioea City Strategy]
- Inclusion of updated Spatial plan [Oranga Papaioea City Strategy]
- Replace “rifleman” with **“titipounamu”** [Oranga Papaioea City Strategy]
- ~~“Develop Finalise~~ a Civic and Cultural Masterplan with cultural facilities and communities **and investigate co-funding and partnership models** (years 1 to 3)” [Arts and heritage plan]
- Specify **(year 1)** for the action about the new Community events trailer [Community support plan]
- Change reference of ‘food waste’ to **‘food scraps’** [as per National Waste Strategy] [Resource recovery plan]
- Specify the action to “License Waste Collectors” to be **(year 3)** not (year 2) [Resource recovery plan]
- Specify **“Investigate models for kerbside waste collection service delivery”** as **(year 1)** [Resource recovery plan]
- Amend the description of the water ‘landscape’ in the light of recent Government announcements [this is consistent with the material in the Consultation Document]:

**“Water services have undergone significant reform in the past few years. The National-led Government has repealed the previous government's Three Waters programme and replaced it with ‘Local Water Done Well’.”** [Oranga Papaioea City Strategy and Water plan]

**“The Government is still working through the details of what this reform involves, but it does include local government keeping ownership of water assets. Councils will be encouraged to form regional groupings (to get the benefits of size) and Council-Controlled Organisations (to be able to borrow funds without affecting Council balance sheets). Further details will not be developed before the new LTP is adopted. In the meantime, Council has planned and**

budgeted to provide water, stormwater and wastewater services for the ten years of the new LTP.” [Water plan]

*and*

“The National-led Government has repealed the Three Waters programme and is still working through the details of the new 'Local Water Done Well'. Councils will retain ownership of water assets and we have planned to provide water, stormwater, and wastewater services for the ten years of the new LTP.” [Oranga Papaioea City Strategy]

## Attachment 2

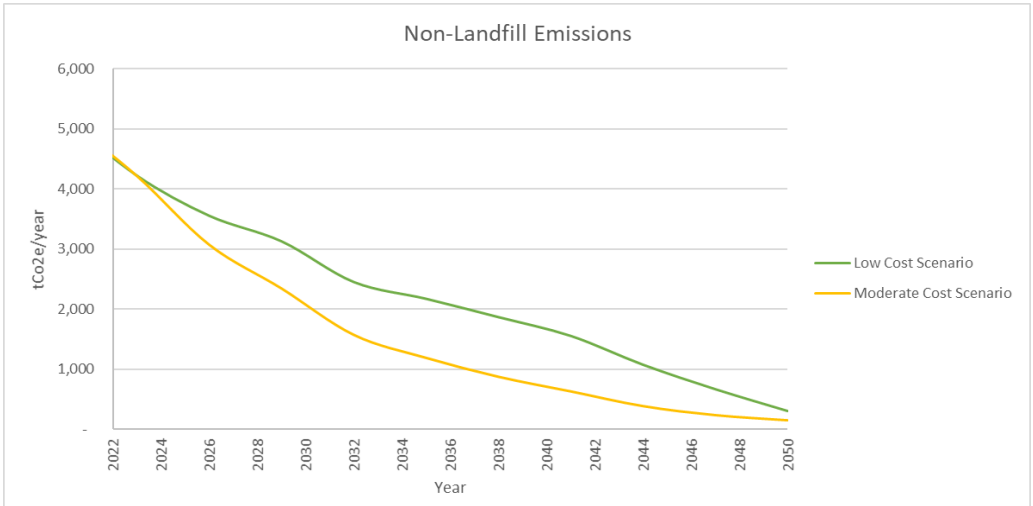
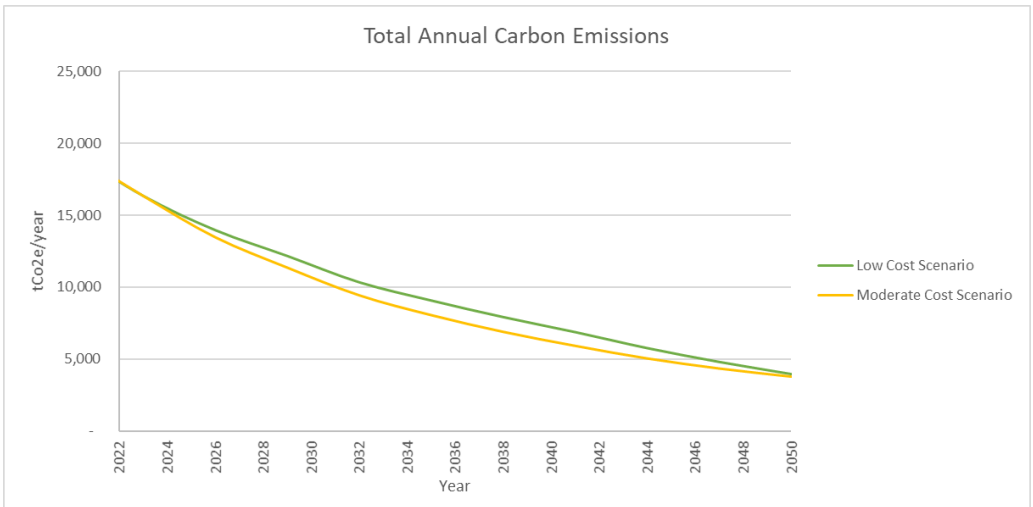
*Projected emissions assuming a Low Cost (no net cost over the life of the asset) and Moderate Cost (following the projected Emissions Trading Scheme price provided by the Climate Change Commission).*

When we consider how the Long-Term Plan will affect our city, one important aspect is its impact on climate change. We're committed to doing our part to lessen this impact by reducing our own emissions and encouraging others to do the same.

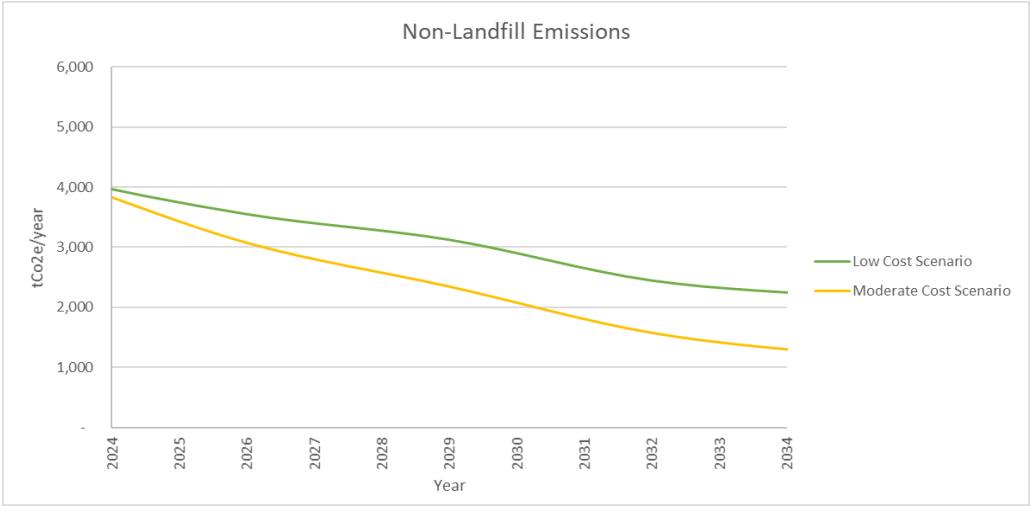
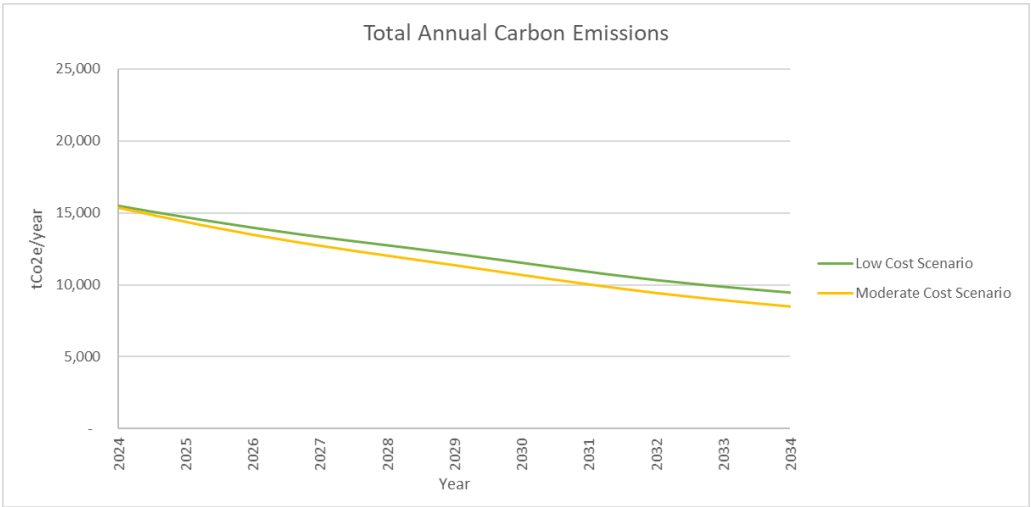
We've assessed our current CO<sub>2</sub> emissions, including methane from the Awapuni landfill, which makes up most of our emissions. Since it's unlikely we'll be able to reduce landfill emissions more than we currently are, we're instead focusing on whether each project featured in our Long-Term Plan will increase or decrease emissions in the long run. By tallying these effects, we anticipate an overall reduction in emissions of about 55% by 2034 and 95% by 2050 - although the farther into the future we project, the less certain these numbers become. (see graphs on the following pages). The more resources and funding we allocate to this effort, the faster our emissions reduction will be.

Even in our best-case scenario, we won't reach zero emissions by 2050 so we'll explore opportunities to offset the remaining emissions by planting native trees over time. If our estimates are correct, we expect to plant approximately one million trees to be planted in Palmerston North over the next 30 years.

2022 - 2050



2022 - 2034



# Financial Overview and Forecast Financial Statements

## Forecast Financial Statements

The Council's Long-Term Plan covers the period 1 July 2024 to 30 June 2034. 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 Long-term 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 Long-term 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 \$28.7 million and \$40.9 million p.a. 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 \$31 million and \$250.9 million p.a. there is a surplus of between \$12 million and \$258.3 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. It is appropriate for there to be surpluses at this level as the capital revenue that creates the surplus is either specifically related to planned new capital expenditure or used to fund the programmed retirement of debt.

These forecast financial statements were authorised for issue by Palmerston North City Council on 26 June 2024.

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 x of this Plan.

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE											
Budget		LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Operating Revenue</b>											
124,245	Rates revenue	138,296	152,416	167,603	182,776	196,341	208,642	220,387	233,270	242,666	252,617
7,880	Subsidies and grants	6,400	6,499	6,637	6,695	7,449	7,592	7,808	7,897	8,039	8,258
150	Finance revenue	356	359	363	366	370	373	376	380	383	386
33,155	Other revenue	37,814	38,814	39,527	40,448	41,491	42,310	43,509	43,248	41,284	42,054
<b>165,430</b>	<b>Total Operating Revenue</b>	<b>182,866</b>	<b>198,088</b>	<b>214,130</b>	<b>230,285</b>	<b>245,651</b>	<b>258,918</b>	<b>272,080</b>	<b>284,795</b>	<b>292,372</b>	<b>303,316</b>
<b>Capital Revenue</b>											
17,725	Subsidies and grants	27,076	34,927	45,777	147,439	149,651	178,335	242,725	178,203	108,415	93,044
3,249	Development Contributions	1,961	2,211	2,958	3,711	4,710	5,593	6,175	6,388	6,558	6,626
2,000	Vested Assets	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>22,974</b>	<b>Total Capital Revenue</b>	<b>31,037</b>	<b>39,138</b>	<b>50,735</b>	<b>153,150</b>	<b>156,361</b>	<b>185,928</b>	<b>250,900</b>	<b>186,591</b>	<b>116,973</b>	<b>101,670</b>
<b>188,404</b>	<b>TOTAL REVENUE</b>	<b>213,903</b>	<b>237,225</b>	<b>264,865</b>	<b>383,435</b>	<b>402,011</b>	<b>444,845</b>	<b>522,980</b>	<b>471,386</b>	<b>409,345</b>	<b>404,985</b>
<b>Expenses</b>											
56,161	Personnel costs	59,335	62,509	64,864	66,440	67,907	69,396	70,937	72,789	74,099	75,835
43,043	Depreciation expense	49,614	50,875	55,373	58,827	61,164	67,206	71,763	75,598	83,007	86,724
9,899	Finance costs	15,164	18,609	23,689	27,879	30,618	32,534	33,177	33,039	33,187	33,109
70,672	Other expenses	77,811	80,307	82,691	81,343	83,930	87,897	88,772	88,800	90,769	96,693
<b>179,775</b>	<b>Total Expenses</b>	<b>201,924</b>	<b>212,300</b>	<b>226,617</b>	<b>234,489</b>	<b>243,618</b>	<b>257,033</b>	<b>264,649</b>	<b>270,226</b>	<b>281,061</b>	<b>292,361</b>
<b>8,628</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>11,979</b>	<b>24,925</b>	<b>38,248</b>	<b>148,946</b>	<b>158,393</b>	<b>187,812</b>	<b>258,331</b>	<b>201,160</b>	<b>128,284</b>	<b>112,624</b>
<b>Other Comprehensive Revenue and Expense</b>											
5,403	Gain on property revaluations	6,422	101,794	33,496	6,684	162,024	59,395	6,906	253,372	73,603	7,147
<b>14,031</b>	<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>18,401</b>	<b>126,719</b>	<b>71,744</b>	<b>155,631</b>	<b>320,418</b>	<b>247,207</b>	<b>265,237</b>	<b>454,532</b>	<b>201,887</b>	<b>119,771</b>



PROSPECTIVE STATEMENT OF CHANGES IN EQUITY										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2,028,645 Balance at 1 July	2,108,967	2,127,367	2,254,087	2,325,831	2,481,462	2,801,879	3,049,086	3,314,324	3,768,855	3,970,742
14,032 Total comprehensive revenue and expense for the year	18,401	126,719	71,744	155,631	320,418	247,207	265,237	454,532	201,887	119,771
<b>2,042,677 Balance at 30 June</b>	<b>2,127,367</b>	<b>2,254,087</b>	<b>2,325,831</b>	<b>2,481,462</b>	<b>2,801,879</b>	<b>3,049,086</b>	<b>3,314,324</b>	<b>3,768,855</b>	<b>3,970,742</b>	<b>4,090,513</b>

PROSPECTIVE STATEMENT OF FINANCIAL POSITION										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>ASSETS</b>										
<b>Current Assets</b>										
6,922	Cash and deposits	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095
10,886	Debtors and other receivables	11,884	12,122	12,364	12,611	12,863	13,121	13,383	13,651	14,202
247	Inventories (Current Assets)	247	247	247	247	247	247	247	247	247
<b>18,055</b>	<b>Total Current Assets</b>	<b>13,225</b>	<b>13,463</b>	<b>13,705</b>	<b>13,953</b>	<b>14,205</b>	<b>14,462</b>	<b>14,725</b>	<b>14,992</b>	<b>15,544</b>
<b>Non-Current Assets</b>										
-	Inventories (Non Current Assets)	22,403	19,197	15,920	12,571	9,152	5,664	2,235	189	189
14,500	Investment in cco's & other similar	16,484	16,484	16,484	16,484	16,484	16,484	16,484	16,484	16,484
2,281,995	Property plant & equipment	2,390,314	2,611,187	2,781,439	3,002,047	3,366,158	3,643,841	3,910,581	4,366,169	4,572,360
971	Intangible assets	971	971	971	971	971	971	971	971	971
11,709	Investment property	28,749	28,749	28,749	28,749	28,749	28,749	28,749	28,749	28,749
1,571	Forestry Assets	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571
<b>2,328,801</b>	<b>TOTAL ASSETS</b>	<b>2,473,716</b>	<b>2,691,621</b>	<b>2,858,838</b>	<b>3,076,345</b>	<b>3,437,289</b>	<b>3,711,742</b>	<b>3,975,315</b>	<b>4,429,125</b>	<b>4,635,589</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
27,145	Trade and other payable	28,143	28,249	28,357	28,468	28,581	28,696	28,813	28,933	29,055
<b>27,145</b>	<b>Total Current Liabilities</b>	<b>28,143</b>	<b>28,249</b>	<b>28,357</b>	<b>28,468</b>	<b>28,581</b>	<b>28,696</b>	<b>28,813</b>	<b>28,933</b>	<b>29,055</b>
<b>Non-Current Liabilities</b>										
1,217	Provisions (Non Current Liabilities)	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217
6,567	Employee benefit liabilities (Non Curr	6,567	6,698	6,832	6,969	7,108	7,251	7,396	7,544	7,694
251,193	Borrowing (Non Current Liabilities)	310,422	401,370	496,600	558,229	598,503	625,492	623,565	622,575	626,880
<b>258,977</b>	<b>Total Non-Current Liabilities</b>	<b>318,206</b>	<b>409,285</b>	<b>504,650</b>	<b>566,416</b>	<b>606,829</b>	<b>633,960</b>	<b>632,178</b>	<b>631,336</b>	<b>635,791</b>
<b>286,122</b>	<b>TOTAL LIABILITIES</b>	<b>346,349</b>	<b>437,534</b>	<b>533,007</b>	<b>594,884</b>	<b>635,410</b>	<b>662,656</b>	<b>660,991</b>	<b>660,269</b>	<b>661,775</b>
<b>2,042,678</b>	<b>NET ASSETS (ASSETS MINUS LIABILITIES)</b>	<b>2,127,367</b>	<b>2,254,087</b>	<b>2,325,831</b>	<b>2,481,462</b>	<b>2,801,879</b>	<b>3,049,086</b>	<b>3,314,324</b>	<b>3,768,855</b>	<b>4,090,513</b>
<b>EQUITY ATTRIBUTABLE TO PNCC</b>										
1,112,877	Retained earnings	1,191,145	1,216,070	1,254,318	1,403,264	1,561,657	1,749,469	2,007,801	2,208,961	2,337,244
929,801	Other Reserves	936,222	1,038,017	1,071,513	1,078,197	1,240,222	1,299,617	1,306,523	1,559,895	1,633,498
<b>2,042,678</b>	<b>TOTAL EQUITY</b>	<b>2,127,367</b>	<b>2,254,087</b>	<b>2,325,831</b>	<b>2,481,462</b>	<b>2,801,879</b>	<b>3,049,086</b>	<b>3,314,324</b>	<b>3,768,855</b>	<b>4,090,513</b>

PROSPECTIVE STATEMENT OF CASH FLOWS											
Budget		LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Cash flows from operating activities</b>											
124,245	Rates	138,296	152,416	167,603	182,776	196,341	208,642	220,387	233,270	242,666	252,617
33,155	Other revenue received	37,814	38,814	39,527	40,448	41,491	42,310	43,509	43,248	41,284	42,054
7,880	Operating subsidies and grants	6,400	6,499	6,637	6,695	7,449	7,592	7,808	7,897	8,039	8,258
17,725	Capital subsidies and grants	27,076	34,927	45,777	147,439	149,651	178,335	242,725	178,203	108,415	93,044
3,249	Development contributions	1,961	2,211	2,958	3,711	4,710	5,593	6,175	6,388	6,558	6,626
150	Interest received	356	359	363	366	370	373	376	380	383	386
(126,832)	Payments to suppliers and employees	(142,393)	(139,610)	(144,278)	(144,434)	(148,417)	(153,805)	(156,280)	(159,543)	(164,868)	(172,528)
(9,899)	Finance costs	(15,164)	(18,609)	(23,689)	(27,879)	(30,618)	(32,534)	(33,177)	(33,039)	(33,187)	(33,109)
<b>49,673</b>	<b>Total Cash flows from operating activities</b>	<b>54,347</b>	<b>77,007</b>	<b>94,897</b>	<b>209,122</b>	<b>220,976</b>	<b>256,506</b>	<b>331,524</b>	<b>276,804</b>	<b>209,291</b>	<b>197,349</b>
<b>Cash flows from investing activities</b>											
(85,865)	Purchase of property, plant and equipment	(104,501)	(167,954)	(190,128)	(270,751)	(261,250)	(283,494)	(329,597)	(275,814)	(213,595)	(193,999)
<b>(85,865)</b>	<b>Total Cash flows from investing activities</b>	<b>(104,501)</b>	<b>(167,954)</b>	<b>(190,128)</b>	<b>(270,751)</b>	<b>(261,250)</b>	<b>(283,494)</b>	<b>(329,597)</b>	<b>(275,814)</b>	<b>(213,595)</b>	<b>(193,999)</b>
<b>Cash flows from financing activities</b>											
36,193	Drawdown / (repayment) of borrowings	50,155	90,947	95,231	61,629	40,274	26,988	(1,927)	(990)	4,304	(3,350)
<b>36,193</b>	<b>Total Cash flows from financing activities</b>	<b>50,155</b>	<b>90,947</b>	<b>95,231</b>	<b>61,629</b>	<b>40,274</b>	<b>26,988</b>	<b>(1,927)</b>	<b>(990)</b>	<b>4,304</b>	<b>(3,350)</b>
-	Net (decrease)/increase in cash, cash equivalents and bank overdrafts	-	-	-	-	-	-	-	-	-	-
6,922	Cash, cash equivalents and bank overdrafts at the beginning of the year	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095
<b>6,922</b>	<b>Cash, cash equivalents and bank overdrafts at the end of the year</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>	<b>1,095</b>

Activity Financial Statements											
Budget	Whole of Council	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>											
<b>An innovative and growing city</b>											
10,665	Housing	12,874	13,080	13,368	13,661	14,003	14,339	14,697	13,740	11,335	11,539
-	Urban Design	-	-	-	-	-	-	-	-	-	-
1,501	Economic Development	1,558	1,589	1,624	1,660	1,695	1,729	1,761	1,795	1,829	1,862
<b>Transport</b>											
1,157	Active and Public Transport	1,047	1,068	1,093	1,118	1,143	1,167	1,190	1,214	1,238	1,262
10,088	Roading	10,997	11,242	11,501	11,765	12,024	12,277	12,523	12,773	13,029	13,276
<b>A creative and exciting city</b>											
3,407	Recreation and play	4,001	4,081	4,171	4,262	4,352	4,470	4,833	4,921	5,014	5,104
224	Arts and Heritage	241	246	251	257	262	267	272	278	283	288
<b>A connected and safe community</b>											
1,574	Community safety and health	1,525	1,557	1,591	1,624	1,657	1,688	1,720	1,751	1,783	1,815
844	City Library	80	82	83	85	87	89	90	92	94	96
1,441	Community support	1,002	1,022	1,045	1,068	1,090	1,112	1,133	1,155	1,177	1,198
<b>A sustainable and resilient city</b>											
146	Biodiversity and the Manawatu River	95	97	100	103	83	85	87	59	60	62
3,844	Resource Recovery	4,970	5,194	5,411	5,666	6,433	6,564	6,773	6,880	7,007	7,216
<b>Water</b>											
101	Water	44	45	46	47	48	49	50	52	53	54
<b>Wastewater</b>											
1,303	Wastewater	1,173	1,203	1,235	1,267	1,299	1,329	1,359	1,389	1,419	1,448
<b>Stormwater</b>											
7	Stormwater	-	-	-	-	-	-	-	-	-	-
<b>Supporting the Organisation</b>											
230	Governance and Active Citizenship	399	510	329	229	347	238	242	378	251	255
4,653	Organisational performance	4,565	4,656	4,679	4,697	4,787	4,874	4,962	5,048	5,135	5,224
41,184	Total Revenue	44,570	45,672	46,527	47,509	49,310	50,275	51,693	51,525	49,706	50,698
<b>Expenses</b>											
<b>An innovative and growing city</b>											
16,163	Housing	20,704	20,551	21,333	22,119	23,132	23,909	24,999	24,535	22,783	23,751
868	Urban Design	1,086	1,201	1,529	1,888	1,909	1,911	2,039	2,551	3,388	3,375
7,067	Economic Development	8,884	8,927	9,099	9,145	9,371	9,686	9,934	10,159	10,340	10,448
<b>Transport</b>											
5,129	Active and Public Transport	5,461	6,398	7,373	7,946	8,843	9,568	9,970	10,268	11,047	11,285
26,460	Roading	30,516	31,903	34,902	37,077	38,147	41,739	42,873	43,607	44,920	46,726
<b>A creative and exciting city</b>											
26,803	Recreation and play	27,525	28,710	30,446	30,536	32,369	35,017	35,647	36,116	37,505	38,096

Budget Whole of Council		LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
12,427	Arts and Heritage	13,904	14,325	15,213	16,201	17,203	18,256	19,672	20,779	21,739	23,118
<b>A connected and safe community</b>											
4,446	Community safety and health	4,303	4,237	4,263	4,401	4,672	4,967	5,233	5,466	5,619	5,744
11,145	City Library	12,102	11,769	12,799	13,260	14,105	15,044	15,314	15,995	16,571	17,113
7,687	Community support	11,309	11,805	13,248	14,060	14,701	15,330	15,962	16,527	16,903	17,210
<b>A sustainable and resilient city</b>											
1,775	Biodiversity and the Manawatu River	2,206	2,391	2,882	3,341	3,190	3,283	3,402	3,474	3,525	3,597
10,887	Resource Recovery	11,188	12,014	11,956	12,439	13,610	14,601	15,137	15,575	15,813	16,239
687	Climate change mitigation and adaption	1,506	1,595	1,733	1,880	2,041	2,206	2,367	2,528	2,665	2,785
<b>Water</b>											
12,476	Water	13,288	13,900	15,172	16,330	17,766	19,223	20,094	20,826	22,136	22,602
<b>Wastewater</b>											
12,890	Wastewater	15,447	16,139	17,613	18,619	19,846	22,789	25,477	27,576	33,130	37,804
<b>Stormwater</b>											
5,394	Stormwater	6,746	7,168	7,883	8,567	9,298	10,268	10,924	11,528	12,307	12,490
<b>Supporting the Organisation</b>											
10,285	Governance and Active Citizenship	8,682	8,661	8,782	8,475	9,223	9,597	10,066	10,725	10,989	11,010
7,185	Organisational performance	7,067	10,606	10,390	8,204	4,191	359	4,400	7,885	10,318	11,032
<hr/>											
179,775	Total Expenses	201,924	212,300	226,617	234,489	243,618	257,033	264,711	270,353	281,061	292,361
<hr/>											
<b>138,590 NET OPERATING COSTS OF ACTIVITY</b>		<b>157,354</b>	<b>166,628</b>	<b>180,090</b>	<b>186,980</b>	<b>194,309</b>	<b>206,758</b>	<b>213,018</b>	<b>218,828</b>	<b>231,355</b>	<b>241,663</b>
<hr/>											
<b>Rating Requirement</b>											
(43,043)	Less Depreciation	(49,614)	(50,875)	(55,373)	(58,827)	(61,164)	(67,206)	(71,763)	(75,598)	(83,007)	(86,724)
(4,181)	Less Transfers To/(From) Reserves	(5,840)	(3,961)	(1,826)	(53)	(54)	(55)	(57)	(58)	(59)	(60)
27,720	Plus Net Capital Renewal (3 Year Average)	28,675	30,996	32,291	34,506	36,332	38,623	39,925	40,276	40,914	38,218
5,160	Plus Debt Repayment	7,721	9,627	12,420	20,170	26,918	30,522	39,200	49,695	53,463	59,521
<hr/>											
<b>124,246 RATES REQUIREMENT</b>		<b>138,296</b>	<b>152,416</b>	<b>167,603</b>	<b>182,776</b>	<b>196,341</b>	<b>208,642</b>	<b>220,324</b>	<b>233,143</b>	<b>242,666</b>	<b>252,617</b>
		11.3%	10.2%	10.0%	9.1%	7.4%	6.3%	5.6%	5.8%	4.1%	4.1%
<hr/>											
<b>Capital Expenditure</b>											
<b>Capital Renewals</b>											
<b>An innovative and growing city</b>											
531	Housing	400	408	417	426	435	443	451	459	468	476
1,301	Economic Development	823	998	1,051	963	1,043	808	688	700	713	756
<b>Transport</b>											
1,103	Active and Public Transport	2,050	2,091	2,191	2,242	2,346	2,395	2,500	2,550	2,601	2,650
5,424	Roading	9,120	9,404	10,404	10,750	11,805	14,726	17,975	23,027	23,902	24,477
<b>A creative and exciting city</b>											
3,727	Recreation and play	3,005	4,968	3,657	6,774	3,740	3,876	4,191	3,372	3,627	3,737

Budget Whole of Council		LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
565	Arts and Heritage	535	546	558	666	571	581	592	603	614	625
<b>A connected and safe community</b>											
92	Community safety and health	102	171	205	156	152	172	165	161	243	174
1,153	City Library	1,010	1,087	1,696	1,310	1,337	1,390	1,168	1,355	1,345	1,446
864	Community support	852	459	583	429	460	446	451	490	654	480
<b>A sustainable and resilient city</b>											
298	Biodiversity and the Manawatu River	129	72	69	126	134	281	133	157	204	224
486	Resource Recovery	631	525	376	691	705	829	465	1,250	493	518
<b>Water</b>											
5,380	Water	5,010	5,482	5,931	7,215	7,240	7,704	10,218	8,308	8,124	8,285
<b>Wastewater</b>											
4,384	Wastewater	4,753	5,431	5,152	5,065	6,768	7,209	7,200	6,048	6,719	6,613
<b>Stormwater</b>											
230	Stormwater	350	615	579	351	360	368	377	326	332	339
<b>Supporting the Organisation</b>											
2,391	Organisational performance	3,823	3,238	3,193	3,308	3,036	3,955	3,185	4,876	3,938	3,394
<hr/>											
27,929	Total Capital Renewals	32,592	35,496	36,062	40,474	40,131	45,183	49,758	53,683	53,977	54,194
<hr/>											
<b>Capital New</b>											
<b>An innovative and growing city</b>											
2,818	Housing	4,000	6,637	6,783	-	-	-	-	-	8,770	8,927
443	Urban Design	109	5,109	5,226	9	9	121	8,531	8,702	10	10
80	Economic Development	-	-	-	107	467	133	130	115	210	214
<b>Transport</b>											
12,455	Active and Public Transport	7,200	12,750	17,531	22,738	7,419	12,587	7,726	12,748	7,684	13,251
14,662	Roading	13,155	15,535	21,267	24,798	20,871	14,514	13,782	12,783	45,073	49,425
<b>A creative and exciting city</b>											
7,312	Recreation and play	3,891	6,832	7,574	10,562	13,471	6,515	1,278	426	363	434
3,784	Arts and Heritage	2,000	6,637	6,783	31,962	32,601	33,219	33,849	8,615	8,770	5,952
<b>A connected and safe community</b>											
-	Community safety and health	85	174	99	101	103	105	107	17	18	18
-	City Library	25	15	-	-	-	-	-	-	-	-
729	Community support	1,364	21,277	14,596	336	460	522	478	363	495	447
<b>A sustainable and resilient city</b>											
668	Biodiversity and the Manawatu River	835	7,089	7,298	32	33	33	34	34	35	36
1,136	Resource Recovery	2,080	5,943	625	3,439	1,605	1,456	407	277	282	287
1,092	Climate change mitigation and adaption	1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196
<b>Water</b>											
6,987	Water	7,525	8,804	7,884	12,057	8,188	8,281	3,615	10,385	7,873	2,247
<b>Wastewater</b>											
7,077	Wastewater	10,240	15,980	17,464	89,016	92,875	103,791	157,900	120,352	56,374	26,108

<b>Budget Whole of Council</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>
<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>
<b>Stormwater</b>										
5,764 Stormwater	4,743	4,368	7,683	6,395	5,620	5,846	4,214	6,677	3,494	2,730
<b>Supporting the Organisation</b>										
138 Governance and Active Citizenship	-	-	-	-	-	-	-	-	-	-
270 Organisational performance	1,265	961	2,339	2,192	850	838	685	640	622	633
65,415 Total Capital New	59,600	119,288	124,356	204,814	185,664	189,076	233,870	183,286	141,249	111,914
<b>Capital Growth</b>										
<b>Transport</b>										
- Rooding	4,420	3,794	10,665	6,213	11,095	12,721	6,897	20,883	7,175	22,911
<b>A creative and exciting city</b>										
- Recreation and play	273	501	4,758	2,943	2,240	1,505	3,008	3,480	3,043	783
<b>Water</b>										
- Water	3,269	4,503	7,352	8,381	8,134	8,098	10,834	8,324	2,297	3,209
<b>Wastewater</b>										
- Wastewater	104	461	3,316	3,583	6,599	8,211	6,199	3,967	3,929	555
<b>Stormwater</b>										
- Stormwater	4,244	3,911	3,619	4,344	7,387	18,700	19,029	2,191	1,925	432
- Total Capital Growth	12,309	13,171	29,710	25,463	35,456	49,235	45,968	38,845	18,369	27,891
<b>93,344 Total Capital Expenditure</b>	<b>104,501</b>	<b>167,954</b>	<b>190,128</b>	<b>270,751</b>	<b>261,250</b>	<b>283,494</b>	<b>329,597</b>	<b>275,814</b>	<b>213,595</b>	<b>193,999</b>
<b>Funded By</b>										
17,725 External Revenue New / Growth	21,527	28,621	39,508	140,972	142,595	169,589	232,452	164,469	94,781	79,387
- External Revenue Renewal	5,549	6,306	6,269	6,468	7,055	8,746	10,274	13,734	13,634	13,657
3,249 Development Contributions	1,961	2,211	2,958	3,711	4,710	5,593	6,175	6,388	6,558	6,626
- Rates	28,675	30,996	32,291	34,506	36,332	38,623	39,925	40,276	40,914	38,218
72,370 New Borrowing / (Repayment)	46,789	99,820	109,102	85,094	70,557	60,943	40,771	50,947	57,708	56,111
93,344 Total	104,501	167,954	190,128	270,751	261,250	283,494	329,597	275,814	213,595	193,999

Housing - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
3,198 Social Housing	3,261	3,326	3,399	3,474	3,547	3,618	3,687	3,757	3,828	3,897
4,950 Building Services	4,837	4,933	5,042	5,153	5,261	5,366	5,468	5,572	5,678	5,780
1,050 Housing and Future development	3,443	3,512	3,589	3,668	3,745	3,821	3,893	2,645	-	-
1,467 Planning Services - Private	1,333	1,309	1,337	1,367	1,450	1,534	1,648	1,766	1,829	1,862
10,665 Total Revenue	12,874	13,080	13,368	13,661	14,003	14,339	14,697	13,740	11,335	11,539
<b>Expenses</b>										
4,570 Social Housing	5,646	5,927	6,593	7,198	7,344	7,479	7,744	7,809	7,807	7,934
7,380 Building Services	6,864	6,615	6,728	6,971	7,522	8,113	8,640	9,114	9,441	9,699
1,160 Housing and Future development	6,026	5,936	5,899	5,758	5,906	5,779	5,915	4,765	2,582	3,080
1,621 Planning Services - Private	1,295	1,232	1,253	1,298	1,400	1,507	1,603	1,690	1,752	1,801
1,432 Planning Services - Public	873	841	861	894	961	1,031	1,096	1,156	1,201	1,237
16,163 Total Expenses	20,704	20,551	21,333	22,119	23,132	23,909	24,999	24,535	22,783	23,751
<b>5,498 NET OPERATING COSTS OF ACTIVITY</b>	<b>7,830</b>	<b>7,471</b>	<b>7,966</b>	<b>8,458</b>	<b>9,129</b>	<b>9,570</b>	<b>10,302</b>	<b>10,795</b>	<b>11,447</b>	<b>12,212</b>
<b>Rating Requirement</b>										
(1,471) Less Depreciation	(1,367)	(1,420)	(1,508)	(1,723)	(1,723)	(1,723)	(1,887)	(1,887)	(1,887)	(2,068)
- Less Transfers To/(From) Reserves										
- Plus Net Capital Renewal (3 Year Average)	409	417	426	435	443	451	459	468	477	487
402 Plus Debt Repayment	323	339	554	1,121	1,499	1,676	2,261	2,983	3,236	3,677
<b>4,429 RATES REQUIREMENT</b>	<b>7,195</b>	<b>6,808</b>	<b>7,437</b>	<b>8,289</b>	<b>9,347</b>	<b>9,974</b>	<b>11,136</b>	<b>12,359</b>	<b>13,272</b>	<b>14,308</b>
<b>Capital Expenditure</b>										
531 Renewal	400	408	417	426	435	443	451	459	468	476
2,818 New Growth	4,000	6,637	6,783	-	-	-	-	-	8,770	8,927
3,349 Total Capital Expenditure	4,400	7,045	7,200	426	435	443	451	459	9,237	9,403
<b>Funded By</b>										
955 External Revenue New / Growth	4,000	-	-	-	-	-	-	-	-	-
External Revenue Renewal										
Development Contributions										
- Rates	409	417	426	435	443	451	459	468	477	487
2,394 New Borrowing / (Repayment)	(9)	6,628	6,774	(8)	(8)	(8)	(8)	(8)	8,760	8,916
3,349 Total	4,400	7,045	7,200	426	435	443	451	459	9,237	9,403



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth LOS												
Housing - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1459 - Social Housing - Additional Social Housing Units	0%	100%	4,000	6,637	6,783	-	-	-	-	-	-	-
2236 - Urban Growth - Huia Street Reserve - Community Housing	0%	100%	-	-	-	-	-	-	-	-	8,770	8,927
<b>TOTAL</b>			<b>4,000</b>	<b>6,637</b>	<b>6,783</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,770</b>	<b>8,927</b>
Funded Externally			4,000	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			-	6,637	6,783	-	-	-	-	-	8,770	8,927

Housing - Capital Renewal												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
180 - Social Housing - Renewals	0	100%	400	408	417	426	435	443	451	459	468	476
<b>TOTAL</b>			<b>400</b>	<b>408</b>	<b>417</b>	<b>426</b>	<b>435</b>	<b>443</b>	<b>451</b>	<b>459</b>	<b>468</b>	<b>476</b>
Funded by Council (Rates and Borrowing)			400	408	417	426	435	443	451	459	468	476

Housing -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1613 - Kakatangiata District Plan Change	0%	100%	150	204	261	-	-	-	-	-	-	-
2433 - Aokautere District Plan Change	0%	100%	200	204	-	-	-	-	-	-	-	-
2434 - Te Utanganui Master Plan Implementation	0%	100%	250	255	261	266	272	-	-	-	-	-
<b>TOTAL</b>			<b>600</b>	<b>663</b>	<b>521</b>	<b>266</b>	<b>272</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			600	663	521	266	272	-	-	-	-	-

Urban Design - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
- Total Revenue	-	-	-	-	-	-	-	-	-	-
<b>Expenses</b>										
493 City Centre	692	764	1,084	1,430	1,425	1,453	1,554	2,041	2,862	2,836
48 Place activation	6	6	6	6	6	6	6	6	6	6
20 Placemaking	37	37	38	39	40	42	43	44	46	46
307 Urban Design	351	394	402	413	438	411	435	460	476	487
868 Total Expenses	1,086	1,201	1,529	1,888	1,909	1,911	2,039	2,551	3,388	3,375
<b>868 NET OPERATING COSTS OF ACTIVITY</b>	<b>1,086</b>	<b>1,201</b>	<b>1,529</b>	<b>1,888</b>	<b>1,909</b>	<b>1,911</b>	<b>2,039</b>	<b>2,551</b>	<b>3,388</b>	<b>3,375</b>
<b>Rating Requirement</b>										
(15) Less Depreciation	(26)	(30)	(215)	(389)	(390)	(424)	(428)	(713)	(1,092)	(1,092)
- Less Transfers To/(From) Reserves										
Plus Net Capital Renewal (3 Year Average)										
91 Plus Debt Repayment	83	80	136	261	313	338	410	589	737	803
<b>944 RATES REQUIREMENT</b>	<b>1,142</b>	<b>1,251</b>	<b>1,450</b>	<b>1,759</b>	<b>1,832</b>	<b>1,824</b>	<b>2,021</b>	<b>2,427</b>	<b>3,033</b>	<b>3,086</b>
<b>Capital Expenditure</b>										
Renewal										
443 New	109	5,109	5,226	9	9	121	8,531	8,702	10	10
Growth										
443 Total Capital Expenditure	109	5,109	5,226	9	9	121	8,531	8,702	10	10
<b>Funded By</b>										
- External Revenue New / Growth	51	2,601	2,661	-	-	57	4,346	4,433	-	-
External Revenue Renewal										
Development Contributions										
- Rates	-	-	-	-	-	-	-	-	-	-
443 New Borrowing / (Repayment)	58	2,508	2,565	9	9	64	4,185	4,269	10	10
443 Total	109	5,109	5,226	9	9	121	8,531	8,702	10	10

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Urban Design - Capital New / Growth</b>												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1330 - City Centre - Placemaking Implementation	0%	100%	9	9	9	9	9	9	10	10	10	10
2077 - City Centre - Cuba Street Upgrade Stage 3	0%	100%	-	-	-	-	-	-	2,841	2,897	-	-
2122 - City Centre - Streets for People Upgrade	0%	100%	100	5,100	5,218	-	-	111	5,681	5,795	-	-
<b>TOTAL</b>			<b>109</b>	<b>5,109</b>	<b>5,226</b>	<b>9</b>	<b>9</b>	<b>121</b>	<b>8,531</b>	<b>8,702</b>	<b>10</b>	<b>10</b>
Funded Externally			51	2,601	2,661	-	-	57	4,346	4,433	-	-
Funded by Council (Rates and Borrowing)			58	2,508	2,565	9	9	64	4,185	4,269	10	10

		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Urban Design - Capital Renewal											
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
100%											
TOTAL		-	-	-	-	-	-	-	-	-	-
Funded Externally											
Funded by Council (Rates and Borrowing)		-	-	-	-	-	-	-	-	-	-

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Urban Design -Operational</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2054 - Funding Palmy BID group	0%	100%	250	255	261	267	273	278	284	290	296	301
2521 - Supporting Certification of Green Buildings Standards	0%	100%	-	51	52	53	55	-	-	-	-	-
<b>TOTAL</b>			<b>250</b>	<b>306</b>	<b>313</b>	<b>320</b>	<b>327</b>	<b>278</b>	<b>284</b>	<b>290</b>	<b>296</b>	<b>301</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			250	306	313	320	327	278	284	290	296	301

Economic Development - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
271 Investment Property	252	257	263	268	274	280	285	290	296	301
- Investments in Companies (including Airport)	150	153	156	160	163	166	170	173	176	179
106 City Marketing	111	113	115	118	120	123	125	128	130	132
159 Economic Development	131	134	137	140	142	145	148	151	154	157
965 Conference & Function Centre	880	898	917	937	957	976	995	1,014	1,033	1,052
- International Relations	34	35	36	36	37	38	39	39	40	41
1,501 Total Revenue	1,558	1,589	1,624	1,660	1,695	1,729	1,761	1,795	1,829	1,862
<b>Expenses</b>										
399 Investment Property	720	720	733	750	783	821	856	894	918	934
616 Investments	351	228	263	135	140	144	149	154	159	165
392 Investments in Companies (including Airport)	442	442	442	429	403	372	320	242	156	58
524 City Marketing	294	295	298	301	306	311	315	320	323	326
2,467 Economic Development	3,809	3,985	4,029	4,099	4,227	4,369	4,493	4,613	4,723	4,831
1,825 Conference & Function Centre	1,978	1,960	2,001	2,063	2,153	2,250	2,324	2,401	2,464	2,503
387 Economic Events	702	711	727	744	685	706	725	745	762	776
457 International Relations	587	585	606	623	674	712	751	791	835	856
7,067 Total Expenses	8,884	8,927	9,099	9,145	9,371	9,686	9,934	10,159	10,340	10,448
<b>5,566 NET OPERATING COSTS OF ACTIVITY</b>	<b>7,326</b>	<b>7,338</b>	<b>7,475</b>	<b>7,485</b>	<b>7,677</b>	<b>7,957</b>	<b>8,173</b>	<b>8,365</b>	<b>8,511</b>	<b>8,586</b>
<b>Rating Requirement</b>										
(662) Less Depreciation	(767)	(767)	(767)	(767)	(771)	(792)	(802)	(808)	(814)	(830)
- Less Transfers To/(From) Reserves	(240)	(133)	(156)	(53)	(54)	(55)	(57)	(58)	(59)	(60)
1,196 Plus Net Capital Renewal (3 Year Average)	957	1,004	1,019	938	846	732	701	723	676	630
38 Plus Debt Repayment	32	33	35	286	539	643	1,024	1,525	1,676	1,927
<b>6,137 RATES REQUIREMENT</b>	<b>7,307</b>	<b>7,475</b>	<b>7,605</b>	<b>7,889</b>	<b>8,237</b>	<b>8,484</b>	<b>9,039</b>	<b>9,747</b>	<b>9,991</b>	<b>10,253</b>
<b>Capital Expenditure</b>										
1,301 Renewal	823	998	1,051	963	1,043	808	688	700	713	756
80 New	-	-	-	107	467	133	130	115	210	214
Growth										
1,380 Total Capital Expenditure	823	998	1,051	1,070	1,510	941	818	815	924	970



Economic Development - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Funded By</b>										
- External Revenue New / Growth	-	-	-	-	359	133	130	115	210	214
External Revenue Renewal										
Development Contributions										
1,196 Rates	957	1,004	1,019	938	846	732	701	723	676	630
2,576 New Borrowing / (Repayment)	(134)	(6)	32	132	305	76	(13)	(23)	37	126
1,380 Total	823	998	1,051	1,070	1,510	941	818	815	924	970

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Economic Development - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth	LOS											
2345 - Property - Solar Panel Installations	0%	100%	-	-	-	-	359	133	130	115	210	214
2363 - Conference and Function Centre - New upgrades	0%	100%	-	-	-	107	109	-	-	-	-	-
TOTAL			-	-	-	107	467	133	130	115	210	214
Funded Externally			-	-	-	-	359	133	130	115	210	214
Funded by Council (Rates and Borrowing)			-	-	-	107	109	-	-	-	-	-

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Economic Development - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
85 - Depot - Buildings and Structures Renewals	0	100%	120	102	83	85	87	89	90	92	94	95
251 - Conference & Function Centre -	0	100%	37	134	242	142	254	170	38	39	39	70
270 - Holiday Park - Renewals	0	100%	300	306	313	320	326	166	169	172	175	179
272 - Staff Cafeteria - Replacement of Equipment	0	100%	6	6	6	6	6	6	6	6	7	7
664 - Conference & Function Centre - Renewals	0	100%	50	133	104	53	54	55	56	57	58	60
1166 - Conference & Function Centre -	0	100%	74	76	78	79	81	82	84	85	87	89
1730 - Information Centre - Building Renewals	0	100%	20	20	21	21	22	22	23	23	23	24
1753 - Investment Properties - Building Renewals	0	100%	50	51	31	32	33	33	34	34	35	36
1791 - Parks Depot - Building Renewals	0	100%	30	31	31	32	33	33	34	34	35	36
1943 - Information Centre Refurbishment	0	100%	-	-	-	48	-	-	-	-	-	-
1970 - Gordon Kear Forest Culvert Replacements	0	100%	35	36	37	38	39	40	41	41	42	43
2022 - Property - Hard Surfaces Renewals	0	100%	100	102	104	107	109	111	113	115	117	119
<b>TOTAL</b>			<b>823</b>	<b>998</b>	<b>1,051</b>	<b>963</b>	<b>1,043</b>	<b>808</b>	<b>688</b>	<b>700</b>	<b>713</b>	<b>756</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			823	998	1,051	963	1,043	808	688	700	713	756

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Economic Development -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
	Growth	LOS										
2249 - Rural Games Support Funding	0%	100%	75	77	78	80	-	-	-	-	-	-
2446 - Massey University Food Awards	0%	100%	12	41	-	-	-	-	-	-	-	-
2448 - Manawatu Jet's Sponsorship	0%	100%	22	22	23	-	-	-	-	-	-	-
2488 - Business sustainability fund	0%	100%	301	424	434	443	452	462	470	479	488	497
2522 - Major Schools Sports Event Partnership Fund (\$264,741) Increased Funding	0%	100%	30	31	31	32	33	33	34	35	35	36
2525 - Central District Hind's Sponsorship	0%	100%	20	20	21	-	-	-	-	-	-	-
TOTAL			460	615	587	555	485	495	504	514	524	533
Funded Externally			10	10	10	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			450	605	576	555	485	495	504	514	524	533

Active and Public Transport - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
868 Active Transport	890	908	929	950	971	991	1,011	1,031	1,052	1,072
150 Footpaths	157	160	164	168	172	175	179	182	186	189
139 Public Transport	-	-	-	-	-	-	-	-	-	-
1,157 Total Revenue	1,047	1,068	1,093	1,118	1,143	1,167	1,190	1,214	1,238	1,262
<b>Expenses</b>										
2,535 Active Transport	1,559	2,077	2,617	2,878	3,272	3,660	4,060	4,392	4,869	5,170
2,372 Footpaths	3,610	3,704	3,956	4,007	4,058	4,369	4,420	4,472	4,815	4,867
223 Public Transport	293	617	799	1,061	1,513	1,538	1,489	1,404	1,363	1,248
5,129 Total Expenses	5,461	6,398	7,373	7,946	8,843	9,568	9,970	10,268	11,047	11,285
<b>3,972 NET OPERATING COSTS OF ACTIVITY</b>	<b>4,414</b>	<b>5,330</b>	<b>6,280</b>	<b>6,828</b>	<b>7,700</b>	<b>8,401</b>	<b>8,780</b>	<b>9,055</b>	<b>9,809</b>	<b>10,023</b>
<b>Rating Requirement</b>										
(1,789) Less Depreciation	(2,683)	(2,807)	(3,231)	(3,567)	(3,974)	(4,468)	(4,671)	(4,809)	(5,447)	(5,573)
- Less Transfers To/(From) Reserves										
706 Plus Net Capital Renewal (3 Year Average)	1,034	1,066	1,107	1,140	1,183	1,216	1,249	1,274	1,302	1,565
480 Plus Debt Repayment	322	395	512	1,083	1,705	1,951	2,645	3,448	3,815	4,295
<b>3,369 RATES REQUIREMENT</b>	<b>3,088</b>	<b>3,984</b>	<b>4,668</b>	<b>5,485</b>	<b>6,613</b>	<b>7,099</b>	<b>8,003</b>	<b>8,968</b>	<b>9,479</b>	<b>10,309</b>
<b>Capital Expenditure</b>										
1,103 Renewal	2,050	2,091	2,191	2,242	2,346	2,395	2,500	2,550	2,601	2,650
12,455 New Growth	7,200	12,750	17,531	22,738	7,419	12,587	7,726	12,748	7,684	13,251
13,558 Total Capital Expenditure	9,250	14,841	19,722	24,980	9,764	14,982	10,226	15,297	10,284	15,901
<b>Funded By</b>										
11,778 External Revenue New / Growth	3,570	6,398	8,941	11,596	3,784	6,419	3,940	6,501	3,919	6,758
- External Revenue Renewal	1,046	1,066	1,118	1,143	1,196	1,221	1,275	1,300	1,326	1,352
Development Contributions										
706 Rates	1,034	1,066	1,107	1,140	1,183	1,216	1,249	1,274	1,302	1,565
2,486 New Borrowing / (Repayment)	3,600	6,311	8,557	11,100	3,602	6,125	3,761	6,222	3,738	6,227
13,558 Total	9,250	14,841	19,722	24,980	9,764	14,982	10,226	15,297	10,284	15,901

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Active and Public Transport - Capital New / Growth</b>												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
243 - City Centre - Transit Hub Redevelopment	0%	100%	-	-	10,435	10,675	-	-	-	-	-	-
1121 - Tennent Drive - Safety Improvements - Food HQ & Massey	0%	100%	200	1,020	-	-	-	-	-	-	-	-
1559 - City-wide - Cycling Network Improvements	0%	100%	500	5,100	522	5,338	546	5,570	568	5,795	591	6,023
1680 - City-wide - Public Transport - Network Improvements	0%	100%	500	510	522	534	546	557	568	579	591	602
2057 - City-wide - Shared Pathways - New and Link Improvements	0%	100%	5,000	5,100	5,218	5,338	5,455	5,570	5,681	5,795	5,911	6,023
2231 - City-wide - Public Transport - Transport Choices - Additional Bus Shelters	0%	100%	200	204	-	-	-	-	-	-	-	-
2368 - City-wide - Footpaths - New	0%	100%	500	510	522	534	546	557	568	579	591	602
2505 - City-wide - Shared Pathways - Slip Prevention	0%	100%	300	306	313	320	327	334	341	-	-	-
<b>TOTAL</b>			<b>7,200</b>	<b>12,750</b>	<b>17,531</b>	<b>22,738</b>	<b>7,419</b>	<b>12,587</b>	<b>7,726</b>	<b>12,748</b>	<b>7,684</b>	<b>13,251</b>
Funded Externally			3,570	6,398	8,941	11,596	3,784	6,419	3,940	6,501	3,919	6,758
Funded by Council (Rates and Borrowing)			3,630	6,352	8,590	11,141	3,635	6,168	3,786	6,246	3,765	6,493

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Active and Public Transport - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
64 - City-wide - Footpath - Renewals	0	100%	1,150	1,173	1,252	1,281	1,364	1,392	1,477	1,507	1,537	1,566
181 - City-wide - Public Transport Infrastructure	0	100%	150	153	157	160	164	167	170	174	177	181
2256 - Bunnythorpe - Transport - Footpath Renewals	0	100%	50	51	52	53	55	56	57	58	59	60
2371 - City-wide - Cycling Network - Renewals	0	100%	300	306	313	320	327	334	341	348	355	361
2372 - City-wide - Streetscape - Renewals	0	100%	50	51	52	53	55	56	57	58	59	60
2373 - City-wide - Shared Pathways - Renewals	0	100%	300	306	313	320	327	334	341	348	355	361
2383 - City-wide - Active Transport Supporting Infrastructure - Renewals	0	100%	50	51	52	53	55	56	57	58	59	60
<b>TOTAL</b>			<b>2,050</b>	<b>2,091</b>	<b>2,191</b>	<b>2,242</b>	<b>2,346</b>	<b>2,395</b>	<b>2,500</b>	<b>2,550</b>	<b>2,601</b>	<b>2,650</b>
Funded Externally			1,046	1,066	1,118	1,143	1,196	1,221	1,275	1,300	1,326	1,352
Funded by Council (Rates and Borrowing)			1,005	1,025	1,074	1,098	1,149	1,173	1,225	1,249	1,274	1,299

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Active and Public Transport -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2464 - City Centre Transport Indicative Business Case	0%	100%	75	-	-	-	-	-	-	-	-	-
2473 - Roads and Streets Framework	0%	100%	-	-	63	-	-	-	-	-	-	-
2476 - Bus Hub Detailed Business Case	0%	100%	-	230	235	-	-	-	-	-	-	-
TOTAL			75	230	297	-	-	-	-	-	-	-
Funded Externally			38	117	152	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			37	112	146	-	-	-	-	-	-	-



Roading - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
3,976 Roads	4,221	4,306	4,405	4,506	4,605	4,702	4,796	4,892	4,990	5,085
5,522 Parking	6,157	6,305	6,450	6,599	6,744	6,885	7,023	7,164	7,307	7,446
176 Street Facilities	185	188	193	197	202	206	210	214	218	223
413 Street Lighting	434	443	453	464	474	484	493	503	513	523
10,088 Total Revenue	10,997	11,242	11,501	11,765	12,024	12,277	12,523	12,773	13,029	13,276
<b>Expenses</b>										
18,183 Roads	17,847	19,266	21,806	23,784	24,432	27,241	28,052	28,568	29,467	31,376
- Traffic Services	161	164	168	171	175	179	182	186	190	193
3,287 Parking	3,838	3,700	3,762	3,833	4,105	4,400	4,660	4,901	5,074	5,206
2,920 Street Facilities	6,181	6,272	6,559	6,716	6,949	7,424	7,674	7,939	8,367	8,496
2,070 Street Lighting	2,488	2,501	2,608	2,573	2,486	2,495	2,305	2,014	1,822	1,454
26,460 Total Expenses	30,516	31,903	34,902	37,077	38,147	41,739	42,873	43,607	44,920	46,726
<b>16,371 NET OPERATING COSTS OF ACTIVITY</b>	<b>19,519</b>	<b>20,661</b>	<b>23,401</b>	<b>25,311</b>	<b>26,123</b>	<b>29,462</b>	<b>30,350</b>	<b>30,834</b>	<b>31,891</b>	<b>33,450</b>
<b>Rating Requirement</b>										
(9,086) Less Depreciation	(12,296)	(12,485)	(13,658)	(14,054)	(14,425)	(16,111)	(16,457)	(16,735)	(18,716)	(19,306)
- Less Transfers To/(From) Reserves										
3,264 Plus Net Capital Renewal (3 Year Average)	4,876	5,145	5,541	6,250	7,434	9,270	10,772	11,838	12,114	10,973
1,580 Plus Debt Repayment	1,289	1,478	1,651	2,881	4,121	4,747	6,551	8,730	9,548	10,868
<b>12,130 RATES REQUIREMENT</b>	<b>13,387</b>	<b>14,799</b>	<b>16,936</b>	<b>20,388</b>	<b>23,253</b>	<b>27,368</b>	<b>31,217</b>	<b>34,667</b>	<b>34,837</b>	<b>35,986</b>
<b>Capital Expenditure</b>										
5,424 Renewal	9,120	9,404	10,404	10,750	11,805	14,726	17,975	23,027	23,902	24,477
14,662 New	13,155	15,535	21,267	24,798	20,871	14,514	13,782	12,783	45,073	49,425
- Growth	4,420	3,794	10,665	6,213	11,095	12,721	6,897	20,883	7,175	22,911
20,086 Total Capital Expenditure	26,695	28,733	42,335	41,761	43,771	41,961	38,654	56,693	76,151	96,814
<b>Funded By</b>										
4,229 External Revenue New / Growth	6,401	8,089	13,677	12,549	13,151	11,355	11,344	24,770	27,477	44,418
- External Revenue Renewal	4,503	4,645	5,152	5,324	5,859	7,345	8,999	11,573	12,015	12,385
1,022 Development Contributions	414	467	625	784	995	1,182	1,305	1,350	1,386	1,400
3,264 Rates	4,876	5,145	5,541	6,250	7,434	9,270	10,772	11,838	12,114	10,973
18,099 New Borrowing / (Repayment)	10,501	10,386	17,340	16,853	16,332	12,808	6,233	7,163	23,158	27,718
20,086 Total	26,695	28,733	42,335	41,761	43,771	41,961	38,654	56,693	76,151	96,814

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Roading - Capital New / Growth</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
159 - Kelvin Grove Road - Safety Improvements	0%	100%	1,000	1,020	1,044	2,135	2,182	2,228	2,272	-	-	-
201 - Urban Growth - Transport - Development Contributions Top-up	100%	0%	220	224	230	235	240	245	250	255	260	265
1003 - Whakarongo - Intersection - Safety Improvements	25%	75%	1,200	510	5,739	-	-	-	-	-	-	-
1681 - Urban Growth - Kikiwhenua - Transport	75%	25%	3,000	3,060	-	-	-	-	-	-	-	964
1804 - City-wide - Road Drainage - Additional Drainage Upgrades	0%	100%	120	122	125	128	131	134	136	139	142	145
1807 - City-wide - Car Park Infrastructure Improvements	0%	100%	500	-	-	-	-	-	-	-	-	-
1944 - Villages - Transport - Road Upgrades to Urban Standard	0%	100%	300	1,224	313	1,281	327	1,337	341	1,391	355	1,446
2013 - PNITI – Strategic Transport Corridor Improvements	25%	75%	-	-	-	-	-	-	-	-	33,099	36,138
2058 - Urban Growth - NEIZ - New Roads	75%	25%	-	-	4,696	5,978	6,110	6,238	-	-	-	-
2123 - Urban Growth - Kakatangiata - New Roads	0%	100%	-	-	-	-	-	-	1,704	13,907	1,773	14,455
2124 - Urban Growth - Ashhurst - New Roads	0%	100%	-	-	-	-	382	1,782	398	2,086	414	2,409
2204 - City-wide - Street Racer Prevention	0%	100%	60	61	63	64	65	67	68	70	71	72
2335 - Stoney Creek Road - Safety Improvements	0%	100%	500	3,264	4,800	3,416	-	-	-	-	-	-
2359 - PNITI - Bunnythorpe - Bridge Replacements	25%	75%	-	-	1,044	7,473	7,637	-	-	-	-	-
2362 - City-wide - Transport - Bridge Improvements	0%	100%	200	816	835	854	873	891	909	927	946	964
2380 - City-wide - Transport - Emergency Reinstatements	0%	100%	250	255	261	267	273	278	284	290	296	301
2389 - Urban Growth - Aokautere - Transport Improvements	49%	51%	-	-	-	-	4,364	4,456	4,545	4,636	4,728	4,818
2390 - City-wide - Transport - Low Cost/ Low Risk and Road to Zero	0%	100%	8,000	8,160	8,348	8,540	8,728	8,911	9,090	9,271	9,457	9,637
2428 - City-wide - Street Trees - New and Replacements	0%	100%	600	612	626	641	655	668	682	695	709	723
2456 - Cliff Road Upgrade - Te Motu O Poutoa	0%	100%	500	-	3,809	-	-	-	-	-	-	-
2526 - Amberley Avenue Bridge	0%	100%	1,125	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>17,575</b>	<b>19,329</b>	<b>31,931</b>	<b>31,011</b>	<b>31,966</b>	<b>27,235</b>	<b>20,679</b>	<b>33,666</b>	<b>52,249</b>	<b>72,336</b>
Funded Externally			6,401	8,089	13,677	12,549	13,151	11,355	11,344	24,770	27,477	44,418
Funded by Council (Rates and Borrowing)			11,175	11,240	18,254	18,462	18,815	15,880	9,334	8,896	24,771	27,918

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Roading - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
74 - City-wide - Street Light Renewals	0	100%	500	510	522	534	546	557	568	579	591	602
82 - City-wide - Off-Street Parking - Renewals	0	100%	150	153	157	160	164	167	170	174	177	181
115 - City-wide - Sealed Roads - Pavement	0	100%	3,100	3,264	3,444	3,630	3,819	4,010	5,113	4,404	4,610	4,818
122 - City-wide - Road Drainage Renewals	0	100%	500	510	574	587	655	668	1,023	753	827	843
139 - City-wide - Sealed Road Resurfacing	0	100%	3,200	3,264	3,757	3,843	4,364	4,456	5,113	5,215	5,319	5,421
162 - City-wide - Vehicle Crossing Renewals	0	100%	140	143	146	149	153	156	159	162	165	169
2357 - Bunnythorpe - Transport - Pavement Renewals	0	100%	200	204	209	214	218	2,785	3,409	232	236	241
2375 - City-wide - Unsealed Roads - Resurfacing	0	100%	100	102	104	107	109	111	114	116	118	120
2376 - City-wide - Traffic Services - Renewals	0	100%	600	612	730	747	873	891	1,136	1,043	1,182	1,205
2377 - City-wide - Transport - Environmental	0	100%	30	31	31	32	33	33	34	35	35	36
2379 - City-wide - Transport - Structural	0	100%	600	612	730	747	873	891	1,136	1,043	1,182	1,205
2453 - City-wide - Transport - Bridge	0	100%	-	-	-	-	-	-	-	9,271	9,457	9,637
<b>TOTAL</b>			<b>9,120</b>	<b>9,404</b>	<b>10,404</b>	<b>10,750</b>	<b>11,805</b>	<b>14,726</b>	<b>17,975</b>	<b>23,027</b>	<b>23,902</b>	<b>24,477</b>
Funded Externally			4,503	4,645	5,152	5,324	5,859	7,345	8,999	11,573	12,015	12,305
Funded by Council (Rates and Borrowing)			4,617	4,759	5,252	5,425	5,946	7,380	8,976	11,455	11,887	12,172

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Roadings -Operational</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1977 - Business Case - Milson Line Rail Overbridge	0%	100%	-	-	678	694	-	-	-	-	-	-
2001 - Business Case - Stoney Creek Road Upgrade	0%	100%	-	-	678	374	-	-	-	-	-	-
2477 - Regional Freight Ring Road Indicative	0%	100%	-	510	470	480	-	-	-	-	-	-
2478 - Palmerston North Integrated Transport Initiative Immediate Improvements Business Case	0%	100%	-	-	-	214	273	-	-	-	-	-
2479 - Regional Freight Ring Road Detailed Business Case - Section 1	0%	100%	-	-	-	-	709	1,058	-	-	-	-
2480 - Regional Freight Ring Road Detailed Business Case - Section 2	0%	100%	-	-	-	-	-	1,058	739	-	-	-
2481 - Regional Freight Ring Road Detailed	0%	100%	-	-	-	-	-	-	1,136	1,738	-	-
2484 - Te Utunganui Transport Improvements Business Case	0%	100%	-	-	-	480	491	-	-	-	-	-
2485 - Aokautere Urban Growth Business Case	0%	100%	450	459	-	-	-	-	-	-	-	-
2487 - Parking Management Plans	0%	100%	50	51	52	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>500</b>	<b>1,020</b>	<b>1,878</b>	<b>2,242</b>	<b>1,473</b>	<b>2,116</b>	<b>1,875</b>	<b>1,738</b>	<b>-</b>	<b>-</b>
Funded Externally			230	494	239	599	751	1,079	956	887	-	-
Funded by Council (Rates and Borrowing)			271	526	1,639	1,643	722	1,037	919	852	-	-

Recreation and play - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
2,214 Central Energy Trust Arena	2,562	2,613	2,671	2,729	2,787	2,843	2,897	2,952	3,008	3,062
922 City Reserves	1,203	1,227	1,253	1,281	1,308	1,334	1,360	1,385	1,412	1,437
141 Local Reserves	69	70	72	74	75	77	78	79	81	82
129 Sportsfields	163	166	169	173	177	180	184	187	191	194
- Swimming Pools	5	5	5	5	5	36	315	317	323	329
3,407 Total Revenue	4,001	4,081	4,171	4,262	4,352	4,470	4,833	4,921	5,014	5,104
<b>Expenses</b>										
9,168 Central Energy Trust Arena	10,035	10,215	12,393	11,962	13,028	15,376	15,460	15,712	16,891	17,397
4,736 City Reserves	5,313	5,370	5,515	5,611	5,693	5,676	5,630	5,422	5,164	4,815
6,222 Local Reserves	4,300	4,185	4,386	4,673	4,883	5,205	5,525	5,801	6,082	6,458
2,792 Sportsfields	4,166	5,068	4,347	4,432	4,843	4,744	4,816	4,912	5,051	5,052
937 Support to recreation groups	657	666	677	687	698	710	721	732	742	752
2,947 Swimming Pools	3,053	3,206	3,130	3,172	3,224	3,306	3,495	3,536	3,575	3,622
26,803 Total Expenses	27,525	28,710	30,446	30,536	32,369	35,017	35,647	36,116	37,505	38,096
<b>23,396 NET OPERATING COSTS OF ACTIVITY</b>	<b>23,523</b>	<b>24,629</b>	<b>26,276</b>	<b>26,274</b>	<b>28,017</b>	<b>30,548</b>	<b>30,815</b>	<b>31,195</b>	<b>32,491</b>	<b>32,991</b>
<b>Rating Requirement</b>										
(7,871) Less Depreciation	(7,850)	(7,930)	(8,065)	(8,515)	(8,754)	(9,041)	(9,699)	(9,857)	(9,922)	(10,529)
- Less Transfers To/(From) Reserves	-	(867)	-	-	-	-	-	-	-	-
2,912 Plus Net Capital Renewal (3 Year Average)	3,678	4,935	4,724	4,797	3,936	3,813	3,730	3,578	3,614	3,519
1,390 Plus Debt Repayment	1,178	1,338	1,707	3,163	4,725	5,686	7,852	10,392	11,279	12,484
<b>19,827 RATES REQUIREMENT</b>	<b>20,530</b>	<b>22,104</b>	<b>24,641</b>	<b>25,719</b>	<b>27,924</b>	<b>31,005</b>	<b>32,698</b>	<b>35,309</b>	<b>37,462</b>	<b>38,465</b>
<b>Capital Expenditure</b>										
3,727 Renewal	3,005	4,968	3,657	6,774	3,740	3,876	4,191	3,372	3,627	3,737
7,312 New	3,891	6,832	7,574	10,562	13,471	6,515	1,278	426	363	434
- Growth	273	501	4,758	2,943	2,240	1,505	3,008	3,480	3,043	783
11,039 Total Capital Expenditure	7,168	12,301	15,989	20,278	19,451	11,896	8,477	7,278	7,033	4,953
<b>Funded By</b>										
351 External Revenue New / Growth	419	4	2,680	172	656	1,036	326	1,951	2,432	346
- External Revenue Renewal	-	594	-	-	-	-	-	-	-	-

Recreation and play - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
355 Development Contributions	285	321	429	539	684	812	896	927	952	962
2,912 Rates	3,678	4,935	4,724	4,797	3,936	3,813	3,730	3,578	3,614	3,519
13,245 New Borrowing / (Repayment)	2,786	6,447	8,156	14,771	14,175	6,236	3,525	821	35	126
11,039 Total	7,168	12,301	15,989	20,278	19,451	11,896	8,477	7,278	7,033	4,953

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Recreation and play - Capital New / Growth</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
111 - Local Reserves - Roslyn - Edwards Pit Park Development	0%	100%	25	26	-	-	-	-	-	-	-	-
967 - City-wide - Edibles Planting	0%	100%	5	5	5	5	5	6	6	6	6	6
1099 - Parks and Reserves - Shade Development	0%	100%	40	20	21	21	22	22	23	23	23	24
1194 - CET Arena - Masterplan Redevelopment	0%	100%	1,600	5,718	4,852	8,523	11,954	3,322	-	-	-	-
1560 - Sportsfields - Bill Brown Park - Additional	0%	100%	-	-	-	491	-	-	-	-	-	-
1763 - CET Arena - Property Purchase	0%	100%	840	-	-	-	-	-	-	-	-	-
1838 - City Reserves - Victoria Esplanade - Exotic Aviaries	0%	100%	100	15	16	16	-	-	-	-	-	-
1845 - City Reserves - Te Marae o Hine - The Square - Capital New	0%	100%	98	117	104	-	-	-	-	-	-	-
1846 - City Reserves - Walkway Extensions -	34%	66%	184	189	211	321	327	206	476	485	218	222
1847 - City Reserves - Victoria Esplanade - Capital New	0%	100%	34	61	81	153	39	133	68	55	7	71
1848 - City Reserves - Linklater Reserve - Capital New	0%	100%	30	31	23	-	-	-	-	-	-	-
1849 - City Reserves - Ashhurst Domain - Capital	0%	100%	-	83	-	-	-	-	-	-	-	-
1851 - Sportsfield Improvements - Capital New	0%	100%	208	263	259	86	-	188	-	-	-	-
1852 - Local Reserves - Improvements to existing reserves to close identified level of service gaps	0%	100%	228	233	238	224	228	193	196	200	182	186
1853 - Local Reserves - Development of Existing	0%	100%	117	85	80	33	27	9	9	9	9	10
1854 - Swimming Pools - Splashhurst Pool Enhancements	0%	100%	56	57	-	-	-	-	-	-	-	-
1855 - Urban Growth - Aokautere - Reserves Purchase	0%	100%	-	-	2,677	-	656	-	-	-	-	-
1856 - City Reserves - Manawatu River Park - Roxburgh Entrance Development	34%	66%	-	128	-	-	-	-	-	-	-	-
1857 - Kikiwhenua Cultural Historic - Reserve	0%	100%	-	-	991	-	37	838	-	-	-	-
1859 - Urban Growth - Whakarongo - Reserves Purchase and Development	100%	0%	-	-	1,683	400	204	24	751	357	182	-
1860 - Urban Growth - Ashhurst - Reserves Purchase and Development	0%	100%	-	-	-	168	-	-	-	611	158	-
1861 - Urban Growth - Matangi - Whiskey Creek -	100%	0%	-	-	-	228	-	23	432	177	-	-
1862 - Urban Growth - Kakatangiata Central - Reserves Purchase and Development	0%	100%	-	-	-	-	-	-	-	1,295	340	346
1884 - Local Reserves - Accessibility and Safety Improvements	0%	100%	116	118	121	123	126	128	130	133	135	137
2043 - Urban Growth - Napier Road Extension -	100%	0%	-	-	-	330	-	6	283	-	-	-

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2349 - Ashhurst - Te Apiti Masterplan - Three Bridges Loop Development	0%	100%	394	-	-	-	-	-	-	-	-	-
2366 - Securing the Future of the Lido Outdoor Hydroslices	0%	100%	-	-	-	-	11	664	-	-	-	-
2387 - City Reserves - Design of Chinese Themed Garden - Community Initiative	0%	100%	-	-	-	16	109	183	-	-	-	-
2426 - CET Arena - Upgrade of lighting to LED	0%	100%	-	-	783	799	815	830	846	-	-	-
2442 - Urban Growth - Kakatangiata North - Cloverlea - Reserves Purchase and Development	0%	100%	-	-	-	-	-	1,036	-	46	1,084	-
2445 - Urban Growth - Kikiwhenua - Reserves Purchase and Development	100%	0%	-	-	-	1,269	-	-	304	303	-	-
2510 - Local Reserves - Waterloo to Roxburgh	0%	100%	-	-	-	71	98	-	-	-	-	-
2516 - Urban Growth - Kakatangiata South (excluding Kikiwhenua) - Local Reserve	0%	100%	-	-	-	-	-	-	326	-	850	-
2527 - Urban Growth - Aokautere - Reserves Development	100%	0%	89	184	188	227	1,053	209	435	207	211	215
<b>TOTAL</b>			<b>4,164</b>	<b>7,333</b>	<b>12,332</b>	<b>13,505</b>	<b>15,711</b>	<b>8,020</b>	<b>4,286</b>	<b>3,906</b>	<b>3,406</b>	<b>1,216</b>
Funded Externally			419	4	2,680	172	656	1,036	326	1,951	2,432	346
Funded by Council (Rates and Borrowing)			3,745	7,329	9,652	13,333	15,055	6,984	3,960	1,955	973	870



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Recreation and play - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
819 - Central Energy Trust Arena - Replacement of Equipment	0	100%	60	214	381	389	359	316	254	184	187	71
1051 - CET Arena - Arena Renewals	0	100%	500	511	522	533	543	554	564	574	585	595
1127 - City Reserves - Victoria Esplanade Shade House (including Bonsai Display)	0	100%	-	311	299	-	-	-	-	-	-	-
1242 - Central Energy Trust Arena - Replacement for Arena Big Screen	0	100%	-	1,188	-	-	-	-	-	-	-	-
1759 - CET Arena - Grounds Renewals	0	100%	40	41	42	43	43	44	45	46	47	48
1786 - Recreational Buildings - Sports Pavilion and Changing Room Renewals	0	100%	100	255	104	107	109	111	113	115	117	119
1827 - Local Reserves - Renewals	0	100%	798	871	821	830	880	879	876	890	944	917
1829 - Sportsfields and Artificial Turfs - Renewals	0	100%	260	285	291	821	557	934	614	416	544	301
1830 - City Reserves - Memorial Park - Renewals	0	100%	30	47	39	50	21	23	104	48	36	51
1831 - City Reserves - Te Marae o Hine - The Square - Renewals	0	100%	69	34	79	34	23	70	67	15	109	157
1832 - City Reserves - Ashhurst Domain - Renewals	0	100%	100	102	104	94	54	70	93	67	69	60
1834 - City Reserves - Walkways - Renewals	0	100%	120	123	125	128	130	133	135	138	140	143
1835 - City Reserves - Linklater Reserve - Renewals	0	100%	15	15	13	15	10	27	84	11	10	14
1837 - Swimming Pools - Pool Renewals	0	100%	696	723	756	1,050	742	565	642	534	576	720
1840 - City Reserves - Victoria Esplanade - Renewals	0	100%	217	96	81	390	268	151	599	333	264	539
2361 - CET Arena - Replacement of Grandstand Roof	0	100%	-	-	-	2,131	-	-	-	-	-	-
2396 - Arena Masterkey System/ Access Control Improvements	0	100%	-	153	-	-	-	-	-	-	-	-
2401 - Mobile Community Screen Upgrade	0	100%	-	-	-	160	-	-	-	-	-	-
<b>TOTAL</b>			<b>3,005</b>	<b>4,968</b>	<b>3,657</b>	<b>6,774</b>	<b>3,740</b>	<b>3,876</b>	<b>4,191</b>	<b>3,372</b>	<b>3,627</b>	<b>3,737</b>
Funded Externally			-	594	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			3,005	4,374	3,657	6,774	3,740	3,876	4,191	3,372	3,627	3,737

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Recreation and play -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1356 - Sportsfields and Outdoor Courts - Hockey Turf Renewal Grant - Massey University	0%	100%	-	-	-	-	348	-	-	-	-	-
2519 - Sportsfields - Artificial Football Field (subject to external funding)	0%	100%	-	867	-	43	44	44	45	46	47	48
2523 - Community Pool Grants	0%	100%	100	102	104	-	-	-	-	-	-	-
2524 - Feasibility study - 50 Metre Pool	0%	100%	-	102	-	-	-	-	-	-	-	-
TOTAL			100	1,071	104	43	392	44	45	46	47	48
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			100	1,071	104	43	392	44	45	46	47	48

Arts and Heritage - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
1 Community & Commemorative Events	3	3	3	3	3	3	3	3	3	3
1 Other Cultural Facilities	-	-	-	-	-	-	-	-	-	-
189 Support to arts, culture & heritage groups	205	209	214	218	223	227	232	236	241	245
33 Te Manawa	33	34	35	36	36	37	38	38	39	40
224 Total Revenue	241	246	251	257	262	267	272	278	283	288
<b>Expenses</b>										
1,565 Community & Commemorative Events	1,510	1,493	1,524	1,564	1,641	1,720	1,779	1,820	1,831	1,819
156 Heritage Management	325	332	339	346	354	361	367	374	382	388
2,902 Other Cultural Facilities	3,184	3,544	4,089	4,697	5,301	5,930	6,898	7,661	8,334	9,384
2,529 Support to arts, culture & heritage groups	3,352	3,228	3,318	3,479	3,687	3,910	4,101	4,296	4,452	4,589
5,276 Te Manawa	5,532	5,728	5,943	6,116	6,220	6,335	6,527	6,627	6,740	6,938
12,427 Total Expenses	13,904	14,325	15,213	16,201	17,203	18,256	19,672	20,779	21,739	23,118
<b>12,203 NET OPERATING COSTS OF ACTIVITY</b>	<b>13,663</b>	<b>14,079</b>	<b>14,962</b>	<b>15,945</b>	<b>16,941</b>	<b>17,989</b>	<b>19,400</b>	<b>20,502</b>	<b>21,456</b>	<b>22,830</b>
<b>Rating Requirement</b>										
(2,811) Less Depreciation	(3,032)	(3,082)	(3,248)	(3,682)	(4,108)	(4,543)	(5,457)	(5,908)	(6,123)	(6,949)
- Less Transfers To/(From) Reserves										
568 Plus Net Capital Renewal (3 Year Average)	547	590	598	606	581	592	603	614	616	619
155 Plus Debt Repayment	217	258	367	633	852	987	1,304	1,685	1,939	2,264
<b>10,115 RATES REQUIREMENT</b>	<b>11,395</b>	<b>11,845</b>	<b>12,679</b>	<b>13,501</b>	<b>14,266</b>	<b>15,025</b>	<b>15,850</b>	<b>16,893</b>	<b>17,887</b>	<b>18,764</b>
<b>Capital Expenditure</b>										
565 Renewal	535	546	558	666	571	581	592	603	614	625
3,784 New Growth	2,000	6,637	6,783	31,962	32,601	33,219	33,849	8,615	8,770	5,952
4,349 Total Capital Expenditure	2,535	7,183	7,341	32,628	33,172	33,800	34,441	9,218	9,384	6,576
<b>Funded By</b>										
- External Revenue New / Growth	-	-	-	28,766	29,341	29,897	30,464	-	-	-
External Revenue Renewal										
Development Contributions										
568 Rates	547	590	598	606	581	592	603	614	616	619
4,917 New Borrowing / (Repayment)	1,988	6,593	6,743	3,256	3,249	3,311	3,374	8,604	8,768	5,958
4,349 Total	2,535	7,183	7,341	32,628	33,172	33,800	34,441	9,218	9,384	6,576

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Arts and Heritage - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth	LOS											
902 - Property - Seismic Strengthening of Council Properties	0%	100%	2,000	6,637	6,783	-	-	-	-	8,615	8,770	5,952
2518 - Property - Central Library and Te Manawa	0%	100%	-	-	-	31,962	32,601	33,219	33,849	-	-	-
TOTAL			2,000	6,637	6,783	31,962	32,601	33,219	33,849	8,615	8,770	5,952
Funded Externally			-	-	-	28,766	29,341	29,897	30,464	-	-	-
Funded by Council (Rates and Borrowing)			2,000	6,637	6,783	3,196	3,260	3,322	3,385	8,615	8,770	5,952

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Arts and Heritage - Capital Renewal</b>												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
213 - Cultural Facilities - Renewals	0	100%	500	511	522	533	543	554	564	574	585	595
1496 - Replacement of Street Flags	0	100%	25	26	26	27	27	28	28	29	29	30
2364 - City Christmas Tree in The Square	0	100%	-	-	-	107	-	-	-	-	-	-
2420 - Caccia Birch Signage Renewals	0	100%	10	10	10	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>535</b>	<b>546</b>	<b>558</b>	<b>666</b>	<b>571</b>	<b>581</b>	<b>592</b>	<b>603</b>	<b>614</b>	<b>625</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			535	546	558	666	571	581	592	603	614	625

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Arts and Heritage -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth	LOS											
1447 - Earthquake prone heritage building fund	0%	100%	150	153	156	160	163	166	170	173	176	179
2417 - Caccia Birch Masterplan	0%	100%	54	-	-	-	-	-	-	-	-	-
2418 - Caccia Birch Service Model delivery review	0%	100%	20	-	-	-	-	-	-	-	-	-
2419 - Caccia Birch Website	0%	100%	10	-	-	-	-	-	-	-	-	-
2498 - Natural and Cultural Heritage Incentive Fund	0%	100%	50	51	52	53	54	55	57	58	59	60
TOTAL			284	204	208	213	218	222	226	230	235	239
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			284	204	208	213	218	222	226	230	235	239

Community safety and health - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
626 Public Health	475	484	495	506	516	525	535	545	555	565
948 Animal Control	1,050	1,072	1,096	1,119	1,141	1,163	1,185	1,206	1,228	1,250
1,574 Total Revenue	1,525	1,557	1,591	1,624	1,657	1,688	1,720	1,751	1,783	1,815
<b>Expenses</b>										
2,004 Public Health	1,145	1,121	1,140	1,171	1,228	1,288	1,342	1,389	1,423	1,451
1,236 Animal Control	1,709	1,648	1,666	1,705	1,805	1,913	2,014	2,099	2,154	2,202
819 Civil Defence	978	941	946	984	1,057	1,141	1,211	1,285	1,331	1,370
387 Safer Community Initiatives	471	526	511	540	581	625	666	694	711	721
4,446 Total Expenses	4,303	4,237	4,263	4,401	4,672	4,967	5,233	5,466	5,619	5,744
<b>2,872 NET OPERATING COSTS OF ACTIVITY</b>	<b>2,779</b>	<b>2,680</b>	<b>2,672</b>	<b>2,776</b>	<b>3,015</b>	<b>3,279</b>	<b>3,513</b>	<b>3,715</b>	<b>3,837</b>	<b>3,929</b>
<b>Rating Requirement</b>										
(242) Less Depreciation	(297)	(305)	(325)	(338)	(347)	(355)	(370)	(367)	(367)	(373)
- Less Transfers To/(From) Reserves										
118 Plus Net Capital Renewal (3 Year Average)	159	177	171	160	163	166	190	193	184	148
78 Plus Debt Repayment	136	158	198	242	287	314	264	281	281	285
<b>2,826 RATES REQUIREMENT</b>	<b>2,777</b>	<b>2,711</b>	<b>2,715</b>	<b>2,840</b>	<b>3,118</b>	<b>3,403</b>	<b>3,597</b>	<b>3,823</b>	<b>3,935</b>	<b>3,990</b>
<b>Capital Expenditure</b>										
92 Renewal	102	171	205	156	152	172	165	161	243	174
- New	85	174	99	101	103	105	107	17	18	18
Growth										
92 Total Capital Expenditure	187	344	304	257	255	277	272	178	261	192
<b>Funded By</b>										
External Revenue New / Growth										
External Revenue Renewal										
Development Contributions										
118 Rates	159	177	171	160	163	166	190	193	184	148
210 New Borrowing / (Repayment)	28	167	133	97	92	111	83	(15)	77	44
92 Total	187	344	304	257	255	277	272	178	261	192

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Community safety and health - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth	LOS											
2410 - CCTV Citywide - New Cameras	0%	100%	80	82	83	85	87	89	90	-	-	-
2415 - CCTV Citywide - Monitoring and Safety centre	0%	100%	-	82	-	-	-	-	-	-	-	-
2416 - Civil Defence Emergency Management - NZRT4 - New Safety Equipment	0%	100%	5	10	16	16	16	17	17	17	18	18
TOTAL			85	174	99	101	103	105	107	17	18	18
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			85	174	99	101	103	105	107	17	18	18



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Community safety and health - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
40 - Noise Measuring Equipment for Noise Complaints - Rolling Replacement	0	100%	-	-	48	-	-	17	-	-	54	-
1269 - Bylaw Signage - Replacement	0	100%	7	-	-	7	-	-	7	-	-	8
1512 - CCTV Citywide - Rolling replacements	0	100%	80	82	83	85	87	89	90	92	94	95
1569 - Replacement of wearable cameras for parking and animal control officers	0	100%	-	22	-	-	-	-	-	-	26	-
1737 - Animal Shelter - Renewals	0	100%	-	-	-	32	33	33	34	34	35	36
2242 - Civil Defence Emergency Operations Centre - Equipment replacement	0	100%	10	15	16	16	16	17	17	17	18	18
2260 - Civil Defence Emergency Management - Radio and Communication equipment replacement	0	100%	-	41	42	-	-	-	-	-	-	-
2382 - Civil Defence Emergency Management - NZRT4 - Safety Equipment Replacement	0	100%	5	10	16	16	16	17	17	17	18	18
<b>TOTAL</b>			<b>102</b>	<b>171</b>	<b>205</b>	<b>156</b>	<b>152</b>	<b>172</b>	<b>165</b>	<b>161</b>	<b>243</b>	<b>174</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			102	171	205	156	152	172	165	161	243	174

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Community safety and health -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
			0%	100%								
TOTAL			-	-	-	-	-	-	-	-	-	-
Funded Externally												
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

City Library - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
844 Libraries	80	82	83	85	87	89	90	92	94	96
844 Total Revenue	80	82	83	85	87	89	90	92	94	96
<b>Expenses</b>										
11,145 Libraries	12,102	11,769	12,799	13,260	14,105	15,044	15,314	15,995	16,571	17,113
11,145 Total Expenses	12,102	11,769	12,799	13,260	14,105	15,044	15,314	15,995	16,571	17,113
<b>10,301 NET OPERATING COSTS OF ACTIVITY</b>	<b>12,022</b>	<b>11,688</b>	<b>12,716</b>	<b>13,175</b>	<b>14,018</b>	<b>14,955</b>	<b>15,223</b>	<b>15,903</b>	<b>16,477</b>	<b>17,017</b>
<b>Rating Requirement</b>										
(2,001) Less Depreciation	(2,656)	(2,658)	(2,660)	(2,738)	(2,738)	(2,738)	(2,842)	(2,842)	(2,842)	(2,956)
- Less Transfers To/(From) Reserves										
1,376 Plus Net Capital Renewal (3 Year Average)	1,264	1,364	1,448	1,346	1,298	1,304	1,289	1,382	1,407	1,437
17 Plus Debt Repayment	17	19	22	36	50	56	78	106	115	130
<b>9,693 RATES REQUIREMENT</b>	<b>10,648</b>	<b>10,414</b>	<b>11,526</b>	<b>11,819</b>	<b>12,628</b>	<b>13,577</b>	<b>13,749</b>	<b>14,549</b>	<b>15,157</b>	<b>15,627</b>
<b>Capital Expenditure</b>										
1,153 Renewal	1,010	1,087	1,696	1,310	1,337	1,390	1,168	1,355	1,345	1,446
- New	25	15	-	-	-	-	-	-	-	-
Growth										
1,153 Total Capital Expenditure	1,035	1,103	1,696	1,310	1,337	1,390	1,168	1,355	1,345	1,446
<b>Funded By</b>										
External Revenue New / Growth										
External Revenue Renewal										
Development Contributions										
1,376 Rates	1,264	1,364	1,448	1,346	1,298	1,304	1,289	1,382	1,407	1,437
2,529 New Borrowing / (Repayment)	(229)	(262)	248	(35)	39	85	(121)	(27)	(63)	10
1,153 Total	1,035	1,103	1,696	1,310	1,337	1,390	1,168	1,355	1,345	1,446

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
City Library - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2501 - City Library- Creative Interpretive Heritage Markers for Cuba Street Area	Growth	LOS	25	15	-	-	-	-	-	-	-	-
TOTAL			25	15	-	-	-	-	-	-	-	-
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			25	15	-	-	-	-	-	-	-	-

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>City Library - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
178 - City Library (all sites) Replacement of Shelving, Furniture and Equipment	0	100%	20	20	94	85	98	55	23	57	23	60
188 - City Library (all sites) Replacement and Purchase of Library Materials	0	100%	815	847	897	916	935	969	987	1,034	1,052	1,071
202 - City Library - Central Library Interior Design Renewals	0	100%	20	20	21	-	-	111	28	57	29	60
203 - City Library - Community Libraries, Youth Space, Blueprint and Mobile Library Interior Design Renewals	0	100%	25	26	52	27	27	55	28	29	58	30
777 - City Library- Heritage Technology, Equipment and Markers for Public Discovery and Access to Archives and Local History	0	100%	-	20	26	11	27	28	11	29	29	12
1120 - Community Libraries - Renewals	0	100%	30	31	31	32	33	33	34	34	35	36
1138 - City Library (all sites) Digital Technology to Support 21st Century Citizens and Service (Renewal)	0	100%	50	51	104	80	109	83	56	86	58	89
1139 - City Library (all sites) Radio Frequency Identification (RFID) Materials Management	0	100%	-	20	157	160	109	55	-	29	-	30
1775 - Central Library - Renewals	0	100%	50	51	52	-	-	-	-	-	58	60
2455 - City Library- Mobile Library Replacement Fit Out (including digital)	0	100%	-	-	261	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>1,010</b>	<b>1,087</b>	<b>1,696</b>	<b>1,310</b>	<b>1,337</b>	<b>1,390</b>	<b>1,168</b>	<b>1,355</b>	<b>1,345</b>	<b>1,446</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			1,010	1,087	1,696	1,310	1,337	1,390	1,168	1,355	1,345	1,446

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
City Library -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2457 - City Library- Summer Reading Programme	0%	100%	25	26	26	-	-	-	-	-	-	-
2458 - City Library- Operational requirements for Facility Moves	0%	100%	-	-	719	495	506	599	23	-	-	-
TOTAL			25	26	745	495	506	599	23	-	-	-
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			25	26	745	495	506	599	23	-	-	-

Community support - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
791 Cemeteries	860	877	896	916	935	954	972	991	1,010	1,028
649 Community Centres	142	145	148	152	155	158	161	164	167	170
1,441 Total Revenue	1,002	1,022	1,045	1,068	1,090	1,112	1,133	1,155	1,177	1,198
<b>Expenses</b>										
1,637 Cemeteries	1,504	1,528	1,577	1,656	1,718	1,793	1,861	1,915	1,970	2,026
1,757 Community Centres	1,600	2,159	3,344	3,992	4,070	4,081	4,138	4,144	4,135	4,172
1,207 Public toilets	2,295	2,321	2,398	2,492	2,643	2,811	2,963	3,107	3,193	3,245
3,086 Support to community groups	5,910	5,797	5,928	5,920	6,270	6,646	7,001	7,361	7,604	7,767
7,687 Total Expenses	11,309	11,805	13,248	14,060	14,701	15,330	15,962	16,527	16,903	17,210
<b>6,246 NET OPERATING COSTS OF ACTIVITY</b>	<b>10,307</b>	<b>10,783</b>	<b>12,203</b>	<b>12,992</b>	<b>13,611</b>	<b>14,218</b>	<b>14,829</b>	<b>15,372</b>	<b>15,726</b>	<b>16,012</b>
<b>Rating Requirement</b>										
(886) Less Depreciation	(864)	(889)	(1,179)	(1,433)	(1,441)	(1,454)	(1,529)	(1,542)	(1,551)	(1,635)
- Less Transfers To/(From) Reserves										
804 Plus Net Capital Renewal (3 Year Average)	631	491	491	445	452	462	532	541	530	468
157 Plus Debt Repayment	175	207	532	909	1,093	1,201	1,471	1,796	1,937	2,135
<b>6,322 RATES REQUIREMENT</b>	<b>10,248</b>	<b>10,591</b>	<b>12,046</b>	<b>12,913</b>	<b>13,715</b>	<b>14,428</b>	<b>15,302</b>	<b>16,168</b>	<b>16,642</b>	<b>16,981</b>
<b>Capital Expenditure</b>										
864 Renewal	852	459	583	429	460	446	451	490	654	480
729 New	1,364	21,277	14,596	336	460	522	478	363	495	447
Growth										
1,593 Total Capital Expenditure	2,215	21,735	15,179	766	920	969	929	853	1,149	927
<b>Funded By</b>										
- External Revenue New / Growth	350	-	-	-	-	-	-	-	-	-
External Revenue Renewal										
Development Contributions										
804 Rates	631	491	491	445	452	462	532	541	530	468
2,397 New Borrowing / (Repayment)	1,234	21,245	14,688	320	468	506	397	312	619	459
1,593 Total	2,215	21,735	15,179	766	920	969	929	853	1,149	927

Community support - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
161 - Public Toilets - New City-wide Toilets	0%	100%	300	204	209	213	217	221	226	230	234	238
1833 - City Growth - Cemeteries - Extensions to burial and ashes areas to meet demand	0%	100%	216	194	225	115	235	292	244	124	253	200
1882 - City Growth - Cemeteries - Expansion of Kelvin Grove Cemetery Roading network	0%	100%	50	61	465	-	-	-	-	-	-	-
2343 - Citywide - New Community Hubs	0%	100%	-	16,931	13,688	-	-	-	-	-	-	-
2350 - Cultural Facilities - New Multicultural Facility	0%	100%	750	-	-	-	-	-	-	-	-	-
2431 - Community Events Trailer	0%	100%	40	-	-	-	-	-	-	-	-	-
2440 - Community Centres - Pasifika Centre Expansion	0%	100%	-	3,879	-	-	-	-	-	-	-	-
2452 - Community Gardens - Water Supply and	0%	100%	8	8	8	8	8	8	9	9	9	9
<b>TOTAL</b>			<b>1,364</b>	<b>21,277</b>	<b>14,596</b>	<b>336</b>	<b>460</b>	<b>522</b>	<b>478</b>	<b>363</b>	<b>495</b>	<b>447</b>
Funded Externally			350	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			1,014	21,277	14,596	336	460	522	478	363	495	447



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Community support - Capital Renewal</b>												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
186 - Public Toilets - Renewals	0	100%	120	123	125	128	130	133	135	138	140	143
265 - Community Centres - Renewals	0	100%	300	123	125	128	130	133	135	138	140	143
1769 - Community Agency Facilities - Renewals	0	100%	50	51	31	32	33	33	34	34	35	36
1796 - Cemeteries - Building Renewals	0	100%	269	26	26	27	27	28	28	29	29	30
1828 - Cemeteries - Non-Building Asset Renewals	0	100%	113	137	275	115	140	120	118	152	309	129
<b>TOTAL</b>			<b>852</b>	<b>459</b>	<b>583</b>	<b>429</b>	<b>460</b>	<b>446</b>	<b>451</b>	<b>490</b>	<b>654</b>	<b>480</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			852	459	583	429	460	446	451	490	654	480

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Community support -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
	Growth	LOS										
2450 - Homelessness Response Pilot	0%	100%	230	235	240	-	-	-	-	-	-	-
TOTAL			230	235	240	-	-	-	-	-	-	-
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			230	235	240	-	-	-	-	-	-	-

<b>Biodiversity and the Manawatu River - Activity Financial Statements</b>										
<b>Budget</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>
<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>	<b>2033/34</b>
<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>	<b>\$'000s</b>
<b>Revenue</b>										
136 Central Energy Trust Wildbase	95	97	100	103	83	85	87	59	60	62
10 Manawatu River	-	-	-	-	-	-	-	-	-	-
146 Total Revenue	95	97	100	103	83	85	87	59	60	62
<b>Expenses</b>										
1,136 Central Energy Trust Wildbase	1,194	1,166	1,197	1,281	1,385	1,465	1,534	1,604	1,660	1,695
358 Biodiversity	566	629	648	673	698	724	751	777	797	818
282 Manawatu River	446	596	1,037	1,388	1,107	1,094	1,116	1,093	1,068	1,084
1,775 Total Expenses	2,206	2,391	2,882	3,341	3,190	3,283	3,402	3,474	3,525	3,597
<b>1,629 NET OPERATING COSTS OF ACTIVITY</b>	<b>2,111</b>	<b>2,294</b>	<b>2,782</b>	<b>3,238</b>	<b>3,107</b>	<b>3,198</b>	<b>3,315</b>	<b>3,415</b>	<b>3,464</b>	<b>3,536</b>
<b>Rating Requirement</b>										
- Less Depreciation	(12)	(44)	(231)	(446)	(447)	(448)	(492)	(493)	(494)	(543)
- Less Transfers To/(From) Reserves										
124 Plus Net Capital Renewal (3 Year Average)	90	89	109	120	123	131	165	195	236	238
38 Plus Debt Repayment	31	36	107	233	288	317	398	498	538	595
<b>1,792 RATES REQUIREMENT</b>	<b>2,220</b>	<b>2,375</b>	<b>2,768</b>	<b>3,146</b>	<b>3,071</b>	<b>3,197</b>	<b>3,387</b>	<b>3,615</b>	<b>3,744</b>	<b>3,826</b>
<b>Capital Expenditure</b>										
298 Renewal	129	72	69	126	134	281	133	157	204	224
668 New Growth	835	7,089	7,298	32	33	33	34	34	35	36
966 Total Capital Expenditure	964	7,161	7,367	158	166	314	167	191	239	260
<b>Funded By</b>										
412 External Revenue New / Growth	685	2,325	2,035	-	-	-	-	-	-	-
- External Revenue Renewal	-	-	-	-	-	179	-	-	-	-
Development Contributions										
124 Rates	90	89	109	120	123	131	165	195	236	238
679 New Borrowing / (Repayment)	189	4,747	5,223	37	43	4	2	(4)	3	22
966 Total	964	7,161	7,367	158	166	314	167	191	239	260

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Biodiversity and the Manawatu River - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
	Growth	LOS										
1077 - Citywide - Biodiversity Enhancement Through Native Planting	0%	100%	30	31	31	32	33	33	34	34	35	36
1895 - City Reserves - Manawatu River Park - Te	0%	100%	-	6,404	7,266	-	-	-	-	-	-	-
2239 - City Reserves - Te Motu o Poutoa - Design	0%	100%	685	532	-	-	-	-	-	-	-	-
2429 - Turitea Predator Control - Self Resetting	0%	100%	120	123	-	-	-	-	-	-	-	-
TOTAL			835	7,089	7,298	32	33	33	34	34	35	36
Funded Externally			685	2,325	2,035	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			150	4,764	5,263	32	33	33	34	34	35	36

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Biodiversity and the Manawatu River - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1136 - CET Wildbase Recovery Centre - Renewals	0	100%	30	31	31	32	33	33	34	34	35	36
1825 - City Reserves - Manawatu River Park - Renewals	0	100%	99	42	37	94	101	68	99	122	169	188
1971 - CET Wildbase Recovery Signage	0	100%	-	-	-	-	-	90	-	-	-	-
1972 - CET Wildbase Recovery Digital Capacity	0	100%	-	-	-	-	-	90	-	-	-	-
<b>TOTAL</b>			<b>129</b>	<b>72</b>	<b>69</b>	<b>126</b>	<b>134</b>	<b>281</b>	<b>133</b>	<b>157</b>	<b>204</b>	<b>224</b>
Funded Externally			-	-	-	-	-	179	-	-	-	-
Funded by Council (Rates and Borrowing)			129	72	69	126	134	102	133	157	204	224

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Biodiversity and the Manawatu River -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
835 - Biodiversity Improvements as Part of Te Apiti Project	Growth	LOS	45	46	47	49	50	51	52	53	54	56
	0%	100%										
TOTAL			45	46	47	49	50	51	52	53	54	56
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			45	46	47	49	50	51	52	53	54	56

Resource Recovery - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
242 Landfill Management	920	951	977	1,002	1,027	1,051	1,075	1,099	1,122	1,146
2,085 Waste Minimisation	2,181	2,327	2,467	2,645	3,336	3,396	3,532	3,568	3,625	3,763
1,517 Waste Management	1,869	1,916	1,967	2,019	2,069	2,117	2,165	2,213	2,260	2,307
3,844 Total Revenue	4,970	5,194	5,411	5,666	6,433	6,564	6,773	6,880	7,007	7,216
<b>Expenses</b>										
2,156 Landfill Management	1,815	1,848	1,934	2,000	2,063	2,243	2,312	2,385	2,446	2,490
6,177 Waste Minimisation	7,259	7,935	7,712	8,039	9,052	9,765	10,126	10,395	10,490	10,780
2,554 Waste Management	2,115	2,231	2,310	2,399	2,496	2,593	2,699	2,794	2,878	2,970
10,887 Total Expenses	11,188	12,014	11,956	12,439	13,610	14,601	15,137	15,575	15,813	16,239
<b>7,044 NET OPERATING COSTS OF ACTIVITY</b>	<b>6,219</b>	<b>6,820</b>	<b>6,545</b>	<b>6,773</b>	<b>7,177</b>	<b>8,036</b>	<b>8,365</b>	<b>8,695</b>	<b>8,806</b>	<b>9,023</b>
<b>Rating Requirement</b>										
(814) Less Depreciation	(1,070)	(1,193)	(1,449)	(1,512)	(1,639)	(1,707)	(1,830)	(1,857)	(1,884)	(1,984)
- Less Transfers To/(From) Reserves										
550 Plus Net Capital Renewal (3 Year Average)	510	531	591	742	666	848	736	754	573	605
434 Plus Debt Repayment	249	314	500	705	955	1,098	1,469	1,886	2,045	2,277
<b>7,213 RATES REQUIREMENT</b>	<b>5,908</b>	<b>6,471</b>	<b>6,187</b>	<b>6,709</b>	<b>7,160</b>	<b>8,276</b>	<b>8,740</b>	<b>9,479</b>	<b>9,540</b>	<b>9,921</b>
<b>Capital Expenditure</b>										
486 Renewal	631	525	376	691	705	829	465	1,250	493	518
1,136 New	2,080	5,943	625	3,439	1,605	1,456	407	277	282	287
Growth										
1,623 Total Capital Expenditure	2,711	6,467	1,001	4,130	2,310	2,285	872	1,527	775	805
<b>Funded By</b>										
- External Revenue New / Growth	-	-	-	1,057	149	-	-	-	-	-
External Revenue Renewal										
Development Contributions										
550 Rates	510	531	591	742	666	848	736	754	573	605
2,172 New Borrowing / (Repayment)	2,201	5,937	410	2,331	1,495	1,437	136	773	203	280
1,623 Total	2,711	6,467	1,001	4,130	2,310	2,285	872	1,527	775	805

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Resource Recovery - Capital New / Growth</b>												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
506 - City-wide - Public Space Rubbish & Recycling Bins Development	0%	100%	150	153	104	107	109	111	113	115	117	119
657 - Urban Growth - Recycling - City-wide	0%	100%	90	92	94	101	103	105	107	109	111	113
727 - Recycling - Materials Recovery Facility	0%	100%	200	5,309	104	554	27	-	-	-	-	-
1371 - Closed Landfills and Transfer Stations -	0%	100%	1,270	368	72	-	-	-	135	-	-	-
1373 - Urban Growth - Recycling - City-wide Drop	0%	100%	-	-	-	-	1,195	1,218	-	-	-	-
1410 - Recycling - City-wide Recycling Services to	0%	100%	20	20	21	21	22	22	23	23	23	24
1910 - City-Wide - Kerbside Food Scraps	0%	100%	-	-	-	1,057	149	-	-	-	-	-
2336 - Compost Bunker Processing System	0%	100%	-	-	104	1,598	-	-	-	-	-	-
2337 - Tip Road Development	0%	100%	-	-	125	-	-	-	-	-	-	-
2338 - Recycling Contamination Monitoring	0%	100%	55	-	-	-	-	-	-	-	-	-
2342 - Urban Growth - Food Scraps - City-Wide	0%	100%	-	-	-	-	-	-	29	30	30	31
2503 - Collection Vehicles - Safety and Security	0%	100%	245	-	-	-	-	-	-	-	-	-
2227 - Resource Recovery Centre Resilience	0%	100%	50	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>2,080</b>	<b>5,943</b>	<b>625</b>	<b>3,439</b>	<b>1,605</b>	<b>1,456</b>	<b>407</b>	<b>277</b>	<b>282</b>	<b>287</b>
Funded Externally			-	-	-	1,057	149	-	-	-	-	-
Funded by Council (Rates and Borrowing)			2,080	5,943	625	2,381	1,456	1,456	407	277	282	287



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Resource Recovery - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
185 - Closed Landfills and Transfer Stations - Site Renewals	0	100%	131	183	26	79	21	21	21	22	22	23
612 - Recycling - City-wide Wheelie Bin and Crate Renewals	0	100%	100	102	104	320	380	498	113	115	117	119
649 - Recycling - Materials Recovery Facility Renewals	0	100%	200	10	10	53	54	55	56	57	58	60
1368 - City-wide - Public Space Rubbish & Recycling Bins Renewals	0	100%	75	102	157	160	163	166	169	172	175	179
1374 - City-wide - Recycling Drop Off Facilities - Renewals	0	100%	15	15	16	16	16	17	17	17	18	18
1721 - Composting Activity Site Renewals	0	100%	10	10	10	11	16	17	17	794	29	46
1784 - Rubbish and Recycling Buildings - Renewals	0	100%	100	102	52	53	54	55	56	57	58	60
2341 - City-Wide - Food Scraps Bin and Caddie Renewals	0	100%	-	-	-	-	-	-	15	15	15	15
<b>TOTAL</b>			<b>631</b>	<b>525</b>	<b>376</b>	<b>691</b>	<b>705</b>	<b>829</b>	<b>465</b>	<b>1,250</b>	<b>493</b>	<b>518</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			631	525	376	691	705	829	465	1,250	493	518

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Resource Recovery -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
	Growth	LOS										
2328 - Resilience of the Closed Landfills - Investigation	0%	100%	-	103	-	-	-	-	-	-	-	-
2461 - Food Scraps - Detailed Analysis of Programme Delivery	0%	100%	75	26	-	-	-	-	-	-	-	-
2462 - Resource Recovery - Service Delivery Model Review	0%	100%	200	-	-	-	-	-	-	-	-	-
2506 - Resource Recovery - Data Platform to Licence Waste Collectors	0%	100%	-	-	53	-	-	-	-	-	-	-
TOTAL			275	128	53	-	-	-	-	-	-	-
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			275	128	53	-	-	-	-	-	-	-

Climate change mitigation and adaption - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
- Total Revenue	-	-	-	-	-	-	-	-	-	-
<b>Expenses</b>										
173 Support to environmental groups	368	366	374	386	405	425	445	465	479	488
271 Sustainable Practices	154	155	157	157	161	167	172	176	180	184
242 Climate change mitigation and adaption	983	1,074	1,202	1,338	1,475	1,614	1,750	1,887	2,006	2,112
687 Total Expenses	1,506	1,595	1,733	1,880	2,041	2,206	2,367	2,528	2,665	2,785
<b>687 NET OPERATING COSTS OF ACTIVITY</b>	<b>1,506</b>	<b>1,595</b>	<b>1,733</b>	<b>1,880</b>	<b>2,041</b>	<b>2,206</b>	<b>2,367</b>	<b>2,528</b>	<b>2,665</b>	<b>2,785</b>
<b>Rating Requirement</b>										
- Less Depreciation	(36)	(73)	(112)	(152)	(188)	(224)	(261)	(299)	(338)	(377)
- Less Transfers To/(From) Reserves										
Plus Net Capital Renewal (3 Year Average)										
19 Plus Debt Repayment	33	67	105	148	189	231	278	328	380	436
<b>706 RATES REQUIREMENT</b>	<b>1,502</b>	<b>1,589</b>	<b>1,727</b>	<b>1,876</b>	<b>2,042</b>	<b>2,213</b>	<b>2,383</b>	<b>2,558</b>	<b>2,708</b>	<b>2,844</b>
<b>Capital Expenditure</b>										
Renewal										
1,092 New	1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196
Growth										
1,092 Total Capital Expenditure	1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196
<b>Funded By</b>										
External Revenue New / Growth										
External Revenue Renewal										
Development Contributions										
- Rates	-	-	-	-	-	-	-	-	-	-
1,092 New Borrowing / (Repayment)	1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196
1,092 Total	1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Climate change mitigation and adaption - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth	LOS											
1888 - Low Carbon Fund	0%	100%	1,005	1,026	1,049	1,071	1,092	1,113	1,134	1,154	1,175	1,196
1924 - Improving remote monitoring capabilities	0%	100%	80	153	157	-	-	-	-	-	-	-
TOTAL			1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			1,085	1,179	1,205	1,071	1,092	1,113	1,134	1,154	1,175	1,196

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Climate change mitigation and adaption -Operational</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
764 - City-wide - Council Facility Energy Use Monitoring	0%	100%	-	-	1,392	-	33	714	-	-	-	-
<b>TOTAL</b>			-	-	<b>1,392</b>	-	<b>33</b>	<b>714</b>	-	-	-	-
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			-	-	1,392	-	33	714	-	-	-	-

Water - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
31 Water Collection	30	31	32	32	33	34	35	36	36	37
59 Water Distribution	4	4	4	4	4	4	4	4	4	4
11 Water Treatment	10	10	11	11	11	11	12	12	12	12
101 Total Revenue	44	45	46	47	48	49	50	52	53	54
<b>Expenses</b>										
2,872 Water Collection	4,641	4,740	4,984	5,307	5,740	5,995	6,237	6,469	6,621	6,922
6,895 Water Distribution	7,864	8,204	9,004	9,583	10,132	10,981	11,442	11,757	12,299	12,245
2,709 Water Treatment	783	956	1,184	1,440	1,895	2,246	2,416	2,601	3,216	3,435
12,476 Total Expenses	13,288	13,900	15,172	16,330	17,766	19,223	20,094	20,826	22,136	22,602
<b>12,375 NET OPERATING COSTS OF ACTIVITY</b>	<b>13,244</b>	<b>13,855</b>	<b>15,126</b>	<b>16,283</b>	<b>17,718</b>	<b>19,173</b>	<b>20,044</b>	<b>20,775</b>	<b>22,083</b>	<b>22,548</b>
<b>Rating Requirement</b>										
(4,661) Less Depreciation	(4,459)	(4,577)	(5,061)	(5,247)	(5,539)	(6,136)	(6,286)	(6,382)	(7,189)	(7,328)
- Less Transfers To/(From) Reserves										
6,432 Plus Net Capital Renewal (3 Year Average)	5,474	6,210	6,796	7,387	8,387	8,743	8,884	8,239	7,668	6,875
- Plus Debt Repayment	653	881	1,133	2,033	3,019	3,560	4,897	6,448	7,155	8,075
<b>14,145 RATES REQUIREMENT</b>	<b>14,912</b>	<b>16,369</b>	<b>17,993</b>	<b>20,455</b>	<b>23,585</b>	<b>25,341</b>	<b>27,538</b>	<b>29,079</b>	<b>29,716</b>	<b>30,170</b>
<b>Capital Expenditure</b>										
5,380 Renewal	5,010	5,482	5,931	7,215	7,240	7,704	10,218	8,308	8,124	8,285
6,987 New	7,525	8,804	7,884	12,057	8,188	8,281	3,615	10,385	7,873	2,247
- Growth	3,269	4,503	7,352	8,381	8,134	8,098	10,834	8,324	2,297	3,209
12,367 Total Capital Expenditure	15,804	18,789	21,167	27,653	23,563	24,084	24,667	27,017	18,294	13,741
<b>Funded By</b>										
- External Revenue New / Growth	-	-	-	-	277	566	4,317	3,552	1,209	2,716
External Revenue Renewal										
423 Development Contributions	394	444	595	746	947	1,124	1,241	1,284	1,318	1,332
6,432 Rates	5,474	6,210	6,796	7,387	8,387	8,743	8,884	8,239	7,668	6,875
18,376 New Borrowing / (Repayment)	9,935	12,135	13,776	19,521	13,951	13,650	10,225	13,942	8,099	2,818
12,367 Total	15,804	18,789	21,167	27,653	23,563	24,084	24,667	27,017	18,294	13,741

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Water - Capital New / Growth												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
132 - City-wide - Water Supply Resilience - Trunk Mains	10%	90%	600	1,244	1,278	123	1,107	1,133	-	-	-	-
135 - Urban Growth - Bunnythorpe Extension - Water Supply	90%	10%	-	-	-	-	-	-	87	533	-	-
246 - Urban Growth - Development Contributions - Water Supply	100%	0%	260	308	316	378	387	396	406	474	484	494
651 - City-wide - Water Supply Resilience - Seismic Strengthening	0%	100%	-	-	211	324	332	340	348	-	-	-
986 - Turitea Dams - Aeration Upgrade	0%	100%	200	-	-	-	-	-	-	-	-	-
1004 - Urban Growth - Whakarongo - Water Supply	90%	10%	200	718	1,358	2,646	3,277	1,812	-	-	-	-
1005 - Urban Growth - NEIZ - Water Supply	50%	50%	-	-	-	324	775	2,492	3,128	3,079	-	-
1054 - Ashhurst - Water Quality Improvements	0%	100%	2,500	1,538	526	-	-	-	-	-	-	-
1170 - Urban Growth - Kakatangiata - Water Supply	0%	100%	-	-	-	-	-	-	3,476	2,960	1,209	2,716
1384 - City-wide - Water Supply Resilience - City Supply Reservoir	0%	100%	500	513	1,053	-	-	-	-	-	-	-
1388 - Palmerston North - District Metering Areas for Water Supply	0%	100%	75	77	79	-	-	-	-	-	-	-
1389 - City-wide - Water Supply Resilience - Security of Supply	0%	100%	30	31	32	-	-	-	-	-	-	-
1607 - City-wide - Health & Safety - Water Treatment Chemical Handling	0%	100%	-	154	211	216	-	-	-	-	-	-
1696 - City-wide - Drinking Water Standards Upgrades	0%	100%	100	615	632	8,559	3,843	4,063	579	8,229	5,673	-
1697 - Turitea WTP - Water Supply Resilience - Upgrades	0%	100%	200	256	158	-	-	-	-	-	-	-
1841 - Urban Growth - Ashhurst - Water Supply	0%	100%	-	-	-	-	277	566	841	592	-	-
1873 - City-wide - Water Main Upgrades - Firefighting	0%	100%	100	103	105	108	-	-	-	-	-	-
1874 - Turitea Dams - Health & Safety Improvements	0%	100%	150	154	158	108	55	57	58	59	60	62
1880 - Urban Growth - Aokautere - Water Supply	0%	100%	-	-	-	224	1,719	-	-	95	605	-
1883 - 3 Waters - Small Plant and Equipment	0%	100%	100	103	105	-	-	-	-	-	-	-
2042 - Turitea WTP - Raw Water Main Duplicate	0%	100%	200	1,179	1,211	-	-	-	-	-	-	-
2048 - City-wide - Water Toby and Manifold enhancements	0%	100%	750	769	790	810	830	849	869	888	907	926
2060 - City-wide - Commercial Water Meters	0%	100%	70	72	74	135	138	141	23	24	24	25

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2228 - City-wide - Water Main Improvement	0%	100%	1,000	1,025	1,053	1,080	1,107	1,133	1,159	1,184	1,209	1,234
2283 - Turitea WTP - New Retaining Walls on Access Road	0%	100%	-	103	-	108	-	-	-	-	-	-
2286 - Turitea Dams - Installation of Dewatering Systems (both dams)	0%	100%	-	-	-	270	332	-	-	-	-	-
2297 - Urban Growth - Napier Road Bore (City East)	60%	40%	1,000	-	1,579	-	221	2,832	2,897	592	-	-
2298 - Bunnythorpe - Water Quality Improvements	0%	100%	50	564	-	-	221	566	579	-	-	-
2299 - Urban Growth - New Northern Water Supply Bore (Milson Line)	60%	40%	1,000	1,538	2,632	2,700	221	-	-	-	-	-
2301 - Urban Growth - New Longburn Water Supply Bore	60%	40%	259	1,428	1,467	2,109	1,257	-	-	-	-	-
2303 - Citywide - Bore Facility Improvements	0%	100%	900	308	211	216	221	-	-	-	-	-
2512 - Urban Growth - Kikiwhenua - Water Supply	100%	0%	550	513	-	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>10,794</b>	<b>13,307</b>	<b>15,236</b>	<b>20,438</b>	<b>16,322</b>	<b>16,380</b>	<b>14,449</b>	<b>18,709</b>	<b>10,170</b>	<b>5,456</b>
Funded Externally			-	-	-	-	277	566	4,317	3,552	1,209	2,716
Funded by Council (Rates and Borrowing)			10,794	13,307	15,236	20,438	16,046	15,813	10,132	15,156	8,961	2,740



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Water - Capital Renewal</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
88 - Turitea WTP - Falling Main from WTP to Reservoir	0	100%	-	154	-	1,782	1,827	1,869	1,912	-	-	-
199 - City-wide - Water Supply Bore and Network	0	100%	245	204	421	121	85	152	437	218	130	-
207 - Turitea WTP - Equipment and Facility	0	100%	200	205	211	594	609	629	637	474	242	247
214 - City-wide - Water Toby and Manifold	0	100%	400	410	421	432	443	453	463	474	484	494
218 - City-wide - Water Main Renewals	0	100%	3,000	3,075	3,158	3,348	3,432	3,511	4,055	3,789	3,869	4,074
1061 - City-wide - Water Supply Reservoir	0	100%	50	154	105	22	22	23	174	24	24	25
1700 - City-wide - Water Meter Renewals	0	100%	250	282	316	108	111	113	116	118	121	123
1701 - City-wide - Water Supply Valve & Hydrant Renewals	0	100%	250	256	263	270	166	170	116	118	121	123
1797 - Water Treatment Plant - Building Renewals	0	100%	50	51	52	53	54	55	56	57	58	60
1822 - Water Pump Stations - Building Renewals	0	100%	45	46	47	48	49	50	51	52	53	54
2276 - Turitea Dams - Access Road Renewals	0	100%	-	-	263	-	387	340	348	-	-	-
2278 - Longburn - Water Bore and Treatment Renewal	0	100%	100	-	-	-	-	-	-	-	-	-
2279 - Longburn - Water Asset Renewals	0	100%	300	308	316	383	-	-	232	-	-	-
2280 - Bunnythorpe - Water Asset Renewals	0	100%	-	205	211	-	-	-	290	296	302	309
2288 - Turitea WTP - Automation and PLC Renewals	0	100%	50	51	53	-	-	-	116	-	-	-
2310 - Citywide - Water Critical Spare Replacements	0	100%	70	82	95	54	55	57	58	59	60	62
2344 - Turitea WTP - Falling Main Rehabilitation	0	100%	-	-	-	-	-	283	1,159	2,629	2,660	2,716
<b>TOTAL</b>			<b>5,010</b>	<b>5,482</b>	<b>5,931</b>	<b>7,215</b>	<b>7,240</b>	<b>7,704</b>	<b>10,218</b>	<b>8,308</b>	<b>8,124</b>	<b>8,285</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			5,010	5,482	5,931	7,215	7,240	7,704	10,218	8,308	8,124	8,285

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Water -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
	Growth	LOS										
1870 - Turitea Dams - Consent Renewal - Hydroelectricity	0%	100%	-	-	-	-	-	-	-	-	-	123
1905 - Turitea Dams - Turitea Forest Harvest	0%	100%	50	51	-	-	-	-	-	-	-	-
2504 - Turitea Catchment Reserve Management	0%	100%	50	-	-	-	55	-	-	-	-	62
TOTAL			100	51	-	-	55	-	-	-	-	185
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			100	51	-	-	55	-	-	-	-	185

Wastewater - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
6 Wastewater Collection	-	-	-	-	-	-	-	-	-	-
1,297 Wastewater Treatment and Disposal	1,173	1,203	1,235	1,267	1,299	1,329	1,359	1,389	1,419	1,448
1,303 Total Revenue	1,173	1,203	1,235	1,267	1,299	1,329	1,359	1,389	1,419	1,448
<b>Expenses</b>										
7,896 Wastewater Collection	11,214	11,724	13,057	13,982	14,539	15,767	16,482	16,693	17,502	17,593
4,994 Wastewater Treatment and Disposal	4,233	4,415	4,556	4,637	5,307	7,022	8,995	10,883	15,629	20,211
12,890 Total Expenses	15,447	16,139	17,613	18,619	19,846	22,789	25,477	27,576	33,130	37,804
<b>11,587 NET OPERATING COSTS OF ACTIVITY</b>	<b>14,274</b>	<b>14,936</b>	<b>16,377</b>	<b>17,352</b>	<b>18,547</b>	<b>21,460</b>	<b>24,118</b>	<b>26,187</b>	<b>31,712</b>	<b>36,356</b>
<b>Rating Requirement</b>										
(5,619) Less Depreciation	(5,745)	(5,818)	(6,395)	(6,592)	(6,704)	(8,561)	(10,028)	(12,202)	(15,112)	(15,904)
- Less Transfers To/(From) Reserves										
5,180 Plus Net Capital Renewal (3 Year Average)	5,112	5,216	5,662	6,348	7,059	6,819	6,656	6,460	7,702	7,700
- Plus Debt Repayment	510	613	787	1,466	2,050	2,342	3,221	4,280	4,678	5,262
<b>11,148 RATES REQUIREMENT</b>	<b>14,152</b>	<b>14,948</b>	<b>16,431</b>	<b>18,573</b>	<b>20,953</b>	<b>22,060</b>	<b>23,966</b>	<b>24,725</b>	<b>28,980</b>	<b>33,414</b>
<b>Capital Expenditure</b>										
4,384 Renewal	4,753	5,431	5,152	5,065	6,768	7,209	7,200	6,048	6,719	6,613
7,077 New	10,240	15,980	17,464	89,016	92,875	103,791	157,900	120,352	56,374	26,108
- Growth	104	461	3,316	3,583	6,599	8,211	6,199	3,967	3,929	555
11,461 Total Capital Expenditure	15,097	21,872	25,933	97,665	106,242	119,212	171,299	130,366	67,022	33,276
<b>Funded By</b>										
- External Revenue New / Growth	5,000	6,150	6,316	85,436	90,395	102,897	158,960	121,370	58,032	24,935
External Revenue Renewal										
1,283 Development Contributions	373	421	563	706	896	1,064	1,175	1,216	1,248	1,261
5,180 Rates	5,112	5,216	5,662	6,348	7,059	6,819	6,656	6,460	7,702	7,700
15,358 New Borrowing / (Repayment)	4,612	10,085	13,391	5,175	7,892	8,432	4,509	1,321	40	(623)
11,461 Total	15,097	21,872	25,933	97,665	106,242	119,212	171,299	130,366	67,022	33,276

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Wastewater - Capital New / Growth</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
66 - Totara Road Wastewater Treatment Plant - Resilience Programme	0%	100%	250	256	263	270	277	283	290	296	121	123
73 - Urban Growth - Development Contributions - Wastewater	100%	0%	104	154	158	216	221	227	232	296	302	309
210 - Urban Growth - NEIZ - Wastewater	100%	0%	-	-	-	558	1,329	2,832	2,317	-	-	-
628 - Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade	0%	100%	5,000	6,150	6,316	85,436	90,118	100,801	156,411	118,410	54,405	24,688
1000 - Urban Growth - Whakarongo - Wastewater	100%	0%	-	-	-	378	2,214	2,265	-	-	-	-
1055 - Urban Growth - Kakatangiata - Wastewater	0%	100%	-	-	-	-	-	340	2,317	2,368	2,418	247
1074 - Totara Road Wastewater Treatment Plant - Earthquake Strengthening of Civil Structures	0%	100%	1,000	2,563	2,632	-	-	-	-	-	-	-
1412 - Urban Growth - Ashhurst - Wastewater	0%	100%	-	-	-	-	277	1,756	232	592	1,209	-
1616 - City-wide - Wastewater Pump Station - Capacity Upgrade	0%	100%	1,000	2,255	2,316	-	-	-	-	-	-	-
1617 - Totara Road Wastewater Treatment Plant - Bioqas System Improvements	0%	100%	250	1,538	1,316	-	-	-	-	-	-	-
1677 - Upsizing of Kairanga Bunnythorpe Road Sewer and Storage	0%	100%	-	51	790	-	-	-	-	-	-	-
1712 - City-wide Wastewater reticulation wet weather overflow mitigation	0%	100%	500	513	526	-	-	-	-	-	-	-
1821 - City-wide Wastewater Pipeline Realignment of critical at-risk mains	0%	100%	500	513	526	540	554	566	116	118	121	123
2030 - Urban Growth - Aokautere - Wastewater	0%	100%	-	-	-	270	344	793	1,101	710	-	-
2229 - City-wide - Wastewater Pipe Improvement	0%	100%	1,000	1,025	1,053	1,080	1,107	1,133	579	592	605	617
2257 - Citywide - Discharge Smart Meters for Large Tradewaste Customers	0%	100%	40	41	42	43	44	45	46	47	48	49
2322 - Bunnythorpe - Wastewater Network Upgrades	0%	100%	300	308	316	-	-	-	-	-	-	-
2329 - Citywide - Wastewater Pump Station H&S Upgrades	0%	100%	50	51	53	54	55	57	58	59	60	62
2330 - 3 Waters Telemetry Upgrades	0%	100%	-	154	526	1,242	-	-	-	-	-	-
2331 - Citywide Wastewater Critical Spares	0%	100%	100	51	53	54	55	57	58	59	60	62
2347 - Wastewater Trunk Main - Infill Upgrades	10%	90%	250	513	737	297	664	849	342	770	954	383

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2511 - Urban Growth - Kikiwhenua - Wastewater	100%	0%	-	308	3,158	2,160	2,214	-	-	-	-	-
<b>TOTAL</b>			<b>10,344</b>	<b>16,441</b>	<b>20,780</b>	<b>92,599</b>	<b>99,473</b>	<b>112,003</b>	<b>164,099</b>	<b>124,319</b>	<b>60,304</b>	<b>26,663</b>
Funded Externally			5,000	6,150	6,316	85,436	90,395	102,897	158,960	121,370	58,032	24,935
Funded by Council (Rates and Borrowing)			5,344	10,291	14,464	7,163	9,079	9,106	5,139	2,948	2,272	1,728

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Wastewater - Capital Renewal												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
54 - City-wide - Wastewater Pipe Renewal	0	100%	1,800	1,845	2,105	2,160	3,321	3,398	3,012	2,723	2,781	2,839
65 - City-wide - Wastewater Pump Station	0	100%	165	169	174	178	183	187	446	189	193	198
179 - Totara Road Wastewater Treatment Plant -	0	100%	264	200	263	270	332	340	348	355	242	247
601 - Citywide - Aeration Pond Wave Band	0	100%	150	205	-	-	-	-	-	-	-	-
1068 - Totara Road Wastewater Treatment Plant -	0	100%	-	-	-	-	-	-	145	414	423	370
1380 - Totara Rd WWTP - Biogas Generator	0	100%	259	127	163	196	172	234	420	184	188	192
1714 - City-wide Wastewater Trunk Mains	0	100%	500	1,025	1,263	1,188	1,218	1,472	1,854	592	605	1,234
1799 - Wastewater Treatment Plant - Buildings	0	100%	50	51	52	53	54	55	56	57	58	60
1801 - Wastewater Pump Stations - Building	0	100%	45	46	47	48	49	50	51	52	53	54
1887 - 3 Waters Minor Equipment Renewals	0	100%	20	21	32	54	55	57	58	59	60	62
2250 - Bunnythorpe - Wastewater Reticulation	0	100%	200	410	421	270	720	736	-	-	-	-
2252 - WWTP - Replacement of PLCs and SCADA	0	100%	-	-	-	-	-	-	116	118	181	-
2268 - Biogas Engine Replacement	0	100%	-	-	-	-	-	-	-	-	605	617
2323 - Citywide - Relining of Wastewater Pipes	0	100%	600	615	632	648	664	680	695	710	725	741
2332 - Sedimentation Tank Remediation	0	100%	-	-	-	-	-	-	-	592	605	-
2411 - Renewal of Oxidation Ponds and Sludge	0	100%	700	718	-	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>4,753</b>	<b>5,431</b>	<b>5,152</b>	<b>5,065</b>	<b>6,768</b>	<b>7,209</b>	<b>7,200</b>	<b>6,048</b>	<b>6,719</b>	<b>6,613</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			4,753	5,431	5,152	5,065	6,768	7,209	7,200	6,048	6,719	6,613

Wastewater -Operational			2024/ 25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1401 - City-wide - Infiltration & Inflow Investigations	0%	100%	491	518	546	579	613	648	684	703	746	772
<b>TOTAL</b>			<b>491</b>	<b>518</b>	<b>546</b>	<b>579</b>	<b>613</b>	<b>648</b>	<b>684</b>	<b>703</b>	<b>746</b>	<b>772</b>
Funded by Council (Rates and Borrowing)			491	518	546	579	613	648	684	703	746	772

Stormwater - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
7 Stormwater Collection and Disposal	-	-	-	-	-	-	-	-	-	-
7 Total Revenue	-	-	-	-	-	-	-	-	-	-
<b>Expenses</b>										
5,394 Stormwater Collection and Disposal	6,746	7,168	7,883	8,567	9,298	10,268	10,924	11,528	12,307	12,490
5,394 Total Expenses	6,746	7,168	7,883	8,567	9,298	10,268	10,924	11,528	12,307	12,490
<b>5,387 NET OPERATING COSTS OF ACTIVITY</b>	<b>6,746</b>	<b>7,168</b>	<b>7,883</b>	<b>8,567</b>	<b>9,298</b>	<b>10,268</b>	<b>10,924</b>	<b>11,528</b>	<b>12,307</b>	<b>12,490</b>
<b>Rating Requirement</b>										
(2,321) Less Depreciation	(2,554)	(2,644)	(2,923)	(3,038)	(3,143)	(3,535)	(3,780)	(4,010)	(4,474)	(4,528)
- Less Transfers To/(From) Reserves										
814 Plus Net Capital Renewal (3 Year Average)	515	515	430	360	368	357	345	333	341	350
- Plus Debt Repayment	206	295	375	717	1,049	1,249	1,711	2,240	2,515	2,835
<b>3,881 RATES REQUIREMENT</b>	<b>4,913</b>	<b>5,334</b>	<b>5,765</b>	<b>6,605</b>	<b>7,572</b>	<b>8,339</b>	<b>9,200</b>	<b>10,091</b>	<b>10,688</b>	<b>11,146</b>
<b>Capital Expenditure</b>										
230 Renewal	350	615	579	351	360	368	377	326	332	339
5,764 New	4,743	4,368	7,683	6,395	5,620	5,846	4,214	6,677	3,494	2,730
- Growth	4,244	3,911	3,619	4,344	7,387	18,700	19,029	2,191	1,925	432
5,993 Total Capital Expenditure	9,337	8,895	11,881	11,090	13,366	24,914	23,620	9,193	5,751	3,501
<b>Funded By</b>										
- External Revenue New / Growth	1,052	3,053	3,198	1,395	4,484	17,230	18,624	1,776	1,502	-
External Revenue Renewal										
166 Development Contributions	495	558	746	936	1,188	1,411	1,558	1,611	1,654	1,671
814 Rates	515	515	430	360	368	357	345	333	341	350
6,642 New Borrowing / (Repayment)	7,275	4,768	7,507	8,399	7,326	5,917	3,093	5,474	2,255	1,480
5,993 Total	9,337	8,895	11,881	11,090	13,366	24,914	23,620	9,193	5,751	3,501



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Stormwater - Capital New / Growth</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
22 - Citywide - Restoring Flood Capacity of Stormwater Channels	0%	100%	150	154	158	162	166	170	174	178	181	185
51 - Urban Growth - Development Contributions - Stormwater	100%	0%	250	308	316	324	332	396	406	414	423	432
197 - Urban Growth - NEIZ - Stormwater	100%	0%	-	-	-	164	1,050	1,074	-	-	-	-
1001 - Urban Growth - Whakarongo - Stormwater	75%	25%	2,500	-	-	-	-	-	-	-	-	-
1060 - City-wide - Stormwater Network Improvement Works	0%	100%	2,257	2,519	2,662	2,205	3,263	3,337	1,439	1,225	1,251	1,026
1065 - Urban Growth - Kakatangiata - Stormwater	0%	100%	-	-	-	324	554	10,193	11,866	1,776	1,502	-
1372 - City-wide Stormwater Pump Stations Improvement	0%	100%	486	566	272	347	221	117	-	-	125	395
1704 - Urban Growth - Aokautere - Stormwater	0%	100%	1,052	3,053	3,198	801	2,215	4,771	5,020	-	-	-
1706 - City-wide - Stormwater Network Resilience	0%	100%	-	-	-	324	-	-	348	-	-	-
1707 - City-wide - Land purchase associated with streams and channels	0%	100%	-	-	-	270	-	-	290	-	-	309
1708 - City-wide - Stormwater Flood Mitigation	0%	100%	1,549	428	2,737	2,331	530	1,542	1,096	3,676	1,211	74
2034 - Urban Growth - Ashhurst - Stormwater	0%	100%	-	-	-	270	1,716	2,265	1,738	-	-	-
2035 - Urban Growth - Napier Rd Extention - Stormwater	90%	10%	150	410	-	-	-	-	-	-	-	-
2240 - Longburn - Stormwater Asset Improvements	0%	100%	-	205	-	216	-	227	-	237	-	247
2312 - Industrial Growth - Longburn Stormwater	90%	10%	-	-	105	648	720	-	-	-	-	-
2313 - Citywide - Installation of new Stormwater Assets	0%	100%	100	410	421	432	443	453	463	474	484	494
2324 - Urban Growth - Stormwater Roxborough Crescent Infill	100%	0%	293	140	-	1,813	801	-	-	-	-	-
2325 - Ashhurst - Stormwater Asset Improvement	0%	100%	-	87	1,117	108	664	-	174	770	-	-
2509 - Bunnythorpe - Stormwater Asset Improvement	0%	100%	200	-	211	-	221	-	232	-	242	-
2529 - Citywide - Data Collection Devices for Stormwater Monitoring and Planning	0%	100%	-	-	105	-	111	-	-	118	-	-
<b>TOTAL</b>			<b>8,987</b>	<b>8,280</b>	<b>11,302</b>	<b>10,739</b>	<b>13,006</b>	<b>24,546</b>	<b>23,244</b>	<b>8,868</b>	<b>5,419</b>	<b>3,162</b>
Funded Externally			1,052	3,053	3,198	1,395	4,484	17,230	18,624	1,776	1,502	-
Funded by Council (Rates and Borrowing)			7,935	5,226	8,104	9,344	8,522	7,316	4,620	7,091	3,917	3,162

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Stormwater - Capital Renewal												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Growth	LOS											
20 - City-wide - Stormwater Pump Station Renewals	0	100%	250	256	211	108	111	113	116	59	60	62
1062 - City-wide - Stormwater Network Renewal Works	0	100%	100	359	368	243	249	255	261	266	272	278
TOTAL			350	615	579	351	360	368	377	326	332	339
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			350	615	579	351	360	368	377	326	332	339

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Stormwater -Operational												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
2316 - Third Party Stormwater Flood Problem Resolution	0%	100%	15	15	16	16	17	17	17	18	18	19
2502 - Stormwater Network Resilience Study	0%	100%	100	51	26	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>115</b>	<b>67</b>	<b>42</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>19</b>
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			115	67	42	16	17	17	17	18	18	19

Governance and Active Citizenship - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
11 Councillor Meetings and Administration	107	109	23	69	70	71	73	74	75	77
215 Direction Setting	293	299	306	160	163	166	169	172	175	179
3 Elections	-	102	-	-	114	-	-	132	-	-
230 Total Revenue	399	510	329	229	347	238	242	378	251	255
<b>Expenses</b>										
2,624 Councillor Meetings and Administration	2,940	2,747	2,827	2,767	2,918	3,053	3,378	3,388	3,547	3,581
6,196 Direction Setting	5,337	5,239	5,558	5,255	5,563	6,136	6,224	6,525	6,982	6,900
64 Elections	56	318	32	78	359	17	63	403	42	101
1,401 Mayoral Office	348	357	366	374	383	392	401	409	418	426
10,285 Total Expenses	8,682	8,661	8,782	8,475	9,223	9,597	10,066	10,725	10,989	11,010
<b>10,055 NET OPERATING COSTS OF ACTIVITY</b>	<b>8,283</b>	<b>8,151</b>	<b>8,453</b>	<b>8,247</b>	<b>8,876</b>	<b>9,360</b>	<b>9,824</b>	<b>10,347</b>	<b>10,738</b>	<b>10,754</b>
<b>Rating Requirement</b>										
(6) Less Depreciation	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)	(29)
- Less Transfers To/(From) Reserves										
Plus Net Capital Renewal (3 Year Average)										
20 Plus Debt Repayment	7	8	8	8	9	10	10	10	11	12
<b>10,070 RATES REQUIREMENT</b>	<b>8,261</b>	<b>8,129</b>	<b>8,432</b>	<b>8,226</b>	<b>8,856</b>	<b>9,340</b>	<b>9,805</b>	<b>10,328</b>	<b>10,720</b>	<b>10,737</b>
<b>Capital Expenditure</b>										
Renewal										
138 New	-	-	-	-	-	-	-	-	-	-
Growth										
138 Total Capital Expenditure	-	-	-	-	-	-	-	-	-	-
<b>Funded By</b>										
External Revenue New / Growth										
External Revenue Renewal										
Development Contributions										
- Rates	-	-	-	-	-	-	-	-	-	-
138 New Borrowing / (Repayment)	-	-	-	-	-	-	-	-	-	-
138 Total	-	-	-	-	-	-	-	-	-	-

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Governance and Active Citizenship -Operational												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
1949 - Civic and Cultural Precinct	0%	100%	100	102	104	-	-	-	-	-	-	-
2241 - BOF - Rangitane Resource	0%	100%	143	146	149	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>243</b>	<b>248</b>	<b>254</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Funded Externally			143	146	149	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			100	102	104	-	-	-	-	-	-	-

Organisational performance - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Revenue</b>										
259 Civic Administration Building	198	202	207	211	215	219	223	227	232	236
- Customer Services	1	1	1	1	1	1	1	1	1	1
239 Financial Services	331	334	337	340	342	345	348	350	353	356
32 Print Synergy	-	-	-	-	-	-	-	-	-	-
4,089 External Contracts	4,034	4,119	4,135	4,145	4,228	4,308	4,390	4,469	4,549	4,631
34 Plant and vehicle operations	-	-	-	-	-	-	-	-	-	-
4,653 Total Revenue	4,565	4,656	4,679	4,697	4,787	4,874	4,962	5,048	5,135	5,224
<b>Expenses</b>										
556 Civic Administration Building	996	967	951	1,000	984	671	620	600	875	1,031
Customer Services	1	1	1	1	1	1	1	1	1	1
414 Financial Services	2,698	2,986	3,301	3,618	3,916	4,188	4,449	4,733	4,939	5,153
Human Resources	-	-	-	-	-	-	-	-	-	-
1,976 Information Services	3,965	7,699	7,776	5,865	2,102	1,473	4,686	7,392	9,183	10,081
1,023 Marketing & Communications	173	157	173	157	159	156	173	155	157	153
173 Print Synergy	220	182	183	178	223	234	207	208	219	269
3,620 External Contracts	4,137	4,197	4,112	4,112	4,316	4,359	4,491	4,683	4,734	4,857
252 Plant and vehicle operations	274	389	495	510	322	119	758	1,407	2,182	2,110
7,185 Total Expenses	7,067	10,606	10,390	8,204	4,191	359	4,400	7,885	10,318	11,032
<b>2,533 NET OPERATING COSTS OF ACTIVITY</b>	<b>2,503</b>	<b>5,950</b>	<b>5,710</b>	<b>3,508</b>	<b>595</b>	<b>5,232</b>	<b>9,362</b>	<b>12,932</b>	<b>15,454</b>	<b>16,256</b>
<b>Rating Requirement</b>										
(2,788) Less Depreciation	(3,871)	(4,124)	(4,316)	(4,603)	(4,803)	(4,916)	(4,915)	(4,859)	(4,727)	(4,720)
- Less Transfers To/(From) Reserves	(5,600)	(2,961)	(1,670)	-	-	-	-	-	-	-
3,675 Plus Net Capital Renewal (3 Year Average)	3,418	3,246	3,179	3,433	3,392	3,718	3,615	3,685	3,473	2,605
259 Plus Debt Repayment	2,260	3,108	3,693	4,244	4,176	4,119	3,355	2,466	1,580	1,162
<b>3,679 RATES REQUIREMENT</b>	<b>1,290</b>	<b>5,219</b>	<b>6,597</b>	<b>6,582</b>	<b>2,170</b>	<b>2,311</b>	<b>7,308</b>	<b>11,641</b>	<b>15,127</b>	<b>17,209</b>
<b>Capital Expenditure</b>										
2,391 Renewal	3,823	3,238	3,193	3,308	3,036	3,955	3,185	4,876	3,938	3,394
270 New	1,265	961	2,339	2,192	850	838	685	640	622	633
Growth										
2,661 Total Capital Expenditure	5,088	4,199	5,532	5,500	3,886	4,794	3,870	5,516	4,560	4,027

Organisational performance - Activity Financial Statements										
Budget	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Funded By</b>										
External Revenue New / Growth										
- External Revenue Renewal	-	-	-	-	-	-	-	861	292	-
Development Contributions										
3,675 Rates	3,418	3,246	3,179	3,433	3,392	3,718	3,615	3,685	3,473	2,605
6,336 New Borrowing / (Repayment)	1,670	953	2,353	2,067	494	1,075	255	970	795	1,422
2,661 Total	5,088	4,199	5,532	5,500	3,886	4,794	3,870	5,516	4,560	4,027

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Governance and Active Citizenship - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
			0%	100%								
TOTAL			-	-	-	-	-	-	-	-	-	-
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-
Organisational performance - Capital New / Growth												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
60 - Information Management Strategic Plan Project	0%	100%	75	77	78	80	82	83	85	86	88	89
99 - New Vehicles and Plant to enable the	0%	100%	307	314	321	327	334	340	347	353	359	366
1875 - Fleet - Upgrade to Electric Vehicles -	0%	100%	213	163	375	133	109	83	56	-	-	-
2449 - Fleet - Upgrade R&R Fleet to Alternate	0%	100%	-	357	470	533	272	277	141	144	117	119
2460 - Fleet - Hydrovac/Airvac unit	0%	100%	620	-	-	-	-	-	-	-	-	-
2499 - Smart Cities / Smart Palmy	0%	100%	50	51	52	53	54	55	56	57	58	60
2514 - New Vehicles and Plant to enable the	0%	100%	-	-	1,044	1,065	-	-	-	-	-	-
TOTAL			1,265	961	2,339	2,192	850	838	685	640	622	633
Funded Externally			-	-	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			1,265	961	2,339	2,192	850	838	685	640	622	633



			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Organisational performance - Capital Renewal</b>												
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
53 - User Hardware - rolling replacement	0	100%	470	480	490	501	511	520	530	540	550	559
58 - Network Additions and Upgrades	0	100%	75	77	78	80	82	83	85	86	88	89
68 - Aerial Photography	0	100%	35	31	42	234	43	39	51	40	58	48
80 - Council Small Mobile Plant and Equipment - Replacement	0	100%	351	356	292	305	319	317	332	310	325	346
86 - Property - Furniture Replacements	0	100%	30	31	31	32	33	33	34	34	35	36
221 - Replacement of Print Synergy Machinery	0	100%	-	20	-	107	-	-	-	-	117	-
281 - CAB - Renewals	0	100%	200	204	209	213	217	221	226	230	234	238
755 - Replacement of Parking Enforcement Hand Helds and iPhones	0	100%	35	-	-	37	-	-	39	-	-	42
784 - Replacement of Council's Photocopiers/Printers	0	100%	18	15	16	32	38	44	17	17	18	18
1879 - Council's Plant and Vehicle - Replacements	0	100%	1,750	1,991	1,722	1,758	1,793	1,827	1,862	1,895	1,929	1,964
1933 - Brand and Marketing Critical Equipment	0	100%	-	33	-	-	-	40	-	-	-	43
2027 - Video and Audio Equipment	0	100%	9	-	-	10	-	-	10	-	-	11
2494 - Modern Telephony Replacement	0	100%	200	-	-	-	-	-	-	-	-	-
2495 - Council Chambers refresh	0	100%	-	-	313	-	-	-	-	-	-	-
2496 - Data Centre - Refresh	0	100%	650	-	-	-	-	830	-	-	-	-
2513 - Renewal of CAB windows and window seals	0	100%	-	-	-	-	-	-	-	1,723	585	-
<b>TOTAL</b>			<b>3,823</b>	<b>3,238</b>	<b>3,193</b>	<b>3,308</b>	<b>3,036</b>	<b>3,955</b>	<b>3,185</b>	<b>4,876</b>	<b>3,938</b>	<b>3,394</b>
Funded Externally			-	-	-	-	-	-	-	861	292	-
Funded by Council (Rates and Borrowing)			3,823	3,238	3,193	3,308	3,036	3,955	3,185	4,014	3,646	3,394

			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Growth	LOS	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Organisational performance -Operational</b>												
	Growth	LOS	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
			\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
225 - PNCC Website Upgrade	0%	100%	-	-	-	53	-	-	-	345	-	-
1520 - Digital Transformation	0%	100%	4,900	2,246	1,044	1,065	1,087	1,107	1,128	1,149	1,169	1,190
2346 - Organisation wide - systems replacement or new systems initiatives	0%	100%	850	919	939	373	380	388	395	402	409	417
2451 - Leadership Development	0%	100%	165	168	172	53	54	55	56	57	58	60
2500 - Implementation of Waka Kotahi Asset Management Data Standards	0%	100%	160	41	-	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>6,075</b>	<b>3,374</b>	<b>2,155</b>	<b>1,545</b>	<b>1,521</b>	<b>1,550</b>	<b>1,580</b>	<b>1,953</b>	<b>1,637</b>	<b>1,666</b>
Funded Externally			82	21	-	-	-	-	-	-	-	-
Funded by Council (Rates and Borrowing)			5,993	3,354	2,155	1,545	1,521	1,550	1,580	1,953	1,637	1,666

## Statement of Proposal

*Council reviews its Significance and Engagement Policy every three years through the Long-term Plan (LTP). This draft Policy has only minor suggested changes from the adopted 2021 Policy:*

- *The Context section has been updated to reflect the proposed Governance and Active Citizenship Plan. This does not change the intent of the Policy.*
- *The Vision and Goals section has been updated to reflect the proposed 2024 Vision and Goals.*
- *Creative Sounds, Te Motu o Poutoa and Turitea Reserve (the portion used for used for electricity generation and transmission and flora and fauna) have been added to the proposed list of Strategic Assets to reflect their importance to achieving the Council's strategic direction.*

*You can make a submission on the draft Policy online at [www.pncc.govt.nz](http://www.pncc.govt.nz) or by post to Palmerston North City Council, Private Bag 11032, Palmerston North 4442. You can also make your submission as part of a wider submission on the Council's Long-term Plan.*

*Submissions open on 8 April and close on 9 May 2024.*

*Enquires about the draft Significance and Engagement Policy can be made to Andrew Boyle, Head of Community Planning on phone (06) 356 8199 or email [andrew.boyle@pncc.govt.nz](mailto:andrew.boyle@pncc.govt.nz)*

## Draft Significance and Engagement Policy 2024

### Purpose of this Policy

This Policy sets out how the Council will determine the significance (importance) of its proposals and decisions – and hence, how it will ensure that its engagement on these proposals and decisions meets community preferences. It also lists Council's strategic assets.

It is a requirement of s76AA of the Local Government Act.

### Context for this Policy

Council's aim is to have greater community participation in decision-making. Robust decisions are made when the aspirations of all our communities are heard by Elected Members. Participation is not only voting, it is about taking opportunities to voice opinions, make formal submissions, get involved in local projects and initiatives. This is where the benefits of a small city can really be seen.

The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities and to promote the social, economic, environmental and cultural well-being of communities in the present and for the future. The Local Government Act was amended in 2019 to make the Chief Executive of the local authority responsible for "facilitating and fostering representative

and substantial elector participation in elections and polls held under the Local Electoral Act” Section 42 (2)(da). Appropriate engagement leads to good planning and effective solutions which reflect community aspirations.

A city with ‘active citizens’ is a place where residents choose to engage and serve their community; where there is access to good information; and where diverse voices contribute ideas and experience to collaborate on inclusive solutions which will benefit this generation and the next. Active citizenship contributes to a healthy democracy where individuals and communities are empowered to have a say; where elected officials are accountable; and where decisions are transparent.

The Council is also committed to engaging with Rangitāne o Manawātū.

The Council and Rangitāne signed a Partnership Agreement in 2019 that formally acknowledges the status of Rangitāne as mana whenua. This has created a reciprocal working relationship with iwi leadership to align their priorities with those of Council across the suite of strategies and policies that guide our collective decisions. It sets out how Rangitāne and Council will work together and understand each other’s aspirations.

### **The Meaning of Community Engagement in Decision Making**

Community engagement is a very important part of Council’s decision making.

Community engagement means Council and people connecting together to share ideas and build understanding.

Key elements of good engagement are:

- Council involving people throughout the process
- Council giving people the time and information they need to have their say
- Council and people listening to each other and feeling listened to
- Council valuing and genuinely considering peoples’ ideas
- Council giving people information about the decisions it has made and the reasons for these
- That it is purposeful and aimed at shaping the decisions and actions of Council.

In good community engagement, peoples’ ideas may or may not be fully adopted, but they know that they have been genuinely listened to and that their ideas have been fully considered.

Community engagement is a planned process that occurs right through the decision-making process. Hence it is a wider process than consultation, which tends to be more formal and to happen towards the end of the decision-making process.

### **The Council’s General Approach to Community Engagement**

The Council uses a model based on the IAP2 (International Association for Public Participation) continuum to guide its engagement (see the diagram on the following page).

This shows that community engagement for decision making is a continuum. At one end of the continuum the Council gives people information about what it is doing. At the other end Council delegates decision making to the public. In the middle it uses a range of techniques to gather community views and to involve people in making its decisions.

Most of the Council's engagement will be in the middle of the continuum - at the Consult, Involve or Collaborate levels. In general, the more important (or significant) the decision, the more the Council will work at the Involve or Collaborate level.

In some cases the Council will use engagement techniques from a mix of levels and it may use different levels at different points of the engagement. For example, when it is exploring issues and options Council could use Collaborative techniques, and then use techniques from the Consult level to get community views on these options.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The Council also has a set of Community Engagement Principles to guide its community engagement. These principles sit alongside the consultation principles from s82 of the Local Government Act (see Appendix 1), and the wider decision making and consultation requirements in sections 76-90 of the Act.

The Council's Community Engagement Principles say that when it engages with local residents and organisations it will:

- Engage in a way that shows people that their contribution is valued and will be fully considered
- Be clear about the process being used and the level of influence that people have

- Encourage as many people as reasonably possible to take part from the start to the finish of the process, especially affected and interested people
- Make it easy for people to give their views to the Council
- Engage in the community by going to where people are and not always expecting them to come to the Council
- Give people time to think about the issues and respond to them
- Use honest and easy to understand information
- Listen to everybody who engages with the Council and gather other information so that it understands a reasonably wide range of peoples' views
- Tell people what it decides and why
- Use relevant information from previous engagement processes
- Take a common sense, cost effective approach.

### **The Local Government Act Meaning of Significance**

The LG Act (s5) says that significance means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:

- a) the district or region;
- b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter;
- c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

Significance is a continuum that ranges from decisions of low significance to decisions of high significance. The Act says that a decision of high significance is 'significant' (s5). The legislation does not contain any specific criteria to distinguish between significant and non-significant decisions. Instead, the legislation says that that is a decision for each Council to make in each instance.

The Council will ensure that its community engagement and decision making is appropriate for the significance of each decision it makes, irrespective of whether or not the decision is significant.

If a decision is significant (under s5) then the Council will meet a higher standard of engagement and (as required by s76(3) of the LG Act) will ensure that the decision making and consultation principles of s77, 78, 80, 81 and 82 have been appropriately complied with.

### **Council's Approach to Significance**

Based on the above definitions the Council will determine the significance of a decision by assessing:

- Its impact on the achievement of the Council's Long-term Plan (10 Year Plan). The Long-term Plan sets out what the Council is aiming to achieve (see the following table). In general, a significant decision is one that has high and ongoing impact on the achievement of the Council's Long-term Plan

- Its impact on those persons who are particularly affected by or interested in the decision. In general, a significant decision is one that has high and ongoing impact on or interest from many people across the community
- Its impact on the Council's resources and capacity to perform its role. In general, a significant decision is one that has high and ongoing cost.

It is the Council that decides whether or not a decision is significant. In making this decision the Council will take into account community views.

The Council has no pre-set triggers or thresholds to determine what is high or ongoing.

In making its decision the Council will take into account all three of the above criteria - a single criterion on its own does not necessarily determine significance. The Council will also consider the cumulative impact of closely related decisions.

#### **Council's 2024 Long-term Plan Vision and Goals**

##### **Vision:**

*He iti ra, he iti pounamu.*

*Small city benefits, big city ambition*

##### **Goals:**

He tāone auaha, he tāone tiputipu  
An innovative and growing city

He tāone whakaihiihi, tapatapahi ana  
A creative and exciting city

He hāpori tūhonohono, he hāpori haumarū  
A connected and safe community

He tāone toitū, he tāone manawaroa  
A sustainable and resilient city

All reports that go to Council will contain an assessment of the significance of the recommended decisions. If the recommendations are considered to be significant a recommendation confirming this and that the Council has engaged appropriately will be included. A statement showing how the Council will (or has) appropriately observe(d) the applicable sections of the Act will also be included.

Whether or not a decision is significant, the Council will still engage appropriately. Most recommended Council decisions will not be significant.

If the Council substantially changes the report's recommendations, then it will have to assess the significance of the new recommendations before it adopts them.

### **Council's Strategic Assets**

The Significance and Engagement Policy must list Council's strategic assets.

A strategic asset is any "asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community" (LG Act s5).

The Act also says that any housing Council owns to provide affordable housing as part of its social policy and any airport company shares are strategic assets.

In general, if Council is making a decision about a strategic asset it will use a greater degree of engagement than it will for a non-strategic asset. In particular, the Council cannot transfer ownership or control of a strategic asset unless it has first consulted with the community through a Long-Term Plan Consultation Document (LG Act s97).

The Council's strategic assets are:

- social housing as a whole (for low-income older people or people on low incomes with additional needs)
- public rental housing as a whole
- shares in Palmerston North Airport Ltd
- roading and traffic network as a whole (including footpaths, street lighting & parking)
- wastewater reticulation network and treatment plant as a whole (see note)
- water supply, treatment, storage and reticulation network as a whole (see note)
- stormwater network and land drainage system as a whole (see note)
- Turitea Reserve (the portion used for electricity generation and transmission and flora and fauna)
- Te Marae o Hine - The Square as a whole
- reserves zoned for recreation purposes or subject to the Reserves Act as a whole
- the Esplanade, Ongley Park, Fitzherbert Park and Manawaroa Park as a whole
- aquatic facilities as a whole
- Te Motu o Poutoa
- Central Energy Trust Arena as a whole
- Shared pathways as a whole
- Ashhurst Domain as a whole
- Memorial Park as a whole
- the parts of the Manawatū River Park owned by Council, as a whole
- Linklater Park as a whole



- Te Manawa
- the Regent Theatre
- the Globe Theatre
- Caccia Birch
- City Library (including community libraries and mobile library) as a whole
- archives as a whole
- Square Edge
- Creative Sounds
- community centres as a whole
- Hancock Community House
- cemeteries and crematorium as a whole
- that portion of the Civic Administration Building sited on The Square - Te Marae o Hine.

The Council considers each asset and groups of assets listed above as a single whole asset. This is because the asset or group of assets as a whole delivers the service.

“Strategic assets” therefore refers to the whole asset or group of assets and not individual components unless that component substantially affects the ability of the Council to deliver the service. If the Council is considering a decision on any individual component of a strategic asset that substantially affects the ability of the Council to deliver or promote its services then that component will be treated as strategic.

The Council recognises that there will be some assets that, although not fitting the legal definition of strategic asset, are of high community importance and interest. The Council will appropriately engage with the community on issues relating to these assets. In these cases proposals or decisions regarding these assets may be significant.

Note: The strategic status of the 3 waters networks may need to be reconsidered as part of Council's decisions in light of Central Government's water reforms. The reforms may mean that Council's 3 waters assets would be transferred to a new Council Controlled Organisation so that water expenditure is not on Council's balance sheet. This would mean the assets would not be owned by Council. At that point Council could identify components of the current 3 waters networks it would retain.

## Monitoring and Review

This Policy will be reviewed every three years through the 10 Year Plan.

It will be monitored as part of Council's monitoring of the Good Governance and Active Citizenship Plan.

## Appendix 1:

### Local Government Act s82 Principles of Consultation

- (1) Consultation that a local authority undertakes in relation to any decision or other matter must be undertaken, subject to subsections (3) to (5), in accordance with the following principles:
- a. that persons who will or may be affected by, or have an interest in, the decision or matter should be provided by the local authority with reasonable access to relevant information in a manner and format that is appropriate to the preferences and needs of those persons:
  - b. that persons who will or may be affected by, or have an interest in, the decision or matter should be encouraged by the local authority to present their views to the local authority:
  - c. that persons who are invited or encouraged to present their views to the local authority should be given clear information by the local authority concerning the purpose of the consultation and the scope of the decisions to be taken following the consideration of views presented:
  - d. that persons who wish to have their views on the decision or matter considered by the local authority should be provided by the local authority with a reasonable opportunity to present those views to the local authority in a manner and format that is appropriate to the preferences and needs of those persons:
  - e. that the views presented to the local authority should be received by the local authority with an open mind and should be given by the local authority, in making a decision, due consideration:
  - f. that persons who present views to the local authority should have access to a clear record or description of relevant decisions made by the local authority and explanatory material relating to the decisions, which may include, for example, reports relating to the matter that were considered before the decisions were made.

## Attachment 5

Preparing an LTP involves many compromises by Elected Members and officers to balance the need to provide services and projects that keep the city running and moving towards Council's Vision whilst being affordable. These compromises involve reducing initial budgets and deferring work.

Some of these decisions are made formally through Council meetings. The following list identifies items that were formally considered at Council's LTP meeting on 29 November and the 13 and 18 December and were not included in the LTP.

Items considered but not included:

Council decided not to include the following programmes in the proposed LTP to keep rates down:

- Funding for two new public toilets (at \$300,000 each toilet) per year where there is demand.
- Manawatu River Park Water Front Precinct Lighting: \$475,000 in 202/27 to light the shared pathway between the two bridges on the city side, and to light the Fitzherbert bridge. (Programme 1435).
- Manawatu River Park: \$20,000 per year throughout the LTP for a variety of projects including enhancing river entrances, developing play features, rest areas and signage (programme 1844).
- Manawatu River Park Marae Tarata: Marae Tarata is a site of cultural significance identified in the Manawatu River Framework for rehabilitation and enhancement. This programme provides \$20,000 annually in years 1-3 for the placement of cleanfill - until such time as wider development of the site can occur (programme 1894).
- An annual Wayfinding programme for additional village gateways. This would provide lighting installations (four lighting installations at \$50,000 per site) and plaque installations (four plaques at \$6,000 per site).
- Tip Road (the landfill road) - \$125,000 in year 3 for the assessment, scope and delivery of development works to bring Tip Road up to standard (programme 2337).
- LED Lighting: \$50,000 annually to convert existing lighting to modern LEDs, including bringing light levels up to standard where appropriate within all of Council's facilities (programme 1451).
- Citywide Streetscape: \$200,000 per year to create new neighbourhood streetscapes throughout the city, ensuring they are accessible and fit for purpose. This includes seating, tables and shelters across the city, providing places for pedestrians to rest, socialise and spend time (programme 1803).
- Unsubsidised road seal extensions : \$90,000 annually in years 1-5 to seal unsealed road carriageways that are in areas of predominantly sealed roads (programme 2353).



# Rating System, Rates and Funding Impact Statements

## 1. Introduction

Rating incidence is governed by the Council's Revenue and Financing Policy and its Rating Policies. This section outlines details of the present rating system used by the Council. It also incorporates the Funding Impact Statements in the form prescribed by the Local Government (Financial Reporting and Prudence) Regulations 2014.

At various points within this section a level of rate or charge is outlined. These are indicative figures provided to give ratepayers an estimate of what their level of rates is likely to be in the forthcoming year. They are not necessarily the actual figures as these will not be known until the Council's rating information database is finalised. Rates figures in this section are GST-inclusive unless otherwise specified.

## 2. Rating Objectives

These are the Council's rating objectives:

- to encourage growth and confidence in the city by operating a stable, easily understood method of setting rates
- to set rates in a manner that is fair and equitable as between various ratepayers and classes of ratepayer, and consistent with Council's planning objectives
- to ensure that all citizens contribute to the cost of providing city services by charging on a user-pays basis where practicable
- to foster the sense of a single community by operating a common system throughout the city.

## 3. Components of the rating system - a summary

The Council's rating system, designed to meet these objectives, is utilised to fund the net cost of operations and programmes outlined in the Long-term Plan and Annual Budget (Plan). It comprises the following components:

- A common system applies throughout the city.
- Targeted rates, in the form of fixed amounts (as proxy user charges) are made to cover the costs of services that are identifiable by property (water supply, wastewater disposal, and rubbish and recycling). In addition, significant non-residential and some rural users of water are metered and some non-residential wastewater users are charged on the basis of the number of pans. A targeted rate (comprising a fixed amount and a variable amount based on capital value) is made on non-residential properties within the central city Palmy BID area.
- A Uniform Annual General Charge (UAGC) is applied as a fixed amount to every rating unit within the city. It is used as a mechanism to ensure each rating unit contributes a minimum amount of the general rate and also to moderate rates on high land-value properties.
- A targeted rate, based on the capital value, is planned to be applied to each rating unit, with different rates (differentials) applying to each differential category. It is intended this rate will cover the costs of the delivering goal one (an innovative and growing city) and in particular transport, economic development, housing and urban design activities.
- A General Rate, based on the land value, is applied to each rating unit, with different rates (differentials) applying to each property category.

## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

The categories in the Council's differential rating scheme reflect differing property use and can be broadly grouped as follows:

- Single-unit residential
- Multi-unit residential
- Non-residential
- Rural and semi-serviced
- Miscellaneous.

Differential surcharges (that is, a higher rate in the dollar) are applied to multi-unit residential and non-residential properties, while lower rates are applied to single unit residential and rural/semi-serviced properties. No surcharge is applied to miscellaneous properties.

## 4. Examples of proposed rates for 2024/25

Examples of proposed rates for 2024/25 are shown in the following table:

	Land Value	Capital Value	Rates 2023/24	Rates 2024/25
Single unit residential				
Average	468,000	739,000	3,206	3,455
Median	455,000	690,000	3,149	3,369
Quartile 1	360,000	590,000	2,735	2,956
Quartile 3	540,000	840,000	3,520	3,788
Two unit residential				
Average	561,000	829,000	5,532	6,052
Median	525,000	770,000	5,313	5,799
Quartile 1	450,000	675,000	4,858	5,310
Quartile 3	625,000	920,000	5,920	6,483

	Land Value	Capital Value	Rates 2023/24	Rates 2024/25
Non-residential				
Average	1,022,000	2,402,000	17,518	19,990
Median	620,000	1,030,000	10,867	11,352
Quartile 1	385,000	610,000	6,979	7,223
Quartile 3	1,110,000	2,295,000	18,794	20,900
Rural & semi-serviced (5ha or more)				
Average	1,373,000	1,585,000	2,196	2,387
Median	730,000	1,102,000	1,310	1,491
Quartile 1	520,000	551,000	1,020	1,048
Quartile 3	1,218,000	1,670,000	1,983	2,248
Rural & semi-serviced (between 0.2 and 5ha)				
Average	549,000	1,202,000	1,817	2,696
Median	520,000	1,180,000	1,737	2,597
Quartile 1	435,000	950,000	1,503	2,189
Quartile 3	590,000	1,390,000	1,930	2,947
Miscellaneous				
Average	916,000	1,746,000	5,355	6,225
Median	550,000	720,000	3,336	3,482
Quartile 1	295,000	400,000	1,930	2,004
Quartile 3	965,000	1,445,000	5,625	6,111

If all of the properties in the category of property were listed from lowest to highest land value, then the 'median' is the value at the half way point in the list, quartile 1 is the value at the first quarter point in the list, and quartile 3 is the value at the three-quarter point in the list.

For example, if there are 1,000 properties and they are sorted from the lowest to the highest land value then quartile 1 in the 250<sup>th</sup> property from the lowest.

## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

The three-yearly revaluation of the city for rating purposes was undertaken in 2021 and those valuations are the base for general rates set in 2024/25.

The examples should be read with regard for the following assumptions:

- the Council's total rates revenue will increase by 11.3%
- the Uniform Annual General Charge will be \$200 per rating unit (\$200 in 2023/24)
- targeted rates in the form of fixed amounts will be applied for water supply(\$427); wastewater disposal (\$384); kerbside recycling (\$144); rubbish and public recycling (\$62) (\$407, \$306, \$148 and \$103 respectively in 2023/24)
- a targeted rate for wastewater disposal will be set on non-residential properties on the basis of the number of pans, in excess of three, on the rating unit. The charge per pan will be \$xxx compared with \$306 per pan in 2023/24.
- a new targeted rate is planned to be implemented to cover the costs of the goal one activities and this is to be based on the capital value. As a consequence, the general rate will be lower than in 2023/24.

The examples shown for non-residential, miscellaneous and rural/semi-serviced properties do not include the charges (either fixed or metered) for water, wastewater or kerbside recycling because these vary from property to property but they do include the rubbish and public recycling rate. They do not include the proposed targeted rates to fund the Palmy BID as these will be applied to selected properties in the defined central city Palmy BID area.

## 5. Components of the Rating System – more detail

### 5.1 General Rate (based on land value)

The Council proposes to set a general rate based on the land value of each rating unit in the city.

The general rate will be set on a differential basis based on land use (see description in 5.5), with the differential factors as shown in the following table:

Differential Group		Differential Factor (expressed as % of Group Code MS)	Rate (cents in \$ of LV)
Code	Brief Description	Proposed 2024/25	Proposed 2024/25
R1	Single unit residential	Balance (approx. 78)	0.3458
R2	Two unit residential	110	0.4863
R3	Three unit residential	120	0.5305
R4	Four unit residential	130	0.5747
R5	Five unit residential	140	0.6189
R6	Six unit residential	150	0.6632
R7	Seven unit residential	160	0.7074
R8	Eight or more unit residential	170	0.7516
MS	Miscellaneous	100	0.4421
CI	Non-residential (Commercial/Industrial)	300	1.3263
FL	Rural/Semi-serviced (5 hectares or more)	25	0.1105
FS	Rural/Semi-serviced (0.2 hectares or less)	75	0.3316
FM	Rural/Semi-serviced (between 0.2 & 5 hectares)	65	0.2874

### 5.2 Uniform annual general charge

The Council proposes to set a uniform annual general charge of \$200 (\$200 for 2023/24) on each rating unit.

## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

**5.3 Targeted rate (based on capital value)**

The Council proposes to set a targeted rate based on the capital value of each rating unit in the city. This rate will be used to fund the costs of the goal one (innovative and growing city) activities including transport, economic development, housing and urban design.

The rate will be set on a differential basis based on land use (see description in 5.5<sup>1</sup>), with the differential factors as shown in the following table:

Differential Group		Differential Factor (expressed as % of Group Code MS)	Rate (cents in \$ of CV)
Code	Brief Description	Proposed 2024/25	Proposed 2024/25
R1	Single unit residential	Balance (approx. 77)	0.08383
R2	Two unit residential	120	0.13147
R3	Three unit residential	120	0.13147
R4	Four unit residential	120	0.13147
R5	Five unit residential	120	0.13147
R6	Six unit residential	120	0.13147
R7	Seven unit residential	120	0.13147
R8	Eight or more unit residential	120	0.13147
MS	Miscellaneous	100	0.10956
CI	Non-residential (Commercial/Industrial)	220	0.24103
FL	Rural/Semi-serviced (5 hectares or more)	35	0.03835
FS	Rural/Semi-serviced	75	0.08217

Differential Group		Differential Factor (expressed as % of Group Code MS)	Rate (cents in \$ of CV)
	(0.2 hectares or less)		
FM	Rural/Semi-serviced (between 0.2 & 5 hectares)	65	0.07121

<sup>1</sup> Note – for the purposes of this targeted rate vacant serviced property where non-residential use is a permitted activity under the city's District Plan will be categorised as

non-residential, whereas it is categorised as miscellaneous for the purposes of the general rate.



## 5.4 Targeted rates (other)

For the purposes of the targeted rates proposed below the term 'residential' is defined as "having a predominant or exclusive residential use and on which one or more residential units is erected."

For the purposes of the targeted rates proposed below, a 'separately used or inhabited part (SUIP) of a rating unit' is defined as:

"Any part of the rating unit that is, or is able to be, separately used or inhabited by the ratepayer, or any other person who has the right to use or inhabit that part by virtue of a tenancy, lease, licence or other agreement.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are provided by the owner for rental (or other form of occupation) on an occasional or long-term basis by someone other than the owner.

For the purposes of the definition, vacant land and vacant premises offered or intended for use or habitation by a person other than the owner and usually used as such are defined as 'used'.

For the avoidance of doubt, a rating unit that has a single use or occupation is treated as having one SUIP.

For a residential property a SUIP will have a separate entrance, kitchen facilities (including sink or cooking facilities), living facilities and toilet/bathroom facilities.

By way of example the following would be considered to have separately used or inhabited parts of a rating unit:

- A single dwelling with flat attached
- Two or more houses, flats or apartments on one certificate of title."

The Council does not have a lump sum contribution policy and lump sum contributions will not be invited for any targeted rate.

### 5.4.1 Water supply

The Council proposes to set targeted rates for water supply. For residential rating units it shall be on the basis of a fixed amount per separately used or inhabited part, and for all other properties a fixed amount per rating unit. The charge will be set on a differential basis based on the availability of the service (either 'connected' or 'serviceable'). Connected means the rating unit is connected to a Council-operated waterworks while serviceable means the rating unit is not connected to a Council-operated waterworks but is within 100m of such waterworks and Council would allow a connection. The serviceable rate will be 50% of the connected rate.

Rating units that are not connected to the scheme and are not serviceable will not be liable for this rate. The estimated rates for the 2024/25 year are:

Connected:	\$427
Serviceable:	\$213.50

There are situations where the Council will require water to be supplied on a metered basis. Where this occurs, the Council proposes instead of the above to set metered water targeted rates that comprise a fixed amount (estimated at \$230 per metered connection for connections of 25mm or less and \$490 for connections greater than 25mm) and a variable amount (estimated at \$1.78538 per cubic metre) based on the volume of water supplied.

## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

### 5.4.2 Wastewater disposal

The Council proposes to set a targeted rate for wastewater disposal. For residential rating units, it shall be set on the basis of a fixed charge per separately used or inhabited part, and for all other properties a fixed charge per rating unit. The charge will be set on a differential basis based on the availability of the service (either 'connected' or 'serviceable'). Connected means the rating unit is connected to a public wastewater drain, while serviceable means the rating unit is not connected to a public wastewater drain but is within 30m of such a drain, and Council would allow a connection. The serviceable rate will be 50% of the connected rate.

Rating units that are not connected to the scheme, and which are not serviceable will not be liable for this rate.

The estimated rates for the 2024/25 year are:

Connected:	\$384
Serviceable:	\$192

In addition, for the 2024/25 year the Council proposes to set a targeted rate for connected non-residential rating units of \$386 per pan (water closet or urinal) for each pan in excess of three.

### 5.4.3 Resource Recovery

#### 5.4.3.1 Kerbside recycling

The Council proposes to set a targeted rate for kerbside recycling on the basis of:

- a fixed amount per separately used or inhabited part of a rating unit for residential properties receiving the Council's kerbside collection service

- a fixed amount per rating unit for non-residential and rural/semi-serviced properties receiving the Council's kerbside collection service

Where ratepayers elect, and the Council agrees, additional levels of service may be provided. These additional services could be providing more recycling bins or more frequent service. Each additional level of service will be charged at a rate of \$144. This may include charges to non-rateable rating units where the service is provided. Rating units for which the Council is not prepared to provide the service will not be liable for these rates.

The estimated rates for the 2024/25 year are:

Kerbside recycling	\$144
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#### 5.4.3.2 Rubbish and public recycling

The Council proposes to set a targeted rate for rubbish and public recycling on the basis of a fixed amount per separately used or inhabited part of each residential rating unit and a fixed amount per rating unit for all other rating units. Rating units that are vacant land will not be liable for these rates.

The estimated rates for the 2024/25 year are:

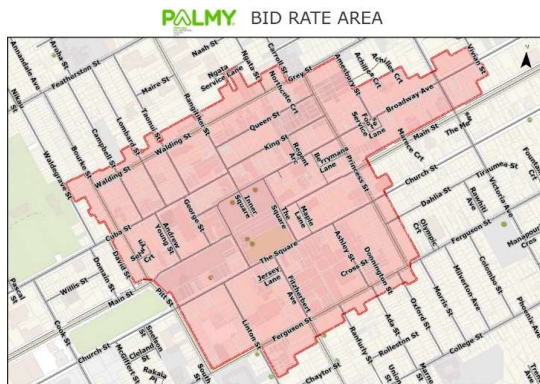
Rubbish and public recycling	\$62
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#### 5.4.4 Palmy BID

The Council proposes to set targeted rates on those properties within the central city Palmy BID area as shown on the following map that are categorised as non-residential for the Council's general rate. The rate will fund a grant to the Palmy BID group.

The targeted rates will comprise:

- A fixed amount of \$345 per rating unit; and
- A variable amount of 0.0137 cents in the \$ of the capital value of the rating unit.



#### 5.5 Differential Matters and Categories

##### 5.5.1 Objectives of Differentials for General Rate

The Council believes that a uniform general rate based on land value would not produce a fair and equitable allocation of rates. For this reason, it operates a system of differentials based on land use. Descriptions of the land use categories are shown in 5.5.2.

The Council describes the relationship between the rates charged to each group in terms of a factor expressed as a percentage of the rate that would apply if there were no differential rating in place – that is, the group described as Miscellaneous (MS). Each year, the Council reviews the differential factors applied to each land use category. The factors proposed for 2024/25 are outlined in 5.1 and are unchanged from 2023/24 except for code FM which has changed from 50% to 65% and for code FL from 25% to 35%.

The factors have been developed to address the following matters:

- rating units containing more than one residential unit will place an increasing demand on Council services as the number of units increase
- the land value for non-residential property is often driven by different influences from the land value for residential or rural land and therefore is not directly comparable as a rating base
- the Council's Revenue and Financing Policy identifies a number of activities where it believes non-residential users gain a greater benefit than other users and should bear a greater share of the cost
- for large rural rating units a pure land value system would produce rates charges that would be unsustainable
- rural and semi-serviced rating units generally have limited or, in some cases, no access to some Council activities funded through the general rate

## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

**5.5.2 Differentials based on land use**

The Council proposes to differentiate the general rate primarily on the basis of land use. Properties with more than one use will be placed in a category that the Council considers reflects the primary use.

The Council will consider partitioning the property into parts and allocate each part to the most appropriate category in situations such as the following:

- where there are discreet parts of the property used for different purposes such as a retail shop and a residence
- for manager's residences associated with motel complexes
- where part of the property is used for not-for-profit or other community purposes and the remainder is used for other purposes
- where the property is not serviced and is used for commercial, industrial or business purposes but a significant part is used for farming or horticultural purposes
- where a property has a rural zoning but is serviced and has one or more residential units then the first 2ha will be classified as group code R1 and the balance as FM or FL depending on its size
- where a property that is greater than 5ha (and residential use is a permitted activity under the city's District Plan) becomes serviced the first 5ha (or the area of the actual sub-divisional development if larger than this) will be categorised in group code R1 and the remainder will continue to be treated as not serviced for rating purposes
- where a property that is less than 5ha becomes serviced and features of the land or District Plan requirements impede subdivision the part that reflects the extent of the impediment will continue to be treated as not serviced for rating purposes

Note that, subject to the rights of objection to the rating information database set out in sections 29 and 39 of the Local Government (Rating) Act 2002, the Council is the sole determiner of the categories.

In the context of the general rate, 'serviced' means the property is either connected or serviceable for wastewater disposal. Connected means the rating unit is connected to a public wastewater drain, while serviceable means the rating unit is not connected to a public wastewater drain but is within 30m of such a drain, and Council would allow a connection.

The following differential categories will be used:

**Single-unit residential (R1)**

Every serviced rating unit not otherwise classified:

- having a predominant or exclusive residential use (excluding home occupations) and on which is erected one residential unit; or
- being vacant property where residential use is a permitted activity under the city's District Plan.

**Multi-unit residential (R2 - R8)**

Every serviced rating unit not otherwise classified on which is erected:

- two residential units (R2); or
- three residential units (R3); or
- four residential units (R4); or
- five residential units (R5); or
- six residential units (R6); or
- seven residential units (R7); or
- eight or more residential units (R8).

In determining what is a residential unit, the Council will apply the same criteria as defined for a SUIP, as shown in 5.3.

### Miscellaneous (MS)

Every rating unit not otherwise classified of the following types:

- property used primarily for not-for-profit or other community purposes, excluding retail shops
- property owned by the Council that is used by it for parking that is available for public use
- property where the ratepayer conducts or permits to be conducted a business (a Home Occupation, as defined in the city's District Plan), which would otherwise qualify for inclusion in group code R1
- vacant serviced property where non-residential use is a permitted activity under the city's District Plan (note such property is categorised as non-residential for the purposes of any capital value based rate)
- property that is not serviced and would otherwise qualify for inclusion in group code FL, FS or FM but is used for predominantly commercial, industrial or business purposes (excluding farming and horticulture).
- property not specifically categorised in any of the other group codes.

### Non-residential (CI)

Every serviced rating unit, not otherwise classified, used for commercial, industrial or business purposes including licensed hotel, serviced apartments or residential institution including a guesthouse, rooming house, boarding house, private hotel, motel, residential club or hostel. Network utilities in the street are categorised as non-residential.

### Rural and semi-serviced (FL, FS and FM)

**FL** – Every rating unit not otherwise classified that is not serviced and has either

- an area of 5ha or more; or
- an area less than 5ha but on which there is no residential dwelling or non-residential improvements.

When the rating unit becomes serviced, as defined above (and provided it is zoned to permit subdivision), the property will be reclassified to the higher rated differential category in the immediately following year.

**FS** – Every rating unit not otherwise classified that is not serviced and has an area of 0.2ha or less and on which there is a residential dwelling.

**FM** – Every rating unit not otherwise classified that is not serviced and has an area greater than 0.2ha and less than 5ha and on which there is either residential dwellings or non-residential improvements.

## 6. Early payment of rates

Sections 55 and 56 of the Local Government (Rating) Act 2002 empowers councils to accept early payment of rates.

The Council will accept any payment of rates for either the current or future years in advance of the due date.

RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

7. Rates payable by instalment and due dates

The Council provides for rates to be paid in four equal instalments. For the 2024/25 year the due dates (that is, final dates for payment without incurring penalty charges) will be:

- Instalment 1: 30 August 2024
- Instalment 2: 29 November 2024
- Instalment 3: 28 February 2025
- Instalment 4: 30 May 2025

Ratepayers may elect to pay on a more regular basis if they choose. They may also elect to pay the full year’s rates in one lump sum prior to the due date for instalment 2 without incurring penalty charges on instalment 1.

Rates may be paid using any one of a number of payment methods acceptable to the Council, including direct debit, cash or Eftpos at Council’s office, direct credit and other bank transfer methods. Payment by credit card can be made using the Internet or at Council’s office, subject to the payment of a fee to cover costs.

The due date for metered water targeted rates will be the 20th of the month following the invoice date as follows:

Monthly Invoicing	
Instalment	Due date
1	20 July 2024
2	20 August 2024
3	20 September 2024
4	20 October 2024
5	20 November 2024
6	20 December 2024
7	20 January 2025
8	20 February 2025
9	20 March 2025
10	20 April 2025
11	20 May 2025
12	20 June 2025

Two-monthly invoicing			
Linton, East & North Rounds		Ashhurst, South West, PNCC & Central Rounds	
Instal #	Due date	Instal #	Due date
1	20 July 2024	1	20 August 2024
2	20 September 2024	2	20 October 2024
3	20 November 2024	3	20 December 2024
4	20 January 2025	4	20 February 2025
5	20 March 2025	5	20 April 2025
6	20 May 2025	6	20 June 2025

8. Rates penalties

To provide an incentive for rates to be paid by the due date, penalties will be imposed when rates are not paid on time. A penalty of 10% will be added to any portion of an instalment remaining unpaid after the due date for payment, as outlined in clause 7 above.

A penalty charge of 10% will be added to any outstanding rates (including penalties) assessed in previous years and remaining outstanding at 5 July 2024 and again on 3 January 2025.

Penalty charges will not be applied to the metered water targeted rate.

9. Rating base information

The following are the projected number of rating units as at 30 June each year:

2024	34,900	2029	36,400
2025	35,200	2030	36,700
2026	35,500	2031	37,000
2027	35,800	2032	37,300
2028	36,100	2033	37,600

Approximately 670 of those projected at 30 June 2024 will be categorised as non-rateable under the Local Government Rating Act meaning rates cannot be assessed on them except targeted rates for water and wastewater.

## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

## 10. Rates Summary

	Basis of rates	AB 2023/24 \$000	LTP 2024/25 \$000	LTP 2025/26 \$000	LTP 2026/27 \$000	LTP 2027/28 \$000	LTP 2028/29 \$000	LTP 2029/30 \$000	LTP 2030/31 \$000	LTP 2031/32 \$000	LTP 2032/33 \$000	LTP 2033/34 \$000
<b>General rates</b>												
General rates	rate in \$ of LV (differentiated by use)	85,661	67,353	74,938	83,256	89,949	94,940	100,433	105,124	111,674	114,457	117,401
UAGC		5,792	5,852	6,200	6,552	6,910	7,273	7,641	8,015	8,393	8,777	9,167
<b>Targeted rates</b>												
Innovative & growing city (transport/ economic development /urban design & housing)	rate in \$ of CV (differentiated by use)		29,871	33,234	36,919	39,909	42,156	44,608	46,712	49,622	50,890	52,231
Water												
- connected	fixed charge p SUIP (residential) or p rating unit (non- residential)	10,925	11,535	12,665	13,925	15,833	18,258	19,620	21,324	22,519	23,015	23,367
- serviceable	fixed charge p SUIP (residential) or p rating unit (non- residential)	120	126	137	149	168	192	204	220	230	233	235
- metered	\$ p m3 plus fixed charge	3,100	3,250	3,567	3,920	4,455	5,135	5,517	5,995	6,330	6,469	6,568
Wastewater												
- connected	fixed charge p SUIP (residential) or p rating unit (non- residential)		10,932	11,572	12,743	14,435	16,312	17,205	18,727	19,353	22,722	26,253
- serviceable	fixed charge p SUIP (residential) or p rating unit (non- residential)	92	115	120	131	147	165	172	186	190	221	253
- pans	fixed charge p pan	2,421	3,105	3,254	3,558	3,992	4,475	4,683	5,054	5,182	6,036	6,908



## RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

Rubbish & recycling												
-kerbside recycling	fixed charge p SUIP	4,128	4,049	4,172	4,297	4,426	4,559	4,696	4,837	4,982	5,131	5,285
-rubbish & public recycling	fixed charge p SUIP	3,112	1,857	2,300	1,890	2,282	2,600	3,580	3,902	4,496	4,409	4,636
Palmy BID	Fixed charge p rating unit & rate in \$ of CV for commercially rated properties in Palmy BID area of central city	125	125	129	132	135	138	142	145	149	153	157
		125	125	128	131	135	138	141	145	149	152	156
<b>Total Rates Revenue (GST Exclusive)</b>		\$124,246	\$138,296	\$152,416	\$167,603	\$182,776	\$196,341	\$208,642	\$220,387	\$233,270	\$242,666	\$252,617

RATING SYSTEM, RATES AND FUNDING IMPACT STATEMENTS

11. Source and application of funds statements  
(Funding Impact Statements)

The Local Government (Financial Reporting and Prudence) Regulations 2014 prescribe the format for statements showing the sources and application of funds for the whole of Council and for each group of activities of the Council.

These statements are designed to show where operational and capital funding comes from, and how they are used.

This information is presented in two ways, firstly at the Whole of Council level, and in a slightly different form at the “Group of Activities” level. At the Group of Activities level, internal revenue and expenditure are shown as separate items, while at the Whole of Council level they are not displayed because the amounts balance each other out.

Capital Expenditure is grouped into three broad categories based on which one the programme most relates to. The three categories are:

- to meet additional demand
- to improve the level of service
- to replace existing assets.

The categories do not clearly represent the fact that some programmes will contribute to more than one purpose.

In addition to the statements mentioned, the Council is also providing Activity Financial Statements which show the revenue and expenses for the services provided, as well as how the rates are calculated (see section 1). The Funding Impact Statements differ from the Activity Statements in that they do not include depreciation as an expense, categorise capital revenue as part of operating revenue or include movements in the value of assets. For example, the forecast for 2024/25 assumes:

	\$000
Total comprehensive revenue (as shown on page xx in Prospective Statement of Comprehensive Revenue & Expense)	18,388
Less gain on property revaluations	(6,409)
Less capital revenue	(31,037)
Less cost of goods sold	(5,247)
Plus depreciation	49,614
Surplus of operating funding (as shown in Whole of Council Funding Impact Statement on page xx)	25,309

Funding Impact Statements											
Budget	Whole of Council	10 YP	10 YP	10 YP	10 YP	10 YP	10 YP	10 YP	10 YP	10 YP	10 YP
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of operating funding											
91,451	General rates, uniform annual general charges, rates penalties	73,204	81,140	89,811	96,863	102,214	108,080	113,145	120,076	123,243	126,581
32,795	Targeted rates	65,093	71,276	77,792	85,913	94,127	100,563	107,241	113,195	119,423	126,037
7,880	Subsidies and grants for operating purposes	6,400	6,499	6,637	6,695	7,449	7,592	7,808	7,897	8,039	8,258
8,022	Fees and charges	7,773	7,879	8,053	8,228	8,454	8,677	8,927	9,182	9,384	9,553
150	Interest and dividends from investments	356	359	363	366	370	373	376	380	383	386
25,132	Local authorities fuel tax, fines, infringement fees, and other receipts	30,041	30,935	31,474	32,220	33,037	33,633	34,582	34,066	31,900	32,502
165,430	Total Sources of operating funding	182,867	198,088	214,130	230,285	245,651	258,918	272,079	284,795	292,372	303,317
Applications of operating funding											
126,832	Payments to staff and suppliers	142,393	139,610	144,278	144,434	148,417	153,805	156,280	159,543	164,868	172,528
9,899	Finance costs	15,164	18,609	23,689	27,879	30,618	32,534	33,177	33,039	33,187	33,109
-	Internal charges and overheads applied										
136,731	Total Applications of operating funding	157,556	158,219	167,967	172,313	179,035	186,340	189,456	192,582	198,054	205,637
28,698	Total (SURPLUS) / DEFICIT OF OPERATING FUNDING	25,310	39,869	46,163	57,972	66,615	72,578	82,623	92,213	94,318	97,680
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of capital funding											
17,725	Subsidies and grants for capital expenditure	27,076	34,927	45,777	147,439	149,651	178,335	242,725	178,203	108,415	93,044
3,249	Development and financial contributions	1,961	2,211	2,958	3,711	4,710	5,593	6,175	6,388	6,558	6,626
43,672	increase (decrease) in debt	50,155	90,947	95,231	61,629	40,274	26,988	1,927	990	4,304	3,350
64,646	Total Sources of capital funding	79,191	128,085	143,965	212,780	194,635	210,916	246,974	183,602	119,277	96,320
Applications of Capital Funding											
Capital Expenditure:-											
13,018	- to meet additional demand	12,309	13,171	29,710	25,463	35,456	49,235	45,968	38,845	18,369	27,891
52,186	- to improve the level of service	59,600	119,288	124,356	204,814	185,664	189,076	233,870	183,286	141,249	111,914
28,141	- to replace existing assets	32,592	35,496	36,062	40,474	40,131	45,183	49,758	53,683	53,977	54,194
93,345	Total applications of capital funding	104,501	167,954	190,128	270,751	261,250	283,494	329,597	275,814	213,595	193,999
28,699	Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING	25,310	39,869	46,163	57,971	66,615	72,578	82,623	92,213	94,318	97,679
Total Funding (Surplus) /Deficit		-	-	-	-	-	-	1	-1	-	-1

Funding Impact Statements											
Budget	An innovative and growing city	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>(SURPLUS) / DEFICIT OF OPERATING FUNDING</b>											
<b>Sources of operating funding</b>											
9,174	General rates, uniform annual general charges, rates penalties	845	235	248	1,330	2,535	3,479	5,062	6,452	7,049	7,817
-	Targeted rates	14,800	15,299	16,244	16,607	16,881	16,804	17,196	18,207	19,247	19,830
1,050	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
6,017	Fees and charges	5,926	5,994	6,126	6,260	6,446	6,631	6,842	7,058	7,222	7,352
44	Internal charges and overheads recovered	2,178	2,147	2,195	2,301	2,442	2,582	2,711	2,828	2,921	2,997
1,631	Local authorities fuel tax, fines, infringement fees, and other receipts	8,505	8,675	8,866	9,061	9,251	9,437	9,616	8,477	5,943	6,049
<b>17,916</b>	<b>Total Sources of operating funding</b>	<b>32,255</b>	<b>32,351</b>	<b>33,679</b>	<b>35,559</b>	<b>37,556</b>	<b>38,932</b>	<b>41,427</b>	<b>43,022</b>	<b>42,382</b>	<b>44,046</b>
<b>Applications of operating funding</b>											
13,938	Payments to staff and suppliers	25,160	17,518	17,919	18,081	18,442	18,534	19,001	19,484	19,930	20,339
5	Finance costs	2,581	2,579	3,037	3,213	3,100	2,972	2,888	2,878	2,989	3,123
3,253	Internal charges and overheads applied	8,197	7,306	7,432	7,929	9,009	10,153	11,185	12,129	12,720	13,120
<b>17,196</b>	<b>Total Applications of operating funding</b>	<b>35,938</b>	<b>27,403</b>	<b>28,389</b>	<b>29,223</b>	<b>30,551</b>	<b>31,659</b>	<b>33,074</b>	<b>34,492</b>	<b>35,639</b>	<b>36,582</b>
<b>720</b>	<b>Total (SURPLUS) / DEFICIT OF OPERATING FUNDING</b>	<b>3,683</b>	<b>4,947</b>	<b>5,290</b>	<b>6,336</b>	<b>7,004</b>	<b>7,273</b>	<b>8,353</b>	<b>8,530</b>	<b>6,743</b>	<b>7,464</b>
<b>(SURPLUS) / DEFICIT OF CAPITAL FUNDING</b>											
<b>Sources of capital funding</b>											
955	Subsidies and grants for capital expenditure	4,051	2,601	2,661	-	359	190	4,476	4,548	210	214
39	increase (decrease) in debt	4,963	5,603	5,527	4,830	5,410	5,958	3,029	3,101	3,218	2,706
<b>916</b>	<b>Total Sources of capital funding</b>	<b>9,014</b>	<b>8,204</b>	<b>8,188</b>	<b>4,830</b>	<b>5,051</b>	<b>5,768</b>	<b>1,447</b>	<b>1,447</b>	<b>3,428</b>	<b>2,920</b>
<b>Applications of Capital Funding</b>											
Capital Expenditure:-											
1,070	- to meet additional demand	4,109	11,745	12,009	116	477	254	8,661	8,816	8,990	9,152
566	- to improve the level of service	1,223	1,406	1,468	1,389	1,477	1,251	1,139	1,160	1,181	1,232
1,636	<b>Total applications of capital funding</b>	<b>5,331</b>	<b>13,151</b>	<b>13,478</b>	<b>1,505</b>	<b>1,954</b>	<b>1,504</b>	<b>9,800</b>	<b>9,976</b>	<b>10,171</b>	<b>10,384</b>
<b>720</b>	<b>Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING</b>	<b>-3,683</b>	<b>4,948</b>	<b>5,290</b>	<b>6,335</b>	<b>7,005</b>	<b>7,272</b>	<b>8,353</b>	<b>8,530</b>	<b>6,743</b>	<b>7,464</b>
<b>Total Funding (Surplus) / Deficit</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Funding Impact Statements</b>											
<b>Budget Transport</b>		<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>(SURPLUS) / DEFICIT OF OPERATING FUNDING</b>											
<b>Sources of operating funding</b>											
15,470	General rates, uniform annual general charges, rates penalties	1,153	593	667	2,304	4,319	6,385	9,420	11,930	12,378	13,593
-	Targeted rates	15,322	18,190	20,937	23,569	25,547	28,082	29,800	31,705	31,938	32,702
4,678	Subsidies and grants for operating purposes	4,992	5,092	5,209	5,329	5,446	5,560	5,672	5,785	5,901	6,013
187	Fees and charges	197	201	205	210	215	219	224	228	233	237
-	Internal charges and overheads recovered	7,998	8,310	8,603	8,946	9,512	10,111	10,667	11,209	11,594	11,875
6,380	Local authorities fuel tax, fines, infringement fees, and other receipts	6,856	7,018	7,179	7,345	7,506	7,664	7,817	7,973	8,133	8,288
<b>26,716</b>	<b>Total Sources of operating funding</b>	<b>36,517</b>	<b>39,403</b>	<b>42,801</b>	<b>47,703</b>	<b>52,545</b>	<b>58,021</b>	<b>63,599</b>	<b>68,831</b>	<b>70,176</b>	<b>72,708</b>
<b>Applications of operating funding</b>											
17,124	Payments to staff and suppliers	17,725	19,929	21,487	22,233	22,152	23,262	23,649	23,980	22,951	23,420
2,512	Finance costs	3,212	3,934	4,949	6,174	7,151	7,837	8,139	8,139	8,519	9,346
1,065	Internal charges and overheads applied	8,059	7,456	7,553	7,941	8,800	9,738	10,594	11,422	11,926	12,241
<b>20,701</b>	<b>Total Applications of operating funding</b>	<b>28,996</b>	<b>31,319</b>	<b>33,989</b>	<b>36,348</b>	<b>38,102</b>	<b>40,837</b>	<b>42,382</b>	<b>43,540</b>	<b>43,397</b>	<b>45,007</b>
<b>6,015</b>	<b>Total (SURPLUS) / DEFICIT OF OPERATING FUNDING</b>	<b>7,521</b>	<b>8,085</b>	<b>8,811</b>	<b>11,355</b>	<b>14,443</b>	<b>17,184</b>	<b>21,217</b>	<b>25,291</b>	<b>26,779</b>	<b>27,701</b>
<b>(SURPLUS) / DEFICIT OF CAPITAL FUNDING</b>											
<b>Sources of capital funding</b>											
16,007	Subsidies and grants for capital expenditure	15,519	20,199	28,887	30,613	23,990	26,341	25,559	44,144	44,738	64,833
1,022	Development and financial contributions	414	467	625	784	995	1,182	1,305	1,350	1,386	1,400
10,517	increase (decrease) in debt	12,491	14,824	23,734	23,988	14,108	12,236	798	1,206	13,533	18,781
<b>27,546</b>	<b>Total Sources of capital funding</b>	<b>28,424</b>	<b>35,490</b>	<b>53,246</b>	<b>55,385</b>	<b>39,093</b>	<b>39,759</b>	<b>27,662</b>	<b>46,700</b>	<b>59,656</b>	<b>85,014</b>
<b>Applications of Capital Funding</b>											
Capital Expenditure:-											
7,239	- to meet additional demand	4,420	3,794	10,665	6,213	11,095	12,721	6,897	20,883	7,175	22,911
19,843	- to improve the level of service	20,355	28,285	38,797	47,536	28,290	27,101	21,508	25,531	52,757	62,675
6,479	- to replace existing assets	11,170	11,495	12,595	12,991	14,150	17,121	20,474	25,577	26,503	27,128
<b>33,561</b>	<b>Total applications of capital funding</b>	<b>35,945</b>	<b>43,574</b>	<b>62,057</b>	<b>66,740</b>	<b>53,535</b>	<b>56,943</b>	<b>48,879</b>	<b>71,991</b>	<b>86,435</b>	<b>112,714</b>
<b>6,015</b>	<b>Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING</b>	<b>7,521</b>	<b>8,084</b>	<b>8,811</b>	<b>11,355</b>	<b>14,443</b>	<b>17,184</b>	<b>21,218</b>	<b>25,291</b>	<b>26,779</b>	<b>27,701</b>
<b>Total Funding (Surplus) /Deficit</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Funding Impact Statements											
Budget A	creative and exciting city	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of operating funding											
28,847	General rates, uniform annual general charges, rates penalties	31,925	33,949	37,320	39,221	42,190	46,030	48,548	52,202	55,349	57,229
568	Subsidies and grants for operating purposes	76	77	79	81	82	84	85	87	89	90
1,670	Internal charges and overheads recovered	2,922	2,963	3,039	3,142	3,330	3,529	3,714	3,889	4,017	4,117
3,563	Local authorities fuel tax, fines, infringement fees, and other receipts	4,166	4,250	4,343	4,438	4,532	4,653	5,019	5,111	5,208	5,302
34,648	Total Sources of operating funding	39,089	41,239	44,781	46,882	50,134	54,296	57,367	61,289	64,663	66,738
Applications of operating funding											
23,361	Payments to staff and suppliers	25,859	27,588	29,270	28,504	29,543	31,598	31,642	32,358	34,383	35,167
2,508	Finance costs	3,015	3,430	4,097	4,778	5,435	5,820	5,792	5,604	5,411	5,044
3,846	Internal charges and overheads applied	4,594	3,967	4,018	4,401	5,062	5,800	6,443	7,057	7,422	7,642
29,715	Total Applications of operating funding	33,469	34,985	37,385	37,683	40,040	43,218	43,878	45,019	47,216	47,852
4,933	Total (SURPLUS) / DEFICIT OF OPERATING FUNDING	5,621	6,254	7,396	9,199	10,094	11,078	13,489	16,270	17,447	18,885
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of capital funding											
351	Subsidies and grants for capital expenditure	419	598	2,680	28,938	29,997	30,933	30,790	1,951	2,432	346
355	Development and financial contributions	285	321	429	539	684	812	896	927	952	962
6,167	increase (decrease) in debt	3,379	12,311	12,825	14,231	11,848	2,874	2,258	2,653	4,415	8,664
6,873	Total Sources of capital funding	4,083	13,230	15,934	43,708	42,529	34,619	29,429	225	1,031	7,356
Applications of Capital Funding											
Capital Expenditure:-											
-	- to meet additional demand	273	501	4,758	2,943	2,240	1,505	3,008	3,480	3,043	783
7,304	- to improve the level of service	5,891	13,468	14,357	42,524	46,072	39,734	35,127	9,040	9,133	6,385
4,503	- to replace existing assets	3,540	5,514	4,215	7,440	4,311	4,458	4,783	3,975	4,241	4,361
11,807	Total applications of capital funding	9,703	19,483	23,330	52,906	52,623	45,697	42,918	16,495	16,416	11,529
4,934	Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING	5,621	6,254	7,396	9,199	10,094	11,078	13,489	16,270	17,447	18,885
Total Funding (Surplus) /Deficit		-	-	-	-	-	-	-	-	-	-

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Funding Impact Statements											
Budget A	connected and safe community	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of operating funding											
21,984	General rates, uniform annual general charges, rates penalties	23,673	23,715	26,287	27,572	29,461	31,407	32,647	34,541	35,734	36,598
683	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
1,546	Fees and charges	1,500	1,532	1,565	1,598	1,630	1,661	1,692	1,723	1,754	1,785
-	Internal charges and overheads recovered	360	368	376	384	393	401	410	419	428	438
4,465	Local authorities fuel tax, fines, infringement fees, and other receipts	1,107	1,129	1,154	1,179	1,204	1,228	1,251	1,275	1,299	1,323
28,679	Total Sources of operating funding	26,640	26,744	29,382	30,733	32,688	34,698	36,001	37,958	39,216	40,144
Applications of operating funding											
19,375	Payments to staff and suppliers	16,058	16,775	18,006	18,078	18,691	19,348	19,275	19,796	20,367	20,911
1,091	Finance costs	758	1,316	2,237	2,590	2,544	2,499	2,429	2,333	2,236	2,135
4,970	Internal charges and overheads applied	7,442	6,236	6,279	6,927	8,109	9,349	10,473	11,529	12,159	12,496
25,436	Total Applications of operating funding	24,258	24,327	26,521	27,595	29,344	31,195	32,178	33,658	34,762	35,541
3,243	Total (SURPLUS) / DEFICIT OF OPERATING FUNDING	2,382	2,417	2,860	3,138	3,344	3,502	3,823	4,300	4,454	4,603
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of capital funding											
162	Subsidies and grants for capital expenditure	350	-	-	-	-	-	-	-	-	-
6,121	increase (decrease) in debt	705	20,765	14,318	805	831	867	1,455	1,913	1,699	2,038
6,283	Total Sources of capital funding	1,055	20,765	14,318	805	831	867	1,455	1,913	1,699	2,038
Applications of Capital Funding											
Capital Expenditure:-											
- to meet additional demand											
6,616	- to improve the level of service	1,474	21,466	14,695	437	564	627	585	380	513	465
2,910	- to replace existing assets	1,963	1,717	2,484	1,896	1,949	2,008	1,784	2,007	2,242	2,100
9,526	Total applications of capital funding	3,437	23,182	17,178	2,333	2,512	2,635	2,369	2,386	2,755	2,565
3,243	Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING	2,382	2,417	2,860	3,138	3,344	3,502	3,823	4,300	4,454	4,603
Total Funding (Surplus) / Deficit											
				-	-	-	-	-	-	-	-

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Funding Impact Statements											
Budget A	A sustainable and resilient city	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of operating funding											
1,258	General rates, uniform annual general charges, rates penalties	3,723	3,964	4,495	5,022	5,112	5,410	5,770	6,173	6,452	6,669
7,240	Targeted rates	5,908	6,471	6,187	6,709	7,160	8,276	8,740	9,479	9,540	9,921
901	Subsidies and grants for operating purposes	1,190	1,184	1,200	1,285	1,921	1,948	2,051	2,025	2,049	2,154
-	Internal charges and overheads recovered	256	242	248	264	286	307	326	343	356	366
2,953	Local authorities fuel tax, fines, infringement fees, and other receipts	3,875	4,108	4,311	4,483	4,595	4,701	4,809	4,915	5,018	5,124
12,352	Total Sources of operating funding	14,951	15,969	16,441	17,764	19,074	20,642	21,696	22,934	23,416	24,234
Applications of operating funding											
9,238	Payments to staff and suppliers	10,142	10,883	10,451	10,801	11,400	12,133	12,420	12,743	12,964	13,383
418	Finance costs	623	1,006	1,470	1,688	1,777	1,832	1,827	1,774	1,712	1,619
1,595	Internal charges and overheads applied	3,271	3,044	3,108	3,326	3,677	4,052	4,403	4,754	4,968	5,082
11,251	Total Applications of operating funding	14,037	14,933	15,029	15,815	16,853	18,018	18,649	19,271	19,644	20,083
1,101	Total (SURPLUS) / DEFICIT OF OPERATING FUNDING	914	1,036	1,413	1,949	2,221	2,624	3,046	3,662	3,772	4,151
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of capital funding											
250	Subsidies and grants for capital expenditure	685	2,325	2,035	1,057	149	179	-	-	-	-
2,223	increase (decrease) in debt	3,162	11,447	6,125	2,352	1,199	909	873	789	1,582	1,889
2,473	Total Sources of capital funding	3,847	13,772	8,160	3,409	1,348	1,088	873	789	1,582	1,889
Applications of Capital Funding											
Capital Expenditure:-											
- to meet additional demand											
3,010	- to improve the level of service	4,000	14,211	9,128	4,541	2,730	2,602	1,575	1,466	1,492	1,519
564	- to replace existing assets	760	597	444	817	839	1,110	598	1,407	698	742
3,574	Total applications of capital funding	4,760	14,808	9,572	5,358	3,569	3,712	2,173	2,873	2,190	2,261
1,101	Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING	914	1,036	1,413	1,949	2,221	2,624	3,046	3,662	3,772	4,151
- Total Funding (Surplus) /Deficit											
		-		-		-		-		-	



2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Funding Impact Statements</b>										
<b>Budget Water</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>(SURPLUS) / DEFICIT OF OPERATING FUNDING</b>										
<b>Sources of operating funding</b>										
-	-	-	-	-	-	-	-	-	-	-
14,145	14,912	16,369	17,993	20,455	23,585	25,341	27,538	29,079	29,716	30,170
50	-	-	-	-	-	-	-	-	-	-
258	3,419	3,502	3,610	3,761	3,982	4,215	4,435	4,650	4,806	4,922
52	44	45	46	47	48	49	50	52	53	54
<b>14,505</b>	<b>18,374</b>	<b>19,915</b>	<b>21,649</b>	<b>24,263</b>	<b>27,616</b>	<b>29,606</b>	<b>32,024</b>	<b>33,781</b>	<b>34,575</b>	<b>35,145</b>
<b>Applications of operating funding</b>										
4,633	8,329	8,571	8,783	8,962	9,310	9,550	9,827	10,088	10,360	10,828
1,402	1,760	2,300	2,927	3,700	4,431	4,978	5,359	5,665	5,883	5,761
2,038	2,159	1,955	2,010	2,182	2,469	2,774	3,057	3,341	3,510	3,606
<b>8,073</b>	<b>12,247</b>	<b>12,825</b>	<b>13,720</b>	<b>14,844</b>	<b>16,210</b>	<b>17,302</b>	<b>18,243</b>	<b>19,094</b>	<b>19,752</b>	<b>20,195</b>
<b>6,432</b>	<b>6,127</b>	<b>7,090</b>	<b>7,929</b>	<b>9,419</b>	<b>11,406</b>	<b>12,303</b>	<b>13,780</b>	<b>14,687</b>	<b>14,823</b>	<b>14,950</b>
<b>(SURPLUS) / DEFICIT OF CAPITAL FUNDING</b>										
<b>Sources of capital funding</b>										
-	-	-	-	-	277	566	4,317	3,552	1,209	2,716
423	394	444	595	746	947	1,124	1,241	1,284	1,318	1,332
5,512	9,283	11,255	12,643	17,488	10,933	10,090	5,329	7,494	944	5,257
<b>5,935</b>	<b>9,677</b>	<b>11,699</b>	<b>13,238</b>	<b>18,234</b>	<b>12,157</b>	<b>11,780</b>	<b>10,887</b>	<b>12,330</b>	<b>3,471</b>	<b>1,209</b>
<b>Applications of Capital Funding</b>										
Capital Expenditure:-										
1,730	3,269	4,503	7,352	8,381	8,134	8,098	10,834	8,324	2,297	3,209
5,257	7,525	8,804	7,884	12,057	8,188	8,281	3,615	10,385	7,873	2,247
5,380	5,010	5,482	5,931	7,215	7,240	7,704	10,218	8,308	8,124	8,285
12,367	15,804	18,789	21,167	27,653	23,563	24,084	24,667	27,017	18,294	13,741
<b>6,432</b>	<b>6,127</b>	<b>7,090</b>	<b>7,929</b>	<b>9,419</b>	<b>11,406</b>	<b>12,303</b>	<b>13,780</b>	<b>14,687</b>	<b>14,823</b>	<b>14,950</b>
<b>Total Funding (Surplus) / Deficit</b>										
	-	-	-	-	-	-	-	-	-	-

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>Funding Impact Statements</b>										
<b>Budget Wastewater</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>	<b>LTP 2024</b>
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>(SURPLUS) / DEFICIT OF OPERATING FUNDING</b>										
<b>Sources of operating funding</b>										
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
11,159	14,152	14,948	16,431	18,573	20,953	22,060	23,966	24,725	28,980	33,414
-	-	-	-	-	-	-	-	-	-	-
6	-	-	-	-	-	-	-	-	-	-
-	2,235	2,242	2,298	2,373	2,478	2,589	2,696	2,801	2,885	2,955
1,297	1,173	1,203	1,235	1,267	1,299	1,329	1,359	1,389	1,419	1,448
<b>12,462</b>	<b>17,561</b>	<b>18,393</b>	<b>19,964</b>	<b>22,214</b>	<b>24,730</b>	<b>25,978</b>	<b>28,021</b>	<b>28,915</b>	<b>33,284</b>	<b>37,817</b>
<b>Applications of operating funding</b>										
5,621	6,062	6,408	6,650	6,882	7,510	8,026	8,828	8,570	11,263	15,331
855	1,357	1,712	2,289	2,706	2,944	3,251	3,425	3,358	3,155	2,871
805	4,519	4,444	4,576	4,813	5,167	5,541	5,892	6,247	6,485	6,653
<b>7,281</b>	<b>11,938</b>	<b>12,564</b>	<b>13,515</b>	<b>14,400</b>	<b>15,621</b>	<b>16,817</b>	<b>18,145</b>	<b>18,175</b>	<b>20,903</b>	<b>24,855</b>
<b>5,180</b>	<b>5,623</b>	<b>5,829</b>	<b>6,449</b>	<b>7,813</b>	<b>9,109</b>	<b>9,161</b>	<b>9,877</b>	<b>10,740</b>	<b>12,380</b>	<b>12,962</b>
<b>(SURPLUS) / DEFICIT OF CAPITAL FUNDING</b>										
<b>Sources of capital funding</b>										
-	5,000	6,150	6,316	85,436	90,395	102,897	158,960	121,370	58,032	24,935
1,283	373	421	563	706	896	1,064	1,175	1,216	1,248	1,261
4,884	4,101	9,472	12,605	3,709	5,842	6,090	1,288	2,960	4,638	5,882
<b>6,167</b>	<b>9,474</b>	<b>16,043</b>	<b>19,484</b>	<b>89,851</b>	<b>97,133</b>	<b>110,051</b>	<b>161,423</b>	<b>119,626</b>	<b>54,642</b>	<b>20,314</b>
<b>Applications of Capital Funding</b>										
<b>Capital Expenditure:-</b>										
759	104	461	3,316	3,583	6,599	8,211	6,199	3,967	3,929	555
6,204	10,240	15,980	17,464	89,016	92,875	103,791	157,900	120,352	56,374	26,108
4,384	4,753	5,431	5,152	5,065	6,768	7,209	7,200	6,048	6,719	6,613
<b>11,347</b>	<b>15,097</b>	<b>21,872</b>	<b>25,933</b>	<b>97,665</b>	<b>106,242</b>	<b>119,212</b>	<b>171,299</b>	<b>130,366</b>	<b>67,022</b>	<b>33,276</b>
<b>5,180</b>	<b>5,623</b>	<b>5,829</b>	<b>6,449</b>	<b>7,813</b>	<b>9,109</b>	<b>9,161</b>	<b>9,877</b>	<b>10,740</b>	<b>12,380</b>	<b>12,962</b>
<b>- Total Funding (Surplus) / Deficit</b>										
-	-	-	-	-	-	-	-	-	-	-

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Funding Impact Statements											
Budget	Stormwater	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of operating funding											
3,871	General rates, uniform annual general charges, rates penalties	4,913	5,334	5,765	6,605	7,572	8,339	9,200	10,091	10,688	11,146
-	Internal charges and overheads recovered	1,246	1,277	1,309	1,341	1,375	1,409	1,445	1,481	1,518	1,556
7	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
3,877	Total Sources of operating funding	6,159	6,611	7,074	7,947	8,947	9,748	10,645	11,572	12,205	12,702
Applications of operating funding											
2,629	Payments to staff and suppliers	1,476	1,518	1,569	1,628	1,713	1,817	1,901	1,986	2,108	2,200
443	Finance costs	844	1,147	1,450	1,833	2,194	2,479	2,631	2,743	2,821	2,776
9	Internal charges and overheads applied	3,118	3,136	3,250	3,408	3,623	3,846	4,057	4,270	4,422	4,541
3,063	Total Applications of operating funding	5,438	5,801	6,269	6,870	7,530	8,142	8,589	8,999	9,350	9,517
814	Total (SURPLUS) / DEFICIT OF OPERATING FUNDING	721	810	805	1,077	1,417	1,606	2,056	2,573	2,855	3,185
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of capital funding											
-	Subsidies and grants for capital expenditure	1,052	3,053	3,198	1,395	4,484	17,230	18,624	1,776	1,502	-
166	Development and financial contributions	495	558	746	936	1,188	1,411	1,558	1,611	1,654	1,671
5,013	increase (decrease) in debt	7,069	4,473	7,133	7,681	6,277	4,668	1,383	3,233	260	1,355
5,179	Total Sources of capital funding	8,616	8,084	11,076	10,013	11,949	23,308	21,564	6,621	2,896	316
Applications of Capital Funding											
Capital Expenditure:-											
3,289	- to meet additional demand	4,244	3,911	3,619	4,344	7,387	18,700	19,029	2,191	1,925	432
2,475	- to improve the level of service	4,743	4,368	7,683	6,395	5,620	5,846	4,214	6,677	3,494	2,730
230	- to replace existing assets	350	615	579	351	360	368	377	326	332	339
5,994	Total applications of capital funding	9,337	8,895	11,881	11,090	13,366	24,914	23,620	9,193	5,751	3,501
815	Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING	721	810	805	1,077	1,417	1,606	2,056	2,573	2,855	3,185
Total Funding (Surplus) / Deficit											
		-	-	-	-	-	-	-	-	-	-

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Funding Impact Statements											
Budget Supporting the Organisation		LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024	LTP 2024
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$'000s		\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of operating funding											
11,096	General rates, uniform annual general charges, rates penalties	6,971	13,349	15,028	14,809	11,026	7,029	2,498	1,313	4,407	6,472
-	Subsidies and grants for operating purposes	143	146	149	-	-	-	-	-	-	-
215	Fees and charges	150	153	157	160	163	166	169	172	175	179
36,171	Internal charges and overheads recovered	58,234	56,953	62,636	69,686	78,118	86,104	92,215	97,301	100,579	102,399
4,938	Local authorities fuel tax, fines, infringement fees, and other receipts	4,671	4,867	4,703	4,765	4,971	4,945	5,035	5,254	5,211	5,301
52,421	Total Sources of operating funding	70,169	75,467	82,673	89,420	94,278	98,245	99,917	101,415	101,558	101,407
Applications of operating funding											
41,356	Payments to staff and suppliers	44,575	43,890	44,102	43,804	45,115	45,951	47,002	48,641	49,212	50,039
665	Finance costs	16,177	19,795	24,920	29,076	31,661	33,400	33,863	33,582	33,647	33,545
10,139	Internal charges and overheads applied	9,332	8,381	8,441	8,854	9,925	11,046	12,072	13,031	13,635	14,045
52,160	Total Applications of operating funding	70,083	72,067	77,463	81,734	86,701	90,398	92,937	95,254	96,494	97,628
261	Total (SURPLUS) / DEFICIT OF OPERATING FUNDING	86	3,401	5,211	7,686	7,577	7,847	6,980	6,161	5,065	3,779
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of capital funding											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	861	292	-
3,273	increase (decrease) in debt	5,002	798	322	2,186	3,691	3,053	3,110	1,507	796	248
3,273	Total Sources of capital funding	5,002	798	322	2,186	3,691	3,053	3,110	645	504	248
Applications of Capital Funding											
Capital Expenditure:-											
- to meet additional demand											
408	- to improve the level of service	1,265	961	2,339	2,192	850	838	685	640	622	633
3,126	- to replace existing assets	3,823	3,238	3,193	3,308	3,036	3,955	3,185	4,876	3,938	3,394
3,534	Total applications of capital funding	5,088	4,199	5,532	5,500	3,886	4,794	3,870	5,516	4,560	4,027
261	Total (SURPLUS) / DEFICIT OF CAPITAL FUNDING	86	3,401	5,211	7,686	7,577	7,847	6,980	6,161	5,065	3,779
Total Funding (Surplus) /Deficit		-	-	-	-	-	-	-	-	-	-



# Planning Palmerston North's Path

Have your say  
**8 April – 9 May**

Draft Long-Term Plan 2024-34  
Consultation Document



# Kia ora

Trying to plan for ten years is hard at the best of times.

Looking back at the last decade, we'd never have expected (and certainly didn't plan for) a global pandemic, soaring inflation and interest rates, supply shortages, and much more. Some of these things continue to impact how we plan for our city for the next decade, plus we need to factor in new legal requirements for waters, growth and seismic upgrades to our facilities. A change in government will also see some changes for our work, especially in the water area.

Our draft Long-Term Plan is a balance between meeting all of the new legal requirements, maintaining our infrastructure, and continuing to look after the needs of our community. Striking that balance has seen months of work, going over every expense and project. We're keen to hear if you think we've got that right.

This is the blueprint for ensuring our city is a great place to live, visit, and do business over the next ten years and for future generations. It's a roadmap that outlines the services, projects, and priorities aimed at taking care of our city and community. It helps us determine what work we need to do, when, how much it will cost, the funding required, and what that means, ultimately for rates over the coming years.

By far the biggest challenge we have in front of us is a financial one, and we'll now need to look at more external funding including exploring new types of funding, to ensure we can afford to do the work we're required to do. This consultation document outlines that, and the impact for you, in detail.

We also want your feedback on a few key topics too, like expanding or creating new community facilities, whether we change our entire rating system, and our plan of attack for seismic upgrades for our Central Library and Te Manawa museum.

There's a lot to read – but we are here to help answer every question you have and hear your ideas, any concerns, and feedback.

## We're listening.

Please make sure your voice is heard as we shape the future of the city that we're all so proud to call home.

**Grant Smith JP**  
Mayor

**Waid Crockett**  
Chief Executive



# Five facts to know about our Long-Term Plan.

We know there's a lot to read in our proposed Long-Term Plan. Here are the five key things you need to know.

1.

Cost increases, including interest rates on our debt, inflation, insurance, electricity and software make up 8.0% of our Year 1 rates increase before we even started looking at the legally or critically required work we need to do.

**We've cut a lot of initially proposed budgets and new projects to get Year 1's rates down to 11.3%.**

We can assure you that we believe we have considered every expense to keep rates down.

2.

We're continuing to look after our community, with **investments in housing, community facilities, transport and water.**

3.

The amount of work we're legally required to do in regards to water, growth and seismic upgrades mean **we're looking into alternative funding and different financing options to be able to do this essential work.**

4.

**We're proposing moving to a new hybrid rating system.**

This means 70% of activities funded by the general rates would continue to be funded by the land value general rate with 30% being funded by a targeted rate on capital value. Read the options in this document and search our website for what the options mean for you.

5.

**We're here to answer questions, and to listen.**

Please come and chat to us at one of our many sessions. Make sure you have your say and ensure your voice is heard to help shape our city's future.





This feedback comes from our annual residents survey and from our social media channels



We have more information on our website and customer service centre and libraries to help you give informed feedback.

**You have until 9 May to have your say.**

## Our Long-Term Plan guides everything we do

Our Long-Term Plan is the blueprint for making sure Palmy is a great place to live, work, visit, play and do business.

It's our roadmap that shows the services, projects and priorities for taking care of our city and community for the next decade. Our plan helps us determine what work the Council needs to do, when, and how much it will cost. It also helps us determine what your rates will be in the coming years. We review our Long-Term Plan, in consultation with you, every three years to make sure it's still meeting Palmy's needs.

Each year we do a check-in which we call our Annual Budget. We see what we've achieved and see if our priorities remain the same or need altering. You get to have your say on this each year too, usually in March.

Our consultation document which you're reading right now outlines the big parts of the puzzle – the challenges, the finances, and what it means for you. We want your feedback on our plan as a whole, but there's also a handful of topics we especially want you to weigh in on to make sure we get it right.

These include reviewing our rating system, upgrades to or new community facilities, and seismic upgrades to our city centre landmark buildings like Te Manawa and Central library.



# Your wellbeing is at the heart of everything we do

We know Palmerston North is a great place to be and we want people to enjoy living, working, visiting and doing business here.

To ensure that's the case, we have a vision that sets the direction for all the work we do.

**Our vision for the city is**

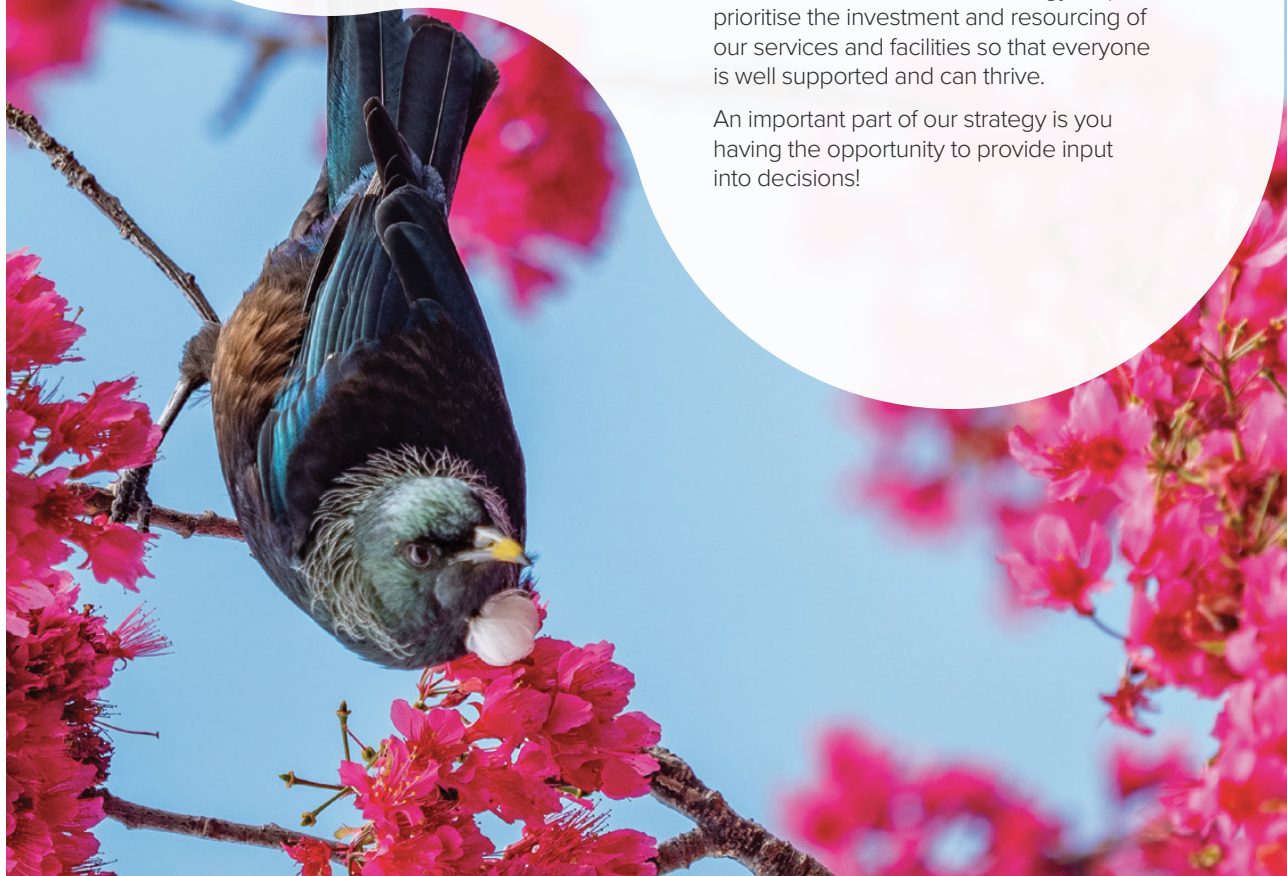
**He iti rā,  
he iti pounamu  
Small city benefits,  
big city ambition.**

At the heart of our vision is ensuring every resident is able to enjoy the benefits of living in a small city, with all the advantages of a big city. That means we're known for having a great quality of life while at the same time offering the lifestyle, education and business opportunities available in much larger cities.

To ensure this is achievable, we break it down to four goal areas which are on the next two pages.

Our Oranga Papaioea City Strategy describes the vision and goals in more detail. Everything we do is about the economic, cultural, social and environmental wellbeing of communities now and in the future. Our strategy helps prioritise the investment and resourcing of our services and facilities so that everyone is well supported and can thrive.

An important part of our strategy is you having the opportunity to provide input into decisions!



## Our four goals are:

Whāinga 1:  
He tāone auaha,  
he tāone tiputipu

**Goal 1:  
An innovative and  
growing city**

### Ngā hua Outcomes

- a city that fosters pride, and supports the aspirations of people and communities
- a business environment that encourages investment and delivers career opportunities in a range of sectors
- enough land and infrastructure to enable housing development and business growth
- the efficient movement of goods and services alongside safe and affordable transport options for people
- a globally connected city that fosters opportunities for local people, businesses and organisations
- an economy that embraces innovation and new ideas and uses resources sustainably
- a resilient, low carbon economy

Whāinga 2:  
He tāone  
whakaihihi,  
tapatapahi ana

**Goal 2:  
A creative and  
exciting city**

### Ngā hua Outcomes

- a vibrant city that connects people and where creativity is built into our cityscape
- an arts community and cultural facilities that are well supported and invested in
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting well-managed events and activities throughout the city and our neighbourhoods
- places across the city and its neighbourhoods for communities to participate in play and recreation

Whāinga 3:  
He hāpori  
tūhonohono, he  
hāpori haumaru

**Goal 3:**  
**A connected and  
safe community**

**Ngā hua  
Outcomes**

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- access to healthy and affordable housing
- opportunities to contribute to the design of their city
- access to safe and accessible community places
- opportunities to contribute to Council decision-making

Tell us what you think  
about these goals in  
our submission form

Whāinga 4:  
He tāone toitū, he  
tāone manawaroa

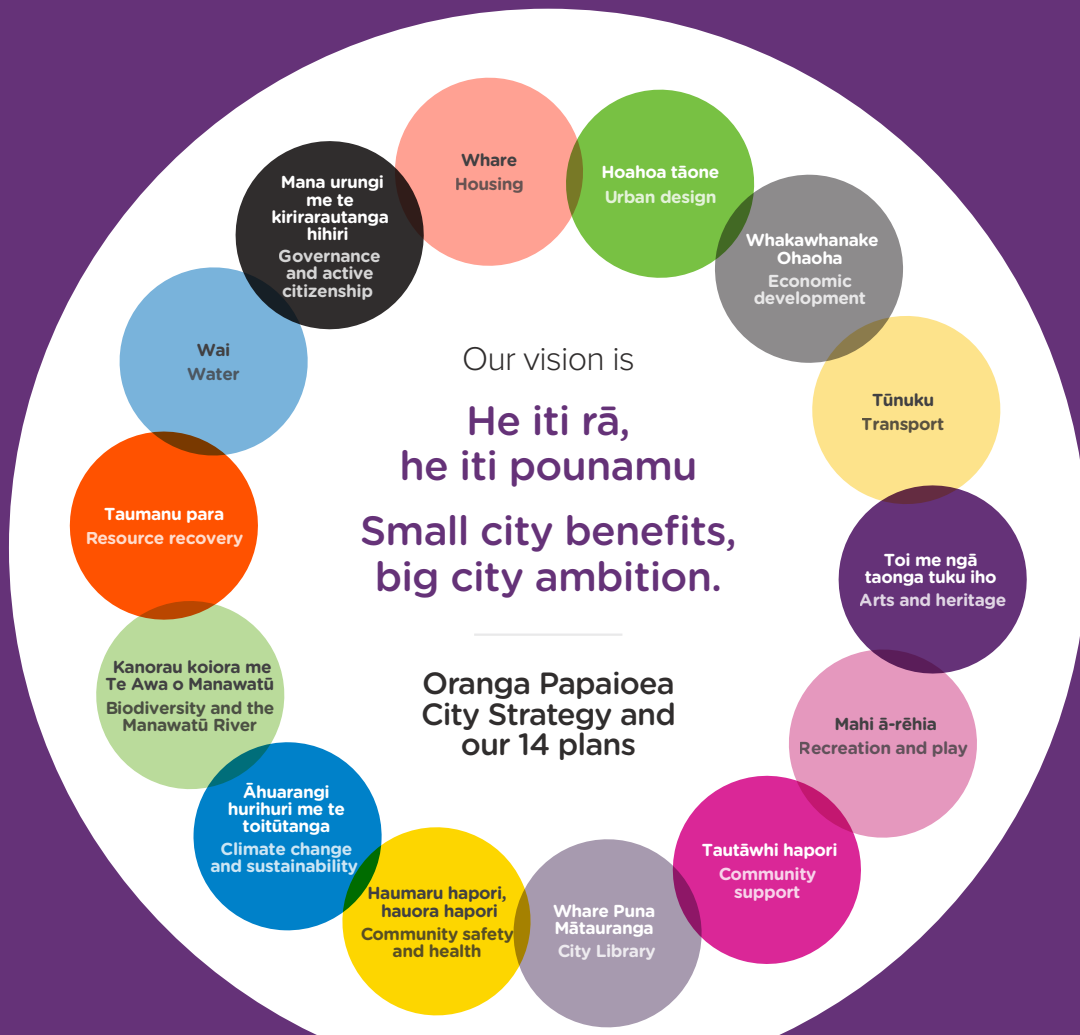
**Goal 4:**  
**A sustainable and  
resilient city**

**Ngā hua  
Outcomes**

- a sustainable, low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- a circular economy with more resource recovery and less waste
- a healthy, thriving ecosystem, including native biodiversity and food security
- the Manawātū River and waterways restored to a healthy, respected and connected state
- sustainable urban planning with a low-carbon built environment
- a safe, affordable, sustainable and resilient water supply
- effective, low-carbon, wastewater collection and treatment
- appropriate infrastructure and development to avoid and minimise the effects of flood events
- access to relevant information and education to support more sustainable choices

# We break these goals down into 14 plans

Our plans have actions and projects to ensure we meet our vision and goals



We want to hear your views on our **Oranga Papaioea City Strategy** and whether you think our vision and goals are right for our city.

**You can read the full strategy at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)**  
Let us know your thoughts on the submission form!



# We've achieved a lot over the last three years

Despite some fairly big challenges we've made a lot of positive progress for, and with, our community over the last three years, since we adopted our last Long-Term Plan. Some of the things we've delivered helping to improve our community's social, cultural and environmental wellbeing are:

## Housing/Community facilities

- A new Bunnythorpe Community Centre
- Created an additional 38 new social housing units at Papaioea Place (Constructed 83 homes in total as well as a tenants lounge)
- Tamakuku Terrace subdivision development stage 1 complete
- Seismic strengthening at our water plants and crematorium
- New animal shelter
- Major housing rezoning projects underway
- Central Energy Trust Arena entrance plaza, artificial turf and pit upgrades completed

## Parks

- Memorial Park playground and splashpad opened
- New and improved river entrances at Victoria Esplanade, Albert St and Karaka Grove
- Turitea Pā lookout opened
- Urban Eels sanctuary created
- Cloverlea, Savage, Awapuni Park playground upgraded
- Trialled and continued under 5 free swimming with a caregiver at the Lido, Freyberg and Splashhurst

## Resource Recovery

- Food scrap collection trial completed
- Rubbish bag trial completed
- We introduced tyre and tetrapak recycling

## Transport

- Park Rd/Cook St intersection upgraded
- Ferguson/Pitt widening and intersection upgraded
- Cuba St (Taonui to Rangitikei Street) upgraded
- Featherston St cycleway under construction
- NZ Transport Agency – Waka Kotahi and Council formally partner on the Palmerston North Integrated Transport Initiative (PNITI)

## Water

- Duplicate main for Turitea Dam completed, providing added resilience for our drinking water supply
- Railway Road Bore completed to support growth in the area
- Nature Calls wastewater consent lodged
- Introduced Summer Water Use to change the approach to water restrictions. This resulted in three summers without restrictions, so far

## Community wins!

- Highbury shops safety upgrades
- Our volunteer rescue emergency support team deployed 26 times in the past 3 years
- Hundreds of tamariki took part in our City Library Summer Reading programme
- New advisory boards established
- Māori wards now on council
- First Puanga Matariki events have been held
- Sister City established with Mihara City, Japan
- Formal establishment of the Palmy Business Improvement District (BID)
- Hosted more than 9,500 public events at Central Energy Trust Arena/Palmy Conference + Function Centre
- Supported our neighbours during multiple civil defence responses
- Almost 3000 community events held at Central Energy Trust Arena
- 5x more CCTV cameras available for city centre crime prevention. This comes following upgrades, reconfiguration of software and installation of new cameras

## We're planning for the Palmy of the future

### In the next 10 years

To make sure everyone has a home, we need to ensure there is **enough land available to build 400 new homes each year, or 4,000 in total over the next 10 years.**



The population of Palmy is expected to **grow by 9.3%.**

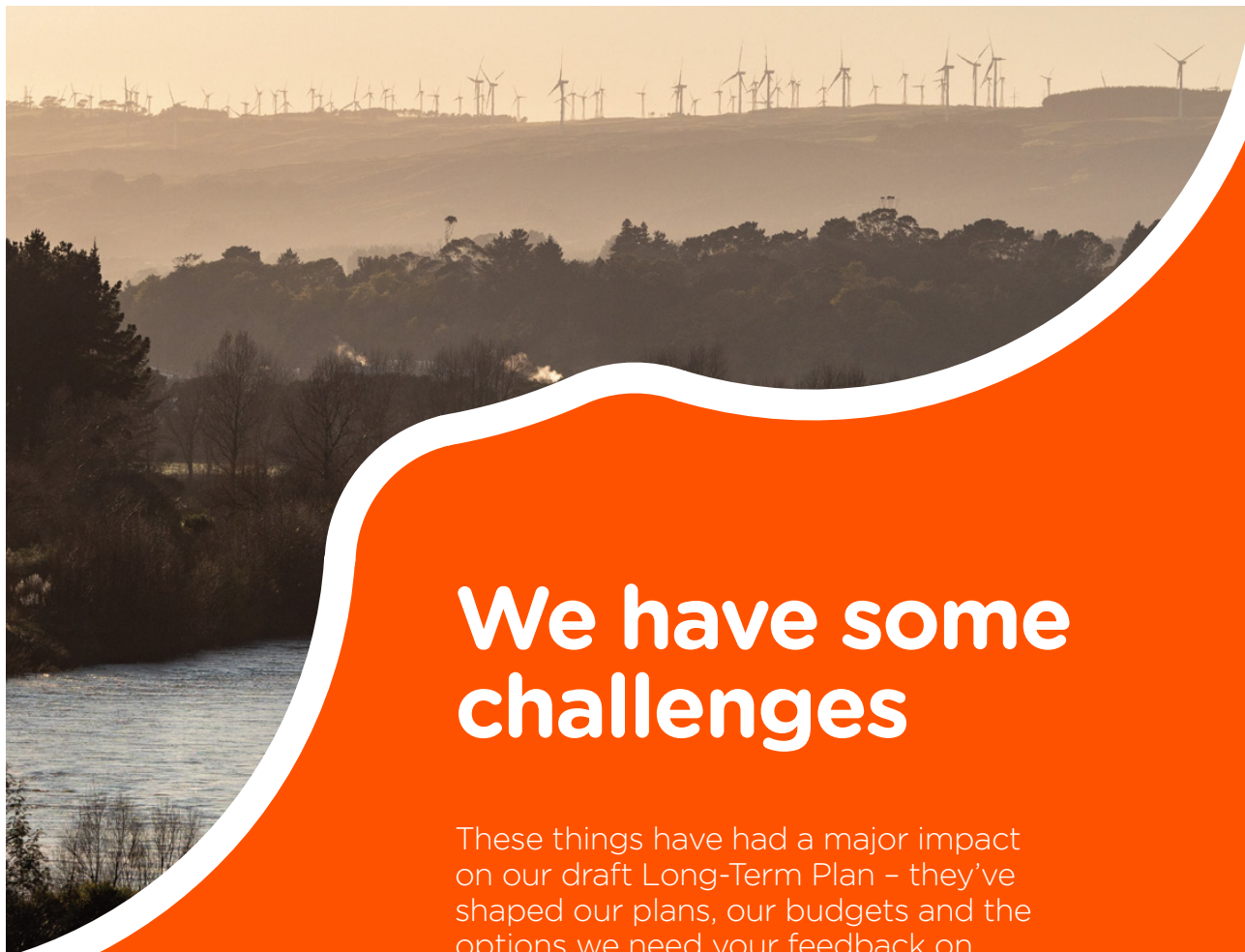
**103,980**  
people are expected to live in the city by 2034.

We are aiming to rezone **288 hectares of land** in stages to industrial to support business growth at Te Utanganui, the Central New Zealand Distribution Hub.



% of population by ethnicity

European	<b>58.1%</b>
Māori	<b>19.7%</b>
Asian	<b>16.0%</b>
Pacific	<b>6.1%</b>



## We have some challenges

These things have had a major impact on our draft Long-Term Plan – they've shaped our plans, our budgets and the options we need your feedback on.

In our Long-Term Plan, we have a number of projects reliant on external funding. These are detailed throughout this consultation document. If we do not get external funding, we will need to look at finding other ways to fund projects, pausing work, stopping projects, or looking at making changes to other council projects so we can fund this work.

Tell us what you think about this in our submission form



### Climate change

The past year's weather events around the country have demonstrated how important it is that we look at how we can reduce our emissions and make better choices to help prepare for the impacts of climate change on our community. For us this includes work to help manage flood water, planting more trees and supporting people and businesses to reduce their emissions.

### Interest rates and increasing debt

Just like the rising repayments you may be facing on your personal loans or mortgages, interest rates for our debts have also increased. We're also increasing the size of our debt to fund more work. This means we're having to pay more towards debt than we were previously.

### Inflation, insurance, and power bills

Those cost-of-living pressures you're facing are also hitting us – the cost for goods, materials and services have increased significantly. We're also having to pay far more for our insurance and power bills for all of our facilities.

### Cost of living for our residents, businesses and ratepayers

We know it's hard out there financially for our residents and businesses, and we've been conscious of that every step of the way to limit the rate increase as much as we can – while still being able to provide the services you enjoy and maintain our infrastructure.

### Change in government direction

A change in government isn't a challenge as such, but as we get new direction from them, that may change our work or potential funding. While the new coalition government has only been in place for a few months, we already know of some of these. They include not proceeding with the previous government 3 waters reforms, as well as repealed changes to the Resource Management Act. The Government has said it will be making changes in the future to make it easier to consent new infrastructure.

We also have a range of challenges to do with growth, housing, water and transport. **These are outlined in more detail over the following pages.**



## Our city's growth is driving a lot of our work

Most of us already know that Palmy is the place to be, but others are starting to cotton on, leading to significant growth in our city.

By 2034 we're expecting a population of more than 103,000 people – 9,000 more than now. That means more housing will be needed within our existing urban areas, as well as expanding into new areas. We're also seeing commercial and industrial growth as our city becomes known for being one of the fastest growing freight hubs in the country. Many big companies already call us home, and many more are wanting to. KiwiRail's plan to have a freight hub to the northeast of the city will only drive that growth more as part of Te Utanganui – Central New Zealand Distribution Hub.

Whether it's residential growth or industrial growth, the work behind the scenes remains the same. It starts with investigating and beginning the process of rezoning land for this growth, which you can read more about in the following pages and in our proposed Future Development Strategy, which we're also consulting on at the moment.

We also need to make sure we have the infrastructure and funding to support this growth. Where we are developing in existing areas, that typically means we will need to install bigger water pipes and more pump stations, as well as safety and efficiency improvements for our roads. Where we are developing in new areas that means new roads, new water pipes, pumps and connections and new parks and community facilities. Other service providers also need to be involved to provide things like telecommunications, fibre, gas and so on.

This is costly work – the infrastructure costs associated with this growth in our Long-Term Plan is \$296M. There's also \$2M in operational costs as we carry out important investigations and modeling to ensure we're allowing development in the right place.

While developers pay fees for new developments in the city to help support these large infrastructure costs, we need to borrow to cover the upfront costs. Given the constraints on our borrowing, we will need to look at other funding options for this work. If we can't seek external funding, this may slow down some of this important development for our city, including Aokautere, Kākātangiata and Ashhurst.



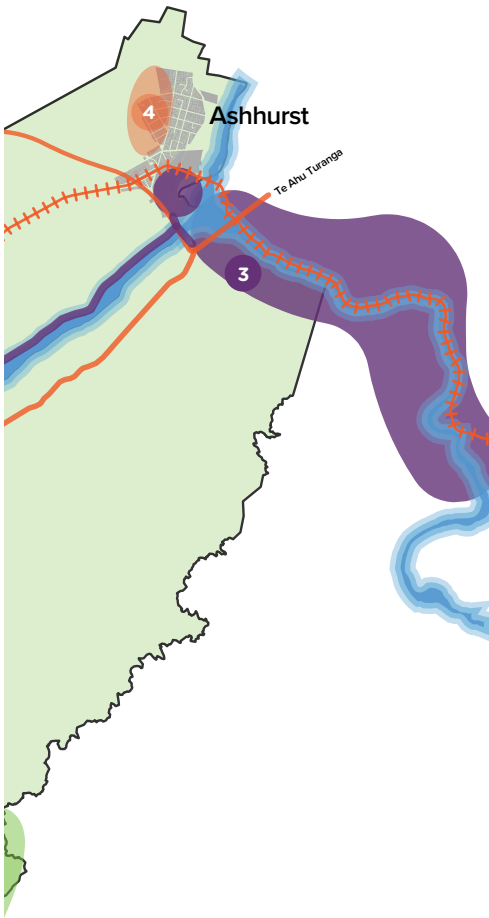
You can read the full Future Development Strategy at [pncc.govt.nz/FDS](https://pncc.govt.nz/FDS)

The following water, transport and housing sections outline our growth needs, and what we're doing, in more detail.

# Our spatial plan







## Mapping the Future



### Sustainable Growth (Industrial)

1. Te Utanganui - Central NZ Distribution Hub
2. Longburn (Wet Industries)



### Sustainable Growth (Residential)

1. Whakarongo
2. Aokautere
3. Kākātangiata
4. Ashhurst
5. Mātangi
6. Napier Road
7. Proposed Urban Intensification



### City Centre Transformation

1. Streets for People street upgrades
2. Civic and cultural landmark facilities requiring seismic work
3. Central Energy Trust Arena
4. Heritage Support Package
5. Palmy BID



### Manawatū River Network

1. Victoria Esplanade Masterplan and Projects
2. Manawatū River Shared Pathway
3. Te Apiti Biodiversity and Recreation
4. Te Motu o Poutoa (Anzac Park)



### City-wide Partners:

Rangitāne o Manawatū, Businesses, Massey University, Food HQ, NZ Defence, Te Whatu Ora Mid-Central, Palmerston North Airport, Central Government and neighbouring Councils



### Manawatū River and Tributaries



### Biodiversity Corridors



### Urban Areas



### Rail



### Regional Freight Ring Road



### City Boundary

# Water poses our biggest challenge

Parliament has recently repealed the previous Three Waters legislation, which would have seen new water entities created. The new Government has now introduced its 'Local Water Done Well' approach which is its plan for water management.

## The government says the principles of this approach are:

- Introducing greater central government oversight, economic and quality regulation.
- Fit-for-purpose service delivery models and financing tools, such as improving the current council-controlled organisation model and developing a new class of financially separate council-owned organisations.
- Setting rules for water services and infrastructure investment.
- Ensuring water services are financially sustainable. Financial sustainability means revenue sufficiency, balance sheet separation, ring-fencing and funding for growth.

The Government has confirmed that councils will keep ownership of water assets. It has also said councils are able to form regional groupings with other councils (to get the benefits of size) to create Council-Controlled Organisations. Grouping together would mean that infrastructure improvements will be able to be funded separately from councils main borrowing channels. Local councils have had very early conversations and have agreed to consider options both as individual councils, as a region or a sub-region.

All councils agree that any model needs to improve how we operate and deliver services for the better, seeing improvements and innovations. Conversations will continue with Mayors and Chief Executives over the coming months, and more information will be available to communities likely later this year.

For now we still need to plan and budget for water in our Long-Term Plan. Water is the largest portion of our capital spending over the next decade with nearly a billion dollars proposed. The following pages outline why there is such a large cost.

They include:

## New drinking water quality assurance rules

Our water comes from both the Turitea Dam in the Tararua Ranges and a number of bores around our city. New drinking water quality assurance rules will require us to add reservoirs or ultraviolet (UV) treatment to some of our bores. This is to guarantee the treatment is effective. We've switched off two bores while we do work over the coming year to ensure they meet the new standards.

You can read more about these changes at [taumataarowai.govt.nz](https://taumataarowai.govt.nz)

### Growth areas need water

As we grow our city with more homes and businesses, we need to make sure we have enough water to meet demand. This will require us to build pipes to areas of development, pump stations to move the drinking or waste water around our city from homes and businesses, stormwater management for heavy rain, and in some instances we may need to build new water bores to supply growing areas like Milson and Kelvin Grove/Whakarongo.

### Mitigating climate change

Doing everything we can to reduce the impact of large rainfall events for our city is essential. Over the coming decade, we will be doing more work on this front. This will include things like installing larger underground pipes, creating wetland type environments and maintaining our streams. We'll also be working closely with developers to ensure new developments are well designed to cope with more intense rainfall events in the future.

We've had to strike a balance between doing a lot more work, while managing the cost for our ratepayers

Over the next decade, we're spending and doing more work maintaining our water infrastructure than we are currently. We had wanted to spend around \$80M more on work over the decade in the drinking water and wastewater areas to support growth and upgrade more of our infrastructure. We have removed these proposed projects to help keep us within our updated debt limit. Stormwater budgets, which help mitigate the impacts of increased heavy rainfall events, have not been removed. You can give feedback on our proposed work on our submission form.

### Over the next decade, we're planning to spend \$989M on water projects.

Projects over \$10M include:

<b>\$647M</b>	on our Nature Calls wastewater project <small>*Through IFF and an additional levy for ratepayers See page 18</small>	<b>\$20M</b>	on stormwater work for growth in Aokautere
<b>\$32M</b>	on drinking water standard upgrades	<b>\$25M</b>	on stormwater upgrades across the city
<b>\$27M</b>	on stormwater work to support growth at Kākātangiata	<b>\$15M</b>	to reduce the chance of flooding across the city
<b>\$10M</b>	on drinking water needs to support growth at Kākātangiata	<b>\$11M</b>	to replace key water mains for your drinking water
<b>\$10M</b>	water supply growth for Whakarongo	<b>\$10M</b>	water supply growth for North East Industrial Zone

# Nature Calls wastewater (resource water) project

Our current consent for how we treat and discharge wastewater (the water that goes down the drains inside your home or business) expires in the coming years.

We're required to apply for a new consent for the treatment and discharge of our wastewater for the next 30 years. Horizons Regional Council is currently processing our consent application, which will see some of the highest quality treated wastewater in New Zealand be discharged to a combination of the Manawātū River and land. It will go to the river when it is in high flow, typically in winter, and to land in summer. This ensures the best outcome for our awa (river). We've spent the past five years investigating and determining this option, working with our community and stakeholders every step of the way.

The cost for this project is made up of things like: the consenting process and investigations and reports, buying or leasing land (we need up to 700 hectares), installing water pipes from our treatment plant to the land site, irrigation equipment, building a new discharge location at the river, upgrading and installing new technology and processes at the treatment plant and much more.

Currently, we have a very high level cost estimate of up to \$647M. We will get more certainty on this as we work through the detail design during the consenting phase.

That's an eye-watering amount for everyone involved. It's so much money that we can't borrow enough to fund it through normal council borrowing mechanisms.

We're not the first council to be in this position with a large infrastructure project, and we certainly won't be the last.

The foresight of our Elected Members means we were somewhat prepared for this outcome. Eighteen months ago we commissioned a report to give us advice about how we could fund Nature Calls if there happened to be a change in government. That means we knew the tools available and that's helped save valuable time.

**You can read more about the history of Nature Calls at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)**

You can give feedback on our plans for water in the 'general feedback' section of our submission form!



## So, what's the plan for now?

We're proposing to fund Nature Calls through a 'special purpose vehicle' as provided for in the Infrastructure Funding and Financing Act. This allows councils to fund specific projects through a government agency, Crown Infrastructure Partners. We would apply and, if successful, work with them to come up with the terms of the funding. The external entity would provide the funds to the Council and levy ratepayers annually (over a term such as 30 years). The levy would show as a separate line on the Council's rates bill. We're proposing this would start when construction of the project is due to start.

Council does not have the debt capacity to fund this programme itself, and we will need to keep borrowing money for other things like transport and property based projects. Using this type of funding means that we wouldn't exceed our borrowing limit.

There are some downsides though – our ratepayers would still need to pay the annual levy for this debt and it will be significant.

**Early estimates are that the levy could be at least \$1,000 per year, for 30 years, on top of rates.**

This tool is used by other councils already. Tauranga is using it to fund some transport projects, and Wellington has also used it for a large wastewater project. However, ours is for a much larger amount of money.

It is still early days, and we will need to have conversations with Crown Infrastructure Partners to work out the terms of how this could work. We will be consulting with ratepayers about these terms, including the levy charge. We'll also look at the options to reduce the amount needed to borrow. This could include things like getting government funding or talking to businesses or other organisations who currently manage their own wastewater treatment and discharge, to consider joining us.

It's likely we could use this model over time for other projects too, like some of our growth areas to help fund the roading and water infrastructure that's needed.

If Council is unable to proceed with funding Nature Calls by debt provided through an IFF arrangement, an alternative funding source(s) would need to be identified or the programme would unlikely be able to proceed in its current form. Alternative funding sources could include a government subsidy. We'd be exploring this anyway with the proposed IFF arrangement to reduce the impact on ratepayers. Other funding sources could include a public – private partnership (PPP) where a private company finances, builds, and potentially operates the infrastructure, charging Council (and ratepayers) over a period of time.



# We want to be able to move people and goods around efficiently and safely

Over the past few years, we've heard your concerns loud and clear – you want better roads and we're working hard to make that happen.

Our roads are a tricky challenge though – they were built decades ago and were not built to cope with the number of vehicles and heavy trucks using them as they do today, which is only increasing. We also have another complicating factor that most other cities don't have to deal with – underlying weak supporting clay soils beneath our roads. This means water absorbs easily and can lead to pavement cracks, potholes or damage in our roads more quickly.

The regional freight ring road will assist with this by redirecting heavy traffic away from residential streets and help enable the development of identified growth areas.

Rebuilding roads once they have completely deteriorated so that they need to be replaced rather than repaired is very costly, sometimes costing 20 times more than if they are kept on top of. Fixing all our roads isn't going to be something that happens overnight, but you can be assured that we will continue to be investing in improving our roads. Currently, we spend \$13M a year in our road maintenance contract which looks after road repairs, drainage, road vegetation, traffic signage, footpaths, reseals, pavement reconstruction, street sweeping, streetlights, cycle paths and structural maintenance for culverts and bridges.

We have a partnership with NZ Transport Agency – Waka Kotahi, which funds around half the cost of our transport projects.

Over the past year we formally entered a partnership called Palmerston North Integrated Transport Initiative (PNITI) to make major changes to improve our transport network.

The proposed regional freight ring road is the critical project within this initiative. This includes 70 new major projects over the next 30 years and will help us to build a more balanced network that allows for more people to walk, cycle or use public transport to get around. By creating a system that allows for all transport modes we can reduce the congestion on our roads and reduce the wear and tear of the road surfaces. It is likely that the priority of the projects will change under the Government's new transport policies and we will be advocating strongly for the regional freight ring road to be delivered earlier than previously planned.

We know people are keen to see trucks stop using our residential streets, and that will come to life in time with a regional ring road around our city, as well as a second bridge across the river. We will also need to do other core transport-related projects first to make our city streets safer, offer more choices for people to travel and ensure we're planning new or upgraded roads to support new residential and industrial growth.

Projects to do this include new roads, safer intersections, cycleways throughout our city, and making it safer and easier for people to choose to walk or catch a bus, and slowing down and making it easier for pedestrians to use our city centre safely.

Over the next decade, we're planning to spend **\$481M** on new transport projects. We have assumed around **\$210M** of that will come from New Zealand Transport Agency – Waka Kotahi.

You can read more about this project at [nzta.govt.nz](https://nzta.govt.nz)



The list below outlines proposed new transport projects that will cost more than \$10M. The amount stated is the total cost of the project. We've assumed that for these projects we may receive around \$210M from NZ Transport Agency – Waka Kotahi

\$88M	on low-cost measures to meet government direction	\$23M	for new roads to support industrial growth in the north-east of our city (Te Utanganui)
\$69M	on improvements for key streets in the city	\$22M	for our City Centre Transformation – Street upgrade programme
\$55M	on shared pathways (including Manawatū to Ashhurst River Pathway and Feilding to Palmy shared pathway)	\$21M	for a new bus hub to replace the Main St terminal
\$31M	on cycleways in the city	\$16M	to replace bridges around Bunnythorpe to support growth
\$32M	on new roads in Kākātangiata	\$12M	for safety improvements for Stoney Creek Rd
\$28M	on improving roads in Aokautere to support growth	\$12M	for safety improvements for Kelvin Grove Rd

# We want everyone to have a place they can call home.

Our city needs 400 new homes each year to make sure everyone has a home, and we're working hard to make that goal achievable. You can be assured that when it comes to housing for our community, we've got all fronts covered.

➤ **Rezoning land at Aokautere, Ashhurst, Roxburgh Crescent and Kākātangiata to the west of the city.**

Rezoning is where we allow different types of development in an area, than what had been there before. These projects are still in the investigations, consulting or hearing stages, but are expected to result in more than 8000 additional homes available in our city. Development at Aokautere, Ashhurst and Kākātangiata are subject to Council seeking external funding for new infrastructure required to service growth in these areas.

➤ **Planning or working on construction projects that help support growth – primarily water and transport work.**

This work is at Kikiwhenua, Hokowhitu Lagoon, Napier Road, Whakarongo, and Mātangi (Whiskey Creek by Cloverlea and Milson).

➤ **Investigating a medium density zone in our urban area to allow people more housing options.**

Housing in this zone could be a bit taller, up to three storeys, and closer together. Section sizes in this zone could also be smaller, with landowners able to subdivide down to 150m<sup>2</sup>. The types of housing within the medium density residential zone could include duplexes, multi-units, town houses and apartments. This would widen the range of housing options available from what we have today, which are mostly stand-alone homes on single sections. We expect to consult with our community on this in 2024.

➤ **Developing land ourselves at Tamakuku Terrace.**

We're converting unused land on James Line into subdivision sections for people to build their dream home. The final stage of this development is proposed to take place in 2024/25 which will bring another 35 sections to the market.

➤ **Use of Council land for housing.**

Plans are underway to provide around 50 or more homes. These homes will be on the Huia St Reserve on the corner of Park Rd and Fitzherbert Ave.

➤ **Looking into options to deliver more social housing units.**

These are on the site of the former Terrace End Bowling Club on Summerhays St.

➤ **We are planning on investing more money in social housing for our community.**

This will be on top of the 442 properties we already have.

➤ **We're also proposing spending \$230,000 per year, for three years, on three pilot initiatives to respond to homelessness.**

This includes an outreach service to connect rough sleepers with appropriate support, trial of a local Housing First wrap around support programme, and a Flexi-fund people could apply to for support with small costs if they were at risk of losing their tenancy due to unforeseen circumstances.





Council housing projects over the next decade that would cost more than \$10M are:

**\$17M** on additional social housing units. A portion of this to be allocated to future development at the former Terrace End Bowling Club on Summerhays St.

We are also looking at options for housing at Huia St reserve. No decisions have been made yet. This project will be consulted on again in future Long-Term Plan's as this work will be a few years away.

You can give feedback on our plans for housing in the 'general feedback' section of our submission form!

## We've looked at a range of options to keep rate increases down

Despite all of these challenges, the cost of living for our residents, businesses and ratepayers has been top of mind for us as we work on our draft Long-Term Plan for your feedback.

To get the rates increase down to 11.3% in Year 1 we've used a range of tools we have available to help minimise costs where possible.

**These include both financial and service level options.**

### We've looked at a range of financial measures:

#### Increasing our debt limit

We borrow money just like you may do for big purchases, and it works the same – we borrow a certain amount of money and pay it off in instalments over a set time period. Just like how banks test that you can afford to pay your mortgage, the same thing is done to us to ensure we don't borrow more money than what our community can pay back. Borrowing also means that debt is paid for over time, which means current ratepayers aren't lumbered with all the costs of future generations.

We borrow money for capital programmes which are typically our infrastructure projects – like building a new building, transport projects or getting new equipment. Our budgets assume we will need to increase the amount we're borrowing from \$258M to \$660M over the next decade, which means we can do more projects to improve services for you. The risk of this is that, just like for your mortgage, interest rates change over time. If they go up this will cost us more to pay off that debt. Currently we borrow up to 200% of our operating revenue and are proposing to increase this to 250%.

#### Keeping costs down

We know you don't want to pay more rates, and we don't want to have large increases for our community. But we also need to balance that with maintaining our assets to ensure they don't degrade further and continue to provide the services you love.

Months of work has gone into getting rates down to this point – we have looked at everything we spend money on and assessed whether it's needed or not, and what we can do to reduce costs. This process was done initially by staff to reduce the rating impact, and then Elected Members reviewed and reduced these further. In some instances, some additional operational programmes were also added.

#### Seek co-funding for some work

There are many things we do where another organisation often chips in to help cover the costs. We've always done this through co-funding for transport projects with NZ Transport Agency – Waka Kotahi, grants for many of our library and playground initiatives, partnerships for our Central Energy Trust Arena and Central Energy Trust Wildbase Recovery and many more.

We're planning on doing this far more in the future, and in some cases we've decided work will not occur unless we get co-funding.

**We've outlined in our supplementary information what these proposals will look like.**

We'd love your feedback!

### **Increase fees and charges**

Some of our services are based on a user-pays model, which means that some services are funded from a mix of fees and charges and rates as both direct users and ratepayers benefit from them. These fees and charges are across the board and can include things like rubbish bags, e-waste disposal, commercial water use, cemetery or sports field fees, obtaining a building or resource consent, hiring a facility, parking meters, dog registration and many more.

Most of these fees and charges will increase by at least 7% from 1 July 2024 to cover the increasing costs of providing the services.

On street metered parking will increase from \$1.70 to \$2.00 per hour. The maximum retail price for Council 60L rubbish bags will increase from \$2.90 to \$3.80.

### **Slow down or stop projects or improvements**

There are instances where we have delayed when we were planning to do some work or projects, or just decided to stop them. These are explained throughout our document.

### **Stage the timing of replacements**

Lots of the assets that provide our services require replacement over time. We call these renewals and things like road repairs, roofs, park benches and water pipes are just a few examples. We're proposing to spend a lot more on maintaining our assets over the next decade. These types of projects are funded through rates, not borrowing, so we can delay some of these renewals.

This means we can reduce the rates increase, but it means we may not meet your expectations and may have more urgent repairs if some of our assets fail, e.g. a water pipe bursting.







## Over the past few years, you've been asking us to take a look at the system we use to determine rates

Rates are a form of tax that all property owners pay to fund the services provided by their council.

Rates make up roughly 77% of the money needed to run our city, with the remainder coming from things like fees and charges as well as government and other subsidies, along with small amounts of rental revenue and sponsorship agreements.

Each year we prepare budgets that determine how much money we need to get from rates, and then that sum is distributed between our different types of ratepayers – residential, commercial/industrial and rural.

### Currently the rating system is made up of the following elements:

- A uniform annual general charge (UAGC) for all properties – this is a rate all ratepayers pay;
- Fixed annual charges to fund water supply, wastewater disposal and treatment and recycling and rubbish collection;
- A general rate based on land value (LV) with the level of the rate varying depending on the use made of the property.

While some councils use a property's land value (LV) as the basis for how much general rates the property owner pays, some others use capital value (CV), which is the total value of the property (the land value plus any buildings/improvements). Some of you have been asking us to do this instead.

As rates are a tax some people believe rates should have a relationship to wealth or ability to pay. That is subjective, and you may think one option is better than the other. The proposed changes are likely to affect everyone to some extent so it's important you use our website to see what it means for your property.



**Over the past year we've undertaken a thorough review of the current rating system and possible options. We considered:**

- What the level of rates would be for individual properties for each of the options. We also looked at whether the overall outcome would result in an appropriate split for different categories of ratepayers (e.g. rural or residential);
- Whether the options align with our planning objectives to encourage more development to support residential and commercial growth in our existing urban areas;
- Whether implementation of a different rating system is practical from 1 July 2024;
- Whether the preferred option would give flexibility for us to make further changes (if required) in future.

**Following our review we have decided the following components of the rating system should remain:**

- The General Charge (UAGC) for all properties (remaining at \$200 for 2024/25);
- Fixed annual charges to fund drinking water, wastewater treatment and discharge and recycling and rubbish collection;
- Properties are to be categorised by use (e.g. commercial/rural/residential) and the level of the general rate general rate will vary for each;
- Each of the categories of property should pay a similar proportion of the total general rates required as under our current system.

**Some significant changes proposed are:**

- Reduce the level of discount on the general rate that is currently provided to properties outside of the urban serviced area, in particular, properties between 0.2 and 5 hectares. Often referred to as lifestyle blocks, these properties are generally classified as rural. We would do this regardless of the option selected.
- Base a proportion of the rates calculation on the Capital Value (CV) instead of the Land Value (LV) - See following pages for more information.
- The options detailed and the examples are based on the draft budget for 2024/25. Following consultation there will most likely be some changes to the budget before it is finalised in June. This means the actual rates set for 2024/25 could change slightly from what the website search tool will show.

## Option one

A hybrid option with the majority of general rates being based on land value, and the remainder on capital value (around a 70/30 split)

**We think that using a combination of land and capital value to determine rates would be appropriate for our city at this point in time.**

We're proposing that 70% of the activities currently funded from general rates remain based on a property's LV and 30% be funded by a targeted rate based on the CV (both charged on all rateable properties).

The part that is calculated using the capital value would be to cover costs for work that comes under our 'Goal 1' which includes things like roading and economic development.

This would also mean that utilities under a road (such as energy, water and communication networks) will be rated for the first time and we intend for them to be rated in the same way as other commercial/industrial properties.

This option would also see us treat commercially zoned vacant land as commercial/industrial (for the purposes of the CV based rate) rather than the current miscellaneous category used for the LV based rates. Without this change, rates for this land would have reduced and this would be at odds with our planning objective that owners are encouraged to develop their land.

We think the Capital Value (CV – the closest to the market value) is a better measure of the benefits received from council services and could demonstrate a ratepayer's ability to afford rates.

However, the hybrid option is preferred because it would also limit the extent of change experienced by the most adversely impacted ratepayers. This includes those residential and commercial/industrial ratepayers with highly valued improvements (relative to the LV). However, this also means property owners with lower levels of improvements on higher valued land may not get as much of a rates reduction than the full CV option.

This hybrid option, if chosen, would come into effect from 1 July 2024.

In all options we're proposing to reduce the level of discount on the general rate that is currently provided to properties between 0.2 and 0.5 hectares. These properties are generally classified as rural and commonly referred to as lifestyle blocks.

**Our preferred option**

### Pros

- ✔ Better correlation to benefits received and ability to pay.
- ✔ Reduces the rates for properties that have relatively low levels of improvements on high value land.
- ✔ Increases rates for people that have significant improvements on lower value land.
- ✔ Marginally expands the rating base to include utilities (e.g. power and phone infrastructure) located in the street.

### Cons

- ✔ Properties with lower levels of improvements on higher valued land may not get as much rates reduction compared to the full CV option.
- ✔ It may be confusing for ratepayers to understand how this system works.

## Option two Capital Value (CV)

**For many years, and especially after the last revaluations, some of you have asked us to change the rating system to Capital Value (CV).**

Capital value is pretty well understood, as it's the number used when you are purchasing a property, and would also mean we had the same rating system as many other towns and cities throughout New Zealand. Capital Value is the value of the property (the land value and any buildings or improvements). This would see us use your CV at the point of revaluation (every three years) to determine your rates, just as we do now with land value.

For this option the general rate would be based on the CV.

This option would also see us treat commercially zoned vacant property as commercial/industrial (for the purpose of CV based rate) rather than the current miscellaneous category used for the LV based rates. Without this change rates for such land would reduce and this would be at odds with our objectives to encourage owners to develop their land.

We've not identified this as our preferred option due to the significant impact it would have on some property owners including the commercial/industrial sector that play a vital role to our city's economy and employment. Changes to a full CV would reduce rates significantly for some people, but raise them significantly for others.

Due to this level of impact, if this option was preferred by our community, and our council chose to move to this rating system, it would need to be phased in, possibly over a three-year period. This is what other councils have also done when they've moved to a CV based system.

On our website we are showing you what the rates would be if we transitioned immediately to 100% CV. This will ensure people see the true impact to them.

In all options we're proposing to reduce the level of discount on the general rate that is currently provided to properties between 0.2 and 0.5 hectares. These properties are generally classified as rural and commonly referred to as lifestyle blocks.

### Pros

- ✔ Easy for people to understand as it's based on the market value of the whole property (including improvements) as at the revaluation date.
- ✔ Changes in rates following a city revaluation are likely to be less volatile as the revaluation has historically seen smaller percentage increases for capital value than for land value.
- ✔ Rates are a tax and the CV is more likely to reflect ratepayer's ability to pay than the LV.
- ✔ Benefits those with low valued improvements on high valued land.
- ✔ Marginally expands the rating base to include utilities (e.g. power and phone infrastructure) located in the street.

### Cons

- ✔ The impact of changing from the current LV rating system for some ratepayers with a very high CV compared to LV is significant.
- ✔ Potential rates for some commercial/industrial properties may discourage further development in the city, particularly in areas on the outskirts of the city.
- ✔ There may be less incentive to develop vacant residential land as well as new medium density housing developments as the rates would be lower for unimproved land than under a LV system.

### Option three

#### Maintain the present system

This option is essentially the status quo with minor changes including those related to lifestyle blocks.

In all options we're proposing to reduce the level of discount on the general rate that is currently provided to properties between 0.2 and 0.5 hectares. These properties are generally classified as rural and commonly referred to as lifestyle blocks.

#### Pros

- ▲ Incentivises development of land as the general rates are unchanged when improvements are added to the property. (Except where those improvements lead to the property being categorised differently due to a change in use).

#### Cons

- ♥ LV may not be an accurate indicator for your ability to pay and therefore a LV based rate may not be considered fair by those who believe this is an important principle for a rating system.
- ♥ Revaluations historically in our city tend to see larger percentage increases in land values compared to capital values, meaning there is potentially more volatility in the rates based on LV than CV.

Please make sure you check our website to see what each option looks like for you for your property

**He aha te mea nui?  
Māku e kii atu, he tāngata,  
he tāngata, he tāngata.**

**What is the most important  
thing in the world?  
Well, let me tell you, it is  
people, it is people, it is people.**

You are at the core of what we do – and over the coming years some of our big projects are focused on the places you love to spend time in our city.

## **We're preparing our community facilities for future needs**

With a growing city, some of our community facilities are bulging at the seams, some are no longer fit for purpose, and there is potential for new facilities too.

Our goal is to have a connected community, but for that to happen we're going to need to invest in some upgrades and new facilities.

We've spent a lot of time working with the community and stakeholders, completing feasibility and financial assessments, creating masterplans and even early-stage concept designs for these projects.

**You can read all of this important background information on our website at [pncc.govt.nz/communityfacilities](https://pncc.govt.nz/communityfacilities)**





These are all very high level concept pictures. No detailed design has been done on any of these projects and what they will look like

## Over the next decade, proposed work includes:

### Multicultural Centre

Lease space for multicultural communities to use for activities, events and services.

We're proposing to lease a city centre facility to provide a dedicated space for multicultural communities. With more than 130 ethnicities in our city, and Palmy being one of the 13 locations for refugee resettlement, we need space for these communities to gather for events and activities, and space for the delivery of services to meet their needs.

Currently, multicultural community groups are trying to use locations around the city for events, but there aren't enough facilities of the right size.

The Manawatū Multicultural Centre in Hancock Community House is also no longer fit for purpose for the types of activities and services they deliver. We're proposing leasing a facility in the city centre, and we expect we will need to do a complete refurbishment of the space to ensure it is fit for purpose. We have some external funding available that may be able to help contribute to this fit out.

We're proposing to do this in Year 1. A city centre location would help support local businesses and add to the vibrancy of our city centre. We believe the lease for a facility could be up to \$100,000 per year and it's likely we will need to spend \$750,000 on making it fit for purpose.

The Manawatū Multicultural Council would pay a lease for the new facility to help cover the costs, and it would also be available for bookings for multicultural events and activities.





### Pasifika Community Centre

Expand and refurbish existing building.

Our Pasifika Community Centre at Bill Brown Park is in need of expansion to cope with the huge number of people attending events.

We're planning on spending \$3.9M in Year 2 on this upgrade to ensure we can continue to meet the needs of our communities that use this space. This includes expanding the main hall area for events, installing a commercial sized kitchen for community use, and workspaces for people to work from – which could include agencies hosting drop-in sessions for the community. Draft concept images on our website show the potential for a Fale to be built at the centre too. This was a community desire, but is not currently budgeted or planned for in this Long-Term Plan.

### Te Pātikitiki Library

Expand and refurbish existing building.

This library located in Highbury is an important hub for the local community, but it's in need of some refurbishment and expansion to cope with the growth occurring in this area. We're proposing a \$3.6M expansion in Year 2. While the traditional collection area where books are wouldn't be increased in size, it would have meeting rooms that could be booked by the community as well as a kitchen for the public to use. Draft concept images on our website show the potential for future play areas around the facility but these are not proposed nor budgeted for in this Long-Term Plan.

**On the submission form,  
we will be asking you to provide  
feedback on each of these projects.**

This is being done incase you have  
different views about different projects.



## Central Energy Trust Arena

We're proposing to replace Arena 5 at the Central Energy Trust Arena, as well as build new turfs, toilets and changing blocks.

Our Central Energy Trust Arena is home to more than 3,000 events each year.

We've already completed upgrades to the facility – with new speedway pits, an entrance plaza, and an artificial turf. The next stage of work proposed is to build a new Arena 5 on the corner of Cuba St and Pascal St before demolishing the current Arena 5 venue. Arena 5 is home to Barber and Bell Halls, Waldegrave Lounge, Gym and Speedway offices.

The buildings are deteriorating quickly, no longer fit for purpose for community needs, and Barber Hall specifically needs seismic repairs before 2034 if it is to remain in the current location. The new facility will be a multi-use indoor stadium, able to accommodate a wide variety of community activities, including community sport, to meet the growing demand.

We're also planning on building a new artificial turf which we would seek co-funding for. Re-alignment of the back fields will also occur, with all turfs then shaped like a quad, and around them there will be new changing room facilities, toilets, storage, shelter for spectators, and trees situated throughout. These turfs will be designed for multi-use, including rugby and football, which clubs use for sports and events for all ages. The sporting community has been asking for more turfs to help meet the demand for school, casual, training and competition sports. We would complete the artificial turf first, with work starting later this year and next. The work around the other turfs would occur in years 2, 3, 5 and 6.

Replacing Arena 5 with a new building would occur in years 2, 4, and 5. Our draft Long-Term Plan has the costs of this project at \$36M over years 1-6. All of our Central Energy Trust Arena facilities have hireage fees, which means that while we pay the upfront cost of the development, revenue does help contribute to the maintenance of the facility.

We're also proposing, in partnership with Massey University and Central Football, to create a new artificial turf at Massey's public sporting facilities. These facilities are well used by the community and help bring major sporting events to our city's local economy. Our contribution would be \$850,000, but it's reliant on considerable external funding before construction occurs.

## Te Motu o Poutoa Anzac Park

Create a civic marae with public facilities, as well as visitor and education attractions at Te Motu o Poutoa Anzac Park.

This is one of our most culturally significant sites in the city and a memorial site for those who fought for our country in various conflicts around the world. In 2019 we entered into a formal co-management agreement with Rangitāne o Manawātū to preserve this wāhi tapu (sacred place) and help to more confidently represent the mana and identity of this ancestral site for Rangitāne and the fallen. The proposed visitor attraction would include a building to cater for a variety of uses including a café, meeting rooms, shop and gallery, with capacity to host overnight stays. It would be available for cultural and civic events, education and casual drop-in visits – everyone would be welcome.

We'd also upgrade Cliff Rd which leads to the top of the site as part of this project. Council would fund the roading upgrade (\$2.1 of \$4.3M) as well as contribute \$9.8M to the project. Rangitāne would fund \$2M, and the remaining \$3M would be funded through an external partnership.

At this stage, the assumption we've made in our draft Long-Term Plan is that in Year 1 and Year 2 we will be working on the detailed design. This is primarily funded from existing funding Council has received from government. We'd begin looking for co-funding during this time, but having the detailed design will provide further information potential co-funders will be interested in, closer to construction. Construction would not occur until external funding and Rangitāne's funding was confirmed. Our plan has construction scheduled to occur between 2025-2027, but those dates may change subject to when funding is confirmed. More information about the park and its significance for Rangitāne can be found on our website.



## Awapuni Community Library Hub

Build a new Awapuni Community Library Hub, which includes expanded community space within a new library.

We lease our current Awapuni library, and it is far too small for what will soon be the suburb with the highest population in our city. This past year we've also had to shut it down for vital repairs to take place due to the age of the building.

Our libraries are very well used, with 5.4 visits per capita, compared to the Australasian standard of 4.5. Our libraries in our suburbs have higher visitor numbers than the Central Library, due to them being homes for community meetings and connection points in neighbourhoods.

We're proposing ending that lease and building a new facility across the road on the site of St Mark's Church. Council purchased this property in early 2024. The 1500sqm building would be home to a library and community facility that could free up space at the Awapuni Community Centre.

This 'community library hub' model is similar to what other cities have created to bring communities together into a shared space. The project provides us with an opportunity to create a sustainable, agile, and future proofed site that can establish a focal point in the Awapuni Community and continue to grow with us in the future – it can include things like meeting spaces and a community kitchen.

The Awapuni hub would also be built to high building standards so it could be a civil defence centre if needed.

We're proposing to start building in Year 2. Building early means that when seismic repairs take place at our Central Library, we would have a large library available for our community. We'd still have a temporary option in the city centre though, as we know how important the foot traffic of people using the library is for businesses in our city centre. The cost to build the Awapuni Community Library Hub is \$27.1M.



## Option one

### Proceed with plan as proposed

#### Pros

- ↗ Community needs are met, and our goal of having a vibrant and welcoming city with a connected community is realised.
- ↗ Facilities are future-proofed for community needs long-term.
- ↗ Additional spaces are provided for communities to meet, host events, play sport and be together – improving social, cultural and physical wellbeing.
- ↗ A new community library hub will have benefits for Awapuni, but also the rest of the city's residents who choose to use it.
- ↗ The Awapuni Community Library Hub would provide resilience during a potential civil defence response.
- ↗ The Awapuni Community Library Hub would be able to take on additional library services and staff when the Central Library is getting seismically strengthened.
- ↗ Restore and enhance the mana and identity of Te Motu o Poutoa Anzac Park.
- ↗ Meet Rangitāne's aspirations for Te Motu o Poutoa Anzac Park and strengthen the partnership with Council, and the community.
- ↗ Education facilities provided for children in our city to learn more about Te Motu o Poutoa Anzac Park and Rangitāne history.
- ↗ A civic marae will allow us to formally welcome dignitaries and others to our city.
- ↗ No more sunk maintenance costs in keeping Barber Hall operating long-term.
- ↗ Economic development for the city because of people using the new facilities or bringing events to the city.
- ↗ Increased revenue opportunities due to the user-pays model for some of these facilities.

#### Cons

- ↘ One project, Te Motu o Poutoa, relies on external and co-funding. If those funds cannot be found, the project would likely be delayed.
- ↘ People may prefer to see the costs used on other projects, or saved.
- ↘ Increased debt and related repayment costs
- ↘ New facilities will require new operations and maintenance budgets.

#### Financial impact

- The Pasifika Centre – \$3.88M
- Te Pātikitiki Highbury Library – \$3.55M
- Central Energy Trust Arena upgrades – \$36M
- New Awapuni Community Library Hub – \$27.1M
- Te Motu o Poutoa Anzac Park would cost \$19.1M for the roading upgrade and the construction. This project relies on Rangitāne and external funding.
- The fitting out and lease for the Manawatū Multicultural Council costs will include an additional retrofitting cost for the facility, expected to be a few hundred thousand dollars, as well as an annual lease which could be up to \$100,000.

These projects would add \$80.6M to council's debt. Known operating costs in Year 1 are \$366,000 increasing to \$8.8M in Year 10. \$6M of this relates to debt and interest payments. The other \$2.8M covers costs for things like lease payments and insurance, power and rates. Every \$1.3M of operating costs would add 1% to rates each year.

## Option two

### Supportive of project/s, but with some conditions

**In this option, you can let us know what you would do differently.**

It's important for us to know what projects you are in favour of, but that you'd like to make some comments on for us to consider further. Please share feedback about why you would like to proceed with some projects, and the reasons why you'd like to see changes made to others.

### Financial impact

Would depend on the project and the changes made.

### Pros

- ⬆ Our community may provide insight and information we hadn't thought of or considered.
- ⬆ Lower debt and repayment costs if scope of project was reduced, or delayed.

### Cons

- ⬇ Depending on the project, some of the pros detailed in our preferred options may not be realised.
- ⬇ If the upgrades to Central Energy Trust Arena were not supported, Council would need to consider what this means for Arena 5 long term, with seismic upgrades being needed to continue operating. This could impact the city's local economy which is boosted by events.

## Option three

### Do not proceed with any of the projects

**This option would mean you don't support any of the projects occurring. Please explain your reasons for this in the submission form.**

### Pros

- ⬆ Our community may provide insight and information we hadn't thought of or considered.
- ⬆ We wouldn't need to borrow money to fund these projects, which means ratepayers wouldn't have repayment costs.

### Financial impact

We wouldn't need to borrow money to fund these projects, which means ratepayers wouldn't have repayment costs. The money could be reallocated to another area of council services, or it could be saved.

### Cons

- ⬇ We believe there are significant impacts to not proceeding with any projects and this outcome would negatively affect the economic, social, and cultural wellbeing of our community, as none of the pros identified in Option 1 would be realised.
- ⬇ If the upgrades to Central Energy Trust Arena were not supported, Council would need to consider what this means for Arena 5 long term, which needs seismic strengthening to continue operating. This could impact the city's local economy which is boosted by events.

# We need to strengthen some of our city's favourite facilities

Time is ticking for us to seismically strengthen some of our facilities and structures. Palmy is considered a high seismic risk area.



We have 26 buildings that have been considered 'earthquake prone' because they meet less than 34% of the new building standard (below 34% NBS).

Buildings or other structures can be considered earthquake prone due to their age, size, shape or construction materials. For some of our properties the fix is relatively simple, but for others it's far more significant.

We have until 2039 to get all our buildings or structures up to at least the 34% standard. However, the clock is already ticking on a few of our buildings such as The Regent Theatre, Central Library, and Te Manawa which all need to be addressed before 2033.

While the buildings are considered earthquake prone, they are not considered dangerous so are still ok to be used over the coming years.

Twenty-six is a lot of buildings to get through, and the cost will be high – both for the seismic upgrades but also if we need to move some of these operations (like the library or museum) during construction. Seismic upgrades can be done in different ways – strengthening, rebuilding, retrofitting or partial or full demolition of the building.

For the 26 buildings in total, we used a set of criteria to decide the order in which to complete the seismic upgrades.

Those criteria include:

- Business continuity (would we need to close all or part of the building),
- How critical the facility is especially for a civil defence response,
- Priority buildings under the legislation (this only includes The Regent Theatre),
- Occupancy (how many people work and visit the building),
- The importance of the building under legislation,
- Heritage value, iwi value and how it aligns with our other strategies,
- We also considered potential costs and other work that needs to be done in the building which could be done as part of the seismic work or after it (e.g. a new roof is needed).

We're proposing to only do eight buildings over the next decade, and the rest would be considered and completed in the following five years. We're estimating the costs for the next decade to be \$170M (eight buildings), and then about \$32M for the rest. By doing the eight most critical buildings first we can ensure there are enough specialist contractors available and those most used and needed by the community are completed.

Those eight critical buildings costs and timings are:

- The Regent Theatre – \$13M construction in years 2 and 3
- The Central Library – \$65M, seeking 90% external funding, construction in years 4 and 5
- Te Manawa Museum of Art, Science and Heritage – \$67M, seeking 90% external funding, construction in years 6 and 7
- Civic Administration Building (Council's city centre office complex) – \$17M construction in years 8 and 9
- Caccia Birch House – \$6M, construction in Year 10
- Crematorium underway now
- Wastewater Treatment Plant underway now
- Water Treatment Plant underway now.

You can see the list of all 26 buildings and structures on our website.

The costs for seismic upgrades are highly indicative – we need to decide what type of strengthening is needed for each of the buildings or structures and then work on the detailed design. In Year 1, we will be working on design and other lead-in work for the Library, Regent and Te Manawa.

For some of these projects in our city centre, we have also assumed the need for more planning work and to seek some form of co-funding. This is explained in more detail over the following pages. Every project will see us work with stakeholders, undertake a procurement exercise for the best price, and have our Elected Members consider the project multiple times before going ahead.

We know these are very big costs and they're top of mind for us. The cost of seismic upgrades can often be the same cost as demolishing and rebuilding a facility. We expect the costs for Te Manawa and the Library will be similar for seismic, or rebuilds that maintain heritage features. This level of detail will be worked through over the coming years. It's essential we spread these costs out for our ratepayers. These first eight facilities are essential services for our community so we have assumed they will all be replaced/upgraded in some shape or form. In the future we will ask you about what you'd like to see for the remaining structures/facilities.

You can give feedback on this work in the 'general comment' section on our submission form



# Our City Centre landmarks have an opportunity to shine brighter

With the Central Library, Te Manawa, and Council's offices all needing seismic upgrades, there is an opportunity for us to seek co-funding, and make these facilities even better than they are now!

The seismic upgrades detailed on earlier pages will cost significant sums – but some also have the opportunity to transform our city centre. If you've been to Christchurch recently, you'll have seen the impact of this firsthand with their new Library and Conference Centre. Tauranga, Invercargill, Hamilton, and many other cities are doing the same with these facilities – with diggers already on site.

We've been looking at what this could look like in Palmy over the past few years too. We've previously referred to this work as the 'civic and cultural precinct'. Rather than just seismic strengthening, how do we draw more people and businesses into our city centre through these iconic cultural institutions? How do we get more people living in our city centre? How could the work on these facilities tell our history, support local businesses, better connect our residents and make our city centre more vibrant?

We've set up a steering group made up of Elected Members, and representatives from business, iwi, tourism, and Te Manawa to plot the path forward for us. We've heard from some of these other cities too. They've explained their process and how they've attracted co-funding to ensure ratepayers aren't the only ones footing the bill. Tauranga for example has its ratepayers only paying half the cost of the works, with the rest coming from a mix of other funds.

Co-funding can work in various ways- it could be that we lease a building, we could have public private partnerships, or we could receive external grants from government or other funding bodies. We haven't done the groundwork yet to know what is possible in our city- but based on work in other cities we know these are valid options to consider both for better outcomes for our community, and financial reasons.

**Our preferred option is that we spend the next three years building on our existing planning and get expert advice about the programme of work and funding, and consulting with you again before proceeding.**

In the coming three years, we would be getting seismic design work started for the Regent Theatre and the Central Library, and construction will need to start on The Regent in that time too.

We are proposing to spend \$100,000 in Year 1, \$102,000 in Year 2 and \$104,000 in Year 3 on investigating partnerships and funding opportunities and scoping out the potential for these facilities. There are additional costs involved in the design and construction of these projects.

As we've also explained on the previous page, the costs for seismic upgrades and a rebuild of a facility are expected to be similar due to the nature of these facilities and their locations. This detail will be worked on over the coming year. We've assumed 90% co-funding for the construction of these projects. That means for the estimated \$132M for the library and Te Manawa, we would fund \$14M. If we cannot seek external funding, we will need to look at alternative options, scope, and other Council projects to ensure we can do the legally required changes

You can read more of our 2019 masterplan for this work which we will use as a starting point. That's on our website at [pncc.govt.nz/landmarkfacilities](https://pncc.govt.nz/landmarkfacilities)





## Option one

Build on our existing planning and continue work to look at the buildings as a collective project and explore co-funding opportunities.

### Pros

- ⬆ We can investigate funding models to help pay for construction and ongoing maintenance, which will help save ratepayers money upfront and over time.
- ⬆ We can spend a bit more time investigating any housing options before going ahead. This would bring added vibrancy to our city centre, help with housing supply, and could help fund some of the developments.
- ⬆ We can ensure the plan looks at what other services might be needed in these areas in terms of infrastructure planning (water, transport etc.) to coordinate construction.
- ⬆ We can ensure improvements have a green focus to help the planet, our resilience and electricity costs long term for ratepayers (e.g. solar, rainwater tanks).
- ⬆ Planning the development of the facilities together will help us manage the risks and costs more effectively.
- ⬆ By looking at the facilities together – this will be more appealing for co-funders. It will also show a commitment to private developers that our city centre is a place to invest which will help our local economy and provide jobs.
- ⬆ You get to provide another round of feedback once we have a more firm plan in place.
- ⬆ This is the best time to look at this investment and the benefits, rather than once construction is complete.
- ⬆ This option best meets cultural, economic, and social outcomes for our community.

### Cons

- ⬇ Seismic improvements could be delayed if the planning and funding model work takes longer than expected. (We're assuming three years from planning to having a development deal in place).
- ⬇ We may need to do some 'patch repairs' to some areas of these buildings that need work in the short term (e.g. the Central Library's roof).
- ⬇ We could struggle to find one or more funding partners which means we may have to prioritise what work gets completed.

### Financial impact

\$308,000 over three years to conduct further investigation and funding analysis. These costs exclude the construction costs explained on pages 44-45.

These projects would add \$52M to council's debt. Debt repayment and interest costs will add \$300,000 to Year 1 increasing to \$3.6M in Year 10. The total interest and repayment costs over the 10 years is \$17.8M.

**Our  
preferred  
option**



## Option two

Only do the required seismic upgrades of these facilities in their current location, and still seek 90% external funding

### Pros

- Seismic upgrades may be able to get underway sooner than Option 1, depending on the time needed for stakeholder engagement and engineering design for each facility.

### Financial impact

Construction costs are outlined on pages 44-45.

### Cons

- Ratepayers could end up paying the same amount but miss out on other opportunities and economic potential for the city that may come from a collective project with a co-funding arrangement.
- This will likely be less appealing to external funders, which may mean our ratepayers bear more costs.
- This option may not see green infrastructure included as we would primarily focus on only the seismic work – this could see a cost over time as the impacts of climate change become felt.
- This doesn't provide options for housing which would add to vibrancy to the city centre and could help fund some of this work.
- This would mean all facilities stay in the same location, which may not have the best community, environmental, or financial outcomes.
- Not looking at the potential of these facilities and how they support the city centre in the long-term could have impacts on the social, cultural, economic and environmental outcomes of our community.



# We'll continue to look after our infrastructure

Our Infrastructure Strategy is our roadmap for how we'll manage our infrastructure, when and how we will do the work and how much it will cost.

You can read more about our Infrastructure Strategy on our website [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)

## The most significant infrastructure issues that we will need to address in the next 30 years are:

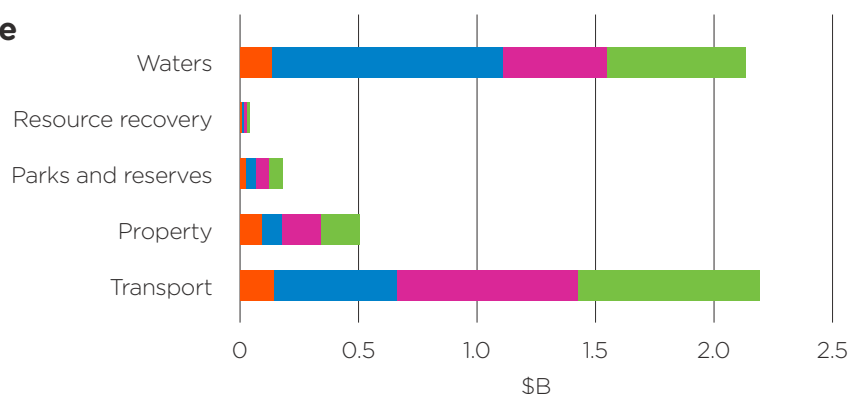
- Supporting growth and liveability in our city
- Delivering the levels of service that you're used to receiving
- Managing the deteriorating condition of our aging assets
- Responding to risks and resilience issues from climate change and natural hazards
- Responding to challenges from increasing standards of compliance

## Key projects include:

- Nature Calls wastewater project
- Seismic upgrades
- Upgrades to community facilities
- Providing infrastructure for residential growth
- Replacement/refurbishment of existing assets
- Central Energy Trust Arena
- Te Motu o Poutoa Anzac Park
- Food scraps collection
- Social housing
- Palmerston North Intergrated Transport Initiative – which is a range of transport projects in our city centre, and in our growth areas like Te Utanganui. These include safety improvements, cycleways, a new bus terminal in the city, city centre transport upgrades and longer-term projects to support freight movements around our city through an 'outer ring road'. This work is done in partnership with the NZ Transport Agency – Waka Kotahi
- Roding renewals and improvements
- Walking and cycling Improvements
- Drinking water upgrades
- Stormwater resilience

## Capital Expenditure

New and renewal  
(inflation included)



In the next  
30 years, new  
or replacement  
infrastructure  
includes:





# Our Financial Strategy guides what we do with money to reach our community's goals

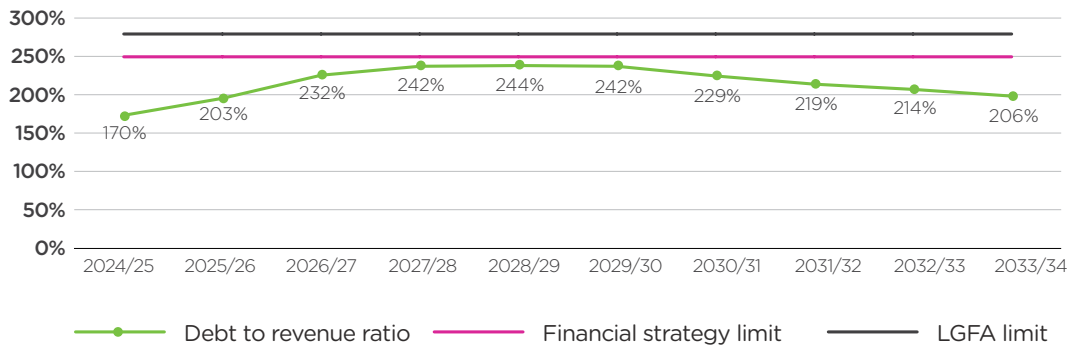
Our Financial Strategy helps guide decisions on budgeting, investment, and revenue generation to help ensure funds are used wisely, services are maintained or improved, and that we have a plan for managing any challenges.

The key points of our Financial Strategy are:

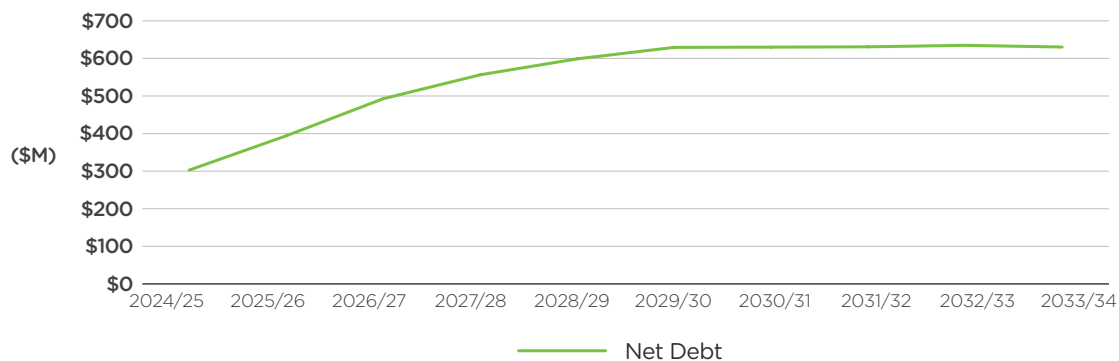
- Our Nature Calls wastewater project poses the largest financial challenge to Council. We do not have the financial capacity to borrow to fund this from our normal funding sources. In our draft plan we have assumed we will be able to use the IFF fund for this project. You can read more about this on pages 20-21.
- We have assumed Council will be responsible for providing the water activities throughout the 10 years of our Long-Term Plan. Even though we've assumed that we're responsible for delivering water, we've had to make some hard calls and cut the level of capital spend in the water budgets from Year 4 onwards – to help with the affordability of our plan.
- Over the next decade we will be spending **\$2.3B** dollars on capital projects. That is made up of **\$1.553B** on Capital New, **\$296M** on Capital Growth and **\$442M** on Capital Renewal. Due to scale of the capital projects proposed, we'll need to borrow more than our current borrowing limits would allow. As a result we have decided to increase Council's maximum debt limit (measured by the net debt to revenue ratio) from 200% to 250%. This ratio is still considered to be prudent and is less than the maximum of 280% available through Council's key borrowing source – the NZ Local Government Funding Agency.
- To help ensure we are able to remain within the updated debt limit, it is planned to accelerate the debt repayment between Year 4 and Year 10 of the plan. This equates to \$149M in additional repayments.
- Our latest assessment shows that to protect our infrastructure assets we need to significantly increase the amount we spend on replacing and renewing them. This draft Long-Term Plan provides for a progressive increase in this renewal spending.
- We will look at our land and assets and consider whether they could be used differently to reduce costs.
- We've assumed that many of our projects will need to be funded from more than just debt. We already get some funding from the NZ Transport Agency – Waka Kotahi as well as other external grants to help with projects. We're hoping to add to this with tools like the IFF and Public Private Partnerships (leasing properties rather than owning them). Some projects we've tagged for external funding include some growth programmes, Te Motu o Poutoa Anzac Park and seismic upgrades to our Central Library and Te Manawa. Every project would be looked at separately to determine the co-funding we need. If we can't find the best solution for our ratepayers, we'll have to re-scope, stop or re-prioritise this work ahead of other projects.
- Like other cities in New Zealand, our proposed rates increases throughout the term of the plan are higher than previously assumed would be necessary. If we end up using the IFF for Nature Calls, our ratepayers will have a large levy in addition to their rates from around Year 4. If we use a similar tool for growth programmes, this could also impact some ratepayers.

Borrowing limits	Policy limit	Forecast level at 30 June 2025	Forecast maximum during 10 years	Forecast level at 30 June 2034
Net external debt as a percentage of total assets	<20%	12.5%	18.2%	13.3%
Net external debt as a percentage of total revenue	<250%	169.8%	243.6%	205.6%
Net interest as a percentage of total revenue	<15%	8.2%	12.5%	10.8%
Net interest as a percentage of annual rates income	<20%	10.8%	15.5%	13.0%
Liquidity	>110%	114%	110%	110%

### Debt to revenue ratio



### Net debt forecast



# Your rates over the next decade will need to increase significantly

For the first year of the Long-Term Plan (2024/25), total rates will need to increase by 11.3% to fund increased operating costs and to service our debt that we borrow for capital projects.

Operational costs are generally the day to day costs involved for a Council running a city, while capital costs are generally our construction projects.

Around half of the increase we are currently facing is to cover increased interest costs and repayment of our current debt used to fund past infrastructure projects. We use debt to help fund these big projects to spread the cost over those who will benefit from the asset over its life. They work like a mortgage with us paying interest and principal back each year.

We've also had some big increases to our insurance and utility (power and gas) costs – just like you have. As we've also been updating our software over the last few years, this has meant we've had to increase our licensing costs to access these programmes – it's really expensive and unfortunately we need them to help keep the city running.

Like other cities in New Zealand our proposed rates increases throughout the term of the plan are higher than previously assumed would be necessary.

## The Year 1 cost increases for our operational areas are below:

Operating cost	Impact on rates for 2024/25 (Year 1)
Interest costs on debt	4.2%
Debt repayment	2.1%
Rolling average renewal increase	0.8%
Labour costs - market movement	3.6%
Utilities and insurance	0.4%
Software licenses	0.6%
<b>All other</b> (Contractors, professional services, materials, Offset by additional revenue [excluding rates] etc.)	(0.4%)

At this stage, we have assumed that the cost of the planned Nature Calls project will be funded through the IFF tool.

The sum levied by the external entity would be in addition to the rates increases shown, but would be shown on your rates bill as a separate levy. We think this levy will start to be phased in around Year 4, or after construction has started.

It is too soon in the planning process to know with any certainty how much the repayments will be but early estimates are that the levy for each ratepayer could be at least \$1,000 per year over 30 years (over and above your rates costs).



### Proposed annual increase in total rates requirement over next ten years

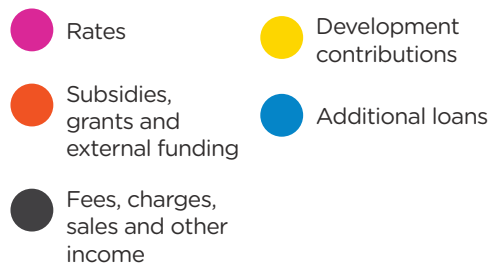
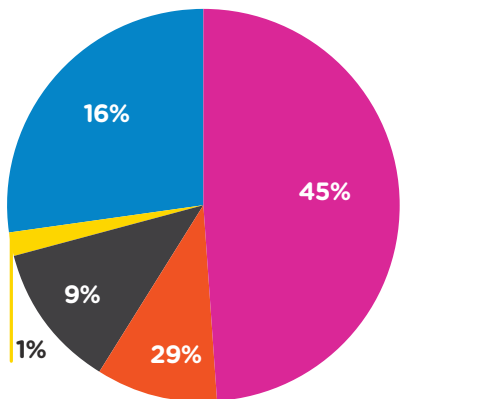


This graph shows the increases in total rates needed, as well as the maximum increases that would apply each year according to our policy.

Rates increases for individual properties will vary depending on their value, the nature any future improvements to the property and property use. They will also depend on any changes to the rating system. Rates are reviewed annually as part of our Annual Budget process.

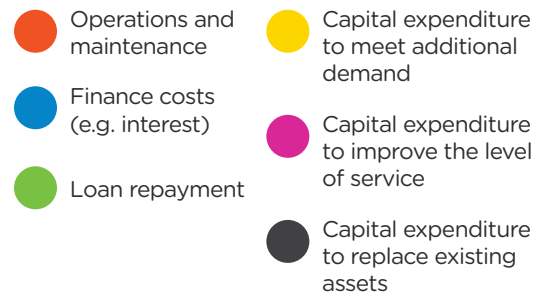
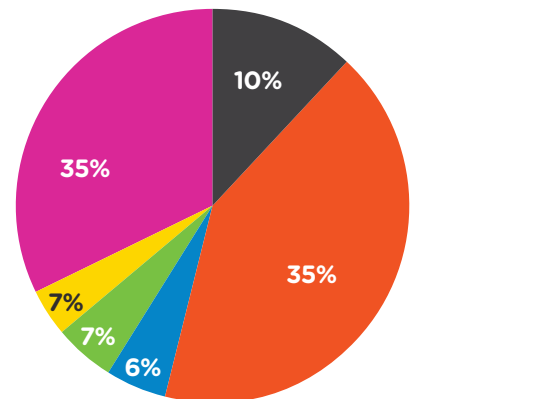
The rates increases shown here do not include the funding needed to cover the costs of the proposed Nature Calls wastewater project.

### Where does our money come from?



(Represents budgeted totals for the ten years)

### What is it proposed that money will be spent on?



## Our Long-Term Plan risks

Planning for the next ten years has uncertainties and risks. Our draft long-term plan sets out what we think is the best way forward over those ten years based on our current knowledge. However, we know things change and we will need to tweak and adapt as we go.

Our proposed Long-Term Plan has two particular areas of uncertainty and risk that it's important for you to understand and share your feedback on.

## Achievement of our Capital Programme

The other area of major risk is our ability to complete our proposed capital programmes.

Most of the services that Council provides – water, roading, libraries, public toilets, sportfields and playgrounds rely on Council infrastructure. Our capital programmes ensure that this infrastructure is well maintained and new infrastructure is built when necessary. Two factors could influence our ability to deliver the capital projects proposed for the LTP:

### Availability of external funding.

Many of our capital projects involve external funding. We have assumed external funding of \$1.2B for our total capital programme of \$2.3B – or 53%. This includes the potential Nature Calls funding, NZ Transport Agency Waka Kotahi funding as well other assumptions regarding funding for our growth programmes. This external funding reduces the financial impact of the projects on Council's debt limits. However, it also introduces some risks that, despite our careful considerations in developing this LTP - the funding will not be available as expected. If this happens for any particular project, we will look carefully at our options. This could include delaying, scaling back or stopping the project. For legally required projects like Nature Calls and seismic upgrades it could also mean not doing other work so that we can fund these.

### Ability to deliver projects.

In the past we used to struggle to complete all the capital projects we'd planned on doing when the year started, for a range of reasons. But we've stepped up our game and this year we're expecting to achieve at least 90% of what was proposed (compared to 67% in 2022/23)

We are continuing to focus on improving these figures further through:

- making sure our Project Management Office (PMO) is fully staffed
- early planning and design work to spread out the time we have to plan and build the works and reduce the number of project risks we face during the building phase.
- building good relationships with the construction sector. Our roading contractor has confirmed they can resource themselves to do the work we want.

Currently we're doing a range of projects that vary in size and scale. In our proposed long-term plan, many of these are large and high cost projects that are a one-off, e.g. seismic strengthening of a facility. These large projects can be delivered more efficiently than many small projects as they require less project administration compared to a large number of smaller projects. This all gives us strong confidence we can successfully deliver our projects. However, we will review our projects through each LTP and Annual Budget and can move projects around if necessary to make best use of available project delivery resources.

# Nature Calls

There are uncertainties and risks around Nature Calls.

As explained on pages 20-21 we're legally required to get a new consent for treatment and discharge of our city's wastewater for the next 30 years. At the moment a very high-level estimate of the cost is up to \$647M, which is made up of upgrades to the treatment plant as well as a new discharge point, pipes and pumps, irrigation systems and land purchase or leases. Currently Horizons Regional Council is assessing our consent, and we won't have a better idea of costs until that consent is granted. We have no timeframes for that, as large infrastructure projects like these can take many years.

The high cost does mean that we cannot fund Nature Calls through normal Council borrowing mechanisms. That is why we are proposing to fund it by setting up a special purpose funding vehicle, in conjunction with Crown Infrastructure Partners (a Government agency) as provided for under the Infrastructure Funding and Financing Act. This type of arrangement was set up to assist councils in our circumstances. We are also proposing to use this arrangement for some growth programmes.

## There are two risks around this:

- There is a risk that residents and businesses consider the final cost of the project to be unaffordable or not value for money. The funding would need to be repaid by ratepayers through a levy on top of rates (see pages 20-21). Once we have a consent and know more about the cost, we will be able to look at the affordability of it. On the other hand, we know our community value our awa (river) and strong environmental outcomes- which do have associated costs.
- There is also a risk that Crown Infrastructure Partners will not fund the project – or will only partially fund it. At this stage we intend to fund Nature Calls entirely through this funding tool. That's because it allows us to debt-fund other vital projects (like roading improvements outlined on pages 22-23 of this document and upgrading our community facilities on pages 34-41). and remain within our debt limits. Other Councils have 100% funded their projects through this tool. For example: Wellington's Moa Point sedimentation tanks. However, we know some Councils are using a mix of Council debt and IFF for their specific projects.

## We are aware of these risks and are working to minimise them:

- We are working through the consent process to get more detail and certainty on the costs.
- We have held talks with Crown Infrastructure Partners and will have much more detailed conversations them about Nature Calls and the implications of funding it through this arrangement.
- We are talking with our neighbouring Councils about their plans for water. This aligns with the new Government's Local Water Done Well model, which includes the option of Councils setting up Council Controlled Organisations for water, wastewater and stormwater to help fund improvements.
- We could look at other funding sources, such as a public – private partnership (PPP) where a private company finances, build and operates components of the treatment and discharge and charges Council (and therefore ratepayers) over a period of time. Some form of government assistance could be another option.
- If it becomes clear that, however it is funded, the total cost of the project is too high, we would need to reconsider some elements of the project – but would still need to meet the conditions of the consent.

We will revisit the project through our 2027 LTP (or earlier if necessary). By then we will have better information on the costs of the project. We will also have firmer ideas on potential funding sources. At that point we might need to reconsider the project against our other projects and services, especially if we cannot fund the project in a way that keeps some or all of the debt off our books. This could means reducing the Nature Calls project or reducing our other projects and services.

We will keep you informed as we work though the details of the project.

Whatever happens, we do need to make sure we maintain our infrastructure for our community and meet all legal requirements for our wastewater treatment and discharge.



# Rates for 2024/25

We’re proposing that for 2024/25, rates will continue to be made up of a portion that has fixed charges (like recycling or water charges) and a portion based on the rateable value of the property.

The charges below are for our 'preferred' hybrid rating system. They will change depending on the rating system selected.

The fixed charges are shown in the following table:

Charge type	Charge	What it pays for
Water	\$427	The cost of providing water
Wastewater	\$384	The cost of treating and disposing of wastewater
Kerbside Recycling	\$144	The cost of kerbside recycling
Rubbish and Public Recycling	\$62	General rubbish and recycling costs, including transfer stations, cleaning up fly tipping, community education
General	\$200	Contributes to paying for all other Council services and helps ensure all properties contribute a more equal share of cost rather than it all being based on the land value

All properties are charged the General and Rubbish and Public Recycling charges. Those who have access to the other services are also charged for them.

Non-residential properties are also charged a wastewater charge based on the number of toilets they have and are billed separately for water they use, which is metered.

# Here are some examples of rates you may pay for your home or business

These examples are based on our preferred option following our rates review, which proposes some changes to the rating system.

Our preferred option would see the introduction of a new targeted rate for Transport and Economic Development based on the capital value of a property, with the general rates remaining based on land value.

This change would see approximately 30% of the general rate being transferred from the land value to the capital value base.

It's important you read pages 27-31 to determine the impact of the rates review for you, and to give feedback.

We're only showing a few examples – you can search what this means for your property on our website.

	<b>Single Unit Residential</b>				<b>Two Unit residential</b>			
Land Value	\$360,000	\$455,000	\$468,000	\$540,000	\$450,000	\$525,000	\$561,000	\$625,000
Capital Value	\$590,000	\$690,000	\$739,000	\$840,000	\$675,000	\$770,000	\$829,000	\$920,000
	Quartile 1	Median	Average	Quartile 3	Quartile 1	Median	Average	Quartile 3
<b>General Rates \$</b> <small>Incl. UAGC of \$200</small>	1,445	1,773	1,818	2,067	2,388	2,753	2,928	3,239
<b>Targeted Rates based on CV \$</b>	495	578	620	704	887	1,012	1,090	1,210
<b>Targeted Rates for services \$</b>	1,017	1,017	1,017	1,017	2,034	2,034	2,034	2,034
<b>Total Proposed Rates \$</b>	2,957	3,368	3,455	3,788	5,309	5,799	6,052	6,483
<b>Increase \$ above 2023/24</b>	222	219	249	268	451	486	520	563

	<b>Non-Residential (Commercial/Industrial)</b>				<b>Miscellaneous</b>			
Land Value	\$385,000	\$620,000	\$1,022,000	\$1,110,000	\$295,000	\$550,000	\$916,000	\$965,000
Capital Value	\$610,000	\$1,030,000	\$2,402,000	\$2,295,000	\$400,000	\$720,000	\$1,746,000	\$1,445,000
	Quartile 1	Median	Average	Quartile 3	Quartile 1	Median	Average	Quartile 3
<b>General Rates \$</b> <small>Incl. UAGC of \$200</small>	5,306	8,423	13,755	14,922	1,504	2,632	4,250	4,466
<b>Targeted Rates based on CV \$</b>	1,470	2,483	5,790	5,532	438	789	1,913	1,583
<b>Targeted Rates for services \$</b>	446	446	446	446	62	62	62	62
<b>Total Proposed Rates \$</b>	7,222	11,352	19,991	20,900	2,004	3,483	6,225	6,111
<b>Increase \$ above 2023/24</b>	243	485	2,473	2,106	74	147	870	486

	<b>Rural/Semi-serviced (between 0.2 + 5Ha)</b>				<b>Rural/Semi-serviced (5Ha or more)</b>			
Land Value	\$435,000	\$520,000	\$549,000	\$590,000	\$520,000	\$730,000	\$1,373,000	\$1,218,000
Capital Value	\$950,000	\$1,180,000	\$1,202,000	\$1,390,000	\$551,000	\$1,102,000	\$1,585,000	\$1,670,000
	Quartile 1	Median	Average	Quartile 3	Quartile 1	Median	Average	Quartile 3
<b>General Rates \$</b> <small>Incl. UAGC of \$200</small>	1,450	1,694	1,778	1,896	775	1,007	1,717	1,546
<b>Targeted Rates based on CV \$</b>	676	840	856	990	211	423	608	640
<b>Targeted Rates for services \$</b>	62	62	62	62	62	62	62	62
<b>Total Proposed Rates \$</b>	2,188	2,596	2,696	2,948	1,048	1,492	2,387	2,248
<b>Increase \$ above 2023/24</b>	685	859	879	1,018	28	182	191	265

Non-residential examples do not include any rates for wastewater based on the number of toilet pans or water charged by meter. The proposed charge per pan is \$384. Metered water is charged on the basis of a fixed amount (depending on the size of the connection) and the balance by volume used. Increases are proposed for metered water. The examples do not include the rate for central city commercial properties to fund the Palmy BID.

## What your rates cover each week

This is based on a residential property with a land value of \$468,000 and a capital value of \$739,000. These are costed on our 'preferred' hybrid rating system.

**\$9.34**

14.03%

**Recreation and play**



**\$1.41**

2.12%

**Active and public transport**

**\$8.21**

12.33%

**Water**



**\$3.96**

5.95%

**Resource recovery**

**\$5.19**

7.80%

**Arts and heritage**



**\$4.67**

7.01%

**Community support**

**\$3.27**

4.91%

**Housing**



**\$1.01**

1.52%

**Biodiversity and the Manawatū river**



**\$1.27**

1.91%

**Community safety and health**





## We need your feedback on some other topics too!

### We'd love your feedback on how we engage you in our decision making.

All councils are required to have a Significance and Engagement Policy. The policy governs how we determine the importance or significance of an issue, proposal, or decision, and in turn how we'll engage with our community as part of the decision-making process.

Read more at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)

### You can give feedback on our updated Revenue and Financing Policy

The Revenue and Financing Policy outlines how we plan to fund the operating costs and capital expenditure for each of the Council's activities. It guides our approach to the setting of fees and charges and rates.

It shows for each Council activity the proportion of the cost we expect to recover from user fees and charges, and the proportion to be funded from rates.

Read more at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)

### We'd also like your feedback on our rates remission and postponement policies.

Council has a series of policies that enable rates to be remitted or postponed in a number of situations. These policies have recently been reviewed with minor changes proposed. A new policy is proposed to cover situations where residential ratepayers face hardships as a result of proposed changes the Council makes to the rating system. We review these annually.

Read more on proposed changes at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)



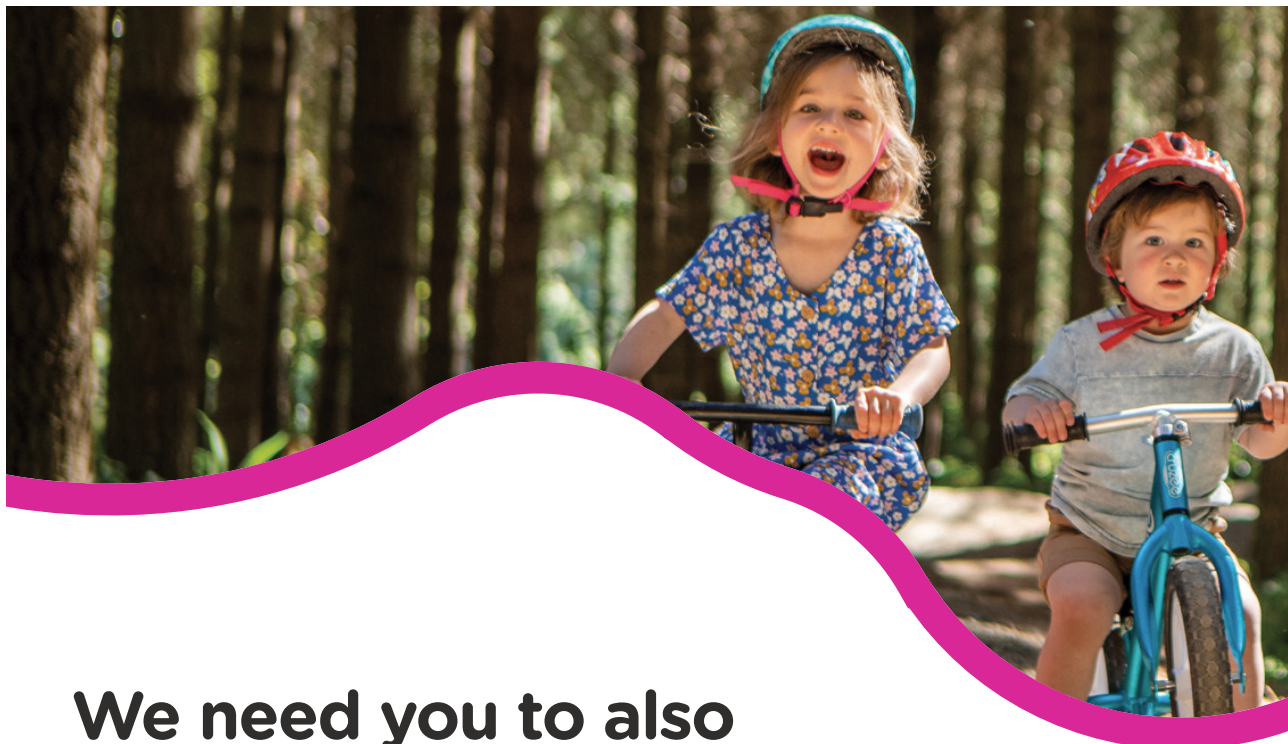


## Want to talk to our Elected Members about your submission?

That's easy for us to arrange! Simply tick the box on the submission form to let us know you'd like to speak at a hearing.

We want it to be as easy as possible for you to give feedback on a range of topics, so hearings for these consultations will be part of our Long-Term Plan consultation sessions in mid-May.

We'll be in touch to confirm the day, and time to speak, as well as the topics you'd like to cover.



## We need you to also give feedback on our proposed strategy to guide Palmy's future growth

The government requires Palmerston North City Council and Horizons Regional Council to have a strategy for future development for the Palmerston North district, which outlines how the wider district grows over the next 30 years.

Projects that help our city grow are included in our draft Long-Term Plan. This includes \$291M spending on infrastructure.

Our proposed Future Development strategy outlines how we're working on plans for housing growth in a number of areas at the edge of the city like Aokautere, Kikiwhenua and Kākātangiata to the west of the city. We're also planning to enable more growth within the city by allowing homes in some areas to be built higher and closer together.

To support economic growth, we're planning some expansion around the current North East Industrial Zone. This would allow the city and surrounding district to capitalise on our central position in the national freight and logistics network, through our Te Utanganui, Central New Zealand Distribution Hub masterplan.

Please read our proposed Future Development Strategy and have your say at [pncc.govt.nz/fds](https://pncc.govt.nz/fds)

You can take a look at our draft strategy (and Statement of Proposal) and provide your feedback by making a submission at [pncc.govt.nz/fds](https://pncc.govt.nz/fds) or by filling in a hardcopy submission form which is available at our Customer Service Centre and community libraries.

### Consultation ends 9 May 2024

As both Palmerston North City Council and Horizons Regional Council will be hearing submissions, hearings for your feedback will be held separately to our Long-Term Plan hearings, but with similar timeframes. If you'd like to talk to Elected Members, it's important you select this option on your submission form

Following hearings, we consider all the submissions, make any changes, and adopt the Future Development Strategy as our plan for growth in Palmy over the next 30 years.





## We also want your feedback on our plans for reducing waste in our city!

Our goal is to continue to make it easy for our residents to choose to reduce, reuse and recycle, rather than sending more waste to landfills.

The Waste Management and Minimisation Plan (WMMP) outlines how we will manage our waste in the future. We review our Waste Management and Minimisation Plan (WMMP) at least once every six years. We're doing this review early so we can include it as part of the consultation on our Long-Term Plan.

Read our draft Waste Management and Minimisation Plan and have your say at [pncc.govt.nz/wasteplan](https://pncc.govt.nz/wasteplan)

### Key new projects as part of our draft Plan are:

- Introducing a city-wide kerbside food scraps collection service.
- Working with the construction sector to get more demolition material being reused or recycled rather than sent to landfill.
- Upgrading important machinery in our Recycling Centres so that we can continue to process your recycling.
- Investigating whether there is a need for a new site for green waste and recycling drop-off.
- Monitoring contamination of recycling bins and illegal dumping more intensively in the future.



## Let us know your thoughts on proposed changes to our Development Contributions Policy.

If you're subdividing your land, planning to build a home or build or expand a business, it's likely you'll need to pay development contributions.

Development contributions are paid on any subdivision or development that generates extra demand on infrastructure in our city. This helps reduce the financial burden on ratepayers and ensure our city infrastructure is fairly funded.

Our policy for how we set contributions is reviewed every three years, and we're doing that now. We're keen to hear your thoughts.

We have a lot more information available on our website.

**You can read more  
at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)**

**Have your say  
8 April – 9 May**

## Come and chat to us!

We know you'll have questions and ideas and we're here to help.

We have both topic specific and general sessions. For topic specific sessions we will have specialist staff from those areas able to answer your questions on those topics. For the general sessions we won't have those specialist staff available.

## Come to a drop in session

**Thursday 11 April**

**10-11am** Awapuni Library\*

### Planning Palmy Expo

**Saturday 20 April | 10am-1pm**

Palmy Conference + Function Centre.

**Learn about what council does  
and talk to our elected members**

## Join us online!

On Wednesday 17 April from 6.30 - 8pm join us for a live 'ask us anything' session.

This session will be live streamed on Council's Facebook and Youtube channels and kept there for future viewing.

## Fill in a submission form

We've got three easy ways you can do this!

- Fill it in and post it to us at  
Long-term plan submissions  
Palmerston North City Council  
Freepost PX33317  
Palmerston North DX Sort
- Fill in a hardcopy form at one of our libraries or customer service centres and drop it in the submission box
- Head to our website and do it now at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)

**If you are adding videos, pictures, songs or drawings you can do this via our website!**

**Monday 22 April**

**2.30-4pm** Roslyn Library\*

**4.30-5pm** Ashhurst Library\*

**Tuesday 23 April**

**10-11am** Te Pātikitiki Library\*

**Saturday 27 April**

**10-11am** Awapuni Library\*

**12-1pm** Central Library\*

\* These sessions will be led by Council staff

Chat to one of the decision makers, aka **our Elected Members**

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Kahika Mayor

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**Te Kaunihera o Papaioea**  
Palmerston North City Council  
[pncc.govt.nz](http://pncc.govt.nz) / [info@pncc.govt.nz](mailto:info@pncc.govt.nz) / 06 356 8199





# Council's Long-Term Plan Submission Form



You can give your feedback on our Long-Term Plan in a variety of ways. If you'd like to speak to our Elected Members about your submission we do need you to fill out the contact details and hearings section of this page. With this submission form you can answer as many questions as you want. You don't need to answer them all if you don't want to! There are no age restrictions to making a submission – we are happy to see submissions from all ages.

The Local Government Act allows you to give feedback in any format. This can include:

- filling out this form or doing it on our website at [pncc.govt.nz/LTP](https://pncc.govt.nz/LTP)
- sharing feedback on our social media channels
- emailing us at [submissions@pncc.govt.nz](mailto:submissions@pncc.govt.nz)
- or drop in to our customer service centre or libraries
- You can give feedback in any format that suits you. That could be a letter, petitions, picture, drawing, song or video (up to 3 minutes) etc.
- Come chat to Elected Members at **Planning Palmy Expo**  
20 April, 10am-1pm at the Palmy Conference and Function Centre.

All submissions may be made publicly available on our website, customer service centre and some of our libraries. This means you may want to be more careful about what private information you share in your submissions about your circumstances. Your contact details (but not your name) are confidential and will not be published. Elected Members receive all submissions without contact details so they can consider the views and comments expressed.

We collect your contact information so we can keep you up to date.

**For more information, see our privacy statement on our website.**

## Your details

First name:

Last name:

Organisation you represent:

(If applicable. Please only answer this question if you're speaking on behalf of an organisation)

Postal address: (only provide if no email address)

Email:

Phone:

☐ Please tick if you are under 18 years old as we will apply further privacy measures.

Everyone who makes a submission can speak to our Elected Members about it.

All submissions will be acknowledged by email, or letter and given to Elected Members, who will consider the views and comments expressed when finalising the Long-Term Plan.

Do you want to speak to Council in support of your submission?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
If you've selected yes, please let us know if you would like a language interpreter			
New Zealand Sign Language interpreter <input type="checkbox"/>	Te Reo Māori interpreter <input type="checkbox"/>	No interpreter required <input type="checkbox"/>	

Preferred hearing dates. Please select up to 3 preferences.				How would you prefer to give your feedback?	
	9am to 12.30pm	1.30pm to 5pm	5.30pm to 7.30pm	In person	<input type="checkbox"/>
Wednesday 15 May	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Via an online video link	<input type="checkbox"/>
Thursday 16 May	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Friday 17 May	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Please select here if you are flexible on days on times				<input type="checkbox"/>	

We will be in touch with you to confirm the time for you to speak to Council. You will have ten minutes allocated to speak in support of your submission or to answer any questions from the Mayor and other Elected Members. If we receive a large number of submissions we may need additional days for hearings in May. If this occurs, we will be in touch with you.

# Your submission

This submission form is broken into sections. First we will ask you to give feedback on some of the topics we have options for. Then towards the end we will ask for general comments on key areas of Council, as well as a general feedback section. Please answer all questions you'd like to provide feedback on.

This submission form is also available on our website at [pncc.govt.nz/ltp](http://pncc.govt.nz/ltp). On our website you will be able to save your submission as you go, and come back to it before choosing to submit.

If at any time you need more space, please write on another piece of paper and clearly state your name, address, phone number and the question your feedback relates to.

## Rates Review Questions

If you are submitting on behalf of a business or organisation, please ensure you have stated this in the 'Organisation' category at the top of your submission form and you have permission to submit on the business or organisations behalf. You can submit as both an organisation and individual.

### Which of these describes you? (Select as many as apply)

Collecting this information helps us determine whether different groups of people share similar views.

- ☐ Resident, but not a ratepayer (e.g. you rent or may live with family/friends)
- ☐ Ratepayer who lives in their home in the Palmerston North urban area  
(Tick if you are also a landlord)
- ☐ Ratepayer who lives in their Palmerston North home,  
which is classified as 'Rural' or known as a lifestyle block
- ☐ Business owner who pays rates in Palmerston North  
(Commercial/Industrial classification) (Tick if you are also a landlord)
- ☐ Business owner who rents their business location in Palmerston North
- ☐ A developer of residential properties
- ☐ A developer of commercial properties
- ☐ Landlord of a home/s but do not live in Palmerston North
- ☐ Landlord of a business/commercial property who does not live in our city
- ☐ Other (please state)
- ☐ Prefer not to say

Please tick which option you prefer. Please note from this section on, options you select and feedback you provide will be in your submission for Elected Members to review.

- ☐ 1 Preferred Option - Hybrid (a mixture of land value and capital value)

☐ 2 Capital Value (CV)

☐ 3 Land Value (LV) – current system

☐ 4 Prefer not to say

Please tell us why you prefer that option

[illegible]

Please tell us what you don't like about the other options

[illegible]



# Community facilities questions

**Are you submitting on behalf of an organisation which regularly uses, or proposing to use, one of these facilities?**

Yes ☐

No ☐

If you are submitting on behalf of an organisation, please ensure that you have written the organisation's name and contact details on the top of this submission form, and you have their permission to make a submission on their behalf.

We'd like to ask you about these projects separately in case you have different thoughts on different projects.

We're asking you to select whether you support each project as proposed, whether you support it with some suggested changes or comments, or you do not support it. We'll ask you to explain why you've picked the option you have. Suggested changes or comments could include things like the scope of the project, the timeline proposed, the location, the cost, how we're planning on funding it – or any other feedback.

**Multicultural Centre** Lease space for multicultural communities to use for activities, events and services.

Support as proposed ☐

Support with changes/comments ☐

Do not support ☐

Prefer not to say ☐

Please tell us why you've selected that option, and any feedback you'd like to provide about the project


**Pasifika Centre** Expand and refurbish existing building

Support as proposed ☐

Support with changes/comments ☐

Do not support ☐

Prefer not to say ☐

Please tell us why you've selected that option, and any feedback you'd like to provide about the project


**Te Pātikitiki Library** Expand and refurbish existing building

Support as proposed ☐

Support with changes/comments ☐

Do not support ☐

Prefer not to say ☐

Please tell us why you've selected that option, and any feedback you'd like to provide about the project

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**Awapuni Community Library Hub** Build a new Awapuni Community Library Hub, which includes expanded community space within a new library

Support as proposed ☐

Support with changes/comments ☐

Do not support ☐

Prefer not to say ☐

Please tell us why you've selected that option, and any feedback you'd like to provide about the project

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**Te Motu o Poutoa Anzac Park** Creation of a civic marae with public facilities and visitor and education attractions at Te Motu o Poutoa Anzac Park (co-funded with Rangitāne and external funding)

Support as proposed ☐

Support with changes/comments ☐

Do not support ☐

Prefer not to say ☐

Please tell us why you've selected that option, and any feedback you'd like to provide about the project

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**Central Energy Trust Arena** Replace Arena 5 at the Central Energy Trust Arena, as well as build new turfs, toilets and changing blocks.

Support as proposed ☐

Support with changes/comments ☐

Do not support ☐

Prefer not to say ☐

Please tell us why you've selected that option, and any feedback you'd like to provide about the project

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Do you have any general feedback about community facilities for us to consider?



# City centre transformation – landmark facilities and seismic upgrades

Which option do you prefer? (select one)

☐

**Option one (Preferred Option)**

Build on our existing planning and continue work to look at the buildings as a collective project and explore co-funding opportunities.

☐

**Option two**

Only do the required seismic upgrades of these facilities in their current location

Please tell us why you prefer that option

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Please tell us what you don't like about the other option

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Do you have any other comments?

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## General comment areas

Information about these topics are available in our consultation document

Please share any feedback you have about our **vision, goals and plans**

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Please share any feedback regarding proposed **transport projects**

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Please share any feedback about our proposed plans for **Water and how we will fund Nature Calls**

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Please share any feedback regarding our proposed plans for **housing**

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Please share any feedback regarding our proposed plans for **growing our city**.

You can also provide feedback on our Future Development Strategy which we're consulting on at the same time. You can read about that at [pncc.govt.nz/FDS](https://pncc.govt.nz/FDS)

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Please share any feedback about **rubbish and recycling services**.

We're also consulting on our Waste Management and Minimisation plan, please make a submission at [pncc.govt.nz/wasteplan](https://pncc.govt.nz/wasteplan)

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**Palmerston North City Council**

**Statement of Proposal  
Draft 2024 Revenue & Financing Policy**

3 April 2024

### Proposal

The Council's Revenue & Financing Policy (the Policy) is reviewed every three years. This is to ensure that the policy is still appropriate in the light of changing circumstances and consistent with assumptions being made by the Council in the preparation of its Long-term Plan. The Policy is required to be adopted and then included in the Long-term Plan.

A copy of the draft 2024 Revenue & Financing Policy is available online at [www.pncc.govt.nz/xxxxx](http://www.pncc.govt.nz/xxxxx) or on request.

Public consultation on the draft Revenue & Financing Policy will be open from 8 April to 9 May. You can make a submission online at [www.pncc.govt.nz](http://www.pncc.govt.nz), by post or deliver to the Council's office as outlined below.

This proposal seeks to adopt a new Policy that incorporates the following key changes to the present Policy adopted in 2021:

- Recognition of the proposed introduction of a targeted rate to fund activities that primarily contribute to the Council's Goal 1 (An innovative & growing city). These activities include transport, economic development, urban design and housing. This change is part of the Council's proposal to modify the rating system so that a portion of the rates is based on the capital value. The draft Policy assumes the general rate will continue to be based on the land value. However, following the consideration of submissions on the rating proposals the Council may need to amend this in the final Policy if it decides to adopt one of the other options.
- Noting the Council may, when borrowing headroom is constrained, consider making use of the provisions of the Infrastructure Funding and Financing Act for projects that meet the legislative criteria.
- Acknowledgement the Policy supports the principles set out in the pre-amble to the Te Ture Whenua Maori Act 1996.
- Reformatting the layout to match the activity and groups of activity structure being used in the Long-term Plan.
- Amending the policy expectations for the animal management activity to be that between 60-79% of the costs of providing the activity are to be covered from revenue from dog owners rather than the present policy expectation of 80-100%.

The Council has considered a series of reports during the development of the draft Long-term Plan that address revenue and financing issues and in particular options for changing the rating system. These reports are available to view on-line.

### Consultation Process

Enquiries about the draft 2024 Revenue & Financing Policy can be made to Steve Paterson, Strategy Manager - Finance on phone (06) 356 8199 or email [steve.paterson@pncc.govt.nz](mailto:steve.paterson@pncc.govt.nz)

Submissions on the Policy open on 8 April and close on 9 May 2024 and can be made by one of the following means:

email	freepost	deliver
<a href="mailto:submission@pncc.govt.nz">submission@pncc.govt.nz</a>	Revenue & Financing Policy Submissions Palmerston North City Council Free Post ##### Palmerston North DX Sort	Customer Services Centre Civic Administration Building The Square Palmerston North

**Palmerston North City Council**

**Statement of Proposal  
Draft 2024 Rates Remission & Postponement  
Policies**

3 April 2024

### Proposal

The Council's Rates Remission & Postponement Policies (the Policy) is reviewed at least once every six years. This is to ensure that the Policy is still appropriate in the light of changing circumstances. The Policy is required to be adopted through a process consistent with the principles in section 82 of the Local Government Act 2002. The Policy also includes the Policy on remission and postponement of rates on Maori Freehold land.

A copy of the draft 2024 Rates Remission & Postponement Policies is available online at [www.pncc.govt.nz/xxxxx](http://www.pncc.govt.nz/xxxxx) or on request.

Public consultation on the draft Rates Remission & Postponement Policies will be open from 8 April to 9 May. You can make a submission online at [www.pncc.govt.nz](http://www.pncc.govt.nz), by post or deliver to Council's office as outlined below.

This proposal seeks to adopt a new Policy that incorporates the following key changes to the present Policy adopted in 2018:

- Minor wording changes to reflect changes to legislation since 2018
- The introduction of a new policy relating to remissions for hardship as a result of changes to the rating system. The policy is targeted toward individuals and is focused on providing remissions in limited situations. It recognizes incidence of rates changes each year and particularly in the year following the City revaluation or when new services are made available to the property or when a new residence is built. Remissions are not intended to be given in such situations.

The Council considered a report on this Policy at its meeting on 14 February 2024 and this is available to view on-line.

### Consultation Process

Enquiries about the draft 2024 Rates Remission & Postponement Policies can be made to Steve Paterson, Strategy Manager - Finance on phone (06) 356 8199 or email [steve.paterson@pncc.govt.nz](mailto:steve.paterson@pncc.govt.nz)

Submissions on the Policy open on 8 April and close on 9 May 2024 and can be made by one of the following means:

email	freepost	deliver
<a href="mailto:submission@pncc.govt.nz">submission@pncc.govt.nz</a>	Rates Remission & Postponement Policies Submissions Palmerston North City Council Free Post ##### Palmerston North DX Sort	Customer Services Centre Civic Administration Building The Square Palmerston North