Hamilton City Council
Te kaunihera o Kirikiriroa

## Notice of Meeting:

I hereby give notice that an ordinary Meeting of the Council will be held on:

| | |
|---|---|
| **Date:** | **Tuesday 4 June 2024** |
| **Time:** | **9:30 am** |
| **Meeting Room:** | **Council Chamber and audio visual link** |
| **Venue:** | **Municipal Building, Garden Place, Hamilton** |

Lance Vervoort
Chief Executive

# Council
# *Kaunihera*
# OPEN AGENDA

| | | |
|---|---|---|
| **Membership** | | |
| **Chairperson**<br>***Heamana*** | Mayor Paula Southgate | |
| **Deputy Chairperson**<br>***Heamana Tuarua*** | Deputy Mayor Angela O'Leary | |
| **Members** | Cr Maxine van Oosten<br>Cr Moko Tauariki<br>Cr Ewan Wilson<br>Cr Mark Donovan<br>Cr Louise Hutt<br>Cr Andrew Bydder<br>Cr Tim Macindoe | Cr Geoff Taylor<br>Cr Sarah Thomson<br>Cr Emma Pike<br>Cr Anna Casey-Cox<br>Cr Kesh Naidoo-Rauf<br>Vacancy |
| **Quorum:** | **A majority of members (including vacancies)** | |
| **Meeting Frequency:** | **Monthly – or as required** | |

Amy Viggers
*Mana Whakahaere*
Governance Lead

**27 May 2024**

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**Purpose**

The Council is responsible for:

1. Providing leadership to, and advocacy on behalf of, the people of Hamilton.
2. Ensuring that all functions and powers required of a local authority under legislation, and all decisions required by legislation to be made by local authority resolution, are carried out effectively and efficiently, either by the Council or through delegation.

**Terms of Reference**

1. To exercise those powers and responsibilities which cannot legally be delegated by Council[1]:
   a) The power to make a rate.
   b) The power to make a bylaw.
   c) The power to borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Plan.
   d) The power to adopt a Long Term Plan or Annual Plan, or Annual Report.
   e) The power to appoint a Chief Executive.
   f) The power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long Term Plan or developed for the purpose of the Council's Governance Statement.
   g) The power to adopt a remuneration and employment policy.
   h) The power to approve or change the District Plan, or any part of that Plan, in accordance with the Resource Management Act 1991.
   i) The power to approve or amend the Council's Standing Orders.
   j) The power to approve or amend the Code of Conduct for Elected Members.
   k) The power to appoint and discharge members of committees.
   l) The power to establish a joint committee with another local authority or other public body.
   m) The power to make the final decision on a recommendation from the Parliamentary Ombudsman, where it is proposed that Council does not accept the recommendation.
   n) The power to amend or replace the delegations in Council's *Delegations to Positions Policy*.
2. To exercise the following powers and responsibilities of Council, which the Council chooses to retain:
   a) Resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of an electoral officer and reviewing representation arrangements.
   b) Approval of any changes to Council's vision, and oversight of that vision by providing direction on strategic priorities and receiving regular reports on its overall achievement.
   c) Approval of any changes to city boundaries under the Resource Management Act 1991.
   d) Adoption of governance level strategies plans and policies which advance Council's vision and strategic goals.

[1] Clause 32, Schedule7, Local Government Act 2002

e) Approval of the Triennial Agreement.

f) Approval of the local governance statement required under the Local Government Act 2002.

g) Approval of a proposal to the Remuneration Authority for the remuneration of Elected Members.

h) Approval of any changes to the nature and delegations of the Committees.

i) Approval or otherwise of any proposal to establish, wind-up or dispose of any holding in, a CCO, CCTO or CO.

j) Approval of city boundary changes, including in respect of Strategic Boundary Land Use Agreements.

k) Approval of Activity Management Plans.

l) Sister City relationships.

**Oversight of Strategies, Plans and Reports:**

- Long Term Plan
- Annual Plan
- Annual Report
- Shaping Hamilton Kirikiriroa Together
- Our Climate Future
- He Pou Manawa Ora

**Oversight of Policies and Bylaws:**

- *Corporate Hospitality and Entertainment Policy*
- *Delegations to officers specific to the Resource Management Act 1991*
- *Delegations to Positions Policy*
- *Elected Members Support Policy*
- *Significance and Engagement Policy*
- *Climate Change Policy*
- *Any Community Engagement Policies*

| ITEM | TABLE OF CONTENTS | PAGE |
|---|---|---|
| 1 | Apologies – *Tono aroha* | 5 |
| 2 | Confirmation of Agenda – *Whakatau raarangi take* | 5 |
| 3 | Declarations of Interest – *Tauaakii whaipaanga* | 5 |
| 4 | Public Forum – *Aatea koorero – NOT APPLICABLE* | 5 |
| 5 | Confirmation of the Council (Long Term Plan Hearings) Minutes 15 May 2024 | 6 |
| 6 | Chair's Report | 22 |
| 7 | Growth Funding Policy 2024 Deliberations | 26 |
| 8 | Development Contributions Policy 2024/25 - Deliberations report | 36 |
| 9 | 2024-34 Long-Term Plan Deliberations | 127 |
| 10 | Resolution to Exclude the Public | 330 |

**1 Apologies – *Tono aroha***

**2 Confirmation of Agenda – *Whakatau raarangi take***

The Council to confirm the agenda.

**3 Declaration of Interest – *Tauaakii whaipaanga***

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

**4 Public Forum – *Aatea koorero* – NOT APPLICABLE**

Attachment 1

# Council Report

**Committee:** Council **Date:** 04 June 2024

**Author:** Amy Viggers **Authoriser:** Michelle Hawthorne

**Position:** Governance Lead **Position:** Governance and Assurance Manager

**Report Name:** Confirmation of the Council (Long Term Plan Hearings) Minutes 15 May 2024

| | |
|---|---|
| **Report Status** | *Open* |

## Staff Recommendation - *Tuutohu-aa-kaimahi*

That the Council confirm the Open Minutes of the Council (Long-Term Plan Hearings) Meeting held on 15 May 2024 as a true and correct record.

Item 5

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Council (Long-Term Plan Hearings) Open Unconfirmed Minutes - 15 May 2024

Hamilton City Council
Te kaunihera o Kirikiriroa

# Council
# *Kaunihera*
# OPEN MINUTES

**Minutes of a meeting of the Council held in the Council Chamber, Municipal Building, Garden Place, Hamilton on Wednesday 15 May 2024 at 9:33 am.**

**PRESENT**

| | |
|---|---|
| **Chairperson** *Heamana* | Mayor Paula Southgate |
| **Deputy Chairperson** *Heamana Tuarua* | Deputy Mayor Angela O'Leary |
| **Members** | Cr Maxine van Oosten<br>Cr Ewan Wilson<br>Cr Mark Donovan<br>Cr Louise Hutt<br>Cr Andrew Bydder<br>Cr Geoff Taylor<br>Cr Sarah Thomson<br>Cr Emma Pike<br>Cr Anna Casey-Cox<br>Cr Kesh Naidoo-Rauf<br>Cr Moko Tauariki<br>Cr Tim Macindoe |

*The meeting was opened with a Karakia.*

**11. Apologies – *Tono aroha***
**Resolved:** (Cr van Oosten/Cr Thomson)
That the apologies for partial attendance from Cr Naidoo-Rauf and Cr Tauariki (Council Business) are accepted.

**12. Confirmation of Agenda – *Whakatau raarangi take***
**Resolved:** (Mayor Southgate/Cr Wilson)
That the agenda is confirmed.

**13. Declarations of Interest – *Tauaakii whaipaanga***
No members of the Council declared a Conflict of Interest.

**14. Public Forum – *Aatea korero***
Not Applicable

*The following members of the public spoke to their submissions on the Long-Term Plan, Development Contributions and Growth Funding Policy Verbal Submissions Report. For further information concerning*

*content and discussion please refer to the following recording of the meeting 15 May 2024, 16 May 2024 and 17 May 2024.*

Phil Mackay (Individual) spoke to their submission to the Draft Long-Term Plan, concerning matters related to the Central Business District (CBD), the growth of the area, and the need for high density offerings in the CBD. They answered Members' questions concerning Development Contribution remissions and charges and the proposed Walking and Cycling Bridge.

David Benson (Individual) spoke to their submission to the Draft Long-Term Plan focusing on the need for responsible spending with a focus on Green City practices used globally and the issue of growth out-pacing revenue. They answered Members' questions related to ways to raise revenue and the cost to refurbish or retrofit older buildings.

Mark Laurence (Individual) spoke to their submission to the Draft Long-Term Plan with a focus on pool inspection delays, roading changes and cycling issues. They also noted their displeasure with the proposed rates increases and answered Members' questions clarifying inspection concerns.

Donna Barraclough (Individual) spoke to their submission to the Draft Long-Term Plan.

Richard Haggard (Chair), Steve Gow and Nicola Greenwell (Hamilton and Waikato Tourism Limited (HWT)) spoke to their submission to the Draft Long-Term Plan highlighting the importance of the sector, a need for the sector to continue to be funded as opposed to the cuts proposed in the draft plan. They answered Members' questions concerning what services HWT would need to cut if the funding changed.

Louise Keesing (Taitua Arboretum Advisory Panel) spoke on behalf of John Simmons' submission to the Draft Long-Term Plan. Louise Keesing spoke to the need for continued funding of the Arboretum, and that they do not support a funding cut. They highlighted the history and the Arboretum's importance to the region. Members asked questions relating to the previously allocated levels of funding for the organisation.

Yvonne Mathews (Individual) spoke to their submission to the Draft Long-Term Plan which focused on ways to improve the city's outcomes and recommended bringing in certified chartered accountants to give the Council the best information and advice to make the best informed decisions. They were in support of the proposed rate increases.

Joe Dennehy (Individual) spoke to their submission to the Draft Long-Term Plan concerning rate increases, spending within the Council, and staff numbers. They provided suggestions to Members to have a review of all spending to make the hard cuts needed.

Judy McDonald (Individual) spoke to their submission to the Draft Long-Term Plan in which they support the proposed rates increase, however, spoke against cuts to the Arts and Creative spaces which added value to the community.

Graeme Mead (Individual) spoke to their submission to the Draft Long-Term Plan with a focus on reducing spending to make up for short falls rather than passing on these costs to the ratepayers with the proposed increase. The submitter highlighted the need to have better community engagement.

**The meeting adjourned 10.42 am to 11.09 am.**

Jill Masters (Individual) spoke to their submission to the Draft Long-Term Plan highlighting concerns for the proposed Walking and Cycling bridge, parking in the CBD, the need for bike racks and the lack of rubbish bins to maintain a clean, liveable city. The submitter answered Members' questions regarding their support for the proposed rates increases and the alternative rates increases such as parking in the CBD.

Leon Da-Silva (Da-Silva Builders Limited) spoke to their submission to the Draft Long-Term Plan concerning the proposed Development Contribution charges and how process hampers development. The submitter responded to Members' questions regarding the impacts Water Connection issues create for builders and future changes to the District Plan regarding Duplex building regulations.

Matt Stark (Individual) spoke to their submission to the Draft Long-Term Plan. They proposed that radical changes to be made to deal with the city's growth and to help maintain a vibrant city and highlighted the business sectors' desire to help the Council achieve this.

John Purcell (Individual) Spoke to their submission to the Draft Long-Term Plan and parking revenue.

Ian Bridge (Individual) Spoke to their submission to the Draft Long-Term Plan in particular the proposed rates increases and increased costs.

Margaret Rogers (Individual) Spoke to their submission to the Draft Long-Term Plan in particular cost increases and the Long-Term Plan process.

Amber Hammill (Individual) Spoke to their submission to the Draft Long-Term Plan in particular that a reduction in staff would potentially compromise the services it delivers, support for a 15- minute City concept, and safe cycling options that gives her comfort that her child is protected on the road while cycling.

Hannah Palmer and Paul Curwood (Individuals) Spoke to their submission to the Draft Long-Term Plan, in particular the investigation underway into a new water tower near their property.

Niall Tierney (Individual) Spoke to their submission to the Draft Long Term in particular their opinion that there is excess spending. They responded to questions from Members regarding a reduction of staff and a return to basic services.

Andre Schenk (Individual) Spoke to their submission to the Draft Long Term in particular the speed of growth and a return to only basic services such as wastewater.

Chris Williams (King St) Spoke to their submission to the Draft Long Term in particular support of the arts sector and partnership. They respond to questions from Members concerning how to partner with organisations outside of funding for the creative sector.

Edgar Wilson (Individual) Spoke to their submission to the Draft Long Term and the cricket facilities in the city.

Alan Chew (Individual) Spoke to their submission to the Draft Long Term and the use of technology. They responded to questions from Members concerning the use of technology to reduce costs.

Mark Flyger (Individual) spoke to their submission to the Draft Long Term and suggested that Council should move to having a surplus budget.

Mark Morgan (Waikato Regional Airport Limited) spoke to their submission to the Draft Long Term and requested that the Council continue to fund regional tourism as it has in the past. They responded to questions from Members concerning their dividends' policy and the proposed rates increase.

**The meeting adjourned 12.56 am to 1.49pm.**

Kathy Moody (The Hamilton Roller Skating Club) spoke to their submission to the Draft Long-Term Plan in particular their opinion on the compliance costs for volunteer groups to build additional assets that have no impact on the city infrastructure.

Lynda Hall (Individual) spoke to their submission to the Draft Long-Term Plan in particular their view on the proposed rates increases and the physical and mental impact it will have on individuals.

Martin Toop (Individual) spoke to their submission to the Draft Long-Term Plan in particular their view on the impact of climate change and the need to plant more trees to improve biodiversity and prevent climate change.

Brett Murphy (Individual) spoke to their submission on the Draft Long-Term Plan in particular their view on the reduction of the number of Elected Members, opening hours of Council services, and introducing user pays.

Stephen Leaper (Individual) spoke to their submission on the Draft Long-Term Plan in particular their view on the increase in rates and that the Long-Term Plan should focus on core services. They responded to questions from Members regarding the reduction of services.

Rana Hay (Individual) spoke to their submission on the Draft Long-Term Plan in particular their view of projects to consider alternative forms of accessibility for people with disabilities.

Sarah Hoefhammer (Individual) spoke to their submission on the Draft Long-Term Plan in particular their view on the effect of a reduction of rates for people with disabilities, including those with autism.

Ross MacLeod (Individual) spoke to their submission of the Draft Long-Term Plan in particular their view on the reduction of funding for community events and proposed alternative sources of funding from Development Contributions.

Patricia Gregory (Individual) spoke to their submission to the Draft Long-Term Plan in particular their view on the recent transport projects that have changed the landscape of roadways and opposition of the 20 minute city proposal.

Lynne Holder (Individual) spoke to their submission to the Draft Long-Term Plan in particular their view on the reduction of funding support for community organisations, reduction of staffing and incentivisation of the CBD.

Andrew Chain Submission 1 Submission 2 Submission 3 (Individual) spoke to their submission to the Draft Long-Term Plan in particular their view on the proposed rates increase and ensuring everybody pays their fair share. They responded to questions from Members on areas to reduce funding.

Naomi Pocock (Individual) spoke to their submission on the Draft Long-Term Plan, in particular their opinion on donut economics with a climate change focus to regenerate the environment and

community. They responded to questions from Members regarding which local authorities have been using the donut economic model.

Geoff Kreegher (Individual) spoke to their submission on the Draft Long-Term Plan, in particular to delay the Long-Term Plan to an Annual Plan, reduction of personnel, costs of assets to ratepayers and targeted rates.

Mitchell Horan (Individual) spoke to their submission on the Draft Long-Term Plan, in particular their opinion on excessive spending, focus on core services, and personnel and responded to questions from Members regarding their motivation to submit and levels of service.

Colin Jones (Commercial & Industrial Consultants Ltd) spoke to their submissions on the Draft Long-Term Plan Submission 1 Submission 2 & Funding Growth in Hamilton Kirikiriroa Submission 1 Submission 2 . In particular their opinion on the proposed Development Contributions Policy, funding of infrastructure, balancing of books, assumptions made on growth, accountability and water meters.

Daphne Bell (Individual) spoke to their submission to the Draft Long-Term Plan, in particular their opinion on targeted rates for community infrastructure and climate change.

**The meeting adjourned 3.34pm to 3.47pm.**

John Smulders (individual) spoke to their submission on the Draft Long-Term Plan, in particular the need to reintroduce the kiwi into Significant Natural Areas and reduce cat numbers. He responded to questions from Members regarding the control of cats.

Charlotte Chuen (Individual) spoke to their submission on the Draft Long-Term Plan, in particular their opinion on balancing the books and reducing funds for community grants.

Amber Hammill (Waikato Wellbeing Project) spoke to their submission on the Draft Long-Term Plan in particular developing a food-related strategy in Hamilton and food security through urban land use.

Carla Shailer and Stacey Shailer (Individuals) spoke to their submissions on the Draft Long-Term Plan in particular on the rates increase, transportation projects and streetscape maintenance.

Sarah Murray and Sam Newton (New Zealand Recreation Association t/a Recreation Aotearoa) spoke to their submission on the Draft Long-Term Plan in particular the provision of urban green spaces to promote participation in physical activities and provision of more facilities for people with disabilities. They responded to questions from Members about investment in aquatic facilities.

Athuryann (Individual) spoke to their submission on the Draft Long-Term Plan, in particular reducing traffic congestion.

Danielle Marks (Individual) spoke to their submission on the Draft Long-Term Plan, in particular reduction of Council services and investment in climate change responses.

Lance McCaughan (Individual) spoke to their submission on the Draft Long-Term Plan, in particular separated cycle lanes, connected cycling networks and maintenance of cycle paths. He responded to questions from Members regarding shared pathways.

Margaret Evans (Individual) spoke to their submission on the Draft Long-Term Plan, in particular an independent review of service delivery options, Council Controlled Organisations, Three Waters and transportation projects.

Liam Carter (Individual) spoke to their submission on the Draft Long-Term Plan, in particular regulation of parking on footpaths, maintenance of footpaths and advocated for a voice for people with disabilities through a community board.

Emma Brookes & Rena Schuster (Turn and Gymnastic Circle) spoke to their submission on the Draft Long-Term Plan, in particular requesting support for the Eastlink Master Plan and use of the Eastlink Community Hub as for gymnastic training facilities as well as a premier sporting location. They responded to questions from Members about the renewal of a lease with Council.

Dujon Cullingford (Individual) spoke to their submission to the Draft Long-Term Plan, in particular investment in community arts and culture.

**The meeting was adjourned from 5.19pm Wednesday 15 May 2024 to 9:30am Thursday 16 May 2024.**
*Cr Tauariki joined the meeting during the above adjournment.*



Thomas Andrews (Individual) spoke to their submission on the Draft Long-Term Plan and the impact of the proposed rates rises.

Tony Hamlinon behalf of Diane Andrews (Individual) spoke to their submission on the Draft Long-Term Plan, in particular the concerns with in-lane bus stops. They responded to questions from Members about the revocation of in-lane bus stops.

Leonard Gardner (Foster Construction Group) spoke on behalf of their submission to the Draft Long-Term Plan & Development Contributions, in particular the impact of Development Contributions on incentivising growth. Members asked questions regarding the CBD Remission, Development Remissions and Targeted Rates.

Nic Greene (Habitat for Humanity Central) spoke to their submission on the Draft Long-Term Plan & Development Contributions and the opposition to the proposed rates increases. They also spoke on their strong support of the inclusionary zoning. Members asked questions regarding Hamilton housing shortage and demand.

Carol Jarman (Friends of Hamilton Public Libraries) spoke to their submission on the Draft Long-Term Plan in particular the importance of libraries for the community. Members asked questions about the impacts of potentially closing or reducing libraries.

Oliver Boyd (Summerset Group Holdings Limited) spoke to their submission on the Funding Growth in Hamilton Kirikiriroa and suggested that recent Tauranga Council Development Contributions Policy offerings was a model Hamilton City Council should follow.

Vanessa Williams and Mike Neale (Hamilton Central Business Association) spoke to their submission on the Draft Long-Term Plan and the economic downturn CBD businesses and workers are facing. They spoke to their support for the investment in the Walking Cycling Bridge and Street Scape. They also spoke to the impact of 2 hours free parking on business, anti-social behaviour in the CBD and major events. Members asked questions on the impact on a reduction of City Safe services on CBD businesses, efforts to clean up the streetscape and the impact of minor scale events.

Raymond Mudford (Individual) spoke to their submission on the Draft Long-Term Plan in particular their concerns around non-essential spending.

Kiri Goulter (Regional Tourism New Zealand) Submission 1 Submission 2 spoke to their submission on the Draft Long Term Plan in particular the impact of the proposed 50% cut to Hamilton & Waikato Tourism.

John Walker (Individual) spoke to their submission on the Draft Long-Term Plan in particular the proposed rates increases and their opposition to traffic calming measures.

Gus Sharp (Waikato Regional Theatre) spoke to their submission on the Draft Long-Term Plan and the impact of proposed cost saving measures on the arts and community.

Mark Bunting (Individual spoke to their submission on the Draft Long-Term Plan in particular the use of the Municipal Endowment Fund to offset Council's debt.

**The meeting was adjourned from 10:59am to 11:15am.**



Robert Dol (Colliers Project Leaders on behalf of the SL1 Owners Group) spoke to their submission on the Development Contributions in particular the opposition to the proposed changes to Development Contributions. Members asked questions on affordable housing remissions and targeted rates.

Jen Palmer (Bridge Housing Charitable Trust) spoke to their submission on the Draft Long-Term Plan and Development Contributions in particular their work on delivering affordable housing and how the proposed Development Contributions policy could impact this.

Maxine Campbell (Individual) spoke to their submission on the Draft Long-Term Plan in particular the importance to care for the planet and the environment, and the impact of the proposed rates rises.

Craig Stephen (Individual) spoke to their submission on the Draft Long-Term Plan in particular capital expenditures.

Logan Rainey & Morgan Jones (Property Council New Zealand Central Region) spoke to their submission on the Draft Long-Term Plan & Development Contributions in particular their concerns with the draft Development Contributions and its impact on the availability of affordable housing. They spoke to the need for Development Contributions to be fair and proportionate to the cost of infrastructure. Members asked questions around growth and infrastructure costs.

Jimileen Tamaki (Te Papanui Enderley Community Trist) spoke to their submission on the Draft Long-Term Plan in particular the importance to focus on rangatahi and developing thriving communities.

Susanne Rowse (Te Rongopai Community Trust) spoke to their submission on the Draft Long-Term Plan in particular the importance of Community Grants in delivering the key services they provide. They also spoke to the impact the proposed rates rise will have on its community, and the support they provide for Rangatahi. Members asked questions around their priorities between rates reduction and support through Community Grants.

Deborah Nudds (One Victoria Trust/ Meteor Theatre) spoke to their submission on the Draft Long-Term Plan and the importance of arts and culture to the vision of the city. Members asked questions on funding allocation.

Hamish Anderson and Steve Bond (The Adare Company Limited) spoke to their submission on the Draft Long-Term Plan and Funding Growth in Hamilton Kirikiriroa in particular their concern with high Development Contributions costs. Members asked questions around the risk of higher Development Contributions and the effect of remissions on these.

Des Ratima (Individual) spoke to their submission on the Draft Long-Term Plan in particular the importance of arts and culture for Hamilton.

*Cr Kesh-Naidoo Rauf left the meeting (12:50pm) at the conclusion of the above submission.*

Benny Marama (Individual and IĒNA PASIFIKA) - Individual Submission Organisation Submission spoke to their submission on the Draft Long Term and the importance of the arts in building a vibrant city, especially in regards for Maaori and Pasifika.

Lale Leremia (Te Awa Lakes) spoke to their submission on the Draft Long-Term Plan and Funding Growth in Hamilton Kirikiriroa in particular the effect the Draft Development Contributions has on affordability of housing. Members asked questions regarding the development currently being undertaken in Te Awa Lakes.

**The meeting was adjourned from 1:07pm to 1.47pm.**

*Cr Kesh-Naidoo Rauf re-joined the meeting during the above adjournment.*

Rob Gray (Combined Community Houses of Kirikiriroa: Waimarie, Glenview, Western, Good News Te Whare O te Ata) spoke to their submission on the Draft Long-Term Plan, in particular cuts in funding, Community Boards, and reviving suburbs. He responded to questions from Members about partnering with Council for projects, proposed rate increases, and the impact of funding on community house services.

Hayden Porter (Porter Group) spoke to their submission on the Funding Growth in Hamilton Kirikiriroa, in particular development contributions and the sustainability of essential projects.

Ilaisaane Siua (Living Wage Movement Aotearoa- Hamilton Community) spoke to their submission on the Draft Long-Term Plan in particular for Hamilton City Council to be an accredited living wage employer.

Tayla McHardie (Individual) spoke to their submission on the Draft Long-Term Plan, in particular sustainable methods to reduce pressure on the water infrastructure through removing impermeable surfaces and strategic planting. They responded to questions from Members regarding water quality.

Michael Law (Individual) spoke to their submission on the Draft Long-Term Plan, in particular importance to avoid an austerity programme and to increase social investment.

Tony Dixon (Individual) spoke to their submission on the Draft Long-Term Plan, in particular the proposed rates increase and the radiation levels in Hamilton. He responded to questions from Members about the different types of radiation.

Riikka Anderson and Jahvaya Wheki (YWCA) spoke to their submission on the Draft Long-Term Plan, in particular community grant funding.

Ron McKinnon and Selwyn Wilson (Iwi hapu Ngamurikaitaua) spoke to their submission on the Draft Long-Term Plan regarding acknowledgement from Hamilton City Council of their hapu and to ensure environmental and cultural sites are preserved before further development in the Peacockes' subdivision.

Simon Gascoigne, Ellen Webb and Jacob Lawrence (Waikato Environment Centre trading as Go Eco) spoke to their submission on the Draft Long-Term Plan in particular support for the proposed rates increases to address climate change, food security, arts, transport pathways and cat population control. They responded to questions from Members regarding services best served by Council funding.

Alec Forbes (Individual) spoke to their submission on the Draft Long-Term Plan in particular the reduction of community funding.

John McDonald-Wharry (Individual) spoke to their submission on the Draft Long-Term Plan in particular services provided by Council including levels of maintenance, H3 venues and staffing. He responded to questions from Members regarding H3 venues.

Paul Knox (Individual) spoke to their submission on the Draft Long-Term Plan in particular the proposed rates increase, community facilities for senior citizens and graffiti. He responded to questions from Members about targeted rates and reduction of services.

John Dobson (Hamilton Gardens Development Trust) spoke to their submission on the Draft Long-Term Plan in particular the development of future specialty gardens in the Hamilton Gardens and community investment. He responded to questions from the Members regarding the prioritisation of funding for visitor facilities or specialty gardens.

Bruce Clarkson (People, Cities and Nature programme, University of Waikato) spoke to their submission on the Draft Long-Term Plan in particular the Nature in the City programme, investment and revenue generation, social and natural capital to provide resilience in climate change. He responded to questions from Members regarding the cat desexing fund and biodiversity.

**The meeting was adjourned from 3:35pm to 3.46pm.**

Russell Armitage (Individual) Submission 1 Submission 2 spoke to their submission to the Draft Long-Term Plan in particular the heart of the Central Business District, two hour free parking and streetscapes.

Robin Ratcliffe (Individual) spoke to their submission to the Draft Long-Term Plan in particular the relationship between the Council and business community and proposed rates increases and fees.

Chris Field (Individual) spoke to their submission to the Draft Long-Term Plan in particular facilitating more community gardens in the city to enhance Hamilton as a liveable city and creating alternative sources of food.

Holly Snape (Community Waikato) spoke to their submission to the Draft Long-Term Plan in particular the development of relationships with mana whenua, cycling pathways, and relationships with the community services sector. They responded to questions from Members about the scope of reduced community services.

Shane Brody and Matthew Cooper (Sport Waikato) spoke to their submission to the Draft Long-Term Plan in particular the community infrastructure targeted rate and funding of Sport Waikato. He responded to questions from Members regarding work with Hamilton cricket clubs, the role of Sport Waikato in partnership opportunities and services.

Phil Evans (Bike ACTION Hamilton) spoke to their submission on the Draft Long-Term Plan in particular the proposed rates increase, progress of transportation projects, cycling pathways and maintenance and enforcement. He responded to questions from Members about improving the cycling experience.

Paula Carr (Arts Council of New Zealand Toi Aotearoa, Creative New Zealand) spoke to their submission on the Draft Long-Term Plan in particular maintenance of the current level of funding in the creative sector as an economic multiplier. They responded to questions from Members about the role of arts funding in relation to the Regional Theatre.

Jeremy Mayall and Sam Cunnane (Creative Waikato) spoke to their submission on the Draft Long-Term Plan in particular investment in the creative community being beyond more than an economic outcome for people. They responded to questions from the Members regarding alternative ways the Council can provide support to the creative sector.

Julian Dawson (on behalf of BB Syndicate Limited) spoke to their submission on the Funding Growth in Hamilton Kirikiriroa in particular the costs of the proposed Development Contribution Policy on the development community and provided a Brief of Evidence in partnership with Fraser Campbell. They responded to questions from Members about the timing of development contributions charges.

Tony McKenna (Individual) spoke to their submission on the Draft Long-Term Plan in particular the cycle pathway on Rifle Range Road, the proposed rates increases and cost cutting measures.

**The meeting was adjourned from 5.13pm Thursday 16th May to Friday 17th May 9:30am.**

*Cr Tauariki left the meeting during the above adjournment.*

Thomas Gibbons on behalf of Ilana Frost (Waikato Community Lands Trust) spoke to their submission on the Draft Long Term Plan in particular their support for inclusionary zoning and the impact of Development Contributions on affordability of housing.

Russelle Knaap (Hamilton Roller Skating Club) spoke to their submission on the Draft Long-Term Plan in particular targeted rates and community funding models.

Steve Atkins (Individual) spoke to their submission on the Draft Long-Term Plan in particular the Council's level of debt and interest rates.

Graham Pollard (Friends of Hamilton Zoo) spoke to their submission on the Draft Long-Term Plan in particular the education services that the Hamilton Zoo provides and the importance to maintain these as it was a core service of society.

Jahvaya Wheki (Seed Waikato) spoke to their submission on the Draft Long-Term Plan in particular the creation and inclusion of a youth strategy into the Long-Term Plan.

Melissa Smith (Bike Waikato) spoke to their submission on the Draft Long-Term Plan in particular their support for creating a transportation network that supports cyclists. They indicated that they did not support the reduction in funding to bicycle infrastructure, and their support for the cycling and walking bridge in principle but this will need to be combined with other investments in bicycle infrastructure to ensure it is not underutilised.

Stephen Stirling (Individual) spoke to their submission on the Draft Long-Term Plan and their support for shaping Hamilton into a Green City and the benefits they see from living here.

Erin Griffiths (Waikato Screen NZ) spoke to their submission on the Draft Long-Term Plan in particular the positive impact that having a Regional Film Office has on the Waikato.

Roderick Aldridge (Individual) spoke to their submission on the Draft Long-Term Plan in particular the importance of a circular economy.

**The meeting was adjourned from 10:50-11:15**

Jenny Nand (Individual) spoke to their submission on the Draft Long-Term Plan in particular the impact that the proposed rates increases and how this will affect the most vulnerable communities.



Neil Curgenven (Individual) spoke to their submission on the Draft Long-Term Plan in particular their support for Plan Change 9 in the District Plan.

David Douglas (Hamilton Wanderers) spoke to their submission on the Draft Long-Term Plan and in particular investment needed for Porritt Stadium.

Bryce Weal (Individual) spoke to their submission on the Draft Long-Term Plan and in particular rates increases, Development Contributions, reducing costs, support for Plan Change 12 and debt to revenue levels.

Ron Pengelly (Individual) spoke to their submission on the Draft Long-Term Plan and the impact of the proposed rates increases on residents.

Thomas Gibbons on behalf of IIana Frost (Waikato Housing Initiative) spoke to their submission on the Draft Long-Term Plan in particular their support for inclusionary zoning and taking a holistic view

Jon Webb (Chedworth Properties Ltd) spoke to their submission on Funding Growth in Hamilton Kirikiriroa in particular the impact of the proposed Development Contributions increases on the growth of Hamilton City.

Grayson Bell (Grafraell Enterprises Ltd) spoke to their submission on the Funding Growth in Hamilton Kirikiriroa and in particular waiting times on consent, proposed increases to Development Contributions and the outcomes that this will have on the city. Members asked questions on levels of development, delaying the decision and phasing in of Development Contributions increases.

Blair McAlister (Individual) spoke to their submission on the Draft Long-Term Plan.

Stephen Black (Individual) spoke to their submission on the Draft Long-Term Plan & Funding Growth in Hamilton Kirikiriroa and their concerns with the proposed rates increases. Members asked questions on the financial burden of the rates.

Ben Preston (Living System Developments) spoke to their submission on the Draft Long-Term Plan in particular the Development Contribution Policy. They answered Members' questions around the centralisation of infrastructure assets.

Anne Bell (Individual) spoke to their submission on the Draft Long-Term Plan in particular the proposed rate increases.

Michael Walmsley (Individual) spoke to their submission on the Draft Long-Term Plan in particular the state of affordable housing.

**The meeting was adjourned from 12:45 to 1.39pm**

*Cr Donovan left the meeting during the above adjournment.*
*Cr Tauariki re-joined the meeting during the above adjournment.*

Debbie Brister (Individual) spoke to their submission to the Draft Long-Term Plan and highlighted the role of Members. They responded to questions from Members concerning how to connect the community more with Council.

Shane Vink (FERN – Fairfield Enderley Resilience Network) spoke to their submission to the Draft Long-Term Plan and noted that they did not support the pedestrian bridge at this time.

T Fothergill (Individual) spoke to their submission to the Draft Long-Term Plan in particular the projected debt levels.

Mark Rawson (Kainga Ora – Homes & Communities) spoke to their submission to the Draft Long-Term Plan and the work being undertaken by Kainga Ora to increase the number of houses in Hamilton. They responded to questions from Members concerning affordable housing, Development Contributions and Kainga Ora funding from 2025.

Justin Connolly spoke to their submission to the Draft Long Term Plan and noted his support of prioritisation of active walking and cycling investments. He responded to questions from Members concerning public transport.

Sam Scott (Hamilton Arts Festival Toi Ora ki Kirikiriroa) spoke to their submission to the Draft Long-Term Plan and the role Local government in the arts and culture sector.

*Cr Donovan re-joined the meeting (2.20pm) during the above submission.*

Diana Ruri (Htown Skate Project) spoke to their submission to the Draft Long-Term Plan and the role that the large percentage of youth that live in Hamilton have in setting the direction of the future. They responded to questions from Members concerning events in Hamilton and the skating community.

Hayden Walker (Walker Residential Development) spoke to their submission to the Draft Long-Term Plan and Funding Growth in Hamilton Kirikiriroa and outlined how the proposed Development Contributions increases would impact housing growth, particularly affordable housing. They answered Members' questions about Plan Change 12, construction costs for multi storey housing and capex.

Rowena Kaleopa (Individual) spoke to their submission to the Draft Long-Term Plan in particular the level of Council debt.

Don Good (Waikato Chamber of Commerce) spoke to their submission to the Draft Long-Term Plan in particular a need for financial prudence. They responded to questions from Members concerning shared services.

Peter Findlay (Individual) spoke to their submission to the Draft Long Term Plan in particular rates increase, deficits and vegetation management.

Lee Ann Muntz and Craig Muntz (Tainui Waka Tourism) spoke to their submission to the Draft Long-Term Plan in particular retention of regional tourism funding, and the role of Maaori tourism. They responded to questions from Members concerning the role of Council to support tourism.

**The meeting was adjourned 3.25pm to 3.45pm.**



Ralph Blackburn (Eastlink Community Hub) and Jason Cargo (Waikato Tennis Trust) spoke to their submission to the Draft Long-Term Plan in particular support for the Eastlink Community Hub Master Plan, targeted rate for community infrastructure and funding for the Tennis Trust. They responded to questions from Members concerning parking, technology, the Eastlink Community Hub Master Plan and other sports.

*Cr Donovan left the meeting (4.03pm) during the above submission.*

Peter Bos (Living Streets Kirikiriroa/Hamilton) spoke to their submission to the Draft Long-Term Plan in particular the funding of walking and cycling projects, housing density and height, and environmental impact. He responded to questions from Members concerning effect of growth and ranking of transport projects.

Logan Dinning (Individual) spoke to their submission to the Draft Long-Term Plan in particular funding of the creative community. They responded to questions from Members concerning challenges for alternative music in Hamilton.

Wayne Bates (Melville United AFC) spoke to their submission to the Draft Long-Term Plan in particular a collaborative approach to projects and a long-term lease for sporting infrastructure. He responded to questions from Members concerning connections with sporting organisations and use of artificial turf.

**15|6|7 2024-34 Long-Term Plan, Development Contributions and Growth Funding Policy Verbal Submissions Report | Development Contributions Policy 2024/25 Submission Summary Report | Growth Funding Policy 2024 Submission Summary Report** *(taken as one)*

The reports were taken as read. Members asked that the following matters be addressed in the deliberation reports to be presented at the 4 June Council meeting.

Development Contribution Policy:

- alternative Development Contribution policy options/models;
- infrastructure costs;

- timing of payments;
- amount and how it is calculated; and
- remission levels lessened in the CBD levels.

2024-34 Long-Term Plan:

- further options to make a meaningful reduction to rates which included reduction to the opex and capex budgets, introduction of concessions to introduce additional revenue, and review of projects to establish staging would be appropriate or if they are above what is necessary at this time;
- confirmation of forecast assumptions and revenue projections;
- options to reinstate community grants and funding of tourism to original budgets;
- alternative methods of working with Community groups;
- confirmation of CBD areas maintenance budget, level of service, timeline, and if there was a better way to increase the look and feel of the area;
- establishment of a food strategy and youth strategy;
- engagement with Waikato Regional Council to fund/facilitate the cat desexing fund;
- partnerships opportunities with businesses;
- investigation of additional ways to smooth the consenting process;
- options to fund the Te Papanui Community Centre built at a reduced scope;
- options to re-prioritize Clyde street;
- ways to slow or stop growth;
- options to halt transport projects for 2 years; and
- number of submissions in support of arts and culture.



**Resolved:** (Cr Pike/Cr Wilson)

That the Council:

a) receives the report;

b) notes that:

i. feedback will be considered during the deliberations on the 2024-34 Draft Long-Term Plan at the 4-6 June 2024 Council meeting; and

ii. the 2024-34 Draft Long-Term Plan will be considered for adoption at the 4 July 2024 Council meeting, becoming retrospectively operative from 1 July 2024.

**Resolved:** (Cr Pike/Cr Wilson)

That the Council:

a) receives the report;

b) notes that:

i. feedback will be considered during the deliberations on the draft Development Contributions Policy 2024/25 at the 4-6 June 2024 Council meeting; and

ii. the Development Contribution Policy 2024/25 will be considered for adoption at the 4 July 2024 Council meeting, becoming operative on 5 July 2024.

**Resolved:** (Cr Pike/Cr Wilson)

That the Council:

a) receives the report;

b) notes that:

   i. feedback will be considered during the deliberations on the draft Growth Funding Policy 2024 at the 4-6 June 2024 Council meeting; and

   ii. the Growth Funding Policy will be considered for adoption at the 4 July 2024 Council meeting, becoming operative on 5 July 2024.

*Cr Donovan rejoined the meeting (4.45pm) during the discussion of the above item. He was present when the matters were voted on.*

The meeting was closed with a karakia.

**The meeting was declared closed at 5.01pm.**

# Council Report

Item 6

**Committee:** Council
**Date:** 04 June 2024
**Author:** Amy Viggers
**Authoriser:** Michelle Hawthorne
**Position:** Governance Lead
**Position:** Governance and Assurance Manager

**Report Name:** Chair's Report

| | |
|---|---|
| **Report Status** | *Open* |

## Recommendation - *Tuutohu*

That the Council receives the report.

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Chair's Report

# Chair's Report





Thank you to the almost 3000 individuals, organisations, businesses, and others who submitted views on Hamilton's Long-Term Plan. Your passion and dedication to Hamilton came through loudly.

The next step for Council is to consider your feedback, as we work through the city's plan and budget for the next ten years. This is the most challenging budget of my political career. I am committed to making changes that reflect what Hamiltonians want and need, for now and in the long term for our city.

***Our financial situation***

The financial challenge that our Council, along with most across the country, faces is grim. The impact on Council of high interest, inflation and depreciation is significant, at $54 million extra per year. In addition, over the past decade there have been huge costs imposed on us from unfunded mandates that the Government has been passing down at pace. Examples include higher water standards, the introduction of new National Policy Statements, emission reduction targets - to name just a few.

At the same time, Hamilton's population has grown at pace - requiring more and more waters and roading infrastructure. All while infrastructure in older parts of the city is ageing, costing more and more to maintain and renew. Rates have not kept up with the costs required. It's the perfect storm.

Households, businesses and the wider community are facing similar financial pressures. I have heard loud and clear that many are worried about affordability. But people are also committed to ensuring we look after our city and making the right investments in our future.

The rates proposed in this Long-Term Plan are significant as a result. This remains the case after hundreds of millions of dollars of cuts to the capital programme, staff cuts of around 6 percent, and further staff cuts of an additional 7 – 8 percent on the table.

As a Council, we have explored all levers at our disposal. But many of the things that could really shift the dial, require central Government law change. The return of GST on rates, for example, would be worth around $38 million annually to our city. The ability to rate crown land and serviced undeveloped land, our debt to revenue limits - particularly as a fast-growing city, would all help. For decades, Councils have said that the funding model for local Government is unsustainable. We need change. We need partnerships.

***Taking our city forward***

Despite this, I remain passionate and optimistic about Hamilton's future. I want Hamilton to be the best place to live and work, with connected, vibrant and prosperous communities. But I know Hamiltonians are hurting, and now more than ever, we must do everything we can to bring rates down in the short term, while solutions are found for the infrastructure pressures we face.

We cannot continue with business as usual. We cannot afford to do everything we'd like - nor should we. I have said that there can be no pet projects. It just is not the time.

Over the coming days, Councillors will have the opportunity to deliberate on where we have got to. The staff report responds to Councils' questions and provides a good basis on which to start. But it is just that, our starting point.

As Mayor and Chair, I will put forward a series of recommendations to be circulated. These recommendations are in direct response to what we have heard from the public and following discussions on options with elected members.

I know other elected members will also have motions, in response to what they have heard.

***I propose to put a laser focus on six areas***

1. **We must bring the rates down:** People across the community are hurting. We must do all that we can to ease the burden. In the draft budget, I had already made significant cuts, but we must cut further. I asked staff to take a closer look at the capital programme – and present other options for our consideration. **I am pleased to report that they have found $136 million of capital deferrals, that I recommend we make from years 1-5, and an additional $30 million for our consideration. I will also support the sale of some of the Council's assets to pay down debt, and offset future land and strategic land purchases, to provide rates relief from year 1 of the plan.**

2. **Reprioritising transport spend:** While road safety is vital, Hamiltonians have expressed their frustration with roadworks, and several projects across the city that have caused disruption. Concerns have been expressed by emergency services about their ability to move quickly around the city. We have already made improvements to the way we decide on transport projects, including working closer with our communities. But for the next three years, **I recommend we re-focus transport spend on the basics of transport operation, maintenance and renewals. There may also be some key routes we need to re-look at, to determine whether changes to recent works could or should be reversed.**

3. **Caring for our community:** Community organisations make an enormous difference to people's livelihoods, particularly when times are tough. We must retain funding for these groups that make our city a better, more vibrant and fun place. **I will recommend the reinstatement of budget to the community sector, to assist them to carry on the good work that they do in these tough times. I will also propose changes around the CBD, to support its vibrancy as the heart of our city, including changes to carparking.**

4. **Strong Development Community:** We must ensure that development continues in the right places, at the right times, in a financially sustainable manner. This will ensure we have the residential, commercial, and industrial space required for economic growth, affordable homes, jobs and prosperity. We must make development levies affordable and make it easier for development to happen at pace, by reducing the red tape. We must look at new ways to fund growth to ensure the cost burden does not fall unduly to ratepayers. The Government is pushing for us to enable more development; we must be clear that we can enable but we can't fund it – we need new approaches, including leveraging the private sector. **I will support the phasing in of development contributions, to prevent a slowdown of development at a time when we need it.**

5. **Doing Waters Better:** We must develop and implement a plan for waters at pace. We have seen, in both Auckland and Wellington, the benefit to ratepayers from taking waters off the books and spreading costs across future generations who will benefit. Although we are legally obligated to include waters in this plan (following the repeal of three waters legislation), we must work at pace to plan for and deliver a Council Controlled Organisation, that enables balance sheet separation and importantly greater efficiency and cost effectiveness. I have had staff model at a high level what rates might look like without waters. This will ensure that Council can make decisions, as soon as government policy decisions are made, and legislation is passed. **I fully expect that this work will result in lower rates in year 3 and beyond than are currently proposed. My intention is to signal the removal of water costs from year 3.**

6. **Central Government advocacy:** Finally, we must continue to partner with Government and advocate for the tools that will set us up for success. Fast track legislation, RMA changes, and City Deals will help. But my recommendations will seek Council support for gamechangers – including much needed funding and financing reform, that will help Hamilton now and into the future.

**Recommendations**
That the Council receives the report.

Paula Southgate
**Mayor of Hamilton City**

Item 7

# Council Report

**Committee:** Council **Date:** 04 June 2024

**Author:** Greg Carstens **Authoriser:** Blair Bowcott

**Position:** Growth, Funding & Analytics Unit Manager **Position:** General Manager Strategy, Growth and Planning

**Report Name:** Growth Funding Policy 2024 Deliberations

| **Report Status** | *Open* |
|---|---|

## Purpose - *Take*

1. To seek approval from the Council for the draft Growth Funding Policy (**Attachment 1**), following consultation and hearings, in preparation for adoption at the 4 July 2024 Council meeting.

## Staff Recommendation - *Tuutohu-aa-kaimahi*

2. That the Council:

   a) receives the report;

   b) approves the draft Growth Funding Policy (**Attachment 1** to the staff report);

   c) notes that:

      i. the draft Growth Funding Policy remains unchanged from the version that Council approved for consultation on 14 March 2024;

      ii. the Growth Funding Policy will be presented at the 4 July 2024 Council meeting for adoption.

## Executive Summary - *Whakaraapopototanga matua*

3. The purpose of the Growth Funding Policy (the Policy) is to direct Council decision-making in respect of growth projects and associated infrastructure where those projects are not aligned with Council's Long-Term Plan (LTP).

4. Council consulted on four amendments to the Policy alongside the Development Contributions Policy and the 2024-34 Long Term Plan from 19 March to 21 April 2024. These amendments are considered relatively minor, and the Policy remains fundamentally the same as it was when first adopted in 2013.

5. Most submitters who responded to the question about whether they support the proposed amendments agreed with the proposed changes to the Policy, although the majority of the 74 submitters (59%) did not answer the question.

6. Following consultation and hearings, staff recommend that the Council approves the draft Growth Funding Policy (**Attachment 1**) with no further changes proposed.

7. Staff have considered the points raised through submissions and believe that the draft Policy is fit for purpose.
8. Staff recommend that the Policy be presented at the 4 July 2024 Council meeting for adoption unchanged from the consultation version.
9. Staff consider the matters and decisions in this report have low significance and that the recommendations comply with Council's legal requirement.

## Background - *Koorero whaimaarama*

10. The Growth Funding Policy is reviewed every three years as is best practice. It was last reviewed in 2021 alongside the 2021–31 Long Term Plan.
11. Staff informed Elected Members of the Growth Funding Policy review at the 28 November 2023 Council meeting and later discussed the proposed changes and requested feedback from Elected Members at the LTP Workshop on the 13 February 2024.
12. At the 14 March 2024 Council meeting, Council approved the following amendments to the Draft Growth Funding Policy to go out for consultation:
    i. *include reference to the principles for out-of-boundary development in accordance with the Hamilton Urban Growth Strategy;*
    ii. *clarify considerations relating to the value accruing the landholdings created by Council decisions;*
    iii. *simplify the benefits recognition provisions; and*
    iv. *remove or amend several surplus provisions.*
13. Public consultation ran from 19 March 2024 to the 21 April 2024.
14. A total of 74 submissions were received through the *Funding Growth in Hamilton Kirikiriroa* consultation, with a combination of feedback received on the Draft Development Contributions (DC) Policy and Draft Growth Funding Policy.

## Discussion - *Matapaki*

15. The purpose of the Growth Funding Policy (the Policy) is to direct Council decision-making in respect of growth projects and associated infrastructure where those projects are not aligned with Council's Long-Term Plan (LTP).
16. Staff consider the Policy to be fit for purpose, with four relatively minor amendments proposed. We asked the community whether they agreed with the proposed changes to the Growth Funding Policy.
17. The table below shows the overall response rates on the Growth Funding Policy.

| Response | Number of submitters | % of submissions |
|---|---|---|
| Supported | 19 | 26% |
| Opposed | 11 | 15% |
| Not answered | 44 | 59% |
| **Total** | **74** | |

18. Many of the submissions addressed only the issues of interest to the respondent, with most submissions focused on the Development Contributions Policy. Thirty submissions (41%) answered the question on the Growth Funding Policy.

19. Submitters who did not support the amendments had varied comments including that the Growth Funding Policy:

    i. is unnecessary;
    ii. creates an impediment to growth;
    iii. discourages developers from partnering with Council to share the costs and risks of growth.

20. One submitter also said that the wording of Section 11b implies that the Council is proposing to introduce some form of value capture scheme through PDAs, which they do not support in the Hamilton context. While this objection is acknowledged, the draft Policy intended this and is transparent that Council will consider the value accruing to developments created by Council decisions related to the development proposals.

21. Five submitters said that consultation on the Growth Funding Policy should have been through a separate policy submission process to the Development Contributions Policy as there was too much to consider. Staff have taken these comments on board for future policy reviews. The Growth Funding Policy was combined with the Development Contributions Policy consultation for efficiency and because both polices have similar stakeholders.

22. Of those who supported the proposed changes, only one submitter provided additional feedback, saying that the changes would provide direction and impetus to build better communities.

23. Staff have considered the points raised through submissions and believe that the draft Policy is fit for purpose. Staff recommend that the Policy be presented unchanged from the consultation version to the Council at the 4 July 2024 Council meeting for adoption.

## Financial Considerations - *Whaiwhakaaro Puutea*

24. While there are no direct financial considerations for this report, the Draft Growth Funding Policy directs Council's decision-making in respect to unfunded growth projects which will present new and material financial considerations for the Council.

25. However, the delivery of these projects will be managed through other Council processes and policy where the financial implications are considered, for example Council Committees and meetings, and the various infrastructure and financial related policies.

## Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

26. Council staff have taken external advice and are satisfied that this report complies with Council's legal and policy requirements of the Local Government Act 2002 and specifically s82 Principles of consultation.

## Climate Change Impact Statement

27. Staff have assessed this option against the Climate Change Policy for both emissions and climate change adaptation and have determined that no adaptation assessment is required and that no emissions assessment is required.

28. If and when unfunded or unplanned developments come to the Council for consideration, they will be managed through other Council processes and policies, including those related to environmental policy and associated considerations.

## Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga*

29. The purpose of Local Government changed on the 14 May 2019 to include promotion of the social, economic, environmental and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').

30. The draft Policy outlines that Council will consider the social, economic, environmental and cultural wellbeings of out of sequence and unfunded growth projects.

31. During the development of the draft Policy, staff considered the impact on the social, economic, cultural and environment wellbeing of the community.

## Economic

32. Economic considerations include that the Growth Funding Policy directs Council's decision-making with respect to unfunded growth projects. Generally speaking, funding more infrastructure in Hamilton enables more land development. With more land development comes more growth and the corresponding economic opportunities will unfold. Funding infrastructure is not without its trade-offs to the Council's financial situation. As such, the Growth Funding Policy helps guide decision-making that considers these trade-offs.

## Risks - *Tuuraru*

33. There are no known risks associated with the decisions required for this matter.

## Significance & Engagement Policy - *Kaupapa here whakahira/anganui*

34. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the recommendation(s) in this report has/have a low level of significance.

35. Council sought community views and preferences on the Growth Funding Policy between 19 March and 21 April 2024.

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Draft Growth Funding Policy 2024

Attachment 2 - Draft Growth Funding Policy 2024 (tracked changes version)

| | |
|---|---|
| *First Adopted* | 1 July 2013 |
| Revision Dates / version | Version 4, Adopted [scheduled 30 June 2024] |
| Next review date | [scheduled 30 June 2027] |
| Engagement required | Sections 82-87 LGA 2002 |
| Document number: | D-5142517 |
| Related policies | Development Contributions Policy; LTP; Financial Strategy; Infrastructure Strategy; Revenue and Financing Policy |
| **Sponsor/Group:** | General Manager, Growth Group |

# Draft Growth Funding Policy

## Purpose

1. The purpose of this Growth Funding policy is to:
   a. direct Council decision-making in respect of growth projects and associated infrastructure where those projects are not aligned with Council's Long-Term Plan (LTP), in a manner which has no adverse impact on its LTP and long-term financial sustainability; and
   b. align Council decision-making with the purpose of local government as defined in section 10(1)b of the Local Government Act 2002: to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

## Introduction

2. One of the ways the Council manages and facilitates growth is through its LTP capital programme. The LTP identifies and sequences the capital projects to be funded by Council during the life of the LTP ("Funded Projects").
3. The Council's funding and financial policies, including its revenue and financing policy, and its development contributions policy, establish the main revenue sources for Funded Projects as set out in the LTP.
4. In accordance with its financial strategy and the requirements of the Local Government Act 2002, the Council cannot incur significant capital or development operating expenditure in respect of growth-related projects unless they are funded projects provided for in the LTP.
5. Occasionally, Council may be requested to provide support or enable developments and the provision of associated public or private infrastructure that are:
   a. not funded projects; or
   b. funded projects but which are proposed to commence earlier than the sequencing and timing established in the LTP; and/or
   c. funded projects but which are now proposed to occur beyond the scale, scope and cost prescribed or anticipated for those projects in the LTP;

   and in these respects, are considered unfunded growth projects ("Unfunded Growth Projects").
6. This policy directs Council decision-making on how to manage Unfunded Growth Projects.

## Policy

7. Council will enable Unfunded Growth Projects to occur provided an agreement is entered into between Council and the developer(s) responsible for the Unfunded Growth Project ("Private Developer Agreement").
8. All Private Developer Agreements must be approved by the Council and where necessary shall be subject to Council's Annual Plan or LTP decision-making processes.

## Private Developer Agreements will address the following criteria:

9. **Alignment with the city and sub-regional growth and land-use strategies:**
    a. The development aligns with Council's long-term growth planning, land use and development strategies, including but not limited to the Operative District Plan and Hamilton Urban Growth Strategy.
    b. The development aligns with the sub-regional strategies, including but not limited to the Hamilton Waikato Metro Spatial Plan, the Future Proof Strategy and meets the requirements of the Waikato Regional Policy Statement.
    c. Where all or part of the development land sits outside the Hamilton Territorial Authority boundary, the development shall take account of Council's Principles for out-of-boundary development as set out in the Hamilton Urban Growth Strategy.

10. **Integrated and sustainable infrastructure:**
    a. All resource consent conditions and designation conditions are, or will, be complied with.
    b. The developer is responsible for the provision of all infrastructure required, regardless of whether it vests in Council or not.
    c. The sizing and design of the development and its associated infrastructure is the most efficient way to deliver on the Council's intended strategic outcomes for infrastructure at a City and Sub-Regional level.
    d. The infrastructure provided by the developer meets the Council's required standards and is integrated with Council's existing and intended infrastructure network.
    e. Any impacts on City infrastructure both within and outside of the development area, including head works and networks, levels of service and utilisation of planned network capacity are addressed by the developer.

11. **Financial neutrality and overall fairness/equity:**
    a. Unfunded Growth Projects, including the consideration and negotiation of private developer agreements, should not increase Council's expenditure net of new revenue beyond that provided for in the Council's LTP.
    b. Consideration will be given to the value created by Council decisions related to a development proposal, including any increase in land value related to a change in zoning in Council's Operative District Plan or as part of a change in territorial authority boundary.
    c. The Council's capital expenditure programme, revenue and debt parameters and the overall long-term financial sustainability of the City is not compromised.
    d. The extent to which new growth created by the Unfunded Growth Projects or development compromises cost recovery for current and future development contribution debt is adequately mitigated by financial or other offsetting benefits to the Council.

12. **Recognition of Benefits:**
    a. The Private Developer Agreement shall recognise that development associated with Unfunded Growth Projects brings both costs and benefits to the city.
    b. In determining those benefits to the city related to the development proposal, Council will have regard to:
        1) the extent that Unfunded Growth Projects improve the social, cultural, economic and environmental wellbeing of current or future residents of Hamilton.
        2) the benefits accruing to current or future residents of Hamilton related to requirements by Council to upsize infrastructure to either meet Council's strategic outcomes or accommodate growth unrelated to the development.

3) the benefits which contribute to a well-functioning urban environment, and well-connected transport corridors.
4) Other benefits relating to the development proposal that Council considers relevant.

At its sole discretion, benefits identified by Council may be recognised in the Private Developer Agreement, and may include a remission of development contributions under the relevant Development Contributions Policy.

| | |
|---|---|
| *First Adopted* | 1 July 2013 |
| Revision Dates / version | Version ~~43~~, Adopted ~~24 June 2021~~[scheduled 30 June 2024] |
| Next review date | ~~2023~~[scheduled 30 June 2027] |
| Engagement required | Sections 82-87 LGA 2002 |
| Document number: | ~~D-3793733~~ D-5142523 |
| Related policies | Development Contributions Policy; LTP; Financial Strategy; Infrastructure Strategy; Revenue and Financing Policy |
| **Sponsor/Group:** | General Manager, ~~City~~ Growth Group |

# Draft Growth Funding Policy

## Purpose

1. The purpose of this Growth Funding policy is to:
   a. direct Council decision-making in respect of growth projects and associated infrastructure where those projects are not ~~aligned~~aligned with Council's Long-Term Plan (LTP), in a manner which has no adverse impact on its LTP and long-term financial sustainability; and
   b. align Council decision-making with the purpose of local government as defined in section 10(1)b of the Local Government Act 2002: to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

## Introduction

2. One of the ways the Council manages and facilitates growth is through its LTP ~~Long-Term Plan~~ capital programme ~~("LTP")~~. The LTP identifies and sequences the capital projects to be funded by Council during the life of the LTP ("Funded Projects").
3. The Council's funding and financial policies, including its revenue and financing policy, and its development contributions policy, establish the main revenue sources for Funded Projects as set out in the LTP.
4. In accordance with its financial strategy and the requirements of the Local Government Act 2002, the Council cannot incur significant capital or development operating expenditure in respect of growth-related projects unless they are funded projects provided for in the LTP.
5. Occasionally, Council may be requested to provide support or enable developments and the provision of associated public or private infrastructure that are:
   a. not funded projects; or
   b. funded projects but which are proposed to commence earlier than the sequencing and timing established in the LTP; and/or
   c. funded projects but which are now proposed to occur beyond the scale, scope and cost prescribed or anticipated for those projects in the LTP;

   and in these respects, are considered unfunded growth projects ("Unfunded Growth Projects").
6. This policy directs Council decision-making on how to manage Unfunded Growth Projects.
   ~~7. Further, and in response to the National Policy Statement on Urban Development (NPS-UD), Council will consider unanticipated or out-of-sequence development and plan changes where the development will add significant capacity and contribute to a well-functioning urban environment.~~
   ~~8. Council will collaborate with Infrastructure Funding and Financing Act 2020 (IFF) proposers where the proposal aligns with the private development agreement criteria set out below.~~

## Policy

~~9.~~7. Council will enable Unfunded Growth Projects to occur provided an agreement is entered into between Council and the developer(s) responsible for the Unfunded Growth Project ("Private Developer Agreement").

~~10.~~8. All Private Developer Agreements must be approved by the Council and where necessary shall be subject to Council's Annual Plan or LTP decision-making processes.

## Private Developer Agreements will address the following criteria:

~~11.~~9. **Alignment with the city and sub-regional growth and land-use strategies:**

a. The development aligns with Council's long-term growth planning, land use and development strategies, including but not limited to the Operative District Plan and Hamilton Urban Growth Strategy.~~; and~~

b. The development aligns with the sub-regional strategies, including but not limited to the Hamilton Waikato Metro Spatial Plan, the Future Proof Strategy~~,~~ and ~~the development~~ meets the requirements of the Waikato Regional Policy Statement.

~~b.~~c. Where all or part of the development land sits outside the Hamilton Territorial Authority boundary, the development shall take account of Council's Principles for out-of-boundary development as set out in the Hamilton Urban Growth Strategy.

~~12.~~10. **Integrated and sustainable infrastructure:**

a. All resource consent conditions and designation conditions are, or will, be complied with.

b. The developer is responsible for the provision of all infrastructure required, regardless of whether it vests in Council or not.

c. The sizing and design of the development and its associated infrastructure is the most efficient way to deliver on the Council's intended strategic outcomes for infrastructure at a City and Sub-Regional level.

d. The infrastructure provided by the developer meets the Council's required standards and is integrated with Council's existing and intended infrastructure network.

e. Any impacts on City infrastructure both within and outside of the development area, including head works and networks, levels of service and utilisation of planned network capacity are addressed by the developer.

~~13.~~11. **Financial neutrality and overall fairness/equity:**

a. Unfunded Growth Projects, including the consideration and negotiation of private developer agreements, should not increase Council's expenditure net of new revenue beyond that provided for in the Council's LTP.

~~a.~~b. ~~and will include c~~Consideration will be given to the ~~of the~~ value ~~to developers~~ created by Council decisions related to a development proposal, including any increase in land value related to a change in zoning in Council's Operative District Plan or as part of a change in territorial authority boundary ~~by Council decisions relating to the development proposal.~~.

~~b.~~c. The Council's capital expenditure programme, revenue and debt parameters and the overall long-term financial sustainability of the City is not compromised.

~~c.~~d. The extent to which new growth created by the Unfunded Growth Projects or development compromises cost recovery for current and future development contribution debt is adequately mitigated by financial or other offsetting benefits to the Council. ~~Where IFF funding is available and a proposal requires the Council to incur additional costs such the provision of infrastructure not funded in its LTP, the Council's overall financial position shall not be compromised.~~

~~d. Unfunded Growth Projects which impose, or are likely to impose, financial loss on the Council including those which extend outside the LTP parameters shall be considered from an economic perspective using life cycle cost/benefit analysis.~~

~~14.~~12. **Recognition of Benefits:**

a. The Private Developer Agreement shall recognise that development associated with Unfunded Growth Projects brings both costs and benefits to the city.

b. In determining those benefits to the city related to the development proposal, ~~In addition to the life cycle cost/benefit analysis required under clause 13(d) above,~~ Council will have regard to:

1) the extent that Unfunded Growth Projects improve the social, cultural, economic and environmental wellbeing of current or future residents of Hamilton.~~Hamiltonians.~~

2) the benefits accruing to current or future residents of Hamilton related to requirements by ~~derived from~~ Council ~~requirements~~ to upsize infrastructure to either meet Council's strategic outcomes or accommodate growth unrelated to the development.~~.~~

3) the benefits ~~of development~~ which contribute to a well-functioning urban environment, and well-connected transport corridors~~, and which meets the criteria set out under Subclause (3) of the NPS-UD~~.

~~3)~~4) Other benefits relating to the development proposal that Council considers relevant.

~~4)~~ At its sole discretion, ~~relevant b~~benefits identified by Council ~~derived from development associated with Unfunded Growth Projects~~ may be recognised in the Private Developer Agreement, and may include a remission of development contributions under ~~Section 18 of~~ the relevant Development Contributions Policy. ~~The value of any remission will be determined by Council and recorded in any Private Developer Agreement.~~

Item 8

# Council Report

**Committee:** Council **Date:** 04 June 2024

**Author:** Greg Carstens **Authoriser:** Blair Bowcott

**Position:** Commercial & Analytics Unit Director **Position:** General Manager Strategy, Growth and Planning

**Report Name:** Development Contributions Policy 2024/25 - Deliberations report

| **Report Status** | *Open* |
|---|---|

## Purpose - *Take*

1. To seek the Council's approval of changes to the draft Development Contributions Policy 2024/25 following public consultation and hearings, ahead of adopting a revised Development Contributions Policy 2024/25 on 4 July 2024 which becomes operative from 5 July 2024.

## Staff Recommendation - *Tuutohu-aa-kaimahi*

2. That the Council:

   a) receives the report;

   b) approves the following amendments to the draft Development Contributions Policy 2024/25 adopted by the Council on 14 March 2024 for public consultation:

      i. phase all development contribution charges over three years with the increase in the first year being a third of the overall increase, the second year being two thirds of the overall increase, with full charges in place in the third year (beginning 1 July 2026);

      ii. cap the increase in all Peacocke residential charges at 50% of the difference between the current 2023/24 charges and the base 2024/25 charges;

      iii. cap Residential Rotokauri Stage 1 at same rate as the Peacocke Stage 2 (Mangakotukutuku) charge, as recommended in 2.b)(ii) above;

      iv. recover development contributions against growth related capital expenditure that is programmed within the 10-Year Plan period;

      v. amend section 11 "Stages at which development contributions may be required" such that development contributions will be required upon the first available milestone, which is typically the granting of a resource consent, except for:

         A. subdivisions in excess of 500 lots, or non-residential developments in excess gross floor area of 20,000m$^2$, in which case the milestone will be the grant of building consent; and

         B. the granting of a land use resource consent where a building consent will be lodged in the future, in which case the milestone will be the grant of building consent;

vi. extend the central city remission for a further three years to 30 June 2027 but increase the remission percentage from 33% to 50%;

vii. amend the community housing remission to include registered charitable trusts that deliver social housing and can meet the remission criteria, and remove the requirement for "in perpetuity" and instead specify a 20-year timeframe in which developments receiving a remission must remain community housing;

viii. **EITHER**

**Option 1** proceed with a 100% Te Ture Whenua Maaori Act 1993 remission for Maaori customary and freehold land, and papaakainga on any land, but:

A. amend section 18.33 to include commercial development and exclude industrial or retail development on papakaainga and on Maaori customary and freehold land; and

B. remove "up to" in the current drafting, and state the remission percentage explicitly as "100%";

**OR**

**Option 2** do not introduce a 100% Te Ture Whenua Maaori Act 1993 remission for Maaori customary and freehold land, and papaakainga on any land;

ix. amend the non-residential charge caps criteria to:

A. also include neighbourhood centres within Peacocke Neighbourhood Centre Zones;

B. lower the cap levels by $10,000, to $40,000 for commercial development and $50,000 for retail development (excl. GST), per 100m$^2$ of gross floor area;

C. introduce a definition of neighbourhood centre aligned with the operative district plan;

x. amend the calculation basis for residential stormwater development contribution charges for one-bedroom dwellings to be 0.5 Household Unit Equivalents (HUEs), with all other dwellings sizes remaining at 1 HUE per dwelling;

c) notes that:

i. the upper limits stated in 2b)(v)(A) above will be reviewed against commercial and consenting information, and potentially updated for the final draft Development Contributions Policy 2024/25 to be presented to the Council on 4 July 2024;

ii. in the event that the Council amends its Long-Term Plan in the future, the Development Contribution Policy will be updated for those changes, and other amendments the Council sees fit.

iii. a final draft Development Contributions Policy 2024/25 incorporating the resolutions made at this meeting will be reported to the 4 July 2024 Council meeting for approval;

iv. charges in the draft Development Contributions Policy 2024/25 are not final, and will vary from those presented in this report due to, for example, final changes to the 2024-34 LTP capital programme, resolutions made at this deliberations meeting, and other minor and technical updates as required; and

v. a revised Development Contributions Policy 2024/25 will be operative from 5 July 2024.

## Executive Summary - *Whakaraapopototanga matua*

3. From 19 March to 21 April 2024, Council consulted on several amendments to the draft Development Contributions Policy 2024/25 (draft Policy) alongside the draft 2024-34 Long-Term Plan, and received feedback through 74 submissions. Several submitters were also subsequently heard though the verbal submission process from 15 to 17 May 2024. A summary of submitter feedback was provided in the 15 May 2024 Council report.

4. This report provides policy options and recommendations to the Council in response to those public submissions, while also considering updated information since the consultation period began.

5. **Table 1** below summarises the topics consulted on directly. Each policy topic is discussed in detail in **Attachment 1**.

**Table 1: Policy topics consulted on directly**

| # | Policy topic | # | Policy topic |
|---|---|---|---|
| 1 | Level of DC charges | 4 | Community housing remission |
| 2 | Milestones at which DCs are required | 5 | Te Ture Whenua Maaori Remission 1993 |
| 3a | Central city remission – all development | 6 | Non-residential caps criteria |
| 3b | Central city remission – high rise | 7 | Residential stormwater |

6. In their detailed submissions, submitters addressed topics broader than those posed in the consultation document. These included DC revenue projections, cost allocations, the schedule of assets, deferring the DC policy review, remissions for community organisations, cost allocations, and others.

7. Across all submissions, the most widely addressed and strongly opposed aspect of the draft Policy was the level of the proposed DC charges. It is important to note that there has been no change to how the DC model calculates charges - it is an input-output model, and the substantially higher DC charge outputs are a direct consequence of the higher inputs.

8. The substantial increases in DCs are being driven primarily by:

   i. the large increase in the growth-related capital programme from $1.05B in the 2021-31 LTP to $2.27B in the draft 2024-34 LTP;

   ii. unprecedented construction/capital cost inflation of circa 30% since the 2021-31 LTP; and

   iii. the near doubling of the Council's projected average cost of borrowing.

9. The current economic environment is challenging both for developers and for households. If the DC charges are set too high, there is risk that development slows or stalls, compromising Council's DC revenue and debt, and negatively impacting wellbeings through reduced job opportunities and supply of housing. If DC charges are set too low, the general ratepayer is overly burdened with the costs of providing for growth. The recommendations in this report attempt to balance these competing priorities, albeit within a challenging environment.

10. The consultation version of the draft Policy proposed the following residential DC increases compared to the current Policy charges of up to:

    i. 125% in infill areas of the city;

    ii. 85% in Peacocke;

    iii. 52% in Ruakura;

    iv. 35% in Rototuna; and

    v. 7% in Rotokauri Stage 1.

11. Non-residential charges increased in a similar way to the residential charges.

12. The recommendations in this report, along with other updates, reduce the proposed charge increases in year 1 of the draft Policy to:

    i. 30% in infill areas of the city;
    ii. 10% in Peacocke;
    iii. 10% in Ruakura;
    iv. 9% in Rototuna; and a
    v. -31% reduction in Rotokauri Stage 1.

13. The charges are recommended to be phased in evenly across years 1 and 2 (refer **Attachment 1**, Policy Option 1.a), with full charges will apply in year 3. Further, residential charges in Peacocke are recommended to be capped at 50% of the difference between the current 2023/24 charges and the base 2024/25 charges, and Rotokauri Stage 1 at same rate as the Peacocke Stage 2 (Mangakotukutuku) charge.

14. Capping Peacocke residential charges (refer **Attachment 1**, Policy Option 1.e) is recommended principally because of the city's major intergenerational investment in Peacocke with over $300M of growth infrastructure spent or programmed to be spent there in the Council's LTP. Keeping high charges and compromising growth in Peacocke would lead to stranded infrastructure, reduced housing supply in the city, and potentially puts at risk Council's debt repayment commitments to its Housing Infrastructure Loan (HIF) loan.

15. Capping Residential Rotokauri Stage 1 (refer **Attachment 1**, Policy Option 1.f) at the same rates as Peacocke is recommended because, if not addressed, Rotokauri Stage 1 would have a substantially higher charge in the 2024/25 Policy than Peacocke, by $35k-$45k per HUE due to the way phasing is calculated. The disparity arises due to unique circumstances where large developers joined together to deliver large scale public infrastructure and reduce costs to Council by over $60M. Staff view is that not to cap in this case would be unreasonable and create a perverse incentive.

16. Staff commissioned Insight Economics Ltd to provide an in-depth analysis of the potential impacts of the high modelled charges and is included in **Attachment 3**.

17. Outside of high DC charges, many submissions also addressed and strongly opposed Council retaining discretion as to which milestone it will require DCs on in section 11 of the draft Policy. In particular, they objected to the lack of certainty it would create for their financial planning.

18. Staff have recommended addressing this by amending the draft Policy to clarify that except for specified developments, DCs will be required (formally advised) upon the first available milestone, which is typically the granting of a resource consent. Otherwise, it will be the granting of building consent.

19. Some submissions called for the adoption of the 2024/25 Policy to be deferred. This would put it out of sync with the adoption of the LTP and other funding and financing policies and introduce a potential Judicial Review risk in relation to process. Legal advice strongly recommends maintaining alignment with the adoption of these policies and the LTP.

20. The impact on Council debt if the recommendations in this report are approved (refer **Table 2**) is estimated to be:

    i. $10.2M across years 1-3 and $26M across the 10 years of the LTP (unfavourable) for discretionary remissions

ii. $4.7M to phase in the new DC charges, $3.9M to partially cap Peacocke residential charges, $2.9M to cap the Rotokauri Stage 1 charges, and $24.3M for limiting cost recovery to the LTP period only - although for the latter, the more relevant consideration is the $1.6M impact of combined in years 1 and 2.

21. Staff have prepared conservative DC revenue forecasts that contemplate the impact of the recommendations in this report and the current economic conditions. For example, to reflect the acute state of the construction sector, an adjustment based on the latest MBIE construction index forecasts have been introduced, which adjusted DC revenue forecasts downwards in Years 1-4 by $20.5M.

22. Staff have received legal advice in preparing this deliberations report and are satisfied that its recommendations are lawful. Staff will seek a final legal review of the DC Policy before adoption on 4 July 2024.

23. Staff consider the decisions in this report have low significance and that the recommendations comply with the Council's legal requirements.

## Background - *Koorero whaimaarama*

24. Staff engaged with Elected Members on the DC policy review process at Elected Member briefings on 3 May 2023, and on 31 May 2023 where Mayor Paula Southgate established a DC Working Group (with Cr Sarah Thomson, Cr Maxine van Oosten, Cr Anna Casey-Cox, Deputy Mayor Angela O'Leary and Cr Mark Donovan).

25. At the 28 November 2023 Council meeting, Council considered the recommendations of the DC Working Group and resolved a number of changes for the purposes of preparing the draft DC policy 2024/2025.

26. At the 13 February 2023 DC LTP workshop, staff presented updated recommendations and received feedback on unresolved changes from Elected Members, including on the Te Ture Whenua Maaori Act remission.

27. At the 14 March 2024 Council meeting, Council resolved changes from the 28 November 2023 Council meeting and adopted the draft DC Policy and consultation document for consultation alongside the Long-Term Plan.

28. The key changes to the existing Policy, approved by Council at the 28 November 2023 and 14 March 2024 meetings for inclusion in the draft Policy were:

    a) *introduce a 100% Te Ture Whenua Maaori Act 1993 remission for Maaori customary and freehold land, and papaakaainga on any land;*

    b) *extend the CBD remission for a further three years to 30 June 2027 but reduce the percentage remission from 50% to 33%;*

    c) *extend the 100% CBD high-rise remission for a further three years to 30 June 2027;*

    d) *amend the non-residential capped charges provisions to narrow their scope to include only commercial and retail neighbourhood centres as zoned in the District Plan (with caps increased to $50,000 and $60,000 respectively (excl. GST) per 100m$^2$ of gross floor area);*

    e) *amend the social housing remission criteria to ensure that developments receiving the remission will remain social housing in perpetuity;*

    f) *amend the calculation basis for stormwater development contribution charges for all residential dwellings to be 1 Household Unit Equivalent (HUE);*

29. Several other changes were made to the draft Policy adopted on the 14 March 2024 including:

    i. providing more detail in the Policy about the milestones at which DCs are required;

ii. updated model inputs;
iii. refining the gross floor area and bedroom definitions;
iv. updating the special assessment detail;
v. grammatical/sentence changes; and
vi. updated map designs.

30. Consultation ran from 19 March to 21 April 2024. Hearings took place between 15-17 May 2024.

## Discussion - *Matapaki*

31. There were 74 submissions made on the draft DC Policy. Of these, 35 were provided as attachments and/or submitted through the LTP consultation email without completing the online consultation form. Several submitters were also subsequently heard though the verbal submission process.

32. Submissions addressed issues of interest to the respondent, which had some overlap with the questions posed by Council in its consultation document. Response rates to individual questions posed by Council ranged from 55% to 86%. For this report, staff have identified the 'majority' as the result across those that answered the question.

33. Where respondents provided their submission as an attachment rather than completing the online submission form and the submission clearly indicated their view of a proposed update, we have included this in the submission analysis.

34. **Table 2** shows a summary of the staff recommended amendments to the draft Policy adopted by the Council on 14 March 2024 for public consultation. Please refer to the Staff Recommendations (paragraph 2) for exact wording. These amendments are based on submitter feedback.

35. See **Attachment 1** for a detailed analysis of all other proposed amendments and policy options, except for the first topic 'high DC charges' which is addressed below.

**Table 2: Summary of proposed amendments to the consultation version of the draft DC Policy**

| # | Policy provision | Summary of Proposed amendments | Staff recommend-ation | Total LTP Debt impact |
|---|---|---|---|---|
| **1.a)** | **Mitigate high DC charges** | Phase in all development contribution charges by 1/3 incrementally over three years, with full charges to apply in year three. | Recommended | (4.7M) |
| **1.b)** | | Limit cost recovery to the LTP period only | Recommended | ($24.3M)<br>($1.6M) total years 1 & 2 |
| **1.c)** | | Index charges | Not recommended | NA |
| **1.d)** | | Defer payment of DCs to building consent | Not recommended | NA |
| **1.e)** | | Cap the increase in Peacocke residential charges at 50% of the difference between the current 2023/24 charges and the base 2024/25 charges. | Recommended | ($3.9M) |
| **1.f)** | | Cap Rotokauri Stage 1 at same rate as Peacockes State 2 per 1.e) | Recommended | ($2.9M) |
| **2** | **Milestone DCs are required** | Amend section 11 such that DCs will be required upon the first milestone, except where an alternative is specified. | Recommended | NA |
| **3.a)** | **Central city remission** | Extend the central city remission for a further three years to 30 June 2027 at 50%. | Recommended | ($6.9M) |
| **3.b)** | **Central city - high rise** | Extend the 100% central city high-rise remission for a further three years to 30 June 2027. | No change | ($5.0M) |
| **4** | **Community housing remission** | a) amend to include registered charitable trusts that deliver social housing; and<br>b) remove the requirement for "in perpetuity" and instead specify a 20 year timeframe. | Recommended | ($10.7M)<br>Nil |
| **5** | **Te Ture Whenua Maaori Act 1993 Remission** | **EITHER** proceed with a 100% remission for Maaori customary and freehold land, and papakaainga on any land, and include commercial/retail development.<br>**OR** do not introduce a 100% remission for Maaori customary and freehold land, and papakaainga on any land. | Either/or | ($3.5M)<br>Nil |
| **6** | **Non-residential caps criteria** | Amend the non-residential charge caps criteria to include neighborhood centres within Peacocke, and to reduce the cap levels by $10,000 per 100m2 of GFA. | Recommended | ($1.6M) |
| **7** | **Residential storm water factor** | Amend the residential stormwater charges such that one-bedroom dwellings (only) pay 0.5 Household Unit Equivalents (HUEs). All other dwellings pay 1 HUE. | Recommended | Nil |
| **8** | **State integrated schools remission** | Limited remission for state integrated schools providing facilities that the general public can use. | No change | ($1.4M) |
| **TOTAL debt impact of potential policy interventions** | | | | **($63.4M)** |
| **9** | **IAF remissions** | IAF remissions provided to developments in Housing Outcomes Agreements *(contractually committed)* | NA | ($4.9M) |

36. **Attachment 1** also provides comment and explanation on a number of other topics that were raised either through submissions or at the public hearings, including:

    i. Bedroom definition
    ii. Gross floor area definition
    iii. Special assessments
    iv. Schedule of assets
    v. Deferring the DC policy review
    vi. Cost allocations
    vii. Does '*growth pay for growth*'?
    viii. Conflict with the NPS-UD
    ix. Growth projections
    x. Remissions for community organisations.

***Responses to questions from Elected Members***

37. Following public hearings on 15-17 May 2024, Elected Members had the opportunity to submit questions. Staff have provided responses to these questions in **Attachment 4.**

**HIGH DEVELOPMENT CONTRIBUTIONS CHARGES**

38. The level of DC charges in the draft Policy is addressed in this main report due to its primacy in terms of submitter concerns and potential impacts for the city. Refer to **Attachment 1** for the proposed policy options to mitigate these high charges, and a detailed analysis of all other proposed amendments and policy options.

***Background***

39. The purpose of DCs is to enable the Council to recover from those persons undertaking development a fair, equitable, proportion of the total cost of capital expenditure necessary to service growth over the long term.

40. The draft 2024/25 DC charges that went out for consultation are substantially higher than the current DC Policy charges. In most cases, they were more than 50% higher, and more than double in the infill. This report (refer **Attachment 1**, **1.a) to 1.f**) presents six options Council could consider to mitigate the impact of the high draft DCs, four of which are recommended.

41. It is important to note that there has been no change to how the DC model calculates charges or how its inputs have been compiled, including the way in which it allocates costs for DC recovery. It is simply an input-output model, and the inputs are substantially different from the current DC Policy generating substantially different (higher) charges.

42. Please refer to the Insight Economics Ltd report (**Attachment 3**) titled *Assessing the Likely Impacts of Hamilton City's Proposed Development Contribution (DC) Charge.* This provides an in-depth analysis of the potential impacts of the high modelled charges, and should be read in conjunction with this section and the Policy Options section in **Attachment 1**.

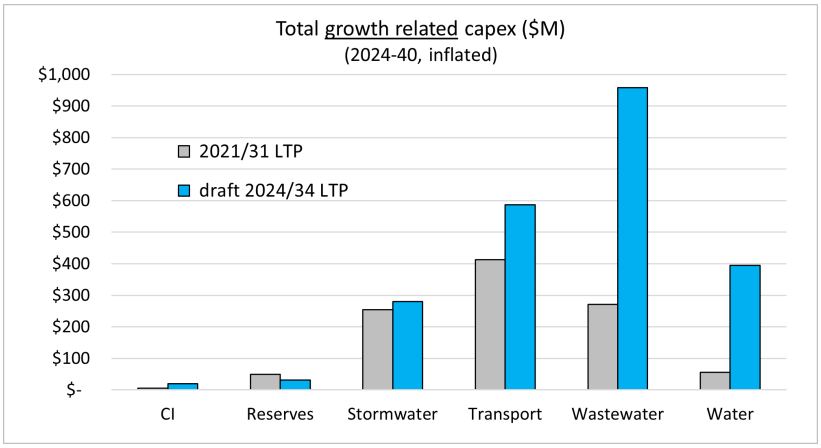
43. These substantial increases are being driven primarily by the following inputs to the DC Model:

    i. The large increase in the growth-related capital programme from $1.05B in the 2021-31 LTP to $2.27B in the draft 2024-34 LTP;

    ii. the unprecedented increased cost of construction materials and delivering projects (capital cost inflation) of circa 30% since the 2021-31 LTP; and

    iii. the near-doubling of the Council's projected average cost of borrowing.

**Figure 1: Total growth-related capex ($M) 2021 LTP vs draft 2024/25 LTP**




44. Many submitters raised concerns that the current economic climate is already impacting development feasibility with construction costs soaring and finance challenging to obtain, and that their projects are not stacking up.

45. Many submitters stated that high DCs would add further strain and prevent economic growth. Several submitters said that they would stop projects until the increased costs of DCs could be recouped through higher land or house prices and 27% of submissions requested that Council phase DC charges, defer increasing or hold the DC charges at current levels.

***Insight Economics Ltd Independent report – impacts of higher DCs***

46. Given the economic conditions, the level of the proposed DC charges and the concern expressed by submitters, staff commissioned Fraser Colegrave of Insight Economics Ltd to deliver a report that assessed the likely impacts of the proposed DCs on development in Hamilton. The report, *Assessing the Likely Impacts of Hamilton City's Proposed Development Contribution (DC) Charges* **(Attachment 3)**, found, among other points, that:

    i. *The city's construction sector is under increasing pressure from rampant cost inflation and higher interest rates, which have both squeezed margins. More firms are reporting difficulties accessing finance, while failure rates are the highest in Hamilton since 2010.*

    ii. *The proposed new DC charges will affect developments differently depending on (i) whether DCs have already been paid or "locked in", (ii) how easily higher DC costs can be passed on via the prices of new sections or buildings, and (iii) whether projects are likely to proceed anyway.*

    iii. *Infill developments, and those in Peacocke, are most likely to be at-risk from the proposed new charges because either (i) the proposed charge increases are high, and/or (ii) DCs are a higher share of total costs than for other developments.*

    iv. *Legacy landowners – who inherited or acquired land long ago at very low prices – may be more willing and able to keep creating new lots despite the higher DC charges because of their lower financial hurdles. More recent entrants to the land development market, conversely, are more likely to be sensitive to the higher DCs and thus more likely to react.*

    v. *Possible reactions include (i) increasing the asking price for new sections/buildings to recover the increased DC costs, and/or (ii) delaying prospective projects until local market conditions improve and the increased costs are easier to pass on.*

vi. *a consequent slowdown in the rate of non-residential development is less likely because such buyers are often investors and hence generally less sensitive to changes in upfront costs, it could affect city growth while reducing local job opportunities.*

vii. *Given the delicate state of city property development in today's economic climate, HCC may need to balance its "growth pays for growth" philosophy with avoiding potential impacts on the rate, nature, or timing of growth.*

viii. *To assist, this report considers two possible policy options to mitigate any potential adverse effects on city development. They are (i) phasing the proposed new charges in over time or (ii) indexing charges so that they increase over time like all other Council fees and charges.*

ix. *The report recommends that HCC carefully consider both options and work proactively to manage the potential cumulative impacts of its proposed new DC charges – over and above existing sector challenges and pressures – on city growth and prosperity.*

***Recommended residential DC charges***

47. Important note - charges presented in this are not final, and will vary from those presented in the final Development Contributions Policy 2024/25. This is because of, for example, final changes to the 2024-34 LTP capital programme, resolutions made at this deliberations meeting, and other minor and technical updates as required

48. **Table 3 below** shows the recommended 2024/25 residential DC charges.

**Table 3: recommended standard residential 2024/25 charges – phased (1.a) and capped (1.e)**

| | Phasing | 33% | 67% | 100% | |
|---|---|---|---|---|---|
| **Recommended standard residential DC charges (per HUE)** | **Current 2023/24 Policy** | **Recommended 2024/25 Policy charges** | | | |
| | | **Year 1** | **Year 2** | **Year 3** | **Base charges^** |
| **Citywide*** | **$ 12,999** | **$ 16,816** | **$ 20,632** | **$ 24,449** | **$ 24,449** |
| **Infill East** | $ 18,767 | $ 24,139 | $ 29,512 | $ 34,885 | **$ 34,885** |
| **Infill West** | $ 21,112 | $ 27,411 | $ 33,711 | $ 40,010 | **$ 40,010** |
| **Peacocke** 1** | $ 49,746 | $ 53,195 | $ 56,644 | $ 60,093 | **$ 70,439** |
| **Peacocke** 2 (Peacocke SW)** | $ 52,532 | $ 57,696 | $ 62,860 | $ 68,024 | **$ 83,515** |
| **Peacocke** 2 (Mangakotukutuku SW** | $ 58,354 | $ 64,458 | $ 70,561 | $ 76,665 | **$ 94,976** |
| **Rotokauri 1**(SW - Lake Rotokauri)** | $ 93,226 | $ 64,458 | $ 70,561 | $ 76,665 | **$ 87,798** |
| **Rotokauri 2 (SW - Ohote)** | $ 34,717 | $ 39,292 | $ 43,867 | $ 48,442 | **$ 48,442** |
| **Rototuna** | $ 41,938 | $ 45,895 | $ 49,852 | $ 53,808 | **$ 53,808** |
| **Ruakura** | $ 29,112 | $ 32,124 | $ 35,135 | $ 38,146 | **$ 38,146** |

* included in all charges

** Capped at 50% of increase, and phased (recommended)

^ before capping and phasing i.e. unmodified. Noting only.

49. These charges include the policy recommendations made in this report, as set out in **Table 2** above and discussed further in **Attachment 1.**

50. For simplicity, only standard residential (1 HUE) charges are shown in **Table 3** above. These form the basis of all other charges. Refer to **Attachment 2** for the draft base DC Policy charges for 1,2 and 4+ bedroom residential charges.

***Recommended non-residential DC charges***

51. **Table 4** below shows the recommended 2024/25 residential DC charges.

**Table 4: Recommended non-residential draft charges versus charges consulted on ($ per 100m$^2$)**

| Non-residential | | Phasing | 33% | 67% | 100% | % increase from current Policy | | |
|---|---|---|---|---|---|---|---|---|
| DC per 100m2 GFA | | Current Policy 2023/24 | Phased year 1 33% of increase | Phased year 2 66% of increase | Phased year 3 Full charge | Year 1 | Year 2 | Year 3 |
| Industrial | Citywide* | **$ 4,630** | $ 5,568 | $ 6,506 | **$ 7,444** | 20% | 41% | 61% |
| | Infill East | $ 6,341 | $ 7,690 | $ 9,039 | **$ 10,388** | 21% | 43% | 64% |
| | Infill West | $ 7,033 | $ 8,605 | $ 10,177 | **$ 11,749** | 22% | 45% | 67% |
| | Rotokauri 1 (SW - Mangaheka) | $ 13,574 | $ 14,176 | $ 14,779 | **$ 15,382** | 4% | 9% | 13% |
| | Ruakura | $ 11,350 | $ 11,806 | $ 12,261 | **$ 12,716** | 4% | 8% | 12% |
| Commercial | Citywide* | **$ 10,725** | $ 12,524 | $ 14,323 | **$ 16,122** | 17% | 34% | 50% |
| | Infill East | $ 13,667 | $ 16,115 | $ 18,563 | **$ 21,011** | 18% | 36% | 54% |
| | Infill West | $ 14,879 | $ 17,654 | $ 20,429 | **$ 23,203** | 19% | 37% | 56% |
| | Peacocke 2 (Peacocke SW) | $ 45,135 | $ 55,351 | $ 65,568 | **$ 75,785** | 23% | 45% | 68% |
| | Rotokauri 1 (SW - Lake Rotokauri) | $ 55,376 | $ 49,307 | $ 49,307 | **$ 49,307** | -11% | -11% | -11% |
| | Rotokauri 1 (SW - Mangaheka) | $ 32,873 | $ 33,336 | $ 33,799 | **$ 34,262** | 1% | 3% | 4% |
| | Rototuna | $ 37,432 | $ 38,889 | $ 40,347 | **$ 41,805** | 4% | 8% | 12% |
| Retail | Citywide* | **$ 13,001** | $ 14,706 | $ 16,410 | **$ 18,114** | 13% | 26% | 39% |
| | Infill East | **$ 15,815** | $ 18,075 | $ 20,335 | **$ 22,595** | 14% | 29% | 43% |
| | Infill West | **$ 16,643** | $ 19,242 | $ 21,842 | **$ 24,441** | 16% | 31% | 47% |
| | Rotokauri 1 (SW - Lake Rotokauri) | **$ 64,531** | $ 55,447 | $ 55,447 | **$ 55,447** | -14% | -14% | -14% |
| | Rotokauri 1 (SW - Mangaheka) | **$ 42,028** | $ 40,402 | $ 40,402 | **$ 40,402** | -4% | -4% | -4% |

* included in all charges

52. Non-residential charges are generated from the same base as residential, being HUEs. But unlike residential DCs they have a conversion factor applied to them to account for e.g. higher transport use per square meter of floor space in a retail development as compared to a commercial development, and likewise commercial compared to industrial.

53. The charges do not show the non-residential capped charges recommended in Policy Topic 6 in **Attachment 1**. These only apply to a limited number of qualifying developments.

54. Note: Not all catchment and charge combinations are shown in **Table 3** and **Table 4** above, only the more common ones. For detailed proposed base DC charges, refer to **Attachment 2**.

***Changes from draft Policy for consultation charges and deliberations charges***

55. The DC charges reduced by between -5% to -27% since the consultation version of the draft Policy and those presented in this report. The downward shift was driven by a number of factors:

    i. incorporated updated capital programme which deferred approximately $153m capex;

    ii. updated cost allocations, in particular for the Pukete wastewater treatment plant, and the removal of the Southern sub-regional wastewater treatment plant from the Schedule of Assets. These were the main contributors to the decrease in citywide DC charges as compared to the consultation version;

    iii. Correction of a substantial transport project that was misallocated to Peacocke 1 instead of Rototuna, and a revision of the cost allocation of the Rototuna Library allocating more of the costs to be recovered from growth in Rototuna and away from a citywide allocation. This resulted in a substantial reduction of circa $22k per HUE in the Peacocke 1 charge and a small increase in the Rototuna charge, as compared to the consultation version of the charges.

iv. Other variances are due to ongoing quality assurance checks.

***Potential impacts of a new 3-waters entity or CCO***



56. With very little information as to what the future of 3-waters will be, it is difficult to say with any certainty what impact the creation of a CCO for waters, or some other type of entity. But, at a high level, if 3-waters were taken off the Council's balance sheet there would be no DCs for water, wastewater, or stormwater. From a developer perspective, these would be replaced by some sort of infrastructure charge imposed by the new entity.

## Financial Considerations - *Whaiwhakaaro Puutea*

57. The key financial output from the DC regime relevant to the Council's LTP is DC revenue, which is a significant revenue stream to fund the cost of the infrastructure needed for growth. The use of DCs to fund growth-related infrastructure has been identified by the Council in its Revenue and Financing Policy. Without this revenue source, Council's debt and rates would be significantly higher.

***Impact of DC remissions and Policy interventions on DC revenue***

58. Estimates of the impact of the recommended remissions and policy interventions by year across the LTP period are outlined in the table below. Refer to **Attachment 1** for the assumptions by which the following estimates were made.

**Table 5: Estimated debt impact of discretionary remissions and policy options (June year, $'000)**

| Ref | DC revenue/debt impact ($000) | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3.a) | CBD all development (50%) | -1,400 | -1,400 | -1,400 | -1,205 | -911 | -617 | 0 | 0 | 0 | 0 | **-6,934** |
| 3.b) | CBD remission - high rise (100%) | -1,000 | -1,000 | -1,000 | -861 | -651 | -441 | 0 | 0 | 0 | 0 | **-4,953** |
| 4 | Community housing (100%) | -679 | -806 | -933 | -1,060 | -1,200 | -1,200 | -1,200 | -1,200 | -1,200 | -1,200 | **-10,679** |
| 5 | Te Ture Whenua Maaori (100%) | 0 | -105 | -559 | -300 | -300 | -300 | -1,000 | -300 | -300 | -300 | **-3,464** |
| 8 | State Integrated Schools | 0 | -935 | 0 | 0 | 0 | -495 | 0 | 0 | 0 | 0 | **-1,430** |
| | **Sub-total - policy remissions*** | **-3,079** | **-3,311** | **-3,892** | **-3,427** | **-3,062** | **-2,558** | **-2,200** | **-1,500** | **-1,500** | **-1,500** | **-26,029** |
| 1.a) | Phasing (33%, 67%, 100%) | -1,350 | -2,287 | -456 | -345 | -234 | 0 | 0 | 0 | 0 | 0 | **-4,672** |
| 1.b) | Limit cost recovery to LTP period | -371 | -1,247 | -1,872 | -2,863 | -2,783 | -2,913 | -3,007 | -2,960 | -3,160 | -3,141 | **-24,317** |
| 1.e) | Peacocke partial cap | -961 | -2,689 | -113 | -86 | -58 | 0 | 0 | 0 | 0 | 0 | **-3,907** |
| | Rotokauri partial cap | -720 | -1,984 | -91 | -69 | -47 | 0 | 0 | 0 | 0 | 0 | **-2,911** |
| 6 | Caps - neighbourhood centres | -9 | -61 | -203 | -462 | -551 | -315 | 0 | 0 | 0 | 0 | **-1,600** |
| | **Sub-total - phasing and capping** | **-3,411** | **-8,267** | **-2,736** | **-3,824** | **-3,672** | **-3,228** | **-3,007** | **-2,960** | **-3,160** | **-3,141** | **-37,407** |
| | **TOTAL DC revenue (debt) impact** | **-6,490** | **-11,578** | **-6,628** | **-7,251** | **-6,735** | **-5,786** | **-5,207** | **-4,460** | **-4,660** | **-4,641** | **-63,436** |
| | IAF remission** | -70 | -161 | -864 | -1,396 | -716 | -724 | -78 | -65 | -65 | -727 | **-4,865** |

* Actual Demand Remission (s18 DC Policy) are not included because capacity created is available to future demand

** Contractually committed through IAF Housing Outcome Agreements

59. These estimates were calculated based on the best available information but, due to the nature of the required assumptions, a significant potential error margin remains.

***Modelled versus budgeted DC revenue***

60. The DC model produces a 'modelled' DC revenue projection based on the calculated charges, which in turn are calculated based on the model inputs including capital costs, growth projections in the various charge catchments, the type of development, and the LTP interest and inflation assumptions.

61. For several 'real world' reasons, there is a significant gap between this modelled revenue and the *budgeted DC revenue* that HCC expects to receive, and which informs the LTP. In the 2021/31 LTP budgeted DC revenue represented between 66% (year 1) and 73% (year 10) of modelled DC revenue. In the early years of the draft 2024/25 LTP those percentages are 22% (year 1) and 61% (year 10).

62. This unprecedented low percentage of modelled revenue expected in the early years of this LTP reflects the critical current state of the construction and development sector in Hamilton, which has substantially reduced DC revenue expectations in the next few years.

63. The Insight Economics Ltd report in **Attachment 3** found that *"the city's construction sector is under mounting pressure, particularly due to recent, sustained hikes in building costs and their negative impacts on margins"* and *".. from rampant cost inflation and higher interest rates, which have both squeezed margins. More firms are reporting difficulties accessing finance, while failure rates are the highest in Hamilton since 2010".*

64. The broader set of reasons why modelled DC revenue is significantly higher than budgeted or actual DC revenue include:

    i. **Legislative** – Schedule 13 of the LGA requires that the same high-level growth projection (HCC uses NIDEA high) be used to underpin transport and waters modelling. But these growth projections are not designed to anticipate the lesser proportion of that total growth that will actually pay DCs. It would be logical to account for this by using lower projections in the DC model to reflect paying HUEs. However, this is likely to be inconsistent with the LGA and therefore not advised. As such, the NIDEA projections are the default option and as a result modelled DC revenue consistently over-estimates actual DC revenue.

    ii. **Impact of high charges on development** – a factor that reduces the DC revenue expectation based on the assumption that high DC charges above a certain level corresponds to stifling development. In this LTP it is set higher to reflect the economic conditions.

    iii. **DC Credits** – A development will get DC credits where there is pre-existing demand on a site, but this can be from a building long since gone from the site which is not contemplated by the NIDEA projections.

    iv. **DC Remissions / reductions –** discretionary DC remissions, phasing or capping use to subsidise social or cultural development, mitigate the effect of high DC charges, or to incentivise economic activity will have a downward impact on DC revenue. Refer **Table 5** above for a breakdown of the estimated DC revenue impact by policy provision.

    v. **Economic conditions** – to reflect the acute state of the construction and development sector, the latest MBIE construction index forecasts were used to downwards adjust DC revenue. This adjustment reduced revenue in Years 1-4 down by a total of $20.5M.

    vi. **Historic DC rates** – The DC Policy and therefore rate is typically locked at the time a consent is lodged. But the development may not be completed or even start for a number of years. Without intervention, the model would calculate DC revenue on the basis that developments all pay the current rate rather than based on prior policy (refer **Table 7** below). To account for this forecast DC revenue is reduced.

65. Some submitters suggested that the above factors should/could be incorporated into the DC model. This would lead to a great deal more complexity if it were possible at all.

66. The DC model is in one sense is quite simple – it divides capex by future growth expectations, and sets a DC charge that pays all that capex (plus interest) off over the long run. However, in another sense it is complicated because those charges need to be calculated by catchment, by activity, by project, by development type, over 50+ years.

67. Even if all the factors described in **paragraph 65** could be integrated into the modelling environment, it would become immensely more complicated and as a result, most likely less accurate. Also, because doing so would ultimately mean there were fewer HUEs in the model, it would materially increase the DC charges, which is also not advisable.

***Accuracy of HCC revenue forecasts historically***

68. Despite the complexities in forecasting/budgeting DC revenue described above, combined with the 'lumpy' nature of DC revenue payments, HCC's actual DC revenue forecasts have historically been within a reasonable error margin, as shown below:

**Table 6: Actual and budgeted DC revenue**

| FYE | Actual | Budget |
|---|---|---|
| **2020** | $ 32,198 | $ 25,104 |
| **2021** | $ 28,095 | $ 29,908 |
| **2022** | $ 27,062 | $ 31,622 |
| **2023** | $ 36,502 | $ 33,822 |
| **2024*** | $ 30,578 | $ 36,600 |

* assumed June 2024 month at annual average

***Effect on DC revenue of historic consents***

69. The historic DC rates referred to in **paragraph 65** also affect the timing of financial impacts of the Policy remissions and interventions, which differ depending on whether the provision is new, already operative, or has an expiry/review date. If the remission provision is new, it will 'phase in' because only a small percentage of developments pay (and therefore receive remissions) under the new Policy.

70. Conversely, if a policy remission expires for example in year three, some DCs paid in year four and beyond will still be benefitting from that remission through (what is by then) a prior Policy.

71. This is also the reason that even when DCs increase significantly, the level of DC revenue forecast takes several years to increase accordingly. For example, only 14% of DCs paid in year one of the new 2024/25 DC Policy are expected to pay under that new policy. The balance of 86% are expected to pay under prior Policies.

**Table 7: percentage of DCs that are paid under the new DC Policy**

| DCs paid under historical consents | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|---|---|---|---|---|---|---|---|---|---|---|
| % of new Policy revenue | 14% | 35% | 56% | 77% | 100% | 100% | 100% | 100% | 100% | 100% |

72. The assumptions behind **Table 7** above are derived from historical data, estimates of the type and scale of anticipated development, and where possible, known upcoming developments.

***Rush of consents before new DC Policy***

73. Council's business-as-usual (BAU) approach, which is supported by legal advice and was explained to Elected Members at a 1 May 2024 briefing, is to require DCs on granting of a resource consent, with the applicable DC Policy/rates being those in force at the date the consent was lodged. As such, consents lodged prior to the scheduled adoption date of 4 July 2024 will be charged at the 2023/24 DC Policy rates, or whichever prior policy applies.

74. Prior to the adoption of the 2018/19 Policy in June 2018, a large number of lots in new consents were lodged in the months leading up to new charges become operative, thereby locking in the current lower DC rates.

75. A similar trend is evidenced this time, with 1,119 lots in subdivision consents lodged or likely to lodge in recent months ahead of a new Policy being adopted (refer **Table 8** below). These may increase as 4 July 2024 approaches. Developments that lock in these historic rates will be unaffected by the higher new DC charges.

**Table 8: lots in lodged or granted consents since November 2023**

| Catchment | Lots in consents |
|---|---|
| Infill | 172 |
| Peacocke | 567* |
| Rotokauri | 380 |
| **TOTAL** | **1119** |

* a further 740 lots were granted in 2019 and yet to proceed

76. There is no financial impact in relation to confirming DCs at the rate at the time of lodgement in terms of comparing it to the alternative, given legal advice does not support providing for a general discretion to defer requirement of DCs to a later milestone.

77. Council could introduce unnecessary financial risk if it accepts large poorly formed consent applications in the short period leading up to adoption of a new Policy. To address this, The Planning Guidance Unit manager has set up a process to ensure Council will continue to robustly apply the requirements of s88 of the RMA.

## Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

**Legal considerations**

78. The Local Government Act (LGA) provides the legal and statutory framework for preparing and adopting a DC policy. All decision-making must adhere to this framework. That framework requires that the DC Policy create certainty and predictability in terms of the calculation of development contribution charges.

79. In addition to the legal requirements set out in the LGA, the Council is required to consider its DC Policy in the context of a series of wider funding and financial policies which it will adopt under section 102(2) of the LGA.

80. Staff have received legal guidance in preparing this deliberations report and are satisfied that its recommendations are lawful. Staff will seek a final legal review of the policy, prior to the 4 July 2024 Council Meeting, when staff will seek the Council's adoption of the Policy.

81. If the DC charges are set too high, there is risk that development slows or stalls, compromising Council's DC revenue and debt, and negatively impacting wellbeings through reduced job opportunities and supply of housing. If DC charges are set too low, the general ratepayer is overly burdened with the costs of providing for growth.

82. This risk is more acute in Peacocke, where the Council has made a major intergenerational investment with over $300M of growth infrastructure spent or programmed to be spent there

in the Council's LTP, but in the main Stage 2 area housing growth has yet to begin. The recommendations in this report attempt to balance these competing priorities.

83. A risk could emerge in relation to Rotokauri Stage 1 base charges. If not addressed, Rotokauri Stage 1 would have a substantially higher charge in the 2024/25 Policy than Peacocke, by $35k-$45k per HUE due to the way phasing is calculated. The disparity arises due to unique circumstances where large developers joined together to deliver large scale public infrastructure, and reduce costs to Council by over $60M. Staff view is that not to cap in this case would be unreasonable and create a perverse incentive.

84. A number of submitters requested that the draft Policy be deferred and a 'working group' be established to collectively agree a new policy approach. The working group was proposed to comprise members of the developer community and Council representatives. Legal advice does not recommend this course of action.

85. The LGA requires Council to review its DC policy at least every three years, and to undertake public consultation on any proposed changes. Legal advice is that taking the current public consultation 'offline' with one stakeholder group would be contrary to an even-handed public consultation process and would create legal risk. In addition, delaying the adoption of a new DC Policy would put the policy out of sync with the adoption of the Long-Term Plan and other funding and financing policies. Legal advice strongly recommends maintaining alignment with the adoption of these policies and the LTP.

## Strategic Considerations - *Whaiwhakaaro-aa-ture*

86. The promotion of the social, economic, environmental, and cultural wellbeing of communities in the present and for the future, and our purpose to improve the wellbeing of Hamiltonians, is expressed through Council's key strategies.

87. The proposed recommendation will align with Council key strategies in the following ways:

| | |
|---|---|
| He Pou Manawa Ora - Pillars of Wellbeing | If DCs were not to be required from developments, the Council would not be able to provide the necessary infrastructure to meet the new demand in a community, and more revenue would need to come from general rates. This would negatively impact on all aspects of wellbeing for the communities involved. |
| Our Climate Future<br>Te Pae Tawhiti o Kirikiriroa | DCs help to fund reserves as well as certain environmentally friendly infrastructure, particularly stormwater and wastewater. These help to protect our waterways and ecosystems, while also providing spaces where people can enjoy their local environment. |
| Our Climate Future Action Plan | DCs help to fund reserves as well as certain environmentally friendly infrastructure, particularly stormwater and wastewater. These help to protect our waterways and ecosystems, while also providing spaces where people can enjoy their local environment. |
| Access Hamilton *Ara Kootuitui Kirikiriroa* | Transport DCs help fund planned or existing growth infrastructure such as major and minor arterials, bridges, collector roads, road upgrades, enabling safe and sustainable transport options. |
| Hamilton Urban Growth Strategy (HUGS) | DCs help fund planned or existing growth infrastructure, helping to grow up and out of the central city, along transport corridors and support development of quality greenfield neighbourhoods |

| | |
|---|---|
| Nature in the City Strategy | DCs help to fund reserves as well as certain environmentally friendly infrastructure, particularly stormwater and wastewater. These help to protect our waterways and ecosystems, while also providing spaces where people can enjoy their local environment. |
| Disability Action Plan | Developments eligible for the central city remission in Council's DC policy must meet final Lifemark 4-star certification for the residential components of the development supporting Goal one around effective mutually beneficial partnerships. |

**Principles of The Treaty of Waitangi - Te Tiriti o Waitangi**

88. The Council and its committees are obligated under the Local Government Act 2002 to take appropriate account of the principles Te Tiriti o Waitangi of Partnership, Participation, Protection and Prosperity which underpin the relationship between the Government and Maaori.

89. The proposed recommendations will align with Council's He Pou Manawa Ora - Pillars of Wellbeing in the following ways:

    i. DCs help to fund city infrastructure such as roads and reserves, which help to link whanau and communities and provide places for them to connect.

    ii. DCs support investment in critical infrastructure for both residential and non-residential development activity. Once a growth cell, or existing areas in the city, are enabled through infrastructure, economic benefits can be realised. New development creates jobs and wealth both now and, in the future, supporting our communities' economic wellbeing.

    iii. DCs help to fund reserves as well as certain environmentally friendly infrastructure, particularly stormwater and wastewater. These help to protect our waterways and ecosystems, while also providing spaces where people can enjoy their local environment.

    iv. Cultural wellbeing is enabled by projects that acknowledge and support their local communities' shared cultural attributes. DCs also help to fund projects such as those that enhance the wellbeing of the Waikato River and support Te Ture Whaimana o Te Awa o Waikato.

90. As part of this DC Policy review, the amendment to the LGA provision to support the principles in the preamble of the Te Ture Whenua Maaori Act 1993 have been incorporated into Council's DC Policy.

## Climate Change Impact Statement

91. Staff have assessed the recommendations and resolved changes against the Climate Change Policy for both emissions and climate change adaptation. Staff have determined no adaptation or emissions assessment is required.

92. However, the changes incorporated in the draft DC Policy 2024/25 on extending central city and central city high rise remission and capping charges support Council's aspirations to become a city of compact, connected, and healthy neighbourhoods. Continuing to support development in the central city will help develop a more compact city and enable growth in an area that can be easily accessed by active and public transport modes. Non-residential capping for neighbourhood centres will support our communities to 'live locally' by supporting neighbourhood centres.

93. The changes support Our Climate Future: Te Pae Tawhiti o Kirikiriroa Outcome 1 'By acting together, our emissions are reducing' and Outcome 2 'Our neighbourhoods enable low-carbon living' as it means more people will live closer to the things they need and to multi-modal transport options.

94. The changes also align with the Hamilton Urban Growth Strategy (HUGS) Outcome 1 'Grow up and out from the central city', Outcome 2 'Grow along transport corridors' (in the central city) and Outcome 3 'Support the development of quality greenfield neighbourhoods' (by providing amenity options in the right place that are easily accessed and creating vibrant local centres.

## Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga*

95. The purpose of Local Government changed on 14 May 2019 to include promotion of the social, economic, environmental and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').

96. The subject matter of this report has been evaluated in terms of the 4 wellbeings during the process of developing this report as outlined below.

97. The recommendations set out in this report are consistent with that purpose.

98. Both those undertaking developments and the general community benefit from growth in Hamilton. The cost of growth needs to be balanced fairly, given the limited sources of funding available to the Council. The overall impact of requiring DCs on the current and future social, economic, environment and cultural wellbeing of the community needs to be considered.

99. If DCs are not required from developments, the Council may not be able to provide the necessary infrastructure to meet the new demand in a community, or more revenue will need to come from general rates. The latter scenario means that existing ratepayers meet the cost for new development. Both outcomes negatively impact on all aspects of wellbeing for the communities involved.

### Social

100. DCs help to fund city infrastructure such as roads and reserves, which help to link whanau and communities and provide places for them to connect.

### Economic

101. DCs support investment in critical infrastructure for both residential and non-residential development activity. Once a growth cell, or existing areas in the city, are enabled through infrastructure, economic benefits can be realised. New development creates jobs and wealth both now and in the future, supporting our communities' economic wellbeing.

### Environmental

102. DCs help to fund reserves as well as certain environmentally friendly infrastructure, particularly stormwater and waste water. These help to protect our waterways and ecosystems, while also providing spaces where people can enjoy their local environment.

### Cultural

103. Cultural wellbeing is enabled by projects that acknowledge and support their local communities' shared cultural attributes. DCs also help to fund projects such as those that enhance the wellbeing of the Waikato River and support Te Ture Whaimana o Te Awa o Waikato.

## Risks - *Tuuraru*

104. The current economic environment is challenging both for developers and for households. If the DC charges are set too high there is risk that development slows or stalls, compromising Council's DC revenue and increasing debt relative to its expectations, and negatively impacting wellbeings through reduced job opportunities and supply of housing. If DC charges set too low the general ratepayer is overly burdened with the costs of providing for growth. The recommendations in this report attempt to balance these competing priorities, albeit within a challenging environment.

105. Legal risks in relation to the adoption of the revised DC Policy are best managed by accepting the staff and legal advice as set out in the legal considerations section. The remaining significant risk relates to whether actual DC revenue will align with projected DC revenue assumptions. This risk is best managed by Council adopting the recommendations of this report, particularly those recommendations relating to how the draft DC Policy can be amended to respond positively to developer concerns.

## Significance & Engagement Policy - *Kaupapa here whakahira/anganui*

106. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the recommendation(s) in this report has/have a medium level of significance.

107. Community views and preferences are known to the Council through the consultation from 19 March to 21 April 2024 and the verbal submissions process from 15 to 17 May 2024.

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Policy Options Discussion Document

Attachment 2 - Draft Base DC Charges

Attachment 3 - Insight Economics Report May 2024 - Assessing the Likely Impacts of Hamilton City's Proposed DC charges

Attachment 4 - Response to Elected Member questions on the Development Contribution Policy

## Attachment 1 - Discussion of Policy options

1. This attachment outlines the options and background for each amendment to the draft DC Policy, the submission feedback, options for consideration and a staff recommendation for each option.

***Policy options that could not be implemented due to time constraints***

2. Several policy approaches that either submitters or Elected Members, if recommended, would not be able to be incorporated in time for this policy review.

3. The core amendments to the draft 2024/25 Policy were approved in November 2023 and February 2024. At the time of writing, with a month to go before a final Policy is operative, it is too late to incorporate certain types of policy suggestions. These are shown in the **Table 1** below (non-exhaustively):

**Table 1: Policy options that would need to be considered at a future Policy review**

| Policy suggestion | Reason |
|---|---|
| **A new targeted rate in Peacocke** | Requires a substantive and complex LGA process.<br>In 2019 Council directed staff to investigate a targeted rate in Peacocke to address an under-recovery issue. In the end the targeted rate was abandoned, but it took about 9 months to get only part of the way there. |
| **Charging DCs based on typology rather than bedrooms** | Requires software and the DC model to be re-configured, which is complex (and expensive). Can take 3-6 months to complete including quality assurance. |
| **Changing/adding catchments** | |
| **Collecting DCs at different milestones** | Tauranga, for example, collect part of the DC at 224c (title), and the balance at CCC. As above would require substantial change to the software and the administration of the Policy. Staff have included an option (1.d) to defer DCs to be payable at CCC. |

### POLICY TOPIC 1 – MITIGATING THE IMPACT OF HIGH DC CHARGES

***Background***

4. As outlined in the *Development Contributions Policy 2024/25 – Deliberations Report*, the draft 2024/25 DC charges that went out for consultation are substantially higher than the current DC Policy charges. In most cases, they are more than 50% higher, and more than double in the infill.

5. These substantial increases are being driven primarily by the inputs to the DC Model, namely the increase to the capital programme, increased costs to deliver projects and higher interest costs.

***Submission feedback***

6. Although there was not a specific question relating to DC charges, over half of the submissions received did not support the substantial increases.

***Options to mitigate high DCs***

7. This section presents four options to mitigate the impact of the high charges. Not all are recommended by staff, but are provided so a breadth of options is available for Council to consider. These policy options are:

**1. a)** **Phase in DCs** over the 3-year policy cycle – two options provided:

- **Option A** – Phase all DC charges over three years *(recommended)*
- **Option B** – Phase all DC charges over two years

**1. b)** **Limit cost recovery period** to the LTP period only *(recommended)*

**1. c)** **Index charges** *(not recommended)*

**1. d)** **Defer payment** of DCs to a later milestone *(not recommended).*

**1.e)** **Cap 2024/25** residential charges in Peacocke

- **Option A** –at 50% of the difference between the 2023/24 charges and the base 2024/25 charges, *(recommended)*
- **Option B** –at the current 2023/24 rates i.e no increase across the three years.

**1.f)** **Cap 2024/25** residential charges in Rotokauri Stage 1 *(recommended)*

- Cap 2024/25 residential charges in Rotokauri Stage 1 at same rate as the Peacocke charges recommended in 1.e) above.

***Benchmarking Hamilton City Council's draft charges***

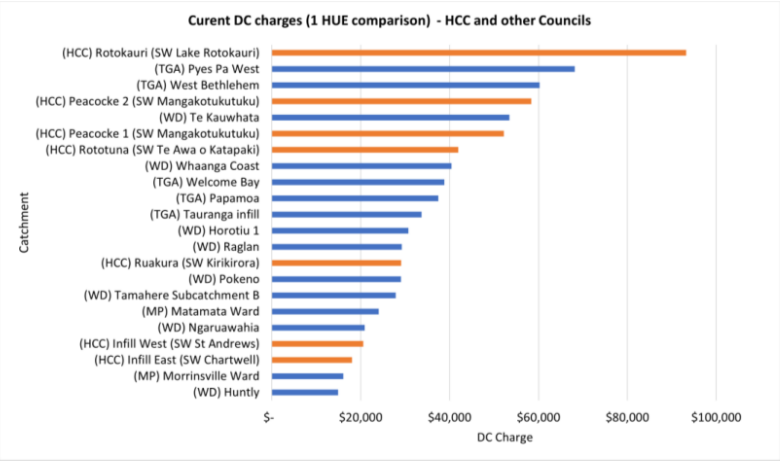
8. When considering its options, Council should consider the relative DC charges in nearby areas which may serve as potential substitute areas for developers. Several submitters expressed concern at the scale of HCC's DC charges compared to other councils, saying there is substantial risk that housing and other development is pushed out of Hamilton and into neighbouring areas such as Waipaa District, Waikato District, or further afield.

9. The graphs below compare DC charges across areas where information was public and available.

**Benchmarking Current 2023/24 DC charges**

10. As shown **Figure 1 below**, the Council's current Policy DC charges, outside of the outlier Rotokauri Stage 1 are comparable to other growth Councils current charges.

**Figure 1: Comparison of current 2023/24 Policy DC charges (1 HUE) across selected councils**



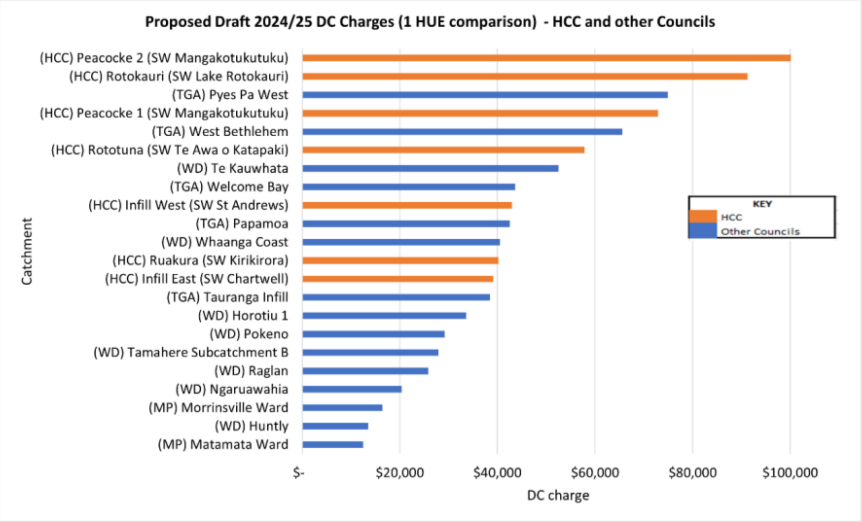
**Benchmarking Draft 2024/25 DC charges (full charges)**

11. Overall, in greenfield areas, Hamilton's draft DC charges if neither capped nor phased (refer options 1.a) and 1.e) below) are higher in most cases than comparable areas in other cities and in neighbouring territorial authorities, including having the two highest charges (Peacocke and Rotokauri Stage 1). Tauranga's charges are the next highest after HCC's charges, followed by areas in Waikato District and then Matamata-Piako District. Other councils with significant increases in their charges include Hutt City Council and Tasman Council.

12. Note that while HCC's draft 2024/25 charges are high compared to other councils, the data below likely overstates that comparison because only a few councils have published or provided draft DC charges for 2024/25 (**Figure 2** below). New DC charges were not available from Auckland or Waipaa, as they are deferring their LTP either until later in 2024 or to the next annual plan. Indications are that Auckland's DC charges will increase significantly as Auckland looks to expand the approach taken in Drury to recover a greater share of the costs of growth.

13. Staff expect that – in time – most councils will have significantly higher charges in their upcoming policies for the same reasons that Hamilton's are higher now. Also, some councils are rolling over their charges in 2024/25 or are looking to do a more detailed review in the coming year. As such, some new draft charges do not take into account the impact of the inflationary environment since the last LTP and are showing smaller increases than in Hamilton.

**Figure 2: Comparison of draft 2024/25 Policy DCs across selected councils (full HCC charges)**

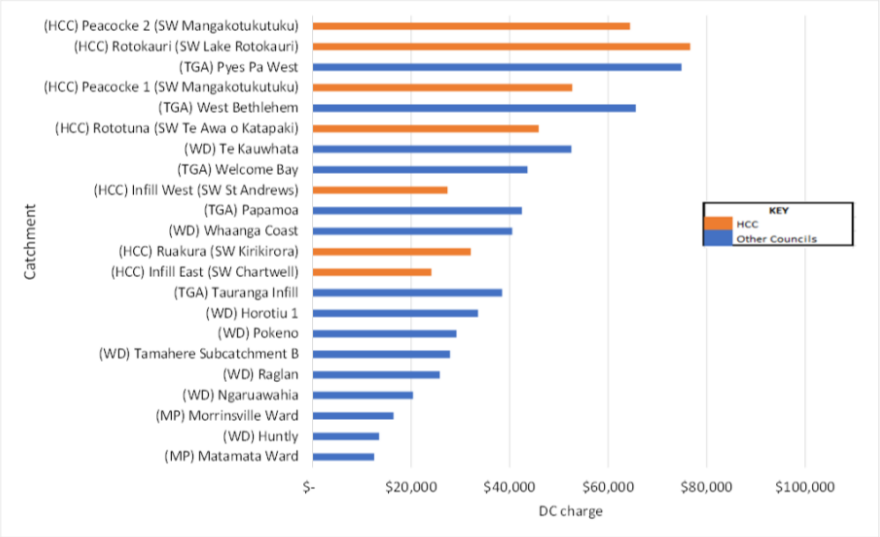



**Benchmarking draft 2024/25 DC charges (with staff recommendations included)**

14. There are four measures recommended to mitigate the high draft DCs which are described in **paragraph 7** above, being phasing charges, recovering costs in the LTP period only, and capping Peacocke and Rotokauri Stage 1 residential charges.

15. **Figure 3** below shows the effect, as compared to **Figure 2** above, if these recommendations were adopted. Note only the year 1 charges are shown, refer to **Table 3** in the main staff report for all years' charges.

**Figure 3: Comparison with recommended 2024/25 year 1 charges**



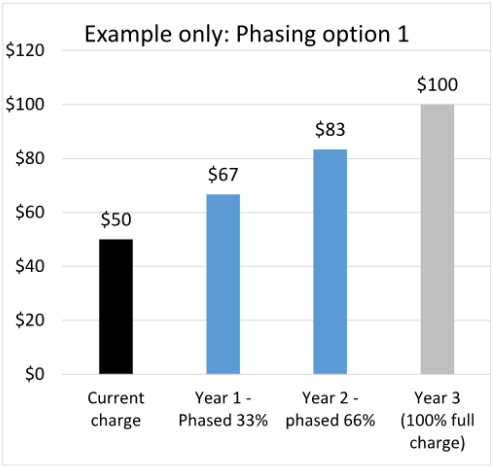

**Option 1. a) Phase charges**

16. Phasing is a method to introduce new DC charges (especially if the step-change is large) by introducing the increases in progressively over for example three years.

17. The example to the right illustrates the phasing of a hypothetical $100 charge evenly over three years in the same way as the phasing recommended in Option A below.

18. The purpose of phasing charges is to increase developer certainty and to avoid large abrupt increases in DCs, which may disrupt and slow development, and therefore economic activity.

**Figure 4 – phasing example**




19. The Council's current Policy is phased in this way. As part of the 2021/2022 DC Policy review, the Council implemented a policy of phasing DC charges for residential development in Peacocke 1 and 2, Rotokauri, Rototuna and Ruakura due to the level of increase in the charges between policies. Charges were increased by one third from the prior DC Policy each year, with full charges in place for year 3 (1 July 2023 to 30 June 2024).

20. The purpose of phasing charges was to increase developer certainty and to avoid large abrupt increases in DCs, which may disrupt and slow development, and therefore economic activity.

21. The Insight Economics Ltd report (Attachment 3) supports such an approach, stating *"Given the delicate state of city property development in today's economic climate, HCC may need to balance its "growth pays for growth" philosophy with avoiding potential impacts on the rate, nature, or timing of growth".*

22. The table below highlights the considerations of staff in relation to phasing charges.

| Benefits of phasing charges | Considerations for phasing charges |
|---|---|
| i. Lowers the initial impact on developers of higher charges in a new DC Policy.<br>ii. Provides greater certainty for developers.<br>iii. Gives developers time to factor in increased charges into what they pay for land.<br>iv. May improve development feasibility in the greenfield areas.<br>v. If growth is slowed due to high DC charges the Council may compromise its desired economic and community return on its investment. | i. Substantial foregone DC revenue that is ultimately debt funded by the rate payer.<br>ii. Subsidises all greenfield development rather than targeting specific areas that may benefit more.<br>iii. Large developers who plan many years ahead may not get the benefit of phasing while more opportunist developers do and are subsidised by the ratepayer.<br>iv. The higher the step change in DCs the greater ratepayer subsidy is required to phase the charges. |

The phased charges below include/assume the recommendation in the previous section, being that growth costs within the LTP period only are being recovered. Two phasing alternatives are provided in this report, with Option A recommended.

23. For simplicity, only standard residential (1 HUE) charges are shown in **Table 2** below. These form the basis of all other charges. Refer to **Attachment 2** for a summary of draft DC Policy charges updated for deliberations compared to current 2023/2024 DC Charges for 1,2 and 4+ bedroom residential charges.

**Table 2: Impact on standard residential DC charges of phasing Option A (linear phasing)**

| | Phasing | 33% | 67% | 100% | | | | |
|---|---|---|---|---|---|---|---|---|
| Recommended standard residential DC charges (per HUE) | Current 2023/24 Policy | Recommended 2024/25 Policy charges | | | | Increase from current | | |
| | | Year 1 | Year 2 | Year 3 | Base charges^ | Year 1 | Year 2 | Year 3 |
| **Citywide*** | **$ 12,999** | **$ 16,816** | **$ 20,632** | **$ 24,449** | **$ 24,449** | **29%** | **59%** | **88%** |
| **Infill East** | $ 18,767 | $ 24,139 | $ 29,512 | $ 34,885 | **$ 34,885** | 29% | 57% | 86% |
| **Infill West** | $ 21,112 | $ 27,411 | $ 33,711 | $ 40,010 | **$ 40,010** | 30% | 60% | 90% |
| **Peacocke** 1** | $ 49,746 | $ 53,195 | $ 56,644 | $ 60,093 | **$ 70,439** | 7% | 14% | 21% |
| **Peacocke** 2 (Peacocke SW)** | $ 52,532 | $ 57,696 | $ 62,860 | $ 68,024 | **$ 83,515** | 10% | 20% | 29% |
| **Peacocke** 2 (Mangakotukutuku SW** | $ 58,354 | $ 64,458 | $ 70,561 | $ 76,665 | **$ 94,976** | 10% | 21% | 31% |
| **Rotokauri 1**(SW - Lake Rotokauri)** | $ 93,226 | $ 64,458 | $ 70,561 | $ 76,665 | **$ 87,798** | -31% | -24% | -18% |
| **Rotokauri 2 (SW - Ohote)** | $ 34,717 | $ 39,292 | $ 43,867 | $ 48,442 | **$ 48,442** | 13% | 26% | 40% |
| **Rototuna** | $ 41,938 | $ 45,895 | $ 49,852 | $ 53,808 | **$ 53,808** | 9% | 19% | 28% |
| **Ruakura** | $ 29,112 | $ 32,124 | $ 35,135 | $ 38,146 | **$ 38,146** | 10% | 21% | 31% |

* included in all charges

** Capped at 50% of increase, and phased (recommended)

^ before capping and phasing i.e. unmodified. Noting only.

**Table 3: Impact on DC charges of phasing Option B (higher start point)**

| | Phasing | 50% | 75% | 100% | | | | |
|---|---|---|---|---|---|---|---|---|
| Recommended standard residential DC charges (per HUE) | Current 2023/24 Policy | Recommended 2024/25 Policy charges | | | | Increase from current | | |
| | | Year 1 | Year 2 | Year 3 | Base charges^ | Year 1 | Year 2 | Year 3 |
| **Citywide*** | **$ 12,999** | **$ 18,724** | **$ 21,586** | **$ 24,449** | **$ 24,449** | **44%** | **66%** | **88%** |
| **Infill East** | $ 18,767 | $ 26,826 | $ 30,855 | $ 34,885 | **$ 34,885** | 43% | 64% | 86% |
| **Infill West** | $ 21,112 | $ 30,561 | $ 35,285 | $ 40,010 | **$ 40,010** | 45% | 67% | 90% |
| **Peacocke** 1** | $ 49,746 | $ 54,919 | $ 57,506 | $ 60,093 | **$ 70,439** | 10% | 16% | 21% |
| **Peacocke** 2 (Peacocke SW)** | $ 52,532 | $ 60,278 | $ 64,151 | $ 68,024 | **$ 83,515** | 15% | 22% | 29% |
| **Peacocke** 2 (Mangakotukutuku SW** | $ 58,354 | $ 67,509 | $ 72,087 | $ 76,665 | **$ 94,976** | 16% | 24% | 31% |
| **Rotokauri 1**(SW - Lake Rotokauri)** | $ 93,226 | $ 64,458 | $ 70,561 | $ 76,665 | **$ 87,798** | -31% | -24% | -18% |
| **Rotokauri 2 (SW - Ohote)** | $ 34,717 | $ 41,580 | $ 45,011 | $ 48,442 | **$ 48,442** | 20% | 30% | 40% |
| **Rototuna** | $ 41,938 | $ 47,873 | $ 50,841 | $ 53,808 | **$ 53,808** | 14% | 21% | 28% |
| **Ruakura** | $ 29,112 | $ 33,629 | $ 35,888 | $ 38,146 | **$ 38,146** | 16% | 23% | 31% |

* included in all charges

** Capped at 50% of increase, and phased (recommended)

^ before capping and phasing i.e. unmodified. Noting only.

*included in all charges

***Financial impact***

24. For both phasing options, the impact on DC revenue is relatively low because it is known from historical data that only a small percentage of DCs paid early in a new DC Policy period are calculated at the new DC rates. The majority are paid based on lower DC charges from prior DC Policies.

25. If phased DC charges were adopted , staff broadly estimate that the total foregone DC revenue across the 10-year period would be:

- **Option A** – where charges are phased in linearly over three years the projected debt impact is $4.7M unfavourable.
- **Option B** – where a bigger increase in charges (and revenue) occurs in the first year the projected debt impact is slightly less at $3.9M unfavourable.

26. Low growth exacerbated by high charges would have strategic implications for the Councils major intergenerational investment in Peacocke, and potentially for its debt repayment commitments in relation to its Housing Infrastructure Loan (HIF) loan. For this reason the slightly stronger phasing (in favour of the developer) of Option A is recommended.

***Staff recommendation***

27. Staff recommend that the 2024/25 DC charges be phased in. Staff prefer Option A because it provides greater relief to developers of the acute economic conditions faced, and it carries only marginally higher projected impact on DC revenue as compared to Option B.

**Table 4: Staff recommendation for phasing DCs**

| Staff recommendation | Options | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Phase all DC charges over three years with the increase in the first year being a third of the overall increase, the second year being two thirds of the overall increase, with full charges in place in the third year ending 30 June 2027. | ($4.7M) |
| **Option B** | Phase all DC charges over two years increasing by half of the difference between the current and new charge from 5 July 2024, with full charges from 1 July 2025 onwards. | ($3.9M) |
| **Option C** | No phasing, full charges applicable from 5 July 2024 (per Proposed Policy) | Nil |

**Option 1. b) Limit cost recovery period to the LTP period only**

28. Under clause 1(2) of Schedule 3 to the LGA, Council may identify capital expenditure for the purposes of calculating DCs in respect of assets or groups of assets that will be built after the period covered by the long-term plan and that are identified in the DC policy.

29. In relying on this, Council has recovered capital costs for arterial roads, the Rotokauri Greenway, and sports parks in greenfield catchments that sit outside the 10-Year Plan period since 2018, as have other growth councils for appropriate assets.

30. While legal and staff advice confirms the current approach is consistent with the methodology set out in clause 1(2) of Schedule 3 to the LGA, due to the current challenging economic environment the Council may wish to consider reducing its recovery period to only capital costs that sit within the LTP period. This will reduce the total capex to be recovered through DCs and therefore reduce the DC charges on average. Not extending beyond the 10-year period may also reflect an acknowledgment of the increased uncertainty regarding how infrastructure will be funded beyond the 10-year period due to 3-waters reform and a potential process as part of the next Annual Plan around the capital programme.

31. The trade-off is reduced DC charges and revenue in the near term, and the potential need for financial intervention by the Council in the longer term. Assets such as arterial roads that, for example service an entire growth cell, will be enjoyed and caused by an entire growth cell. It is therefore reasonable to require contributions from all those that populate the growth cell, even if the asset will not be completed for 10-15 years.

32. Conversely, Council could recover only the capital costs in its 10-Year Plan from developers today, and defer those costs to future development. This may mean that a financial intervention from the ratepayer is required in the future, to prevent the latter parts of the growth cell being burdened with a dis-proportionate share of the costs. This could be 10 or 20 years in the future though, and therefore difficult to predict. However, Council could return to recovery beyond the 10-Year Plan period at its next Policy review and mitigate this outcome.

33. Legal advice is that either approach is lawful, and that the impact of either approach is for the Council to weigh up.

34. The table below highlights the considerations of staff in relation to limiting the cost recovery period.

| Benefits of limiting cost recovery | Considerations for limiting cost recovery |
|---|---|
| i. Reduces DC charges<br>ii. Better reflects certainty of infrastructure development | i. Lower DC revenue in the near term<br>ii. Potential need for financial intervention in the future<br>iii. Some assets that will benefit an entire growth cell will not be funded by development in the near-term |

***Financial impact***

35. The modelled impact on DC revenue of limiting cost recovery to the LTP period is estimated at $24.3M unfavourable. However, if the Council used this lever with a view to reviewing and potentially re-instating the status quo, acknowledging the challenging economic circumstances, then it may only be exposed to the first year or two of under-recovery shown in **Table 5** below.

**Table 5: DC revenue/debt impact of limiting the recovery of costs to the LTP period only**

| LTP DC revenue (debt) impacts ($'000) | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Limit cost recovery to LTP period | -371 | -1,247 | -1,872 | -2,863 | -2,783 | -2,913 | -3,007 | -2,960 | -3,160 | -3,141 | **-24,317** |

36. If Council resolves to limit the cost recovery in this way, the DC model and charges would need to be adjusted if it reverted to the current approach, in order not to over burden future developers.

37. This will reduce the total capex to be recovered through DCs and therefore reduce the DC charges across all catchments by between 3% and 7%.

***Staff recommendation***

38. Given the economic environment and submitter concerns Staff recommend reducing its DC Policy recovery period to only capital costs that sit within the LTP period.

**Table 6: Staff recommendation for limiting cost recovery period to the LTP period only**

| Staff recommendation | Options | Estimated 10YR financial impact |
|---|---|---|
| **Option A (Recommended)** | Recover DCs against growth capital expenditure that is programmed within the 10-Year Plan period. | ($24.3M)<br>Note: ($1.6M) total years 1 & 2 |
| **Option B** | Status quo – recover DCs for certain projects outside the LTP period. | Nil |

**Option 1. c) Index charges**

39. Indexing is an adjustment to the DC charges to take account of the diminishing purchasing power of money over time. It seeks to allocate a higher share of growth-related costs to developments that occur in the distant future relative to those today.

40. At the 28 November 2023 Council meeting, Council resolved to index all DC charges to moderate the very high estimated charges generated from the unrestrained capital programme. At the 14 March Council meeting, staff presented more finalised draft DC charges that had not increased by the same quantum as in November 2023, therefore it was resolved not to index DC charges in the Draft DC Policy.

41. Insight Economics Report recommends Council consider indexing as a means of moderating high charges. Insight Economics' recommendation is based on the premise that indexation is more equitable because gradual increases can be more easily absorbed as incomes increase

over time. They are also more in line with how most goods and services increase in price over time. The report also argues that indexed charges incentivise earlier development as charges are lower, therefore reducing interest costs for council.

42. The cost of indexing to Council is lower revenue in the short-term compared to fixed/flat charges. This could mean marginally higher debt and interest costs over the long-term would need to be met by future rate payers.

43. Indexing works best where charges are set over a long-term. Council's DC charges change in line with the capital programme, therefore indexing charges may set unrealistic expectations of small incremental increases. If Council's capital programme increases significantly as it has in past LTPs, the indexed increases in charges would be obscured by increased charges. The development community would have no more certainty than they do at present, except in year one of an indexed DC Policy.

44. The table below highlights the considerations of staff in relation to indexing DC charges.

| Benefits of indexing charges | Considerations for indexing charges |
|---|---|
| i. It rewards developments that pay earlier because those early payments help to reduce council interest costs, and vice versa for those that pay later and hence increase council interest costs.<br>ii. indexed charges provide more accurate price signals to the market.<br>iii. Are more equitable as gradual increases mimic growth in household incomes and people's ability to pay for them.<br>iv. Are a better reflection of how costs generally increase over time.<br>v. Are more consistent with the price paths of virtually all other goods and services in the economy, including most other Council fees and charges.<br>vi. Reduces the risks of the upfront provision of infrastructure by councils as it encourages earlier payment.<br>vii. Can create certainty of future costs (if the base charge is not increased). | i. Technically difficult to introduce into DC modelling environment – introduces risk.<br>ii. Reduces short-term revenue which may elevate debt and interest costs in the short-term.<br>iii. Indexing DC charges was proposed in the 2018/19 DC policy review, but submissions disagreed with the proposal.<br>iv. Developers' view was that indexing increases charges over time will inequitably impact developers who have long term development aspirations, and increases will have compounding effects.<br>v. Significantly increased complexity, which developers often see as reduced transparency.<br>vi. Increasing the capital programme and DC related growth will undermine the certainty created by indexed charges. |

***Financial impact***

45. There is no overall financial impact of indexing charges; however, DC revenue will be lower in the short-term.

***Staff recommendation***

46. Staff have investigated the option of indexing the 2024/25 charges, particularly mindful of the economic environment and the higher draft charges.

47. Staff do not recommend introducing indexation primarily because of the technical risk presents, which if realised will lead to a material financial and reputational risk. Introducing indexation, a complex variation to the DC model, in late May ahead of a July 5 operative date would not allow sufficient time to do quality assurance and to fix any issues. Further a peer review of the indexed model would need to be done across the circa 1500 projects in the model out to 2054, and this also would be a challenge to do robustly. Further, DC charges are

financial requirements of third parties, and the implications of having erroneous DC charges in the Policy are potentially serious.

48. Council could elect to introduce indexing at a future Policy review where adequate time was available to complete these quality assurance processes.

49. For the reasons above, staff do not recommend that Council introduce indexation into its 2024/25 DC Policy. Despite this, it is included as an option given the economic environment and DC charges described in this report.

**Table 7: Staff recommendation regarding indexing charges**

| Staff recommendation | Options | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Status quo - Do not index charges | Nil |
| **Option B** | Index charges | Revenue deferred |

**Option 1.d) Deferral of payment**

50. Given the economic conditions and the response from submitters regarding high DC charges, staff have looked for alternative policy responses that might moderate that impact, but not come at a high cost to the ratepayer, or introduce undue financial risk to the Council.

51. One such policy response considered to provide cashflow relief to developers is to defer when Council requires payment of DCs.

52. The convention for requiring payment of DCs for sub-division resource consents is to formally require the DC when the consent is granted, with payment made prior to issuing '224c certificate' which then allows title to be issued. Council could extend the point of payment to be prior to issuing code compliance certificate (CCC).

53. This approach may benefit large land developers in the Greenfield, who typically develop and title vacant land, and then sell to a building company or the public to complete. They would benefit from deferring the DC payment from the time at which they seek 224c and sell the land (and get money in bank), to the time at which the final builder seeks Code Compliance Certificate. This deferral is estimated to be approx. 12 months based on the average rate at which developments move through the consenting stages.

54. If Council adopted this policy response, it would mean that the incidence of payment could shift from the land developer to the building company or end user.

55. Due to the nature of Infill development, it is common that the same company develops the land, builds the dwellings and then sells the completed product to the final purchaser. As such, the timing of 224c Certificate and Code Compliance Certificate are typically closely aligned at the completion of the build. Therefore, it is expected that a deferral option would offer limited if any benefit to majority of large Infill developers.

56. A final consideration is that deferring payment in this way creates a new financial risk for Council, which arises because under the LGA Council can withhold a 224c certificate until the DC is paid on a granted resource consent, or withhold CCC until the DC is paid on a granted building consent. But it does not have the express power to withhold CCC until payment is made where the DC was required at resource consent stage. As such there is risk of non-payment of DCs if this policy adjustment was adopted. In addition, there is a negative cashflow implication for Council in terms of later payment and its net present value.

57. The table below highlights the considerations of staff in relation to deferring payment.

| Benefits of deferring payment | Considerations for deferring payment |
|---|---|
| i. May provide cashflow relief for developers<br>ii. Reduces interest costs for developers | i. Lower DC revenue in the near term<br>ii. Only benefits greenfield landowners<br>iii. Increases interest costs for council<br>iv. Creates financial risk for council |

***Financial impact***

58. Ultimately council would receive the same DC revenue, however there would be increased interest costs for council as revenue would be received later.

***Staff recommendation***

59. On balance, staff believe that the risk and implications of this policy option outweigh the benefits to a limited number of developers and it is not recommended. However, it remains an option for the Council and is presented in this report, particularly given the current economic conditions and the nature of the public submissions received.

**Table 8: Staff recommendation regarding deferring payment of DCs to CCC**

| Staff recommendation | Options | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Status quo – Do not defer DC payment | Nil |
| **Option B** | Defer DC payment to CCC | Revenue deferred |

**Option 1. e) Cap residential charges in Peacocke**

60. Several submitters who are medium to large developers in the Peacocke growth cell expressed their strong concerns about the high charges in Peacocke. The full charges in Peacocke 2, in comparison to any other greenfield growth cell, are nearly the highest in the city, and in percentage terms have also increased most compared to the current charges.

61. Peacocke is the city's largest greenfield area and is expected to accommodate a significant share of its future growth, particularly residential. The Council has made major intergenerational investment in Peacocke with over $300M of growth infrastructure spent, or programmed in the Council's LTP. Low growth would have strategic implications for that investment, and potentially for its debt commitments in relation to its Housing Infrastructure Loan (HIF) loan.

62. The Insight Economics Ltd report (Attachment 3) finds that

- *developments in Peacocke are most likely to be at-risk from the proposed new charges.*
- *Land developers [in Peacocke] who acquired super lots recently, and are yet to pay DCs, may think twice before committing to projects.*
- *Many [in Peacocke] – especially larger players with other options to focus on for now – are highly unlikely to realise a loss by selling when costs are high and prices are low, particularly with land values continuing to gradually appreciate over time anyway (which incentives land banking and reduces the need or urge to act now anyway).*

63. Staff have investigated a wide range of factors in relation to Peacocke and whether intervention (in the form of relief from high DC charges) is warranted. These include, in Peacocke:

- detailed development feasibility analysis,

- the findings of the Insight Economics report, including whether or not DCs are a critical factor or simply another cost
- the level of capital investment by Council
- The scale of potential housing and outcomes and economic activity
- HIF loan implications
- the stated intentions of developers there
- the potential economic and social impact of a stalled Peacocke growth cell
- the cost in foregone DC revenue if an intervention were made.

64. Staff view is that is that there are strong reasons to intervene in relation to Peacocke residential DCs, over and above the phasing recommended in 1.a) because the cost of 'getting it wrong' by keeping high charges and compromising the growth cell is high, but the estimated debt impact of lowering the charges is low. Also, low growth potentially puts at risk the Council's debt repayment commitments in relation to its Housing Infrastructure Loan (HIF) loan.

***Financial impact***

65. If DC charges were capped in Peacocke staff broadly estimate that the total foregone DC revenue across the 10-year period would be:
    - **Option 1** – where charges are capped at 50% of the difference between the current 2023/24 charges and the base 2024/25 charges the projected debt impact is $3.9M unfavourable (*Recommended*);
    - **Option 2** – where charges are capped at the current 2023/24 rates the projected debt impact is slightly greater at $4.3M unfavourable.

66. These impacts are over and above the debt impacts of $4.7M estimated for phasing in the prior section 1.a).

67. For both capping options, the impact on DC revenue is relatively low because it is known from historical data that only a small percentage of DCs paid the early years of a new DC Policy period pay the higher new policy rates, and only a portion of that amount is projected to be collected in Peacocke. If high charges contributed to low growth, it potentially could compromise the Council's debt commitments in relation to its Housing Infrastructure Loan (HIF) loan.

***Staff recommendation***

68. Staff recommend that the 2024/25 DC charges be capped in Peacocke 50% of the difference between the current 2023/24 charges and the base 2024/25 charges. Staff recommend Option A because of the risk to Council associated with low growth in Peacocke. Option B is justifiable, but not recommended because of the disparity that arises particularly in relation to residential charges in Rotokauri Stage 1.

**Table 9: Staff recommendation for capping Peacocke residential residential charges**

| Staff recommendation | Options | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Cap development contribution charges in Peacocke at 50% of the difference between the current 2023/24 charges and the base 2024/25 charges. | ($3.9M) |
| **Option B** | Cap development contribution charges in Peacocke at the current 2023/24 rates. | ($4.3M) |
| **Option C** | Do not cap development contribution charges in Peacocke at the current 2023/24 rates; | Nil |

**Option 1. f) Cap residential charges in Rotokauri Stage 1**

69. Capping Rotokauri Stage 1 at the same rate as Peacocke 2 (Mangakotukutuku) is recommended because the phasing calculation starts from the current Policy charge. If not addressed, Rotokauri Stage 1 would have a substantially higher charge in the 2024/25 Policy than Peacocke by $35k-$45k per HUE. This is largely because the current Policy charge was based on the substantially higher Rotokauri swale cost that has now reduced by more than half due to the Rotokauri PDA. Staff view is it would be unreasonable to create such a disparity that arose because developers joined together to deliver large scale public infrastructure and reduce costs to Council by over $60M.

70. Doing so supports the Council's wider objectives of increasing housing supply and supporting an accessible city noting the proximity of the Rotokauri Transport hub and commercial and retail areas such as The Base.

***Financial impact***

71. If DC charges were capped in Rotokauri Stage 1 at same rate as Peacocke per Policy Option 1.e) above, staff broadly estimate that the total foregone DC revenue across the 10-year period would be $2.9M unfavourable.

72. These impacts are over and above the debt impacts of $4.7M estimated for phasing in the prior section 1.a).

***Staff recommendation***

73. Staff recommend that the 2024/25 DC charges be capped DC charges Rotokauri Stage 1 be capped at same rate as Peacocke per **Policy Option 1.e) above**, to ensure a perverse incentive to not partner with Council on major infrastructure deals is not created. This is supported by a relatively low cost of this cap, and its broader benefits.

**Table 10: Staff recommendation for capping Rotokauri Stage 1 residential charges**

| Staff recommendation | Options | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Cap Rotokauri Stage 1 at same rate as Peacocke per Policy Option 1.e) above. | ($2.9M) |
| **Option B** | Do not cap Rotokauri Stage 1 at same rate as Peacocke. | Nil |

**POLICY TOPIC 2 – MILESTONES AT WHICH DCS ARE REQUIRED**

***Background***

74. In its 2018 DC Policy Council introduced provisions (section 11) which gave Council a discretion to defer requiring DCs to a future milestone such as building consent. The Business-As-Usual (BAU) approach was still to require DCs upon granting of the first consent for development. This discretion was to retain flexibility and protect Council's financial position if large subdivisions were lodged right before a new policy came into effect in order to avoid paying the higher charges.

75. Edits to section 11 of the consultation version of the draft Policy "*Stages at which development contributions may be required*" retained this discretion but amended it to include a non-exhaustive list of factors the Council would consider when determining which milestone to require DCs at, as explained at the 14 March 2024 Council meeting. These provisions preserve a level of Council discretion to ultimately determine what milestone to require DCs at, but gave greater certainty to developers over the relevant factors that Council would consider when exercising that discretion.

***Submission feedback***

76. Overall, most submissions supported that Council should outline the factors it considers when determining when to require a DC within the Policy. However, over 30% of respondents, namely members of the development community, challenged Council's ability to retain this discretion on when to require DCs at all, on the basis that it lacked sufficient certainty, which is a key principle to adhere to under the LGA.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council outline the factors it considers when determining when to require a DC within the policy?* | 33 (45%) | 31 (42%) | 10 (14%) | **Yes** 33 (45%) |

*Misunderstanding regarding timing of assessment and payment of DCs*

77. There was some submitter misunderstanding about when DCs are required, which policy will apply, and when they need to be pay by. The following three short sections are included to clarify Council's Business-As-Usual approach, which applies in the current policy and the draft Policy.

78. Council has elected to preserve a level of discretion over this BAU approach in previous DC Policies, which was a key point of contention with some submitters, and which is addressed below.

*What is a DC requirement?*

79. S198 of the LGA states that a territorial authority may *require* DCs (i.e. advising the developer in writing confirming the applicable DC) when any of the following main 'milestones' occur:

    a) a resource consent is granted under the RMA

    b) a building consent is granted under the Building Act 2004

    c) an authorisation for a service connection is granted.

    Council may also require a DC to be made when granting a certificate of acceptance under the Building Act 2004.

*Which DC Policy will apply?*

80. The DC Policy (and charges) that that was in force at the time that the consent application was lodged is the one that informs the calculation of a DC requirement. A primary concern of submitters was that they did not have certainty of this aspect.

*When do DCs need to be paid?*

81. To avoid any doubt, payment timing is not proposed to change under the draft 2024/25 DC Policy, and will remain in line with Section 208 of the LGA 2002. Section 12 of the DC Policy sets out these in detail but, generally speaking, Council will require payment of DCs as follows:

    a) for granted subdivision resource consents, payment is required to be made prior to Council issuing an RMA section 224(c) certificate

    b) for granted building consents or land use resource consent where a building consent will be lodged in the future, payment is required to be made prior to Council issuing Code Compliance Certificate (CCC).

    c) for a service connection application, payment is required to be made prior authorisation of that service connection.

***Options for consideration***

82. As discussed above, previous policies have retained the discretion which is available to Council under s198 of the LGA. However there needs to be certainty and predictability.

83. Submitter feedback indicates a strong resistance to a policy which does not enable DCs to be predicted and calculated as part of a development feasibility assessment. In practical terms, Council has rarely departed from the approach of requiring DCs at the first available milestone, so the discretion is rarely exercised.

84. Staff and legal advice is that in order to ensure compliance with the requirements of the LGA, and to respond positively to developer feedback on this important point, the DC Policy should state that except for certain specified developments or situations, DCs will be required on the first available milestone, which is typically the grant of a resource consent.

85. Staff recommend that the policy state that this commitment to the first milestone does not apply to subdivisions in excess of 500 lots, or non-residential developments in excess of 20,000m2 because at this scale, the development is likely to span multiple policy periods and Council needs to retain the flexibility to charge DCs at a later, and updated rate.

86. Staff recommend amending section 11 which deals with the milestones at which DCs will be required so that developers are given more certainty. New draft Section 11 makes it clear that except for certain specified developments and situations, DCs will be required upon the first available milestone which is typically the grant of a resource consent.

87. The table below highlights the considerations in relation to milestones at which DCs are required.

| Benefits in relation to milestones | Considerations in relation to milestones |
|---|---|
| i. Gives developers process and financial certainty<br>ii. Responds positively to developer feedback<br>iii. Incentivise development and assists in supply of residential lots in tough market conditions<br>iv. Supports retaining developers in Hamilton<br>v. Strong compliance with LGA 2002 | i. Aligned with developer expectation<br>ii. Discretion retained in the Policy was never exercised<br>iii. BAU approach of HCC and aligned with other councils<br>iv. No under recovery of infrastructure costs in the long run<br>v. Potential for legal challenge |

***Financial impact***

88. There is no financial impact of this recommendation in terms of comparing it to the alternative, given legal advice is not supportive of the alternative by providing for a general discretion to defer requirement of DCs to a later milestone.

***Staff recommendation***

89. Due to the feedback received, staff recommend to amend section 11 such that DCs will be required upon the first available milestone which is typically the grant of a resource consent, except under circumstances where an alternative milestone is specified.

**Table 11: Staff recommendation for milestones at which DCs are required**

| Staff recommendation | Change | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Amend section 11 "Stages at which development contributions may be required" such that development contributions will be required upon the first available milestone, which is typically the granting of a resource consent, except for:<br>a) subdivisions in excess of 500 lots, or non-residential developments in excess gross floor area of 20,000m2, in which case the milestone will be the grant of building consent; and<br>**b)** the granting of a land use resource consent (only) where a building consent will be lodged in the future, in which case the milestone will be the grant of building consent. | Nil |
| **Option B** | Retain the draft Policy discretion for Council to determine at which milestone Council will require DCs. | Nil |

**POLICY TOPIC 3A – <u>CENTRAL CITY REMISSION</u>**

***Background***

90. The central city remission (formerly the CBD remission) was first introduced to the 2013/2014 DC Policy, with the criteria and level of remission varying over time. The current version of the central city remission and associated criteria have been in the DC Policy since 1 July 2021, and is set to expire on 30 June 2024.

91. The current central city remission provision allows for a 50% remission in the central Business Improvement District (BID) area for developments less than six storeys, subject to engagement with the Urban Design Advisory Panel and final Lifemark 4-star certification for the residential component of the development.

***Submission feedback***

92. Submissions on the draft Policy were in favour of the Councils' proposal to extend the CBD remission, and for those that answered the question, a slight majority thought that the percentage of the remission should *not* be reduced from 50% to 33%.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council extend the existing central city remission for a further three years?* | 32 (44%) | 16 (22%) | 26 (36%) | **Yes** 32 (44%) |
| *Do you think the percentage of the remission should be reduced from 50% to 33%?* | 21 (29%) | 24 (33%) | 29 (40%) | **No** 24 (33%) |

93. Those who agreed with extending the central city remission indicated that the central city needs investment, and the remission will incentivise central city growth. Those who disagreed with extending the central city remission were concerned about subsidising central city

developments at the expense of ratepayers and other developers.

94. The central city remission was first introduced to incentivise and aid redevelopment and to help transform Hamilton's central city, following a period of movement out of the central city by businesses. Although the remission is only targeted at a specific area of development, the purpose of the remission still holds true, particularly in the current economic climate where developers generally are struggling to make projects feasible.

95. The overall economic benefit of incentivising development in the central city could be substantial and continue to revitalise the area, which has an important flow on effect to attracting the community to the heart of the city. The central city remission also remains well aligned with Council's strategic focus on the on the central city, as outlined in HUGs (Housing Strategy) and the Central City Transformation Plan.

96. The majority of respondents did not support reducing the remission percentage from 50% to 33%.

***Options for consideration***

97. As discussed above, submitter feedback favoured keeping the remission at 50% rather than reducing it to 33%. Options for consideration include keeping the remission at 50%, reducing the remission to 33% as proposed in consultation, or not extending the central city remission for a further three years.

***Financial impact***

98. The modelled impact on DC revenue of the recommended 50% central city remission across the LTP period is estimated at $6.9M unfavourable. This estimate is based on average historical central city remissions, with an assumption that it expires in three years with foregone revenue phasing out over the three following years.

99. If the remission was retained at the level in the consultation version of the draft Policy the estimated impact is $3.6M unfavourable.

***Staff recommendation***

100. Based on submission feedback received supporting to extend and increase the percentage, staff recommend to extend the central city remission for a further three years and increase the remission percentage from 33% in the consultation version of the draft Policy to 50% (unchanged from the operative 2023/24 Policy).

**Table 12: Staff recommendation for central city remission**

| Staff recommendation | Change | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | extend the central city remission for a further three years to 30 June 2027 but increase the remission percentage from 33% to 50%. | ($6.9M) |
| **Option B** | extend the central city remission for a further three years to 30 June 2027 and reduce the percentage remission from 50% to 33%. | ($3.6M) |
| **Option C** | do not extend the central city remission for a further three years to 30 June 2027. | Nil |

**POLICY TOPIC 3B – CENTRAL CITY HIGH-RISE REMISSION**

***Background***

101. As with the central city remission, the current central city high rise remission and associated criteria have been in the DC Policy since 1 July 2021, and are set to expire on 30 June 2024.

102. Along with the central city remission, the draft DC Policy has been amended to extend the 100% remission for central city developments with six or more storeys for a further three years ending 30 June 2027.

***Submission feedback***

103. Submitters generally agreed to extend the 100% CBD high rise remission with 40% (29 submitters) saying yes.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council extend the existing 100% high-rise remission of DCs for central city developments with six or more storeys for a three-year period?* | 29 (40%) | 21 (29%) | 24 (33%) | **Yes** 29 (40%) |

104. Overall, those that supported the extension agreed that the remission will stimulate economic growth and vitality in the central city. Some who supported also suggested variations to the remission, such as:

i. including an affordability requirement;
ii. reducing the height eligibility from 6 storeys or more to 4 storeys; or
iii. changing the remission percentage based on the number of storeys.

105. As discussed with Elected Members on several occasions, key challenges with introducing an affordability requirement are that firstly, an agreed definition of affordability is needed, and secondly how to administer it in a DC policy. Also, additional criteria need to work with the current criteria for all residential elements of a development to achieve LifeMark 4-star certification – which supports a 'homes for life' philosophy by making sure a home is accessible and can easily be made more accessible in the future.

106. Those that disagreed with extending the remission said that ratepayers and other developers will be burdened (the latter is not true). They also raised environmental and infrastructural concerns about the impact of high-rise developments.

107. Given the consultation feedback broadly supported the extension of the high-rise remission at 100%, and that the remission aligns with Council's overall strategic objectives, staff do not recommend any further changes to this provision.

***Options for consideration***

108. As the remission was supported by the majority of respondents, no changes are proposed. However, an Elected Member asked about the option to reduce the remission from 100% to 90%, and potentially allocate the slightly reduced foregone revenue to another initiative. Staff view of this is that reducing the remission would have little financial impact, and the offset money available would be the interest savings on the debt due to slightly increased DC revenue expectations of +$400k over the LTP period.

***Financial impact***

109. As per the previous estimates, the estimated impact of a 100% remission for high-rise development in the central city is $5.0M.

110. This estimate is based on historical development in the central city with consideration of potential future high rise developments in the city, on the basis that it expires in three years with foregone revenue phasing out over the three following years

***Staff recommendation***

**Table 13: Previous resolution for central city high rise remission**

| Staff recommendation | Previous resolution | Total LTP Debt impact |
|---|---|---|
| No change | a) extend the 100% CBD high-rise remission for a further three years to 30 June 2027. | ($5.0M) |

**POLICY TOPIC 4 – <u>COMMUNITY HOUSING REMISSION</u>**

***Background***

111. On 28 November 2023, the Council resolved to 'amend the social housing remission criteria to ensure that developments receiving the remission will remain social housing in perpetuity'.

112. To give effect to this and ensure that the benefits of the remission support a long-term increase in the social housing stock in Hamilton, updates were made to the existing Social Housing remission criteria in the consultation version of the draft DC policy. These additional criteria included:

    a) the land must be owned by the community housing provider;
    b) the requirement that the development will benefit the community in perpetuity and no private party profits from the remission;
    c) that commercial lease agreements will not receive a remission.

113. Elected Members also requested that the remission be renamed the 'Community Housing Remission' to reflect that it supports the delivery of community housing.

114. In addition to the additional criteria above, a new clause was approved stating that if a community housing remission is approved, Council will require the developer to enter into a private development agreement to secure the community housing outcomes for the long term.

***Submission feedback***

115. Overall, most respondents agreed with the changes to the social housing remission.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council retain the existing social housing remission as a community housing remission and amend the eligibility criteria to include more targeted requirements, securing long term benefits through binding agreement?* | 30 (41%) | 15 (21%) | 29 (40%) | **Yes** 30 (41%) |

116. Those who disagreed were concerned about the potential loopholes, fairness in contribution and the overall impact on infrastructure funding.

117. Some supported the existence of the remission but not the proposed additional criteria. These submissions believed that the 'in perpetuity' requirement would make the remission unworkable for affordable housing. A common request was to extend the submission to charitable trusts who provide the same public good as CHPs.

118. Staff have considered the inclusion of charitable trusts in response to consultation feedback and recommend including registered charities that deliver community housing with developments that meet the remission criteria.

119. One submission asked that the remission be extended to lease agreements with registered community housing providers. Staff have considered this request but consider that there is a risk of private gain from commercial lease agreements and no assurance that the development will provide long-term community housing.

120. Some supported the remission in part but believed the current form did not support affordable housing. In several cases it appeared that the renaming of the remission to "community housing remission" caused some confusion over the intended coverage of the remission. These respondents commented that the new criteria did not support the delivery of affordable housing.

***Options for consideration***

121. In line with submission feedback, registered charities with a focus on the provision of community housing could be included in the remission.

122. Elected members had several discussions around remissions for affordable housing in the lead up to the 14 March 2024 Council meeting. Ultimately a standalone affordable housing remission or the inclusion of affordable housing in the Community Housing remission was not recommended for the draft Policy because of the potentially substantial cost and because it would be difficult to effectively deliver on the intent of such a remission, including ensuring there are long-term benefits for the community and affordability is maintained in perpetuity.

123. Council should note that the intention and subsequent criteria for the community housing remission are designed to support a long-term increase in the city's community housing stock. such, it does not support short-term arrangements or lease arrangements. It specifically targets social and affordable *rental* housing. As such, it does not offer a remission for housing that is built to be purchased (either at or below market rates).

124. Work in the affordable housing space is ongoing, including the development of a definition and what effective levers the Council has at its disposal.

125. Council could elect to make this remission available to other models of delivery, however this would increase the potential financial exposure from the remission and may not lead to a long-term increase in community housing stock in Hamilton.

126. The table below highlights the considerations of staff in relation to the community housing remission.

| Benefits of community housing remission | Considerations for the community housing remission |
|---|---|
| i. Supports the provision of more social housing in Hamilton.<br>ii. Amendments will protect the long-term benefits to the city. | i. Does not include affordable housing<br>ii. Some housing providers operate through lease agreements with commercial developers and will therefore be excluded |

| Benefits of community housing remission | Considerations for the community housing remission |
|---|---|
| iii. The remission has directly led to new community housing developments. | iii. Providers can receive other funding from government or government contracts to provide. |

***Financial impact***

127. Staff estimate that extending the remission to include registered charities could cost an additional $6M over the next ten years.

128. The financial impact for this remission is estimated based on the amount remitted over the last three years. We have increased the amount to reflect higher DC charges in the new policy and assumed consistent uptake over the next 10 years.

129. We have estimated that the eligibility of charitable trusts will double the cost of the remission. This is based on the number of dwellings consented by identifiable charitable trusts over the past 10 years, an average of 15 homes per year, at the average infill DC charge for a three-bedroom dwelling. For the purposes of modelling, DC charges are assumed to remain consistent across the 10 years of the LTP.

130. If affordable housing (sold housing) delivered by charitable trusts is included, we have assumed the remission is applied to an average of 25 dwellings per year across 10 years at the average charge for a three-bedroom dwelling across the city. As above, DC charges are assumed to remain consistent across the 10 years of the LTP.

131. Note that where a building is demolished and then redeveloped, credit is generated by the old building which will reduce the total DC charge and therefore the cost of the remission.

***Staff recommendation***

132. Based on the feedback received, staff recommend including registered charitable trusts to deliver social housing.

133. To ensure that Hamilton sees a long-term increase in community housing, but to address some of the concerns outlined in submissions, staff recommend including a specific timeframe that housing should remain community housing, for example 20 years. This will give community housing providers greater clarity on the expectation for long-term retention.

134. To make the provision more robust and ensure that housing is provided for the long-term, staff recommend including the other amendments outlined in the draft Policy for consultation.

**Table 14: Staff recommendation for community housing remission**

| Staff recommendation | Change | Total LTP Debt impact |
|---|---|---|
| **Option A (Recommended)** | Amend the community housing remission to include registered charitable trusts that deliver social housing and can meet the remission criteria. | ($10.7M) |
| **Option B (Recommended)** | Remove the requirement for "in perpetuity" and instead specify a 20 year timeframe in which developments receiving a remission must remain community housing. | Nil |
| **Option C** | Status quo | ($6M) |
| **Option D** | Add an affordable housing remission for housing that is sold at below market rates | ($13M) *additional to above options |

**POLICY TOPIC 5 – TE TURE WHENUA MAAORI ACT 1993 REMISSION**

***Background***

135. In July 2021, an amendment was made to the Local Government Act 2002 which added https://www.legislation.govt.nz/act/public/2002/0084/latest/DLM172359.html stating Council's DC policy must support the principles set out in the Preamble to the Te Ture Whenua Maaori Act 1993.

136. Staff received legal advice on the interpretation of the amendment, concluding that the nature of Council's support for the principles of Te Ture Whenua Maaori Act 1993 can be fulfilled in different ways and levels, directly or indirectly.

137. Through engagements with representatives from Tainui, Te Runanga O Kirikiriroa (TROK) and Maangai Maaori leading up to the 14 March 2024 Council meeting, feedback received was focused on development with social wellbeing and partnership outcomes. Remission criteria were formed, as outlined in the rationale provided to the 14 March 2024 Council meeting, and approved and adopted in the Draft DC policy for consultation.

***Submission feedback***

138. Overall, respondents did not support Council providing a remission of up to 100% to development on Maaori land and for the development of purpose built papakaainga on any land. A large proportion (42%) of submitters did not answer the question.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council provide a remission of up to 100% to development on Maaori land, and for the development of purpose built papakaainga on any land?* | 17 (23%) | 25 (34%) | 31 (42%) | **No** 25 (34%) |

139. Of those that did not agree with this remission, the most common comment was that all developments should all be treated the same and everyone should pay DCs regardless. Those who agreed with the introduction of the remission said it would encourage investment in housing on Maaori land and it would be an enabler to develop Maaori land.

140. Submissions and feedback from iwi received at engagement events strongly supported a remission.

141. Remissions are not required by law to be included within Councils' DC Policies and any remission provided is ultimately forgone revenue. However, supporting principles set out in the Preamble to the Te Ture Whenua Maaori Act 1993 in accordance with Section 102(3A)(a) of the Local Government Act (LGA) 2002 is unique. Due to the recent amendment to the LGA, the remission was introduced following discussions with elected members and feedback from iwi representatives in the lead up to consultation.

142. Some respondents stated that the wording 'up to 100%' was unclear and provided uncertainty. To address this, staff have provided an option to address this through the removal of 'up to'.

143. One respondent requested that Council extends the remission to include general land owned by Maaori. The financial impacts of adopting such a provision into the Policy would likely be substantial.

***Options for consideration***

144. There are currently two properties in Hamilton designated as Maaori freehold land where this

remission would be applicable. They have a combined area of approximately 2.01ha and a capital value of $8.3M. The properties are Kirikiriroa Marae on Wairere Drive and a vacant property in Frankton.

145. Providing this remission for development on purpose built papakaainga on any land is well aligned with Council's focus on affordable housing, however, it is difficult to predict the uptake or scale of future development, so the cost of this aspect of the remission is likely to be higher than for development on Maaori customary and freehold land.

146. Should Council wish to progress with the Te Ture Whenua Maaori Act remission, staff would recommend a change to the policy wording. Staff have identified that the criteria in section 18.33 of the draft Policy inadvertently excluded land developed for commercial, industrial and retail use on papakaainga and on Maaori customary and freehold land. However, the intention of the remission (and as outlined in the consultation document) was to support development that could include buildings classified as commercial, for example a wharenui or a shared community space. Therefore, if the remission is introduced, staff recommend amending the wording in 18.33 to include the development of commercial buildings as part of papakaainga or on Maaori freehold and customary land.

***Financial impact***

147. The financial impact of the Te Ture Whenua Maaori Act remission is difficult to estimate as there are only two parcels of Maaori freehold land in the city and staff do not know if or when they might develop. Additionally, there has only been one papakaainga development in Hamilton which was undertaken by Kaainga Ora. Staff have made assumptions based on proposed papakaainga in Tauranga.

148. Staff estimate that the cost of introducing a remission would be $3.5M over ten years. This estimate is based on the assumption of one large papakaainga development every 3 to 4 years and small development activity in between.

***Staff recommendation***

149. In the opinion of staff, this decision should be an elected member decision and therefore have provided an either/or option rather than a recommendation.

**Table 15: Elected member options for Te Ture Whenua Maaori Act Remission**

| Elected Member decision | Change | Total LTP Debt impact |
|---|---|---|
| **Elected Member Option A** | **EITHER**<br>**a)** proceed with a 100% Te Ture Whenua Maaori Act 1993 remission for Maaori customary and freehold land, and papaakainga on any land, but;<br>i. amend section 18.33 to include commercial development and exclude industrial or retail development on papakaainga and on Maaori customary and freehold land; and<br>ii. remove "up to" in the current drafting, and state the remission percentage explicitly as "100%". | ($3.5M) |
| **OR** | | |
| **Elected Member Option B** | **b)** Do not introduce a 100% Te Ture Whenua Maaori Act 1993 remission for Maaori customary and freehold land, and papaakainga on any land. | Nil |

**POLICY TOPIC 6 – NON-RESIDENTIAL CAPPED CHARGES**

***Background***

150. Capped charges were first introduced in the 2019/2020 DC Policy for non-residential developments in Rotokauri as the charges were significantly higher than in comparable areas both within Hamilton and in other major centres. This provision was expanded in the 2021/22 DC Policy to other greenfield areas with comparably high non-residential charges. The rationale was to ensure development continued with the primary intention to ensure new neighbourhood centres in greenfield growth cells were viable. However, a wider range of developments over and above just neighbourhood centres have benefited from this discount, including large-scale industrial and commercial developments.

151. On 28 November 2023, the Council resolved to narrow the scope of caps on non-residential charges in the draft Policy to only commercial or retail developments undertaken as part of a Neighbourhood Centre (identified as Business six zone in the Operative District Plan). Large-scale development such as supermarkets were excluded and as are not permitted activities in neighbourhood centres/business zone six in the operative District Plan.

152. On 14 March 2024, Council approved caps on commercial and retail developments in neighbourhood centres to be increased from $30,000 and $40,000 to $50,000 and $60,000 respectively (excl. GST) per 100m$^2$ of gross floor area.

***Submission feedback***

153. Nearly half of submitters did not answer the questions asked on the non-residential caps criteria. Most respondents agreed with the proposal to narrow the non-residential caps criteria and increase cap levels by $20,000 per 100m2 GFA. Notwithstanding, the staff recommendation is to increase those cap levels by only $10,000.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council revise the non-residential capped charges to only include commercial and retail development in neighbourhood centres?* | 23 (32%) | 17 (23%) | 34 (47%) | **Yes** 23 (32%) |
| *Should Council increase the level of the proposed capped charges from those in the current DC Policy by $20,000 to reflect the increased cost of funding growth?* | 25 (34%) | 15 (21%) | 34 (47%) | **Yes** 25 (34%) |

154. Those who disagreed with narrowing the caps criteria were concerned about the exclusions from the criteria (such as industrial developments and other district plan zones) and believed that excluding other areas would slow down development and hinder economic activity.

155. A submission commented that the 'Neighbourhood Centre Zone' and 'Local Centre Zone' in Peacocke should also be subject to the DC policy cap. The submitters also commented that 'Local Centre Zone – Peacocke' which is the commercial and community hub of Peacocke, should be included within the cap. Another submission referenced a neighbourhood centre that is planned within the 'Ruakura Medium Density Residential Zone (Greenhill Park)'.

156. Others who agreed with the narrowed scope recommended that cap levels were reduced so that it was less prohibitive and likely to support future developments in more areas. Staff

agree that although proposed DC charges are increasing, setting a cap level too high will prevent the provision from supporting development in most greenfield neighbourhood centres.

157. During verbal submissions, some submitters asked that non-residential caps be retained for all development. Under the previous DC policy, non-residential caps were expensive and cost council over $8M in foregone revenue. For this reason, staff do no recommend extending these broader caps.

***Options for consideration***

158. Capped charges can be used to promote economic development, insure against DCs pricing out development in key district plan zones, and maintain a degree of competitiveness between Hamilton and other areas. The primary intention of the updated provision is to ensure local amenity is developed alongside new communities by supporting the development of neighbourhood centres where high DCs could impact the feasibility of small retail developments.

159. Neighbourhood Centres in the Operative District Plan are centres that provide a *limited* range of everyday goods and services, to meet the day-to-day needs of their immediate neighbourhood. They are situated within residential areas and essentially serve a walk-in population. As described in 6.2.3 of the Operative District Plan;

*Being situated within residential areas it is essential that the range and scale of activities is compatible with neighbouring residential activity and local amenity values. Very limited opportunities exist for expansion of these centres. Neighbourhood centres are small in land area and shop sizes are between 100-300m² with the overall floorspace for a centre between 500-5,000m². The anchor store is likely to be a superette.*

160. The 'Neighbourhood Centre Zone – Peacocke' is equivalent to the 'Business 6 Zone - Neighbourhood Centre' and staff agree this was intended to be included in this provision. Staff therefore recommend including a reference to 'Business zone – Peacocke Neighbourhood Centre' in the provision criteria.

161. In regard to the Ruakura Medium Density Residential Zone and the Local Centre Zone - Peacocke, staff do not recommend including this area. This is a commercial centre known as an 'Integrated Retail Development' provided for by Rule 4.8.1 of the Operative District Plan. The size of this centre is large relative to most 'Business 6 Zone' pockets. It also provides for offices up to 250m2 in gross floor area and other tenancies such as retail and cafes up to 399m2 in gross floor area.

162. The activities and sizing of tenancies is not consistent with 'Business 6 Zone', where offices of any size are not permitted and retail activities of less than 150m2 gross floor area are permitted. The activities provided for in the Integrated Retail Development in Ruakura are more in line with what is anticipated for a 'Business 5 Zone - Suburban Centre'. As above, there would be a significantly larger negative impact on DC revenue.

163. Lowering the cap levels by $10,000, to $40,000 for commercial development and $50,000 for retail development (excl. GST) per 100m2 of gross floor area will include Neighbourhood centres in Rototuna and Peacocke catchments. Note however, that DC charges in Rotokauri, Te Awa Lakes and Ruakura are below the proposed cap levels. Refer to **Table 4** in the main Staff report for the base charges.

***Financial impact***

164. Staff estimate that the financial impact of lower the caps by $10,000 will have minimal financial impact as there are very few zoned neighbourhood centres across the city. We estimate decreasing the cap to cost $1.6M, being $0.2M more than the $1.4M estimated for the higher caps.

***Staff recommendation***

165. Staff have considered consultation feedback and recommend updating the non-residential caps criteria to include neighbourhood centres within the Business zone *Peacocke neighbourhood Centre Zone* and adding a definition of neighbourhood centre to support interpretation.

166. Staff have also reconsidered the cap levels and determined that reducing them by $10,000 (to $40,000 for commercial and $50,000 for retail development) per 100m2 is advisable to include neighbourhood centres across a wider range of greenfield catchments.

**Table 16: Staff recommendation for non-residential capped charges**

| Staff recommendation | Change | Total LTP Debt impact |
|---|---|---|
| **Option A**<br>**(Recommended)** | Amend the non-residential charge caps criteria to:<br>i. also include neighborhood centres within Peacocke neighborhood Centre Zones;<br>ii. lower the cap levels by $10,000, to $40,000 for commercial development and $50,000 for retail development (excl. GST), per 100m2 of gross floor area;<br>iii. introduce a definition of neighborhood centre aligned with the operative district plan. | ($1.6M) |
| **Option B** | Retain the non-residential caps criteria and remain as is in the draft 2024/25 DC policy. | Nil |

**POLICY TOPIC 7 – CALCULATING RESIDENTIAL STORMWATER CHARGES**

***Background***

167. In the case AGPAC Limited & others vs Hamilton City Council heard in the High Court on 20-22 April 2021, Justice Gault's decision commented that Council should review its approach to charging stormwater DCs for multi-level dwellings:

> *[120] I expect HCC, as part of its annual review of its development contributions policy, will consider how best to address the prospect of greater anomalies in future as multi-level dwellings become more prevalent with higher density developments.*

168. For more details on the Judicial review, refer to the Council report from the 2 December 2021 Strategic Growth Committee meeting.

169. In the 2022/2023 DC Policy review, to address Justice Gault's comments, an interim amendment was made to the DC Policy to remove the anomaly in multi-level dwellings by lowering the stormwater DCs charged from 1.29 HUE to 1 HUE for dwellings with more than one level and four or more bedrooms.

170. As the above change was only an interim amendment, in order to give effect to the judicial review decision in its entirety, the calculation basis for stormwater development contribution charges for all residential dwellings was reviewed and set at 1 Household Unit Equivalent (HUE).

***Submission feedback***

171. The majority of submitters did not answer this question. Of those that did, 32% agree with the change, and 30% disagreed.

*Summary of submitter responses:*

| Question | Yes | No | Not answered | Majority |
|---|---|---|---|---|
| *Should Council charge residential development a uniform flat stormwater charge for all dwellings, regardless of bedroom numbers or size of dwelling?* | 23 (32%) | 22 (30%) | 29 (40%) | **Yes** 23 (32%)* |

172. Some submissions requested that Council consider charging residential stormwater DCs using impermeable surface area, which would more accurately reflect stormwater demand. One submitter raised that the cost of stormwater for one bedroom dwelling was too high at $44,000 in Rotokauri stormwater catchment lake Rotokauri.

***Options for consideration***

173. Over the past three years, about 3% to 5% of dwellings consented are categorised as one-bedroom dwellings. Most are in infill (84%) where sections tend to be bigger and allow for the addition of a small ancillary dwelling to be added or higher density apartments.

174. The highest stormwater charge is in Lake Rotokauri ($44,967 per HUE). This stormwater catchment is predominantly greenfield but also includes a small part in Crawshaw where sections are larger. Stormwater charges are $14,141 per HUE in Mangakotukutuku which covers Melville through to Peacocke. Infill stormwater charges average $2500 per HUE with the highest charge being $5000 in Chartwell.

175. To mitigate the disproportionate impact of stormwater charges on one-bedroom homes, particularly in the Lake Rotokauri and Mangakotukutuku stormwater catchments, staff propose reducing the charge for one-bedroom dwellings by 50%.

176. There is very little good data around impermeability of parcels in the city, and moreso one-bedroom dwellings where it is often unclear what is already on site. Staff investigated floor areas and site areas for identifiable one-bedroom dwellings. The recorded floor area was broad and, in several cases included another dwelling. Staff recommend using the bedroom-based approach to determine the reduction and therefore reducing the charge by 50%.

***Financial impact***

177. There is no financial impact of reducing the charge for one-bedroom dwellings as they currently receive a similar reduction in stormwater charges.

***Staff recommendation***

Staff recommend standardising residential stormwater charges at 1 HUE except for 2-bedroom, 3-bedroom, and 4+ bedroom dwellings, and 0.5 HUE for 1-bedroom dwellings. Based on a submission the latter change is an amendment from the consulted position, to mitigate the disproportionate impact of stormwater charges for one-bedroom homes. Otherwise this recommendation is consistent with the consulted draft Policy.

**Table 17: Staff recommendation for calculating residential stormwater charges**

| Staff recommendation | Change | Total LTP Debt impact |
|---|---|---|
| **Option A**<br>**(Recommended)** | Amend the calculation basis for stormwater DC charges for large residential and two bedroom residential dwellings to be 1 Household Unit Equivalent (HUE), and one bedroom dwellings to be 0.5 HUE. | Minor |
| **Option B** | No change | Nil |

**OTHER MATTERS RAISED BY SUBMITTERS**

178. Throughout the consultation process, submitters provided feedback on a variety of other topics relating to the draft DC Policy, including other amendments which have been outlined below along with staff's response.

**Bedroom definition**

179. In 2018, Council introduced charging based on the number of bedrooms in a dwelling to improve economic efficiency and the equitable spread of the DC burden across the residential sector.

180. After nearly six years of implementation of the bedroom definition, staff proposed to make minor amendments to the definition to provide clarity and reduce ambiguity.

181. All who commented on updates to the bedroom definition supported the changes to simplify its application.

182. One submission sought secondary living spaces to be excluded when counting the number of bedrooms. This might appear to be the reasonable approach on the face of it for any individual development and would rely on the room labels on building consent plans to reflect the final use. For larger dwellings areas in the house are often labelled as for example a second living room, a tv room, library, dining room etc. That is subject to, among other things, the preference of the homeowner and the changing circumstances of the occupants. It is not possible for staff assessing the development to know the end use of these spaces.

183. In any case, the 'bedroom' approach is not meant to be a way to guess what will end up happening in each room in a new house. It is a mechanism used to try and differentiate, on average, demand across dwellings of different size, across the entire city and under differing circumstances. The Local Government Act provides for such averaging assumptions in a policy to determine things like demand from different sized dwellings.

184. Although it is called the 'bedroom' method, it is not only trying to isolate bedrooms, which is clear from the definition which provides for a limited number of living/dining spaces in section 6.5(b) of the DC Policy, which states that "the dining or living room (but not both)" can be excluded from the assessment. This directs staff to charge for second living areas for example.

185. Due to the overall support of the amendments to the bedroom definition to simplify its application during the assessment of DCs at the resource/building consent stage, and the explanation above regarding its appropriateness as a method of estimating demand, staff recommend no additional changes.

**Gross floor area definition**

186. In the draft Policy, it was approved to remove from the gross floor area definition, 6.24d), in relation to incidental/ temporary loading or servicing areas.

187. Staff's justification for the removal of 6.24d) is that loading and servicing areas are part of the business activity that creates demand for Council services and should therefore be liable for pay DCs. Removing the clause also aimed to reduce ambiguity around what qualified as an incidental/temporary loading or servicing area and what did not.

188. Those who commented on the changes to the gross floor area definition did not want the explicit exclusion of loading zones to be removed from the definition, while others raised matters such as that they did not agree with charging DCs on canopies and that the definition should be consistent to the definition used in national planning standards.

189. Staff note that national planning standards are set in the context of the Resource Management Act 1991, whilst DCs are charged based on the actual demand an activity is assumed to place on Council funded infrastructure, under the Local Government Act 2002.

Where possible, Council will use planning guidelines and definitions to inform an assessment for DCs. However, given that the two operate under different legislations and consider different priority factors, neither on is bound by the other, and it is not always appropriate to align.

190. In the case AGPAC Limited & others vs Hamilton City Council heard in the High Court on 20-22 April 2021, Justice Gault recommended the gross floor area definition in the Policy be updated to specify under what circumstances canopies are charged DCs. Consistent with this advice, in 2022, the Policy underwent changes through Council process and public consultation, and the definition was updated to clarify that the measurement of gross floor area includes the areas under canopies but excludes the floor area under building eaves or roof overhangs up to one metre from exterior walls. Minor amendments were also made to the order of existing components of the gross floor area definition to improve clarity.

**Special assessments**

191. There were no submissions that raised changes made in the draft Policy relating to where Council initiate special assessments for wet industry developments where gross floor area is not an adequate proxy for demand, therefore no further changes have been suggested.

**Schedule of assets**

192. The schedule of assets (SOA) is a growth-related projects subset of the Council's capital program and is not specific to the DC Policy nor generated or altered by the DC team. The growth-related projects in the LTP are simply inputs to the DC model and Policy.

193. Therefore, questions and concerns about the detail, costs, and the nature of the projects in the SOA are the domain of the Infrastructure and Assets Group.

194. Several submissions said that the SOA lacked transparency, that Council could not deliver the extent of the infrastructure included, and the private developers through PDA's could do them cheaper.

195. Others expressed that the SOA was not realistic and affordable. Several submitters requested that Council pause the DC Policy review and review the SOA in collaboration with the development community.

196. Several submitters commented on references in the draft SOA. Staff acknowledge that there were several project names and categories that were incorrectly labelled in the draft version. These have been corrected.

**Deferring the DC policy review**

197. As a response to their concerns about the proposed policy, a number of submitters requested that, that it be deferred and a Working Group established with members of the development community and Council representatives with the purpose of collectively agreeing a new policy approach.

198. This course of action, for reasons set out in the Legal and Policy Considerations section of the main report, is not recommended.

**Cost allocations**

199. DC Cost allocations are the result of a technical process to determine what percentage of a projects total costs should be allocated to future growth (developers) for recovery, and what percentage should be recovered from existing users (rate-payers). This allocation takes into consideration who benefits from a growth project, who caused the need for it "causal nexus". It also that Hamilton developers do not pay for capacity provided to service growth outside the city.

200. The Council's cost allocation method is peer reviewed and was endorsed through Judicial Review and was itself not challenged in submissions. However there were a small number of submissions that addressed specific cost allocations as follows:

- **Pukete wastewater treatment plant upgrade (WWTP)** – concern expressed that the facility potentially will service areas to the north outside of HCC boundaries [specify areas]. Based on expert advice, an adjustment of 10% has been made to the benefit allocation to areas outside Hamilton to account for this. This adjustment is subject to a technical review and a final adjustment to the allocation will be reported to Council on 4 July 2024.
- **Sub-regional Southern wastewater treatment plant (Sub-regional WWTP).** Similar concern expressed regarding the proposed sub-regional WWTP, and that cost allocations are out of alignment with the land areas to be serviced in the future. After consulting with experts about a lack of certainty in the location and timing of future areas the plant will service, Staff are of the view that in the context of the legislative framework, it would be prudent not to introduce the Sub-regional WWTP into the DC Policy for recovery at this early point in its development and to reconsider its inclusion at the next Policy review when more certainty exists. As such the Sub-regional WWTP has been removed from the draft Policy Schedule of Assets.
- **Rototuna library** – this cost allocation was raised verbally in a developer pre-engagement meeting rather than a submission. In the consultation version of the draft DC Policy the Rototuna Village Community Facilities allocated 20-30% of the total cost of the facility to growth, which on quality assurance review, appeared too low for a significant asset being built in a growth cell. The asset manager reviewed this and based on that the benefits that the Rototuna library provides to growth as compared to existing residents the cost allocation has been amended. As compared to the consultation version of the draft Policy, growth in Rototuna will incur a higher DC charge, and citywide growth will pay a marginally lower DC charge.
- **Wider benefits -** Council's modelling should factor in the benefits of growth, both to Council's own balance sheet and to the wider economy as a whole. Staff response to this point is that the allocation of costs to growth does consider who benefits from the growth infrastructure, which prevents developers paying for this component. The policy does not go further and make an economy wide benefits calculation, and the legislation does not require this. Council could introduce one by changing its cost allocations methodology, but the effect of doing that would be to encumber future ratepayers with more growth costs.

201. Several other minor changes were made to 3-waters cost allocations based on quality assurance checks with waters engineers.

**Does 'growth pay for growth'?**

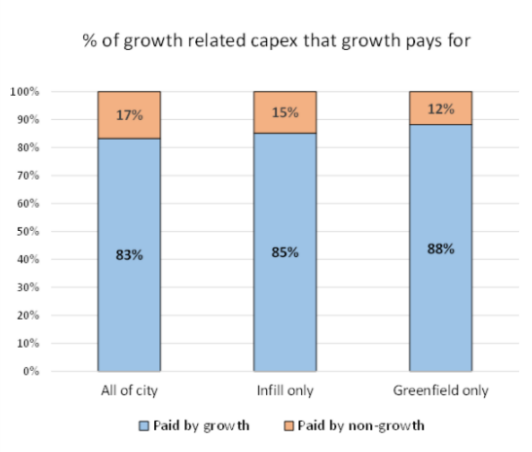
202. Several submitters referred to the principle Council has in its financial strategy that growth should pay for growth. It is often asked to what extent this is true, and it important to understand if and to what extent the general ratepayer contributes to growth infrastructure.

203. It also needs to pointed out that part of the reason growth doesn't pay 100% of growth related costs is firstly that the LGA doesn't allow for that because the cost allocation must account for benefits that the existing residents enjoy from growth infrastructure. This could include access to new sports parks, improved city scale transport networks and future proofing of wastewater and water facilities.

204. Based on the draft capital programme, across the city **83% of growth related capex is recovered through DCs**.

205. Note that often around 60% is given for that percentage, which is a DC cost allocation figure which includes portions of capex that is not growth related. We should have been more precise about this, because that percentage includes renewals and LOS that are part of growth related projects. If this is backed out the more representative percentage of 83% is arrived at.

**Figure 5 – growth pays for growth?**




**Conflict with the NPS-UD**

206. One submission stated that the recent Housing and Business Assessment (HBA) did not take account of the proposed increase in DCs when anticipating the short, medium and long term reasonably realised to be expected supply of housing in Hamilton City. Staff response is that this submitter is correct, the HBA was developed before the first draft DC charges were calculated and as such were not available to be used. Because the HBA takes a high-level view and uses the NIDEA projections, the impact of DCs would be speculative and unlikely to materially impact the sufficiency assessments.

**Growth projections**

207. Growth projections were completed through using HCC's residential allocation model. It calculates the most likely infill and greenfield parcels to be developed year-by-year between 2023 and 2068. This is achieved using a cellular automata-based machine learning algorithm trained on Hamilton City's growth patterns. The model uses spatial information such as distances to key infrastructure with feasibility information to calculate the likelihood a given parcel is developed.

208. For each year in the model, the residential allocation model chooses the highest likelihood parcels as assessed by the machine learning algorithm for development. That number is given by the yearly demand information calculated from the NIDEA High Household Projections.

209. Note that non-residential demand projections were updated to improve the projected demand for new land area, and to improve spatial distribution.

210. Several submissions raised concerns around validity of demand projections used by HCC to determine likely growth in the city, including that they were too high. Staff response is that Council uses an independent demographer (NIDEA) to base its predictions and has sophisticated in house modelling that has been peer reviewed. As such and given that the base input is provided by experts, staff are satisfied that the modelling is robust as compared to other growth Councils.

211. Several submitters raised concerns of validity of Rototuna projections and the realism of development in Rototuna, particularly redevelopment (adding more dwellings to an existing site) due to many Rototuna parcels having covenants would prevent such development from

occurring. HCC has performed an investigation which found that when the covenants were factored in, the HCC growth projections in this zone were not constrained.

**DC revenue projections**

212. Several submitters were of the view that HCC's DC revenue projections were flawed, too high, or unrealistic. This topic is addressed in the Financial Considerations section in the substantive staff report.

**Remissions for community organisations**

213. The option of a community grant was not consulted on, however, during the LTP hearings, the support for community organisations was raised so some discussion has been included in this report. The DC working group considered a remission or grant scheme for developments by community organisations that have public amenity. This was discussed in the 28 November 2023 council report.

214. The community remission was ultimately not supported because of the current budget constraints and because the potential scope for a remission was large and would require Council to be able to define what types of organisations and developments would be eligible. This is complex and would inevitably lead to some organisations feeling unfairly treated.

215. A community grant to support development was also proposed. The DC Working Group considered the budget pressures on Council meant that bringing in a new grant scheme at this time was not feasible. These circumstances are unchanged.



216. Only one other council in the country exempts not-for-profit organisations from paying DCs; however, they are still assessed on a case-by-case basis.

217. If the Council did elect to have a provision for a community grant, the quantum (be it a DC grant, an extension of the general grant or a new capital grant) is completely determined by Council. To provide material support for DC payments, staff suggest the fund would need to be in the range of $150,000 to $300,000 per year.

218. A community development remission creates substantial financial exposure for Council. Based on previous consenting activity by community organisations, staff estimate that a community remission could cost $8M over the first three years of the LTP. These estimates are based on historical activity and the proposed increase in DC charges.

## Attachment 2 - Draft Development Contribution Base Charges – updated for deliberations

Important note - charges presented in this document are base charges (without any downward modification) and not final and will vary from those presented in the final Development Contributions Policy 2024/25.

**Residential base draft DC charges 2024/25 (excl. GST)**

**Table 1: One bedroom dwelling**

| One bedroom dwelling | | | |
|---|---|---|---|
| **Catchment** | **Stormwater** | **Wastewater** | **DC Charge** |
| Infill East | Chartwell | East | $ 20,348 |
| Infill East | City Centre | East | $ 17,408 |
| Infill East | Ham East | East | $ 17,278 |
| Infill East | Kirikiriroa | East | $ 17,794 |
| Infill East | Mangaonua | East | $ 15,360 |
| Infill East | Waitawhiriwhiri | East | $ 20,049 |
| Infill West | City Centre | West | $ 19,146 |
| Infill West | Mangakotukutuku | West | $ 30,593 |
| Infill West | St Andrews | West | $ 21,601 |
| Infill West | Te Rapa Stream | West | $ 19,806 |
| Infill West | Waitawhiriwhiri | West | $ 21,788 |
| Infill West | Western Heights | West | $ 18,941 |
| Infill West | Lake Rotokauri | West | $ 57,565 |
| Peacocke 1 | Mangakotukutuku | West | $ 40,868 |
| Peacocke 2 | Peacocke | East | $ 41,117 |
| Peacocke 2 | Mangakotukutuku | East | $ 52,578 |
| Rotokauri | Lake Rotokauri | West | $ 63,253 |
| Rotokauri | Mangaheka | West | $ 24,135 |
| Rotokauri | Ohote | West | $ 23,897 |
| Rotokauri | Rotokauri West | West | $ 22,432 |
| Rototuna | Kirikiriroa | East | $ 25,188 |
| Rototuna | River North | East | $ 22,751 |
| Rototuna | Te Awa o Katapaki | East | $ 29,298 |
| Rototuna | Otama-ngenge | East | $ 22,820 |
| Ruakura | Hamilton East | East | $ 19,159 |
| Ruakura | Kirikiriroa | East | $ 19,675 |
| Ruakura | Mangaonua | East | $ 17,240 |
| Te Rapa North | Mangaheka | West | $ 18,820 |
| Te Rapa North | Te Rapa Stream | West | $ 20,178 |
| Te Rapa North | St Andrews | West | $ 21,973 |
| Temple View | Temple View | West | $ 16,871 |
| Temple View | Waitawhiriwhiri | West | $ 21,930 |

**Table 2: Two bedroom dwelling**

| Two bedroom dwelling | | | |
|---|---|---|---|
| Catchment | Stormwater | Wastewater | DC Charge |
| Infill East | Chartwell | East | $ 27,012 |
| Infill East | City Centre | East | $ 24,072 |
| Infill East | Ham East | East | $ 23,942 |
| Infill East | Kirikiriroa | East | $ 24,458 |
| Infill East | Mangaonua | East | $ 22,024 |
| Infill East | Waitawhiriwhiri | East | $ 26,714 |
| Infill West | City Centre | West | $ 26,584 |
| Infill West | Mangakotukutuku | West | $ 38,031 |
| Infill West | St Andrews | West | $ 29,039 |
| Infill West | Te Rapa Stream | West | $ 27,243 |
| Infill West | Waitawhiriwhiri | West | $ 29,225 |
| Infill West | Western Heights | West | $ 26,378 |
| Infill West | Lake Rotokauri | West | $ 65,003 |
| Peacocke 1 | Mangakotukutuku | West | $ 52,876 |
| Peacocke 2 | Peacocke | East | $ 58,334 |
| Peacocke 2 | Mangakotukutuku | East | $ 69,795 |
| Rotokauri | Lake Rotokauri | West | $ 73,220 |
| Rotokauri | Mangaheka | West | $ 34,102 |
| Rotokauri | Ohote | West | $ 33,864 |
| Rotokauri | Rotokauri West | West | $ 32,399 |
| Rototuna | Kirikiriroa | East | $ 35,141 |
| Rototuna | River North | East | $ 32,705 |
| Rototuna | Te Awa o Katapaki | East | $ 39,251 |
| Rototuna | Otama-ngenge | East | $ 32,773 |
| Ruakura | Hamilton East | East | $ 26,659 |
| Ruakura | Kirikiriroa | East | $ 27,175 |
| Ruakura | Mangaonua | East | $ 24,741 |
| Te Rapa North | Mangaheka | West | $ 26,423 |
| Te Rapa North | Te Rapa Stream | West | $ 27,781 |
| Te Rapa North | St Andrews | West | $ 29,576 |
| Temple View | Temple View | West | $ 24,371 |
| Temple View | Waitawhiriwhiri | West | $ 29,431 |

**Table 3: Standard residential dwelling**

| Standard residential dwelling | | | |
|---|---|---|---|
| Catchment | Stormwater | Wastewater | DC Charge |
| Infill East | Chartwell | East | $ 36,760 |
| Infill East | City Centre | East | $ 33,820 |
| Infill East | Ham East | East | $ 33,690 |
| Infill East | Kirikiriroa | East | $ 34,206 |
| Infill East | Mangaonua | East | $ 31,771 |
| Infill East | Waitawhiriwhiri | East | $ 36,461 |
| Infill West | City Centre | West | $ 37,462 |
| Infill West | Mangakotukutuku | West | $ 48,909 |
| Infill West | St Andrews | West | $ 39,917 |
| Infill West | Te Rapa Stream | West | $ 38,121 |
| Infill West | Waitawhiriwhiri | West | $ 40,103 |
| Infill West | Western Heights | West | $ 37,256 |
| Infill West | Lake Rotokauri | West | $ 75,881 |
| Peacocke 1 | Mangakotukutuku | West | $ 70,439 |
| Peacocke 2 | Peacocke | East | $ 83,515 |
| Peacocke 2 | Mangakotukutuku | East | $ 94,976 |
| Rotokauri | Lake Rotokauri | West | $ 87,798 |
| Rotokauri | Mangaheka | West | $ 48,680 |
| Rotokauri | Ohote | West | $ 48,442 |
| Rotokauri | Rotokauri West | West | $ 46,977 |
| Rototuna | Kirikiriroa | East | $ 49,699 |
| Rototuna | River North | East | $ 47,262 |
| Rototuna | Te Awa o Katapaki | East | $ 53,808 |
| Rototuna | Otama-ngenge | East | $ 47,330 |
| Ruakura | Hamilton East | East | $ 37,630 |
| Ruakura | Kirikiriroa | East | $ 38,146 |
| Ruakura | Mangaonua | East | $ 35,712 |
| Te Rapa North | Mangaheka | West | $ 37,543 |
| Te Rapa North | Te Rapa Stream | West | $ 38,901 |
| Te Rapa North | St Andrews | West | $ 40,696 |
| Temple View | Temple View | West | $ 35,342 |
| Temple View | Waitawhiriwhiri | West | $ 40,401 |

Attachment 2 – Draft Base DC charges updated for deliberations

**Table 4: Large residential dwelling**

| Large residential dwelling | | | |
|---|---|---|---|
| **Catchment** | **Stormwater** | **Wastewater** | **DC Charge** |
| Infill East | Chartwell | East | $ 45,864 |
| Infill East | City Centre | East | $ 42,924 |
| Infill East | Ham East | East | $ 42,794 |
| Infill East | Kirikiriroa | East | $ 43,310 |
| Infill East | Mangaonua | East | $ 40,875 |
| Infill East | Waitawhiriwhiri | East | $ 45,565 |
| Infill West | City Centre | West | $ 47,622 |
| Infill West | Mangakotukutuku | West | $ 59,069 |
| Infill West | St Andrews | West | $ 50,077 |
| Infill West | Te Rapa Stream | West | $ 48,282 |
| Infill West | Waitawhiriwhiri | West | $ 50,263 |
| Infill West | Western Heights | West | $ 47,416 |
| Infill West | Lake Rotokauri | West | $ 86,041 |
| Peacocke 1 | Mangakotukutuku | West | $ 86,843 |
| Peacocke 2 | Peacocke | East | $ 107,034 |
| Peacocke 2 | Mangakotukutuku | East | $ 118,495 |
| Rotokauri | Lake Rotokauri | West | $ 101,414 |
| Rotokauri | Mangaheka | West | $ 62,297 |
| Rotokauri | Ohote | West | $ 62,059 |
| Rotokauri | Rotokauri West | West | $ 60,593 |
| Rototuna | Kirikiriroa | East | $ 63,296 |
| Rototuna | River North | East | $ 60,859 |
| Rototuna | Te Awa o Katapaki | East | $ 67,406 |
| Rototuna | Otama-ngenge | East | $ 60,928 |
| Ruakura | Hamilton East | East | $ 47,877 |
| Ruakura | Kirikiriroa | East | $ 48,393 |
| Ruakura | Mangaonua | East | $ 45,958 |
| Te Rapa North | Mangaheka | West | $ 47,929 |
| Te Rapa North | Te Rapa Stream | West | $ 49,287 |
| Te Rapa North | St Andrews | West | $ 51,082 |
| Temple View | Temple View | West | $ 45,589 |
| Temple View | Waitawhiriwhiri | West | $ 50,648 |

**Non-residential base draft DC charges 2024/25 (excl. GST)**

**Table 5: Industrial**

| Industrial | | | |
|---|---|---|---|
| Catchment | Stormwater | Wastewater | DC Charge |
| Infill East | Chartwell | East | $ 10,914 |
| Infill East | City Centre | East | $ 10,088 |
| Infill East | Ham East | East | $ 10,052 |
| Infill East | Kirikiriroa | East | $ 10,197 |
| Infill East | Mangaonua | East | $ 9,512 |
| Infill East | Waitawhiriwhiri | East | $ 10,831 |
| Infill West | City Centre | West | $ 11,033 |
| Infill West | Mangakotukutuku | West | $ 14,251 |
| Infill West | St Andrews | West | $ 11,723 |
| Infill West | Te Rapa Stream | West | $ 11,218 |
| Infill West | Waitawhiriwhiri | West | $ 11,775 |
| Infill West | Western Heights | West | $ 10,975 |
| Infill West | Lake Rotokauri | West | $ 21,833 |
| Peacocke 1 | Mangakotukutuku | West | $ 21,734 |
| Peacocke 2 | Peacocke | East | $ 32,314 |
| Peacocke 2 | Mangakotukutuku | East | $ 35,535 |
| Rotokauri | Lake Rotokauri | West | $ 26,378 |
| Rotokauri | Mangaheka | West | $ 15,382 |
| Rotokauri | Ohote | West | $ 15,315 |
| Rotokauri | Rotokauri West | West | $ 14,903 |
| Rototuna | Kirikiriroa | East | $ 17,156 |
| Rototuna | River North | East | $ 16,471 |
| Rototuna | Te Awa o Katapaki | East | $ 18,312 |
| Rototuna | Otama-ngenge | East | $ 16,491 |
| Ruakura | Hamilton East | East | $ 12,571 |
| Ruakura | Kirikiriroa | East | $ 12,716 |
| Ruakura | Mangaonua | East | $ 12,032 |
| Te Rapa North | Mangaheka | West | $ 13,089 |
| Te Rapa North | Te Rapa Stream | West | $ 13,470 |
| Te Rapa North | St Andrews | West | $ 13,975 |
| Temple View | Temple View | West | $ 10,485 |
| Temple View | Waitawhiriwhiri | West | $ 11,908 |

Attachment 2 – Draft Base DC charges updated for deliberations





**Table 6: Commercial**

| Commercial | | | |
|---|---|---|---|
| Catchment | Stormwater | Wastewater | DC Charge |
| Infill East | Chartwell | East | $ 21,732 |
| Infill East | City Centre | East | $ 20,601 |
| Infill East | Ham East | East | $ 20,551 |
| Infill East | Kirikiriroa | East | $ 20,749 |
| Infill East | Mangaonua | East | $ 19,813 |
| Infill East | Waitawhiriwhiri | East | $ 21,617 |
| Infill West | City Centre | West | $ 22,223 |
| Infill West | Mangakotukutuku | West | $ 26,626 |
| Infill West | St Andrews | West | $ 23,167 |
| Infill West | Te Rapa Stream | West | $ 22,477 |
| Infill West | Waitawhiriwhiri | West | $ 23,239 |
| Infill West | Western Heights | West | $ 22,144 |
| Infill West | Lake Rotokauri | West | $ 37,000 |
| Peacocke 1 | Mangakotukutuku | West | $ 45,307 |
| Peacocke 2 | Peacocke | East | $ 75,785 |
| Peacocke 2 | Mangakotukutuku | East | $ 80,193 |
| Rotokauri | Lake Rotokauri | West | $ 49,307 |
| Rotokauri | Mangaheka | West | $ 34,262 |
| Rotokauri | Ohote | West | $ 34,170 |
| Rotokauri | Rotokauri West | West | $ 33,606 |
| Rototuna | Kirikiriroa | East | $ 40,224 |
| Rototuna | River North | East | $ 39,287 |
| Rototuna | Te Awa o Katapaki | East | $ 41,805 |
| Rototuna | Otama-ngenge | East | $ 39,313 |
| Ruakura | Hamilton East | East | $ 27,550 |
| Ruakura | Kirikiriroa | East | $ 27,749 |
| Ruakura | Mangaonua | East | $ 26,813 |
| Te Rapa North | Mangaheka | West | $ 29,350 |
| Te Rapa North | Te Rapa Stream | West | $ 29,873 |
| Te Rapa North | St Andrews | West | $ 30,563 |
| Temple View | Temple View | West | $ 21,375 |
| Temple View | Waitawhiriwhiri | West | $ 23,321 |

**Table 7: Retail**

| Retail | | | |
|---|---|---|---|
| Catchment | Stormwater | Wastewater | DC Charge |
| Infill East | Chartwell | East | $ 23,316 |
| Infill East | City Centre | East | $ 22,186 |
| Infill East | Ham East | East | $ 22,136 |
| Infill East | Kirikiriroa | East | $ 22,334 |
| Infill East | Mangaonua | East | $ 21,398 |
| Infill East | Waitawhiriwhiri | East | $ 23,202 |
| Infill West | City Centre | West | $ 23,461 |
| Infill West | Mangakotukutuku | West | $ 27,864 |
| Infill West | St Andrews | West | $ 24,405 |
| Infill West | Te Rapa Stream | West | $ 23,715 |
| Infill West | Waitawhiriwhiri | West | $ 24,477 |
| Infill West | Western Heights | West | $ 23,382 |
| Infill West | Lake Rotokauri | West | $ 38,238 |
| Peacocke 1 | Mangakotukutuku | West | $ 52,671 |
| Peacocke 2 | Peacocke | East | $ 94,691 |
| Peacocke 2 | Mangakotukutuku | East | $ 99,099 |
| Rotokauri | Lake Rotokauri | West | $ 55,447 |
| Rotokauri | Mangaheka | West | $ 40,402 |
| Rotokauri | Ohote | West | $ 40,311 |
| Rotokauri | Rotokauri West | West | $ 39,747 |
| Rototuna | Kirikiriroa | East | $ 50,301 |
| Rototuna | River North | East | $ 49,364 |
| Rototuna | Te Awa o Katapaki | East | $ 51,882 |
| Rototuna | Otama-ngenge | East | $ 49,390 |
| Ruakura | Hamilton East | East | $ 32,153 |
| Ruakura | Kirikiriroa | East | $ 32,352 |
| Ruakura | Mangaonua | East | $ 31,415 |
| Te Rapa North | Mangaheka | West | $ 35,018 |
| Te Rapa North | Te Rapa Stream | West | $ 35,541 |
| Te Rapa North | St Andrews | West | $ 36,231 |
| Temple View | Temple View | West | $ 22,427 |
| Temple View | Waitawhiriwhiri | West | $ 24,373 |

Attachment 3

Item 8

**INSIGHT** | ECONOMICS



Final Report: 14 May 2024

# Assessing the Likely Impacts of Hamilton City's Proposed Development Contribution (DC) Charges

Prepared for: **Hamilton City Council**

**Authorship**
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# Contents


1. Executive Summary ..... 1
2. Introduction ..... 3
   2.1 Background ..... 3
   2.2 Focus of Report ..... 3
   2.3 Structure of Report ..... 3
3. Summary of Current Environment ..... 4
   3.1 Broader Macroeconomic Context ..... 4
   3.2 Local Regulatory Context ..... 4
   3.3 Construction Sector Pressures & Outlook ..... 4
   3.4 NPS-UD Capacity Sufficiency ..... 5
   3.5 Supply of New Residential Lots ..... 6
   3.6 Implications for this Report ..... 7
4. Charge Benchmarking ..... 8
   4.1 Current DCs ..... 8
   4.2 Proposed Future DCs ..... 9
   4.3 Summary and Conclusion ..... 9
5. Residential Feasibility Modelling ..... 10
   5.1 Introduction ..... 10
   5.2 Case Study Summaries ..... 10
   5.3 Impacts on Total Development Costs ..... 10
   5.4 Impacts on Profit Margins ..... 11
   5.5 Summary & Conclusion ..... 12
6. Identification of At-Risk Developments ..... 13
   6.1 Introduction ..... 13
   6.2 Have DCs Been Paid or Locked-in? ..... 13
   6.3 Ability to Pass Costs On ..... 14
   6.4 Likelihood of Proceeding Anyway ..... 14
   6.5 Summary & Conclusion ..... 16
7. Impacts on Infill Developments ..... 17
   7.1 Current Situation ..... 17
   7.2 Impacts on the Prices of New Builds ..... 17
   7.3 Impacts on Rate of Development ..... 17
8. Impacts on Peacocke ..... 18
   8.1 Current Situation ..... 18
   8.2 Impacts on the Prices of New Builds ..... 18
   8.3 Impacts on Rate of Development ..... 18
9. Impacts on Non-Resi Developments ..... 19
   9.1 Introduction ..... 19
   9.2 Case Study Findings ..... 19
   9.3 Discussion ..... 19
10. Potential Policy Responses ..... 20
   10.1 Likely Need for Policy Interventions ..... 20
   10.2 Phasing-in Charges ..... 20
   10.3 Indexation ..... 21

# 1. Executive Summary

**Context & Purpose of Report**

Hamilton City Council (HCC) is currently reviewing its Development Contributions (DC) policy, with its proposed new charges set to increase significantly in most areas. To assist decision makers, HCC commissioned us to review the likely impacts of the proposed new DC charges on city development.

**Key Findings of Report**

The key findings of this report are that:

1. Development is challenging in the current environment, including the need to comply with and give effect to multiple (sometimes conflicting) National Policy Statements.

2. The city's construction sector is under increasing pressure from rampant cost inflation and higher interest rates, which have both squeezed margins. More firms are reporting difficulties accessing finance, while failure rates are the highest in Hamilton since 2010.

3. HCC's current DCs are already relatively high compared to its peers, with its current median charge 10% higher, and its average charge 27%. The proposed new charges widen this gap, with HCC's new median charge being 50% higher than its peers, and its average 96% higher.

4. HCC modelled the financial feasibility of 24 hypothetical residential developments across the city of varying types and sizes. The proposed new DCs have differing effects on modelled costs and margins, but none of the case studies met the 20% profit margin threshold for financial viability in the first place (i.e. even under the current DC charges).

5. The proposed new DC charges will affect developments differently depending on (i) whether DCs have already been paid or "locked in", (ii) how easily higher DC costs can be passed on via the prices of new sections or buildings, and (iii) whether projects are likely to proceed anyway.

6. In some cases, there will be no impacts, while in other cases the rate of development could decrease. In others, there will be no impact on the rate of development, but the prices of new sections/buildings will increase to help recoup the higher costs.

7. Infill developments, and those in Peacocke, are most likely to be at-risk from the proposed new charges because either (i) the proposed charge increases are high, and/or (ii) DCs are a higher share of total costs than for other developments.

8. Legacy landowners – who inherited or acquired land long ago at very low prices – may be more willing and able to keep creating new lots despite the higher DC charges because of their lower financial hurdles. More recent entrants to the land development market, conversely, are more likely to be sensitive to the higher DCs and thus more likely to react.

9. Possible reactions include (i) increasing the asking price for new sections/buildings to recover the increased DC costs, and/or (ii) delaying prospective projects until local market conditions improve and the increased costs are easier to pass on.

10. Larger firms that can divert attention to other projects elsewhere are more likely to delay or postpone projects than smaller developers with fewer options at their disposal.

11. While residential development accounts for the lion's share of new buildings and therefore shoulders most the DC burden, potential impacts on other developments are important too.

12. According to a handful of recent/representative non-residential case studies provided to us by HCC, their DCs are also set to increase markedly.

13. While a consequent slowdown in the rate of non-residential development is less likely because such buyers are often investors and hence generally less sensitive to changes in upfront costs, it could affect city growth while reducing local job opportunities.

14. So, HCC must be mindful of the effects on both residential and non-residential development.

15. Given the delicate state of city property development in today's economic climate, HCC may need to balance its "growth pays for growth" philosophy with avoiding potential impacts on the rate, nature, or timing of growth.

16. There are many potential unintended consequences, including displacing growth to adjoining areas, limiting construction sector growth and prosperity, and reducing the size of the city's ratepayer base to fund future infrastructure operating costs.

17. To assist, this report considers two possible policy options to mitigate any potential adverse effects on city development. They are (i) phasing the proposed new charges in over time or (ii) indexing charges so that they increase over time like all other Council fees and charges.

18. Each option has its pros and cons. HCC has provided high level financial modelling for the first option, while we have considered the likely impacts of the second on future levels of growth-related debt.

19. Neither option is likely to present significant financial strains for HCC, at least not from our third-party perspective.

20. Accordingly, we recommend that HCC carefully consider both options and work proactively to manage the potential cumulative impacts of its proposed new DC charges – over and above existing sector challenges and pressures – on city growth and prosperity.

# 2. Introduction

## 2.1 Background

Hamilton City Council (HCC), like all high-growth areas, is under pressure to provide new or expanded infrastructure to keep pace with city growth. The costs of providing such infrastructure is primarily recovered via the city's Development Contributions (DC) policy, which is a funding tool enabled under the Local Government Act 2002 (LGA).

HCC is currently reviewing its DC policy, with most charges proposed to increase significantly. To assist decision makers, HCC commissioned us to review the likely impacts of the proposed new charges on city development. This report presents our findings.

## 2.2 Focus of Report

This report first characterises the current economic environment shaping city development before benchmarking HCC's current and proposed new charges against various peer Councils. Then, it summarises the results of HCC's recent in-house feasibility modelling for a handful of case studies. Having set the scene, we then identify developments most likely to be at-risk from the proposed new charges and consider the potential impacts on each. Finally, this report proposes two possible policy responses to help mitigate the potential adverse effects of the proposed new DC charges.

## 2.3 Structure of Report

The remainder of this report is structured as follows:

- Section **3** describes the current economic environment for city development;
- Section **4** benchmark's HCCs current and proposed new DC charges against other Councils;
- Section **5** summarises residential feasibility modelling completed by HCC for 24 hypothetical case study developments across the city;
- Section **6** identifies developments most likely to be at-risk from the proposed new charges;
- Section **7** discusses potential impacts on infill developments;
- Section **8** discusses potential impacts on developments in Peacocke;
- Section **9** briefly considers potential impacts on non-residential developments; and
- Section **10** reviews two potential policy responses by HCC.

# 3. Summary of Current Environment

This section summarises the broader economic context for the proposed increase in DC charges.

## 3.1 Broader Macroeconomic Context

In early May 2024, at the time of writing, the global economy remained in a somewhat delicate state, with many countries still reeling from the economic disruption wrought by the COVID-19 pandemic. Central Bank policies to counteract the pandemic's economic consequences by "printing money" caused very high inflation rates, which are now being tamed – gradually – via sustained high interest rates. Those high interest rates, in turn, are curbing investment, including investments in new housing stock. Consequently, the current macroeconomic context remains a potential near-term risk to New Zealand's growth outlook, including for Hamilton City.

On the other side of the ledger, New Zealand's migration rate remains at historic highs, with a net inflow of 126,000 people in 2023.[1] These new residents all need somewhere to live, thereby increasing the demand for housing. However, most new migrants typically remain in the Auckland region upon arrival, with only a limited number tending to settle further afield. Nevertheless, at only a 90-minute drive from Auckland, Hamilton City is (arguably) well placed to absorb an increasing share of new migrant housing demand over time if it can provide sufficient housing and job choice to attract them.

## 3.2 Local Regulatory Context

New Zealand's regulatory context is also important, with Councils and property developers under increasing pressure to simultaneously comply with – and give effect to – various National Policy Statements, which themselves may sometimes conflict.

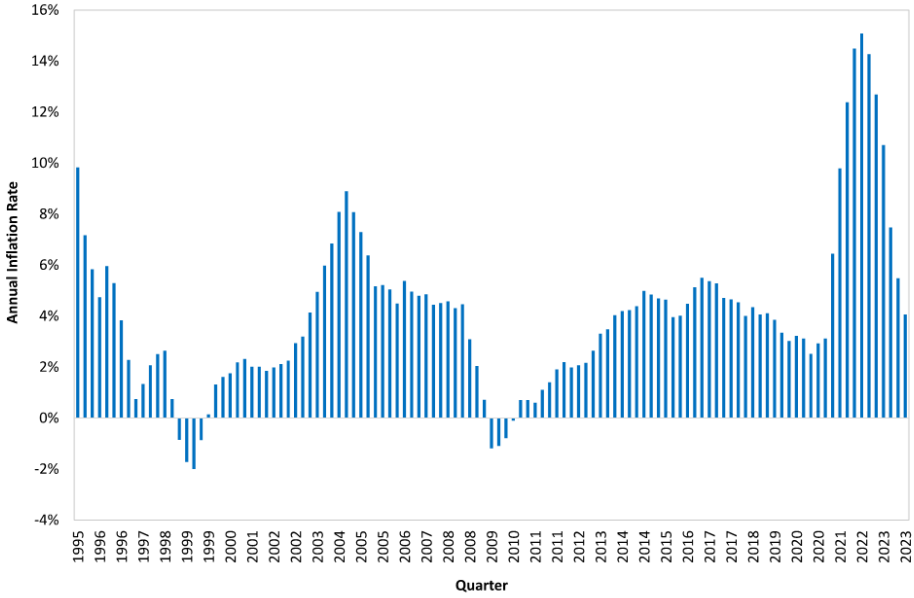
For example, Councils must ensure that at least sufficient development capacity is provided "at all times" under the National Policy Statement on Urban Development 2020 (NPS UD). However, concurrently, they must avoid the urban rezoning of highly productive land under the National Policy Statement for Highly Productive Land (NPS HPL), except under special circumstances. In addition, developments must manage effects on indigenous biodiversity under the National Policy Statement for Indigenous Biodiversity (NPS IB) while also managing effects on freshwater under the National Policy Statement for Freshwater Management (NPS FM). Collectively, these various national policy statements have complicated property development, adding further cost, risk, and delay.

## 3.3 Construction Sector Pressures & Outlook

New Zealand's construction sector is under mounting pressure, particularly due to recent, sustained hikes in building costs and their negative impacts on margins. These inflationary pressures are illustrated in Figure 1, which plots annual changes in residential building costs over time. As we can see, building costs have skyrocketed recently, with double-digit inflation occurring. Consequently, the cost of building new homes has increased by nearly 40% over just the last five years.

[1] https://www.stats.govt.nz/news/net-migration-remains-near-record-level/

Figure 1: Residential Building Construction Rolling Annual Inflation Rate (from the PPI Output series)




Ongoing land price inflation is also an issue, as are recent spikes in interest rates, which have recovered swiftly from historic lows, eroding margins further. Construction firms are, unsurprisingly, reporting greater difficulty in accessing debt finance for new projects. A recent Statistics New Zealand's survey[2] found that the number of construction firms able to access debt on acceptable terms fell from 84% in 2022 to 74% in 2023, while the number of firms able to access debt only on *unacceptable* terms nearly quadrupled from 3% to 11%.

These tough economic times are also reflected in business failure statistics, and not just within the construction sector either. According to Statistics New Zealand data both Hamilton City and the overall Waikato region had more business deaths in the year ended March 2023 than in any of the 22 years prior. In Hamilton City, the number of construction business deaths in 2023 was the highest it had been since 2010, when the GFC wreaked havoc on the local, national, and global economies.

## 3.4 NPS-UD Capacity Sufficiency

HCC is classified as a Tier 1 environment under the NPS-UD, so it must complete a detailed Housing Capacity Assessment (HCA) at least every three years. An HCA compiles a raft of information about future dwelling supply and demand to ensure that at least sufficient capacity is being provided "at all times" to meet demand well into the long term (30 years).

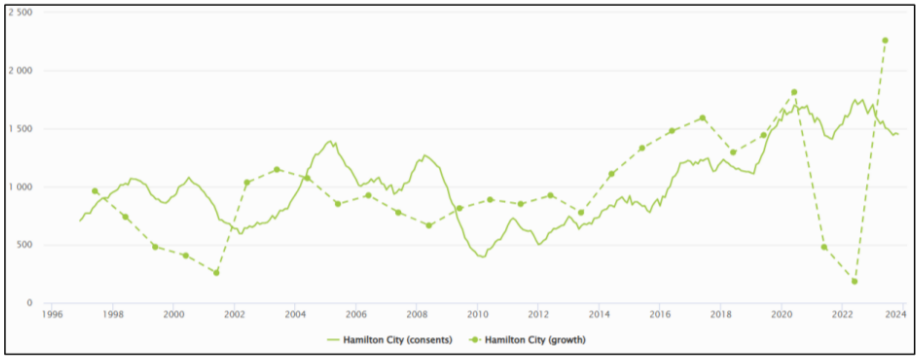
[2] 2023 Business Operations Survey

According to the November 2023 HCA, Hamilton city had the following dwelling capacity shortfalls:

- 2,000 to 3,000 shortfall over the short term;
- 2,800 to 4,500 shortfall over the medium term; and
- 4,800 to 8,200 shortfall over the long term

These supply deficiencies neatly encapsulate the difficulty of "making construction work" in the current economic climate. They also reflect the city's ongoing struggle to keep pace with housing demand. For example, Figure 2 below reveals that the city has not built enough new homes (the solid line) annually to keep pace with growth (the dashed/dotted line) since 2010, except for 2021 and 2022, when the pandemic temporarily stalled city growth.

Figure 2: Hamilton City Dwelling Growth versus Consented Increases in Supply (from the NPS-UD Dashboard)



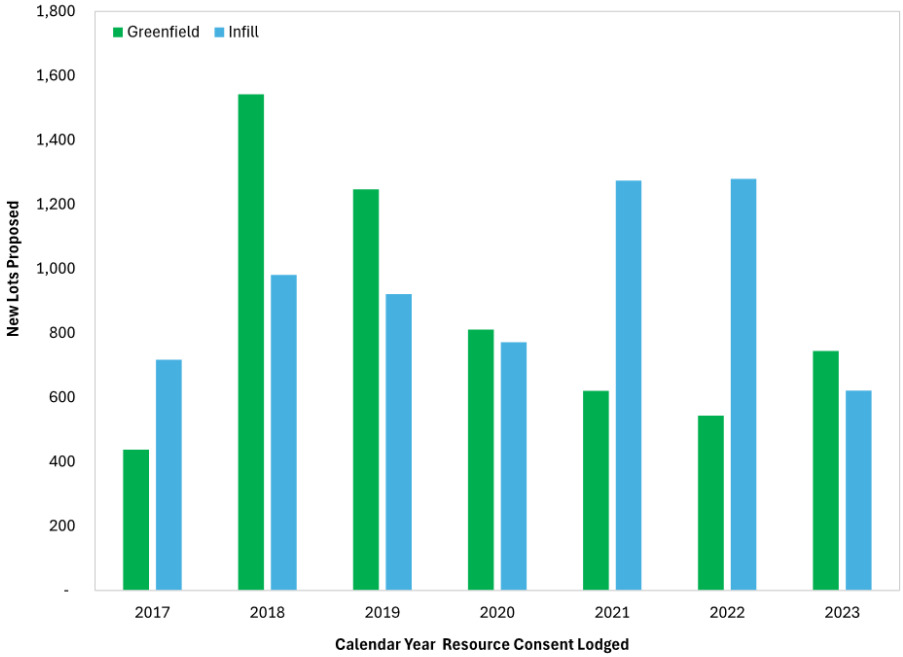

## 3.5 Supply of New Residential Lots

HCC provided us with resource consent data on the number of new residential lots created across the city since 2017, broken down by greenfield versus infill. Figure 3 plots them by year of lodgement.

In summary, based on the timing of subdivision *applications*, the data show that:

- Greenfield new lot supply has fallen annually from 2018 to 2022, before rebounding in 2023.
- Infill also declined from 2018 to 2020, but spiked in 2021 and 2022, eclipsing greenfield supply in both of those years.
- That situation reversed in 2023, though, with the number of new infill lots created falling by more than 51% from their peak of nearly 1,280 lots in the two years prior.

Figure 3: Resource Consents for Residential Subdivisions (Total Lots by Year of Lodgement)




## 3.6 Implications for this Report

Times are tough and the city needs more housing to keep pace with demand and meet its NPS UD obligations. The proposed new DC charges will only make things worse, so it will be important for HCC to balance its "growth pays for growth" philosophy with supporting development.

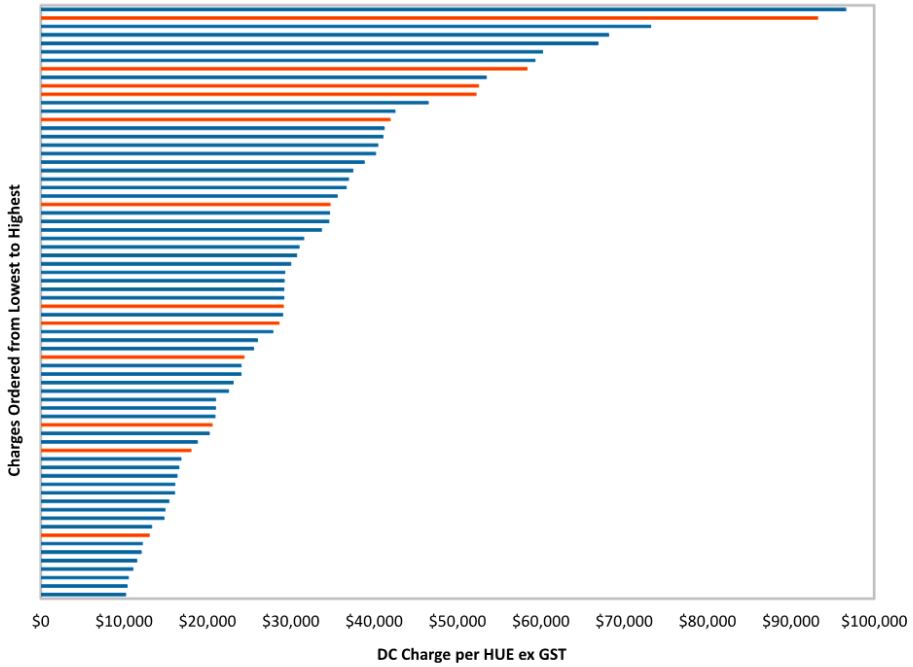
# 4. Charge Benchmarking

HCC also supplied us with the DCs currently charged by a handful of peer Councils, plus the proposed new charges of those currently updating their DC policies. This section uses that data to benchmark the city's current and proposed new DC charges.

## 4.1 Current DCs

First, Figure 4 below presents the current DCs levied by HCC and its peers Councils.[3] The orange bars represent HCC, while blue bars represent Councils.

Figure 4: Benchmarking of HCC's **Current** DC Charges Against Select Peers (Orange Bars = HCC)




Visually, HCC's charges appear concentrated in the upper half of the range, with relatively few orange bars in the lower half. This is confirmed by the summary statistics in Table 1, where HCC's current median charge is 10% higher than its peers, and its average is 27% higher.

Table 1: Summary Statistics for **Current** DC Charges per HEU (ex GST)

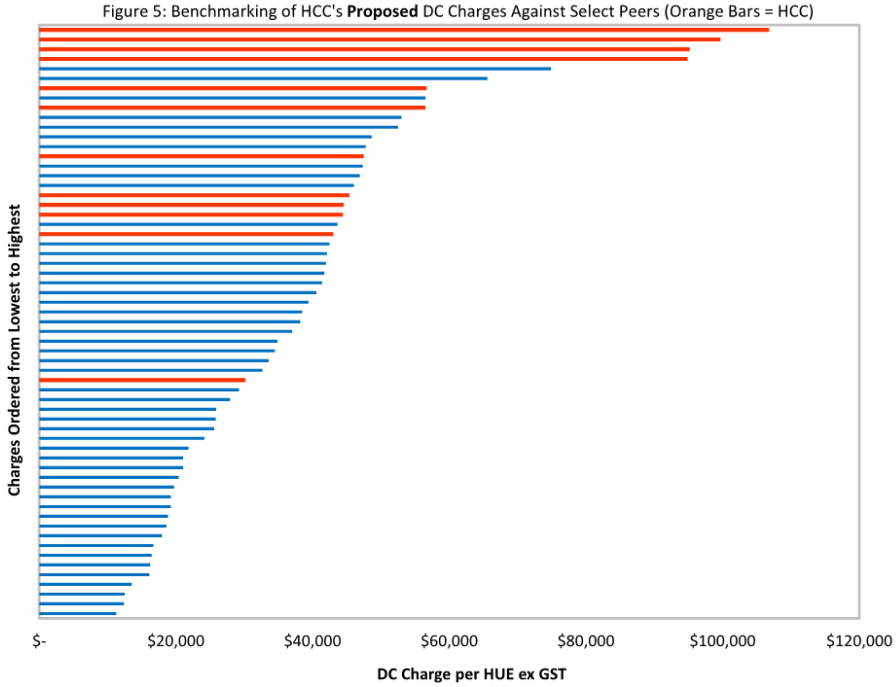
| Summary Statistics | HCC | Other Councils | Difference |
|---|---|---|---|
| Lower Quartile (Bottom 25%) | $21,530 | $16,520 | 30% |
| Median | $31,910 | $29,100 | 10% |
| Upper Quartile (Top 25%) | $52,450 | $37,790 | 39% |
| Mean | $38,890 | $30,690 | 27% |

[3] Namely Auckland Council, Christchurch City Council, Matamata-Piako City, Queenstown City Council, Tauranga Council, Waikato District Council, Waipa Council, and Wellington City Council.

## 4.2 Proposed Future DCs

Next, Figure 5 compares the city's proposed future DCs to peers also currently updating DC policies. Again, orange bars represent HCC, and blue bars represent other Councils.

Figure 5: Benchmarking of HCC's **Proposed** DC Charges Against Select Peers (Orange Bars = HCC)




Like its current charges but to a greater extent, HCC's proposed new charges also appear clustered in the upper end of the range. This is, again, confirmed by the corresponding summary statistics in Table 2 below, where HCC's proposed new median charge is 50% higher than its peers, and its average charge is 96% higher.

Table 2: Summary Statistics for **Proposed** DC Charges per HEU

| Key Statistics ($/HEU) | HCC | Other Councils | Difference |
|---|---|---|---|
| Bottom 25% | $44,400 | $19,230 | 131% |
| Median | $51,920 | $34,670 | 50% |
| Top 25% | $95,020 | $42,290 | 125% |
| Mean | $63,670 | $32,520 | 96% |

## 4.3 Summary and Conclusion

HCC's current charges are already quite high relative to its peers, but the proposed new charges only widen the gap. Consequently, they may adversely affect the rate, nature, and timing of development.

# 5. Residential Feasibility Modelling

## 5.1 Introduction

HCC provided us with feasibility test results for 24 hypothetical residential developments across the city under both its current and proposed new DC charges. This section summarises that information to provide further context for later analysis. First, however, we want to acknowledge that the feasibility outputs summarised in this section are the result of numerous inputs and assumptions, even small changes to which can have significant impacts on the modelled feasibility of each development. That said, these outputs are the ones provided to us to help understand the potential impacts of the proposed new charges on development viability across the city.

## 5.2 Case Study Summaries

Table 3 summarises the case studies assessed by HCC, which span a range of different dwelling densities, typologies, and locations to provide a comprehensive view of the likely impacts on residential development feasibility.

Table 3: Residential Dwelling Feasibility Case Study Summaries

| ID | Infill/Greenfield | Location | Typology | Yield | Current DC/HUE | Proposed DC/HUE | % Change in DCs |
|---|---|---|---|---|---|---|---|
| 1 | Greenfield | Rototuna | Detached | 1 | $41,940 | $56,630 | 35% |
| 2 | Greenfield | Peacocke 2 | Detached | 1 | $52,530 | $95,090 | 81% |
| 3 | Greenfield | Rotokauri | Detached | 1 | $93,230 | $99,640 | 7% |
| 4 | Greenfield | Ruakura | Detached | 1 | $29,110 | $44,380 | 52% |
| 5 | Infill (east) | Chartwell | Duplex | 4 | $20,250 | $40,640 | 101% |
| 6 | Infill (east) | Chartwell | Townhouses | 6 | $20,250 | $40,640 | 101% |
| 7 | Infill (west) | Dinsdale | Duplex | 4 | $21,650 | $47,430 | 119% |
| 8 | Infill (west) | Dinsdale | Townhouses | 6 | $21,650 | $47,430 | 119% |
| 9 | Infill (west) | Saint Andrews | Duplex | 4 | $20,570 | $47,400 | 130% |
| 10 | Infill (west) | Saint Andrews | Townhouses | 6 | $20,570 | $47,400 | 130% |
| 11 | Greenfield | Rototuna | Detached | 1 | $41,940 | $56,630 | 35% |
| 12 | Greenfield | Rototuna | Duplex | 2 | $41,940 | $56,630 | 35% |
| 13 | Greenfield | Rototuna | Townhouses | 3 | $41,940 | $56,630 | 35% |
| 14 | Greenfield | Peacocke 2 | Detached | 1 | $52,530 | $95,090 | 81% |
| 15 | Greenfield | Peacocke 2 | Duplex | 2 | $52,530 | $95,090 | 81% |
| 16 | Greenfield | Peacocke 2 | Townhouses | 3 | $52,530 | $95,090 | 81% |
| 17 | Greenfield | Rotokauri | Detached | 1 | $93,230 | $99,640 | 7% |
| 18 | Greenfield | Ruakura | Detached | 1 | $29,110 | $44,380 | 52% |
| 19 | Infill (east) | Chartwell | Duplex | 4 | $20,250 | $40,640 | 101% |
| 20 | Infill (east) | Chartwell | Townhouses | 6 | $20,250 | $40,640 | 101% |
| 21 | Infill (west) | Dinsdale | Duplex | 4 | $21,650 | $47,430 | 119% |
| 22 | Infill (west) | Dinsdale | Townhouses | 6 | $21,650 | $47,430 | 119% |
| 23 | Infill (west) | Saint Andrews | Duplex | 4 | $20,570 | $47,400 | 130% |
| 24 | Infill (west) | Saint Andrews | Townhouses | 6 | $20,570 | $47,400 | 130% |

## 5.3 Impacts on Total Development Costs

Next, Table 4 shows how the proposed new DCs affect the total costs of development. The modelled increases in total cost range from less than 1% in Rotokauri, to more than 7% in Peacocke.

Table 4: Impacts of Proposed New DCs on Total Development Costs (ranked by impact)

| ID | Infill/Greenfield | Location | Typology | Current Total Cost | Future Total Cost | % Change |
|---|---|---|---|---|---|---|
| 16 | Greenfield | Peacocke 2 | Townhouses | $1,998,100 | $2,141,000 | 7.2% |
| 15 | Greenfield | Peacocke 2 | Duplex | $1,561,300 | $1,656,500 | 6.1% |
| 14 | Greenfield | Peacocke 2 | Detached | $995,300 | $1,042,900 | 4.8% |
| 23 | Infill (west) | Saint Andrews | Duplex | $2,647,200 | $2,767,300 | 4.5% |
| 22 | Infill (west) | Dinsdale | Townhouses | $4,155,800 | $4,328,900 | 4.2% |
| 24 | Infill (west) | Saint Andrews | Townhouses | $4,428,200 | $4,608,300 | 4.1% |
| 7 | Infill (west) | Dinsdale | Duplex | $2,864,500 | $2,979,900 | 4.0% |
| 21 | Infill (west) | Dinsdale | Duplex | $2,862,100 | $2,977,500 | 4.0% |
| 9 | Infill (west) | Saint Andrews | Duplex | $3,150,500 | $3,270,600 | 3.8% |
| 2 | Greenfield | Peacocke 2 | Detached | $1,280,200 | $1,327,900 | 3.7% |
| 8 | Infill (west) | Dinsdale | Townhouses | $4,776,300 | $4,949,300 | 3.6% |
| 10 | Infill (west) | Saint Andrews | Townhouses | $5,394,200 | $5,574,300 | 3.3% |
| 19 | Infill (east) | Chartwell | Duplex | $2,734,100 | $2,825,300 | 3.3% |
| 20 | Infill (east) | Chartwell | Townhouses | $4,125,500 | $4,262,300 | 3.3% |
| 5 | Infill (east) | Chartwell | Duplex | $3,107,700 | $3,198,900 | 2.9% |
| 13 | Greenfield | Rototuna | Townhouses | $1,706,000 | $1,755,300 | 2.9% |
| 6 | Infill (east) | Chartwell | Townhouses | $5,018,800 | $5,155,700 | 2.7% |
| 12 | Greenfield | Rototuna | Duplex | $1,683,800 | $1,716,700 | 2.0% |
| 18 | Greenfield | Ruakura | Detached | $948,300 | $965,400 | 1.8% |
| 4 | Greenfield | Ruakura | Detached | $983,300 | $1,000,300 | 1.7% |
| 11 | Greenfield | Rototuna | Detached | $1,181,400 | $1,197,900 | 1.4% |
|  | Greenfield | Rototuna | Detached | $1,481,100 | $1,497,600 | 1.1% |
| 17 | Greenfield | Rotokauri | Detached | $881,300 | $888,400 | 0.8% |
| 3 | Greenfield | Rotokauri | Detached | $1,078,000 | $1,085,200 | 0.7% |

## 5.4 Impacts on Profit Margins

Next, Table 5 presents the corresponding impacts on profit margins. These vary from drops of less than 100 basis points in Rotokauri and Rototuna to a 720-point drop in Peacocke. Of even greater concern is that none of these developments reached the 20% threshold for feasibility in the first place.

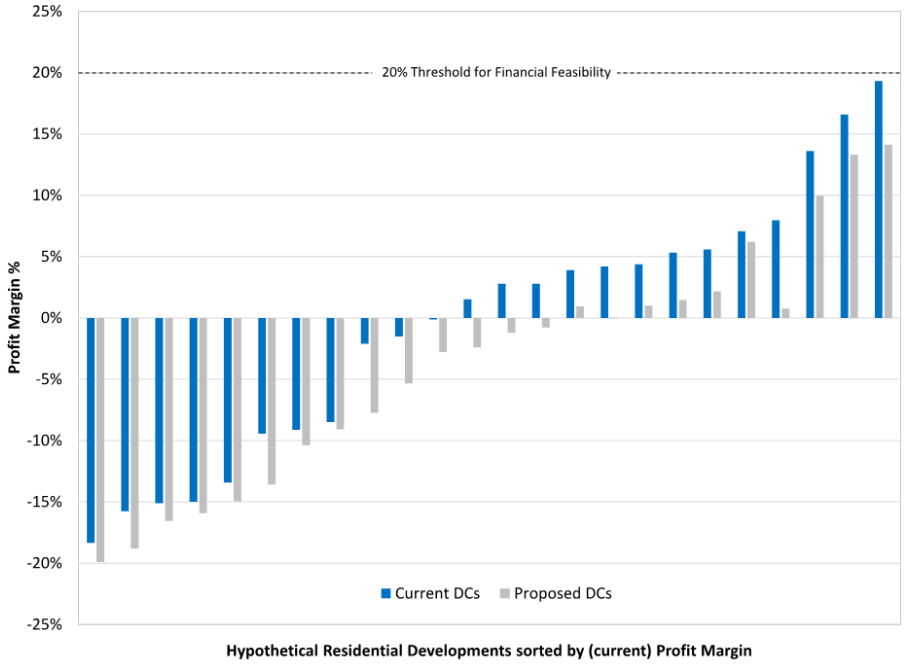
Table 5: Impacts of Proposed New DCs on Profit Margins (ranked by impact)

| ID | Infill/Greenfield | Location | Typology | Current Profit Margin | Future Profit Margin | Change (Basis pts) |
|---|---|---|---|---|---|---|
| 16 | Greenfield | Peacocke 2 | Townhouses | 8.00% | 0.80% | -720 |
| 15 | Greenfield | Peacocke 2 | Duplex | -2.10% | -7.70% | -560 |
| 23 | Infill (west) | Saint Andrews | Duplex | 19.30% | 14.10% | -520 |
| 22 | Infill (west) | Dinsdale | Townhouses | 4.20% | 0.00% | -420 |
| 14 | Greenfield | Peacocke 2 | Detached | -9.40% | -13.60% | -410 |
| 24 | Infill (west) | Saint Andrews | Townhouses | 2.80% | -1.20% | -400 |
| 7 | Infill (west) | Dinsdale | Duplex | 1.50% | -2.40% | -390 |
| 9 | Infill (west) | Saint Andrews | Duplex | 5.30% | 1.50% | -390 |
| 21 | Infill (west) | Dinsdale | Duplex | -1.50% | -5.30% | -380 |
| 8 | Infill (west) | Dinsdale | Townhouses | 2.80% | -0.80% | -360 |
| 20 | Infill (east) | Chartwell | Townhouses | 13.60% | 10.00% | -360 |
| 10 | Infill (west) | Saint Andrews | Townhouses | 4.40% | 1.00% | -340 |
| 19 | Infill (east) | Chartwell | Duplex | 5.60% | 2.20% | -340 |
| 13 | Greenfield | Rototuna | Townhouses | 16.60% | 13.30% | -330 |
| 2 | Greenfield | Peacocke 2 | Detached | -15.80% | -18.80% | -300 |
| 5 | Infill (east) | Chartwell | Duplex | 3.90% | 0.90% | -300 |

| ID | Infill/Greenfield | Location | Typology | Current Profit Margin | Future Profit Margin | Change (Basis pts) |
|---|---|---|---|---|---|---|
| 6 | Infill (east) | Chartwell | Townhouses | -0.10% | -2.80% | -270 |
| 12 | Greenfield | Rototuna | Duplex | -18.30% | -19.90% | -160 |
| 18 | Greenfield | Ruakura | Detached | -13.40% | -15.00% | -150 |
| 4 | Greenfield | Ruakura | Detached | -15.10% | -16.60% | -140 |
| 11 | Greenfield | Rototuna | Detached | -9.10% | -10.40% | -120 |
| 1 | Greenfield | Rototuna | Detached | -15.00% | -15.90% | -90 |
| 17 | Greenfield | Rotokauri | Detached | 7.10% | 6.20% | -90 |
| 3 | Greenfield | Rotokauri | Detached | -8.50% | -9.10% | -60 |

Figure 6 plots the profit margins graphically, then overlays the industry-standard 20% threshold for financial feasibility. Clearly, times are tough, but we again acknowledge that these feasibility estimates are the subject of numerous inputs and assumptions, and that even just minor tweaks to those can have significant impacts. We also note that the situation will differ for parties that acquired land and/or managed to lock-in other project costs some time ago. For such parties, development will be more feasible today than suggested herein, which helps explain why construction continues today.

Figure 6: Case Study Profit Margins under Current & Proposed DCs (with 20% feasibility threshold overlaid)




## 5.5 Summary & Conclusion

The proposed DC increases will materially affect the costs, and hence profitability, of developments across the city. However, none of the 24 case studies met the 20% profit threshold in the first place. This situation elevates the potential compounding impacts of higher DCs on the incentive for, and hence future rate of, residential development. However, that said, many developments are still underway today, which indicates that some certainly still stack up financially.

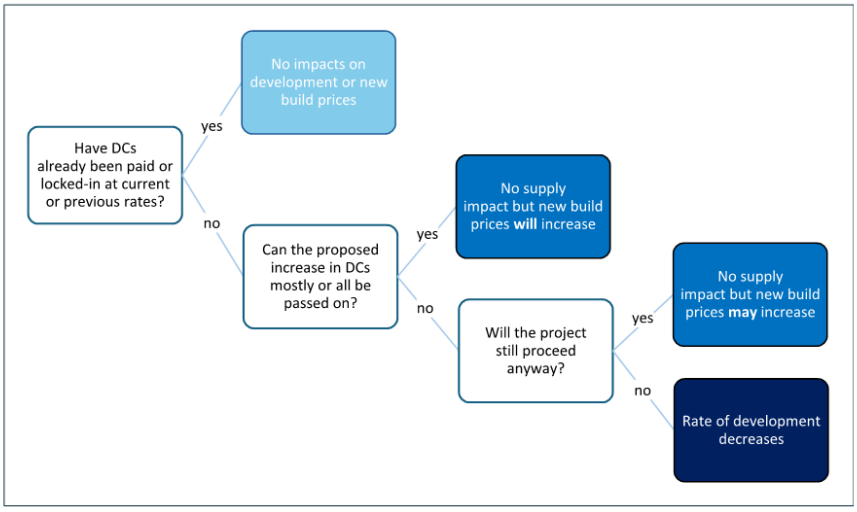
# 6. Identification of At-Risk Developments

This section identifies the types of development most likely at-risk from the proposed DC increases.

## 6.1 Introduction

The impacts of the proposed new DCs will vary depending on several factors. For example, projects that have already paid DCs or which locked them in at current or previous rates will be unaffected. Conversely, developments that have not yet paid DCs but may have fixed-price contracts for the final builds will likely be more affected than those with more flexible contract provisions. The following figure below seeks to distil this complexity into a simple flowchart to guide further discussion.

Figure 7: Categorising the Likely Effects of Higher DC Charges on City Developments




As illustrated above, the likelihood that higher DCs will affect a development depends on whether:

1. DCs have been paid already or locked-in at current or previous $ per HUE;
2. Higher DCs can be mostly (if not all) passed on; and
3. The project will proceed regardless.

Below we briefly discuss each key consideration and their implications for this report.

## 6.2 Have DCs Been Paid or Locked-in?

Perhaps somewhat obviously, developments that have already paid DCs or have locked-in future DC payments at current/historic charges per HUE will be unaffected by the changes. As per our previous report on this topic in 2019, it is not uncommon for larger developments to do this and lodge consents just before new charges become operative, thereby locking in the old rate. Information provided by HCC confirms that this has happened again and hence that many larger developers will be avoiding the higher charges proposed, at least for the next stages of their projects.

In fact, more than 2,500 new lots have or are just about to lodge subdivision consents, presumably to lock-in DCs at the current rate before they increase. For these developments and others in the same position, the new DCs will have no effect at all.

## 6.3 Ability to Pass Costs On

For projects that have not yet paid DCs nor locked in them in at the current rate, it will be difficult – if not impossible – to avoid the new DC charges. However, some may be able to pass most (if not all) of those higher DC costs on. The key determinants of that will be:

1. **Size of the proposed DC increase** – all other things being equal, the greater the DC increase, the harder it will be to pass most/all of it on, and vice versa.

2. **Underlying sales and purchase agreement** – if a contract is already signed, its provisions will determine whether or how any unforeseen costs increases can be passed on. For example, under a fixed price contract, any cost variances will usually be absorbed fully by the developer.

3. **Relative bargaining powers of the parties** – the more bargaining power a seller has and/or the less price sensitive the buyer, the easier it will be to pass higher costs on, and vice versa. In some cases, higher DCs may be passed back to raw landowners via lower prices for their land when sold to developers for urbanisation. People may also be willing to pay less for already urbanised land to reflect the likely payment of higher DCs in future. Again, however, these effects will depend on the relative bargaining power of the parties, and there is no *a priori* reason to expect landowners to shoulder the full impacts.

## 6.4 Likelihood of Proceeding Anyway

Even if a developer cannot pass most of the proposed higher DCs on through higher section or build prices, they may still proceed with a project anyway. This might be either because it is simply too late to stop now, or if the developer is capital-constrained and needs to complete this project to free up capital and resources to commence the next one. In addition, a project may still proceed if the proposed new DCs do not materially affect viability. This, in turn, will depend on both the size of the DC increases and the nature of the developer.

### 6.4.1 Materiality of DC Increases

In terms of the materiality of the proposed charges (and their impacts on feasibility), we note that:

- While **Rotokauri's** DCs are already very high compared to the rest of the city and other high-growth areas, the proposed increase is only 7%. Thus, while the proposed charges will be a significant challenge, the effect of this *incremental* increase may be relatively muted.

- Although **Rototuna** and **Ruakura's** charges are proposed to increase much more than Rotokauri on a percentage basis, they will still be in-line with those levied (or proposed) in other high-growth Councils, so the overall effects may be less pronounced than elsewhere.

- The **infill** situation is more complicated. While its proposed charges are also in-line with those levied (or proposed) elsewhere, the percentage increases are high. As a result, the proposed new charges may be a challenge, particularly for fixed-price projects.

- Finally, we note that **Peacocke's** DC are expected to roughly double, taking the proposed new charge to circa $100k for a three-bedroom dwelling. This is expected to significantly affect many developers, particularly those that are not large legacy landowners with low entry costs.

### 6.4.2 Nature of Landowners

The final consideration is the nature of the landowners themselves. For example, large "legacy" landowners – with very low land acquisition costs – may still be willing and able to continue creating new sections even if they cannot pass the higher DCs on because they can still earn a sufficient margin. Indeed, for land developers, the profitability of subdividing land and selling new lots is highly sensitive to the assumed price that they paid for the land in the first place. Thus, for large legacy landowners that may have paid relatively little, if anything, will generally be less affected by the proposed new DCs than those that have only entered the fray more recently.

To demonstrate the acute sensitivity of land development profitability to the assumed cost of acquiring the land, we used the NPS UD feasibility model to run a few (entirely hypothetical) scenarios, where the only variable was the assumed cost of the land (and the new lots created per hectare). All other factors were held constant.

Table 6 presents the results, where the first column shows the assumed land acquisition cost as a percentage of the current market value (prior to subdivision/development). So, a value of 100% in the first column means that someone paid the current market rate for the land (prior to subdividing it), while a value of (say) 50% in the first column means that someone paid only half the market rate for the land. Legacy landowners are likely to be somewhere towards the bottom end of the table, with their land acquisition costs potentially only a small fraction of current (pre-development) values.

Table 6: Profit Margin for Land Development vs Assumed Land Cost as % of Market Value

| Assumed Land Acquisition Cost as % of Current Value | New Lots Dwellings per hectare | | | | |
|---|---|---|---|---|---|
| | **10** | **15** | **20** | **25** | **30** |
| **100%** | -29.7% | -23.9% | -20.8% | -19.2% | -18.6% |
| **80%** | -19.2% | -13.1% | -10.1% | -8.7% | -8.4% |
| **50%** | 4.3% | 10.4% | 12.8% | 13.2% | 12.5% |
| **30%** | 29.3% | 34.6% | 35.8% | 34.9% | 32.8% |
| **10%** | 70.2% | 72.6% | 70.6% | 66.7% | 62.1% |

In the table above, which is entirely hypothetical and purely for illustrative purposes, landowners that purchased raw land:

- At current market rates will face significant losses (i.e. negative margins);
- At half the current market rate will broadly recover costs but are unlikely to make significant profits (with margins ranging from 4.3% to 13.2%); and
- At (say) 10% to 30% of the current market rate will be able to earn significant profit margins (of up to 72.6%) because they acquired the land for so cheap to begin with.

Although legacy landowners – with low land acquisition costs – may theoretically be more able to continue supplying new lots even when costs increase, such as the proposed higher DCs, they may also – quite rationally, from an economic perspective – also just wait (and land bank) until things improve and they can realise even greater returns than they could, hypothetically, had they proceeded with their developments today instead.

## 6.5 Summary & Conclusion

Based on the discussion and analysis above, **we consider infill developments, and those in Peacocke, to be the most at-risk from the proposed new charges**. Accordingly, the rest of this report focusses on those areas while also briefly considering potential impacts on non-residential developments too.

# 7. Impacts on Infill Developments

## 7.1 Current Situation

Like many high growth areas, Hamilton has experienced significant growth in the rate of infill development in recent years, aided in part by more permissive planning rules and incentives aimed to encourage it. As a result, as per Figure 3 above, there were more residential lots created in infill areas in 2021 and 2022 than in greenfield. Infill areas are also key sources of non-residential development too.

## 7.2 Impacts on the Prices of New Builds

Table 7 reproduces an earlier table showing the impacts on total costs for a handful of infill case study developments, which ranged from 2.7% to 4.5%. For those not subject to a fixed price contract, their selling prices will need to increase by 3.2% to 5.4% to maintain their presumed profit margins of 20%.

Table 7: Impacts on Total Development Costs for Infill Case Study Developments

| ID | Infill/Greenfield | Location | Typology | Current Total Cost | Future Total Cost | % Change |
|---|---|---|---|---|---|---|
| 5 | Infill (east) | Chartwell | Duplex | $3,107,700 | $3,198,900 | 2.9% |
| 6 | Infill (east) | Chartwell | Townhouses | $5,018,800 | $5,155,700 | 2.7% |
| 7 | Infill (west) | Dinsdale | Duplex | $2,864,500 | $2,979,900 | 4.0% |
| 8 | Infill (west) | Dinsdale | Townhouses | $4,776,300 | $4,949,300 | 3.6% |
| 9 | Infill (west) | Saint Andrews | Duplex | $3,150,500 | $3,270,600 | 3.8% |
| 10 | Infill (west) | Saint Andrews | Townhouses | $5,394,200 | $5,574,300 | 3.3% |
| 19 | Infill (east) | Chartwell | Duplex | $2,734,100 | $2,825,300 | 3.3% |
| 20 | Infill (east) | Chartwell | Townhouses | $4,125,500 | $4,262,300 | 3.3% |
| 21 | Infill (west) | Dinsdale | Duplex | $2,862,100 | $2,977,500 | 4.0% |
| 22 | Infill (west) | Dinsdale | Townhouses | $4,155,800 | $4,328,900 | 4.2% |
| 23 | Infill (west) | Saint Andrews | Duplex | $2,647,200 | $2,767,300 | 4.5% |
| 24 | Infill (west) | Saint Andrews | Townhouses | $4,428,200 | $4,608,300 | 4.1% |

The extent to which these higher prices can be commanded, contractual provisions notwithstanding, will depend on the relative bargaining power of the parties. This, in turn, will reflect both the types of prospective buyers and the type of development. For example, residential projects aimed at owner-occupiers may face greater difficulty passing on higher costs because most households are already stretched financially. However, a similar project aimed at investors may find it easier to pass on costs because such buyers typically adopt longer term views, where changes to the upfront cost of buying a property are spread over many years and therefore (at least partly) diluted.

## 7.3 Impacts on Rate of Development

For most developments that have not yet paid DCs or locked them in but are already well into advanced planning and design, it may be too late to stop, either for contractual reasons, or because the developer needs to complete the project and free-up resources for the next one. However, the profitability decreases modelled by HCC for residential infill developments mean that some projects may be delayed or abandoned, particularly for larger firms with a portfolio of landholdings, who can divert attention elsewhere until market conditions improve. Overall, we consider some degree of delay or diversion highly likely for larger infill projects, where the higher DCs have eroded modelled profitability.

# 8. Impacts on Peacocke

## 8.1 Current Situation

Peacocke is the city's largest greenfield area and is expected to accommodate a significant share of its future growth, particularly residential. Council has made a major intergenerational investment in Peacockes, and low growth would have strategic implications for that investment. Development has begun at the Aurora subdivision in the northwest, with the enabling infrastructure for subsequent stages currently being laid. This includes a new bridge linking Peacocke to the rest of the city, plus new roads, parks, open spaces, and so on.

## 8.2 Impacts on the Prices of New Builds

Table 8 reproduces an earlier one showing the impacts on total costs for four Peacocke case study developments, which ranged from 3.7% to 7.2%. For those not subject to a fixed price contract, their selling prices will need to increase by 4.4% to 8.6% to maintain the presumed profit margins of 20%.

Table 8: Impacts on Total Development Costs for Peacocke Case Study Developments

| ID | Infill/Greenfield | Location | Typology | Current Total Cost | Future Total Cost | % Change |
|---|---|---|---|---|---|---|
| 2 | Greenfield | Peacocke 2 | Detached | $1,280,200 | $1,327,900 | 3.7% |
| 14 | Greenfield | Peacocke 2 | Detached | $995,300 | $1,042,900 | 4.8% |
| 15 | Greenfield | Peacocke 2 | Duplex | $1,561,300 | $1,656,500 | 6.1% |
| 16 | Greenfield | Peacocke 2 | Townhouses | $1,998,100 | $2,141,000 | 7.2% |

Like the previous discussion for infill, the extent to which these higher prices can be commanded, contractual provisions notwithstanding, will depend on the relative bargaining power of the parties. Further, since Peacocke is principally a residential growth node, it is likely to face greater buyer resistance to higher prices than (say) an industrial infill development might. Property investors may be less sensitive though, as they too typically take a longer-term view.

## 8.3 Impacts on Rate of Development

Building projects that are already underway are unlikely to stop unless cashflows dictate otherwise. However, home builders looking to buy new lots in Peacocke may deterred by higher section prices because, as discussed, residential feasibility there is already extremely challenging. To avoid an impasse, land developers may therefore need to absorb some of the higher DCs via lower margins relative to what they may have achieved under the prevailing DC charges. And, as already discussed, the ability for landowners to absorb the higher DCs will be a function of their own land acquisition costs. Thus, all other things being equal, the lower the land acquisition costs, the more readily that a land developer could potentially accept the higher DC costs without needing to pass them (all) on.

Land developers who acquired super lots recently, and are yet to pay DCs, may think twice before committing to projects. Many – especially larger players with other options to focus on for now – are highly unlikely to realise a loss by selling when costs are high and prices are low, particularly with land values continuing to gradually appreciate over time anyway (which incentives land banking and reduces the need or urge to act now anyway).

# 9. Impacts on Non-Resi Developments

## 9.1 Introduction

Most of the discussion to this point has focussed on residential developments because they account for the lion's share of city development and therefore shoulder the burden of DC liabilities. However, potential impacts on non-residential developments are also important, so this section briefly considers them.

## 9.2 Case Study Findings

In addition to providing detailed outputs for the 24 residential case studies above, HCC also provided details on the current and proposed DCs that would potentially apply to a handful of recent or representative non-residential developments. Those details are reproduced below, and they reveal that non-residential developments are also facing significant hikes in DC charges of up to 172%.

Table 9: Impacts of Proposed New DCs on Recent/Representative Developments

| Type | Location | Description | Current DC Charges | Proposed DC Charges | % Change in DCs Payable |
|---|---|---|---|---|---|
| Industrial | Rotokauri | Warehouse + ancillary offices | $659,000 | $884,000 | 34% |
| Industrial | Ruakura | Transport hub | $545,000 | $728,000 | 34% |
| Industrial | Ruakura | Cool store with ancillary offices | $1,825,000 | $2,152,000 | 18% |
| Commercial | CBD | Office Space | $288,000 | $521,000 | 81% |
| Commercial | CBD | Visitor accommodation | $235,000 | $424,000 | 81% |
| Retail | CBD | Department store | $846,000 | $1,403,000 | 66% |
| Retail | Infill East | Retail development | $126,000 | $205,000 | 63% |
| Retail | Peacockes 2 | Retail & commercial | $602,000 | $1,639,000 | 172% |

## 9.3 Discussion

HCC's worked examples for a handful of non-residential case studies show that many will face large increases in DC charges. On the one hand, this is a significant concern, because a slow-down in the rate of non-residential construction could hamper economic growth and limit the number of new jobs created. It might also see this type of development being displaced to other areas, such as Waikato or Waipa, thereby limiting the city's long term economic potential.

However, in our experience, most non-residential developments are purchased by investors and then rented to third parties on extended lease terms. As noted earlier for residential developments, investors often adopt a long-term view of viability over the building's useful life wherein relatively small changes in the upfront purchase price are not felt so acutely. When viewed through that lens, the overall impacts on non-residential development may be minor.

The key exception to this is the development of centres in new residential areas, such as Peacocke. While these are also likely to be bought by investors and rented out, any slowdown in the rate of such development will have much broader impacts by reducing the amenity of the surrounding residential area. This, in turn, could slow the release of new residential sections to the market and put further upward pressure on affordability while moving the city even further from its NPS UD targets. However, the draft DC policy seeks to directly address this by imposing caps on charges for retail and commercial developments in new neighbourhood centres.

# 10. Potential Policy Responses

This section briefly discusses potential policy responses to mitigate the effects of higher DCs, especially given the tough times already affecting the sector.

## 10.1 Likely Need for Policy Interventions

HCC, and the city's development sector, both face difficult times. Even prior to the proposed new DC charges, the city faced a prolonged shortage of housing supply. Resource consents for new residential lots are down, construction costs are at historic highs, and interest rates are peaking. Access to finance is down, and construction companies continue to fail at an increasing rate as the current cyclical trough plays out. Despite all that, HCC and the development community must still somehow keep creating supply to meet sustained demands for new homes and business premises.

To put it somewhat bluntly, and with respect, HCC appears to face a delicate task of balancing its "growth pays for growth" philosophy with avoiding the potential unintended consequences of inadvertently slowing the rate of development. For example, if DCs are set so high as to stifle development and delay the receipt of DC revenues, they may expose HCC to undue financial risk via the slower or under- recovery of growth-related costs. A consequent slowdown in construction activity would also have wider impacts, reducing city GDP, jobs, and wages. However, conversely, if growth doesn't pay its own way, someone else – i.e. the ratepayer – must fund the difference.

Acknowledging these conflicting pressures, but noting the city's ultimate (NPS UD) obligation to ensure that sufficient capacity is provided regardless, some form of intervention may be warranted. Below, we briefly discuss two possible policy options in high-level terms: phasing in charges, deferring payment of DCs to a later stage, and charge indexation.

## 10.2 Phasing-in Charges

Phasing-in charges would create a transition path from the current DC charges to the proposed new ones, thereby easing the initial impacts. For example, if charges were phased in over (say) three years, the increase in the first year would be only a third of the ultimate increase, with similar increases in the following two years until the proposed new charges are reached. HCC's current DC Policy takes this approach.

The cost to the Council is the reduced DC revenue received until the new charges are fully phased in, the resulting shortfall from which is typically funded by general rates. However, these revenue losses need to be set against the possibility that some developments may not proceed if charges are not phased, in which cases the Council's DC revenues would also fall. The ideal outcome is one that avoids any slowdown in the rate of development while avoiding any undue financial burden on general ratepayers. While it is difficult to know where the optimal balance is in this regard, there may be merits in phasing charges in to keep development flowing, particularly in the increasingly difficult economic environment in which city growth is now occurring.

HCC has considered two specific phasing options, one of which is the three-year transition described above. The other is to increase charges by half of the proposed change in the first year, then by a further 25% in the next year, with the final 25% in the third year. This would have a lesser impact on HCC's DC revenues and therefore may be more politically acceptable.

According to HCC's indicative/preliminary calculations, these options would reduce DC revenues by:

- $5.4 million under the first option where charges are phased in linearly over three years; or
- $4 million under the second option, where a bigger increase occurs in the first year.

In the scheme of HCC's annual operational and capital budgets, these do not seem like particularly significant concessions to make in exchange for smoothing the path from its current DC charges to the proposed new ones.

## 10.3 Indexation

The final possible intervention is to index charges, the rationale for – and likely merits of which – is described below. This is our preferred option, but we also see the merits in the two above also.

### 10.3.1 What is indexation?

When calculating DCs, Councils can set a stream of charges for each growth-related project that is either fixed over time, or which increase annually at some predefined rate. The latter are known as indexed charges.

Importantly, both options just described will generate the same DC revenues in present value terms; the only difference is how costs are shared between developments that occur at varying points during each project's capacity life.

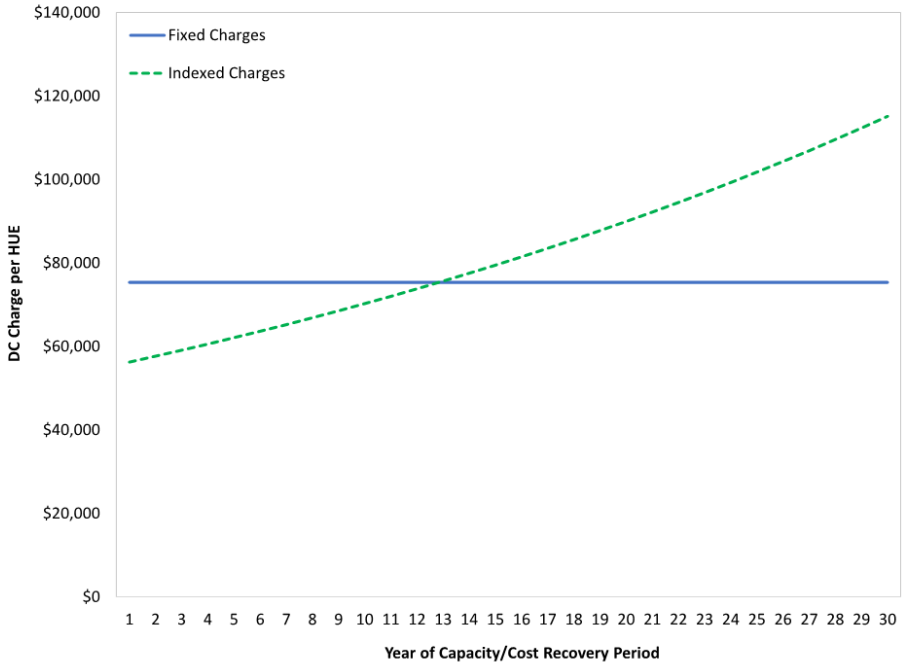
### 10.3.2 Worked Example

Consider a hypothetical example where:

- Growth is forecast to be 1,000 new dwellings per annum over the next 30 years;
- Council is undertaking $150 million of growth-related works per annum over the 10-year life of the LTP (i.e., a total of $1.5 billion in growth-related costs); and
- Council interest costs are 5% per annum.

The figure below shows two sets of charges that fully recover all growth-related costs, including interest and inflation, over the project's 30-year capacity/cost recovery period. One is fixed in nominal terms, while the other increases annually via indexation.

Figure 2: Example of Flat vs Indexed Charges (indexed at 2.5% p.a.)




Although both sets of charges produce the same revenues in present value terms, the indexed charges are cheaper for the first 12 to 13 years of the asset's capacity life, but more expensive thereafter. Hence, indexation reduces the DCs paid in the early years relative to flat charges, but increases it in later years.

In this example, the indexed charge is roughly 25% cheaper than the flat charge in year 1 ($56,300 vs $75,300), but about 53% higher by year 30 ($115,100 vs $75,300). Again, however, both sets of charges generate identical revenues in present value terms. The only difference is that indexed charges increase over time like most other goods and services, including Council fees and charges.

### 10.3.3 Benefits of Indexation

Indexation has many economic benefits, including that they:

- **Are more efficient than fixed charges,** because they forge a closer link between the interest costs incurred by councils and the specific charges that developments pay at different stages during the cost recovery period. Thus, indexed charges reward developments that pay earlier because those early payments help to reduce council interest costs, and vice versa for those that pay later and hence increase council interest costs. As a result, indexed charges provide more accurate price signals to the market.

- **Are more equitable than fixed charges,** because the gradual increases mimic growth in household incomes, and thus provide a better fit between DCs and people's ability to pay for them (either directly during the building process or indirectly via higher house prices).

- **Are a better reflection of underlying capital works costs,** which tend to increase annually according to capital goods inflation and relevant labour cost indices.
- **Are more consistent with the price paths of virtually all other goods and services** in the economy, including most other Council fees and charges, which generally increase over time.
- **Encourage earlier development** by reducing the DC charges in earlier years, which also de-risks the upfront provision of infrastructure by councils. Hence, they reduce incentives for land-banking.

### 10.3.4 Costs of Indexation

The main "cost" of indexation is that it may elevate council debt and interest costs relative to fixed charges unless they encourage growth to occur sooner, which would help offset it. According to some high-level calculations, and assuming that indexation does not accelerate development relative to fixe charges, it could increase Council's growth-related infrastructure debts by about 10 to 15%.

### 10.3.5 Isn't Our Capex Already Inflated?

Some people confuse charge indexation with cost inflation. They assume that indexed charges increase over time *only* to reflect capital goods inflation. Accordingly, they presume, if project costs have already been inflated, indexation is no longer required. That is untrue.

Cost inflation refers to gradual increases in the costs of supplying infrastructure due to ongoing rises in labour and materials costs. These must be factored into the calculation of DCs regardless of whether charges are indexed, otherwise costs will not be fully recovered.

Charge indexation, conversely, starts with the growth-related cost of each project including inflation, *then* considers how it should be recovered from developments that occur in different years of the project's capacity life. It is therefore concerned with optimising the way that growth-related costs are recovered from different developments within each project's capacity period. It can be applied whether or not capex has been inflated.

### 10.3.6 Review of Other Councils' Approaches to Indexing (2022)

In 2022, we reviewed the current DC policies of the Councils that are either Tier 1 or 2 urban environments under the national Policy Statement on Urban Development 2020 (NPS-UD) to see whether each is now indexing DCs charges. It showed that indexation is now common, at least according to policy documents, with about half of those Councils appearing to now index DCs. In addition, Napier City Council indexes its financial contributions under the RMA, which it levies in lieu of DCs under the LGA. This effectively brings the total to 12 of the 23 Tier 1 or 2 councils that (report to) include indexation in growth-related infrastructure charges.

**Attachment 4 - Response to elected member questions on the DC policy**

1. **How many developers versus non developers submitted on the DC policy?**
   39 of 74 respondents identified as developers (53%). 23 identified as "not a developer"; 10 as "other" and 2 did not answer.

2. **If it is mostly developers, how is this fair when it is ratepayers who pick up tab of lower DCs?**
   DC's do impact ratepayers and developers, but developers are impacted in many cases more acutely, with significant one off costs. Whereas ratepayers portions are shared across all ratepayers in the city so across many years, so the individual incidence is diluted. As such, developers tend to be more incentivised to submit. Also because the general ratepayer is not in contact with the DC Policy they may not have the interest to submit on it. Developers on the other hand are and do.

   Many developers did not address the majority of the proposed amendments to the DC Policy. The primarily addressed the milestones at which DCs are required and high charges. As such, the answers to the other questions are actually skewed towards the non-developer respondents.

3. **Of the people who did not agree with the proposed Te Ture Whenua Maaori Act 1993 Remission, the most common reason was that all developers and developments should be treated the same. How many of these respondents then proceeded to support the CBD or social housing remission?**

   23 of 74 respondents answered no to the proposed Te Ture Whenua Maaori Act remission. Of those, 14 supported the CBD remission and 9 supported the social housing remission.

   It's worth noting that the social/community housing remission was asking whether more criteria should be added to ensure that the remission benefits have long-term impact rather than whether or not there should be a remission.

4. **I would like to know what our partners - mana whenua iwi and Waikato Tainui think of Te Ture Whenua Maaori Act 1993 Remission. Can you please share this with us?**

   Iwi partners support the remission with one submission requesting that it be extended to all land owned by Maaori. The remission was developed with Waikato Tainui and Te Runanga o Kirikiriroa.

5. **At Hukanui Marae, Ngaati Mahanga and Ngaati Wairere both indicated their strong support for the Te Ture Whenua Maaori Act 1993 Remission. They would have assumed this feedback to then be considered and a submission not required. Can elected members please be provided with this information. And including the number of registered iwi members so that we understand the communities that these iwi represent?**

   At Hukanui Marae we stressed the importance of putting in a formal submission on the DC Policy. James has included a statement from the visits on the report attached to the LTP submissions insights that states Ngaati Mahanga and Ngaati Wairere indicated their strong support for the remission.

6. **DCs contribute to capital cost and should not include interest in the calculation. Assume they do because we borrow for capital? So developers cover interest on that borrowed capital?**

   Yes

7. **What are staff thoughts on lower DCs for retirement villages?**

   Yes. Staff have considered how to assess retirement villages, and they receive a remitted DC by more than a half. The approach is consistently applied across the city, and the demand reduction has been peer reviewed by independent experts.

   DC policies nationwide rely on averaging. Due to the nature of averages, about half of all developments will generate less demand than that average, and half above. There will always be examples where developments generate less than the average, include retirement villages, but still pay the

   Applications for retirement village remissions typically rely on an average occupancy rate of 1.3 residents per independent living unit. Said applications include publications from retirement village operators and others that support this reduced occupancy rate. All applications for remission are peer reviewed and validated by Council's external consultants.

   HCC has not been presented with any evidence to date that supports a further reduction beyond 1.3 residential per independent living unit. There is a Tauranga report which has been presented to a number of Councils, but was concluded that the Hamilton specific and validated approach is robust.

   Council could introduce a specific category into its policy if it chose. This would require software changes and forecasting of retirement home demand so would need to be a future Policy.

8. **Is it true that proposed stormwater DC charge would disincentivise town homes?**
   Staff view is that this is unlikely. In fact, probably the opposite. Although either way the incentive will be overall pretty weak being a portion of one activity (stormwater) DC charge.

   The proposal to make all dwellings pay a single stormwater charge will only result in increased charges for 1 and 2 bedroom dwellings and there is no difference between townhouses and standalone dwellings. In Hamilton, less than 3% of new dwellings are 1 bedroom and about half are standalone dwellings rather than townhouses.

   This provides an incentive for smaller dwellings, which would incentive town homes because smaller dwellings are almost never standalone.

   45% of townhouses are 2-bedrooms which will see a higher charge in 15 of the 20 stormwater catchments. Based on the draft charges consulted on, the increase is between $8 and $5790 and an average of $2100 for catchments with increases. This alone is unlikely to make a material difference to feasibility.

   Over the past three years 55% of development in the city has had 3 or more bedrooms which will be either unaffected or positively affected by this change.

It's also worth noting that in the AGPAC vs HCC judicial review, developers suggested using a universal rate of 1 HUE for stormwater charges. The draft DC Policy approach does this, but with the incentive for smaller/more dense dwellings.

**9. Do our proposed DCs disincentive infill and intensification and make standalone developments more viable?**

Unlikely. The District Plan, market demand for different types of housing, and cost of materials will be some of the drivers of decisions by large land developers as to what typologies they build, less so DCs.

Infill DC charges remain well below greenfield charges. Infill/attached dwellings has an advantage of lower land costs and the potential savings of building to scale. These dwellings also tend to be smaller floor areas so lower costs to build. However, building multi-storey dwellings is more expensive than single-storey so there is a different feasibility calculation to undertake. Ultimately there are a lot of factors at play for each and every development that make the numbers stack up (or not) and DCs are a relatively small component of the equation. Research shows that in the long run, higher DCs are most likely to effect land prices.

**10. Will our proposed DCs lead to developers choosing to develop in Waipaa and Waikato instead?**

They may. There is always movement within the subregion, and there are a number of reasons why a developer may elect one or the other, and DCs is only one of them.

Hamilton and say Matamata or Te Awamutu for example are not direct comparisons to Hamilton, which offers city scale amenity, business density, service industries etc. Cheaper DCs in Waikato District will save some on upfront costs, but the market and demand is different there.

The issue of people and business moving to the Hamilton periphery is real, because they leverage our infrastructure but pay rates elsewhere. DCs are a part of that, but the bigger part is through plan changes, sub-regional planning and Future Proof.

**11. Is it true that the provision of canopy increases DC charges - yet we want canopies for the cooling effects as temperatures increase. Can this be altered?**

Yes, canopies are included in the definition of gross floor area, which is used to calculate the DC charge. Canopies are built to support business activity underneath them. Although they provide the additional benefit of coverage/cooling effect, the activity that occurs underneath is demand generating and should be liable for DCs. Note – any canopies which extend up to 1.0m from exterior walls are excluded from DC charges.

Charging canopies was extensively covered in the AGPAC vs HCC judicial review, where the Justice Gault found that charging for canopies was justified, lawful, and validated HCCs specific approach.

**12. Have we ever audited our DC policy? How does it compare to elsewhere?**

Council's DC policy was tested in the high court in the AGPAC judicial review. It was referred to and used as a source in the development of the DIA DC Policy development guide and template which

was made to support councils to develop robust DC policies. The DC Policy and its modelling have also been peer reviewed in the past by Covec Limited, Insight Economics Ltd, Lachlan Muldowney (Barrister) and PricewaterhouseCoopers.

As far as how it compared, DCs vary across different Councils because the legislation is a framework and lets the territorial authority build their approach. But, growth Councils including Tauranga and Auckland, and Christchurch are fundamentally the same.

13. **Can PDAs be public documents? Perhaps some aspects of them can be? Apparently they used to be.**

    It all depends on the agreement that we have with the Private Developer. There are clauses within an agreement that make it confidential or subject to be commercial sensitive. There are also cases that the whole agreement is considered commercially sensitive. For us to assess this they all would need to be sent to the legal services team.

    At this current point in time, we do not have enough resource to review all past and future agreements to see whether or not we can make them publicly available. Therefore, if requested via a LGOIMA we can assess at the time, or as we have done with a request previously, we have asked the requester to get a signed agreement from the developer to release.

14. **There is some concern regarding Peacocke and ensuring that development will happen there. Would you recommend any change to the DC policy to enable this? There is a suggestion that the DCs in Peacocke will stymie all development and potential affordability - is that valid?**

    *This topic is addressed in detail in the deliberations report.*

    In short, there is cause for concern to Peacocke in the short-term. The staff recommendation to phase charges is designed to address this and give developers time to build in costs, and noting that over 1,000 lots lodged recently in Peacocke will be afforded the current Policy cheaper DCs.

    Please also refer to the Insight Economics report attached to the report.

    It's important to note that in the current economic climate, greenfield growth has slowed significantly as demand has dried up. Changes to the DC charges does not change this. Economic growth, lower interest rates and consumer confidence will drive development growth.

15. **Can we consider option to provide DC remission in Yr 1 for peacocks offset by targeted rate? What impact would this have on revenue?**

    Yes, but that would need to be investigated for a future DC Policy review. The remission (which would in fact be a cap) on Peacockes charges is presented as an option for Council in the staff report. The targeted rate however is a complex matter that could not be confirmed for at least 12 months. In 2019 Council directed staff to investigate a targeted rate in Peacocke to address an under-recovery issue. It was indeed complicated and resource intensive. In the end the targeted rate was not needed, but it took about 9 months to get half of the way there.

16. **There was support from Bridge, Habitat and Lands Trust for the extension of the community housing remission to include charitable trusts (not just CHPs). We didn't include this due to potential cost. Can this cost information be provided to us again in the deliberations report please.**

Staff considered the inclusion of charitable trusts but had concerns about the formation of trusts in order to beat the system. We have again looked into this and spoken to Community Housing Aotearoa who advised that registered charities could be confirmed on the charities registered and had a requirement to recycle funds for charitable purposes making it difficult to profiteer from a remission. Staff have therefore recommended the inclusion of charitable trusts that meet the remission criteria, noting that this could double the cost of the remission.

It is also important to note that the community housing remission is not designed to support the development of affordable housing for sale. The intent of the remission as it stands is to increase the provision of social/community and affordable *rental* housing. Therefore, these charitable trusts would be eligible if their proposed development provided rental housing, not if they were selling the properties on.

17. **Can we have the benefits and costs of including charitable trusts in the community housing remission reiterated to us? We did hear about the costs from our DC team but the potential benefits were not described clearly. Given the affordable housing crisis, we need this option more clearly explained for our consideration.**

Staff are recommending the inclusion of registered charities who deliver social or affordable rental housing to be included in the remission. This will capture charities that are delivering community housing that meet the criteria of the remission.



We are not proposing to expand the provision to include affordable housing that is sold as this is outside the scope of the intention of the remission which is to increase the supply of social and affordable rental housing. This was established to support the movement of people out of emergency housing hotels.

Benefits and considerations are outlined below:

| Benefits of community housing remission | Considerations for the community housing remission |
|---|---|
| i. Supports the provision of more social housing in Hamilton.<br>ii. Amendments will protect the long-term benefits to the city.<br>iii. The remission has directly led to new community housing developments.<br>iv. Moving people from emergency housing hotel rooms into proper, appropriate housing has social benefits for the people involved and frees up hotels for visitor use. | i. Does not include affordable housing<br>ii. Some housing providers operate through lease agreements with commercial developers and will therefore be excluded<br>iii. Providers can receive other funding from government or government contracts to provide.<br>iv. Increases the cost of the social housing remission by $6M over 10 years. |

If elected members wish to create an affordable housing remission for charitable trusts that captures housing that is sold at below market rates, we estimate the cost could be over $1.3M per year ($13M+ over 10 years) which assumes the consenting of 25 homes per year in infill parts of the city. A bigger development could easily exceed this amount. If uptake was higher than 20 dwellings per year or located in greenfield areas with high charges, the cost would be significantly higher.

Council would also need to develop a definition of affordable housing. Just because housing is delivered by a registered charitable trust, does not make it affordable. Charities often sell goods (including property) in order to fund their charitable purposes. Hapori Park in Templeview is an example of a new development that is being delivered by a registered charitable trust.

| Benefits of affordable housing remission | Considerations for the affordable housing remission |
|---|---|
| i. Supports the provision of more affordable housing in Hamilton.<br>ii. Supporting models similar to the Bridge Housing Trust would ensure affordability is retained over the long-term.<br>iii. May improve feasibility of projects. | i. Is a remission the most effective means of supporting affordable housing?<br>ii. A remission for affordable housing delivered by charitable trusts could cost $13M over the LTP period if 250 affordable homes were delivered.<br>iii. A definition of affordable housing would be required.<br>iv. Council may provide other support. |

**18. How many years in the past 10 years have we met our DC projections?**

*This topic is addressed in detail in the deliberations report.*

Council did not meet its DC projections in 2021 and 2022 only.

| Year | Actual Revenue (000') | Revenue projection (000') | Variance (000') | Source |
|---|---|---|---|---|
| 2014 | $16,096 | $6,362 | $9,734 | 2012-22 LTP Book |
| 2015 | $16,066 | $6,571 | $9,495 | 2012-22 LTP Book |
| 2016 | $24,236 | $9,500 | $14,736 | 2015-25 LTP Book |
| 2017 | $15,795 | $9,027 | $6,768 | 2015-25 LTP Book |
| 2018 | $25,830 | $9,141 | $16,689 | 2015-25 LTP Book |
| 2019 | $24,632 | $17,518 | $7,114 | 2018-28 LTP Book |
| 2020 | $32,198 | $25,104 | $7,094 | 2018-28 LTP Book |
| 2021 | $28,095 | $29,909 | -$1,814 | 2018-28 LTP Book |
| 2022 | $27,062 | $31,622 | -$4,560 | 2021-31 LTP Book |
| 2023 | $36,502 | $33,822 | $2,680 | 2021-31 LTP Book |
| **Total** | **$246,512** | **$178,576** | **$67,936** | |

**19. Can DC remissions incentivise particular housing typologies? Can this be explored some more by the team? If we delayed the policy, could this idea be worked up? Is a DC remission for particular housing typologies (townhouses, terraced, apartments) possible? This seems like it would be tricky.**

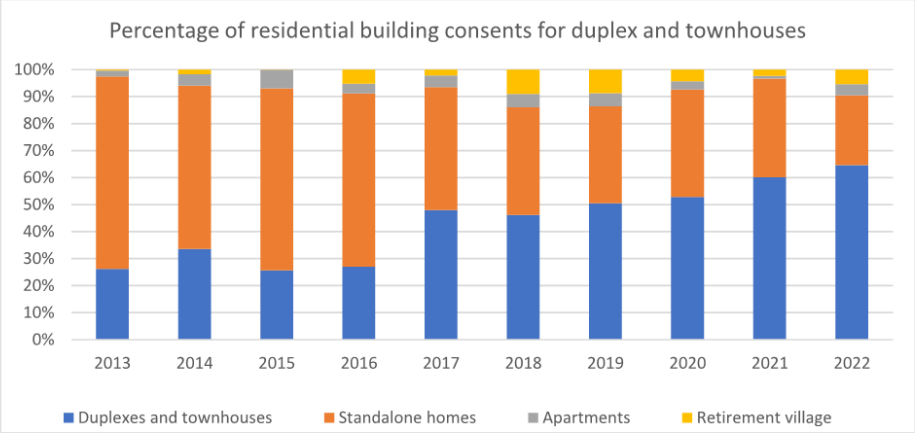
The DC policy already incentivises different typologies through the bedroom based approach which charges more for large dwellings and less for smaller dwellings. Council's DC policy also has the central city remission, which provides an incentive for development generally but particularly apartments in the central city.

Council could introduce a different rate for different typologies, but this would require at least 6 months of work including modelling projected demand for each typology, and changing software, so would need to be part of a future review if Elected Members wanted to take that approach.

DCs are only a small part of the picture in relation to what typology the market delivers. Land prices are the biggest incentive for intensive development like townhouses and apartments. As land prices have increased, development of townhouses, duplexes and apartments have increased because the land cost is shared across more dwellings. It is also becoming an increasing part of greenfield development (42% in 2023). 80% of infill development is attached.

The district plan is Council's biggest tool for enabling higher density development like townhouses and apartments.

The graph below shows a breakdown of typologies in Hamilton.




**20. What does Plan Change 12 potentially offer us in terms of DC revenue and have we factored this in? Some developers mentioned this favourably suggesting that it will open up opportunities.**

Plan change 12 is unlikely to change DC revenue for the following reasons:

- The current growth model was used PC12 assumptions to allocate growth across the city
- PC12 does not change the total number of new dwellings expected in Hamilton, it simply shifts where they might be built.

Developer's who presented a verbal submission supported PC12 because it enabled them to get more value from a land parcel, and therefore improved feasibility of a project.

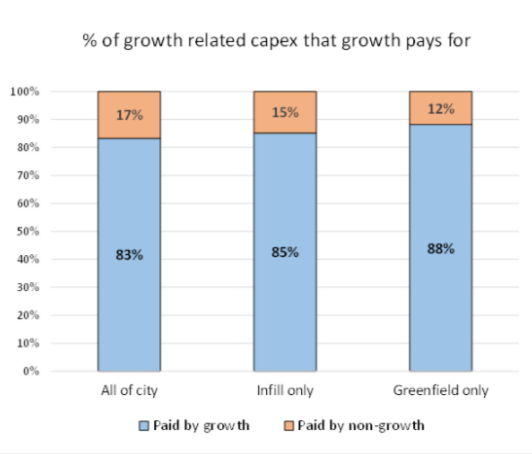
**21. To what extent does growth pay for growth in regard to capex - comparing growth capex with projected DCs and the projected revenue from new rating units that would be allocated to growth capex.**

Several submitters referred to the principle Council has in its financial strategy that growth should pay for growth. It is often asked to what extent this is true, and it important to understand if and to what extent the general ratepayer contributes to growth infrastructure.

It also needs to pointed out that part of the reason growth doesn't pay 100% of growth related costs is firstly that the LGA doesn't allow for that because the cost allocation must account for benefits that the existing residents enjoy from growth infrastructure. This could include access to new sports parks, improved city scale transport networks and future proofing of wastewater and water facilities.

Based on the draft capital programme, across the city **83% of growth related capex is recovered through DCs.**

Note that often around 60% is given for that percentage, which is a DC cost allocation figure which includes portions of capex that is not growth related. We should have been more precise about this, because that percentage includes renewals and LOS that are part of growth related projects. If this is backed out the more representative percentage of 83% is arrived at.




DC revenue in allocated to growth projects in proportion to the DC charge for each growth project. A rating revenue allocation is more difficult and not immediately available.

22. **CBD high rise remission 100% down to 90%.**
    Would have a minor effect on revenue, perhaps $500k across the LTP period. Elected members could move to introduce this at the deliberations Council meeting.

23. **What are our options for amending the proposed Development Contributions policy?**
    Refer to DC Policy deliberations report and attachment 1 for options proposed.

24. **Can you get a remission for the Te Ture Maaori housing remission and community housing remission at the same time?**
    A development could in theory meet the criteria for both the Te Ture Whenua Maaori Act remission and the Community housing remission, for example a social housing development that was a papakaainga. However, they would need to select only one to apply to their development. A remission would not be stacked or doubled up.

    Staff will include a note of this nature in the DC policy for the avoidance of any doubt.

**25. What is your response to submitters that said that the DC policy will disincentivise development of medium density residential housing?**
Refer questions 9 and 18 above.

# Council Report

Item 9

**Committee:** Council **Date:** 04 June 2024

**Author:** James Clarke **Authoriser:** Blair Bowcott

**Position:** Corporate Planning & Advocacy Manager, Strategic Planning & Advocacy **Position:** General Manager Strategy, Growth and Planning

**Report Name:** 2024-34 Long-Term Plan Deliberations

| **Report Status** | *Open* |
|---|---|

## Purpose - *Take*

1. To seek direction and approval from the Council on changes required to finalise the 2024-34 Long-Term Plan for adoption on 4 July 2024.

## Staff Recommendation - *Tuutohu-aa-kaimahi*

2. That the Council:

a) receives the report;

**Underlying and supporting information**

b) notes the updated assumptions in paragraph 45-58 of this report will be used for the purposes of preparing the final 2024-34 Long-Term Plan;

c) notes the updated Fees and Charges schedule in Attachment 5;

d) approves the changes to the performance measures and targets adopted in March 2024 as outlined in paragraph x of this report;

e) notes the potential impacts on the performance measures and targets, as set out in Attachment 8 resulting from the proposed level of service cuts;

f) notes the draft Infrastructure Strategy that Council adopted on 14 March 2024 will be updated to reflect changes to the capital programme as agreed at this meeting, and that the final Infrastructure Strategy will go to Council for approval on 4 July 2024;

**Budget adjustments**

g) approves the following changes to be made to the draft 2024-34 Long-Term Plan budget, for the purposes of preparing the final 2024-34 Long-Term Plan:

i. the base operating budget changes described in paragraph 70-72 of the staff report;

ii. the base capital budget changes described in paragraph 73-76 of the staff report;

iii. the base renewal and compliance programme changes described in paragraph 84 of the staff report;

**Additional information**

h) notes that that Hamilton Central Business Association has opted to not continue with a Business Improvement District (BID) Poll at this time to extend the boundary of the BID to include a portion of Hamilton East for this 2024-34 Long-Term Plan;

i) notes the information provided in relation to Fairfield and Enderley in paragraph 88-92 of this report, as requested at the Strategic Growth Committee on 20 April 2024;

**Municipal Building**

j) requests that staff consider reconfiguration of appropriate vacant areas of the Municipal Building, where funds and resource prioritisation are available, to provide space for community use at no net overall cost to Council, and to provide updates to the Economic Development Committee;

k) approves, subject to the Council's staffing requirements, operational needs, allocation of budget, and availability of space in the Municipal Building tower, the Chief Executive to investigate the viability of progressively withdrawing from levels 1, 2 and 3 of the Caro Wing and making the space available for alternative community, quasi-community or commercial leasing;

l) notes that the Municipal Building is a strategic property asset and delegates governance oversight of the property, and authority to approve development proposals where applicable, to the Economic Development Committee;

**Water reform**

m) requests the Chief Executive to expedite work to ensure that Council is equipped to make and implement decisions to secure increased debt headroom and the most cost-effective delivery of waters services to Hamilton as soon as the key outstanding policy and legislative questions are resolved, including:

    i. the internal separation of waters activities through the creation of an internal business unit with its own balance sheet and financial reporting – identifying and ring-fencing all of the activity that would need to be transferred to a waters Council-Controlled Organisation (CCO);

    ii. identifying the current (historic) borrowing that is related to waters;

    iii. working to enable the Council to separate waters charges from general rates through a long-term plan amendment that would apply from Year 2 of the Long-Term Plan;

    iv. exploring all options to secure increased debt headroom and the most cost-effective delivery of waters services to Hamilton;

    v. working with and consulting as may be necessary the (approximately 200) Council staff who would be directly affected by any change in service delivery and the possible creation of a CCO; and

    vi. working effectively with other local authorities to progress and consider options for jointly establishing a waters CCO or other ways of securing the benefits of scale;

n) considers how the activity referred to in m) can be funded in 2024/25, noting that on 30 May 2024 Council will consider a report regarding the reallocation of $1.66 million of Government Better Off and Transition Funding, but that this will not be sufficient to fund the work required in 2024/25 for the full establishment and transition to a CCO in future years;

o) notes that high-level modelling conducted during the development of the draft Long-Term Plan and presented to Council in November 2023 estimated that rates rises in Years 3 - 6 would be about 6 percentage points lower if Council were not responsible for delivering water services, but notes the uncertainty associated with those estimates and the significant changes that have occurred more recently;

**Level of service reductions**

p) notes that personnel and consultancy savings of $10.5 million per annum, introduced part-way through Year 2 with full savings from the start of Year 3, are included in the proposed Long-Term Plan budget;

q) notes that to achieve the level of personnel and consultancy savings in p):

i. the community-facing levels of service totalling $7.7 million will be reduced or stopped, as set out in Tables 2 and 3 of **Attachment 8 Possible Service Level Reductions**; and

ii. the Chief Executive will make a further $2.8 million savings by reducing enabling levels of service in the following areas, as set out in Table 1 of **Attachment 8 Possible Service Level Reductions;**

r) notes that the Chief Executive has identified a further $2.0 million of potential savings (not included in the budget) that could be achieved by making more substantial enabling service level reductions in the areas shown in q)ii. – either to increase the $10.5 million savings, or to change the make-up of them;

s) **EITHER**

**Option 1** notes that level of service reductions as listed in q) will occur part-way through Year 2 with full savings from the start of Year 3 as currently assumed (noting this will require Council decisions on the specific community-facing service reductions, and the quantum of enabling service reductions, to be made as part of the 2025/26 Annual Plan and/or Long-Term Plan Amendment);

**OR**

**Option 2** requests the Chief Executive to begin implementation of service level reductions during Year 1 with full savings from the start of Year 2 (noting this will require Council decisions on the specific community-facing service reductions, and the quantum of enabling service reductions, to be made at this meeting);

t) notes that, subject to the Council decisions on q), r) and s), staff will present an updated performance measure framework on 4 July 2024;

**Financial strategy**

u) notes the changes to the financial strategy measures since the draft Long-Term Plan was adopted;

**Potential changes**

v) notes the six options provided for additional capital deferrals in **Table 11: Possible additional capital deferrals**;

**Community Infrastructure targeted rate**

w) approves:

staff to proceed with the Community Infrastructure targeted rate, as per **Option 1** (40c per week to the to the median-value residential property) of the staff report, and approves the formation of an Elected Member working group to determine which projects will be funded by the targeted rate;

**OR**

staff to proceed with the Community Infrastructure targeted rate, as per **Option 2** (80c per week to the median-value residential property) of the staff report, and approves the formation of an Elected Member Working Group to determine which projects will be funded by the targeted rate;

**OR**

approves **Option 3** of the staff report not to proceed with the Community Infrastructure targeted rate in the final 2024-34 Long-Term Plan, and advises whether there are any unfunded projects that may have been funded by this targeted rate that it wishes to add to the base budget;

**Community Resilience and Extreme Weather targeted rate**

x) **EITHER**

approves staff to proceed with the Community Resilience and Extreme Weather targeted rate, as per **Option 1** (40c per week to the to the median-value residential property) of the staff report, and determines which projects to include in the final 2024-34 Long-Term Plan;

**OR**

approves staff to proceed with Community Resilience and Extreme Weather targeted rate, as per **Option 2** (80c per week to the to the median-value residential property) of the staff report, and determines which projects to include in the final 2024-34 Long-Term Plan;

**OR**

approves **Option 3** of the staff report to not proceed with the Community Resilience and Extreme Weather targeted rate the final 2024-34 Long-Term Plan, and advises whether there are any unfunded projects that may have been funded by this targeted rate that it wishes to to add to the base budget;

**Pool inspections targeted rate**

y) approves the establishment of the targeted rate for pool inspections, as per **Option 1** of the staff report, in the final 2024-34 Long-Term Plan;

**Community funding**

z) notes the option to reinstate community funding (including tourism and event funding) as detailed in paragraph x of the staff report that was reduced through the draft budget, based on Elected Member feedback following verbal submissions;

**Te Waka**

aa) notes proposed funding for Te Waka – Waikato Development Agency Funding of $112,000 will be removed from the proposed Draft 2024-34 Long-Term Plan following its announcement that it will cease operating as at 30 June 2024, and the options presented in respect of that funding in paragraph x;

**Rates**

bb) confirms the proposed rates increases it wishes to introduce across the 10 years of the Long-Term Plan;

**Next steps**

cc) requests the following work relating to capital expenditure, concern over which was a clear theme of submissions, to feed into the 2025/26 Annual Plan and/or Long-Term Plan Amendment;

i. develop scope statements for our significant capital projects and undertake further independent scope and cost reviews on significant projects; and

ii. a review of capital spending, looking specifically at the underlying drivers of the cost of capital projects and options to address these;

dd) requests the establishment of a working group consisting of the Chair and Deputy Chair of the Strategic Growth and District Plan Committee, other Elected Members and staff to engage with developers to address issues with development consenting and approval processes, and to report to the Strategic Growth and District Plan Committee;

ee) requests that staff report to the Strategic Growth and District Plan Committee with a review of Council's approach to emerging areas, including analysis of:

i. the whole-of-life costs of new growth areas and how these costs can be met through new or existing financial levers;
ii. the long-run economic efficiencies of Council not actively managing urban growth in these areas and instead allowing these areas to be urbanised under the control of neighbouring Council's; and
iii. the spatial planning and 'place making' implications benefits and disbenefits of actively managing growth in emerging areas compared to being inactive.

ff) notes the growing likelihood of Council delivering a long-term plan amendment alongside the 2025/26 Annual Plan, primarily caused by changes relating to three waters and the possible creation of a Council-Controlled Organisation, and the potential to use the Long-Term Plan Amendment to take forward critical workstreams, including:

i. the matters referred to in cc), dd) and ee) above, and a consequential review of DC levies;

ii. the rating review requested by Council on 20 February 2024 to report back ahead of the 2025/26 Annual Plan; and

iii. potentially further work looking at Council's levels of enabling and community-facing services, and a consequential review of the organisation to deliver agreed levels of service;

gg) notes that in order to enable the critical workstreams referred to in ff) to progress within existing budgets, prioritisation of existing work will be required;

hh) notes that the Mayor, Councillors and staff will continue to engage with central government and the Local Government Funding Agency to advocate for funding and financing tools and other solutions to address the city's needs; and

ii) requests the Chief Executive prepare the final 2024-34 Long-Term Plan for audit and adoption, based on the draft Long-Term Plan budget adjusted for changes agreed at this meeting.



## Executive Summary - *Whakaraapopototanga matua*

3. This report presents the proposed changes to the draft 2024-34 Long-Term Plan budget. It reflects community feedback following consultation, as well as updates to the significant forecasting assumptions, service performance measures, and new information that has become available since the Consultation Document was approved.

4. The report also reflects discussion by Elected Members at the end of the verbal submission Council meeting between 15-17 May 2024, and includes information requested by Elected Members following that meeting as **Attachment 1: Information requests from Elected Members.**

5. For further information on agreed operating and capital budgets, and particulars of projects and proposals, please see the Draft 2024-2034 Long-Term Plan Budget report available here presented to Council on 28 November 2023, and the Updated Draft 2024-34 Long-Term Plan Budget report, available here presented to Council on 20 February 2024.

6. The proposals on which Council explicitly consulted and sought community feedback were:

   i. potential targeted rates for additional services; and
   ii. the proposed targeted rate for pool inspections.

7. Council also sought community feedback on:

   i. how we plan to balance the books;
   ii. reducing Council's services and costs from Year 2; and
   iii. the walking and cycling bridge in the central city.

8. This report provides a summary of the financial implications of the proposals on which Council consulted on. For details, refer to **Attachment 2: Financial implications of alternative options in the Consultation Document.**

9. The Consultation Document provided information on Council's Financial Strategy, including implications of average rate increases for median-value properties, and sought feedback on the proposal of a 19.9% rates increase in 2024-25 ($11 per week for the median residential ratepayer) and 15.5% for the following four years (2025-26 to 2028-29).

10. The Consultation Document provided information on Council's enabling and community-facing services to consider how Council could reduce costs from 2025-26, saving $104 million over the Long-Term Plan period. Council sought community feedback on whether Council should find savings through reducing personnel and consultant costs, potentially impacting services.

11. The Consultation Document provided information on the budget for the proposed walking and cycling bridge in the central city and sought feedback on this.

12. The Consultation Document also provided the opportunity for the community to provide feedback on anything else Hamiltonians deemed important.

13. Council received the following level of response from the community:

   i. 2931 submissions on the Consultation Document for the draft 2024-34 Long-Term Plan; and
   ii. 140 verbal submissions to Council.

14. There were also 74 submissions on the draft Development Contributions Policy and Growth Funding Policy, which are considered in a separate report at this meeting.

15. A separate report concerning Long-Term Plan matters, primarily focused on the Infrastructure Acceleration Fund and asset sales, is also being considered in the public excluded part of this meeting.
16. The deliberations meeting is the opportunity for Council to make final decisions on the 2024-34 Long-Term Plan budget. Elected Members are required by section 78 of the Local Government Act 2002 to *give consideration to the views and preferences of persons likely to be affected by, or have an interest in, the matter*.
17. Council needs to determine the response to the key matters consulted on, and any other changes Elected Members wish to make. Although the deliberations report does not respond to all items raised through submissions, Elected Members have the opportunity to raise motions on any Long-Term Plan item.
18. Staff will be available to model the implications of any motions raised, however, financial implications may be estimates only due to the short timeframe to model during the meeting.
19. Decisions on the 2024-34 Long-Term Plan budget need to be made by the end of this meeting to allow sufficient time for the processing of changes, preparation of financial statements, auditing, and the final adoption of the 2024-34 Long-Term Plan document, scheduled for 4 July 2024.
20. During the development of the Long-Term Plan, it has become increasingly evident that a long-term plan amendment is likely to be required next year. This is primarily caused by changes relating to three waters, and the possible creation of a Council-Controlled Organisation (CCO) that would be responsible for delivering the city's (and, depending on formation, possibly other councils') water services.
21. A long-term plan amendment would also be able to give effect to a large number of significant workstreams that have emerged or been commissioned during the development of this Long-Term Plan. It may also provide Council with the opportunity to reduce the ongoing rates rises set out in the proposed Long-Term Plan, which are in large part caused by the rising costs of water infrastructure, which would become the responsibility of any waters CCO if set up.
22. Staff consider the matters and decisions in this report have high significance, and that the recommendations comply with Council's legal requirements.

## Background - *Koorero whaimaarama*

**Community outcomes**

23. On 3 August 2023, Council reaffirmed its existing five priorities as its community outcomes, to use for decision-making in determining the plans, strategies, services and projects delivered to the city and its residents.

24. The community outcomes are:
    i. a city that's easy to live in;
    ii. a city where our people thrive;
    iii. a central city where people love to be;
    iv. a fun city with lots to do; and
    v. a green city.

**Draft 2024-34 Long-Term Plan budget**

25. Council approved a draft 2024-34 Long-Term Plan budget at the 28-29 November 2023 Council meeting. This was predicated on Council delivering three waters services in the first two years

only, in line with legislation at the time. This provided the basis for staff to prepare the 2024-34 Long-Term Plan Consultation Document and underlying information.

26. In February 2024 the Government repealed the legislation that would have transferred responsibility for delivering water services from councils to ten new entities, meaning Council currently remains responsible for delivering water services for all 10 years of the Long-Term Plan.

27. At the 20 February 2024 Council meeting, Council approved an updated draft Long-Term Plan budget in light of this change. The updated draft Long-Term Plan resulted in an updated Consultation Document and updated underlying information.

28. The draft Long-Term Plan budget focuses on looking after our existing infrastructure and improving the wellbeing of the Hamilton community, and is structured under the five community outcomes set out above.

**Consultation**

29. Supported by an Elected Member working group, staff produced the Consultation Document that formed the basis of the formal public consultation. The production of this document is a legal requirement.

30. Due to legislative changes brought about as part of the repeal of the three waters legislation, the Consultation Document was not legally required to be audited, unlike previous long-term plan consultation documents. The Consultation Document did not have an audit opinion nor audit clearance, nor a review by the Office of the Auditor-General (OAG). As such, any potential emphasis of matters or qualifications in the Long-Term Plan by Audit New Zealand are unable to be reported at this time. Audit New Zealand did however review the Consultation Document, and are working closely with staff in the review of the underlying and supporting information for the Long-Term Plan.

31. The Consultation Document and underlying information were adopted by Council on 14 March 2024.

32. The formal consultation period ran from 19 March until 21 April 2024 and included consultation on:
    i. the draft 2024-34 Long-Term Plan;
    ii. the Development Contributions Policy and the Growth Funding Policy;
    iii. the Revenue and Financing Policy; and
    iv. the Rates Remissions and Postponements Policy.

33. The proposals on which Council formally consulted within the Long-Term Plan consultation were:
    i. the proposed Community Infrastructure targeted rate;
    ii. the proposed Community Resilience and Extreme Weather targeted rate; and
    iii. the proposed targeted rate for pool inspections.

34. The Consultation Document also provided information the Financial Strategy, including rates implications, and sought community feedback on:
    i. how we plan to balance the books;
    ii. reducing Council's services and costs from Year 2; and
    iii. the walking and cycling bridge in the central city.

35. Council received the following level of response from the community:
    i. 2931 submissions on the Consultation Document for the draft 2024-34 Long-Term Plan;
    ii. 74 submissions of the draft Development Contributions Policy and the draft Growth Funding Policy (see separate report being considered at this meeting); and
    iii. 140 verbal submissions to Council on 15-17 May 2024.

36. Staff, supported by Kirikiriroa Maaori Ward Councillors and Maangai Maaori, also engaged with Maaori partners before and during the consultation period.

37. Summaries of key themes from submissions are included in the relevant sections of this report. The submission insights report was included in the Agenda for the 15 May 2024 Council meeting.

38. Elected Members and Council staff worked hard during the consultation period to engage with as many Hamiltonians as possible, and to encourage as many people as possible, from all parts of the community, to make submissions. Our engagement tactics are considered in the [Communication and Engagement tactics report] was included in the agenda for the 15 May 2024 Council meeting.

39. Staff have provided an additional attachment, comparing the demographics of those who made a submission during the Long-Term Plan consultation, those who made a verbal submission, and the city's population as a whole; and comparing the answers and key submission themes from those who made a verbal submission with submitters as a whole. This is attached at **Attachment 3: Verbal submissions insights report.**

40. In preparing this report, staff have considered all submissions received in electronic and hardcopy submission forms, verbally during the verbal submissions process, and by freeform correspondence (i.e., those who did not complete a submission form but forwarded their feedback by letter or email).

41. Responses to questions from Elected Members arising from the submissions have been provided in **Attachment 1: Information requests from Elected Members.**

## Discussion - *Matapaki*

**Deliberations**

42. The purpose of the deliberations meeting is for Council, having heard from the community, to agree any changes to the draft Long-Term Plan budget, so that staff can prepare the final Long-Term Plan to be presented to Council for adoption on 4 July 2024.

43. Where no change is sought to items in the draft Long-Term Plan budget, no resolution is required.

44. Although the deliberations report does not respond to every item raised through submissions, Elected Members have the opportunity to raise motions on any Long-Term Plan item through the deliberations process.

**Assumptions**

45. Council approved the significant forecasting assumptions as part of the underlying information to the Consultation Document on 14 March 2024.

46. It is necessary to review and update the significant forecasting assumptions at every step in the Long-Term Plan process. The assumptions are generally updated as a result of changes in the

environment (political, economic etc) or additional information that becomes available (e.g., contract negotiations), or simply to provide additional information to clarify matters of significance.

47. Changes have been made to three of the assumptions previously agreed. These are Development Contributions revenue forecast, interest, and water reform to reflect announcements from government. In addition, a new Assumption pertaining to the Fast Track Consents Bill has been added.

48. Changes have also been made to the assumptions previously agreed to note the high level of uncertainty associated with the following assumptions:
    i. three waters reform;
    ii. Resource Management Act 1991 reform;
    iii. Citywide Investment Programme (high level of uncertainty from 2025-26); and
    iv. vested assets.

49. These changes are reflected in **Attachment 4: Draft significant forecasting assumptions.**

50. Further changes to the forecasting assumptions will be made as a consequence of decisions at this meeting. They will be reviewed and updated for events up to the time of adoption of the Long-Term Plan on 4 July 2024. The formal write-up of the updated assumptions will therefore be undertaken in preparation of the final Long-Term Plan document.

***Development Contributions revenue forecast***

**Table 1: Development Contributions revenue forecast March 2024 and May 2024**

| Year | Revenue estimate ($000) | |
|---|---|---|
| | **March 2024** | **May 2024** |
| 2024-25 | 30,442 | 21,174 |
| 2025-26 | 32,877 | 28,485 |
| 2026-27 | 43,222 | 38,417 |
| 2027-28 | 55,341 | 52,625 |
| 2028-29 | 56,842 | 57,514 |
| 2029-30 | 53,444 | 55,954 |
| 2030-31 | 54,556 | 58,657 |
| 2031-32 | 52,154 | 58,861 |
| 2032-33 | 56,868 | 63,249 |
| 2033-34 | 53,798 | 60,813 |

51. The Development Contributions (DC) model generates a *'modelled' DC revenue projection.* However, this is a theoretical projection that assumes that all future units of growth in the city pay a full DC. As such it requires modification to account for factors that the model does not, in order to arrive at an *actual DC revenue* that Council uses in its Long-Term Plan financial forecasting.

52. These factors include:

    i. **legislative** – Schedule 13 of the Local Government Act 2002 (LGA) requires that the high-level growth projection (NIDEA) used to underpin transport and waters modelling is used in the DC model, when only a proportion of that growth will actually pay DCs. It would be logical to account for this by depressing the projections in the DC model to reflect paying HUEs. However, this is likely to be inconsistent with the LGA and not advised, and in any case this would further increase the DC charges;

ii. **DC Credits** – A development will get DC credits where there is pre-existing demand on a site, but this can be from a building long since gone from the site, but this can be from a building long since gone from the site which is not contemplated by the NIDEA projections;
iii. **DC Remissions / reductions –** discretionary DC remissions, phasing or capping used to subsidise social or cultural activities, mitigate the effect of high DC charges, or to incentivise economic activity;
iv. **Economic conditions** – to reflect the acute state of the construction and development sector, DC revenue was adjusted downward based on the latest MBIE construction index forecasts. The Long-Term Plan projections also limit the assumed DC revenue if the charges are too high, on the basis that some development wont procced. This adjustment reduce revenue largely in Years 1-4; and
v. **Historic DC rates** – The DC Policy and therefore rate is typically locked at the time a consent is lodged. But the development may not be built for a number of years. Without intervention, the model will assume that developments pay the current rate, so to account for this forecast DC revenue is reduced based on historical data.

***Three waters reform***

53. This assumption has been updated to reflect the repeal of the previous government's water reform legislation. Communication from the Minister of Local Government to councils signalled the direction for replacement of the repealed legislation (Local Water Done Well). Economic regulation and an expectation of council-led entity partnerships to reduce costs has been signalled, and therefore operational expenditure funding will likely be required. This has not been funded in the draft Long-Term Plan. As of May 2024, councils have not seen the legislation anticipated to support Local Water Done Well. The nature of water reform under the new government continues to create uncertainty around the mechanisms of water services providers. Additional investment is almost certainly required to meet the government's intended outcomes.

***Fast Track Consenting Bill***

54. The new Fast Track Approval Bill has recently been introduced into Parliament. The purpose of the bill is to "fast-track the decision-making process that facilitates the delivery of infrastructure and development projects with significant regional or national benefits". It is possible that the Fast Track Approval process will be used to enable developments on the periphery of the exiting Hamilton City boundary. This could result in significant new developments outside the city that draw development demand away from Hamilton City. This could impact on growth and financial modelling completed to support the Long-Term Plan.

55. There is also a lack of clarity around the need for proposed developments to be adequately serviced from a three waters and transport perspective. This could result in poor development outcomes and potentially infrastructure servicing challenges that require Council support to remedy. There is no investment included in the draft Long-Term Plan to provide new infrastructure services to areas outside of the existing city boundary, or for any new unplanned out of sequence development within the city boundary.

56. The Infrastructure and Assets Group has applied for the following Projects to be included as referred projects within the Fast Track Approval Bill:

**Metro Wastewater Treatment Plant Service Packaging**

A package of over $1 billion of investment in wastewater treatment, consisting of:

i. **Southern Metro Wastewater Treatment Plant**
A staged $500+ million investment over 30 years into a new wastewater treatment plant to provide for future planned growth in Hamilton's south, Hamilton Airport's industrial area and communities south of Hamilton, both in Waipaa and Waikato Districts.

ii. **Pukete Wastewater Treatment Plant Reconsenting and Expansion**
$500+ million investment over 15 years into Pukete treatment plant to get ready for subregional growth and higher discharge standards.

iii. **Hamilton Bulk Wastewater Storage Programme**
A total investment of $130+ million over 10 years, to develop bulk wastewater storage devices used to reduced wastewater overflows and open up limited additional capacity in the strategic wastewater network.

57. The outcome of the Fast Track Approvals Bill process is unlikely to be known when the 2024-34 Long-Term Plan is adopted.

***Interest***

58. PwC provide these projections based on Council's projected debt portfolio, as part of their ongoing treasury advisory function.

**Table 2: Interest rate forecast March 2024 and May 2024**

| Year | Interest rate | |
|---|---|---|
| | **March 2024** | **May 2024** |
| 2024-25 | 4.54% | 4.64% |
| 2025-26 | 4.45% | 4.24% |
| 2026-27 | 4.41% | 4.17% |
| 2027-28 | 4.49% | 4.16% |
| 2028-29 | 4.60% | 4.32% |
| 2029-30 | 4.78% | 4.50% |
| 2030-31 | 4.98% | 4.71% |
| 2031-32 | 5.13% | 4.82% |
| 2032-33 | 5.29% | 5.02% |
| 2033-34 | 5.67% | 5.22% |

**Fees and Charges**

59. Minor amendments have been made to the Fees and Charges Schedule (the Schedule) to correct minor matters, as per the resolution of 14 March 2024.

60. As the Demand Responsive Parking for short-term parking is intended to be operative from 1 January 2025, the current two-hours free parking needs be retained for the second half of 2024, necessitating the existing arrangements to be extended for six months. This was inadvertently omitted from the Schedule adopted as at 14 March 2024.

61. The requirement to validate a number plate in the new kiosks to register for the two-hours free parking was also inadvertently excluded from the Schedule adopted as at 14 March 2024, and has been included in the updated Schedule attached as **Attachment 5: Fees and Charges.**

**Service performance measures**

62. Staff have reviewed the proposed service performance measures and have made minor amendments to some measures from what was adopted in March 2024, to reflect changes in government direction, and to some targets, reflecting year-to-date reporting.

63. **Community Services**:

i. The number of physical visits to Hamilton City Libraries each year: 2024/25 target:
March: At least 600,000 visitors
May: At least 750,000 visitors
This measure was previously grouped with the online visits measure, and the target was incorrectly split between the two. The target has been amended to better reflect current results.

ii. The number of online visits to Hamilton City Libraries each year: 2024/25 target:
March: At least 1,300,000 visits
May: At least 800,000 visits
This measure was previously grouped with the physical visits measure, and the target was incorrectly split between the two. The target has been amended to better reflect current results.

iii. The percentage of Hamilton residents who are active library members: 2024/25 target:
March: At least 25%
May: At least 21%
This target was originally set at the time of drafting the Asset Management Plans and since then we have been monitoring achievement against this measure. The target has been amended to be a more realistic stretch target.

iv. The number of visits to Council-owned aquatic facilities and partner pools each year:
March: 2% increase on previous year each year except for 2026/27, for which the target was a 10% increase on the previous year
May: 'Maintain or increase on previous year' for all targets
These targets were modified to bring them into alignment with the other targets for consistency, and to reflect the planned shutdowns and associated impact on patronage.

v. The number of enrolments in aqua education and learn to swim programmes:
March:
2024/25: 105,000
2025/26: 114,000
2026/27: 128,000
By 2033/34: 179,000
May:
2024/25: 82,000
Every year until 2033/34: 5% increase on previous year
The measure for enrolments in aqua education and the learn to swim programme was developed a year ago. Since then both programmes have been reviewed, improvements made with more up-to-date data now available. The more realistic target for year one is 82,000 enrolments, with a 5% growth each year.

64. **Parks and Recreation:**

i. Neighbourhood park

March: The percentage of residential households with access to a neighbourhood park within 500m walking distance

May: The percentage of households with access to a neighbourhood park

I) within 400m walking distance for all medium/high density areas

II) within 500m walking distance for all other residential areas.

This measure was split into two to reflect changes to the Open Space Provision Policy.

ii. Graffiti removed

March: The percentage of graffiti removed within two working days

May: The percentage of graffiti removed within three working days

This measure was amended to bring the measure in line with the timeframes for other Parks and Recreation measures, including internal tactical measures not formally reported.

iii. National Policy Statement

March: The percentage of land covered by ecologically significant habitat (National Policy Statement)

May: The measure has been removed

The measure was only in place due to the NPS for Indigenous Biodiversity. The signalled changes to the NPS for Indigenous Biodiversity will impact significant natural areas.

65. **Water Supply**

i. The extent to which Hamilton's drinking water supply achieves compliance with Microbiological criteria within Taumata Arowai's Drinking Water Quality Assurance Rules and Microbiological maximum acceptable values under the Drinking Waters Standards:

March:

i) number of days T3 Bacterial Rules for Water Disinfected with Chlorine are met for water leaving the treatment Plant
ii) number of days D3 Residual Disinfection rules not achieved (FAC<0.1mg/L) for Hamilton City Supply Zone
iii) number of days D3 Residual Disinfection rules not achieved (FAC <0.1mg/L) for Temple View Supply Zone
iv) number of days D3 Residual Disinfection rules not achieved (FAC <0.1mg/L) for Claudelands Grandstand Tap Supply Zone
v) number of days E.coli detected in the Hamilton City Supply Zone
vi) number of days E.coli detected in the Temple View Supply Zone
vii) number of days E.coli detected in the Claudelands Grandstand Tap Supply Zone

May:

i) number of days E.coli detected in the Hamilton City Supply Zone
ii) number of days E.coli detected in the Temple View Supply Zone
iii) number of days E.coli detected in the Claudelands Grandstand Tap Supply Zone

The performance measures i) through iv) from March have been removed as DIA has signalled new proposed mandatory measures which focus on E.coli and protozoa. Council recently submitted on the DIA Consultation on Changes to the Rules for Water Supply. There is no proposed requirement to report on FAC, but we have included modified Water Supply safety measures to enable transparent reporting on water safety, while meeting the intent of the now obsolete measures. At the time of writing, it is not known whether the revised rules will include transitional provisions to allow Council to amend mandatory performance measures if required, with timeframes having due consideration to the procedural requirements for change under the Local Government Act 2002.

66. **Rubbish and Recycling**

i. illegal dumping incidents

March: The number of illegal dumping incidents not resolved within five business days following the initial report

May: The number of illegal dumping incidents not resolved within five business days following the initial contractor notification.

This measure was amended to reflect the process of contractor notification.

***Changes to service performance measures arising from level of service reductions***

67. Further revisions would be required if certain level of service reductions were made. This is covered in the Level of Service section of this report.

**2024-54 Infrastructure Strategy**

68. The draft 2024-54 Infrastructure Strategy that Council adopted on 14 March 2024 will be updated to reflect changes to the capital programme as agreed at this meeting.

69. The final 2024-54 Infrastructure Strategy will be presented to Council for adoption on 4 July 2024.

**Budget adjustments**

***Operating budget adjustments***

70. Operating budgets for each year of the draft Long-Term Plan were adopted as part of the underlying information to the Consultation Document on 14 March 2024.

71. Changes are required to these budgets as a consequence of new information since preparing the reports for the adoption of the Consultation Document and underlying information.

72. There are four categories of changes to operational budgets:

i. updates to forecasting assumptions: the changes to the significant forecasting assumptions outlined above have been reflected in the draft financial statements;
ii. operational budget corrections and adjustments: business units have continued to review their financial budgets to ensure they reflect the most up to date information;
iii. impacts from changes to the capital programme; and
iv. updates from the Development Contribution model.

**Table 3: Changes to operational budgets**

| | 24/25 $m | 25/26 $m | 26/27 $m | 27/28 $m | 28/29 $m | 29/30 $m | 30/31 $m | 31/32 $m | 32/33 $m | 33/34 $m |
|---|---|---|---|---|---|---|---|---|---|---|
| **Consultation Document BALANCING THE BOOKS** | ($37.6) | ($9.5) | $26.9 | $72.3 | $121.2 | $153.6 | $168.6 | $182.6 | $196.0 | $223.8 |
| Interest Rate Assumption Updates | ($1.7) | $0.6 | $0.0 | $1.4 | $0.6 | $1.6 | $2.0 | $2.4 | $2.5 | $7.0 |
| Capital programme impacts | ($0.7) | ($0.5) | ($0.6) | $1.5 | $5.3 | $7.0 | $5.6 | $5.1 | $5.7 | $6.2 |
| Development Contribution updates | ($4.3) | ($3.0) | ($3.6) | ($3.6) | ($2.6) | ($1.9) | ($1.5) | ($0.6) | ($0.9) | ($0.6) |
| Opex changes | ($2.7) | $0.6 | $0.4 | $0.2 | $0.1 | $0.4 | $0.5 | ($0.7) | ($1.5) | ($4.6) |
| **Deliberations Report BALANCING THE BOOKS** | ($47.0) | ($11.7) | $23.1 | $71.9 | $124.5 | $160.7 | $175.1 | $188.8 | $201.7 | $231.8 |
| | | | | | | | | | | |
| **Changes outside of Balancing the Books** | | | | | | | | | | |
| Development Contribution updates | ($5.0) | ($1.4) | ($1.2) | $0.9 | $3.3 | $4.4 | $5.6 | $7.3 | $7.3 | $7.6 |
| Capital Revenue | $9.1 | $4.9 | ($0.1) | $0.0 | ($0.2) | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 |
| | $4.1 | $3.5 | ($1.3) | $0.9 | $3.1 | $4.4 | $5.6 | $7.3 | $7.3 | $7.6 |
| | | | | | | | | | | |
| **TOTAL P&L CHANGE** | **($5.4)** | **$1.3** | **($5.1)** | **$0.4** | **$6.4** | **$11.5** | **$12.1** | **$13.5** | **$13.1** | **$15.6** |
| | | | | | | | | | | |

***Capital budget adjustments***

73. The capital budgets, along with the associated capital revenue for each year of the 2024-34 draft Long-Term Plan, were adopted as part of the underlying information to the Consultation Document on 14 March 2024.

74. Changes have been identified to these budgets as a consequence of new information since preparing the reports for the adoption of the Consultation Document and underlying information.

75. These changes relate to:

    i. updated information around revenue assumptions and reflecting council resolutions that have occurred since 14 March 2024; and

    ii. a request from the Mayor for staff to consider opportunities to defer capital expenditure to improve debt position in the first five years of the Long-Term Plan, which in turn allows for lower rates increases while staying within our debt covenant. This resulted in $136 million of capital expenditure (inflated) being moved from Years 1-5, either into later years of the Long-Term Plan, or outside the ten-year Long-Term Plan period.

76. The following table summarises the impact of the changes to the capital programme.

**Table 4: Impact of changes to the capital programme**

| Capital programme (inflated excluding vested assets) | 10-year total draft Long-Term Plan $ million | 10-year total including adjustments $ million | 10 year total movement $ million |
|---|---|---|---|
| **Capital expenditure** | 4,650 | 4,616 | -34 |
| **Capital revenue** | 577 | 591 | 14 |
| **Consequential opex** | 26 | 29 | 3 |

77. Further detail is provided in **Attachment 6: Detailed breakdown of project capital expenditure, revenue and consequential operating expenditure costs.**

***Capital expenditure deferrals***

78. The annual capital programme movement is shown in the table below. This shows the inflated deferral of capital expenditure from the first five years of the Long-Term Plan.

**Table 5: Capital programme annual movement**

| | 24/25 $million | 25/26 $million | 26/27 $million | 27/28 $million | 28/29 $million | 29/30 $million | 30/31 $million | 31/32 $million | 32/33 $million | 33/34 $million | TOTAL $million |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Proposed LTP** | 355 | 339 | 485 | 526 | 512 | 499 | 519 | 473 | 432 | 509 | **4650** |
| **Staff recommended programme** | 354 | 324 | 476 | 472 | 455 | 533 | 552 | 476 | 446 | 526 | **4615** |
| **Movement** | **1** | **15** | **9** | **54** | **57** | **-34** | **-33** | **-3** | **-14** | **-17** | **35** |
| | | | | **YEARS 1 – 5 TOTAL: 136** | | | | | | | |

79. The majority of the deferrals in capital expenditure come from budgets that are used to respond to growth. These include both deferrals of core strategic infrastructure delivered by Council and also upsize programmes where Council provides a contribution to increase the capacity of strategic infrastructure delivered by a developer from the capacity required just for their local development.

80. There is a risk that opportunities are missed if Council is unable to bring forward funding to align with a developers timing request for upsize contributions which will result in suboptimal use of land and inefficient infrastructure solutions potentially resulting in increased operating expenditure costs.

81. Other deferrals include urbanisation of rural standard roads with urban development proceeding posing safety risks and exacerbated disruption when roads are upgraded after development.

82. The Claudelands Power Resilience capital project was included in the draft Long-Term Plan budget due to ongoing concerns over the ability of the GLOBOX Arena and Claudelands Events Centre to cope with serious power failure. This contingency shortfall was revisited following

the FIFA Women's World Cup 2023 event where power resilience measures were essential to stage the event at FMG Stadium Waikato, and increasing enquiry for large event customers on those same measures for Claudelands, which could have serious financial ramifications for an event. In addition, management have had an ongoing concern over Claudelands' ability to fulfil its role for the community and wider region in the case of a major civil emergency, medical triage and other hospital services, respite shelter, emergency logistics etc.

83. However, in assessing the much broader challenges facing the Long-Term Plan budget, staff recommend its removal from "included" to "proposed". This is based on an unknown probability of need, and the fact that the need has not arisen in the past twelve years (electricity supply was not an issue in the COVID pandemic). In the case of a client "event-day failure" the risk remains , although good immediate site safety measures are in hand for such an occurrence. In the case of a prolonged electricity supply failure management under a civil emergency scenario, alternative solutions should be found (but not immediately).

**Renewals and compliance reprioritisation**

84. The draft Long-Term Plan renewal and compliance budgets have been developed from Council's Baseline Asset Management Plans (AMPs). The capital budget provisions for the Renewals and Compliance programme have changed as the Long-Term Plan budget has moved through its development stages, from:

    i. initial first cut AMP-derived request of $378.6 million uninflated total in Years 1-3 (excluding three waters in Year 3 onwards); to
    ii. initial budget forecasts of $305 million uninflated total in Years 1-3 (excluding three waters in Year 3 onwards); to
    iii. the revised budget as agreed by Council on 28-29 November 2023 of $333 million total in Years 1-3 (excluding three waters in Year 3 onwards). This change was due to Council's decision to lower risk across the programme by increasing the three-year budget by $27.5 million; to
    iv. the updated revised budget of 20 February 2024: a total of $389 million in Years 1-3 and the addition of the three waters programme from Year 3 onwards; to
    v. the updated draft Long-Term Plan budget in May 2024 – a total of $387 million total in Years 1-3. The budget reduction relates to the change of a Digital Services budget from capital expenditure to operating expenditure. This change has resulted in a $1.3 million reduction to Council's debt position in Year 1.

**Business Improvement District (BID) Hamilton East Boundary Extension Proposal**

85. Council resolved to include in the 2024-34 Long-Term Plan Consultation Document reference to Hamilton Central Business Association's (HCBA) proposal to extend the Business Improvement District (BID) to include a portion of Hamilton East, and to extend the BID targeted rate catchment to this area. It was noted that the implementation of this was subject to a change to the BID Policy (since approved), the outcome of a BID poll, and Council confirmation of the extension.

86. As reported to the 9 May 2024 Economic Development Committee, HCBA has withdrawn its proposal to extend the BID boundaries to include a portion of Hamilton East. The HCBA Executive Committee has decided to pause this initiative for the foreseeable future. HCBA intends to revisit the proposal in the future and – as per the amended BID Policy – can propose a BID boundary extension at any time, subject to a subsequent BID Poll and decision by Council.

87. This has no financial impact on Council, as the BID Targeted Rate is collected by Council and passed directly onto HCBA.

**Fairfield and Enderley**



88. At the Strategic Growth Committee on 20 April 2024, the Committee requested for staff to provide any relevant information for consideration as part of the Long-Term Plan deliberations in relation to Fairfield and Enderley.

89. Elected Members should note that the growth projections for the 2024-34 Long Term Plan are based on prioritisation of intensification of the central city and surrounds (stage 1) area. This excludes the Fairfield and Enderley areas which are currently projected to have minor increases in growth (approximately 358 dwellings over 40 years).

90. The Urban and Spatial Planning Unit will continue to work with Kāinga Ora through Plan Change 12 regarding their submissions seeking to intensify this area and more specifically with their re-development planning for Fairfield and Enderley areas.

91. If the Kāinga Ora submission to Plan Change 12 related to Fairfield and Enderley is accepted, this could result in more than an additional 2,000 homes in the area.

92. The following table provides a summary of investment (including funded and unfunded projects) in the 2024-34 Long Term Plan:

**Table 6: Investment in Fairfield and Enderley in the draft Long-Term Plan**

| Capital Programme | Summary of investment |
|---|---|
| **Community** | Community facilities improvements including a proposed new building for Te Papanui Community Centre (cost estimate $12m) are unfunded in the draft 2024-34 Long Term Plan.<br><br>Within the community facilities building renewals envelope in the draft Long Term Plan staff will plan and deliver renewals of the Enderley toilets, changing rooms and current Te Papanui Enderley community centre building. (This was included on the basis that the new build is unfunded and we need to look after the current asset.)<br><br>Following engagement with the local community, work is underway to renew and improve the Fairfield skate space. Work includes grinding and re-surfacing the existing skatepark so it rides like new, and extending the skatepark to provide more opportunities for a range of new features and riders of all abilities to enjoy. There will be seating, a new drinking fountain, rubbish bins and improved path connections. There will also be a half-court basketball court and new lighting to improve safety and security to enable more use of the facility by the community. |
| **Waters** | The three waters infrastructure investment required to service the regeneration of the Fairfield and Enderley areas to accommodate the Kāinga Ora aspirations outlined in their submission to Plan Change 12 requires investigation. Staff have committed to assisting Kāinga Ora staff and advisors to scope these investigation works.<br><br>Some network investments have occurred in the last three years to address existing level of service issues in the areas. These investments, along with future recommended projects, have capacity to provide for modest levels of growth in the Fairfield and Enderley areas.<br><br>A number of three waters projects have been recommended to provide for the model levels of growth included in Council's 2023 Growth Projections. |

| | |
|---|---|
| | The funded projects included in the draft Long-Term Plan and the unfunded projects are summarised below:<br><br>**Funded:**<br>· Strategic Stormwater Network Upgrades - Residual Programme – ($45 million from Years 5-10)<br>· Fairfield Water Supply Pump Station Upgrades ($3.3 Years 2-3)<br>· Additional Water Supply Reservoir – Ruakura ($83.4 million Years 4-7)<br><br>**Unfunded:**<br>· Enderley – Fifth Ave Wastewater Diversion ($4.3 million Years 2-5)<br>· Enderley Trunk Wastewater Main ($6.05 million in Years 3-5)<br>· Funding provision to upgrade the local network in the area has not been recommended in the 2024-2034 Long-Term Plan, as Fairfield and Enderley are not prioritised growth areas, as opposed to the Central City and Surrounds (Stage 1) development area.<br><br>Refer to **Attachment 7: Fairfield and Enderley** for further information. |
| **Transport** | There are no identified funded capital projects for transport in the area.<br><br>The draft Long-Term Plan includes budget to undertake replacement of existing assets from the Fairfield and Elderly areas which are expected to reach the end of their useful service life within the next three years as outlined below:<br>• 10 Streetlights;<br>• two sets of traffic lights;<br>• 459m of concrete kerbing;<br>• 3,800m of footpath (average 1.5m wide); and<br>• 10.9km of road resurfacing or rebuilding.<br><br>Specifics on the above may change slightly based on NZTA Waka Kotahi funding approval and the assessment of the asset performance at the time the works are scheduled to be undertaken. |

93. If Elected Members resolve to enable some targeted growth in the Fairfield and Enderley areas, unfunded projects will be required to be added to the base budget. This could include funding for the Te Papanui Community Centre ($12 million), further investigation and investment in waters infrastructure to enable growth (specifically to enable regeneration of Kāinga Ora housing stock), and renewals funding related to footpaths, streetlights and roading.

**Municipal Building**

***Background***

94. The Chief Executive's Key Performance Indicator 2.2 requires delivery of *"a scope of work around a Future* Way *of Working Plan, that focuses on the future use (or not) of the Municipal Building. Scope document to include options to help inform next steps in the decision making.*

95. The scope will take into consideration the needs of Hamilton City Council in the way it will operate in the future:

i. Flexible working options and wellbeing of staff and Elected Members
ii. Indicative legislative changes and any potential impact on future employee demographics
iii. Other Council facilities in the vicinity

96. The Chief Executive instructed staff to prepare a comprehensive project plan to examine the current and future utilisation and performance of the Council's Municipal Building.

97. Consultants and subject matter experts have prepared assessments to inform options for the Municipal Building:

    i. Needs Analysis – what is required of the Municipal Building to enable Council staff and Elected Members to optimise their performance over the Long-Term Plan period. Considerations are:
        a. functionality including floor areas and work-space requirements (HR, IT, governance, fleet, location, presence, customer, three-waters, resource management and local government reform impacts);
        b. principles and aesthetics, look and feel, organisational culture and local government settings; and
        c. location.
    ii. asset analysis – the Municipal Building must be understood in totality for its future use to be objectively determined. The key components to inform this understanding are:
        a. its present condition, remaining life, functionality, structure, services, envelope and floorplan;
        b. the type and scope of demand, supply, opportunities, risks, advantages, disadvantages, occupancy, utilisation and rationalisation;
        c. land status, acquisition, divestment, implications and options; and
        d. thorough understanding of the costs, risks, opportunities and advantages associated with the existing Municipal Building.
    iii. options analysis – two main options (stay or go) with multiple sub-options to follow (own, lease, Municipal Endowment Fund, re-develop, demolish, sell, joint venture).

***Options***

98. Staff have considered and evaluated four options for the future of the Municipal Building – with estimated initial capital (capex) and ongoing operational (consequential opex) costs over a subsequent ten-year period:

    **Option 1**: reconfigure the current Municipal Building: relocate Council Chambers, Central City Library and satellite activities and lease out vacant space (the "stay put and enhance what you've got" option).
    $23.5 million - $26.5 million

    **Option 2**: sell the Municipal Building and lease premises from a private landlord – either in a new building or a repurposed existing central city building (the "Waikato Regional Council model").
    $46 million - $74 million

    **Option 3**: sell the Municipal Building and build and own a new building in the central city.
    $119 million - $139.5 million

    **Option 4**: status quo: remain in the Municipal Building and continue to operate as is (the "stay put and do better with what you've got" option).
    $20 million

99. A multi-criteria analysis of the four options has ranked Option 1 as the most preferred option, Options 3 and 4 as second equal, and Option 2 as the least preferred option.

100. There is no funding set aside in this Long-Term Plan for any of these macro options.

101. On 28 November 2023, during the deliberations on the draft 2024-34 Long-Term Plan, Council was advised of the analysis and preferred option and passed a resolution which:

> *requests staff to continue work considering the lease of vacant areas of the Municipal Building complex to commercial and not-for-profit organisations, and to provide an update to the Long-Term Plan Council Deliberations meeting in May 2024* [now June 2024].

***Recommendation***

102. Market intelligence suggests that there is very little current demand for the C and D grade office space that could be made available in the Municipal Building – consequently surplus or underutilised space that can be made available to external parties would be best deployed for community use.

103. Staff recommend that options to reconfigure appropriate vacant areas of the Municipal Building be explored in the first instance with any free space to be converted to community use – funded from existing budgets. There are no specific budgets for this work, so it will need to be taken forward within existing budgets where funds and resource prioritisation are available, and at no net cost to Council.

104. Additionally, as staffing needs, operational requirements, allocation of budget and availability of space in the Municipal Building tower allow there could be a staged withdrawal of Council staff from levels 1, 2 and 3 of the Caro Wing (shown in yellow on the attached plan). This wing is independently accessed from the Caro Street car park, and has been tenanted successfully by community and quasi-community groups in the past.

105. The timing and staging of Council's withdrawal from the Caro Wing will be considered by the Chief Executive subject to operational requirements and organisational staffing levels – this would be dependent on a rationalisation of areas in the Municipal Building tower.

**Local Water Done Well**

106. The significant change in Government policy approach to water reform since the 2023 election has presented significant challenges and opportunities to Council. At this stage the government has not resolved a number of the significant policy details relating to the delivery of water, but it is clear that water services will be subject to new economic regulation. Council will need to respond to both the pressures of funding growth-related infrastructure and increasing public health and environmental regulatory standards. Without a significant increase in debt headroom and the potential benefits of scale, Council will be significantly constrained, and ratepayers will face the sort of large, compounding rates increased set out in the draft Long-Term Plan.

107. In order to secure additional debt headroom, it is likely that Council will need to:

i. achieve full transparency over the costs, revenues, debt, and services associated with water, wastewater and stormwater activities;
ii. move its water delivery activity and waters assets into a Council-Controlled Organisation (CCO) at arm's length from Council; and
iv. shift from charging for water services through Council rates to a CCO directly billing water users and establish revenue certainty over the collection of water charges by the CCO.

108. In order to secure the benefits of scale, Council would need to be able to join its water services with the operations of other councils. The most significant and immediately achievable scale and operational benefits would be achieved by physically joining and operating as one network the waters services of Hamilton City Council and Waipa and Waikato Districts. These benefits, and benefits associated with debt optimisation across the three councils, were estimated by Cranleigh in their 2015 business case to be in the order of $480m over a 25-year period. There would also be scale benefits from a whole of Waikato solution to the delivery of waters services.

109. Significant legislative uncertainties remain in relation to a possible waters CCO, including:

    i. the promised simplification to the process for establishing a waters CCO;

    ii. the statutory powers and authorities of a waters CCO, including the ability to access property, control connections, make use of bylaws (or not), manage trade wastes, act as a requiring authority under the Resource Management Act and Public Works Act, etc. (These are material matters in relation the legal ability of a waters CCO to undertake functions currently undertaken by the Council. In the absence of legislative clarity, a new waters CCO could only exercise these power under delegation from the Council, and this would likely undermine the independence needed for balance sheet separation); and

    iii. the taxation status of a waters CCO.

110. Under the current legislative timetable for reform, clarification of these matters is not expected until the third reform Bill is introduced at the end of 2024.

111. There are significant steps that Council can take immediately to prepare for the requirements of economic regulation and the possible establishment of a waters CCO. These include:

    i. the internal separation of waters activities through the creation of an internal business unit with its own balance sheet and financial reporting – identifying and ring-fencing all of the activity that would need to be transferred to a waters CCO;

    ii. identifying the current (historic) borrowing that is related to waters;

    iii. working to enable the Council to separate waters charges from general rates through a long-term plan amendment that would apply from Year 2 of the Long-Term Plan;

    iv. exploring all options to secure increased debt headroom and the most cost-effective delivery of waters services to Hamilton;

    v. working with and consulting as may be necessary the approximately 200 Council staff that would be directly affected by any change in service delivery and the possible creation of a CCO;

    vi. working effectively with other local authorities to progress and consider options for jointly establishing a waters CCO or other means of securing the benefits of scale; and

    vi. ensuring that Council is equipped to make decisions as soon as the key outstanding policy and legislative questions are resolved.

112. These activities are currently unfunded. The reallocation of $1.66 million of Government Better Off and Transition Funding is the subject of a Council agenda item at the 30 May 2024 meeting. This reallocation is proposed to support work to respond to Local Water Done Well. This is will not be sufficient to fund the full establishment and transition to a CCO during the 2024/25 year.

113. Finally, it is important to note that waters transferring to a CCO would not in and of itself mean that Hamiltonians will be better off as a result as Hamiltonians will pay both rates and separate water charges. Although there may be benefits of scale that the CCO is able to realise over time, and importantly the potential to borrow more via a higher debt-to-revenue ratio, the growing costs of water infrastructure mean that people across New Zealand will have to meet the extra costs being incurred. However, previous modelling has suggested that the removal of water services would materially improve Council's debt to revenue position over the coming years, and therefore enable Council to introduce lower rates rises than those set out in this Long-Term Plan.

**Level of service reductions**

***Summary***

114. At the 20 February 2024 Council meeting, a resolution was passed to introduce level of service reductions that will result in a 7% reduction to the personnel budget and a 10% reduction to the operational consultant budget once fully implemented. These reductions were baked into the draft Long-Term Plan, without being allocated to particular areas of Council's business. They save $104 million over the 2024-34 Long-Term Plan period, and enable the proposed rates rise in each of years 2-5 to be 0.4 percentage points lower than would otherwise be the case.

115. The Consultation Document asked a high-level question about whether submitters supported the cuts. It also provided information on the various enabling and community-facing services Council provides, and sought view on which of these should be reduced, and which should be retained.

116. Submission responses for this item were as follows:

| Option | Number of individual submitters |
|---|---|
| Strongly against – Council should maintain what it currently offers to the community | 515 |
| Somewhat against | 427 |
| Neutral | 236 |
| Somewhat supportive | 585 |
| Strongly supportive – Council should reduce what it currently offers the community | 763 |
| No response selected | 267 |

117. The most common services respondents suggested we reduce or remove were:

| Service | Number of comments |
|---|---|
| Transport | 782, of which 660 mentioned capital projects |
| Education | 238 |
| Venues, tourism and events | 229 |
| Parks and recreation | 219 |
| Communication, marketing and events | 215 |

118. The most common services respondents did not want to see reduced or removed were:

| Service | Number of comments |
|---|---|
| Rubbish and recycling | 590 |
| Water services | 444 |
| Parks and recreation | 423 |
| Transport | 421 |
| Community services | 375 |

119. In recent weeks, the Chief Executive has briefed Elected Members on what the level of service reductions would be likely to entail, and discussed various options for how, where and when they could be introduced, based on Council's preferences.

120. Council now has a series of options regarding the proposed level of service reductions:
    i. the first decision is **whether** it still supports the level of service reductions and, if so, whether this should be the **scale** previously indicated, or a different quantum;
    ii. the second decision, if so, is **when** it wishes to introduce the changes; and
    iii. the third decision, if it wishes to make reductions, is **which** reductions it wishes to make.

***Background***

121. The reductions sought by Council need to be understood in the context of savings already baked into the budget, as summarised below:

**Table 7: Personnel and consultancy savings in draft Long-Term Plan budget**

| Baseline category: | OPEX ($000) | FTE (Approx) | Description: |
|---|---|---|---|
| **Future Fit** | -7,000 | -98 | We have recently concluded the Future Fit Programme, which removed 98 FTE (110 net role reduction) from across the organisation.<br>This has been completed without reducing levels of service to the community.<br>This saving is baked into personnel budgets from Year 1 of the Long-Term Plan. |
| **Vacancy factor** | -7,000 | -78 | This is an annual saving baked into personnel budgets from Year 1 of the Long-Term Plan.<br>It is achieved by not filling vacancies immediately (operating at 95% of full staff capacity). |
| **Efficiency savings*** | -1,000 | -11 | This is an annual saving baked in from Year 2 of the Long-Term Plan.<br>It will be achieved by not filling vacancies / disestablishing roles as a result of efficiencies*. |
| **Baseline savings** | **-15,000** | **-187** | This is the annual personnel saving baked into the Long-Term Plan budget (before additional savings from level of service reductions). |

| | | | |
|---|---|---|---|
| **Additional personnel savings** | -9,200 | TBC | Additional savings approved by Council in the draft Long-Term Plan budget to be achieved through level of service reductions.<br>To be achieved from half-way through Year 2 of the Long-Term Plan (or possibly earlier – see next section). |
| **Additional consultancy savings** | -1,300 | NA | |
| **Total savings** | **-25,500** | **TBC** | This is the total annual personnel and consultancy reduction in the Long-Term Plan budget assuming no changes to the draft budget. |

**A portion of these savings may come from non-personnel categories but for the purposes of this table it has been assumed they will come from personnel savings.*

122. If the personnel reductions proceed, in addition to the savings made by the Future Fit programme it would mean a total reduction of approximately 15% in personnel costs.

123. Elected Members have noted that staff numbers had increased over the years leading up to the Future Fit programme, and that staff numbers post-Future Fit remain significantly higher than they were 10 years ago. This is true. From 2014 to 2023 staff numbers increased from 1,099 to 1,469 (an increase of 34% over 10 years). However, Council is working in a wholly different environment, and on a wholly different scale, to 10 years ago. For example:

    i. the population of the city has grown by 21% over this time, which requires more council staff to provide services for them (for example, through building inspectors, librarians and dog control officers);

    ii. the annual delivery of capital projects has grown from $65m to $323m over the same 10-year period (an increase of 399%). This has required a significant increase not only in project delivery capability (generally specialist external support alongside staff) but also staff to operate and maintain assets once built. There is also a heavy community and partner communication and engagement element to delivering such projects, requiring more staff in these functions;

    iii. Council has introduced new services over this time in response to changing needs of our community and direction from Elected Members, for example the introduction and expansion of City Safe, the creation of the Economic Development team and the creation of the Climate Change team;

    iv. in 2018, Council resolved to 'correct' its previous underinvestment in renewals and maintenance spending, which resulted in increased staff in activities such as tree maintenance, vegetation management, litter control, community facility building maintenance and painting;

v. there has been a significant increase in resource due to legislative changes from central government and increasing compliance requirements. In recent years, this has included the re-introduction of the four wellbeings into the Local Government Act, changing the purpose of – and expectations on – councils; significant reform of three waters and resource management/National Policy Statements; and new legislative requirements related to Healthy Rivers, drinking water standards, climate change and health and safety; and

vi. increases in staff numbers to deliver the above services has also flowed through to enabling service roles to support a larger organisation (for example through payroll officers, recruitment specialists and accountants).

124. The Chief Executive will be happy to discuss the changes in the operating environment over recent years at this (Deliberations) meeting.

***Scale of reductions***

125. The challenge for the Chief Executive and Elected Members is to balance three competing objectives:

i. reduce personnel and consultancy costs;

ii. maintain acceptable levels of service to the community; and

iii. maintain organisation resilience and the ability to respond dynamically to emerging issues, and meet the Chief Executive's obligations under the Local Government Act 2002 to run 'an efficient and effective organisation'.

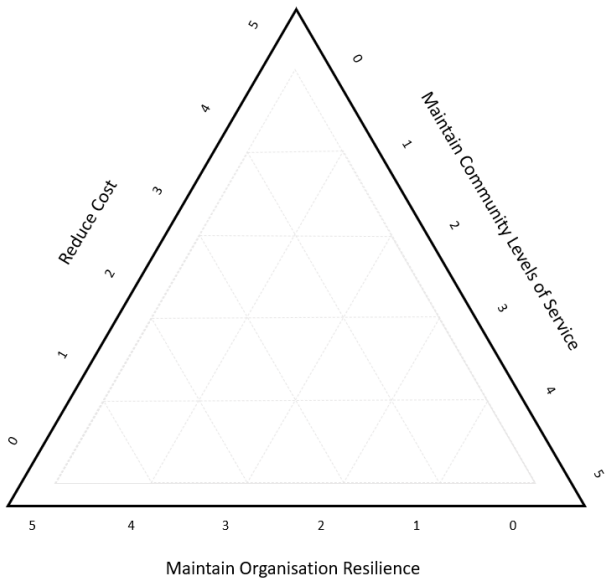
**Table 8: Objectives and considerations regarding level of service reductions**

| Objective | Considerations |
|---|---|
| **Reduce personnel and consultancy costs** | Council is proposing double-digit rates increases over the next five to six years, so there is significant pressure to reduce costs.<br><br>Long-Term Plan submissions indicate there is support in principle for reducing levels of service to generate savings.<br><br>Having just been through an organisation-wide restructure, there is very limited opportunity to reduce personnel costs further through 'easy-wins'.<br><br>Although Council has resolved a specific $ figure in the draft budget, this may be revised during deliberations on the final Long-Term Plan budget.<br><br>Some Councillors have indicated that they would like to make more savings than the $10.5 million included in the budget, but others prefer a smaller number, or no reductions.<br><br>The $10.5 million currently assumed in the budget enables the rates rise to be 0.4 percentage points lower in each of Years 2-5. The rates impact is broadly linear, so for example if the savings were halved to $5.25 million, the rates impact would reduce by half (i.e., there would be a 0.2 percentage point decrease to rates in Years 2-5 compared to if there were no savings). |
| **Maintain acceptable levels of service to the** | Delivering the proposed savings will require large-scale reduction of services, not just minor changes.<br><br>Our ability to deliver on the strategic direction that Council has identified in its strategies may be impacted by service level reductions, noting that the pace and scale of our that |

| | |
|---|---|
| **community** | we deliver on our strategies is always determined by the budget setting process.<br><br>Although the Council resolution acknowledges the necessity of reduced levels of service, experience suggests it will be very difficult to reach consensus on specific service cuts.<br><br>In submissions there were few clearly identified areas in which personnel savings should be made.<br><br>As proposed by staff, Elected Members discussed using the 2025/26 Annual Plan process to confirm specific cuts (although this did not actually form part of the resolution). There was also reference to consultation through the 2025/26 Annual Plan (and possible Long-Term Plan amendment) in the Long-Term Plan Consultation Document. |
| **Maintain organisation resilience** | The Chief Executive has been clear throughout the Future Fit programme that we can't expect to produce the same output with less resource. It will be important from that any further reductions in personnel budgets are clearly linked to reductions in levels of service and work required.<br><br>The Chief Executive has also articulated a vision to staff of a leaner, high-performing, highly engaged organisation focused on the work that matters most – "doing less, better". To that end, as we reduce the *size* of the organisation, we need to increase our focus on the *quality* of the organisation. That means maintaining investment in things such as training and development, fit-for-purpose systems and tools, health and safety, change management, culture, leadership development and market-competitive salaries.<br><br>Given the fast-moving environment in which we operate, it will be essential that the organisation retains the ability to respond dynamically to emerging issues, such as new government legislation.<br><br>At the same time, however, the organisation will have to be more focused than ever on agreed priorities. If the organisation is 15% smaller, the Executive Leadership Team will have to be more comfortable saying no – and Elected Members will need to accept this unless they can identify offsetting activities that can be stopped.<br><br>Having just been through an organisation-wide restructure process, many staff appear to be suffering from 'change fatigue'. A further round of personnel reductions stretching until December 2026 would negatively impact engagement and retention. |

126. The Chief Executive has previously shown Elected Members the below diagram, with different quanta of enabling and community-facing level of service reductions plotted against it. This demonstrates that there is no perfect solution: any point on the triangle adds up to a score of 10; as an option moves up one scale, it moves down another.

**Diagram 1: Competing objectives regarding level of service reductions**




***Timing***

127. The Council resolution on 20 February 2024 specified that the savings generated would be implemented part way through Year 2, with full savings from the start of Year 3. The Long-Term Plan Consultation Document noted that 'we will seek feedback on the specific savings Council proposes in the 2025/26 Annual Plan (and if required Long-Term Plan Amendment)'. This remains the assumption on which the proposed Long-Term Plan budget is based.

128. As noted elsewhere in this report, significant work will be undertaken over the next year, most likely in the form of a long-term plan amendment. One of the major workstreams feeding into this could be the level of service work: staff working with Council to understand where it believes level of service reductions can be made, and basing decisions on the future direction of Council in the Annual Plan and/or Long-Term Plan Amendment around this. In addition, if water services are to exit the business (with around 200 staff transferring to a CCO), this will present a further opportunity (and indeed requirement) for us to reconsider the organisational structure and consider efficiencies.

129. Our assumption, therefore, is that final decisions on the savings will be made in the 2025/26 Annual Plan and/or Long-Term Plan Amendment, and implemented over the first half of Year 2, with some savings that year and full savings from the start of Year 3. This is the timing contained in the February 2024 Council resolution, assumed in the draft Long-Term Plan budget and communicated in the Long-Term Plan Consultation Document.

130. Alternatively Elected Members could make substantive decisions at this meeting, which could be implemented over the course of next year with full savings from the start of Year 2. There would be no consultation in the 2025/26 Annual Plan or Long-Term Plan Amendment.

131. There are pros and cons of both options, as the Chief Executive has discussed with Elected Members. The other issues being considered in this report, and the work recommended to be carried out over the next year, provide further considerations for Elected Members.

***Level of service reduction options***

132. The Chief Executive recently presented Elected Members with possible enabling and community-facing service level reductions. An updated list of options is provided at **Attachment 8: Possible service level reductions**. This contains community-facing service level reductions totalling $7.7 million, and enabling service level reductions totalling $4.8 million.

133. Many of the service level reductions will impact the delivery of agreed strategic outcomes in Council strategies, as set out in **Attachment 8.**

134. **Attachment 8** also indicates where level of service reductions would be likely to directly impact our service performance measures. If Council decides on specific reductions at this meeting, to be implemented over the course of next year, staff will present an updated performance measure framework on 4 July 2024. If Council decides to make decisions on level of service reductions over the next year, to be contained in a likely long-term plan amendment next year, we can consider the impact on service performance measures as part of that work.

*Community-facing services*

135. Elected Members should make decisions on reduction to community-facing services, with a view to what kind of organisation they want Council to be; what kind of services they want Council to offer the community (and at what cost); and their determination of and appetite for risk from any reductions.

136. Elected Members have mooted whether it may be prudent to reduce or remove certain programmes now, with a view to bringing them back 'in a year or two' once we are in an improved financial position. This is a decision for Council to make, but it is important to note that, due to the loss of expertise, linkages and supporting infrastructure, some of the reductions listed in **Attachment 8** would not be straightforward, or in some cases cheap, to reverse. Also noting the relatively modest impact on rates in the short term, we would encourage Elected Members to make decisions based on the medium to long-term vision they have for the city, rather than short term savings.

*Enabling services*

137. Our enabling services support the efficient operation of our organisation and enable our community-facing roles to deliver services. This includes roles that support corporate governance and stakeholder engagement. Any enabling level of service reductions will require us to significantly reduce services to stakeholders (including Elected Members), accept more risk as an organisation and focus only on the most critical aspects of organisation capability. Noting the $7 million savings that have already been introduced through Future Fit and the impact of the 5% vacancy factor, we have estimated that around just over half of the enabling service reductions can be delivered at medium risk, with the remainder at high risk.

138. The Chief Executive will appreciate guidance from Council on the scale of savings required from enabling services (if any), but it is important he has the ability to determine operational changes himself.

*Decisions for Council*

139. Council needs to determine at this meeting the quantum of savings (if any) it wishes to make in the final Long-Term Plan.

140. If Council wishes to implement service reductions in Year 1 (see *Timing* section above), it must also decide at this meeting which community-facing service level reductions to introduce, and what quantum of enabling service level reductions to instruct the Chief Executive to deliver.

141. Our starting assumption, based on the 20 February 2024 resolution; the existing savings that have been introduced via Future Fit and the 5% vacancy factor; and the risk profile of the enabling service level reductions, is that to deliver $10.5 million savings, Council will deliver the $7.7 million community-facing service level reductions, and the approximately $2.8 million enabling service level reductions that can be implemented at medium risk.

142. Council also has the option to request Council introduce some or all of the additional approximately $2.0 million enabling service reductions, either in addition to the $10.5 million savings, or to change the make-up of savings between enabling and community-facing services, balancing risk considerations and where level of service reductions are desired.

**Financial Strategy**

143. The changes outlined above have resulted in a slightly increased balancing the books deficit, whilst providing a slightly improved debt to revenue position, mostly due to movements in the capital programme.

144. The slightly improved debt to revenue position enables Council to reduce the Year 1 rates rise from 19.9% to 19.2%, and the rates rise in each of Years 2-5 from 15.5% to 14.5%, while maintaining five percentage point 'buffers' against the debt to revenue limit. The Year 6 rates rise would increase from 9% to 11% to stay within our debt limit (and buffer) in that year.

145. The Mayor has indicated her desire to return to the 16.3% rates rise in Year 1 that was included in the proposed draft budget at the 28 November Council meeting. This would require reduction of operating or capital expenditure in Year 1 of a further $25 million, without affecting revenue. It would also mean the rates rises required in subsequent years would be higher unless corresponding spending reductions were made in subsequent years.

146. The 'rules of thumb' for calculating financial impact are as below, noting that some movements are restricted by required compliance with debt to revenue covenants:

    i. a $10 million change in debt has approximately $0.46 million impact on interest;

    ii. a $10 million change in debt is approximately a 3% change in net debt to revenue ratio (assuming there is no change in revenue); and

    iii. a 1% rates change in Year 1 equates to $2.4 million in revenue and has accumulating impacts in each subsequent year.

**Table 9: Consultation Document base**

Consultation Base

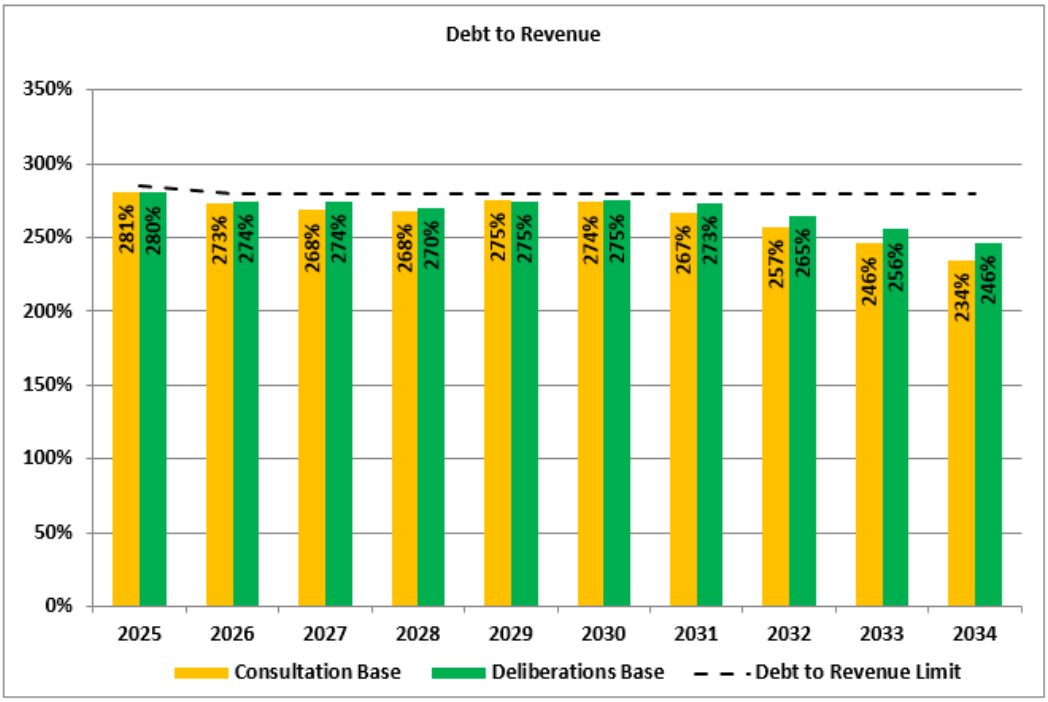
| | YR 1 | YR 2 | YR 3 | YR 4 | YR 5 | YR 6 | YR 7 | YR 8 | YR 9 | YR 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Rates %** | **19.9%** | **15.5%** | **15.5%** | **15.5%** | **15.5%** | **9.0%** | **5.0%** | **5.0%** | **5.0%** | **5.0%** |
| Median rates increase per week | $11 | $8 | $8 | $8 | $8 | $5 | $3 | $3 | $3 | $3 |
| BTB | ($38m) | ($10m) | $27m | $72m | $121m | $154m | $168m | $183m | $196m | $224m |
| GOVT BTB | ($12m) | $25m | $84m | $130m | $135m | $151m | $180m | $195m | $191m | $222m |
| DTR | 281% | 273% | 268% | 268% | 275% | 274% | 267% | 257% | 246% | 234% |
| *DTR Limit* | *285%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* |
| Debt Capacity | $19m | $35m | $70m | $81m | $35m | $50m | $111m | $207m | $321m | $459m |
| Net Debt | $1238m | $1404m | $1638m | $1847m | $2027m | $2164m | $2288m | $2337m | $2325m | $2356m |

**Table 10: Deliberations Report base**

Deliberations Base

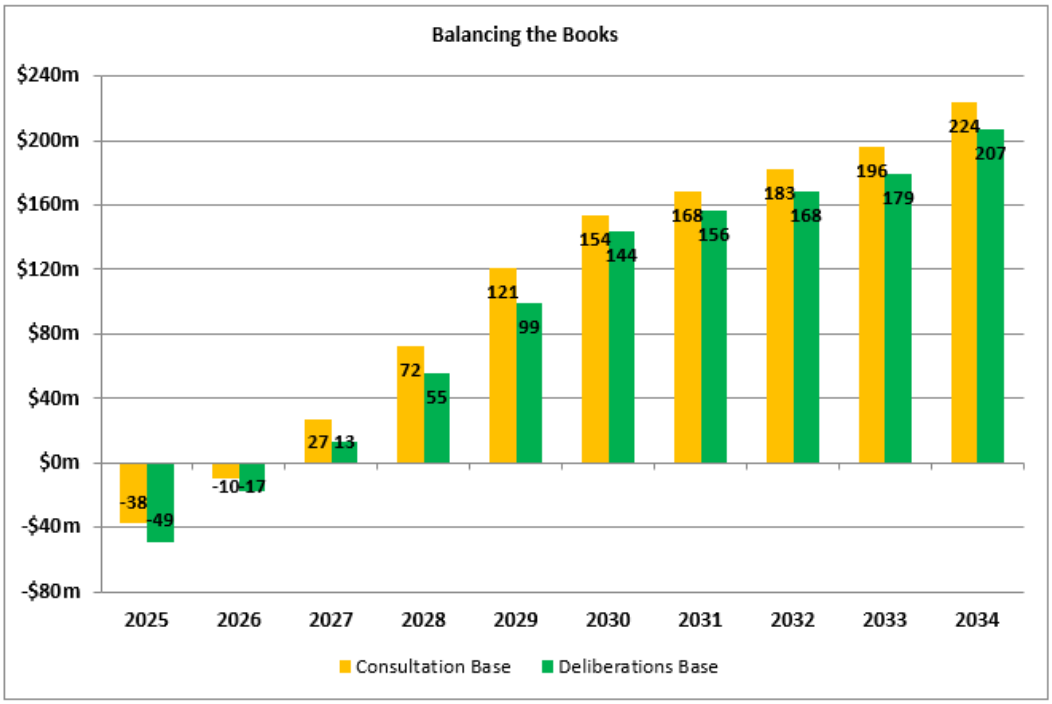
| | YR 1 | YR 2 | YR 3 | YR 4 | YR 5 | YR 6 | YR 7 | YR 8 | YR 9 | YR 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Rates %** | **19.2%** | **14.5%** | **14.5%** | **14.5%** | **14.5%** | **11.0%** | **5.0%** | **5.0%** | **5.0%** | **5.0%** |
| Median rates increase per week | $10 | $8 | $8 | $8 | $8 | $6 | $3 | $3 | $3 | $3 |
| BTB | ($49m) | ($17m) | $13m | $55m | $99m | $144m | $156m | $168m | $179m | $207m |
| GOVT BTB | ($10m) | $26m | $74m | $117m | $116m | $143m | $170m | $181m | $175m | $206m |
| DTR | 280% | 274% | 274% | 270% | 275% | 275% | 273% | 265% | 256% | 246% |
| *DTR Limit* | *285%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* | *280%* |
| Debt Capacity | $22m | $29m | $35m | $68m | $38m | $37m | $55m | $138m | $225m | $333m |
| Net Debt | $1252m | $1407m | $1644m | $1816m | $1958m | $2136m | $2301m | $2360m | $2372m | $2431m |

**Graph 1: Debt to revenue**

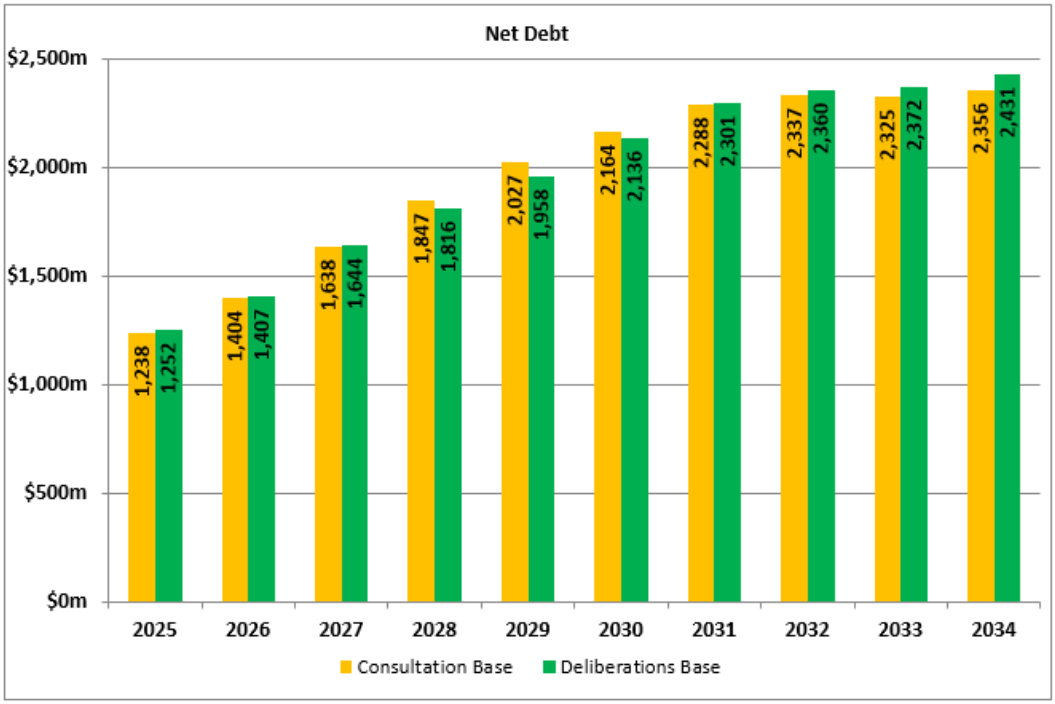


**Graph 2: Balancing the books**






**Graph 3: Net debt**



**Consultation**

147. This section of the report focuses on the matters that were formally consulted on, and summarises the community feedback received.

148. The key proposals on which Council sought community feedback were:

    i. the proposed Community Infrastructure targeted rate;

    ii. the proposed Community Resilience and Extreme Weather targeted rate; and

    iii. the proposed targeted rate for pool inspections.

149. The impact of the options are summarised in **Attachment 2: financial implications of alternative options in the Consultation Document.**

***Community infrastructure targeted rate***

150. Council consulted on its preferred option for investment in community infrastructure, which would fund initiatives such as providing additional (and supporting existing) sports facilities, upgrades to community centres, or improvements to public toilets. Two alternative options were also included in the Consultation Document.

151. Council's preferred option was to introduce a targeted rate with an impact of 40c per week on the median-value residential property. This would be the equivalent of a 0.73% rates rise, on top of the general rates increase, providing an extra $1.8 million to invest on those initiatives.

152. An alternative option was to introduce a targeted with an impact of 80c per week on the median-value residential property. This would be the equivalent of a 1.46% rates rise, on top of the general rates increase, providing an extra $3.6 million to invest on those initiatives.

153. The final option was to not introduce a targeted rate for community infrastructure.

154. Submission responses for this item were as follows:

| **Option** | **Number of individual submitters** |
|---|---|
| **Option 1:** Introduce a targeted rate to an impact of 40c per week to the median-value residential property | 829 |
| **Option 2:** Introduce a targeted rate to an impact of 80c per week to the median-value residential property | 238 |
| **Option 3:** Do not introduce a targeted rate | 1320 |
| No response selected | 407 |

155. In addition to individual submitters, 42 organisations or groups were supportive of the introduction of a targeted rate for community infrastructure (23 supported introducing targeted rate to an impact of 40c per week, 14 supported a targeted rate to an impact of 80c, and five supported the targeted rate but did not specify to what impact) and eight were opposed.

156. Council must now decide whether it wishes to introduce this targeted rate. If it does, it must also decide at what level the rate is set. If it does not, it must decide whether there are any unfunded projects that may have been funded through the targeted rate that it wishes to add to the base budget.

157. Staff recommend that an Elected Member working group is formed to determine which projects will be funded by the targeted rate, should Council resolve to introduce it.

158. In the meantime, to enable the preparation of the financial statements for the Long-Term Plan, the Activities that the targeted rate will fund need to be identified, and the allocation of expenditure between capital and operational. Staff recommend:

    i. Parks and Recreation: 50%
    ii. Community Services: 30%
    iii. Venues, Tourism and Events 20%.

159. Staff recommend assuming an even distribution of expenditure between capital and operational (i.e., 50% each).

160. Staff have identified examples of unfunded projects/programmes that could be funded through this rate in Year 1, in **Attachment 9: targeted rates – options for consideration.**

161. Actual revenue figures will be determined at the time of setting rates, based on the total rateable capital value as at 30 June 2024.

162. Should Elected Members resolve to approve the targeted rate, depreciation of the capital expenditure has assumed useful lives of 50 years.

***Climate Resilience and Extreme Weather targeted rate***

163. Council consulted on its preferred option for investment in community resilience and extreme weather, which would fund initiatives such as understanding the risks the city faces from the changing climate and developing our community readiness; providing additional flood protection and preparation; and providing additional respite from heat and drought. Two alternative options were also included in the Consultation Document.

164. Council's preferred option was to introduce a targeted rate with an impact of 40c per week on the median-value residential property. This would be the equivalent of a 0.73% rates rise, on top of the general rates increase, providing an extra $1.8 million to invest on those initiatives.

165. An alternative option was to introduce a targeted with an impact of 80c per week on the median-value residential property. This would be the equivalent of a 1.46% rates rise, on top of the general rates increase, providing an extra $3.6 million to invest on those initiatives.

166. The final alternative option was to not introduce a targeted rate for climate resilience and extreme weather projects.

167. Submission responses for this item were as follows:

| **Option** | **Number of individual submitters** |
|---|---|
| Option 1: Introduce a targeted rate to an impact of 40c per week to the median-value residential property | 884 |
| Option 2: Introduce a targeted rate to an impact of 80c per week to the median-value residential property | 258 |
| Option 3: Do not introduce a targeted rate | 1328 |
| No response selected | 324 |

168. In addition to individual submitters, 32 organisations or groups were supportive of the introduction of a targeted rate for community resilience and extreme weather (23 supported introducing targeted rate to an impact of 40c per week, five supported a targeted rate to an

impact of 80c, and four supported the targeted rate but did not specify to what impact) and 12 were opposed.

169. Council must now decide whether it wishes to introduce this targeted rate. If it does, it must also decide at what level the rate is set. If it does not, it must decide whether there are any unfunded projects that may have been funded through the targeted rate that it wishes to add to the base budget.

170. Staff have identified unfunded projects/programmes that could be funded through this rate in Year 1, in **Attachment 9: targeted rates – options for consideration.**

171. Actual revenue figures will be determined at the time of setting rates, based on the total rateable capital value as at 30 June 2024.

172. Should Elected Members resolve to approve the targeted rate, depreciation of the capital expenditure has assumed useful lives of 50 years.

***Targeted rate for pool inspections***

173. Council consulted on its preferred option and an alternative option for covering the cost of private swimming pool safety inspections. The cost of either option would only apply to residential properties with a swimming pool.
174. Council's preferred option was to introduce a targeted rate so swimming pool owners would pay the fee annually ($79 including GST).
175. An alternative option was to keep the status quo, whereby swimming pool owners would continue to be invoiced $237 including GST (in 2024-25) every three years.
176. If Council were to change from its preferred option to one of the alternatives, there would be no implication on Council's debt or levels of service.

| **Option** | **Number of individual submitters** |
|---|---|
| Option 1: Introduce a targeted rate so swimming pool owners pay the fee annually | 1236 |
| Option 2: Keep the status quo - swimming pool owners should continue to be invoiced every three years | 519 |
| Not applicable/ Not answered | 1176 |

177. In addition to individual submitters, 16 organisations were supportive of the introduction of a targeted rate for swimming pool owners, paying the fee annually, and seven organisations would prefer to keep the status quo – an invoice every three years.

178. Council must now decide whether it wishes to introduce this targeted rate.

**Informal consultation**

179. Community feedback was also requested on the following in the Consultation Document:
    i. how we plan to balance the books;
    ii. reducing Council's services and costs from Year 2; and
    iii. the walking and cycling bridge in the central city.
180. Key submission themes on the topic how we plan to balance the books were:
    i. proposed rates are too high or unaffordable (1111 comments);
    ii. reduce spending on pet projects and deliver core services only (420 comments);
    iii. concern regarding personal or social impacts of the rates increase (407 comments);

iv. supportive or understanding of approach to managing finances, including the proposed rates increase (378 comments); and
v. critical of the spend on transport projects (e.g., capex) such as raised safety platforms/speed bumps, cycling paths and in-lane bus stops (348 comments).

181. Key submission themes from the topic reducing Council's services and costs from Year 2 were:
    i. the most common services respondents suggested we reduce or remove were: transport (782 comments, of which 660 mentioned capital projects), education (238 comments), venues, tourism and events (229 comments), parks and recreation (219 comments) and communications, marketing and events (215 comments); and
    ii. the most common services respondents did not want to see reduced or removed were: rubbish and recycling (590 comments), water services (444 comments), parks and recreation (423 comments), transport (421 comments), and community services (375 comments, of which 296 mentioned libraries).
182. Key submission themes from the topic the walking and cycling bridge in the central city:
    i. 1538 comments were generally opposed to building the bridge, 682 comments were generally supportive, and 452 comments were neutral (including those who thought Council should delay until there was money to proceed); and
    ii. the most common themes from comments were that this project feels unnecessary, it is a pet project which we cannot afford (1391 comments), love the idea, it should go ahead (549 comments), and Council should delay the project until it has the money (275 comments).
183. The information contained in this report, arising during and as a result on consultation, has been provided to assist Elected Members with decision making on these matters.

**Feedback from Maaori and iwi partners and organisations**

184. During the development of the draft Long-Term Plan budget, staff, led by the Amorangi Maaori team and supported by Kirikiriroa Maaori Ward Councillors and Maangai Maaori, engaged with iwi, hapuu, and maataawaka in a series of hui to understand their priorities for the Long-Term Plan. Council's goal was to leverage Council and mana whenua strengths, and agree on key strategic issues that the parties need to work on together, informed by mana whenua strategic documents and He Pou Manawa Ora strategy.

185. The key focus areas identified were:
    i. affordable housing;
    ii. delivering on He Pou Manawa Ora / Pillars of Wellbeing strategy;
    iii. equitable funding;
    iv. strengthened Te Tiriti / Treaty of Waitangi relationship recognition;
    v. Rangatahi / youth;
    vi. safety, particularly in the central city;
    vii. funding sources for community projects;
    viii. tourism and events;
    ix. upholding Te Ture Whaimana / Vision for the Waikato River;
    x. Te mana o te awa/ the spiritual authority, protective power, and prestige of the river;
    xi. mana whakahaere / self-governance;
    xii. climate change;
    xiii. green spaces; and
    xiv. transport.

186. The expectations of a Tiriti-based relationship and delivery of He Pou Manawa Ora remains a priority for Iwi partners and organisations. This is reflected in the focus areas that received the most engagement: the feedback on the priority of the water (including the bridge), and notably the high priority placed on equity with respect to affordable house and the investment in established communities as well as new developments.

187. During the formal consultation period, we held an engagement event at Hukanui Marae, which the Mayor, several Councillors and senior staff attended, Maaori partners shared their views and acted as conduits to their communities. Details of the feedback offered are included within Submissions insights report.

188. In terms of formal submissions, 319 of the 2931 submissions came from individuals who described themselves as Maaori – noting that respondents could indicate they identify with multiple ethnicities.

189. Feedback on the specific questions asked as part of consultation is broken down in the Maaori submissions insights report that is attached to this report at **Attachment 10: Maaori submissions insights report.**

190. Key themes that emerged from feedback received from those identifying as Maaori include:

    i. in relation to feedback on managing the city's finances, which included a proposed average rate increase of 19.9% in the first year, 279 of the 2326 responses were from Maaori. These responses were very similar to responses from submitters overall;

    ii. when we asked respondents whether they supported Council reducing costs through a likely reduction in services, Maaori submitters were more likely to suggest Council maintain what is currently offered to the community (41% of Maaori submitters preferred maintaining services, compared with 33% of all submitters). Maaori submitters were slightly less likely to support the proposed service reduction compared to all respondents (44% of Maaori submitters support compared with 48% of all respondents);

    iii. feedback on building a walking and cycling bridge in the central city found that those identifying as Maaori were more opposed to the building of a bridge than submissions in general (70% of Maaori respondents were opposed, compared to 60% of all respondents; and 20% were supportive, compared to 26% of all respondents).

    iv. in relation to the questions about support for additional services being provided through targeted rates, responses from Maaori were similar to responses in general with regards to the Community Infrastructure targeted rate (41% of Maaori submitters supported, compared to 39% of all submitters), while there was more support from Maaori for the Community Resilience and Extreme Weather targeted rate (47% vs 41% of all submitters).

191. Key themes from the submissions made by iwi and hapuu organisations (in **Attachment 11: Iwi and Hapuu submissions**) included feedback on the Peacocke development related to the proportion of funding allocated to this growth cell vs other growth areas; general comments on the proposed rates rise; and commentary on services that they did not wish to see reduced or removed (Partnerships, Communication and Maaori, and Regional Tourism Funding, Event Sponsorship and Community Grants).

192. Notably, Maaori submitters were more likely to suggest Council maintains what it currently offers the community (41% of Maaori submitters prefer maintaining services, c.f. 33% of all submitters), and are slightly less likely to support the proposed service reduction compared to all respondents (44% of Maaori submitters support, c.f. 48% of all respondents).

193. Maaori were also generally opposed (70%) to building the walking and cycling bridge, compared to 60% of general respondents, and more concerned with equity around development of subdivisions relative to investment in established areas that are seen as lacking.

194. Council has engaged with Waikato-Tainui on the Long-Term Plan through our regular co-governance forum. At the 23 May 2024 meeting during a presentation on the key submission themes, Waikato Tainui requested additional information on views on transport projects from people in different areas of the city. That information is attached at **Attachment 12: Additional analysis – transport services sentiment by area.**

**Elected Member feedback**

195. When Elected Members provided feedback at the end of the Council meeting on 15-17 May 2024, a number of themes emerged. We have addressed a number of these in the section that follows. Others will be addressed in **Attachment 1 Information requests from Elected Members**. These include various issues relating to the central city; our support for community groups and business; equity across the city in recognition of lower socio-economic areas; transport projects; support for art and culture; and potential youth and food strategies.

196. Another theme identified by Elected Members was around concern from developers around DC levies and growth feasibility. These are addressed in a separate report being considered at this meeting.

**Possible additional capital referrals**

197. Following the request from the Mayor for staff to consider opportunities to defer capital expenditure in the first five years of the Long-Term Plan, a number of further options have been identified for Council's consideration. These options are:

**Table 11: Possible additional capital deferrals**

| Option | Description | Impact and Risk |
|---|---|---|
| **1** | Remove the additional $27.5 million of Renewals and Compliance funding added at the 28-29 November 2023 Council meeting (Year 1- $5.0 million; Year 2- $10.0 million; Year 3 $12.5 million) | Reduces capital cost by $27.5 million in first three years of Long-Term Plan.<br><br>Increases risk of not being able to adequately look after existing assets. |
| **1A** | An alternative to Option 1 is to just remove the additional $5.0 million of Renewals and Compliance funding added for Year 1 at the 28-29 November 2023 Council meeting | Reduces capital cost by $5.0 million in Year 1 of the Long-Term Plan.<br><br>Marginally increases risk of not being able to adequately look after existing assets. |
| **2** | Delete Year 1 of the Strategic Land Acquisition Fund ($10.0 million) | There are known requirements for land acquisition in Year 1 likely to be in excess of $10.0 million which would need to be able to be met by offsetting with funding from land |

| | | |
|---|---|---|
| | | sales and/or bringing forward funding from Year 2 of the strategic fund if required. The report in public excluded section of this meeting provides some more information on this. |
| **3** | Delete Years 3- 10 of the Southern Wastewater Treatment Plant following consenting of the plant in Years 1 and 2 (defers $74.4 million out of 10-year plan period and keeps $7.0 million in Years 1 and 2). | Council has purchased land for the likely site and is in the progress of scoping consents required to allow the site to operate. Achieving this consent will provide Hamilton City with the wastewater allocations it needs for its long-term growth which is currently a high risk issue.<br><br>Deleting all funding prior to achieving consent will require consideration of expensing costs incurred to date, and not treating them as capital expenditure. |
| **4** | Nature in the City: Years 1 and 2 have already been deferred. This option is to defer one more year and commence programme in Year 4. | Defers further $1.404 million of capital spend and $230,000 of consequential operational funding |
| **5** | City-wide Transport: delete School Link Project ($27.4 million) which is unlikely to receive assumed NZTA Waka Kotahi subsidy ($14.0 million) | Significant adverse impact on financial strategy by not receiving external revenue.<br><br>Deleting all funding will require consideration of expensing costs incurred to date and not treating them as capital expenditure.<br><br>The option exists to repurpose local share funding to attract additional transport renewal subsidy funding from NZTA Waka Kotahi.<br><br>The option exists to repurpose funding to lower cost PT solution on Clyde Street and lower cost biking solution for Ruakura Road. |
| **6** | City-wide Transport: defer Years 1 to 3 of Biking and Micromobility, Rapid Bus Business case, Low Cost Low Risk (LCLR) Public Transport improvements, LCLR Road to Zero and LCLR walking programmes ($16.1 million per year with $8.6 million per year NZTA subsidy) as per defeated 28-29 November 2023 resolution. | Significant adverse impact on financial strategy by not receiving external revenue.<br><br>It would be challenging to manage a dynamic metro transport network with no improvement funding for three years.<br><br>An alternative option is to consider 50% of the Years 1-3 or Years 1-10 budget. |

198. In addition to these options, there is a separate report being considered in the public excluded part of this meeting looking at options for the IAF programme.

***Community funding removed from draft 2024-34 Long-Term Plan budget in November 2023***

199. A clear theme from Elected Member feedback was the desire to reverse funding reductions made to community, tourism/event and other groups during the development of the 2024-34 Long-Term Plan draft budget.

200. The following table comprises the budget reductions to which staff believe Elected Members have indicated a desire to reconsider:

**Table 12: Community and other groups whose funding was reduced in the draft Long-Term Plan**

| Budget | Reduction ($000) | Total budget if reinstated ($000) |
|---|---|---|
| Economic Development Sponsorship | 20 | 20 |
| Hamilton and Waikato Tourism Limited Funding | 358 | 716 |
| Cat Desexing Contestable Fund | 100 | 100 |
| Community services grant funding | 110 | 650 |
| Hamilton Central Business Association Activation Fund | 20 | 100 |
| Event Sponsorship Fund | 100 | 500 |
| **Total (opex, per annum)** | 708 | 2,086 |

201. The draft 2024-34 Long-Term Plan proposed reduced funding for Te Waka by 20%, from $140,000 to $112,000 operating expenditure per annum.

202. Te Waka recently announced it will cease operating as at 30 June 2024.

203. Staff have identified four options for the funding for Council to consider:

i. Save the $112,000 and use this to reduce the overall rates rise.

ii. Apply the $112,000 to help fund other economic initiatives e.g., partially offset the reinstatement of the investment noted above for Hamilton and Waikato Tourism.

iii. Apply the funding to support Waikato Regional Council (WRC) to continue some form of regional economic development activities (most likely within that organisation) noting we have not received any such request from WRC.

iv. Apply the funding to support the continued current level of activities of Council's internal economic development team (currently three FTE), at risk of reduction due to the level of service savings sought by the resolution of 20 February 2024.

***Capital***

204. Elected Members have expressed a view that that they want to ensure that we are not "over costing infrastructure". This comment is derived from feedback from some developers that our capital costings are excessive and that projects are potentially being "gold plated".

205. Staff take a whole-of-life cost approach to building assets, with the long-term operational and maintenance costs also taken into account. Delivering low up front capital cost solutions can impose risk for Council as we generally have to operate, maintain and renew those assets into the future even if they have been built by others and vested in council. A topical example is road pavement where the importance of quality has been emphasised by the recent Arthur Porter Drive pavement failure.

206. The drivers of infrastructure costs are usually external influences such as national and regional policy and market forces over which Council has very little control. Project scope is normally dictated by policy such as the National Policy Statement on Freshwater, established standards such as the Regional Infrastructure Technical Specifications and best practice guidelines such as that for Temporary Traffic Management.

207. There is a growing awareness of these cost drivers and as an example the Minister of Transport has given direction to the NZTA Waka Kotahi through the National Policy Statement for Land Transport to look at reducing the cost of traffic management across the country. Council, as an organisation, should engage in and support these initiatives.

208. A perception of "gold plating" has been exacerbated in the community by transport spend on traffic calming measures such as raised pedestrian platforms and in-lane bus stops. These measures are driven by national design standards and Hamilton is not alone in receiving community backlash.

209. Council has previously managed scope through a process of asking Elected Members for 'macro-scope approval' before proceeding with significant projects. Council has recently established stronger guidelines for decision making around transport decision making, which will assist in aligning what we do with what our community want us to do.

210. Given the likelihood of a long-term plan amendment alongside the 2025/26 Annual Plan, staff propose that over the next year we develop scope statements for our significant capital projects, and undertake further independent scope and cost reviews on significant projects, linked to what stage of project development they are at e.g., feasibility or detailed design.

211. Given the community concern as expressed through submissions, we also recommend a review of capital spending, specifically the underlying drivers of the cost of capital projects and options to address these.

212. There has also been a suggestion from Elected Members that we should ensure we are maximising the usage of Public Private Partnerships (PPPs) as means of getting on with building the infrastructure the city needs, even in times of financial difficulty. Staff agree with the benefits these bring. The $150.6 million IAF agreement that is enabling 4000 new homes in the central city and its surrounds; funding from the Shovel-Ready Programme and the Provincial Growth Fund that enabled the development of the Ruakura superhub in partnership with TGH; the Waikato Regional Theatre development project under a trust/partnership model, the $290.4 million Peacocke HIF agreement between the Government and Council; and the Rotokauri Private Developer Agreement for stage 1 are examples of significant PPPs. We will continue to seek out opportunities for further such partnerships.

***Growth***

213. The Mayor and some Councillors expressed an interest in slowing down spending on growth in the city as a means of improving Council's financial position.

214. Currently there is minimal capital investment planned in the Long-Term Plan to directly enable growth and development in existing growth areas. What little is planned is targeted at existing plan-enabled greenfield growth cells and specific projects within them, for example in Ruakura (Eastern Transport Corridor) and Rotokauri (Greenway). The central city is the only example of where investment is planned to enable growth in a brownfield (in-fill) context with regards to the three waters infrastructure investment alongside the IAF funding from the Crown. Capital investments to upgrade Pukete Wastewater Treatment Plant, the new Southern Wastewater Treatment Plant and install Bulk Wastewater Storage Devices across brownfield locations in the city will support overall future growth but do not in and of themselves enable growth, as they are also responding to levels of service, compliance and consenting obligations.

215. In this context, it is important to consider the coalition Government policy direction regarding growth of New Zealand's major centres. The Government has outlined its express intent to "smash urban limits holding our cities back". New or amended laws are being introduced to give effect to this. First has been by way of the Fast-track Approvals Bill which intends to fast track development projects of regional or national scale. Staff are aware of a number of applications in and on the edge of Hamilton. Second, Government has committed to introducing a Resource Management Amendment Bill in the second half of 2024 to require councils to zone enough land-supply for 30-years of demand. The Minister for Infrastructure has stated that the Government will "fix infrastructure funding and financing, and introduce incentives to encourage cities and regions to go for growth."

216. Given there is no funding to support new greenfield growth areas and there is limited funding to support those existing greenfield growth cells, this will require Council to reconsider its approach to growth planning, investment and servicing. It will also require Council to work with developers and the Government regarding alternate forms of funding, financing and infrastructure delivery.

217. Staff recommend a review of Council's approach to emerging areas, to be reported to the Strategic Growth and District Plan Committee. The review should include analysis of:

    i. the whole-of-life costs of new growth areas and how these costs can be met through new or existing financial levers;

    ii. the long-run economic efficiencies of Council not actively managing urban growth in these areas and instead allowing these areas to be urbanised under the control of neighbouring Council's; and

    iii. the spatial planning and 'place-making' implications, benefits and disbenefits of actively managing growth in emerging areas compared to being inactive.

***Strategic Land Acquisition Fund***

218. Elected Members have noted that a shortcoming of the current Long-Term Plan has been the absence of a fund for purchasing land of strategic value to the city. A Strategic Land Acquisition Fund was added to the draft Long-Term Plan at the 28-29 November Council meeting, to provide a fund for Council to acquire strategic land for growth, development, community amenity use and environmental offset provisions. Notwithstanding the option provided above to remove this fund in Year 1 (to be offset by funding from land sales and/or bringing forward funding from Year 2 of the strategic fund if required), this will be an important fund for Council to use over the Long-Term Plan period– as demonstrated by the fact that it is already oversubscribed in Year 1.

***Housing shortfall***

219. Elected Members requested information on the housing shortfall in Hamilton.

220. Based on the 2023 Housing Capacity Assessment, over the short-term (next 0-3 years) it is forecast that there will be demand for 4,700 dwellings (including the competitiveness margin of 20% required by the NPS:UD). This results in a forecast shortfall of between 2,000 and 3,000 dwellings. The main drivers for these shortfalls are economic feasibility and infrastructure availability.

***Consenting***

221. The Mayor and some Councillors have expressed a view that further examination of the consenting and approval process may identify further opportunities to streamline our end-to-end processes.

222. Submitters spoke about some of the development challenges they are experiencing and identified opportunities and suggestions on how to reduce time, and ultimately cost. More broadly, the challenges faced by developers are wide ranging are linked to a broad range of matters, including our planning and policy settings, legal, infrastructure constraints and our willingness to take on or accept risk.

223. Staff recommend that a working group is established, consisting of the Chair and Deputy Chair of the Strategic Growth and District Plan Committee, other Elected Members and staff, to engage with developers to address issues with development consenting and approval processes, with to report to the Strategic Growth and District Plan Committee. The scope of this working party could include, but would not be limited to, the resource consent process, engineering design approval, work clearance, 223/224 and building consent processes.

***Next steps***

224. Once Council has agreed a final Long-Term Plan at this meeting staff will process changes, prepare financial statements, work with Audit NZ and the Office of the Auditor General on the audit of the Long-Term Plan, and develop the 2024-34 Long-Term Plan document, which is scheduled for adoption on 4 July 2024.

225. Staff have discussed with Elected Members the growing likelihood that a long-term plan amendment will be required alongside the 2025/26 Annual Plan. This is primarily caused by changes relating to three waters, and the possible creation of a Council-Controlled Organisation that would be responsible for delivering the city's (and, depending on formation, possibly other councils') water services. This work cannot be taken forward as part of this Long-Term Plan, as the government reform programme is still evolving at pace, with key legislation yet to be introduced.

226. We have also discussed the opportunity to use the likely long-term plan amendment to deliver significant additional workstreams over the next year, and potentially introduce significant changes. One of the key objectives of this work would be to reduce the ongoing rates rises set out in the proposed Long-Term Plan. The workstreams would include:

    i. the work set out in the *Capital*, *Growth* and *Consenting* sections above, and a consequential review of DC levies, noting that concern at the level of DCs was another key theme of the consultation, as set out in the separate report being considered at this meeting; and

    ii. the rating review requested by Council on 20 February 2024 to report back ahead of the 2025/26 Annual Plan; and

    iii. potentially further work looking at the levels of Council's enabling and community-facing services, and a consequential review of the organisation to deliver agreed levels of service.

227. As with work around the possible creation of a waters CCO, the above work cannot be taken forward as part of this Long-Term Plan. The various pieces of work represent considerable workstreams that require time to progress, while further tools and solutions that are not available to us in this Long-Term Plan may become available over the coming months.

228. Noting that that Elected Members have expressed concern regarding the accuracy of the assumptions baked into the Long-Term Plan, the work will also allow the core assumptions such as interest rates and inflation to be further reviewed, as the future economic outlook becomes clearer with the new government policies and reserve banks current focus on inflation.

229. In order to enable the critical workstreams referred to above to progress within existing budgets, prioritisation of existing work will be required. Staff will ensure that Council is updated on key prioritisation decisions.

230. In parallel, we will continue to monitor changes introduced by central government (for example, around three waters reform, resource management reform and the Fast Track Consents Bill). The Mayor, Councillors and staff will continue to advocate for the kind of solutions – and in particular funding and financing tools – that, as the fastest growing city in New Zealand, Hamilton requires to service the growth we are experiencing and deliver on the other opportunities and challenges we are facing, while maintaining rates at affordable levels. This might include government enabling transport pricing, as well as enabling Council to receive some of the benefits of growth, such as a Government incentive linked to land enabled for development, Government returning GST on rates to reduce the burden on ratepayers, or similarly government paying rates on properties. We will also continue our attempts to negotiate a city or sub-regional deal with the government.

231. Staff will also continue to engage with the Local Government Funding Agency, given that the debt-to-revenue limit that it sets is one of the key drivers of the unsustainable rates rises included in the proposed Long-Term Plan.

232. Meanwhile further effort will be required – potentially in partnership with other growth councils – to communicate the challenges facing local government, noting the important work that has been carried out recently by LGNZ, in partnership with Infometrics.

## Financial Considerations - *Whaiwhakaaro Puutea*

233. The costs to complete the development of the 2024-34 Long-Term Plan are funded from existing budgets.

234. The external costs for the engagement are outlined below:

**Table 13: External costs for the Long-Term Plan engagement**

| Item | Cost |
|---|---|
| Pre-consultation | $22,487 |
| Communication and engagement campaign | $44,928 |
| Consultation document (printing) | $13,328 |
| NZSL translation | $2,495 |
| Web development | $3862 |
| Web graphic design | $1,782 |
| Development Contributions policy and submission forms (digital assets and printing) | $2,672 |

| | |
|---|---|
| Public notice | $247 |
| Voice of Hamilton Kirikiriroa (survey) | $1,600 |
| Nielson (representative survey) | $46,000 |
| **TOTAL** | **$139,403** |

## Legal and Policy Considerations - *Whaiwhakaaro-aa-ture*

235. Staff confirm that the recommendations in this report comply with the Council's legal and policy requirements.

### Climate Change Impact Statement

236. Climate change has been considered throughout the Long-Term Plan development. It is a significant assumption and is integrated through multiple of Council's five priorities that represent the five community outcomes for this Long-Term Plan. Council's climate change strategy, Our Climate Future: Te Pae Tawhiti o Kirikiriroa, influenced proposals that were outlined in the draft Long-Term Plan, including the proposed Community Resilience and Extreme Weather targeted rate. Through the development of the Long-Term Plan budget, as with many other issues in a highly constrained fiscal context, not all actions to support implementation of Our Climate Future: Te Pae Tawhiti o Kirikiriroa have been funded.

237. Staff have not completed full emissions and adaptation assessments of the recommendations outlined in this report as it is not feasible. Individual programmes and projects that will be delivered because of the decisions made through the Long-Term Plan will be assessed in line with the Climate Change Policy.

238. One area staff have been able to assess is the impact of decisions in the draft Long-Term Plan on our Council emissions profile. Council set an emissions target for Hamilton City Council operations of 50 percent reduction by 2030 (from 2018/19 levels). Projects to meet the target have been identified and were proposed through the Long-Term Plan process. However, reductions within the renewals budget meaning low carbon options for boiler replacements are at risk and changes to the wastewater treatment plant to reduce biogenic emissions have been delayed. This means achieving the 2030 Council emissions reduction target is at risk. An assessment of this is provided in **Attachment 13: Corporate emissions reduction opportunities and risks.**

239. **I**f the Community Resilience and Extreme Weather targeted rate does not proceed, the delivery of key projects that build our community resilience will not be completed – unless specific projects are transferred to the base budget. These include the community climate change risk assessment that would provide council and the community with a clear understanding of the potential risks from extreme weather and other climate-related impacts, and which risks to prioritise addressing.

## Wellbeing Considerations - *Whaiwhakaaro-aa-oranga tonutanga*

240. The purpose of Local Government changed on the 14 May 2019 to include promotion of the social, economic, environmental and cultural wellbeing of communities in the present and for the future ('the 4 wellbeings').

241. The subject matter of this report has been evaluated in terms of the 4 wellbeings during the process of developing this report as outlined below. The recommendations set out in this report are consistent with that purpose.

242. Council's five priorities are aimed at improving the wellbeing of Hamiltonians. All of the activities we carry out contribute to the achievement of our community outcomes. If we achieve all the expectations we have set for our service delivery, we will be making progress on achieving all five priorities.

## Risks - *Tuuraru*

243. There are a number of risks inherent in the draft budget that were explained at the time of initial consideration as part of the draft budget Council meetings on 28 November 2023 and 20 February 2024 Council meetings. Risks in relation to specific projects were explained in either the capital sheets or change request schedules. Risks associated with the development of the budget were also outlined as part of the Long-Term Plan draft Budget meetings.

244. Risks that should be considered by Council in its decision making on the final Long-Term Plan budget have been included throughout this report as part of the discussion of options being considered.

245. Council is scheduled to adopt its Long-Term Plan on 4 July 2024, pursuant to the extended deadline afforded by the Water Services Acts Repeal Act 2024. Given the process steps remaining, Council should make final decisions on the budget at this meeting. If budget decisions are not completed by 6 June 2024, there is a risk that the Long-Term Plan will be unable to be completed and formal adoption achieved (with an Audit opinion) by 4 July 2024.

246. The work required to finalise the Long-Term Plan includes finalising the projects to be funded where these have been altered, uploaded data and running financial and development contributions models, writing final content for the plan, legal review, quality assurance review, design work, and audit (including an Office of the Auditor General 'hot review') and incorporating any changes required by audit.

247. The rates cannot be set, and the Development Contributions Policy cannot be implemented, until the Long-Term Plan is adopted.

248. A delay to adoption would mean that we cannot invoice the first instalment of rates as scheduled, which would have significant cashflow and financing cost implications. The first rates invoice of the year is normally issued in July, asking for payment by the end of August.

249. We are unable to recalculate payment amounts for those ratepayers pay by direct debit until we set the new rates. For those paying regularly, a longer delay means a higher recalculated payment in order to ensure rates are paid by the following 30 June.

250. We are unable to process rates rebates until we have set rates.

251. The later the rates are confirmed, the greater impact this would have on property sale/settlements (where we are unable to provide certainty of rates).

252. Depending upon the delay we would need to consider:

    a) Reducing the number of rates instalments generated for the year;
    b) Investigate the option of sending a 'provisional' invoice;
    c) Delay the first invoice (by up to a few weeks).

253. Reducing the number of rates instalments would mean combining the first two invoices into a six-monthly invoice. We have previously put forward this approach (on an ongoing basis) as a small cost saving measure, however this has been discounted because of the change and disruption it would cause. That change would be exacerbated this time by the rates rise. For 2023-24 a quarterly rates invoice for the median residential property is $710. A six-monthly invoice with a 19.9% increase would be $1,703. This would require advance communication to advise of the change and to promote different payment options.

254. A 'provisional' invoice is a rarely used clause within the Local Government (Rating) Act. Essentially sending invoices to those ratepayers who received an invoice in the previous year only (i.e., not new properties) at an amount 25% of their last years rates. This cannot include any rates increase. To do this would require resolution by Council. It is not clear whether it is lawful to enforce penalty for non-payment and when rates are eventually set and we would need to 'unwind' this. This is a very costly process for Council. We expect this would add a lot of confusion for ratepayers too, creating the need for staff to deal with an increase in queries and complaints. This approach would also need to be accompanied with good communications about how it is being implemented. This approach is not recommended. We have not been required to consider this in the past and unsure whether our current system would cater for this option.

255. We will likely experience a significant increase in queries and complaints from ratepayers following a large rates increase (calls/emails/front counter). Any change from our usual processes and timelines will exacerbate this and may require additional staff attendance and communications to ratepayers. There are also complications around direct debits and rebates, as we can't issue or adjust these until after rates are set, which will create further administration and confusion.

256. Delaying the adoption of the Development Contributions Policy means that all development resource consent applications lodged between 1 July and the actual delayed adoption date will have DCs calculated at the existing rate, meaning there will be potential lost DC revenue. The longer the delay, the greater the risk of lost DC revenue.

257. Delaying the adoption of the Long-Term Plan has the potential to create issues with Audit NZ's availability and audit timeframes as their attention is redirected to annual reports and other Council work later in the year.

258. There will also be additional Audit fees associated with requiring them to undertake a further audit.

259. Finally, a delay to the adoption of the Long-Term Plan will mean a delay to beginning critical workstreams identified in this report to feed into the 2025/26 Annual Plan and/or Long-Term Plan Amendment. Some of this work would have to be delayed or cancelled if we are still working on the Long-Term Plan until the end of September 2024.

## Significance & Engagement Policy - *Kaupapa here whakahira/anganui*

260. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the matter(s) in this report has/have a high level of significance.

261. Staff have considered the key considerations under the Significance and Engagement Policy and have assessed that the recommendation(s) in this report has/have a high level of significance.

262. Community views and preferences are already known to Council through the draft 2024-34 Long-Term Plan consultation process. The submission insight report was included with the 15 May 2024 Council Agenda (available here).

263. Through the deliberation process Council may seek to make a decision that has not previously been considered or consulted on. This new decision should be assessed against the Significance and Engagement Policy and if it is deemed to be 'Significant', consideration should be given to whether additional consultation is required on this specific matter.

## Attachments - *Ngaa taapirihanga*

Attachment 1 - Information requests from Elected Members *(Under Separate Cover)*

Attachment 2 - Financial implications of alternative options in the Consultation Document

Attachment 3 - Verbal submissions insights report

Attachment 4 - Draft Significant Forecasting Assumptions

Attachment 5 - Fees and Charges

Attachment 6 - Details breakdown of project capital expenditure

Attachment 7 - Fairfield and Enderley

Attachment 8 - Possible service level reductions *(Under Separate Cover)*

Attachment 9 - Targeted rates - options for consideration

Attachment 10 - Maaori submissions insights report

Attachment 11 - Iwi and Hapuu submissions

Attachment 12 - Additional analysis - transport services sentiment by area

Attachment 13 - Corporate emissions reduction opportunities and risk

**Financial implications of alternative options in the Consultation Document.**

**Community Infrastructure targeted rate**

- Council consulted on its preferred option and two alternative options for investment in community infrastructure, that would fund initiatives such as providing additional (and supporting existing) sports facilities, upgrades to community centres, or improvements to public toilets.
- Council's preferred option was to introduce a targeted rate with an impact of 40c per week on the median-value residential property. This would be the equivalent of a 0.73% rates rise, on top of the general rates increase, providing an extra $1.8 million to invest on those initiatives. An alternative option was to introduce a targeted with an impact of 80c per week on the median-value residential property. This would be the equivalent of a 1.46% rates rise, on top of the general rates increase, providing an extra $3.6 million to invest on those initiatives. The final alternative option was to not introduce a targeted rate for community infrastructure.

**Community Resilience and Extreme Weather targeted rate**

- Council consulted on its preferred option and two alternative options for investment in community resilience and extreme weather, that would fund initiatives such as understanding the risks the city faces from the changing climate and develop our community readiness; providing additional flood protection and preparation, and providing additional respite from heat and drought.
- Council's preferred option was to introduce a targeted rate with an impact of 40c per week on the median-value residential property. This would be the equivalent of a 0.73% rates rise, on top of the general rates increase, providing an extra $1.8 million to invest on those initiatives. An alternative option was to introduce a targeted with an impact of 80c per week on the median-value residential property. This would be the equivalent of a 1.46% rates rise, on top of the general rates increase, providing an extra $3.6 million to invest on those initiatives. The final alternative option was to not introduce a targeted rate for community infrastructure.

**Targeted rates for pool inspections**

- Council consulted on its preferred option and an alternative option for covering the cost of private swimming pool safety inspections. The cost would only apply to residential properties with a swimming pool.
- Council's preferred option was to introduce a targeted rate so swimming pool owners would pay the fee annually ($79 including GST). An alternative option was to keep the status quo, whereby swimming pool owners would continue to be invoiced $237 including GST (in 2024-25) every three years.
- Regardless of the decision, there would be no implication on Council's debt or levels of service.

# HAMILTON CITY COUNCIL
# 2024-34 LONG-TERM PLAN:
## VERBAL SUBMISSIONS INSIGHTS REPORT

Report prepared by:
Piper Shields, Research and Insights Advisor
Communication and Engagement
Partnerships, Communication and Maaori
May 2024

## Submission insights

Every three years, Council develops the Long-Term Plan (LTP) which sets out the projects, budget, and financial strategy for the next 10 years. From 19 March to 21 April, we consulted with the community about our draft 2024-34 LTP.

We received 2992 responses. Most submissions (2830) were made online through the Have Your Say platform, though we also received 53 hardcopy submissions, 107 emails, and one letter (which were then entered verbatim into the Have Your Say platform).

After identifying and combining 61 duplicates, the total number of unique submissions received was 2931, of which 2794 were from individuals and 137 were from representatives of organisations and groups. 140 respondents made a verbal submission, of which 133 related to the Long-Term Plan.

This report spotlights the responses of submitters who made a verbal submission and compares these to the responses of all submitters.

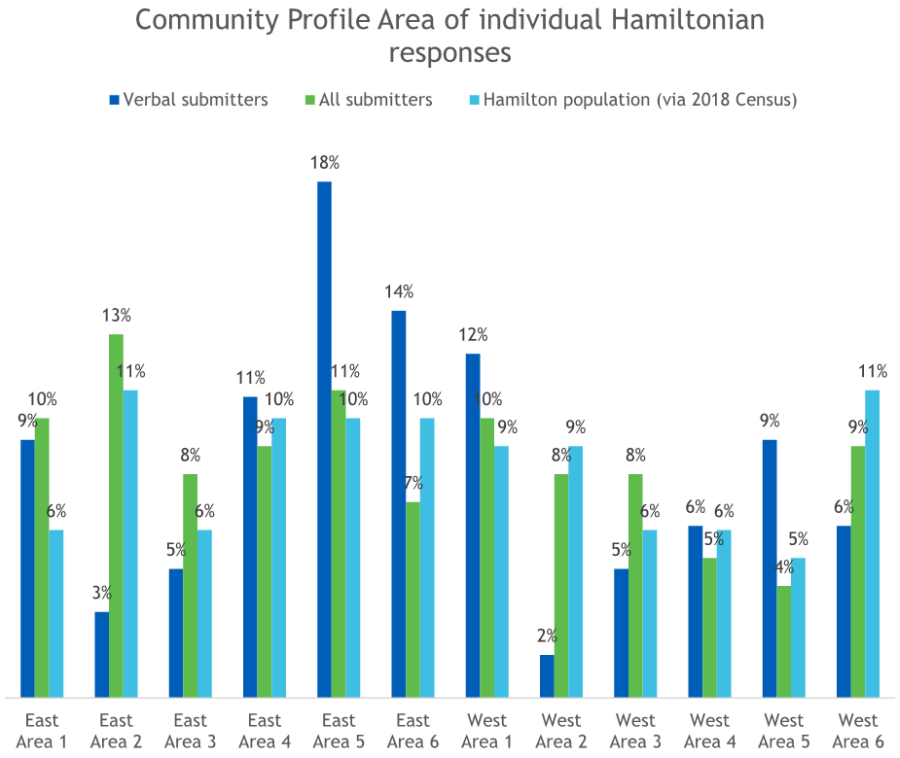
Note: for this report, we have analysed the written submissions of verbal submitters – not the content of what was expressed in the Council Chambers. The purpose of a verbal submission is to highlight the main points of their written response – this report anticipates that this process was followed.

## Individual responses

*Demographics of individual respondents*

Of the 2931 unique respondents, 2794 indicated they were submitting as individuals (not as representatives of organisations or groups). Of these, 2516 respondents (90%) signalled they live in Hamilton. 65 of these were verbal submitters.

***Location***

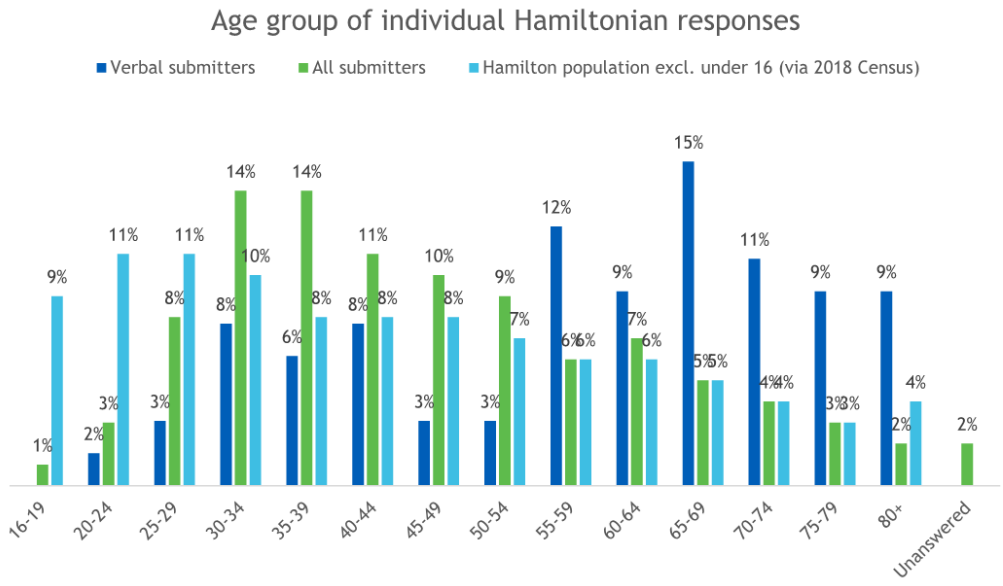



See table below for a list of suburbs in these community profile areas.

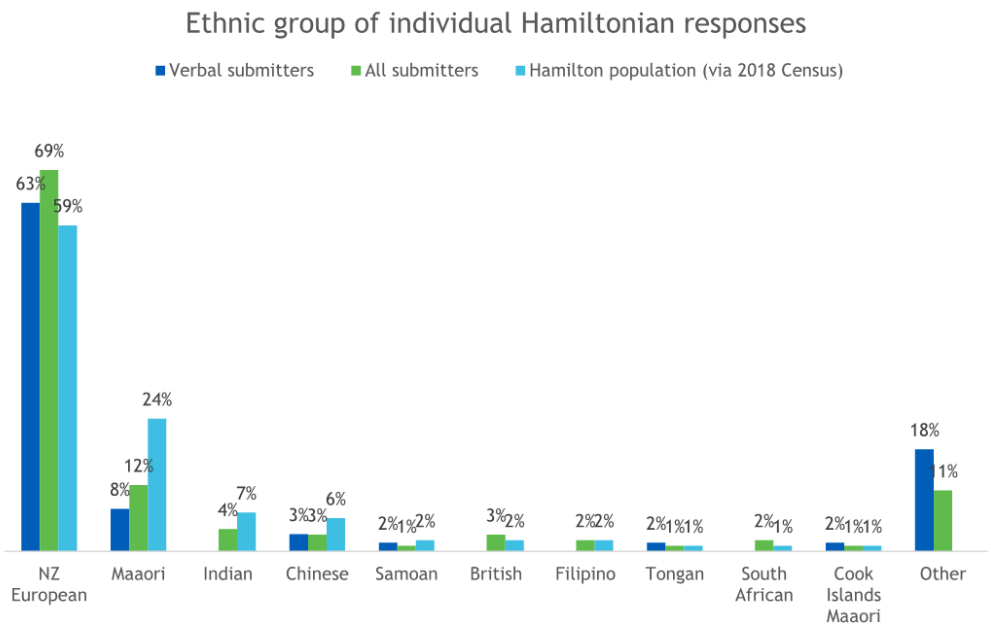
| Community Profile Area | List of suburbs |
|---|---|
| East Area 1 | Flagstaff |
| East Area 2 | Callum Brae, Huntington, Rototuna, Rototuna North, St James |
| East Area 3 | Chartwell, Chedworth, Harrowfield, Queenwood |
| East Area 4 | Enderley, Fairfield, Fairview Downs |
| East Area 5 | Claudelands, Hamilton East, Peachgrove |
| East Area 6 | Hillcrest, Ruakura, Riverlea, Silverdale |
| West Area 1 | Avalon, Beerescourt, Forest Lake, Pukete, St Andrews, Te Rapa |
| West Area 2 | Crawshaw, Grandview Heights, Nawton, Rotokauri, Western Heights, Baverstock |
| West Area 3 | Aberdeen, Dinsdale, Temple View |

| | |
|---|---|
| West Area 4 | Frankton, Maeroa |
| West Area 5 | Hamilton Central, Hamilton Lake, Whitiora |
| West Area 6 | Bader, Deanwell, Fitzroy, Glenview, Melville, Peacocke |

***Age group***

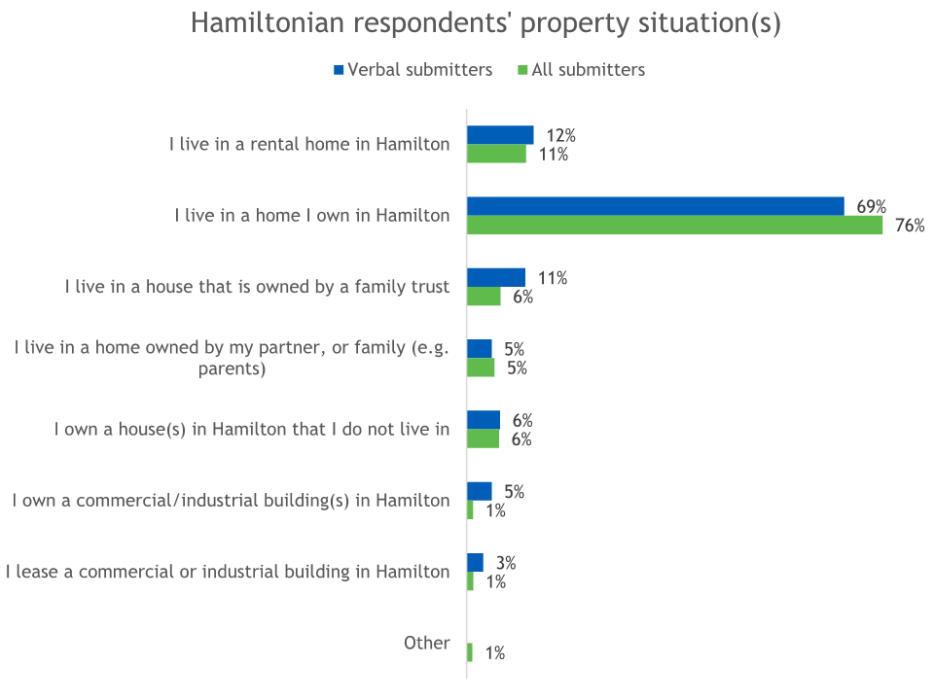



***Ethnic group***


Ethnic group of individual Hamiltonian responses
Verbal submitters
All submitters
Hamilton population (via 2018 Census)
69%
63%
59%
24%
12%
8%
7%
4%
6%
3%3%
2%1%2%
3%2%
2%2%
2%1%1%
2%1%
2%1%1%
18%
11%
NZ European
Maaori
Indian
Chinese
Samoan
British
Filipino
Tongan
South African
Cook Islands Maaori
Other

5

***Respondents' property situation(s)***






### *How we plan to manage the city's finances*

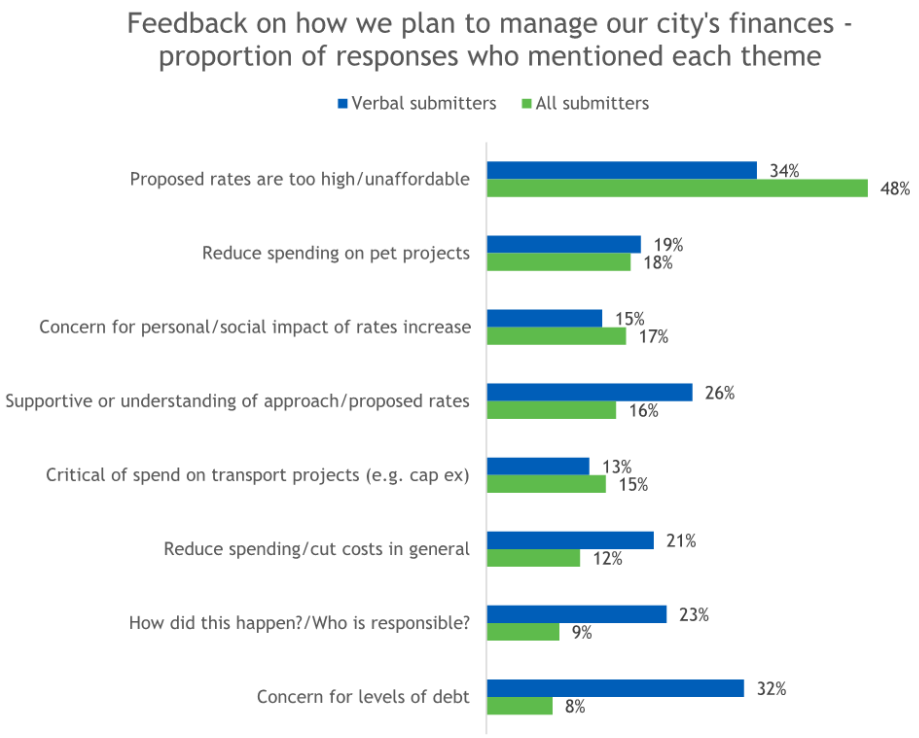
We asked respondents for feedback on managing the city's finances, which included a proposed average rates increases of 19.9% ($11 per week for a median-value residential property) in 2024/25, and 15.5% for the following four years (2025/26 to 2028/29).

We received 2326 responses to this question. 62 of these respondents made a verbal submission.

The most common themes from verbal submitters were:

- proposed rates are too high or unaffordable (21 comments)
- concern for levels of debt (20 comments)
- supportive or understanding of approach to managing finances, including the proposed rates increase (16 comments)
- concern for how Council ended up in this situation – how did this happen, and who is responsible? (14 comments)
- reduce spending or cut costs in general (13 comments)
- reduce spending on pet projects and focus on essentials only (12 comments).

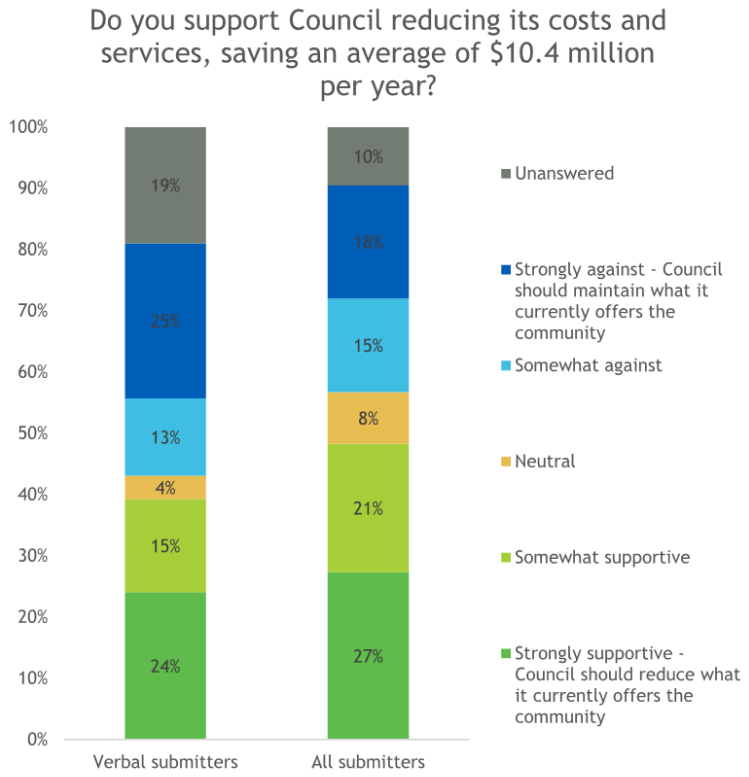
Concern for levels of debt was far more common in verbal submitters, with one in three (20 of 62) mentioning this in their response to this question. One in four verbal submitters (16 of 62) were supportive or understanding of our financial approach.




*Reducing Council's services and costs*

We asked respondents whether they supported Council reducing costs through a likely reduction in services, saving an average of $10.4 million per year.

Verbal submitters were less likely to support the proposed service reduction compared to all respondents (39% of verbal submitters support, c.f. 48% of all respondents).




### *A walking and cycling bridge*

As a part of the draft LTP, Council sought feedback on building a walking and cycling bridge over the Waikato River in the central city.

2580 respondents provided a response to this question. 1538 (60%) were generally opposed to building the bridge, 682 (26%) were generally supportive, and 452 (18%) were neutral.

70 verbal submitters responded to this question. 35 (50%) were generally opposed, 28 (40%) were positive, and 15 (21%) were neutral.

Note that respondents could have comments that were across multiple categories.

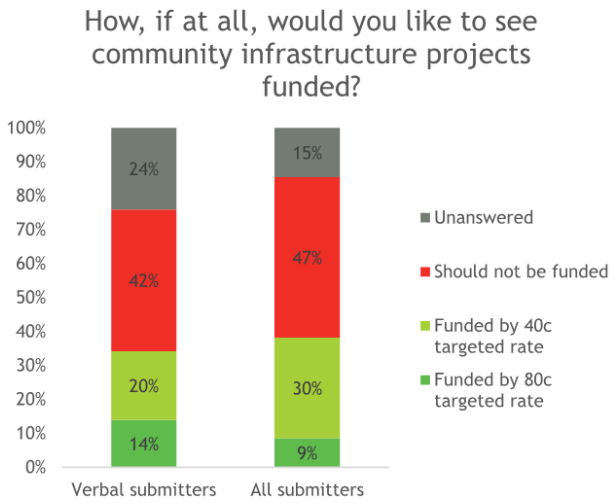
### *Targeted rates for additional services*

Council asked if respondents were supportive of introducing additional services which would be funded via targeted rates. These additional services are community infrastructure (e.g. providing additional/improving existing sports facilities, upgrades to community centres, or improvements to public toilets) and community resilience and extreme weather (e.g. understanding the risks the city faces from the changing climate and develop our community readiness, providing additional flood protection and preparation, and providing additional respite from heat and drought). Respondents were whether community infrastructure or community resilience and extreme weather should be funded through a targeted rate value of an impact of

40c per week to the median-value residential property, or 80c per week to the median-value residential property, or not funded at all.

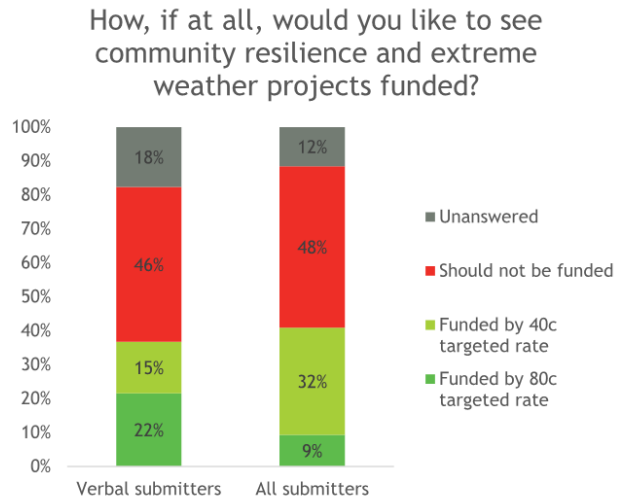
***Community infrastructure***

Levels of support for, and opposition to, the proposed targeted rate for community infrastructure projects were similar across both groups. Verbal submitters were slightly less likely to oppose the targeted rates (42% oppose c.f. 47% of all respondents). However, verbal submitters who were supportive of the targeted rates were more likely to support a targeted rate of 80c per week for a median-value household (14% support 80c rate, c.f. 9% of all respondents).



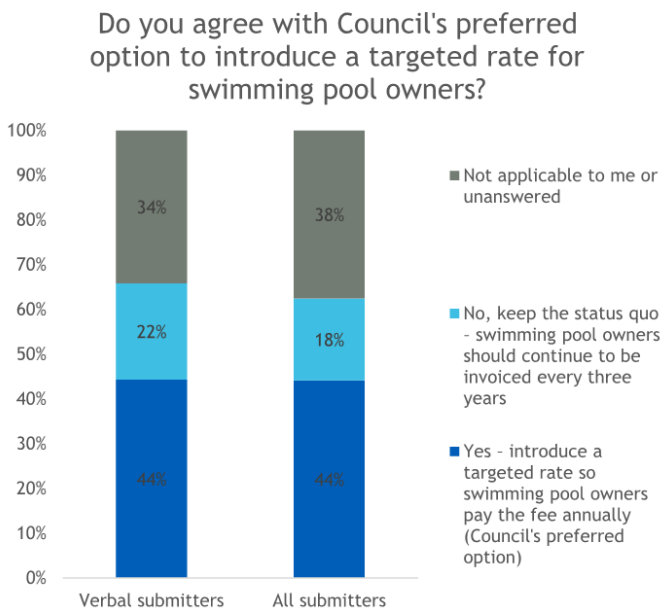

***Community resilience and extreme weather***

A similar pattern emerges for the proposed targeted rate for community resilience and extreme weather projects. 46% of verbal submitters oppose the targeted rate, compared to 48% of all respondents. Again, however, support for the 80c targeted rate is much higher, with 22% of verbal submitters preferring this option, c.f. 9% of all respondents).




*Targeted rates for pool inspections*

Council proposed to introduce a targeted rate to cover the cost of a private swimming pool safety inspection. There was no notable difference between verbal submitters and all submitters in this question.



## Feedback from businesses, organisations, and groups

We received verbal submissions on the LTP from 53 business, organisations and groups:

- Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)
- Bike ACTION Hamilton
- Combined Community Houses of Kirikiriroa: Waimarie, Glenview, Western, Good News Te Whare O te Ata
- Commercial & Industrial Consultants Ltd
- Community Waikato
- Creative Waikato
- Da-Silva Builders Ltd
- Eastlink Community Hub
- FERN (Fairfield Enderley Resilience Network)
- Foster Construction Group
- Friends of Hamilton public Libraries
- Friends of Hamilton Zoo
- Habitat for Humanity Central
- Hamilton & Waikato Tourism
- Hamilton Arts Festival Toi Ora ki Kirikiriroa
- Hamilton Central Business Association
- Hamilton Gardens Development Trust
- Hamilton Roller Skating Club
- Htown Skate Project
- IĒNA PASIFIKA
- Iwi hapu Ngamurikaitaua
- Kāinga Ora – Homes & Communities
- King St
- Living Streets Kirikiriroa / Hamilton
- Living System Developments
- Living Wage Movement Aotearoa - Hamilton Community
- Melville United AFC
- Modern Transport Engineers Ltd
- New Zealand Recreation Association t/a Recreation Aotearoa
- One Victoria Trust/ Meteor Theatre
- People, Cities and Nature programme, University of Waikato
- Porter Group
- Property Council New Zealand Central Region
- Regional Tourism New Zealand
- Seed Waikato
- Sport Waikato
- Tainui Waka Tourism Inc
- Taitua Arboretum Advisory Panel
- Te Awa Lakes
- Te Papanui Enderley Community Trust
- Te Rongopai Community Trust
- The Adare Company Limited

- Turn and Gymnastic Circle
- Waikato Chamber of Commerce
- Waikato Community Lands Trust
- Waikato Environment Centre Trust
- Waikato Regional Airport Ltd
- Waikato Regional Theatre
- Waikato Screen NZ
- Waikato Tennis Trust
- Waikato Wellbeing Project
- Wanderers Sports Club also known as Hamilton Wanderers
- YWCA of Hamilton

2024-34 Long-Term Plan

# DRAFT significant forecasting assumptions



# Macro Assumptions

### Three waters reform

This 2024-34 Long-Term Plan (LTP) reflects policy direction from the new National-led Government in relation to costs for water services delivery. There remains significant uncertainty about future requirements for councils and resulting costs.

In 2023 legislation was passed by the Labour-led Government to remove the costs of water services from councils (and transfer to new organisations) in stages. In its LTP budget, Hamilton City Council (Council) was legally required to remove waters costs from 2025.

Following the 2023 election, the new Government has repealed this legislation. This significantly impacted the draft LTP projections and has substantially wider implications for responsibility for water services costs post-2025.

The previous Government's reform intended to reduce future cost impacts for councils and the public through economies of scale in regional organisations. The new Government has not indicated any alternate funding support.

Government has advised councils are to self-determine future service delivery arrangements via a water services delivery plan (to be submitted within 12 months).

As a result, Council's water service delivery budgets face increasing pressure to maintain existing levels of service, address existing unfunded waters projects, provide increased funding for growth infrastructure, meet new regulatory and consenting requirements, provide resilience and response to climate change.

Government has stated two new pieces of legislation will be delivered in the next 12 months. The Local Government Water Services Transitional Provisions Bill will set out guidelines relating to how councils will manage water services and water costs and will make it easier for councils to establish council-controlled organisations (CCOs) under the Local Government Act 2002.

The second bill, the Local Water Done Well Bill, will provide guidelines for long-term financial sustainability, a complete economic system for controlling water-related costs, and a new range of structural and financing tools, including a new type of financially independent CCO.

Council has not allocated funding to investigate a CCO or similar partnership involving Hamilton. Establishment costs for any new entity would be significant and likely require a minimum three-year lead time before it could be operational.

There continues to be significant uncertainty around the Government's proposed changes to legislation, regulation and policy drivers which impact the way in which three water services and infrastructure are provided. This uncertainty means that there are likely to be future implications which are unfunded in this LTP, such as:

• any change required to meet new legislation and regulation, such as the economic regulation signalled by the Government;
• any change in levels of services that may be required in response to new performance measures;
• any investment required to explore alternative three waters delivery models; and
• the former water service reform included centrally-funded procurement for nationally-consistent digital architecture for asset management, service maintenance and customer relationships. Halting the reform programme means these costs will now fall on councils. Council has made no provision to fund these upgrades and faces the future dilemma of establishing bespoke local upgrades or awaiting a potential regional entity to ensure local investment isn't wasted.

**Resource Management Act 1991 reform**

Our assumption is that the Resource Management Act 1991 (RMA) will continue to be the primary legislation under which Council operates in regard to resource management. Parliament has passed legislation repealing the Natural and Built Environment Act 2023 and the Spatial Planning Act 2023 as part of the Government's 100-day plan. While the repeal signals a reversion to the RMA, the Government will retain fast-track consenting provisions for now in advance of a separate bill to be introduced later in the 100-day period; and ensure Treaty settlements are upheld. This assumption has a high level of uncertainty. The government has signalled a full review of the legislation, but there is no timeline or detail known to date. This has limited impact on finances as Council will continue to operate under current legislation for the foreseeable future.

**Fast Track Approvals Bill**

The new Fast Track Approval Bill has been recently introduced into Parliament. The purpose of the bill is to "fast-track decision-making process that facilitates the delivery of infrastructure and development projects with significant regional or national benefits". It is possible that the Fast Track Approval process will be used to enable developments on the periphery of the exiting Hamilton City boundary. This could result in significant new developments outside the city, that draw development demand away from Hamilton City. This could impact on growth and financial modelling completed to support the LTP.

There is also a lack of clarity around the need for proposed developments to be adequately serviced from a three waters and transport perspective. This could result in poor development outcomes and potentially infrastructure servicing challenges that require Hamilton City Council support to remedy. These is no investment included in the LTP to provide new infrastructure services to areas outside of the existing city boundary.

The Infrastructure and Assets Group has applied for the following Projects to be included as referred projects within the Fast Track Approval Bill to cater for both the significant historic growth and planned future growth:

1. **Metro Wastewater Treatment Plant Service Packaging**
   A package of over $1 billion of investment in wastewater treatment, consisting of:
   • **Southern Metro Wastewater Treatment Plant**
   A staged $500+ million investment over 30 years into a new wastewater treatment plant to provide for future planned growth in Hamilton's south, the Airport's industrial area and communities south of Hamilton, both in Waipa and Waikato Districts.
   • **Pukete Wastewater Treatment Plant Reconsenting and Expansion**
   $500+ million investment over 15 years into Pukete treatment plant to get ready for subregional growth and higher discharge standards.

2. **Hamilton Bulk Wastewater Storage Programme**
   A total investment of $130+ million over 10 years, to develop wastewater storage devices used to reduced wastewater overflows and open up additional capacity in the strategic wastewater network.

The outcome of the Fast Track Approvals Bill process is unlikely to be known when the 2024-34 Long-Term Plan is adopted.

**Future for Local Government**

No substantive policy decisions about the future structure, roles, functions, or funding of the local government sector were made pursuant to the Future for Local Government review prior to the 2023 general election. Our assumption is that no changes will be introduced as a result of the review prior to the adoption of the LTP.

**Climate change**

The climate in Hamilton Kirikiriroa is already changing, including longer summers, warmer temperatures, extreme rainfall and drought conditions. Waikato Regional Council's Waikato Regional Climate Impacts Report uses the latest climate modelling data to model the potential future climate for the region. It shows that over the next few decades we will likely experience:

- increase in rainfall intensity
- rising temperatures
- longer hot summer season
- increase in the number of hot nights
- increase in the number of hot days
- changes in wind directions
- increase in tropical cyclones

This future climate state was used in understanding the risks for our assets and services and the risks that were identified to be high or very high now or in 2050 have been included and adaptation responses integrated into the LTP and Infrastructure Strategy.
In relation to emissions reduction, we have assumed that the current emissions target of net zero by 2050 (excluding biogenic emissions) and emissions budgets set by the government will remain for the duration of this LTP.

**Population growth**

Population growth has been forecast for territorial authorities in the Waikato by the National Institute of Demographic and Economic Analysis (NIDEA), University of Waikato. On 14 June 2023 through the Strategic Growth Committee, Council adopted the NIDEA high projection (2021) to prepare this LTP.

Population projections from this projection series have been used to help prepare 30-year demand forecasts for the Infrastructure Strategy.

As a result of the variability in immigration settings, there is a high degree of uncertainty around these projections. If government continues with a permissive immigration policy, then the rate of growth is likely to be higher than forecast. A move to a restrictive immigration policy would likely result in growth lower than projected. We monitor population growth and projections can be revised if immigration or growth settings change and growth diverges substantially from projected.

To ensure we have the best information available, we rebase our population projections annually when the latest Statistics New Zealand population estimates are released.

Total population at 30 June is projected to be:

| | |
|---|---|
| 2025 | 188,604 |
| 2026 | 191,538 |
| 2027 | 194,495 |
| 2028 | 197,471 |
| 2029 | 200,454 |
| 2030 | 203,441 |
| 2031 | 206,431 |
| 2032 | 209,491 |

| | |
|---|---|
| 2033 | 212,404 |
| 2034 | 215,379 |

New households at 30 June are projected to be:

| | |
|---|---|
| 2025 | 1,183 |
| 2026 | 1,183 |
| 2027 | 1,159 |
| 2028 | 1,248 |
| 2029 | 1,235 |
| 2030 | 1,250 |
| 2031 | 1,270 |
| 2032 | 1,244 |
| 2033 | 1,303 |
| 2034 | 1,284 |

**Growth infrastructure investment**

It is anticipated that all growth cells will be developed by us in partnership with those providing privately funded infrastructure.
As our current financial constraints do not allow for all growth infrastructure in all areas zoned for development, third party funding has been anticipated across all growth cells through the vesting of developer-provided infrastructure and the use of private development agreements (PDAs). Council will continue to explore the use of new funding and financing tools such as off-balance sheet structures provided by the Infrastructure Funding and Financing Act 2020.
It has been assumed we will generally make upsizing contributions to developers on an incremental marginal cost basis where these are required. It is also assumed that any strategic infrastructure upgrades required to service development outside of Councils priority development areas (i.e., Stage 1 growth area) will be funded by third parties. No allowance has been included in the LTP for strategic network upgrades that may be needed to service increased densities in existing greenfield development areas (e.g., Peacocke, Ruakura, Rototuna, Rotokauri) from those assumed at the planning stages for those areas.

## Settlement pattern | Where we're growing

Hamilton Urban Growth Strategy (HUGS), Future Proof Growth Strategy, Operative Waikato Regional Policy Statement and the Operative District Plan (ODP) outline the existing long-term settlement pattern for the city. This LTP has been developed based on the following land use assumptions. Key considerations as we grow include putting people at the heart, the health and wellbeing of the Waikato River, our environment, improved transport choices, climate change and working with our neighbouring councils.

### Central city

The central city is the economic heart of the subregion. As well as providing a place for commercial, cultural and economic growth, the central city will be our primary growth area for residential intensification. To support this growth, Council has received an Infrastructure Acceleration Fund grant of $150.6 million to deliver some of the $334 million infrastructure investment required to support more homes in the central city. Council is prioritising investment in the three waters networks to enable intensification in the central city and walkable catchment areas (Stage 1) over other areas of the city.

### Citywide intensification

Over time, we'll take a staged approach to enabling intensification in the other nearby centres and suburbs close to the central city. This means redevelopment to promote higher density growth with a range of housing choices, easy access to jobs, services, education, health, parks and open spaces and community facilities, using a range of transport choices.

Intensification will focus in the central walkable catchment areas (Stage 1). The programme of infrastructure investment focuses on investment at a strategic level including treatment plant headworks and bulk reticulation to support both greenfield and urban infill growth. Future public and private investment will be required locally within these areas to support individual development sites. Council has prioritised investment primarily focussed on addressing priority network performance issues across the city. Future investment will be required to provide for growth and intensification citywide.

### Greenfield northeast

Rototuna strategic infrastructure is nearing completion and residential development is expected to be completed within this 10-year period.

### Greenfield south

Peacocke Stage 1 residential development will continue and is expected to be completed within this 10-year period, with no further strategic infrastructure investment required. Peacocke Stage 2 will become the city's primary greenfield growth area for residential development following completion of the Housing Infrastructure Fund key strategic transport and

wastewater infrastructure in the northern part of the growth area during 2024 and 2025.

No substantial growth is forecast in Templeview due to limitations associated with infrastructure capacity. No funding is included in the proposed LTP for Council investment in three waters infrastructure to support development of the Templeview area.

### Greenfield northwest

Residential growth in Rotokauri Stage 1 is currently limited by the need to invest in strategic stormwater and transport infrastructure. Work is under way with land developers to explore innovative infrastructure funding, financing and delivery options.

Te Awa Lakes and parts of Rotokauri Stage 2 have been zoned through Private Plan Changes and consents for residential development are in place.

Council is working with the major land owners in Te Rapa North on the potential of progressing a plan change for Te Rapa North area (Plan Change 10) to enable the release of deferred industrial land. No substantial growth is forecast until investment is made in the necessary new strategic three waters and transport infrastructure. No funding is included in the proposed LTP for Council investment in three waters infrastructure to support development of the Te Rapa North area.

### Greenfield east

The Ruakura growth area in the precinct around the Ruakura Superhub Development has been enabled through private, Hamilton City Council and central Government funding through the Provincial Growth Unit and Crown Infrastructure Partners. As well as providing the Ruakura Superhub, one of New Zealand's largest multi-use developments, the area will continue to provide residential homes.

### Emerging areas

Hamilton City Council and Waikato District Council have a Strategic Boundary Agreement that provides for boundary extensions in relation to the growth areas of HT1 (Horsham Downs), R2 (Ruakura North) and WA (Wallace Road) when required by the City.

Hamilton City Council and Waipa District Council have a Strategic Boundary Agreement that provides for boundary extensions in relation to the growth areas of SL1 and SL2 (Southern Links 1 and 2).

There is no infrastructure allowance (both physical capacity or consented allocation of potable water or wastewater) made for infrastructure provision for emerging areas. Developers will need to meet Council's HUGS out-of-boundary principles including provision of infrastructure and the associated treatment plants and stormwater upgrades and their new consents to ensure any out of boundary emerging areas contribute positively to achieving the city's vision.

Any boundary change will require decisions of both Hamilton City Council and the neighbouring district council, a Local Government Commission process, with any environmental and financial considerations reported in a future annual plan or LTP.

Our settlement pattern assumes that these emerging areas will not be serviced in the short to medium term (e.g., within the next 10 years). Therefore, no funding is included in the proposed LTP for Hamilton City Council investment in three waters infrastructure to support development of any emerging areas.

**Infrastructure for prioritised development areas**

Development of a revised connections policy in response to intensification, Proposed Plan Change 12 and funding constraints has assumed that Council will prioritise investment in strategic waters infrastructure needed to unlock priority development areas such as the Stage 1 development area.

**Infrastructure to support new greenfield developments, emerging development area and priority development areas**

No funding is included in the LTP for Hamilton City Council investment in three waters infrastructure to support development of the future greenfield development areas or emerging areas. Investment is targeted at enabling growth in selected priority development areas, addressing existing network performance issues, and ensuring that Council meet necessary levels of service.

# Revenue

### Ratepayer growth

Ratepayer growth considers the annual increases to the number of rating units, Separately Used or Inhabited Parts (SUIPs), land value, and capital value resulting primarily from subdivision and building works.

The ratepayer growth achieved from previous years is compared to the number of completed new dwellings and is projected using the number of total households forecast by NIDEA high.

Building and development activities are highly influenced by the economic climate, building industry, and housing market. Ratepayer growth is not linear from year to year and some variance from forecasts is expected.

As a result of this complexity there is a high degree of uncertainty around these forecasts. The percentage increase and additional revenue represent the increase from the previous year due to growth in the:

- general rate,
- UAGC,
- Government compliance rate,
- BID rate,
- council owned property remission,
- community organisation with retail shops remission,
- water, wastewater, and refuse collection services remission.

| | Percentage increase | Additional revenue ($000) |
|---|---|---|
| 2024-25 | 1.53% | 4,488 |
| 2025-26 | 1.52% | 5,248 |
| 2026-27 | 1.50% | 6,075 |
| 2027-28 | 1.45% | 6,871 |
| 2028-29 | 1.54% | 8,542 |
| 2029-30 | 1.50% | 9,213 |
| 2030-31 | 1.49% | 9,791 |
| 2031-32 | 1.50% | 10,452 |
| 2032-33 | 1.44% | 10,743 |
| 2033-34 | 1.49% | 11,824 |

**Development contributions revenue**

Future revenue has been projected using the Development Contributions (DC) Model and is based on the projects included in the funded infrastructure programme.

The DC revenue assumption considers projected growth from Hamilton City Council's Growth Model, assumed market response to high DC charges, the difference between forecast growth and growth that pays DCs, current and historical payment patterns, DC remissions, capping and phasing of DC charges, and takes consideration of growth modelling error margins.

Should Hamilton grow more quickly than expected, then DC revenue is likely to exceed these expectations. However, the increase in revenue will be offset over time by a need to accelerate growth-related core network infrastructure. Conversely, if growth is slower than expected DC revenue will be lower offset by new infrastructure that may be deferred until needed. In cases where infrastructure cannot be deferred, infrastructure is supplied ahead of need and the costs will be recouped as the demand (and DCs) is realised. The DC Model and its revenue projections is updated every long-term plan to account for what has happened in the past three years.

This assumption has a high level of uncertainty. While DC revenue projections are made using the best information and peer reviewed models, the fact of that uncertainty arises because DC revenue projections themselves are based on inherently uncertain assumptions including long term growth projections, economic projections, and projected future land use and capital investments.  The timing of the receipt of DCs and the capital spend related to the projects for which DCs have been collected, will impact the debt levels. Given the Council is closer to its Debt to Revenue threshold, this requires careful management of the timing of the capital programme to align it with revenue growth.

| | Revenue estimate ($000) |
|---|---:|
| 2024-25 | 21,174 |
| 2025-26 | 28,485 |
| 2026-27 | 38,417 |
| 2027-28 | 52,625 |
| 2028-29 | 57,514 |
| 2029-30 | 55,954 |
| 2030-31 | 58,657 |

| | |
|---|---|
| 2031-32 | 58,861 |
| 2032-33 | 63,249 |
| 2033-34 | 60,813 |

**City Investment Programme**

External revenue projections are based on forecast maximum available funding in the current market pool from corporates, trusts and individuals. Targets assume approved priority projects aligned with donor and funder aspirations with at least 30% Council funding. Future central government funding is uncertain until the new government communicates priorities.

The revenue projections of the City Investment Programme for the LTP are considered to have medium uncertainty in 2024-25 and high uncertainty from 2025-26. This is based on a range of internal and external factors including:

- Applicable central government funds are on hold or have significantly reduced levels of distribution;
- There is a higher level of philanthropic and corporate prudency in the current economic environment;
- The current Service Level Agreement with the external organisation to support achievement of targets faces the same challenges and achievability to deliver agreed targets; and
- The final 2024-2025 capital programme may have reduced alignment with investor/donor aspirations.

**Central government partnerships**

Council continues to advocate for a partnership funding deal with central government to deliver strategic infrastructure priorities (across the metro area). There is no deal currently in place, but key metro priorities have been identified that should be included in any funding deal that is developed.

# Expenditure

### Cost of growth

As Hamilton grows, costs increase for some services. We have assumed increases for contract escalations relating to the growing number of households as forecast by NIDEA high. This occurs only where the supplier agreement includes a set number of households and a contracted escalation if the number of households increase (an example is the household refuse collection contract). Many contracts do not include a contracted escalation clause. Further consequential cost of growth will be included in relevant activity budgets to reflect the cost of maintenance and operating new assets that are created.

### Inflation treatment

Separate inflation rates have been used for the operational and capital budgets due to the different cost drivers that impact these types of cost.

Business and Economic Research Ltd (BERL) were contracted on behalf of the local government sector to provide information for the period of this LTP. These forecasts are related to the types of costs that the local government sector is likely to incur. Council also utilised it's in-house economics team to finalise the inflation projections, reflecting local data and insights.

Operating expenditure (excluding personnel) and revenue inflation in financial modelling is:

| | Operating inflation |
|---|---|
| 2024-25 | 6.0% |
| 2025-26 | 3.5% |
| 2026-27 | 3.5% |
| 2027-28 | 3.6% |
| 2028-29 | 3.7% |
| 2029-30 | 3.7% |
| 2030-31 | 3.7% |
| 2031-32 | 3.2% |
| 2032-33 | 3.2% |
| 2033-34 | 3.2% |

Capital expenditure and revenue (capital subsidies, capital contributions) inflation used in financial modelling is:

| | Capital inflation |
|---|---|
| 2024-25 | 5.0% |
| 2025-26 | 4.0% |
| 2026-27 | 3.8% |
| 2027-28 | 4.0% |
| 2028-29 | 4.0% |
| 2029-30 | 4.0% |
| 2030-31 | 3.8% |
| 2031-32 | 3.4% |
| 2032-33 | 3.4% |
| 2033-34 | 3.4% |

Personnel inflation used in financial modelling is:

| | Personnel inflation |
|---|---|
| 2024-25 | 5.6% |
| 2025-26 | 5.5% |
| 2026-27 | 4.0% |
| 2027-28 | 4.0% |
| 2028-29 | 2.5% |
| 2029-30 | 2.5% |
| 2030-31 | 2.5% |
| 2031-32 | 2.5% |
| 2032-33 | 2.5% |
| 2033-34 | 2.5% |

**Future Fit Programme**

Enduring savings of $1 million per annum will be saved from Year 2 of the LTP through the Future Fit Programme. This will be achieved through business

improvement efficiencies which will be identified and implemented in Year 1 of the LTP.

This is in addition to enduring savings of $7 million per year which has been implemented prior to this LTP through the Future Fit programme.

### Capital expenditure forecasts

The capital programme budgets have been developed using a base estimate plus a nominal contingency. This approach is consistent with previous long-term plans, and results in budget provisions which assume a risk management approach to actual costs.

The confidence levels in capital and consequential operational cost estimates vary for different projects based on the level of investigations that have been undertaken to date. Capital cost estimates for three waters and transport infrastructure are based on P50 cost estimates (the estimate of costs such that there is a 50 per cent probability of the project being delivered within that cost estimate). This approach is consistent with previous long-term plans and is appropriate for programmes of works which allow an 'overs and unders' approach to cost management. Consequential operational costs are based on the best available information at the time of budget setting. As project investigations are progressed, consequential operational costs may be impacted.

### Availability of resources to deliver service levels and to complete the capital programme

Council has assumed that the market has the capacity to not only deliver the capital programme, but also there exists sufficient confidence that the pricing is in line with the capital expenditure forecasts which have been developed using a base estimate, plus a nominal contingency.

### Interest rates

Interest revenue: The interest rate applying to cash investments is 5.5%. It is estimated that an average cash balance of $50 million will earn approximately $2.75 million in interest per annum.

Finance costs: PwC provide these projections based on Council's projected debt portfolio, as part of their ongoing treasury advisory function.

| | Interest rate |
|---|---|
| 2024-25 | 4.64% |
| 2025-26 | 4.24% |
| 2026-27 | 4.17% |
| 2027-28 | 4.16% |

| | |
|---|---|
| 2028-29 | 4.32% |
| 2029-30 | 4.50% |
| 2030-31 | 4.71% |
| 2031-32 | 4.82% |
| 2032-33 | 5.02% |
| 2033-34 | 5.22% |

**Property investment**

Expect return on investment in property is based on the objective of maximising financial return. This is realised by operating property assets to achieve the market or better than market rates of return through maximum rental income, high levels of building occupancy and quality tenants. Rents have been set in line with prevailing market conditions.

**Asset sales**

The forecast financial statements include transactions to complete existing contracted asset sales. There are no other asset sales assumed. No financial impact is assumed from minor asset sales (e.g., disposal of surplus operational assets).

**Revaluation of non-current assets**

Revaluations on property, plant and equipment have been calculated on the preceding year's balance as disclosed in the Statement of Financial Position. This includes an inflationary allowance calculated in accordance with the GHD cost escalation report provided to Council as at 31 December 2023, in respect of the capital works programme.

This assumption has a high level of uncertainty due to the significant inflationary pressures on the capital programme in a high inflation economy, that has yet to settle. There is also demand pressure on capital resourcing with the additional resource demand caused by the Hawkes Bay and Auckland flood events. Should inflation be higher than the budgeted assumptions for revaluation, insufficient rates may be collected for debt repayment and for future renewals.

**Useful lives of significant assets**

Assets are depreciated on a straight-line basis over their useful lives with annual depreciation expense included in the total costs for each significant service. We have made numerous assumptions about the useful lives of our

assets. These are disclosed in the depreciation note within the Statement of accounting policies, included in the Prospective financial statements.

**Acquisition of significant assets**

Capital expenditure to replace existing assets (renewal projects) it is recognised that projects will be completed throughout the year. It is assumed half of those projects are completed within the first six months. As such, depreciation is forecast based on six months' depreciation for renewal projects in the year the renewals are first budgeted. For each new capital project, staff have assessed the expected completion date for the project from which time the assets are depreciated.

**Seismic rating of Council buildings**

In 2018 Detailed Seismic Assessments were completed for Council buildings as required by legislation. This assessment is used to determine if a seismic upgrade is required and subsequent to this date included in Council's Asset Management Plans identifying any known seismic upgrades needed to meet minimum legislative requirements. The majority of Council buildings identified requiring seismic strengthening have been completed. The ongoing programme of work and continued funding in the LTP for seismic upgrades ensures we can meet legislative requirements.

**Investment properties**

We revalue investment properties on an annual basis and an annual gain on investment property values of 2.5% has been assumed in each year of this LTP.

**Vested assets**

The level of vested assets has been determined using growth expectations and then compared to historical trends for reasonableness.

**Infrastructure asset condition information**

We are spending more on understanding the state of our assets as this helps us make better planning and budget decisions. We are working to improve what we know about our assets, including their age, how well they're performing, and their condition. We use this information to do our planning. As our data improves, we may need to reprioritise some assets for replacement to reduce to risk of unexpected asset failures.

Only having one water treatment plant and one wastewater treatment plant means if either was unable to operate, this would have a significant impact on the community. We lessen this risk by continuing to update our asset information, asset criticality, undertake condition assessments and monitor the performance of our assets. We will continue to use this information to

reprioritise our replacement and preventative maintenance on our assets, and to ensure we manage the risk of failure for the most-critical infrastructure.

# Activity specific assumptions

## City planning and growth

Building control and planning guidance

Expected revenue is based on a combination of current growth projections and previous year actuals as approved by Council.

## Transport

Third party funding

We have assumed that operating and capital expenditure programmes which have in the past received NZ Transport Agency Waka Kotahi (NZTA) subsidies and/or satisfy the criteria required for subsidy, will continue to receive subsidy funding over the course of this LTP.

The NZTA subsidy rates that have generally been applied have been at the subsidy rate of 51%.

NZTA provides confirmation of the programmes of work which will receive funding as part of its three yearly National Land Transport Programme (NLTP). Funding advice has not been received for the 2024-27 period and this will be subject to the priorities of the new government. Funding beyond 2026-27 will not be known until the NLTP is released around September 2024. We have assumed that NZTA funding in years 4 – 10 will be provided on activities/programmes and some projects which have in the past received subsidies and/or satisfy the criteria for subsidy.

There is a risk that NZTA could make changes to the available subsidy and/or funding criteria which could result in more or less revenue than forecast. Alternatively, if funding from NZTA is lower than we've assumed, we would need to review our planned programme of work or fund any subsidy shortfall. Work that would otherwise receive subsidy may be reassessed and the approved programme may be adjusted of future annual plans or Finance and Monitoring Committee meetings.

## Three waters

Water safety plan

The Hamilton Drinking Water Safety Plan was submitted to Taumata Arowai as required in November 2022. This plan identifies potential risks associated with a water supply and details the controls in place to manage those risks.

It is assumed, that the current controls funded in this LTP will be appropriate to manage drinking water safety risks and meet requirements of the Water Services Act 2021.

### Drinking Water Standards

Taumata Arowai, the Water Services Regulator, released new quality assurance rules, drinking water standards, and aesthetic guidelines which came into effect from November 2022. Reporting against the new rules has been required since 1 January 2023.

The new water supply regulatory regime is in its infancy, there is a risk that as Taumata Arowai strengthens its monitoring and auditing functions further actions to strengthen water safety across the country may be identified.

Hamilton already has a high level of compliance with the Drinking Water Quality Assurance Rules and standards. It is assumed, that the current water supply infrastructure and operational methodologies funded in this LTP will continue to meet compliance.

### Freshwater quality standards

Te Ture Whaimana o te Awa o Waikato (Waikato River Vision and Strategy) is the primary direction setting document for activities in the Waikato River Catchment, and compels council to act in a manner that restores and protects the health and wellbeing of the Waikato River. Council's obligations under Te Ture Whaimana are a key driver for planned investment in three waters infrastructure.

The National Policy Statement for Freshwater 2020 sets targets for freshwater quality and Waikato Regional Council is progressing significant changes to the Regional Plan to better reflect Te Ture Whaimana and reflect the changing community expectations around freshwater management.

These changes are increasing emphasis on current Resource Consent compliance. It is assumed that the planned operational and capital interventions to address existing system performance challenges will meet the regulators compliance expectations for the remaining life of the key existing resource consents. Significant investment is included for Pukete WWTP to improve treated wastewater quality anticipated to be required through the consent renewal process (See resource consent assumptions for further information).

### Project Watershed

Waikato Regional Council financially contribute to the maintenance and remediation of erosion in natural waterways within the City under the Project Watershed Service Level Agreement. This Service Level Agreement is currently under review; however, it is assumed that financial contributions will continue to be received from Waikato Regional Council under any new or revised agreement. These contributions are sourced from a Waikato Regional Council targeted rate for Project Watershed. We will apply these funds to projects meeting the criteria set out in the Project Watershed agreement between us and the Waikato Regional Council.

Mandatory performance measures

Under the Water Services Act 2021, Taumata Arowai is phasing in new mandatory requirements to monitor and report on the environmental performance of drinking water, wastewater, stormwater and Te Mana O Te Wai. It is assumed that reporting on new measures will utilise existing data and will not require additional investment.

Asset management interventions

The delivery of three waters services requires balanced investment between operational and capital interventions. Investment in capital interventions can decrease operational and maintenance demand, whilst investment in operational interventions such as condition assessment is required to ensure efficient capital investment, the two must be balanced to optimise investment.

It is assumed that any unfunded or rephased capital projects will not result in additional operational expenditure.

Emergency management

Three waters activities are based on the day to day needs of service provision. Funding to cover the potential costs associated with large scale incidents such as low river levels, critical asset failure, biosecurity responses or supply chain disruption or emergency events such as repeat major wet weather events, or natural disasters have not been included in this LTP.

## Rubbish and Recycling

Emissions Trade Scheme and Waste Levy

The government sets the reserve price for the Emission Trade Scheme (ETS) and Waste Levy payable of waste disposed of nationally. The central government Waste Levy Scheme continues to be increased, and scope expanded (all classes of landfills to be included). There is also a proposal to review the Waste Minimisation Act. Any review may have an impact on the allocation of waste levy fund contributions. Current assumptions are that waste levy contributions will continue at levels set by the Ministry for the Environment (including increases related to growth), over the full term of the LTP. The funds will be used to deliver on actions from the Waste Management and Minimisation Strategy.

## Other specific assumptions

Unquantified legal claims

This LTP does not assume any provision for legal claims which are currently in progress.

Future legislative change

The details of future legislative changes are unable to be anticipated with any level of certainty. The information that has been made available through various policy announcements to date suggests the potential risks to materially impact this LTP are moderate in scale. However, given the lack of detail available on future legislative changes and their timing, our projects have been planned based on the current legislative regime except where explicitly stated in other assumptions.

Changes to other legislation, regulations or rules that affect how we operate (usually though requiring compliance with new and higher standards) cannot be anticipated at this point. As a result, this LTP has been developed based on current legislation, regulations, rules and policy except where explicitly stated in other assumptions.

Resource consents

Council hold a number of resource consents for three water services. Key resource consents and the years they expire are:

- Wastewater Treatment Plant discharge – 2027
- Comprehensive stormwater consent - 2036
- Water Treatment Plant abstraction - 2044

It has been assumed that current resource consent conditions will continue for the remaining life of the resource consents.

It has also been broadly assumed that these key current resource consents and conditions will remain in place until new consents are secured. Resource consent conditions determine the level of infrastructure investment required.

The Wastewater Treatment Plant discharge consent will expire within the LTP period. It is assumed that securing a new discharge consent will require significant improvements in water quality in line with agreements made through the Metro Wastewater Detailed Business Case Memorandum of Understanding (2022). Accordingly significant investment allowances have been included in the LTP to upgrade the treatment plant to achieve improved discharge standards. The LTP assumes a continued discharge to that Waikato River, albeit with significantly improved treatment and provision for an improved discharge structure. Given that the plant must remain fully operational, the upgrade programme is planned over a 15 year period starting in Year 1. The programme assumes that new resource consents secured post 2027 will include a transition period to achieve the

improved discharge standards.  There is a medium level of uncertainty with this assumption.

Council has also included investment for a new wastewater treatment plant to meet the needs of Hamilton City in the LTP. Resource Consents are a critical requirement for this activity.

Flood Hazard Risk

A number of programmes and projects have been identified to reduce and manage predicted flood hazards in events up to the 1% Annual Exceedance Probability in areas of the city. Council has prioritised funding in the LTP to undertake works to reduce flood hazard in several areas considered the highest priority (i.e., Waitaawhiriwhiri and St Andrews catchments). Investment prioritisation considers a range of factors including frequency of flooding, the extent, severity of impact (e.g., number of houses flooded), and deliverability. The LTP does not include funding for an ongoing programme to reduce and manage known flood hazards across the city. However, a strategic networks programme is included in the LTP to improve flood management of large flood hazard areas that require significant investment.

# Sensitivity analysis

### Inflation and interest

A variance in the LGCI (Local Government Cost Index) operating expenditure rate of inflation by 1% would impact the budget by approximately $2.239 million per annum (including staff costs). A similar variance in the capital expenditure inflation rate would impact the capital programme by approximately $5.844 million per annum.

A 1% variance to interest rates would increase or decrease interest costs by approximately $13.480 million per annum based on expected 2023/24 debt levels assuming all of Council's debt is floating. Council currently has 56% of its borrowings at fixed rates, therefore the impact of a 1% variance would be $5.931 million.

### Growth assumptions

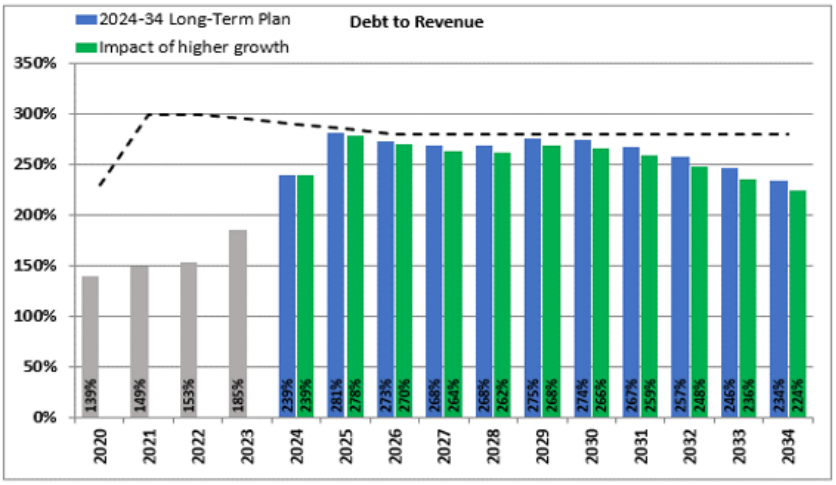
In making these forecasting assumptions we have to be mindful the future may not unfold as expected. Many of our assumptions are based on the NIDEA High growth projections and the spatial distribution of this growth around the city via Council's Growth Model. As such, we need to prepare for variations to these projections. Our current growth assumptions show sustained growth over the next ten years. This matter has the greatest impact on our LTP. It results in more expenditure to run the city, more capital expenditure earlier to provide for the growing city and more revenue to pay for it. Growth affects most of our assumptions and it affects our resilience to manage certain types of assumptions, for example climate change. To be prepared for the possibility of growth happening other than planned, analysis has been done on the effects of a 15% change in growth.

### 15% higher than forecast growth

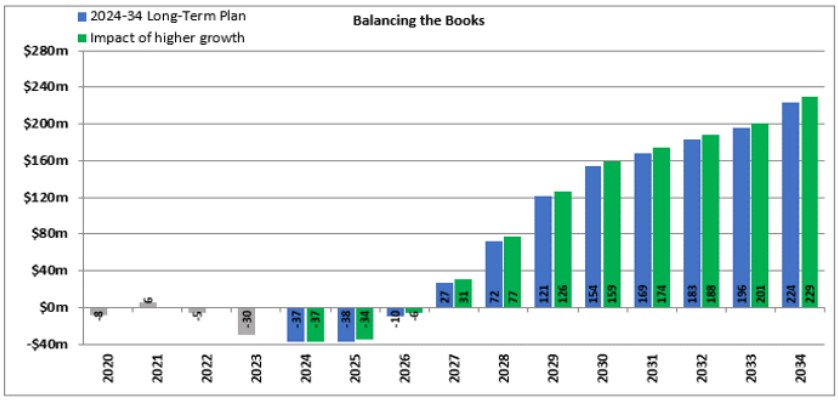
Higher growth means more income for growth, particularly in terms of revenue from development contributions, rates and consenting processes. This helps pay for the higher everyday costs of running the city that more people create.

Based on the existing capital programme, Hamilton will be able to accommodate a larger population in the short-term. More infill housing will occur as a result. In time, capital projects currently beyond the ten years will need to be brought forward. A benefit of higher growth would be greater debt capacity for the next big spend when new growth cells need to be opened.

### Debt-to-revenue: 15% higher than forecast growth




**Balancing the books: 15% higher than forecast growth**




**15% lower than forecast growth**

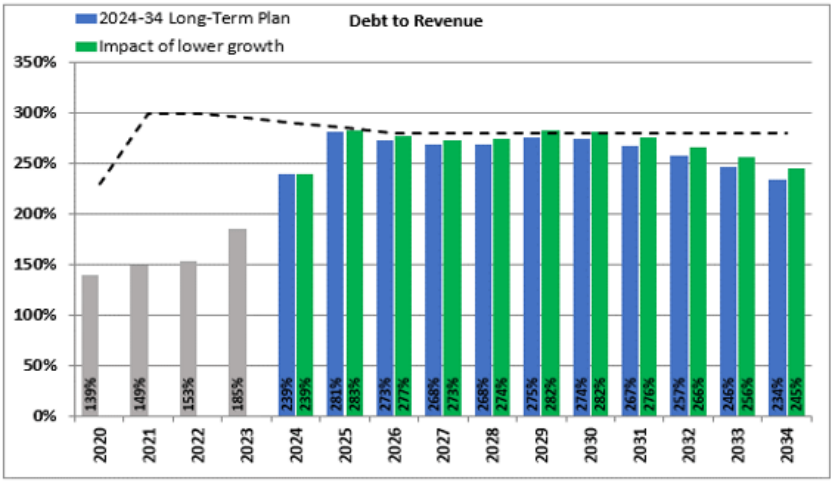
Typically, a recession is likely to occur in any ten year period, but they are almost impossible to forecast. If growth is lower than assumed our challenges will be greater.

With the Financial Strategy forecast to maximise the debt-to-revenue limit in 2028-29 we are more vulnerable to drops in revenue. Less revenue from grants and subsidies, fees and charges could push us beyond the 280% limit in these years. The biggest impacts come from lower than forecast growth particularly in terms of development contributions, consent processing and rates. Costs are difficult to rein in quickly. Council's large capital programme will be well underway before a change in growth would become apparent and once started, contracts and practical arrangements would be difficult to stop.

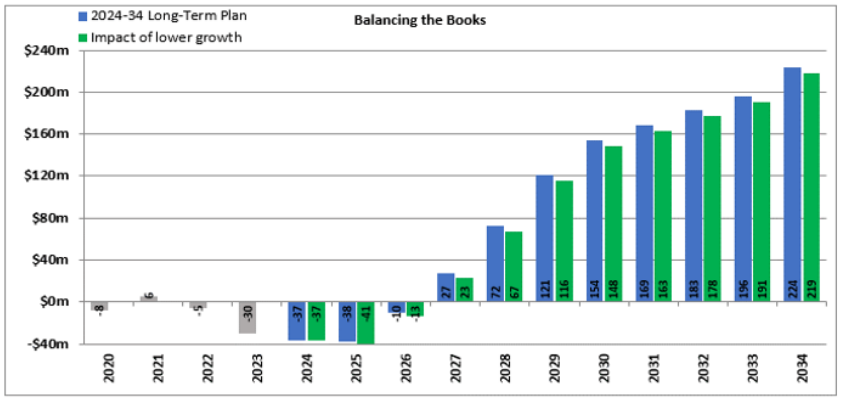
The effect of this on the Financial Strategy would be movements in the wrong direction. The graphs model a lower growth scenario which shows deficits, meaning we would be borrowing more to pay for everyday costs. They also show the impact of less revenue on the debt-to-revenue graphs with two years of debt above the Financial Strategy limit.

We are aware of the risk and constantly monitor actual growth and revenue so we can respond if required.

**Debt-to-revenue: 15% lower than forecast**




**Balancing the books: 15% lower than forecast**



HCC LTP 2024-34 Fees and Charges Schedule

## ALCOHOL

| Category | Fee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| **LIQUOR LICENSING** | | | | | | | |
| **Annual Fee (for licensed premises)** | | | | | | | |
| Risk Factor Band: | Very Low | | $161.00 | $161.00 | - | - | Defined by legislation |
| | Low | | $391.00 | $391.00 | - | - | Defined by legislation |
| | Medium | | $632.50 | $632.50 | - | - | Defined by legislation |
| | High | | $1,035.00 | $1,035.00 | - | - | Defined by legislation |
| | Very High | | $1,437.50 | $1,437.50 | - | - | Defined by legislation |
| **Application Fee for Manager's Certificate and Renewal** | | | | | | | |
| | Application Fee | | $316.25 | $316.25 | - | - | Defined by legislation |
| **Application Fees for On Licence, Off Licence, Club Licence and Renewals** | | | | | | | |
| Risk Factor Band: | Very Low | | $368.00 | $368.00 | - | - | Defined by legislation |
| | Low | | $609.50 | $609.50 | - | - | Defined by legislation |
| | Medium | | $816.50 | $816.50 | - | - | Defined by legislation |
| | High | | $1,023.50 | $1,023.50 | - | - | Defined by legislation |
| | Very High | | $1,270.50 | $1,270.50 | - | - | Defined by legislation |
| **Application for Special Licences** | | | | | | | |
| Risk Factor Band: | Class 1 | | $575.00 | $575.00 | - | - | Defined by legislation |
| | Class 2 | | $207.00 | $207.00 | - | - | Defined by legislation |
| | Class 3 | | $63.25 | $63.25 | - | - | Defined by legislation |
| **Application for Temporary Authority** | | | | | | | |
| | Application Fee | | $296.70 | $296.70 | - | - | Defined by legislation |
| **Extract of record or register** | | | | | | | |
| | Application Fee | | $57.50 | $57.50 | - | - | Defined by legislation |
| **Public notice administration fee** | | | | | | | |
| (for new/renewal of on-license,off-license and club licence) | Administration fee | | $100.00 | $118.00 | $18.00 | 18.0% | Alignment to hourly rate |
| | Admin Fee - Publish Public Notices online | per hour | $100.00 | $118.00 | $18.00 | 18.0% | Alignment to hourly rate |

HCC LTP 2024-34 Fees and Charges Schedule

## ANIMAL EDUCATION AND CONTROL

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| Cat Trap Hireage | per week | $20.00 | $22.00 | $2.00 | 10% | Inflation, with rounding |
| Dog Adoption | | $225.00 | $239.00 | $14.00 | 6% | Inflation, with rounding |
| Dog micro chipping | | $25.00 | $27.00 | $2.00 | 8% | Inflation, with rounding |
| Second seizure | per dog | $165.00 | $175.00 | $10.00 | 6% | Inflation, with rounding |
| Seizure | per seizure per dog | $90.00 | $96.00 | $6.00 | 7% | Inflation, with rounding |
| Third seizure | per dog | $260.00 | $276.00 | $16.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Dog registration fees up to 30 June** | | | | | | |
| Category 1 | | $85.00 | $91.00 | $6.00 | 7% | Inflation, with rounding |
| Category 2 | | $155.00 | $166.00 | $11.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Dog registration fees after 30 June** | | | | | | |
| Category 1 | | $100.00 | $106.00 | $6.00 | 6% | Inflation, with rounding |
| Category 2 | | $170.00 | $181.00 | $11.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **50% Penalty - Applies to registrations after 31 July** | | | | | | |
| Category 1 | | $150.00 | $159.00 | $9.00 | 6% | Inflation, with rounding |
| Category 2 | | $255.00 | $271.50 | $16.50 | 6% | Inflation, with rounding |
| | | | | | | |
| **Miscellaneous Fees Dogs** | | | | | | |
| Collars | actual cost | | | - | - | Recovery of actual costs |
| Dog sign over | | $65.00 | $75.00 | $10.00 | 15% | Increasing cost and volume |
| First impoundment | | $84.00 | $89.00 | $5.00 | 6% | Inflation, with rounding |
| Puppy parvo vaccination | actual cost | | | - | - | Recovery of actual costs |
| Second impoundment | | $153.00 | $163.00 | $10.00 | 7% | Inflation, with rounding |
| Sustenance | per day | $19.00 | $21.00 | $2.00 | 11% | Recovery of actual costs |
| Tag replacement | | $5.00 | $5.00 | - | - | No change |
| Third impoundment | | $245.00 | $260.00 | $15.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## ANIMAL EDUCATION AND CONTROL

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **De-sexing** | | | | | | |
| Females | actual cost | | | - | - | Recovery of actual costs |
| Males | actual cost | | | - | - | Recovery of actual costs |
| | | | | | | |
| **Inspection Fee for Keeping More than 2 Dogs** | | | | | | |
| Annual renewal fee | | $40.00 | $43.00 | $3.00 | 8% | Inflation, with rounding |
| First application fee | | $85.00 | $90.00 | $5.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Stock Impounding Related Fees** | | | | | | |
| Cattle | | $48.00 | $51.00 | $3.00 | 6% | Inflation, with rounding |
| Horse, mule & deer | | $48.00 | $51.00 | $3.00 | 6% | Inflation, with rounding |
| Pig | | $33.00 | $35.00 | $2.00 | 6% | Inflation, with rounding |
| Sheep, goats | | $14.00 | $15.00 | $1.00 | 7% | Inflation, with rounding |
| Stock-driving and rangers charge stock | per hour | $80.00 | $85.00 | $5.00 | 6% | Inflation, with rounding |
| Sustenance | per stock/day | $15.00 | $16.00 | $1.00 | 7% | Inflation, with rounding |
| Weaners | | $14.00 | $15.00 | $1.00 | 7% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**BUILDING CONTROL**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Building Consents** | | | | | | | |
| **Commercial** | | | | | | | |
| Commercial Minor Works (including but not limited to installing a steel beam, installation of a sink, installation of a door) | | | $1,079.00 | $1,144.00 | $65.00 | 6% | Inflation, with rounding |
| Demolition Commercial | | | $1,286.00 | $1,364.00 | $78.00 | 6% | Inflation, with rounding |
| Internal Fit out and Alterations <= $500,000 | | | $4,730.00 | $5,014.00 | $284.00 | 6% | Inflation, with rounding |
| Request for Further Information during processing - minimum of 1 hour charged | | per hour | $206.00 | $219.00 | $13.00 | 6% | Inflation, with rounding |
| Small Commercial building works | | | $2,382.00 | $2,525.00 | $143.00 | 6% | Inflation, with rounding |
| Up to 2 Storey <= $1,000,000 | | | $8,809.00 | $9,338.00 | $529.00 | 6% | Inflation, with rounding |
| More than 2 storeys and/or > $1,000,000 | (Large Commercial) | | $12,109.00 | $12,836.00 | $727.00 | 6% | Inflation, with rounding |
| | | per hour | $206.00 | $219.00 | $13.00 | 6% | Inflation, with rounding |
| | | | | | | | |
| **Residential** | | | | | | | |
| Alterations and Additions | | | $2,587.00 | $2,743.00 | $156.00 | 6% | Inflation, with rounding |
| Demolition Residential | | | $1,079.00 | $1,144.00 | $65.00 | 6% | Inflation, with rounding |
| Dwelling Single Storey | | | $5,176.00 | $5,487.00 | $311.00 | 6% | Inflation, with rounding |
| Dwelling 2 Storey | | | $7,001.00 | $7,422.00 | $421.00 | 6% | Inflation, with rounding |
| Dwelling 3 Storey or More | | | $10,858.00 | $11,510.00 | $652.00 | 6% | Inflation, with rounding |
| Attached Residential Units | First dwelling as per fees above (cost of single, 2 storey or 3 storey) | per unit | $2,365.00 | $2,507.00 | $142.00 | 6% | Inflation, with rounding |
| Garages | | | $1,397.00 | $1,481.00 | $84.00 | 6% | Inflation, with rounding |
| Minor Works | (including install window or door, demolish a wall, erect a pergola, install a garden shed, install kitchen fittings) | | $541.00 | $574.00 | $33.00 | 6% | Inflation, with rounding |
| Outbuilding Habitable | | | $2,382.00 | $2,525.00 | $143.00 | 6% | Inflation, with rounding |
| Relocatable | | | - | $1,900.00 | $0.00 | 0% | New fee based on actual costs |
| Small Building Works | (including but not limited to minor additions or alterations up to 3m2) | | $1,397.00 | $1,481.00 | $84.00 | 6% | Inflation, with rounding |
| Solar and retrofit insulation | | | Free | Free | $0.00 | 0% | No change |
| Spa Pools | | | $1,286.00 | $1,364.00 | $78.00 | 6% | Inflation, with rounding |
| Swimming Pools | | | $1,286.00 | $1,364.00 | $78.00 | 6% | Inflation, with rounding |
| | | | | | | | |
| **Project Information Memorandum** | | | | | | | |
| **Commercial** | | | | | | | |
| Commercial Demolition | | | $317.00 | $337.00 | $20.00 | 6% | Inflation, with rounding |
| Commercial Minor Works | | | $317.00 | $337.00 | $20.00 | 6% | Inflation, with rounding |
| For all Other Commercial Projects | | | $729.00 | $773.00 | $44.00 | 6% | Inflation, with rounding |
| Internal Fit out | | | $523.00 | $555.00 | $32.00 | 6% | Inflation, with rounding |
| Up to 2 Storeys | | | $523.00 | $555.00 | $32.00 | 6% | Inflation, with rounding |
| | | | | | | | |
| **Residential** | | | | | | | |
| All Dwellings | | | $523.00 | $555.00 | $32.00 | 6% | Inflation, with rounding |
| Alterations and Additions | | | $420.00 | $446.00 | $26.00 | 6% | Inflation, with rounding |
| Demolition Residential | | | $317.00 | $337.00 | $20.00 | 6% | Inflation, with rounding |
| Garages | | | $420.00 | $446.00 | $26.00 | 6% | Inflation, with rounding |
| Minor Works | | | $317.00 | $337.00 | $20.00 | 6% | Inflation, with rounding |
| Outbuilding Habitable | | | $420.00 | $446.00 | $26.00 | 6% | Inflation, with rounding |
| Small Building Works | | | $420.00 | $446.00 | $26.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**BUILDING CONTROL**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| Spa Pools | | | $317.00 | $337.00 | $20.00 | 6% | Inflation, with rounding |
| Swimming Pools | | | $317.00 | $337.00 | $20.00 | 6% | Inflation, with rounding |
| | | | | | | | |
| **Additional Building Consent Related Fees** | | | | | | | |
| Additional Inspections | | per hour | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Amendments to a Building Consent Application | | per hour | $206.00 | $219.00 | $13.00 | 6% | Inflation, with rounding |
| Application to Extend Time For Which a Building Consent is Valid | | | $111.00 | $118.00 | $7.00 | 6% | Inflation, with rounding |
| | | | | | | | |
| BRANZ Levy $1.00 per $1,000 on projects $20,000 and over | | per $1000 | $1.00 | $1.00 | $0.00 | 0% | Defined by legislation |
| Building Accreditation Levy 50 cents per $1,000 of building value | | per $1000 | $0.50 | $0.50 | $0.00 | 0% | No change |
| Code Compliance Certificate | (Over 5 years old from issue) | | $445.00 | $472.00 | $27.00 | 6% | Inflation, with rounding |
| Commercial Code Compliance Certificate | (Over 5 years old from issue) | | $892.00 | $946.00 | $54.00 | 6% | Inflation, with rounding |
| Copy of Code Compliance Certificate | | | $53.00 | $57.00 | $4.00 | 8% | Inflation, with rounding |
| Engineering Audit Fee | | | $250.00 | $265.00 | $15.00 | 6% | Inflation, with rounding |
| External consultancy fees | Including but not limited to: Fire Service, Acoustic Testing | Actual costs | | Actual costs | $0.00 | 0% | Recovery of actual costs |
| Inspection of Amusement Devices | | | $11.50 | $11.50 | $0.00 | 0% | Defined by legislation |
| Inspection of Building to be Shifted in to/within Hamilton City | | | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| | plus Mileage Outside of City | per km | $0.84 | $0.89 | $0.05 | 6% | Inflation, with rounding |
| | plus Time for Inspector to Travel Outside of City | per hour | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| MBIE Levy $1.75 per $1,000 on projects $20,444 and over | | per $1000 | $1.75 | $1.75 | $0.00 | 0% | Defined by legislation |
| On-site Minor Variation | | | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Pre-application meeting to lodge a Building Consent | | | $167.00 | $178.00 | $11.00 | 7% | Inflation, with rounding |
| Pre-inspection for a pool boundary fence | | | $223.00 | | -$223.00 | -100% | Remove fee |
| Urgent Residential Code Compliance Certificate (CCC) | within 24 hours | | $445.00 | $472.00 | $27.00 | 6% | Inflation, with rounding |
| Water, Stormwater and Waste Services charges Including but not limited to: Service Connections/Disconnections, CCTV Surveys, Trade waste | | Refer Wastewater, Stormwater and Water fees and charges | | Refer Wastewater, Stormwater and Water fees and charges | $0.00 | 0% | No change |
| | | | | | | | |
| **Building Control Hourly Rates** | | | | | | | |
| Applications Officer | | per hour | $111.00 | $118.00 | $7.00 | 6% | Inflation, with rounding |
| Building Inspector | | per hour | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Building Review Officer | | per hour | $206.00 | $219.00 | $13.00 | 6% | Inflation, with rounding |
| Compliance and Monitoring Officer | | per hour | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Manager | | per hour | $279.00 | $296.00 | $17.00 | 6% | Inflation, with rounding |
| Team Leader | | per hour | $257.00 | $273.00 | $16.00 | 6% | Inflation, with rounding |
| | | | | | | | |
| **Building Warrant of Fitness and Compliance Schedule** | | | | | | | |
| Compliance Schedule Re-inspection | | per hour | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Inspection of Compliance Schedule Maintenance and Reporting Procedures | | | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| New and amendment of a Compliance Schedule | | | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| | | per system or feature | $106.00 | $113.00 | $7.00 | 7% | Inflation, with rounding |
| Processing annual Building Warrant of Fitness | | | $111.00 | $118.00 | $7.00 | 6% | Inflation, with rounding |
| Replacement Compliance Schedule and Warrant of Fitness Statement | | | $53.00 | $57.00 | $4.00 | 8% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**BUILDING CONTROL**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Document Management (Digitisation)** | | | | | | | |
| Document Management (Digitisation) - A0 | | per page | $3.30 | $3.50 | $0.20 | 6% | Inflation, with rounding |
| Document Management (Digitisation) - A2 | | per page | $3.30 | $3.50 | $0.20 | 6% | Inflation, with rounding |
| Document Management (Digitisation) - A3 | | per page | $3.30 | $3.50 | $0.20 | 6% | Inflation, with rounding |
| Document Management (Digitisation) - A4 | | per page | $2.20 | $2.33 | $0.13 | 6% | Inflation, with rounding |
| **Electronic Data Management** | | | | | | | |
| Commercial | | | $300.00 | $318.00 | $18.00 | 6% | Inflation, with rounding |
| Residential | | | $150.00 | $159.00 | $9.00 | 6% | Inflation, with rounding |
| Value of work less than $20,000 | | | Free | Free | $0.00 | 0% | No change |
| **Other Applications** | | | | | | | |
| Application for Waiver or Modification to the Building Code. Additional inspection charges may also apply. | | | $635.00 | $674.00 | $39.00 | 6% | Inflation, with rounding |
| Certificate of Acceptance Application (COA) | Relevant Building Consent fee will also apply. | | $670.00 | $711.00 | $41.00 | 6% | Inflation, with rounding |
| Certificate of Public Use (CPU) | | | $668.00 | $709.00 | $41.00 | 6% | Inflation, with rounding |
| Certificate of Title | | | $53.00 | $57.00 | $4.00 | 8% | Inflation, with rounding |
| Change of Use Application | | | $525.00 | $557.00 | $32.00 | 6% | Inflation, with rounding |
| Commercial Certificate of Acceptance Application (COA) | Relevant Building Consent fee will also apply. | | $890.00 | $944.00 | $54.00 | 6% | Inflation, with rounding |
| Commercial request for exemption from building consent | | | $515.00 | $546.00 | $31.00 | 6% | Inflation, with rounding |
| Functions Relating to Earthquake-Prone Buildings | | | $206.00 | $219.00 | $13.00 | 6% | Inflation, with rounding |
| Liquor Licence - Compliance with Building Code Certificate | | | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Replacement Earthquake-Prone Building Notice | | | $53.00 | $57.00 | $4.00 | 8% | Inflation, with rounding |
| Request for exemption from building consent | | | $309.00 | $328.00 | $19.00 | 6% | Inflation, with rounding |
| Section 73-74 Fee | | | $318.00 | $338.00 | $20.00 | 6% | Inflation, with rounding |
| Section 77-83 - Building Act 2004 | | | $525.00 | $557.00 | $32.00 | 6% | Inflation, with rounding |
| **Photocopying and printing** | | | | | | | |
| Photocopying and Printing - A3 | Includes staff time for document sourcing and printing | per page | $2.40 | $2.90 | $0.50 | 21% | To align with other HCC units |
| Photocopying and Printing - A4 | Includes staff time for document sourcing and printing | per page | $1.30 | $1.60 | $0.30 | 23% | To align with other HCC units |
| **Swimming Pool & Fencing Compliance** | | | | | | | |
| 3 yearly pool audit - first visit | | | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |
| Additional audit visits | | per hour | $223.00 | $237.00 | $14.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**BYLAWS**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **Fee for new applications in relation to any of:-**<br>**- signs on footpaths**<br>**- merchandise display**<br>**- tables and chairs on footpaths**<br>**- mobile shops** | | | | | | |
| The stated administration fee plus the applicable annual fee portioned on a monthly basis | | $90.00 | $96.00 | $6.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Fee for use of Garden Place** | | | | | | |
| Commercial Stalls | per week | $259.00 | $275.00 | $16.00 | 6% | Inflation, with rounding |
| Other use of Footpaths | per event | $21.00 | $25.00 | $4.00 | 19% | Increase by 15% |
| Seized Signs Release Fee | | $50.00 | $53.00 | $3.00 | 6% | Inflation, with rounding |
| Tables & Chairs on Footpath | annual fee per table | $27.00 | $31.00 | $4.00 | 15% | Increase by 15% |
| | | | | | | |
| **Item** | | | | | | |
| Request for CCTV footage | | $28.00 | $30.00 | $2.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Markets** | | | | | | |
| Large (15 4x4 stalls or more) | annual license | $392.00 | $416.00 | $24.00 | 6% | Inflation, with rounding |
| Small (up to 15 4x4 stalls) | annual license | $164.00 | $174.00 | $10.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Merchandise Display** | | | | | | |
| Annual fee | per m2 | $116.00 | $123.00 | $7.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Mobile Shops** | | | | | | |
| Food vendors | annual fee | $132.00 | $140.00 | $8.00 | 6% | Inflation, with rounding |
| Hawkers | annual permit | $106.00 | $113.00 | $7.00 | 7% | Inflation, with rounding |
| Vendors not requiring food license | annual fee | $132.00 | $140.00 | $8.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Personal Hire Devices (Transport)** | | | | | | |
| Admin | annual fee | $318.00 | $338.00 | $20.00 | 6% | Inflation, with rounding |
| Education campaign | per operator | $10,000.00 | $10,000 | - | | no change |
| per ride | | $0.13 | $0.13 | - | - | no change |

HCC LTP 2024-34 Fees and Charges Schedule

**BYLAWS**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **Signs on Footpaths** | | | | | | |
| a. Central zone | annual fee | $116.00 | $123.00 | $7.00 | 6% | Inflation, with rounding |
| b. All other zones | annual fee | $116.00 | $123.00 | $7.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Admin Fees** | | | | | | |
| Late payment penalty (for permit renewals made after 31 July):- | add 20% | 0 | add 20% | | | no change |

HCC LTP 2024-34 Fees and Charges Schedule

## CEMETERIES AND CREMATORIUM

| Category | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|
| **Cremations** | | | | | |
| Adult | $630.00 | $670.00 | $40.00 | 6% | Inflation, with rounding |
| Adult - Urgent Service | | $850.00 | $850.00 | | New proposed fee |
| Child under 15 years | $305.00 | $330.00 | $25.00 | 8% | Inflation, with rounding |
| Children under 1 year | Free | Free | | - | No change |
| View cremation | $196.00 | $210.00 | $14.00 | 7% | Inflation, with rounding |
| | | | | | |
| **Ash Interment** | | | | | |
| Ash Disinterment | $168.00 | $180.00 | $12.00 | 7% | Inflation, with rounding |
| Ash interment Trees | $168.00 | $250.00 | $82.00 | 49% | Recovery of actual costs |
| Ash interment/ Ash Spread | $168.00 | $180.00 | $12.00 | 7% | Inflation, with rounding |
| Garden Ash Areas plot | $1,101.00 | $1,170.00 | $69.00 | 6% | Inflation, with rounding |
| Granite Wall plot | $872.00 | $925.00 | $53.00 | 6% | Inflation, with rounding |
| Plaque only plot purchase | $447.00 | $475.00 | $28.00 | 6% | Inflation, with rounding |
| RSA Ash Gardens plot | $136.00 | $145.00 | $9.00 | 7% | Inflation, with rounding |
| Upright Headstone Ash Area plot purchase | $1,139.00 | $1,208.00 | $69.00 | 6% | Inflation, with rounding |
| | | | | | |
| **Burials** | | | | | |
| Adult 15 and over Digging Fee | $801.00 | $850.00 | $49.00 | 6% | Inflation, with rounding |
| Adult 15 and over plot purchase | $4,040.00 | $4,285.00 | $245.00 | 6% | Inflation, with rounding |
| Apple Blossom Plot Purchase | $2,200.00 | $2,335.00 | $135.00 | 6% | Inflation, with rounding |
| Ash Interment | $168.00 | $180.00 | $12.00 | 7% | Inflation, with rounding |
| Casket Disinterment Adult | $4,673.00 | $4,955.00 | $282.00 | 6% | Inflation, with rounding |
| Casket Disinterment Child under 1 | $1,060.00 | $1,125.00 | $65.00 | 6% | Inflation, with rounding |
| Casket Disinterment Child under 15 | $2,650.00 | $2,810.00 | $160.00 | 6% | Inflation, with rounding |
| Kowhai Garden Berm Plot | $450.00 | $480.00 | $30.00 | 7% | Inflation, with rounding |
| Kowhai Lawn Plot | $250.00 | $265.00 | $15.00 | 6% | Inflation, with rounding |
| RSA Burial | $839.00 | $890.00 | $51.00 | 6% | Inflation, with rounding |
| Second Casket Burial Digging Fee | $801.00 | $850.00 | $49.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## CEMETERIES AND CREMATORIUM

| Category | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|
| **Service Facilities** | | | | | |
| Greenwood Chapel 1 hour service | $245.00 | $260.00 | $15.00 | 6% | Inflation, with rounding |
| Greenwood Chapel 1/2 hour service | $125.00 | $135.00 | $10.00 | 8% | Inflation, with rounding |
| Greenwood Chapel 15 minute service | $80.00 | $85.00 | $5.00 | 6% | Inflation, with rounding |
| Park Chapel 1 hour service | $330.00 | $350.00 | $20.00 | 6% | Inflation, with rounding |
| Park Chapel 1/2 hour service | $165.00 | $175.00 | $10.00 | 6% | Inflation, with rounding |
| Park Chapel 15 minute service | $125.00 | $135.00 | $10.00 | 8% | Inflation, with rounding |
| Service DVD/CD | $58.00 | $65.00 | $7.00 | 12% | Inflation, with rounding |
| | | | | | |
| **Additional Services** | | | | | |
| Book or Rememberance Inscription (basic entry) | $114.00 | $120.00 | $6.00 | 5% | Inflation, with rounding |
| Burials: Monday - Friday after 4:00pm; all Saturday | $332.84 | $355.00 | $22.16 | 7% | Inflation, with rounding |
| Cremations & Ash Burials: Monday to Saturday after 4:30 pm | $332.84 | $355.00 | $22.16 | 7% | Inflation, with rounding |
| Kowhai Memorial Permit Children after 1 year | $60.00 | $65.00 | $5.00 | 8% | Inflation, with rounding |
| Memorial Permit | $125.00 | $135.00 | $10.00 | 8% | Inflation, with rounding |
| Non Funeral Director Service Fee | $320.00 | $320.00 | - | - | No change |
| Public Holidays/Sundays All Services | $610.00 | $650.00 | $40.00 | 7% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**COMMUNITY FACILITIES**

| Category | Fee | FeeDesc | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|---|
| **Reception Lounge Hire - Maximum 180 people** | | | | | | | | |
| The venue is available for use by Hamilton City Council, other local government organisations, Government agencies and Registered Community Groups at no charge.<br><br>Cleaning and security fees apply to all bookings. | | | | | | | | |
| | Cleaning fee | Events outside of normal office hours | | $60.00 | $160.00 | $100.00 | 167% | Recovery of actual costs |
| | Security per hour (Min. 4 hours applies) | Public Holidays | | | $58.65 | $58.65 | | Recovery of actual costs |
| | | During normal office hours | | $35.00 | $39.09 | $4.09 | 12% | Recovery of actual costs |
| ~~For bookings that fall outside of these groups, venue costs are:~~ | | | | | | | | |
| | ~~Max per day~~ | - | - | ~~$420.00~~ | ~~Not applicable~~ | | | Not available to general public due to facility requirements. |
| | ~~Per hour~~ | | | ~~$70.00~~ | Not applicable | | | Not available to general public due to facility requirements. |
| **Te Rapa Sportsdrome** | | | | | | | | |
| 10% Discount for Customers who have weekly block bookings (minimum 30 Weeks per Year) | | | | | | | | |
| | Sports hall - full | | per hour (or part thereof) | $51.00 | $55.00 | $4.00 | 8% | Inflation, with rounding |
| | Sports hall - full (Off Peak between 6am - 3pm weekday only) | | per hour (or part thereof) | $30.00 | $32.00 | $2.00 | 7% | Inflation, with rounding |
| | Sports hall - half | | per hour (or part thereof) | $25.50 | $28.00 | $2.50 | 10% | Inflation, with rounding |
| | Sports hall - half (Off Peak between 6am - 3pm weekday only) | | per hour (or part thereof) | $16.00 | $17.00 | $1.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## CUSTOMER SERVICES

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Photocopying and printing** | | | | | | | |
| Photocopying and Printing - A3 | Includes staff time for document sourcing and printing | per page | $2.30 | $2.90 | $0.60 | 26% | To align with other HCC units |
| Photocopying and Printing - A4 | Includes staff time for document sourcing and printing | per page | $1.20 | $1.60 | $0.40 | 33% | To align with other HCC units |
| | | | | | | | |
| **INFORMATION REQUESTS** | | | | | | | |
| Property Information Search Request | Additional photocopying and printing charges will apply where applicable | | $15.50 | $16.50 | $1.00 | 6% | Inflation, with rounding |
| Where staff search time exceeds 15 minutes, additional hourly rate | (will be pro-rated to the nearest 15 minutes) | per hour | $72.00 | $77.00 | $5.00 | 7% | Inflation, with rounding |
| | | | | | | | |
| **Property file requests** | | | | | | | |
| Commercial property | | per file | $87.50 | $93.00 | $5.50 | 6% | Inflation, with rounding |
| Residential property | | per file | $15.50 | $16.50 | $1.00 | 6% | Inflation, with rounding |
| Where the time for the preparation of this file exceeds over an hour then this additional charge will apply | (this will be pro-rated to the nearest 15 minutes) | per hour | $72.00 | $77.00 | $5.00 | 7% | Inflation, with rounding |
| | | | | | | | |
| **Land Information Memorandum** | | | | | | | |
| Commercial | | per hour | $84.00 | $90.00 | $6.00 | 7% | Inflation, with rounding |
| | | | $535.00 | $568.00 | $33.00 | 6% | Inflation, with rounding |
| Residential | | | $370.00 | $393.00 | $23.00 | 6% | Inflation, with rounding |
| Express LIM | residential only (within 3 days) | | $485.00 | $515.00 | $30.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**ENVIRONMENTAL HEALTH**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **FOOD BUSINESS** | | | | | | |
| **Registration of a Food Control Plan[under Section 56 of the Food Act 2014]** | | | | | | |
| 1. Processing an application for registration of a food control plan in relation to a new food business. | | $600.00 | $636.00 | $36.00 | 6% | Inflation, with rounding |
| 2. Processing an application for registration of an amended food control plan due to a significant amendment (section 45(3)). | | $200.00 | $212.00 | $12.00 | 6% | Inflation, with rounding |
| 3. Processing a notification of a significant change in circumstances (section 51) or a not-significant amendment (section 45(2)) in relation to a food control plan. | | $97.00 | $103.00 | $6.00 | 6% | Inflation, with rounding |
| 4. Renewal of registration of a food control plan in accordance with Part 2 of Schedule 4 of the Food Act 2014 before the expiry of the current registration. | | $97.00 | $109.00 | $12.00 | 12% | Increased to align with actual costs |
| 5. Processing an application for a new registration of a food control plan in relation to an existing food business that failed to renew a now expired registration. | | $398.00 | $422.00 | $24.00 | 6% | Inflation, with rounding |
| **Compliance Monitoring** | | | | | | |
| 1. Exercising any power referenced by and for the purposes expressed in Section 298 of the Act (except for Sections 302 and 303), which results in a sanction(s) being imposed by the Food Safety Officer or some form of corrective action being required of the operator. | per hour | $212.00 | $237.00 | $25.00 | 12% | Increased to align with actual cost |
| 2. Issue of improvement notice in accordance with Section 302 of the Act, including development of the notice. | per hour | $212.00 | $225.00 | $13.00 | 6% | Inflation, with rounding |
| 3. Application for review of issue of improvement notice under Section 303 of the Act. | per hour | $212.00 | $237.00 | $25.00 | 12% | Increased to align with actual cost |
| ~~4. Compliance monitoring activity associated with a market.~~ | ~~per hour~~ | ~~$212.00~~ | $0.00 | | | Remove fee |
| **Other Food Related Fees** | | | | | | |
| Re-issue of registration and approval certificates on request of holder. | | $38.00 | $57.00 | $19.00 | 50% | Increased to align with actual cost |
| **Registration of Food Businesses subject to a National Programme[under Section 86(b) of the Food Act 2014]** | | | | | | |
| 1. Processing an application for, assessment of, and registration of a new food business subject to a national programme. | | $148.00 | $166.00 | $18.00 | 12% | Increased to align with actual costs |
| 2. Renewal of registration of a food business subject to a national programme in accordance with Part 2 of Schedule 4 of the Food Act 2014 before the expiry of the current registration. | | $97.00 | $109.00 | $12.00 | 12% | Increased to align with actual costs |

HCC LTP 2024-34 Fees and Charges Schedule

## ENVIRONMENTAL HEALTH

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| 3. Processing an application for a new registration of an existing food business subject to a national programme that failed to renew a now expired registration. | | $148.00 | $157.00 | $9.00 | 6% | Inflation, with rounding |
| 4. Processing a notification of a significant change in circumstances (section 51) in relation to a food business subject to a national programme. | | $97.00 | $109.00 | $12.00 | 12% | Increased to align with actual costs |
| **Verification** | | | | | | |
| Administration per hour | per hour (15-min units) | $212.00 | $225.00 | $13.00 | 6% | Inflation, with rounding |
| Cancelling a verification within 3 working days of the scheduled date and time, or key personnel not available for the verification | | $110.00 | $117.00 | $7.00 | 6% | Inflation, with rounding |
| Follow-up per hour | per hour (15-min units) | $212.00 | $225.00 | $13.00 | 6% | Inflation, with rounding |
| On-site Audit | per hour (15-min units) | $212.00 | $225.00 | $13.00 | 6% | Inflation, with rounding |
| Preparation per hour | per hour (15-min units) | $212.00 | $225.00 | | | Inflation, with rounding |
| Reporting per hour | per hour (15-min units) | $212.00 | $225.00 | $13.00 | 6% | Inflation, with rounding |
| **REGULATED BUSINESSES** | | | | | | |
| **Building Act** | | | | | | |
| ~~Actual and reasonable costs associated with processing application for consents, which may include but not be limited to:~~ | - | ~~$178.00~~ | $0.00 | | | Remove fee |
| **Funeral directors** | | | | | | |
| Registration Fee upon application for new registration | | $37.00 | $57.00 | $20.00 | 54% | Increased to align with actual cost |
| Registration Fee upon renewal of registration | | $37.00 | $57.00 | $20.00 | 54% | Increased to align with actual cost |
| **Information Requests** | | | | | | |
| On application for an extract from any record or register (per application) | | $46.00 | $57.00 | $11.00 | 24% | Increased to align with actual cost |
| Photocopying and Printing - A3 | | $2.45 | $2.90 | $0.45 | 18% | Increased to align with actual cost |
| | ~~Where staff time exceeds~~ 30 minutes | ~~$23.00~~ | $0.00 | | | Remove fee |
| Photocopying and Printing - A4 | | $1.30 | $1.60 | $0.30 | 23% | Increased to align with actual cost |
| | ~~Where staff time exceeds~~ 30 minutes | ~~$23.00~~ | $0.00 | | | Remove fee |
| **Noise control** | | | | | | |
| a) Recovery of seized property | | $265.00 | $281.00 | $16.00 | 6% | Inflation, with rounding |
| b) Recovery of costs for disabling building and car alarms:- | as invoiced | | | - | - | Recovery of actual costs |
| **Premises Registration Fees** | | | | | | |
| (a) New registrations: January to June | | $135.00 | $144.00 | $9.00 | 7% | Inflation, with rounding |
| (a) New registrations: July to December | | $270.00 | $287.00 | $17.00 | 6% | Inflation, with rounding |
| (b) Upon renewal of registration | | $165.00 | $175.00 | $10.00 | 6% | Inflation, with rounding |
| (c) Upon noting of certificate after any change in occupation of the premises | | $37.00 | $57.00 | $20.00 | 54% | Increased to align with actual cost |
| **Resource Management Act** | | | | | | |
| Actual and reasonable costs associated with processing applications for consent and for the monitoring of conditions of consent in relation to: | per hour | $182.00 | $193.00 | $11.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## HAMILTON GARDENS

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Enclosed Gardens Admissions** | | | | | | | |
| Hamilton Residents | | | Free | Free | | - | Council Resolution |
| Non Hamilton Residents Adult | (16 years and over) | per person | $20.00 | 20 | - | | Council Resolution |
| | | | | | | | |
| ~~**Guided Tours**~~ | | | | | | | |
| ~~Adult (16 years and over)~~ | - | ~~per person~~ | ~~$25.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Child (0-4 years)~~ | - | - | ~~Free~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Child (5-15 years)~~ | - | ~~per person~~ | ~~$15.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Private tour~~ | ~~For a group of up to 6 people~~ | - | ~~$150.00~~ | ~~0~~ | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Enclosed Gardens Admissions**~~ | | | | | | | |
| ~~Adult Travel Trade *(not publicly advertised)~~ | - | ~~per person~~ | ~~$8.00~~ | ~~0~~ | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Venue hire**~~ | | | | | | | |
| ~~Hamilton Gardens Pavilion~~ | - | - | ~~by quote~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Summerhouse Hire (4hrs)~~ | - | - | ~~$500.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Summerhouse Hire (Full day 9am - 5pm)~~ | - | - | ~~$800.00~~ | ~~0~~ | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Guided Tours**~~ | | | | | | | |
| ~~Private Tour Travel Trade *(not publicly advertised)*~~ | - | ~~per group of up to 5~~ | ~~$96.00~~ | ~~0~~ | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Weddings in Gardens**~~ | | | | | | | |
| ~~Private Wedding (up to 2 hrs)~~ | ~~Enclosed Garden of your choice is closed to public for your exclusive use, subject to Availability.~~ | - | ~~$1,085.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Wedding at Hamilton Gardens (up to 2hrs)~~ | ~~Garden remains open to public. Available within enclosed and outer gardens.~~ | - | ~~$400.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Wedding in Enclosed Gardens (up to 2hrs)~~ | ~~Garden remains open to public. Includes entry for wedding party and guests.~~ | - | ~~$800.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Wedding in Outer Gardens (up to 2hrs)~~ | ~~Garden remains open to public.~~ | - | ~~$400.00~~ | ~~0~~ | | | Pricing set as business trading |
| ~~Wedding photoshoot~~ | ~~Entry into the enclosed gardens for bridal party and wedding photographer.~~ | - | ~~$100.00~~ | ~~0~~ | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Venue hire**~~ | | | | | | | |

HCC LTP 2024-34 Fees and Charges Schedule

**HAMILTON GARDENS**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| ~~Garden hire~~ | - | - | ~~by quote~~ | ~~0~~ | | | Pricing set as business trading |

HCC LTP 2024-34 Fees and Charges Schedule

## HAMILTON ZOO

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **Admissions** | | | | | | |
| Adult | | $26.00 | $26.00 | - | - | Benchmarked against industry standard |
| Child (3-15) | | $12.00 | $14.00 | $ 2.00 | 17% | Benchmarked against industry standard |
| Cardholder | | | $20.00 | $ 20.00 | | Consolidation of categories |
| ~~Senior citizen~~ | | ~~$19.00~~ | | | | Replaced with single category 'Cardholder' |
| ~~Beneficiary, student~~ | | ~~$19.00~~ | | | | Replaced with single category 'Cardholder' |
| ~~Education Rate (adult or child)~~ | | ~~$7.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Family (2 adults & up to 4 children)~~ | | ~~$75.00~~ | | | | Dynamic and seasonal pricing set by the business |
| | | | | | | |
| ~~**Concessions**~~ | | | | | | |
| ~~Group concession (adult)~~ | | ~~$20.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Group concession (child)~~ | | ~~$10.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Group concession; senior citizen, beneficiary, student.~~ | | ~~$15.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Wild Day Deal (50%) discount on day admission tickets)~~ | | — | | - | | Dynamic and seasonal pricing set by the business |
| | | | | | | |
| ~~**Zoo Annual Membership Fees**~~ | | | | | | |
| ~~Annual Member: adult (unlimited day-time visits)~~ | | ~~$85.50~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Annual Member: child (unlimited day-time visits)~~ | | ~~$39.50~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Annual Member: child flexipass (unlimited d/t visits – named child + any adult)~~ | | ~~$125.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Annual Member: family (unlimited day-time visits)~~ | | ~~$249.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Annual Member: senior citizen, beneficiary, student (unlimited d/t visits)~~ | | ~~$62.50~~ | | | | Dynamic and seasonal pricing set by the business |

HCC LTP 2024-34 Fees and Charges Schedule

**HAMILTON ZOO**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| ~~Zoo Encounters~~ | | | | | | |
| ~~Add-on experiences~~ | ~~per person~~ | ~~$30 - $150~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Bespoke packages~~ | - | ~~by quote~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Education Encounter~~ | ~~per person~~ | ~~$15.00~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~Exclusive Animal Encounter~~ | ~~per group~~ | ~~$300 - $800~~ | | | | Dynamic and seasonal pricing set by the business |
| ~~School Sleepover~~ | ~~per person~~ | ~~$50.00~~ | | | | Dynamic and seasonal pricing set by the business |
| | | | | | | |
| ~~Hire~~ | | | | | | |
| ~~Pram Hire~~ | ~~per 3 hours~~ | ~~$10.00~~ | | | | Dynamic and seasonal pricing set by the business |

HCC LTP 2024-34 Fees and Charges Schedule

**HAMILTON CITY LIBRARIES**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| **Rental Collection** | | | | | | | |
| Best sellers | | 14 days | $5.00 | $5.00 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Boardgames | | 14 days | - | $5.00 | $5.00 | | New proposed fee |
| Library of Things | | 14 days | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Library of Things - Deluxe Item | | 14 days | - | $5.00 | $5.00 | | New proposed fee |
| Pay magazines | | first week | $2.20 | $2.20 | - | | No change |
| Replacement Card | | | $3.80 | $5.00 | $1.20 | 32% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| | | | | | | | |
| **Heritage Collection Reproduction and use fees (supply within 10 working days)** | | | | | | | |
| ~~Reproductions from the Waikato Times Collection~~ | - | - | - | - | - | - | Remove fee |
| | ~~High resolution~~ | ~~per image~~ | ~~$25.00~~ | | | | Remove fee |
| | ~~Low resolution~~ | ~~per image~~ | ~~$10.00~~ | | | | Remove fee |
| Copyright publication/commercial use | - | per image | - | $50.00 | $50.00 | | New proposed fee |
| Digital image | | per image | $20.00 | $20.00 | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| ~~Fee for urgent delivery (3-5 day delivery)~~ | | ~~per order~~ | ~~$50.00~~ | - | | | Remove fee |
| | | | | | | | |
| **Daily Overdue Charges** | | | | | | | |
| Audio books | | per day | $0.50 | $0.50 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Books | | per day | $0.50 | $0.50 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Best sellers | | per day | $1.00 | $1.00 | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| DVDs | | per day | $0.50 | $0.50 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Free Magazines | | per day | $0.50 | $0.50 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Library of Things | | per day | $0.50 | $0.50 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Pay magazines | | per day | $0.50 | $0.50 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| | | | | | | | |
| **Subscriptions (non-residents only)** | | | | | | | |
| Group Subscription | (12 months, up to 6 cards, 50 item limit per card) | per annum | $180.00 | $200.00 | $20.00 | 11% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Individual Subscription | (12 months, 1 card, 50 item limit) | per annum | $80.00 | $90.00 | $10.00 | 13% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Visitor subscription | | per month | - | $20.00 | $20.00 | | New proposed fee |
| | | | | | | | |
| **Contract Research** | | | | | | | |
| Contract Research | | per half hour | $40.00 | $50.00 | $10.00 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |

HCC LTP 2024-34 Fees and Charges Schedule

**HAMILTON CITY LIBRARIES**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| **Photocopying & Printing** | | | | | | | |
| A3 (b&w) | | per side | $0.40 | $0.40 | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| A3 (colour) | | per side | $2.20 | $2.20 | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| A4 (b&w) | | per side | $0.20 | $0.20 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| A4 (colour) | | per side | $1.00 | $1.00 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| **Interloans** | | | | | | | |
| Standard interloan fee | | | $10.00 | $15.00 | $5.00 | 50% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Standard international interloan | | Price on application | | | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Urgent standard international interloan | | Price on application | | | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| **Library Facility Hire** | | | | | | | |
| After hours booking fee | Te Kete Aronui | per booking | - | $60.00 | $60.00 | | New proposed fee |
| After hours exclusive use | Excludes Te Kete Aronui, includes staff time | per hour | - | $120.00 | $120.00 | | New proposed fee |
| Auaha Community Room - Commercial rate | | per hour | $40.00 | $50.00 | $10.00 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Auaha Community Room - Community rate | | per hour | $10.00 | $10.00 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Auaha exclusive use | Includes staff time, excludes materials | per hour | - | $30.00 | $30.00 | | New proposed fee |
| Facilitated corporate package | Min 1 hour, max 2 hours | per hour | - | $100.00 | $100.00 | | New proposed fee |
| Kathleen Glenn (KG) room (for-profit-organisation) | | per hour | $30.00 | $40.00 | $10.00 | 33% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Kathleen Glenn (KG) room (not-for-profit-organisation) | | per hour | $10.00 | $10.00 | - | | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| One on one support for Auaha | First 1/2 hour free | per half hour | - | $20.00 | $20.00 | | New proposed fee |
| Rototuna multi-purpose space - Double - Commercial rate | | per hour | $240.00 | $110.00 | -$130.00 | -54% | Correcting previously incorrect fee |
| Rototuna multi-purpose space - Double - Community rate | | per hour | $100.00 | $50.00 | -$50.00 | -50% | Correcting previously incorrect fee |
| Rototuna multi-purpose space - Single - Commercial rate | | per hour | $50.00 | $55.00 | $5.00 | 10% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Rototuna multi-purpose space - Single - Community rate | | per hour | $20.00 | $25.00 | $5.00 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Rototuna Small Meeting Room (seats 5-6) - Commercial Rate | | per hour | $30.00 | $35.00 | $5.00 | 17% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Rototuna Small Meeting Room (seats 5-6) - Community Rate | | per hour | $10.00 | $10.00 | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |
| Some of our programmes and/or events may incur charges which will be advertised when the event is promoted. | | | - | | - | | New proposed fee |
| Te Awanui o Taikehu (Central Library) Small Meeting Room (seats 5-6) - Commercial Rate | | per hour | - | $35.00 | $35.00 | | New proposed fee |
| Te Awanui o Taikehu (Central Library) Small Meeting Room (seats 5-6) - Community Rate | | per hour | - | $10.00 | $10.00 | | New proposed fee |

HCC LTP 2024-34 Fees and Charges Schedule

## HAMILTON CITY LIBRARIES

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| **Laser cutting** | | | | | | | |
| Plywood A3 | | each | $5.00 | $5.50 | $0.50 | 10% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| | | | | | | | |
| **3D printing** | | | | | | | |
| Filament use | (ABS, PLA, and PLA+) | per g | $0.20 | $0.50 | $0.30 | 150% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Print set up fee | | each | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Resin usage | | per ml | $0.30 | $0.50 | $0.20 | 67% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Stickers (100mm x 450mm strip) | | each | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| | | | | | | | |
| **Vinyl Printing** | | | | | | | |
| Gloss | | per 10cm strip | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Heat Transfer | | per 10cm strip | $6.00 | $6.50 | $0.50 | 8% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Paper | | per 10cm strip | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Phototex | | per 10cm strip | $3.00 | $3.50 | $0.50 | 17% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Transparent gloss | | per 10cm strip | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| | | | | | | | |
| **Vacuum forming** | | | | | | | |
| EVA foam sheet | | each | $2.50 | $3.00 | $0.50 | 20% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| HIPS sheet | | each | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| PETG sheet | | each | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| | | | | | | | |
| **Badge making** | | | | | | | |
| Badge | | each | $1.50 | $2.00 | $0.50 | 33% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Keychain | | each | $3.00 | $3.50 | $0.50 | 17% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| Magnet | | each | $2.00 | $2.50 | $0.50 | 25% | Proposed increase is larger to offset revenue impact of some other charges remaining static |
| | | | | | | | |
| **Reservation Charges** | | | | | | | |
| Reservations / Same Day Holds | | | $1.50 | $1.50 | - | - | Increasing this core charge will have negative business impact and will be partly offset by proposed increases to other library charges |

HCC LTP 2024-34 Fees and Charges Schedule

**OFFICIAL INFORMATION**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **LGOIMA** | | | | | | |
| First three hours free, charge per half and hour or part thereof after | per half hour | $38.00 | $38.00 | - | - | Defined by legislation |
| Materials ( USB drive etc) | | Actual costs | Actual costs | | - | no change |
| Specialist expertise | | Actual costs | Actual costs | | - | no change |

HCC LTP 2024-34 Fees and Charges Schedule

**PARKING**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Off-street car park facilities** | | | | | | | |
| **Founders Theatre Car Park** | | | | | | | |
| Per hour | | | $1.00 | $2.00 | $1.00 | 100% | In response to demand |
| All day rate | | | $4.00 | $7.00 | $3.00 | 75% | In response to demand |
| Reserved monthly rate | | | | $150.00 | | | New proposed fee |
| | | | | | | | |
| **Garden Place Car Park Building** | | | | | | | |
| Casual Rate | | Up to 1 hour if stayed beyond 20 minutes | Free | $2.00 | $2.00 | | New proposed fee |
| | | 1-2 hours | $4.00 | $4.50 | $0.50 | 12% | Inflation, with rounding |
| | | 2-3 hours | $6.00 | $6.50 | $0.50 | 8% | Inflation, with rounding |
| | | 3-4 hours | $8.00 | $8.50 | $0.50 | 6% | Inflation, with rounding |
| | | 4-5 hours | $12.00 | $13.00 | $1.00 | 8% | Inflation, with rounding |
| | | 5-6 hours | $12.00 | $16.00 | $4.00 | 33% | Better provides for short term parking |
| | | More than 6 hours | $12.00 | $20.00 | $8.00 | 67% | Better provides for short term parking |
| Lost Ticket | | | $20.00 | $35.00 | $15.00 | 75% | Reflects actual costs of processing |
| Overnight charge - entry after 5pm & leave before 7:30am | | | | $5.00 | | | New proposed fee |
| Weekend Rate | | Up to 1 hour if stayed beyond 20 minutes | Free | $2.00 | $2.00 | 100% | Increases are a demand responsive pricing adjustment to ensure there is adequate parking for shoppers |
| | | 1-2 hours | $4.00 | $4.50 | $0.50 | 12% | Increases are a demand responsive pricing adjustment to ensure there is adequate parking for shoppers |
| | | More than 2 hours | $5.00 | $6.00 | $1.00 | 20% | Increases are a demand responsive pricing adjustment to ensure there is adequate parking for shoppers |
| Up to 20 Minutes | | Weekday | Free | Free | - | - | No change if parked for up to 20 minutes |
| | | Weekend | Free | Free | - | - | No change if parked for up to 20 minutes |
| | | | | | | | |
| **Meteor Theatre Car Park** | | | | | | | |
| Per hour | | | $1.00 | $2.00 | $1.00 | 100% | In response to demand |
| All day rate | | | $4.00 | $7.00 | $3.00 | 75% | In response to demand |
| Reserved monthly rate | | | $0.00 | $150.00 | $150.00 | | New proposed fee |
| | | | | | | | |
| **Museum Car Park** | | | | | | | |
| Up to 1 hour | | | $1.00 | $2.00 | $1.00 | 100% | In response to demand |
| 3 hours maximum | | | $3.00 | $5.00 | $2.00 | 67% | In response to demand |
| Reserved monthly rate | | | | $150.00 | | | New proposed fee |
| | | | | | | | |
| **Opoia Pa (Sonning) Car Park** | | | | | | | |
| Flat rate all day fee | | | $5.00 | $7.00 | $2.00 | 40% | In response to demand;#rate includes card fee |

HCC LTP 2024-34 Fees and Charges Schedule

**PARKING**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Kent Street** | | | | | | | |
| Reserved monthly rate | | | $0.00 | $35.00 | $35.00 | | New proposed fee |
| **Old Mill Street Car Park** | | | | | | | |
| Pay by App only | Demand Responsive Parking (DRP) from 1 July 2024. DRP must be reviewed and may be adjusted no less than 3 monthly and no more than annually. DRP adjustments no less than $0.50 and no more than $3.00. | | $0.00 | DRP $6.00 to $12.00 | $6.00 - $12.00 | | New proposed fee |
| **On-street Parking** | | | | | | | |
| On-Street Short Term Parking | Up to 31 December 2024. Vehicle registration plate must be validated at parking kiosk or on approved parking app to initiate free parking. | per hour, first 2 hours | Free | Free | - | - | Free parking for first two hours up to introduction of DRP - includes requirement to validate vehicle registration late to initiate free parking |
| | From 1 January 2025. Demand Responsive Pricing (DRP). DRP must be reviewed and may be adjusted no less than 3 monthly and no more than annually. DRP adjustments no less than $0.50 and no more than $3.00. | per hour, first 2 hours | Free | DRP $1.00 to $6.00 | $1.00 -$6.00 | 100% | DRP must be reviewed and may be adjusted no less than 3 monthly and no more than annually. DRP adjustments no less than $0.50 and no more than $3.00. |
| | | per hour, after first 2 hours | $6.00 | $6.00 | $0.00 | 0% | Reported to I&T Committee it would remain at $6.00 |
| All Day Paid Parking | From 1 July 2024. Demand Responsive Pricing (DRP). DRP must be reviewed and may be adjusted no less than 3 monthly and no more than annually. DRP adjustments no less than $0.50 and no more than $3.00. | per day | $6.00 | DRP $6.00 to $12.00 | $0.00 - $6.00 | 0-100% | DRP must be reviewed and may be adjusted no less than 3 monthly and no more than annually. DRP adjustments no less than $0.50 and no more than $3.00. |
| Parking space reservation permits - long-term reservation (more than 2 weeks) | | per day | negotiated rate | negotiated rate | - | - | Per negotiated rate |
| Parking space reservation permits - short-term reservation (less than 2 weeks) | | per day | $30.00 | $36.00 | $6.00 | 20% | Fee increased to gradually align with $6/hour |

HCC LTP 2024-34 Fees and Charges Schedule

**PARKS AND OPEN SPACES ADMINISTRATION**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| Key Deposit | | | $30.00 | $32.00 | $2.00 | 7% | Inflation, with rounding |
| Pest Trap | | | $20.00 | $22.00 | $2.00 | 10% | Inflation, with rounding |
| **Hire of Parks by a Commercial Interest for an Event** | | | | | | | |
| Any other sporting or non-sporting activity hosted on a park by a commercial interest. | | | | | | | |
| Events using over 500m2 | $5.00 per booking discount will be given for advance | per day | $280.00 | $300.00 | $20.00 | 7% | Inflation, with rounding |
| Events using under 500m2 | $5.00 per booking discount will be given for advance | per day | $50.00 | $55.00 | $5.00 | 10% | Inflation, with rounding |
| Hire of Parks for a Charge Event | Any sporting and non-sporting activity hosted on a park where an entry fee is charged at the gate. The fee for use of a park for a charge event is the greater of the HCC published fee or 15% of the gross gate takings | | $705.00 | $750.00 | $45.00 | 6% | Inflation, with rounding |
| **Community Hire of Parks** | | | | | | | |
| Up to one hectare for non-sporting event | | | | | | | |
| Full Day (over 5 hours) | | | $52.00 | $55.00 | $3.00 | 6% | Inflation, with rounding |
| Half Day (up to 5 hours) | | | $35.00 | $38.00 | $3.00 | 9% | Inflation, with rounding |
| Up to one hectare for non-sporting event | | | | | | | |
| Wedding | | | $218.00 | $235.00 | $17.00 | 8% | Inflation, with rounding |
| **Mobile Trader** | | | | | | | |
| Administration fee for new applications in relation to mobile traders | | | $150.00 | $150.00 | - | - | No change |
| Mobile traders | (food safety fees & charges may also apply) | per booking | $35.00 | $35.00 | - | - | No change |
| **Dog Obedience Lawns (Melville & Bristol Parks)** | | | | | | | |
| Per Day of the Week | | | | | | | |
| one year | | | $305.00 | $325.00 | $20.00 | 7% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**PARKS AND OPEN SPACES ADMINISTRATION**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| **Bonds (refundable if no damage occurs)** | | | | | | | |
| Park Use/Event | Dependent on scale and nature of the Activity. Park Manager's discretion to set bond | | $100 - $5000 | $100 - $5000 | | - | No change |

HCC LTP 2024-34 Fees and Charges Schedule

**PLANNING GUIDANCE**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **LAND USE** | | | | | | | |
| Notified Land Use Consent Applications | | | $16,695.00 | $20,034.00 | $3,339.00 | 20% | Increases designed to better align with overall resource consent costs, as there has been no significant increase for many years. Represents where market has shifted, based on comparison to other metros including Auckland and Tauranga. |
| Limited Notified Land Use Applications | | | $7,791.00 | $9,349.00 | $1,558.00 | 20% | Market fee alignment |
| **Land Use Certificates** | | | | | | | |
| Certificate of Compliance | | | $985.80 | $1,183.00 | $197.20 | 20% | Market fee alignment |
| Existing Use Right | | | $2,169.82 | $2,604.00 | $434.18 | 20% | Market fee alignment |
| Planning Verification (fixed fee) | | | $366.76 | $440.00 | $73.24 | 20% | Market fee alignment |
| Outline Plan | | | $1,418.28 | $1,702.00 | $283.72 | 20% | Market fee alignment |
| **Non-Notified Land Use Consent Applications** | | | | | | | |
| Controlled Activities (Fast Track 10 day) | | | $1,669.50 | $2,003.00 | $333.50 | 20% | Market fee alignment |
| Restricted Discretionary | | | $2,615.00 | $3,138.00 | $523.00 | 20% | Market fee alignment |
| Discretionary Activity | | | $3,339.00 | $4,007.00 | $668.00 | 20% | Market fee alignment |
| Non-Complying Activity | | | $4,023.00 | $4,828.00 | $805.00 | 20% | Market fee alignment |
| Minor | | | $1,335.60 | $1,603.00 | $267.40 | 20% | Market fee alignment |
| **Other Land-Use Related Applications** | | | | | | | |
| Change or Cancellation of Consent Condition | | | $1,335.60 | $1,603.00 | $267.40 | 20% | Market fee alignment |
| Deemed Permitted Boundary Activities | | | $500.00 | $600.00 | $100.00 | 20% | Market fee alignment |
| Deemed Permitted Marginal or Temporary Activities | | | $500.00 | $600.00 | $100.00 | 20% | Market fee alignment |
| Extension of Time Limit | | | $1,202.04 | $1,442.00 | $239.96 | 20% | Market fee alignment |
| Surrender of Consent (whole or part) | | | $556.50 | $668.00 | $111.50 | 20% | Market fee alignment |

HCC LTP 2024-34 Fees and Charges Schedule

**PLANNING GUIDANCE**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Urgent Applications** | | | | | | | |
| Non-notified consents only - issued within 10 working days | | | Twice the regular fee | Twice the regular fee | $0.00 | 0% | No change |
| | | | | | | | |
| **SUBDIVISION** | | | | | | | |
| | | | | | | | |
| Publicly Notified and Limited Notified Subdivision Consent Applications | | | $6,678.00 | $8,014.00 | $1,336.00 | 20% | Market fee alignment |
| | | | | | | | |
| **Non-Notified Subdivision Consent Applications** | | | | | | | |
| ~~Restricted Discretionary Activity (Fee simple)~~ | | | ~~$2,615.00~~ | - | - | - | No longer required |
| ~~Restricted Discretionary Activity (Unit Title)~~ | | | ~~$2,226.00~~ | - | - | - | Fee category no longer required |
| | ~~3-50 lots~~ | ~~per lot/unit/flat~~ | ~~$71.00~~ | - | - | - | Fee category no longer required |
| | ~~51-100 lots~~ | ~~per lot/unit/flat~~ | ~~$24.00~~ | - | - | - | Fee category no longer required |
| | ~~101 lots and greater~~ | ~~per lot/unit/flat~~ | ~~$12.00~~ | - | - | - | Fee category no longer required |
| Discretionary Activity, Non-Complying Activity | | | $3,339.00 | $4,007.00 | $668.00 | 20% | Market fee alignment |
| | 3-50 lots | per lot/unit/flat | $71.00 | $85.00 | $14.00 | 20% | Market fee alignment |
| | 51-100 lots | per lot/unit/flat | $24.00 | $29.00 | $5.00 | 21% | Market fee alignment |
| | 101 lots and greater | per lot/unit/flat | $12.00 | $14.00 | $2.00 | 17% | Market fee alignment |
| Permitted Activity - Certificate of Compliance, Amendment to Flats Plans, Boundary Adjustments | | | $1,000.00 | $1,200.00 | $200.00 | 20% | Market fee alignment |
| Restricted Discretionary Activity | | | $2,226.00 | $2,671.00 | $445.00 | 20% | Market fee alignment |
| | 3-50 lots | per lot/unit/flat | $71.00 | $85.00 | $14.00 | 20% | Market fee alignment |
| | 51-100 lots | per lot/unit/flat | $24.00 | $29.00 | $5.00 | 21% | Market fee alignment |
| | 101 lots and greater | per lot/unit/flat | $12.00 | $14.00 | $2.00 | 17% | Market fee alignment |
| Urgent applications | | | Twice the regular fee | Twice the regular fee | $0.00 | 0% | No change |
| Joint Subdivision and Land Use consent applications | | | $2,226.00 | $2,671.00 | $445.00 | 20% | Market fee alignment |
| | 3-50 lots | per lot/unit/flat | $71.00 | $85.00 | $14.00 | 20% | Market fee alignment |
| | 51-100 lots | per lot/unit/flat | $24.00 | $29.00 | $5.00 | 21% | Market fee alignment |
| | 101 lots and greater | per lot/unit/flat | $12.00 | $14.00 | $2.00 | 17% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**PLANNING GUIDANCE**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Other Subdivision Related Applications** | | | | | | | |
| Change or Cancellation of Consent Condition | | | $1,335.00 | $1,602.00 | $267.00 | 20% | Market fee alignment |
| Extension of Time Limit | | | $1,202.00 | $1,442.00 | $240.00 | 20% | Market fee alignment |
| Surrender of Consent (whole or part) | | | $545.00 | $654.00 | $109.00 | 20% | Market fee alignment |
| | | | | | | | |
| **Subdivision Related Approval Applications** | | | | | | | |
| Amend or Delete Consent Notice (section 221 RMA) | | | $1,257.00 | $1,508.00 | $251.00 | 20% | Market fee alignment |
| Proposed Unit Development Plan | | | $878.00 | $1,054.00 | $176.00 | 20% | Market fee alignment |
| Revocation of Building Line Restriction (charge include E-Dealing) | | | $1,113.00 | $1,336.00 | $223.00 | 20% | Market fee alignment |
| Revocation of Easement (section 243 RMA) | | | $527.00 | $632.00 | $105.00 | 20% | Market fee alignment |
| Right of Way Approval (section 348 LGA) | | | $890.00 | $1,068.00 | $178.00 | 20% | Market fee alignment |
| Road Naming | | | $984.00 | $1,181.00 | $197.00 | 20% | Market fee alignment |
| Road Renaming | | | $1,500.00 | $1,800.00 | $300.00 | 20% | Market fee alignment |
| Second and subsequent stage non-complying cross lease subdivision applications | | | $1,272.00 | $1,526.00 | $254.00 | 20% | Market fee alignment |
| Section 75-83 - Building Act 1994 | | | $695.00 | $834.00 | $139.00 | 20% | Market fee alignment |
| | | | | | | | |
| **Subdivision Certificates and Associated Applications** | | | | | | | |
| 32 (2)A Unit Title Act (fixed fee) | | | $111.00 | $133.00 | $22.00 | 20% | Market fee alignment |
| Re-issue of Certificate and Other Certificates | | | $528.00 | $634.00 | $106.00 | 20% | Market fee alignment |
| s.221 RMA | | | $668.00 | $802.00 | $134.00 | 20% | Market fee alignment |
| s.223 RMA | | | $528.00 | $634.00 | $106.00 | 20% | Market fee alignment |
| s.224(f) RMA (fixed fee) | | | $111.00 | $133.00 | $22.00 | 20% | Market fee alignment |
| s.224c RMA | | | $528.00 | $634.00 | $106.00 | 20% | Market fee alignment |
| s.226 RMA | | | $1,024.00 | $1,229.00 | $205.00 | 20% | Market fee alignment |
| Works clearance applications | | | $912.00 | $960.00 | $48.00 | 5% | Inflation, with rounding |
| Bond Release application | | per hour | | Actual costs | | | New proposed fee |
| | | | | | | | |
| **ADDITIONAL PLANNING RELATED CHARGES** | | | | | | | |

HCC LTP 2024-34 Fees and Charges Schedule

**PLANNING GUIDANCE**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| Monitoring deposit | | | $360.00 | $432.00 | $72.00 | 20% | Market fee alignment |
| Planning Assessment of Building Consents | | | $200.00 | $240.00 | $40.00 | 20% | Market fee alignment |
| ~~Concurrent land use and subdivision deposit this covers 6hrs and any additional engineering time will be charged at the engineer hourly rate.~~ | | | ~~$911.00~~ | - | - | - | No longer required |
| | | | | | | | |
| **Section 357 RMA objections** | | | | | | | |
| Section 357 RMA objections | | | | Actual costs | | | New proposed fee |
| | | | | | | | |
| **Engineering review of the Land Use, Subdivision and other applications** | | | | | | | |
| Minimum non-refundable Engineering Deposit for engineering review of the Land Use, and Subdivision Consents. Any additional engineering time will be charged at rate specified below. | | | $911.00 | $960.00 | $49.00 | 5% | Inflation, with rounding |
| | | | | | | | |
| **Engineering Plan Certification** | | | | | | | |
| Engineering 223c and 224c review | | per hour | $228.00 | $240.00 | $12.00 | 5% | Inflation, with rounding |
| Engineering plan certification associated with all other consents | | ~~per hour~~ | $227.00 | $240.00 | $13.00 | 6% | Inflation, with rounding |
| Engineering plan certification associated with Land use and subdivision consents involving 4 or more lots, dwellings or units | | | $456.00 | $480.00 | $24.00 | 5% | Inflation, with rounding |
| Amendment to Engineering Plan Certification | | per hour | | $240.00 | | | New proposed fee |
| | | | | | | | |
| **Charges (hourly)** | | | | | | | |
| Additional Monitoring | | per hour | $184.00 | $195.00 | $11.00 | 6% | Inflation, with rounding |
| Administration hourly charge | | per hour | $117.00 | $124.00 | $7.00 | 6% | Inflation, with rounding |
| Consultant and specialist fees including but not limited to: Expert evidence/advice, external consultants, provision of external legal advice, external peer reviews | | | Actual costs | Actual costs | $0.00 | 0% | New proposed fee |
| Engineering rate | | per hour | $228.00 | $240.00 | $12.00 | 5% | Inflation, with rounding |
| Independent Commissioner Chair | | per hour | $239.00 | $239.00 | $0.00 | 0% | As per contract |

HCC LTP 2024-34 Fees and Charges Schedule

**PLANNING GUIDANCE**

| Category | SubFee | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| Independent Commissioner Panel Member | | per hour | $212.00 | $212.00 | $0.00 | 0% | As per contract |
| Planner hourly charge | | per hour | $194.00 | $206.00 | $12.00 | 6% | Inflation, with rounding |
| Planning Manager Hourly rate | | per hour | $245.00 | $260.00 | $15.00 | 6% | Inflation, with rounding |
| Planning Team Leader hourly rate | | per hour | $228.00 | $242.00 | $14.00 | 6% | Inflation, with rounding |
| Principal/Senior Planner hourly charge | | per hour | $211.00 | $224.00 | $13.00 | 6% | Inflation, with rounding |
| Subdivision Officer | | per hour | $194.00 | $206.00 | $12.00 | 6% | Inflation, with rounding |
| Other specialist internal input | | per hour | | $206.00 | | | New proposed fee |
| | | | | | | | |
| **Information Requests** | | | | | | | |
| | | | | | | | |
| Property Enquiry | | | $59.00 | $71.00 | $12.00 | 20% | Market fee alignment |
| | Plus hourly rate after 1 hour | per hour | $194.00 | $233.00 | $39.00 | 20% | Market fee alignment |
| Staff Search Time Cost | | per half hour | $49.00 | $62.00 | $13.00 | 27% | Adjusted to match 1/2 hr of Admin rate |

HCC LTP 2024-34 Fees and Charges Schedule

**RUBBISH AND RECYCLING**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| Enforcement of Waste Management and Minimisation Bylaw 2019 | (e.g. illegal dumping, costs for removal) | | Actual costs | Actual costs | $0.00 | 0% | Waste Management and Minimisation Bylaw Clause 9.3 allows Council to recover the costs associated with enforcement of the bylaw. |
| **Replacement of missing or damaged bin** | | | | | | | |
| 23L food scraps bin | | per bin | $22.00 | $23.50 | $1.50 | 7% | Bin cost plus admin fee to recover a portion of administration and staff time involved in replacing the bin. |
| Green glass crate | | per crate | $17.00 | $18.00 | $1.00 | 6% | Bin cost plus admin fee to recover a portion of administration and staff time involved in replacing the bin. |
| 120L red lidded wheelie bin, general waste | | per bin | $69.00 | $74.00 | $5.00 | 7% | Bin cost plus admin fee to recover a portion of administration and staff time involved in replacing the bin. |
| 240L yellow lid wheelie bin, recycling | | per bin | $69.00 | $74.00 | $5.00 | 7% | Bin cost plus admin fee to recover a portion of administration and staff time involved in replacing the bin. |
| Delivery of replacement bin to household, food scraps bin | | | $3.40 | $3.60 | $0.20 | 6% | Inflation, with rounding |
| Delivery of replacement bin to household, green glass crate | | | $1.70 | $1.80 | $0.10 | 6% | Inflation, with rounding |
| Delivery of replacement bin to household, wheelie bin | | | 7.20 | $7.70 | $0.50 | 7% | Inflation, with rounding |
| **Repair of damage to existing bins** | | | | | | | |
| Replacement axle - 120L, 240L | | per part, incl. delivery and servicing | $18.00 | $19.20 | $1.20 | 7% | Replacement cost plus to recover a portion of administration and staff time involved in replacing the lid. |
| Replacement hinge - 120L, 240L | | per part, incl. delivery and servicing | $18.00 | $19.20 | $1.20 | 7% | Replacement cost plus to recover a portion of administration and staff time involved in replacing the lid. |
| Replacement lid - 120L bin | | per part, incl. delivery and servicing | $30.00 | $32.00 | $2.00 | 7% | Replacement cost plus to recover a portion of administration and staff time involved in replacing the lid. |
| Replacement lid - 240L bin | | per part, incl. delivery and servicing | $30.00 | $32.00 | $2.00 | 7% | Replacement cost plus to recover a portion of administration and staff time involved in replacing the lid. |
| **Other charges** | | | | | | | |
| Assisted collection administration fee (waiver available if criteria met) | | | $55.00 | $58.00 | $3.00 | 5% | One-off charge for staff time to process the assisted collection application and keep records up to date. |
| Three strike bylaw yellow bin reinstatement | | | $110.00 | $120.00 | $10.00 | 9% | This is to recover a portion of costs to enforce the three strike bylaw, such as the cost of the bin, retrieval of the bin, education of the resident prior to returning the bin, and ongoing maintenance. |
| **Solid waste management** | | | | | | | |
| Annual licensing fee | | | $250.00 | $265.00 | $15.00 | 6% | Inflation, with rounding |
| Bond | | | $1,000.00 | $1,000.00 | $0.00 | 0% | No change |
| Licensing of waste facilities, collectors and transporters operating within the City | | | $250.00 | $265.00 | $15.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**RUBBISH AND RECYCLING**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Litter Infringement Notices** | | | | | | | |
| Depositing non-dangerous litter of less than 1 litre by volume other than on or in a Council park or reserve. | Examples: a takeaway container, cigarette butt or drink can. | | $100.00 | $100.00 | $0.00 | 0% | In accordance with fees/charges set out in the Litter Act |
| Depositing dangerous litter of any quantity in any place. | Examples: dumping commercial waste, multiple disposable nappies, car parts or glass, e-waste or animal remains. | | $400.00 | $400.00 | $0.00 | 0% | In accordance with fees/charges set out in the Litter Act |
| Depositing non-dangerous litter from 1 to 20 litres in volume other than on or in a Council park or reserve. | Examples: 1.5 litre plastic container, a single disposable nappy, or placing household rubbish bags or accumulated car waste into public litter bins, soft drink bottle. | | $200.00 | $200.00 | $0.00 | 0% | In accordance with fees/charges set out in the Litter Act |
| Depositing non-dangerous litter from 20 to 120 litres in volume other than on or in a Council park or reserve. | Examples: roadside dumping of small volumes of household or green waste, fridge, mattress, sofa, or of any pest plant material, or depositing any waste in a park. | | $300.00 | $300.00 | $0.00 | 0% | In accordance with fees/charges set out in the Litter Act |
| Depositing non-dangerous litter of more than 120 litres by volume in any place. | Example: truck load of dirt/ building waste or multiple bags/boxes of household rubbish. | | $400.00 | $400.00 | $0.00 | 0% | In accordance with fees/charges set out in the Litter Act |
| Depositing non-dangerous litter of up to 120 litres in volume on or in a Council park or reserve. | Examples: roadside dumping of small volumes of household or green waste, fridge, mattress, sofa, or of any pest plant material, or depositing any waste in a park. | | $300.00 | $300.00 | $0.00 | 0% | In accordance with fees/charges set out in the Litter Act |

HCC LTP 2024-34 Fees and Charges Schedule

SPORTS AREAS

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **SUMMER SPORTS & WINTER SPORTS** | | | | | | |
| **Senior use & Junior use** | | | | | | |
| Casual one off use of changing rooms per park | | | $90.00 | | | New proposed fee |
| Casual Use (per field)- half day or full day- competition (sand capped) field | | | 120% of standard soil fee | | | New proposed fee |
| Casual Use (per field)- half day or full day- Premier (sand Carpet) | | | 140% of standard soil fee | | | New proposed fee |
| Seasonal changing room fee per park | 3 months | | $200.00 | | | New proposed fee |
| | 6 months | | $400.00 | | | New proposed fee |
| Seasonal fee ( per field , per day of week) - Competition (sand capped) field | 6 months | | 120% of standard soil fee | | | New proposed fee |
| Seasonal fee ( per field , per day of week) - Premier (sand carpet) field | 6 months | | 140% of standard soil fee | | | New proposed fee |
| | | | | | | |
| **Sports Field Damage Fee** | | | | | | |
| Per field per event for unauthorised line marking | | $601.00 | $640.00 | $39.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Park Storage Areas - Community and Sports Groups** | | | | | | |
| 13m2-16m2 | per annum | $250.00 | $250.00 | $0.00 | 0% | No change |
| 6m2-8m2 | per annum | $150.00 | $150.00 | $0.00 | 0% | No change |
| 9m2-12m2 | per annum | $200.00 | $200.00 | $0.00 | 0% | No change |
| Less than 6m2 | per annum | $100.00 | $100.00 | $0.00 | 0% | No change |
| More than 16m2 | per annum | $300.00 | $300.00 | $0.00 | 0% | No change |
| | | | | | | |
| **SPORTS AREA - SUMMER** | | | | | | |
| **PORRITT STADIUM** | | | | | | |
| Casual Use (Entire Complex) | Half Day (up to 5 hours) | $188.00 | $200.00 | $12.00 | 6% | Inflation, with rounding |
| | Full Day (over 5 hours) | $345.00 | $365.00 | $20.00 | 6% | Inflation, with rounding |
| Seasonal Use (Entire Complex) Per Full Day of the week (over 5 hours) | 3 months | $2,554.00 | $2,710.00 | $156.00 | 6% | Inflation, with rounding |
| | 6 months | $5,107.00 | $5,415.00 | $308.00 | 6% | Inflation, with rounding |
| Seasonal Use (Entire Complex) Per Half Day of the week (up to 5 hours) | 3 months | $1,284.00 | $1,365.00 | $81.00 | 6% | Inflation, with rounding |
| | 6 months | $2,554.00 | $2,710.00 | $156.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **CRICKET** | | | | | | |
| **Junior Artificial** | | | | | | |
| Casual Use (per wicket) | Half Day (up to 5 hours) | $28.00 | $30.00 | $2.00 | 7% | Inflation, with rounding |
| | Full Day (over 5 hours) | $40.00 | $45.00 | $5.00 | 12% | Inflation, with rounding |
| Seasonal Use (per wicket, per day of the week) | 3 months | $95.00 | $100.00 | $5.00 | 5% | Inflation, with rounding |
| | 6 months | $188.00 | $200.00 | $12.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Junior Grass** | | | | | | |
| Casual Use (per wicket) | Half Day (up to 5 hours) | $28.00 | $30.00 | $2.00 | 7% | Inflation, with rounding |
| | Full Day (over 5 hours) | $40.00 | $45.00 | $5.00 | 12% | Inflation, with rounding |
| Seasonal Use (per wicket, per day of the week) | 3 months | $188.00 | $200.00 | $12.00 | 6% | Inflation, with rounding |
| | 6 months | $365.00 | $390.00 | $25.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Senior Artificial** | | | | | | |
| Casual Use (per wicket) | Half Day (up to 5 hours) | $28.00 | $30.00 | $2.00 | 7% | Inflation, with rounding |
| | Full Day (over 5 hours) | $40.00 | $45.00 | $5.00 | 12% | Inflation, with rounding |
| Seasonal Use (per wicket, per day of the week) | 3 months | $365.00 | $390.00 | $25.00 | 7% | Inflation, with rounding |
| | 6 months | $725.00 | $770.00 | $45.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**SPORTS AREAS**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **Senior Grass** | | | | | | |
| Casual Use (per wicket) | Half Day (up to 5 hours) | $50.00 | $55.00 | $5.00 | 10% | Inflation, with rounding |
| | Full Day (over 5 hours) | $95.00 | $105.00 | $10.00 | 11% | Inflation, with rounding |
| Seasonal Use (per wicket, per day of the week) | 3 months | $725.00 | $770.00 | $45.00 | 6% | Inflation, with rounding |
| | 6 months | $1,445.00 | $1,535.00 | $90.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **SOFTBALL** | | | | | | |
| **Junior Grass** | | | | | | |
| Casual Use (per diamond) | Half Day (up to 5 hours) | $26.00 | $28.00 | $2.00 | 8% | Inflation, with rounding |
| | Full Day (over 5 hours) | $38.00 | $40.00 | $2.00 | 5% | Inflation, with rounding |
| Seasonal Use (per diamond, per day of the week) | 3 months | $88.00 | $95.00 | $7.00 | 8% | Inflation, with rounding |
| | 6 months | $178.00 | $190.00 | $12.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Junior Skin** | | | | | | |
| Casual Use (per diamond) | Half Day (up to 5 hours) | $26.00 | $28.00 | $2.00 | 8% | Inflation, with rounding |
| | Full Day (over 5 hours) | $38.00 | $40.00 | $2.00 | 5% | Inflation, with rounding |
| Seasonal Use (per diamond, per day of the week) | 3 months | $48.00 | $50.00 | $2.00 | 4% | Inflation, with rounding |
| | 6 months | $88.00 | $95.00 | $7.00 | 8% | Inflation, with rounding |
| | | | | | | |
| **Senior Grass** | | | | | | |
| Casual Use (per diamond) | Half Day (up to 5 hours) | $48.00 | $50.00 | $2.00 | 4% | Inflation, with rounding |
| | Full Day (over 5 hours) | $72.00 | $80.00 | $8.00 | 11% | Inflation, with rounding |
| Seasonal Use (per diamond, per day of the week) | 3 months | $345.00 | $370.00 | $25.00 | 7% | Inflation, with rounding |
| | 6 months | $684.00 | $725.00 | $41.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Senior Skin** | | | | | | |
| Casual Use (per diamond) | Half Day (up to 5 hours) | $26.00 | $28.00 | $2.00 | 8% | Inflation, with rounding |
| | Full Day (over 5 hours) | $38.00 | $40.00 | $2.00 | 5% | Inflation, with rounding |
| Seasonal Use (per diamond, per day of the week) | 3 months | $178.00 | $190.00 | $12.00 | 7% | Inflation, with rounding |
| | 6 months | $345.00 | $365.00 | $20.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **CYCLING** | | | | | | |
| **Hillcrest Velodrome** | | | | | | |
| Casual Use | Half Day (up to 5 hours) | $36.00 | $40.00 | $4.00 | 11% | Inflation, with rounding |
| | Full Day (over 5 hours) | $54.00 | $60.00 | $6.00 | 11% | Inflation, with rounding |
| Seasonal Use | 3 months | $345.00 | $365.00 | $20.00 | 6% | Inflation, with rounding |
| | 6 months | $684.00 | $725.00 | $41.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **SUMMER SPORTS** | | | | | | |
| TOUCH, 6 ASIDE SOCCER) CODES USING EQUIVALENT OF WINTER SPORTS FIELD SIZE | | | | | | |
| | | | | | | |
| Casual (per equivalent field size)- Standard (soil) field | Half Day (up to 5 hours) | $36.00 | $40.00 | $4.00 | 11% | Inflation, with rounding |
| | Full Day (over 5 hours) | $54.00 | $60.00 | $6.00 | 11% | Inflation, with rounding |
| Seasonal Use (per equivalent field size, per day of the week)- Standard (soil) field | 3 months | $345.00 | $365.00 | $20.00 | 6% | Inflation, with rounding |
| | 6 months | $684.00 | $725.00 | $41.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**SPORTS AREAS**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **WINTER SPORTS** | | | | | | |
| RUGBY UNION, LEAGUE & FOOTBALL (SOCCER) | | | | | | |
| **Junior Use** | | | | | | |
| Casual Use (per field)-Standard (soil) field | Half Day (up to 5 hours) | $42.00 | $45.00 | $3.00 | 7% | Inflation, with rounding |
| | Full Day (over 5 hours) | $72.00 | $77.00 | $5.00 | 7% | Inflation, with rounding |
| Competition Use (per field, per day of the week)-Standard (soil) field | 3 months | $178.00 | $190.00 | $12.00 | 7% | Inflation, with rounding |
| | 6 months | $345.00 | $365.00 | $20.00 | 6% | Inflation, with rounding |
| Training Use (per week, per day of the week)-Standard (soil) field | 3 months | $88.00 | $95.00 | $7.00 | 8% | Inflation, with rounding |
| | 6 months | $178.00 | $190.00 | $12.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Senior Use** | | | | | | |
| Casual Use (per field)-Standard (soil) field | Half Day (up to 5 hours) | $83.00 | $90.00 | $7.00 | 8% | Inflation, with rounding |
| | Full Day (over 5 hours) | $146.00 | $155.00 | $9.00 | 6% | Inflation, with rounding |
| Competition Use (per field, per day of the week)-Standard (soil) field | 3 months | $689.00 | $730.00 | $41.00 | 6% | Inflation, with rounding |
| | 6 months | $1,363.00 | $1,445.00 | $82.00 | 6% | Inflation, with rounding |
| Training Use (per week, per day of the week)-Standard (soil) field | 3 months | $345.00 | $365.00 | $20.00 | 6% | Inflation, with rounding |
| | 6 months | $68.00 | $72.00 | $4.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## SWIMMING FACILITIES

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **Entry Fees** | | | | | | |
| Adult - Gallagher Pools | | $7.20 | $7.70 | $0.50 | 7% | Inflation, with rounding |
| Adult - Waterworld | | $7.80 | $8.30 | $0.50 | 6% | Inflation, with rounding |
| Child (5 - 15 years) | | $4.00 | $4.30 | $0.30 | 8% | Inflation, with rounding |
| Entry into the Swimming facilities for children under 5 years of age is free | | Free | Free | | - | No change |
| Senior citizen | | $4.00 | $4.30 | $0.30 | 8% | Inflation, with rounding |
| Disabled | | $4.00 | $4.30 | $0.30 | 8% | Inflation, with rounding |
| Spectator | | $2.00 | $2.20 | $0.20 | 10% | Inflation, with rounding |
| Family day concession | 2 adults & up to 4 children | $25.00 | $27.00 | $2.00 | 8% | Inflation, with rounding |
| Family day concession - with community services card | 2 adults & up to 4 children | - | $20.25 | $20.25 | | Discount of 25% in response to cost of living |
| Super Family One Day Pass Includes Hydroslides | 2 adults & up to 4 children | $40.00 | $42.00 | $2.00 | 5% | Inflation, with rounding |
| School concession | | $2.70 | $3.00 | $0.30 | 11% | Inflation, with rounding |
| Hydrotherapy | 1 hour | $8.00 | $8.50 | $0.50 | 6% | Inflation, with rounding |
| Hydrotherapy Pool Disabled Admission | | $6.40 | $6.80 | $0.40 | 6% | Inflation, with rounding |
| | | | | | | |
| **BBQ Hire** | | | | | | |
| | ($10.00 deposit) | $16.00 | $17.00 | $1.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Corporate Fit** | | | | | | |
| Corporate Fit - Contract - 12 months | Weekly | $14.00 | $15.00 | $1.00 | 7% | Inflation, with rounding |
| Corporate Fit - No contract | Weekly | $20.00 | $21.00 | $1.00 | 5% | Inflation, with rounding |
| Corporate Fit - Upfront payment | Annual | $728.00 | $780.00 | $52.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Dive Pool Charges** | | | | | | |
| Dive pool - half pool | 30 minutes | $11.80 | $13.20 | $1.40 | 12% | Inflation, with rounding |
| | per hour | $23.50 | $26.00 | $2.50 | 11% | Inflation, with rounding |
| Dive pool - whole pool | 1 hour minimum | $45.50 | $50.50 | $5.00 | 11% | Inflation, with rounding |
| Dive pool - whole pool - plus grandstand and control room | 1 hour minimum | $100.00 | $120.00 | $20.00 | 20% | Inflation, with rounding |
| | | | | | | |
| **Fitness Passport** | | | | | | |
| Fitness Passport - annual membership | Weekly | - | $14.00 | $14.00 | | New proposed fee |
| | | | | | | |
| **Gallagher Aquatic Centre - Facility Hire Charges** | | | | | | |
| Full Facility Hire | per hour (min 2 hrs) | $148.00 | $200.00 | $52.00 | 35% | Benchmarked against industry standard |
| Gallagher Aquatic Centre - 6 lane hire off peak (6am-2pm, 7pm-8pm) | per hour | $82.00 | $82.00 | - | | No change |
| ~~Outdoor table area~~ | per hour | ~~$20.50~~ | - | | | Remove fee |
| | | | | | | |
| **Gallagher Aquatic Centre - Facility Hire Charges** | | | | | | |
| Gallagher Aquatic Centre - 6 lane hire - peak (2pm-7pm) | per hour | - | $93.00 | $93.00 | | New proposed fee |
| The Hang-out Zone (all of the outdoor table area) | per hour | - | $80.00 | $80.00 | | New proposed fee |
| | | | | | | |
| **Gallagher Aquatic ONLY membership** | | | | | | |
| All Inclusive - Contract | Weekly | - | $12.00 | $12.00 | | New proposed fee |
| All Inclusive - No Contract (no cancellation fee) | Weekly | - | $14.00 | $14.00 | | New proposed fee |
| All inclusive - Up Front Payment (no cancellation fee) | Annual | - | $624.00 | $624.00 | | New proposed fee |

HCC LTP 2024-34 Fees and Charges Schedule

**SWIMMING FACILITIES**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **Gold Fit (65+) (does not give access to hydrotherapy Pool)** | | | | | | |
| All Inclusive - No Contract (no cancellation fee) | Weekly | $10.00 | $11.00 | $1.00 | 10% | Inflation, with rounding |
| All Inclusive Up front payment (no cancellation fee) | Annual | $520.00 | $572.00 | $52.00 | 10% | Inflation, with rounding |
| | | | | | | |
| **Gym Class - Casual** | | | | | | |
| Aqua Fitness - 10 Sessions | 10 sessions | $75.00 | $76.50 | $1.50 | 2% | 10% discount |
| Group Fitness - 10 Sessions | 10 sessions | $75.00 | $76.50 | $1.50 | 2% | 10% discount |
| Group Fitness Class | per session | $8.00 | $8.50 | $0.50 | 6% | Inflation, with rounding |
| Group Fitness Class - Senior | per session | $7.50 | $6.80 | -$0.70 | -9% | 20% discount |
| Gym and Pool Entry (excludes hydrotherapy) | per session | $15.00 | $15.00 | - | | No change |
| Gym and Pool Entry (excludes hydrotherapy) - Senior | per session | $15.50 | $12.00 | -$3.50 | -23% | Correction as $15.50 charge from previous years offered no discount |
| Gym Class - Concession | | - | - | | | . |
| Senior (+65) Aqua Fitness - 10 Sessions | 10 sessions | $60.00 | $61.20 | $1.20 | 2% | 10% discount |
| Senior (+65) Group Fitness - 10 Sessions | 10 sessions | $60.00 | $61.20 | $1.20 | 2% | 10% discount |
| | | | | | | |
| **Hydro Fit Membership (Includes Hydrotherapy Pool Access)** | | | | | | |
| General Public | Weekly | $20.00 | $20.00 | - | | No increase as this is a new membership in 23/24 and is still growing |
| Seniors/Disability | Weekly | $14.00 | $14.00 | - | | No increase as this is a new membership in 23/24 and is still growing |
| | | | | | | |
| **Hydroslide** | | | | | | |
| Day Pass (Sat & Sun/School Holidays) 10 -5 | All Day | $8.70 | $9.50 | $0.80 | 9% | Inflation, with rounding |
| School concession | half hour | $3.50 | $4.00 | $0.50 | 14% | Inflation, with rounding |
| Inflatable and Diving Board Day Pass | All Day | $3.00 | $3.00 | - | | No change |
| Inflatable, Diving Board and Hydroslide Day Pass | All Day | $10.00 | $10.00 | - | | No change |
| Inflatable, Diving Board and Hydroslide Single | 1 hour | $8.00 | $8.00 | - | | No change |
| Single | 1 hour | $5.50 | $6.00 | $0.50 | 9% | Inflation, with rounding |
| | | | | | | |
| **Learn to Swim** | | | | | | |
| Aqua Education - Group Session | Up to 30 Children | $160.00 | $160.00 | - | | Inflation, with rounding |
| Aqua Play Group | per hour | - | $6.00 | | | New proposed fee |
| Direct Debit Registration Fee | | $15.00 | $15.00 | - | | No change |
| Lessons - Babies (under 6 months) | Weekly | 8.00 | $8.00 | - | | No change |
| Lessons - Babies (under 6 months) - with Community Services Card | Weekly | - | $6.00 | $6.00 | | Discount of 25% in response to cost of living |
| Lessons - Babies, Pre-schoolers, School children, Adults | Weekly | $17.50 | $18.60 | $1.10 | 6% | Inflation, with rounding |
| Lessons with Community Services Card - Babies 6 months plus, Pre-schoolers, School children, Adults | Weekly | $13.10 | $13.95 | $0.85 | 6% | Inflation, with rounding |
| Private lessons | 25 minutes | $48.00 | $60.00 | $12.00 | 25% | Benchmarked against industry standard |
| Squad Lessons - 12 lessons | Weekly | $18.50 | $19.60 | $1.10 | 6% | Inflation, with rounding |
| Squad Lessons with Community Services Card - 12 lessons | Weekly | - | $14.70 | $14.70 | | Discount of 25% in response to cost of living |
| Water Safety - Boating Session | Up to 30 children - 4 x instructors | - | $190.00 | $190.00 | | New proposed fee |

HCC LTP 2024-34 Fees and Charges Schedule

**SWIMMING FACILITIES**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **Memberships** | | | | | | |
| Gold Fit - Joining fee | | $15.00 | $20.00 | $5.00 | 33% | Inflation, with rounding |
| Gym Contract Cancellation fee | | $150.00 | $170.00 | $20.00 | 13% | Inflation, with rounding |
| Gym Membership Card Replacement | | $5.00 | $5.00 | - | | No change |
| Total Fit and Swim Fit - Joining fee | | $35.00 | $40.00 | $5.00 | 14% | Inflation, with rounding |
| Youth Fit Membership (14 and 15 year olds) | Weekly | $10.00 | $10.00 | - | | No change |
| | | | | | | |
| **Party Hire** | | | | | | |
| Includes 10 x swim entry (kids) $4 entry per extra child<br>4 x swim entry (adults), $7.80 entry per extra adult,<br>Birthday Party room (the hub) 2 hours.<br>Staff member (set up and pack down of party room) | | $195.00 | $205.00 | $10.00 | 5% | Inflation, with rounding |
| 10 x swim entry (kids) $4 entry per extra child<br>4 x swim entry (adults) $7.80 entry per extra adult<br>10 x hydroslide entry day pass (kids) - $8.50 per extra child<br>4 x hydroslide entry day pass (adult) - $8.50 per extra adult<br>Birthday Party room (the hub) 2 hours.<br>Staff member (set up and pack down of party room) | | $295.00 | $295.00 | - | | No change |
| | | | | | | |
| **Personal Training** | | | | | | |
| | ~~Monthly~~ | ~~$100.00~~ | - | | | Remove fee |
| | | ~~$150.00~~ | - | | | Remove fee |
| Personal Trainer | 2x30 min sessions intro price | - | $49.00 | $49.00 | | Benchmarked against industry standard |
| | ~~30 Minute session~~ | ~~$45.00~~ | - | | | Remove fee |
| | ~~per hour~~ | ~~$65.00~~ | - | | | Remove fee |
| Rent personal trainers | Monthly | - | $630.00 | $630.00 | | Inflation, with rounding |
| | | | | | | |
| **Physio membership - all inclusive** | | | | | | |
| | 6 weeks | $120.00 | $150.00 | $30.00 | 25% | Benchmarked against industry standard |
| | | | | | | |
| **Sauna and Steam Room** | | | | | | |
| | per person | $5.00 | $5.00 | - | | Inflation, with rounding |
| | Single use | $8.70 | $8.70 | - | | Inflation, with rounding |
| Navy / Police Test | per person | $25.00 | $50.00 | $25.00 | 100% | Increase to bring in to line with lifeguard hire |
| Shower only | | $5.00 | $5.00 | - | | No change |
| | | | | | | |
| **Some of our programmes and/or events may incur charges which will be advertised when the event is promoted.** | | | | | | |
| | | - | | - | - | New proposed fee |

HCC LTP 2024-34 Fees and Charges Schedule

**SWIMMING FACILITIES**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **Swim Concession Cards** | | | | | | |
| Disabled (excludes hydrotherapy) - 10 Swims | | $36.00 | $38.70 | $2.70 | 8% | Provides a 10% discount |
| Disabled (excludes hydrotherapy) - 20 Swims | | $49.00 | $56.35 | $7.35 | 15% | Provides a 35% discount (propose to get this to no more than a 20% discount within the next 2 years);#Most other facilities offer a 25% discount. |
| Disabled (excludes hydrotherapy) - 30 Swims | | $71.00 | $81.65 | $10.65 | 15% | Provides a 37% discount (propose to get this to no more than a 30% discount within the next 2 years);#Most other facilities offer a 25% discount. |
| Hydrotherapy pool - Senior (65years +) / Disabled - 10 Swims | | $54.00 | $62.10 | $8.10 | 15% | Provides a 10% discount |
| Hydrotherapy pool - 10 Swims | | $67.50 | $76.50 | $9.00 | 13% | Provides a 10% discount |
| | | | | | | |
| **Swim Concession Cards (10 swims)** | | | | | | |
| Adult (excludes hydotherapy) | | $68.00 | $74.70 | $6.70 | 10% | Provides a 10% discount |
| Child (excludes hydotherapy) | | $36.00 | $38.70 | $2.70 | 8% | Provides a 10% discount |
| Senior - Casual Swim (excludes hydotherapy) | | $36.00 | $38.70 | $2.70 | 8% | Provides a 10% discount |
| | | | | | | |
| **Swim Fit (does not include access to Hydrotherapy Pool)** | | | | | | |
| Swim Only - Contract | Weekly | $14.00 | $15.00 | $1.00 | 7% | Inflation, with rounding |
| Swim Only - No Contract | Weekly | $16.00 | $17.00 | $1.00 | 6% | Inflation, with rounding |
| Swim Only Up front payment (no cancellation fee) | Annual | $728.00 | $780.00 | $52.00 | 7% | Inflation, with rounding |
| | | | | | | |
| **Swim Memberships** | | | | | | |
| Hydrotherapy Pool - 1 Month | | $85.00 | $90.00 | $5.00 | 6% | Inflation, with rounding |
| Hydrotherapy Pool - 12 Months | | $650.00 | $690.00 | $40.00 | 6% | Inflation, with rounding |
| Hydrotherapy Pool - 3 Months | | $240.00 | $255.00 | $15.00 | 6% | Inflation, with rounding |
| Hydrotherapy Pool - 6 Months | | $440.00 | $465.00 | $25.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Total Fit Membership WW & GAC (does not give access to hydrotherapy Pool)** | | | | | | |
| | | | | | | |
| All Inclusive - Contract | Weekly | $16.00 | $17.00 | $1.00 | 6% | Inflation, with rounding |
| All Inclusive - No Contract (no cancellation fee) | Weekly | $22.00 | $24.00 | $2.00 | 9% | Inflation, with rounding |
| All Inclusive Up front payment (no cancellation fee) | Annual | $832.00 | $884.00 | $52.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## SWIMMING FACILITIES

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **Water Fun Packages (schools)** | | | | | | |
| For every additional 50 kids - additional lifeguard per hour | | - | $50.00 | $50.00 | | New proposed fee |
| Package 1 - Swim and Play | Includes 70 x swim entry (kids). Complimentary spectator entry. The Hang-out Zone (max 4 hours). Complimentary 1 x BBQ use. Adults swimming pay normal price. | - | $290.00 | $290.00 | | New proposed fee |
| Package 2 - Swim and Slide | Includes 70 x swim entry (kids). Includes 70 x hydroslide entry (max 2 hours, kids only).Complimentary spectator entry. The Hang-out Zone (max 4 hours). Complimentary 1 x BBQ use. Adults swimming pay normal price. | - | $570.00 | $570.00 | | New proposed fee |
| Package 3 - Swim, Slide and Splash | Includes all of Package 2 with the addition of 2 hours inflatable use OR dive board and 2 x lifeguards. | - | $980.00 | $980.00 | | New proposed fee |
| | | | | | | |
| **Waterworld - General Pool Hire Charges** | | | | | | |
| Lane Hire - 25m | per hour | $14.30 | $16.00 | $1.70 | 12% | Remove peak and off peak as it causes confusion - start to lift all lane hire closer to what other councils charge $30-$40 per hr |
| Lane Hire - 50m | per hour | $23.50 | $26.00 | $2.50 | 11% | Remove peak and off peak as it causes confusion - start to lift all lanehire closer to what other councils charge $30-$40 per hr |
| ~~* Peak time is 5.30am to 8 am and 3.30pm to 8pm~~ | - | ~~-~~ | - | | | Remove fee |
| ~~Lane Hire - 25m Off Peak~~ | ~~per hour~~ | ~~$12.30~~ | - | | | Remove fee |
| ~~Lane Hire - 50m Off Peak~~ | per hour | ~~$19.40~~ | - | | | Remove fee |
| ~~Lido Pool~~ | per hour | ~~$103.00~~ | - | | | Remove fee |
| ~~Splash Pad & Toddler Pool~~ | per hour | ~~$51.00~~ | - | | | Remove fee |
| Events Cleaning Fee | per hour | - | $150.00 | | | New proposed fee to account for staff time to do general clean up required after an event |

HCC LTP 2024-34 Fees and Charges Schedule

## SWIMMING FACILITIES

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|
| **Waterworld - Other Facility Hire** | | | | | | |
| Additional Lifeguard | Per hour (min 4hr) | $35.00 | $50.00 | $15.00 | 43% | Recovery of actual costs |
| Agenda Room Hire (includes kitchenette) | per hour | $46.00 | $50.00 | $4.00 | 9% | Inflation, with rounding |
| Birthday Party Room | per hour | $25.00 | $50.00 | $25.00 | 100% | Increased to cover actual costs |
| Hydroslide - Group Hire (max 20 people) | All Day | $110.00 | $152.00 | $42.00 | 38% | 20% discount on the per person hydroslide charge |
| Parking warden | per hour | $35.00 | $50.00 | $15.00 | 43% | Recovery of actual costs |
| Security guard | per hour | $45.00 | $50.00 | $5.00 | 11% | Recovery of actual costs |
| ~~Bouncy castle~~ | ~~per hour (min 2hr)~~ | ~~$51.00~~ | - | | | Remove fee |
| ~~Pool Inflatable Hire~~ | ~~per hour (min 2 hrs)~~ | ~~$80.00~~ | - | | | Remove fee |
| ~~Rainbow Zone~~ | ~~per hour~~ | ~~$25.00~~ | - | | | Remove fee |
| Table Tennis bond | | - | $10.00 | $10.00 | | New proposed fee |
| Table Tennis hire - in agenda room | Per hour (max 8 people) | - | $40.00 | $40.00 | | New proposed fee |
| The Hang-out Zone (all of table area) | Per hour (whole zone) | - | $100.00 | $100.00 | | New proposed fee |
| | | | | | | |
| **Waterworld - Swim Meet Facility Hire** | | | | | | |
| Bulkhead extension install & uninstall (Organisation/club outside of the Waikato region – not local) | | $200.00 | $300.00 | $100.00 | 50% | Increase towards covering actual cost |
| Bulkhead extension install & uninstall (Organisation/club Waikato region based – local) | | $100.00 | $150.00 | $50.00 | 50% | Increase towards covering actual cost |
| Bulkhead shift (one off payment when hiring 50m pool) | | $100.00 | $125.00 | $25.00 | 25% | Increase to cover actual cost |
| Cancellation Fee - within 14 days | 50% | - | - | | | . |
| Cancellation Fee - within 30 days | 25% | - | - | | | . |
| Cancellation Fee - within 7 days | 100% | - | - | | | . |
| Long course Hire (50m pool, includes grandstand and control room) | per hour | $225.00 | $245.00 | $20.00 | 9% | Inflation, with rounding |
| Road Patrol Event (Joint inititiave NZ Police and HCC) | | - | 50% discount | | | Road Patrol event have historically not paid - propose to introduce 1/2 price with support for applying for external funding |
| Short Course Hire (25m of 50m pool, includes grandstand and control room) | per hour | $115.00 | $125.00 | $10.00 | 9% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

**TRANSPORTATION**

| Category | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|
| **Vehicle Crossing** | | | | | | |
| Site Inspections (for inspections in addition to the minimum set with the application) | per visit | $125.00 | $133.00 | $8.00 | 6% | Inflation, with rounding |
| Vehicle Crossing Inspection (covers 3 site visits. Any additional site visits are covered by the additional inspection fee) | per application | $375.00 | $398.00 | $23.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Road Safety Audit & Workplace Travel Plans** | | | | | | |
| Work place travel plans and road safety audit fees | per 2 hours | | $480.00 | | | New proposed fee |
| Additional hour | per hour | | $240.00 | | | New proposed fee |
| | | | | | | |
| **Overweight vehicles** | | | | | | |
| Overweight permit application | per application | $125.00 | $133.00 | $8.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Encroachments** | | | | | | |
| Encroachment annual rental | | To be determined on a case by case basis | To be determined on a case by case basis | $0.00 | 0% | To be determined on a case by case basis |
| Encroachment application fee | | $375.00 | $398.00 | $23.00 | 6% | Inflation, with rounding |
| Hourly rate for encroachment applications in addition to the minimum set with the application | per hour | $125.00 | $133.00 | $8.00 | 6% | Inflation, with rounding |
| | | | | | | |
| **Corridor Access Requests (CAR)** | | | | | | |
| Application fee - Bundling | Up to 20 Minor residential applications per month | $1,015.00 | $1,076.00 | $61.00 | 6% | Inflation, with rounding |
| Application fee - Major | Lump sum per application | $646.00 | $685.00 | $39.00 | 6% | Inflation, with rounding |
| Application fee - Minor | Lump sum per application | $328.00 | $348.00 | $20.00 | 6% | Inflation, with rounding |
| Application fee - Project | Lump sum per application | $1,015.00 | $1,076.00 | $61.00 | 6% | Inflation, with rounding |
| Auditing of TM for Compliance (1 non compliance included in fee then a charge of $125.00 per hour should apply | | | $125.00 | | | New proposed fee |
| CAR Cancellations | | | $125.00 | | | New proposed fee |
| CAR Extensions | | | $32.00 | | | New proposed fee |
| Council Projects/Contracts (CERF, LCLR, 3 Waters connections etc) Waipa Civil, GT Civil, Base Civil just as examples | | | $646.00 or $1,015.00 | | | New proposed fee |
| Event Road Closure Advertising | | Actual costs | Actual costs | $0.00 | 0% | Actual cost |
| Generic TMP's | | | $328.00 | | | New proposed fee |
| New Developments connections | | | $328.00 or $646.00 | | | New proposed fee |
| Non Excavations (tree Trimming, Cross arm replacements, Events, Round the Bridges, Scaffolding, building maintenace, etc) | | | $328.00 | | | New proposed fee |
| Non Notification of commencement of works | | | $32.00 | | | New proposed fee |
| Non Notification of completion of works | | | $32.00 | | | New proposed fee |
| Non Notification Penalty Fee | per hour | $125.00 | $500.00 | $375.00 | 300% | Benchmarked against industry standard |
| Site Inspections | per hour | $125.00 | $133.00 | $8.00 | 6% | Inflation, with rounding |
| Vehicle Crossings | | | $84.00 | | | New proposed fee |

HCC LTP 2024-34 Fees and Charges Schedule

**URBAN AND SPATIAL PLANNING**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **DISTRICT PLAN** | | | | | | | |
| **District Plan Change Request** | | | | | | | |
| Simple Projects | Additional processing charges will be invoiced monthly | non-refundable deposit | $12,478.00 | $15,000.00 | $2,522.00 | 20% | 1st and 2nd Deposit removed and have amended deposits between complex and simple. |
| Complex Project | Additional processing charges will be invoiced monthly | non-refundable deposit | $12,478.00 | $40,000.00 | $27,522.00 | 221% | 1st and 2nd Deposit removed and have amended deposits between complex and simple. Private Plan Changes average cost is approx $200k. |
| **Notice of Requirement - Heritage Order** | | | | | | | |
| Consideration and processing of notice and balance at cost, invoiced monthly | | non-refundable deposit | $9,210.00 | $11,052.00 | $1,842.00 | 20% | Fee aligned to actual costs |
| **Notice of Requirement - Designation** | | | | | | | |
| Simple new notice or alteration | | non-refundable deposit | - | $10,000.00 | - | - | New proposed fee to align with actual costs |
| Complex new notice or alteration to designation | | non-refundable deposit | - | $40,000.00 | - | - | Increased complex designation to match complex plan change |
| Removal of existing designation | | non-refundable deposit | $655.00 | $1,000.00 | $345.00 | 53% | Fee aligned to actual costs |
| ~~**Alteration of Designation**~~ | | | | | | | |
| ~~Consideration and processing of notice and balance at cost, invoiced monthly~~ | | ~~non-refundable deposit~~ | ~~$2,640.00~~ | - | - | - | Change of fee types |
| | | | | | | | |
| **ADDITIONAL PLANNING RELATED CHARGES** | | | | | | | |
| **ADDITIONAL CHARGES for Plan Changes; designations;** | | | | | | | |
| Independent Commissioner Chair | | per hour | $225.00 | $225.00 | $0.00 | 0% | Fee remains the same to align to RMA Independent Hearings Panel Contract |
| Independent Commissioner Panel Member | | per hour | 200.00 | $200.00 | $0.00 | 0% | Fee remains the same to align to RMA Independent Hearings Panel Contract |
| Staff time - Administration | | per hour | $117.00 | $124.00 | $7.00 | 6% | Inflation, with rounding. Aligned with other units |
| Staff time - Engineer | | per hour | $228.00 | $240.00 | $12.00 | 5% | Inflation, with rounding. Aligned with other units |
| Staff time - Planner / Project Manager | | per hour | $194.00 | $206.00 | $12.00 | 6% | Inflation, with rounding. Aligned with other units |
| Staff time - Principal Planner / Heritage Expert / Senior Planner/Senior Urban Designer | | per hour | $211.00 | $224.00 | $13.00 | 6% | Inflation, with rounding. Aligned with other units |
| Staff time - Team Leader | | per hour | $228.00 | $242.00 | $14.00 | 6% | Inflation, with rounding. Aligned with other units |
| Staff time - Unit Manager | | per hour | $245.00 | $260.00 | $15.00 | 6% | Inflation, with rounding. Aligned with other units |
| **Photocopying and printing** | | | | | | | |
| Photocopying and Printing - A3 | Includes staff time for document sourcing and printing | per page | $2.40 | $2.90 | $0.50 | 21% | Fee aligned to actual costs |
| Photocopying and Printing - A4 | Includes staff time for document sourcing and printing | per page | $1.30 | $1.60 | $0.30 | 23% | Fee aligned to actual costs |

HCC LTP 2024-34 Fees and Charges Schedule

## WAIKATO MUSEUM

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Admission Fees** | | | | | | | |
| **Science Galleries** | | | | | | | |
| Exscite Entry Adult (including concessions) | | | $5.00 | 5 | - | | Fee level appropriate |
| Exscite Entry Child (ages 0 to 2) | | | Free | Free | | - | Fee level appropriate |
| Exscite Entry Child (ages 3 to 15years) | | | $10.00 | 10 | - | | Fee level appropriate |
| ~~Exscite Child Annual Pass~~ | ~~(one named child)~~ | - | ~~0~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Exscite Family Annual Pass~~ | ~~(up to two named adults and up to four n~~ | - | ~~0~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Exscite Family Entry~~ | ~~(two adults & up to four children)~~ | - | ~~$29.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Exscite Flexi Annual pass~~ | ~~(one named child and one accompanying ~~ | - | ~~0~~ | - | | | Dynamic and seasonal pricing set by the business |
| | | | | | | | |
| ~~**Education Classes**~~ | | | | | | | |
| ~~Exscite and Inventors and Innovations: Waikato Bright Sparks + a gallery programme~~ | - | ~~per student~~ | ~~$10.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Exscite and Inventors and Innovations: Waikato Bright Sparks Education programme~~ | - | ~~per student~~ | ~~$8.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Extended education programme~~ | - | ~~per student~~ | ~~$8.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Full day education programme~~ | - | ~~per student~~ | ~~$10.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Rates available for school group bookings.~~ | - | - | ~~0~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Short education programme~~ | - | ~~per student~~ | ~~$6.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| | | | | | | | |
| ~~**Special Exhibitions**~~ | | | | | | | |
| ~~Admission fees for special exhibitions will vary depending on the cost of presenting the exhibition.~~ | ~~Admission fees for beneficiaries, student~~ | - | ~~0~~ | - | | | Pricing set as contracted;#Dynamic and seasonal pricing set by the |
| | | | | | | | |
| ~~**Walking History Tour**~~ | | | | | | | |
| ~~Adult~~ | - | ~~per person~~ | ~~$15.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Child (5-15 years)~~ | - | ~~per person~~ | ~~$5.00~~ | - | | | Dynamic and seasonal pricing set by the business |
| ~~Child (under 5 years)~~ | - | ~~per person~~ | ~~Free~~ | - | | | Dynamic and seasonal pricing set by the business |
| | | | | | | | |
| ~~**Hire Charges**~~ | | | | | | | |
| ~~**ArtsPost**~~ | | | | | | | |
| ~~Floor hire~~ | - | ~~per 3 hours~~ | ~~$330.00~~ | - | | | Pricing set as business trading |
| | | - | ~~$60.00~~ | - | | | Pricing set as business trading |
| ~~Gallery hire~~ | ~~Commission on sales will be charged in ad~~ | - | ~~0~~ | - | | | Pricing set as business trading |
| | - | ~~per week~~ | ~~$175.00~~ | - | | | Pricing set as business trading |
| | | | ~~$65.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Lecture Theatre**~~ | | | | | | | |
| ~~After hours hire~~ | ~~After 5pm (including friends meeting roon~~ | ~~per hire~~ | ~~$400.00~~ | - | | | Pricing set as business trading |
| ~~Full day hire~~ | ~~8am-5pm (includes friends meeting room~~ | - | ~~$675.00~~ | - | | | Pricing set as business trading |
| ~~Half day hire~~ | ~~8am-12noon OR 1pm-5pm (includes frien~~ | - | ~~$375.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Museum Foyer**~~ | | | | | | | |
| ~~Floor hire~~ | ~~from 5pm~~ | ~~per hire~~ | ~~$500~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Museum Collection Reproduction Fees**~~ | | | | | | | |
| ~~**Book Cover/ Jackets**~~ | | | | | | | |
| ~~New Zealand rights~~ | - | ~~per image~~ | ~~$250.00~~ | - | | | Pricing set as business trading |
| ~~World rights~~ | - | ~~per image~~ | ~~$500.00~~ | - | | | Pricing set as business trading |

HCC LTP 2024-34 Fees and Charges Schedule

**WAIKATO MUSEUM**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| ~~**Books, periodical, Magazines e-books, exhibition catalogues**~~ | | | | | | | |
| ~~New Zealand rights: 1-2 images~~ | - | ~~per image~~ | ~~$60.00~~ | - | | | Pricing set as business trading |
| ~~New Zealand rights: 3-5 images~~ | - | ~~per image~~ | ~~$50.00~~ | - | | | Pricing set as business trading |
| ~~New Zealand rights: 6+ images~~ | - | ~~per image~~ | ~~$45.00~~ | - | | | Pricing set as business trading |
| ~~World rights: 1-2 images~~ | - | ~~per image~~ | ~~$260.00~~ | - | | | Pricing set as business trading |
| ~~World rights: 3-5 images~~ | - | ~~per image~~ | ~~$210.00~~ | - | | | Pricing set as business trading |
| ~~World rights: 6+ images~~ | - | ~~per image~~ | ~~$160.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Calendars and Prints, Postcards, Greeting Cards, Christmas Cards.**~~ | | | | | | | |
| ~~New Zealand rights~~ | - | ~~per image~~ | ~~$250.00~~ | - | | | Pricing set as business trading |
| ~~World rights~~ | - | ~~per image~~ | ~~$250.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Internet use (low-res files only)**~~ | | | | | | | |
| ~~New Zealand rights~~ | - | ~~per image~~ | ~~$50.00~~ | - | | | Pricing set as business trading |
| ~~World rights~~ | - | ~~per image~~ | ~~$50.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Non-commercial decoration and display in public areas**~~ | | | | | | | |
| ~~New Zealand rights~~ | - | ~~per image~~ | ~~$100.00~~ | - | | | Pricing set as business trading |
| ~~World rights~~ | - | ~~per image~~ | ~~$250.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| ~~**Television, Television advertising and Commercial Motion Pictures**~~ | | | | | | | |
| ~~New Zealand rights: 1-2 images~~ | - | ~~per image~~ | ~~$85.00~~ | - | | | Pricing set as business trading |
| ~~New Zealand rights: 3-5 images~~ | - | ~~per image~~ | ~~$75.00~~ | - | | | Pricing set as business trading |
| ~~New Zealand rights: 6+ images~~ | - | ~~per image~~ | ~~$60.00~~ | - | | | Pricing set as business trading |
| ~~World rights: 1-2 images~~ | - | ~~per image~~ | ~~$125.00~~ | - | | | Pricing set as business trading |
| ~~World rights: 3-5 images~~ | - | ~~per image~~ | ~~$110.00~~ | - | | | Pricing set as business trading |
| ~~World rights: 6+ images~~ | - | ~~per image~~ | ~~$95.00~~ | - | | | Pricing set as business trading |
| | | | | | | | |
| - | | | | | | | |
| ~~Loan Administration Fee~~ | ~~(Packinging Materials and Crate cost subje~~ | ~~per loan~~ | ~~$50.00~~ | - | | | Pricing set as business trading |
| ~~per High Res image~~ | ~~(files supplied as high-res digital file: TIFF,~~ | - | ~~$50.00~~ | - | | | Pricing set as business trading |
| ~~per Low Res Image~~ | ~~(files supplied as low-res digital file: JPEG,~~ | - | ~~$30.00~~ | - | | | Pricing set as business trading |
| ~~Research Fees - First 15 mins fee.~~ | ~~(Additional research charges POA)~~ | ~~per 15 min~~ | ~~$20.00~~ | - | | | Pricing set as business trading |

HCC LTP 2024-34 Fees and Charges Schedule

## WASTE MINIMISATION

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments |
|---|---|---|---|---|---|---|---|
| **Event waste** | | | | | | | |
| Events Waste Plan application fee | (waiver available for not for profit or charitable events) | | $260.00 | $275.00 | $15.00 | 6% | Waste Management and Minimisation Bylaw 2019 Clauses 5.44 and 9.1 requires the organiser of any event to obtain prior approval for an Event Waste Plan and allows council to charge a fee to process any such application. |
| Events Waste Plan inspection fee | | per hour | $125.00 | $132.00 | $7.00 | 6% | Waste Management and Minimisation Bylaw 2019 Clauses 5.44 and 9.1 requires the organiser of any event to obtain prior approval for an Event Waste Plan and allows council to charge a fee to process any such application. |
| **Multi-unit development (MUD) waste** | | | | | | | |
| Multi-Unit Development (MUD) Waste Plan application fee | | | $260.00 | $275.00 | $15.00 | 6% | Waste Management and Minimisation Bylaw 2019 Clauses 5.37 and 9.1 requires any person intending to construct a new MUD to submit a MUD waste plan for approval and allows council to charge a fee to process any such application. |
| Multi-Unit Development (MUD) Waste Plan inspection fee | | per hour | $125.00 | $132.00 | $7.00 | 6% | Waste Management and Minimisation Bylaw 2019 Clauses 5.37 and 9.1 requires any person intending to construct a new MUD to submit a MUD waste plan for approval and allows council to charge a fee to process any such application. |
| **Site waste** | | | | | | | |
| Site Waste Plan for building work application fee | | | $260.00 | $275.00 | $15.00 | 6% | Waste Management and Minimisation Bylaw 2019 Clauses 5.48 and 9.1 requires any person applying for a building consent to submit a site waste plan for approval and allows council to charge a fee to process any such application. |
| Site Waste Plan for building work inspection fee | | per hour | $125.00 | $132.00 | $7.00 | 6% | Waste Management and Minimisation Bylaw 2019 Clauses 5.48 and 9.1 requires any person applying for a building consent to submit a site waste plan for approval and allows council to charge a fee to process any such application. |

HCC LTP 2024-34 Fees and Charges Schedule

**WASTEWATER, STORMWATER AND WATER**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **WASTEWATER, STORMWATER AND WATER CONNECTIONS** | | | | | | | |
| Wastewater, Stormwater and Water Connection application fee | Please note, connections that require access to the Transport Corridor will require a Corridor Access Request (CAR) and applicable fee to be completed - detailed under Transportation | per 2 hours | $310.00 | $329.00 | $19.00 | 6% | Inflation, with rounding |
| | | per hour | $125.00 | $133.00 | $8.00 | 6% | Inflation, with rounding |
| **Upgrades to enable connection.** | | | | | | | |
| Upgrades of infrastructure to enable the connection | | | Actual costs | Actual costs | - | - | Hamilton Water Supply Bylaw 2013 Clause 10.3.5 states Council may require the Customer to meet all associated costs of the provision of a new connection including the upgrade to infrastructure needed to provide the service. This ensures that we recover our costs of upgrading the infrastructure to enable the connection. We currently recover these costs through quoted jobs and this charge has been added to the fees and charges schedule to make it clear we will recover the costs of these works. |
| **Inspection fees** | | | | | | | |
| Closed Circuit TV Inspection | | | by quote | by quote | - | - | Benchmarked against industry standard |
| On site pipe location | | | $465.00 | by quote | - | - | Inflation, with rounding |
| Water, wastewater and stormwater connection additonal inspection fee for connections undertaken by an approved contractor | | per hour | | $127.00 | | | New proposed fee. Some sites require more than 3 visits , espicially if they are complex |
| Water, wastewater and stormwater connection inspection fee for connections undertaken by an approved contactor | | Allows for 3 site visits | $300.00 | $318.00 | $18.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## WASTEWATER, STORMWATER AND WATER

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Reinstatement** | | | | | | | |
| Reinstatement of sealed roadways, footways and light vehicle entrances. | Concrete. Cobbles, and kerb and channel. | | by quote | by quote | - | - | Hamilton Water Supply Bylaw 2013 Clause 10.3.5 states Council may require the Customer to meet all associated costs of the provision of a new connection including the upgrade to infrastructure needed to provide the service. This ensures that we recover our costs of upgrading the infrastructure to enable the connection. We currently recover these costs through quoted jobs and this charge has been added to the fees and charges schedule to make it clear we will recover the costs of these works. |
| **Third party damages** | | | | | | | |
| Damage to services. | All internal and external costs associated with locating, repairing and reinstatement of water, wastewater and stormwater assets will be recovered from the parties responsible for the damage. Actual costs include but not limited to plumbers, consultants, legal fees. | | Actual costs | Actual costs | - | - | Recovery of actual costs |
| **Stormwater and Wastewater connections** | | | | | | | |
| 100mm Stormwater and Wastewater in the Transport Corridor | | | by quote | by quote | - | - | Benchmarked against industry standard |
| 100mm Stormwater and Wastewater on Private Property | | | by quote | by quote | - | - | Change from specified fee and charge to quote for all connections. We are currently quoting more works instead of the standard fee and charge due to the nature of the work. By quoting all works, it ensures we recover all costs from the customer, including traffic management, health and safety, materials etc. |
| 150mm Stormwater and Wastewater in the Transport Corridor | | | by quote | by quote | - | - | Change from specified fee and charge to quote for all connections. We are currently quoting more works instead of the standard fee and charge due to the nature of the work. By quoting all works, it ensures we recover all costs from the customer, including traffic management, health and safety, materials etc. |

HCC LTP 2024-34 Fees and Charges Schedule

**WASTEWATER, STORMWATER AND WATER**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| 150mm Stormwater and Wastewater on Private Property | | | by quote | by quote | - | - | Change from specified fee and charge to quote for all connections. We are currently quoting more works instead of the standard fee and charge due to the nature of the work. By quoting all works, it ensures we recover all costs from the customer, including traffic management, health and safety, materials etc. |
| **Water connections** | | | | | | | |
| Multi, 2*20 mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Multi, 3*20 mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Multi, 4*20 mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Service connection , 50mm (multi unit residential only) | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Single metered, 20 mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Single metered, 25 mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Single metered, 50 mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Single service connection, 20mm | | | by quote | by quote | - | - | Change from specified fee and charge to quote for all connections. We are currently quoting more works instead of the standard fee and charge due to the nature of the work. By quoting all works, it ensures we recover all costs from the customer, including traffic management, health and safety, materials etc. |
| Single service connection, 25mm | | | by quote | by quote | - | - | Benchmarked against industry standard |
| **Water connections 50mm or greater - additional charges** | | | | | | | |
| Bacteria testing | | | by quote | $384.00 | | 0% | Cost derived from engineering hourly charge and cost to carry out test by IANZ approved lab |
| Pressure testing | | | by quote | $318.00 | | 0% | Cost derived from engineering hourly charge and cost to carry out test |

HCC LTP 2024-34 Fees and Charges Schedule

## WASTEWATER, STORMWATER AND WATER

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Catch pit connections** | | | | | | | |
| a) 300 diameter | | | by quote | by quote | - | - | Benchmarked against industry standard |
| b) full size catch pit for 2 or more properties | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Larger Diameter Connections (>150mm) | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Manhole Installation Required | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Stormwater Bubble Up Connections | | | by quote | by quote | - | - | Benchmarked against industry standard |
| **Stormwater Pipes to Kerb and Channel (domestic only)** | | | | | | | |
| 1 pipe in trench $/m | | per metre | $390.00 | by quote | - | - | Benchmarked against industry standard |
| **Modification of existing connection** | | | | | | | |
| Install of flow restrictor | | | by quote | by quote | - | - | Hamilton Water Supply Bylaw 2013 Clause 10.7.2(a)(ii) states payment of the prescribed charges in respect of supply with Council reserving the right in special circumstances to install an approved water meter or install a flow restrictor. This ensures we recover our costs for doing this work. |
| Relocation of existing connection | | | by quote | by quote | - | - | We currently charge for the old connection to be disconnected and the new connection to be connected. This charge has been added to the fees and charges schedule to make it clear we will charge for a relocation of existing connection. |
| **Consent to Enter** | | | | | | | |
| Basic processing of consent to enter | | | $335.00 | $356.00 | $21.00 | 6% | Inflation, with rounding |
| Work effort required beyond initial written request to affected parties, charged for on a time cost recovery basis | | per hour | $125.00 | $133.00 | $8.00 | 6% | Inflation, with rounding |

HCC LTP 2024-34 Fees and Charges Schedule

## WASTEWATER, STORMWATER AND WATER

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Private systems** | | | | | | | |
| All internal and external costs associated with locating, repairing and reinstatement of private water, wastewater and stormwater assets will be recovered from the owner. | This Includes remediation costs associated with remediating:<br>- wastewater and stormwater cross connections,<br>- private water leaks<br>- preventing continued non compliant discharges<br>- Failure to complete works required under compliance notice.<br>Actual costs include but are not limited to clean up costs, plumbers, consultants, legal fees. | | Actual costs | Actual costs | - | - | Hamilton Tradewaste and Wastewater Bylaw 2016 Clauses 7.2e, 10.15.1, 13.1, 13.2 allows Council to physically prevent discharge into the wastewater system, allows Council to undertake work where there is a failure to comply with a notice, and allows Council to recover costs of damage, doing the work, and administration and supervision charges. |
| Customer and Developer queries related to Three Waters connection feasibility and requirements | | per hour | $215.00 | $240.00 | $25.00 | 12% | Benchmarked against industry standard |
| **Stormwater** | | | | | | | |
| Enforcement of Stormwater Bylaw 2021 | (e.g. remedial work, catchpit cleaning, cross connection remediation and clean-up) | | Actual costs | Actual costs | - | - | Recovery of actual costs |
| Hourly rate for time spent in excess of that allowed for in inspection fee | | per hour | | $235.00 | (blank) | | This is a new proposed fee to allow for recovery of additional time if inspection follow-up is required |
| Inspection of high-risk facility | | minimum charge | $125.00 | $587.50 | $462.50 | 370% | Increase to more accurately reflect the actual cost. |
| **WASTEWATER, STORMWATER AND WATER DISCONNECTIONS** | | | | | | | |
| **Wastewater and Stormwater Disconnection** | | | | | | | |
| Disconnection | | | by quote | by quote | - | - | Change from specified fee and charge to quote for all disconnections. We are currently quoting more works instead of the standard fee and charge due to the nature of the work. By quoting all works, it ensures we recover all costs from the customer, including traffic management, health and safety, etc. |
| Wastewater, Stormwater and Water disconnection application fee | | | $310.00 | $329.00 | $19.00 | 6% | Standard Operating inflation |
| **Water service Disconnection** | | | | | | | |

HCC LTP 2024-34 Fees and Charges Schedule

## WASTEWATER, STORMWATER AND WATER

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| 20 - 50 mm diameter | | | by quote | by quote | - | - | Change from specified fee and charge to quote for all disconnections. We are currently quoting more works instead of the standard fee and charge due to the nature of the work. By quoting all works, it ensures we recover all costs from the customer, including traffic management, health and safety, etc. |
| Above 50 mm diameter | | | by quote | by quote | - | - | Benchmarked against industry standard |
| Fire mains | | | by quote | by quote | - | - | Benchmarked against industry standard |
| | | | | | | | |
| **TRADE WASTE** | | | | | | | |
| **Trade waste Application Fees** | | | | | | | |
| Conditional Consent | Conditional Consent (covering 6 hours work including final inspection, including tanker disposal plus additional hourly rate for more than 6 hours time) | per application | $425.00 | $778.00 | $353.00 | 83% | Increased to more accurately reflect the actual cost. |
| Hourly rate for applications | | per hour | $120.00 | $140.00 | $20.00 | 17% | Increased to more accurately reflect the actual cost. |
| Permitted/Controlled Discharge | (including final inspection if required) | | $230.00 | $331.00 | $101.00 | 44% | Increased to more accurately reflect the actual cost. |
| Renewal Fee for permitted or conditional Trade Waste Consents | (plus additional hourly rate for more than one hours time noting that site inspection charges may also apply) | per application | $120.00 | $140.00 | $20.00 | 17% | Increased to more accurately reflect the actual cost. |
| Special trade waste agreements, variations or renewals. Actual costs recovered including but not limited to consultant or legal fees | | | Actual costs | Actual costs | - | - | For complex agreements that may be part of a high water use agreement |
| Temporary Discharge | (including final inspection) | per application | $230.00 | $331.00 | $101.00 | 44% | Increased to more accurately reflect the actual cost. |
| Variation / Change of Details Request for Trade waste consents (plus additional hourly rate for more than 30 minutes time noting that site inspection charges may also apply) | | Per request | $60.00 | $70.00 | $10.00 | 17% | Fee allows for 30 minutes staff time |

HCC LTP 2024-34 Fees and Charges Schedule

**WASTEWATER, STORMWATER AND WATER**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Site Inspection Fees** | | | | | | | |
| Conditional Consent - Site Inspection/Audit | | per site visit | $250.00 | $252.00 | $2.00 | 1% | Increased to reflect actual cost of site inspection/audit. |
| Permitted/Controlled Discharge - Site Inspection/Audit | | per site visit | $170.00 | $221.00 | $51.00 | 30% | Increased to reflect actual cost of site inspection/audit. |
| Site Inspection/Audit - Non Compliance | | per site visit | $255.00 | $315.00 | $60.00 | 24% | Increased to reflect actual cost of site inspection/audit. |
| Temporary Discharge - Inspection/Audit | | per site visit | $250.00 | $252.0 | $2.00 | 1% | Increased to reflect actual cost of site inspection/audit. |
| | | | | | | | |
| **Quantity charge rates for Conditional Consent Holders** | | | | | | | |
| g) COD (Chemical loading) | | per kg | $0.13 | $0.09 | -$0.04 | -31% | Rate based on outputs from trade waste charging model |
| a) Flow Volume | | per m3 | $1.85 | $2.22 | $0.37 | 20% | Rate based on outputs from trade waste charging model |
| b) Suspended solids | | per kg | $1.03 | $0.88 | -$0.15 | -15% | Rate based on outputs from trade waste charging model |
| c) cBOD5 (Organic loading) | | per kg | $1.41 | $0.82 | -$0.59 | -42% | Rate based on outputs from trade waste charging model |
| d) Total Kjeldahl Nitrogen | | per kg | $2.90 | $2.25 | -$0.65 | -22% | Rate based on outputs from trade waste charging model |
| e) Total Phosphorous | | per kg | $10.76 | $7.63 | -$3.13 | -29% | Rate based on outputs from trade waste charging model |
| f) Arsenic | | per kg | $369.54 | $395.69 | $26.15 | 7% | Rate based on outputs from trade waste charging model |
| | | | | | | | |
| **Annual Charge** | | | | | | | |
| Independent (Council) monitoring for consented trade waste discharges and tankered waste disposal at the Wastewater Treatment Plant (sampling and analysis) | | per sample collected | $250.00 | $260.00 | $10.00 | 4% | Increased to reflect actual cost of administration. |
| Any temporary Discharge | Costs of any independent monitoring (sampling and analysis) is recovered through a separate fee and charge | annual fee | $230.00 | $250.00 | $20.00 | 9% | Increased to reflect actual cost of administration. |
| Conditional/Special/Tankered Discharge - Risk Class 2 | Costs of any independent monitoring (sampling and analysis) is recovered through a separate fee and charge | annual fee | $1,015.00 | $1,346.00 | $331.00 | 33% | Increased to reflect actual cost of administration. |
| Conditional/Special/Tankered Discharge - Risk Class 3 | Costs of any independent monitoring (sampling and analysis) is recovered through a separate fee and charge | annual fee | $1,735.00 | $2,219.00 | $484.00 | 28% | Increased to reflect actual cost of administration. |

HCC LTP 2024-34 Fees and Charges Schedule

**WASTEWATER, STORMWATER AND WATER**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| Permitted/Controlled/Special/Tankered Discharge | | annual fee | $65.00 | $253.00 | $188.00 | 289% | Increased to reflect actual cost of administration. |
| **Tankered Waste Disposal** | | | | | | | |
| Tankered waste administrative charge | | annual fee | $795.00 | $862.00 | $67.00 | 8% | Increased to reflect actual cost of administration. |
| Tankered Waste disposal to Wastewater Treatment Plant or reticulation in accordance with Trade waste Bylaw schedule 1A and 1B. | Note: Tankered Waste may be declined at the discretion of the three waters manager. | per m3 | $81.00 | $88.00 | $7.00 | 9% | Increased to reflect actual cost of administration. |
| **Enforcement and penalties** | | | | | | | |
| Enforcement of Trade Waste and Wastewater Bylaw 2016 (e.g. tracing illegal discharge, cross connection remediation and clean-up, remediation of blockage) | | | Actual costs | Actual costs | - | - | Actual costs |
| Illegal discharge penalty charges | | | As per agreement | As per agreement | | 0% | As per agreement |
| Water and Wastewater network capacity screening assessment by consultant or specialist. | | | Actual costs | Actual costs | - | - | No change |
| Water and Wastewater network capacity screening assessment by engineering team. | | per hour | $215.00 | $240.00 | $25.00 | 12% | Benchmarked against industry standard |
| **ADDITIONAL PLANNING RELATED CHARGES** | | | | | | | |
| **Service Plan Certification** | | | | | | | |
| Service Connection Plan Certification and Vehicle Crossing Plan Certification | | per hour | | $240.00 | | | New proposed fee |
| **Wastewater, water, stormwater and roading** | | | | | | | |
| Subdivision - works clearance application review and inspections | Defects Liability Inspection and Sign Off for three waters and roading vested infrastructure | | | $480.00 | | | New proposed fee |

HCC LTP 2024-34 Fees and Charges Schedule

## WATER SUPPLY

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Backflow** | | | | | | | |
| Testing of backflow device | | | by quote | by quote | - | - | Backflow prevention is for the purpose of protecting the Council's public reticulated water supply. It is the customer's responsibility to ensure the appropriate backflow prevention device is in place. |
| Backflow prevention device registration | | | $95.00 | $95.00 | $0.00 | 0% | No change |
| | | | | | | | |
| **Water meters** | | | | | | | |
| Install 20mm meter on existing service line | | | by quote | by quote | - | - | by quote |
| Install 25mm meter on existing service line | | | by quote | by quote | - | - | by quote |
| Special Meter Readings | | | $60.00 | $123.00 | $63.00 | 105% | Increased to more accurately reflect the actual cost. |
| Testing meters | As per prices provided by certified independent service provider | | by quote | by quote | - | - | by quote |
| | | | | | | | |
| **Water Drawn from Water Take Points** | | | | | | | |
| a) Permit to draw from a water take point (mandatory) | | annual fee | $126.00 | $350.00 | $224.00 | 178% | Increased to more accurately reflect the actual cost. |
| b) per kilolitre | | | $4.93 | $5.11 | $0.18 | 4% | Rates based on fees and charges model. |
| c) minimum charge | | per month | $20.00 | $30.00 | $10.00 | 50% | Increased to more accurately reflect the actual cost. |
| d) additional key | | | $18.00 | $22.00 | $4.00 | 22% | Increased to more accurately reflect the actual cost. |
| | | | | | | | |
| **Individual Customer agreements** | | | | | | | |
| Hourly rate for Individual Customer Agreements | | per hour | $215.00 | $290.00 | $75.00 | 35% | Increased to more accurately reflect the actual cost. |
| Annual administrative charge for Individual Customer Agreements | (covers three hours time and any additional time will be charged at the hourly rate) | annual fee | $645.00 | $870.00 | $225.00 | 35% | Increased to more accurately reflect the actual cost. |
| Individual High User Water supply agreement application fee | Covers six hours time and any additional time will be charged at the hourly rate. | per application | $1,335.00 | $1,740.00 | $405.00 | 30% | Increased to more accurately reflect the actual cost. |
| | | | | | | | |
| **Application for water supply** | | | | | | | |
| Outside city | | per m3 | $1.95 | $2.35 | $0.40 | 21% | Recovers the full cost to supply outside city customers. |
| | | | $117.00 | $141.00 | $24.00 | 21% | Recovers the full cost to supply outside city customers. |
| Waikato District Council - Rural Supply Agreement | | per m3 | $1.75 | $2.13 | $0.38 | 22% | Recovers the cost of supply to WDC under the water supply agreement. |
| Application fee | | per hour | $215.00 | - | - | - | Propose to remove this fee. Any application for water supply would either be processed via water take points, via a connection application, or as an individual customer agreement. |
| Non rateable city | | per m3 | $1.95 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| | | | $117.00 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| | | | $39.00 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| Out of District Water Supply Permit | | per hour | $215.00 | - | - | - | Propose to remove this fee. New out of district water supply is prohibited under the water supply bylaw. |
| Assessment under the Three Waters Connection Policy for application for water supply categories 2, 3 and 4 | | per hour | $215.00 | - | - | - | Propose to simplify by incorporating this charge into the hourly rate for individual customer agreements. |
| Fire main | | per m3 | $1.59 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |

HCC LTP 2024-34 Fees and Charges Schedule

**WATER SUPPLY**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| High Water Users | | per m3 | $1.95 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| Rateable city | | per m3 | $1.95 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| | | | $117.00 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| | | | $39.00 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |
| Rural restricted supply | | per kilolitre | $1.74 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one. |
| | | | $104.40 | - | - | - | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one. |
| **Enforcement and penalties** | | | | | | | |
| Enforcement of Water Supply Bylaw 2013 | Enforcement of Water Supply Bylaw 2013 (e.g. installation of backflow prevention device, repair of water leak) | | Actual costs | Actual costs | - | - | This is to ensure any costs incurred to enforce the Water Supply Bylaw 2013 are recovered from the customer. |
| High water user penalty charges | | | As per agreement | As per agreement | $0.00 | 0% | Any high water user penalties will be charged to the customer as per their Individual Customer Agreement. |
| Impoundment fee for hydrant | | | $200.00 | $500.00 | $300.00 | 150% | Recovers staff time and cost to impound hydrant standpipes where unpermitted use is identified |
| Investigation and enforcement of illegal water take against bylaw or agreement | | | Actual costs | Actual costs | - | - | This is to ensure any costs incurred to investigate and enforce illegal water take against the Water Supply Bylaw 2013 or an Individual Customer Agreement are recovered from the customer. |
| Unpermitted use of water | (in addition to any investigation costs) | per m3 (estimated) | $3.00 | $6.00 | $3.00 | 100% | Propose to increase charge for unpermitted use of water to $6 per estimated m3. The rate aligns with individual customer agreement excess use, and is higher than the water take point $/m3 rate (previous rate was less than water take point $/m3 rate) |

HCC LTP 2024-34 Fees and Charges Schedule

**WATER SUPPLY**

| Category | Fee Description | Units | AP23-24 | LTP Fee | $ Change | % Change | Comments for Council |
|---|---|---|---|---|---|---|---|
| **Water By Meter (Unless otherwise stated)** | | | | | | | |
| 1 monthly minimum charge (up to 20 m3) | | per m3 | 39 | 43.20 | $4.20 | 11% | The charge will recover the cost of reading and invoicing when there is low or zero read on meters read monthly. |
| 3 monthly minimum charge (up to 60 m3) | | per m3 | $117.00 | $129.60 | $12.60 | 11% | The charge will recover the cost of reading and invoicing when there is low or zero read on meters read quaterly. |
| Cubic metre rate across all supply schemes unless otherwise stated | | per m3 | $1.95 | $2.16 | $0.21 | 11% | Condense the fee schedule to have one line of schedule that includes rateable city, high water users, non-rateable city and rural restricted into one |

# Capital Portfolio 7 - Uninflated

## Capex

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$337,818,853** | **$298,300,568** | **$426,663,277** | **$412,723,760** | **$375,238,075** | **$421,152,041** | **$421,754,469** | **$348,215,331** | **$315,301,986** | **$359,598,989** | **$3,716,767,349** |
| Renewals & Compliance Programme | $112,301,455 | $121,127,728 | $153,843,414 | $147,022,059 | $141,796,472 | $147,574,894 | $148,535,464 | $147,341,514 | $152,103,722 | $146,801,120 | $1,418,447,844 |
| Ruakura Programme | $2,000,400 | $0 | $234,000 | $1,346,800 | $24,372,600 | $2,524,300 | $22,454,400 | $22,454,400 | $66,000 | $0 | $75,452,900 |
| Rototuna Programme | $5,360,500 | $2,849,100 | $6,343,400 | $0 | $210,000 | $5,659,903 | $4,675,441 | $5,647,941 | $8,145,200 | $7,405,600 | $46,297,085 |
| Rotokauri Programme | $7,749,167 | $3,847,883 | $5,184,869 | $12,921,942 | $18,384,393 | $31,168,410 | $23,868,900 | $8,171,200 | $13,133,395 | $11,914,650 | $136,344,809 |
| Te Rapa North Programme | $299,000 | $0 | $4,262,700 | $5,560,100 | $9,061,000 | $141,700 | $0 | $0 | $0 | $0 | $19,324,500 |
| Peacocke Programme | $85,685,327 | $42,853,030 | $5,186,719 | $4,433,926 | $2,971,470 | $4,856,759 | $9,529,446 | $12,090,533 | $28,252,868 | $11,861,978 | $207,722,055 |
| Central City Programme | $15,525,033 | $15,386,184 | $64,662,676 | $94,017,597 | $25,544,750 | $22,999,000 | $9,150,000 | $9,150,000 | $10,150,000 | $10,150,000 | $276,735,240 |
| City Wide Infrastructure Programme | $13,000,000 | $14,000,000 | $13,000,000 | $13,000,000 | $20,900,000 | $18,000,000 | $34,750,000 | $34,750,000 | $10,000,000 | $10,000,000 | $181,400,000 |
| City Wide Community Programme | $12,636,600 | $4,759,400 | $3,574,400 | $5,555,400 | $5,764,100 | $8,976,700 | $14,810,500 | $8,153,300 | $9,241,300 | $10,860,200 | $84,331,900 |
| City Wide Transport Programme | $38,341,000 | $36,057,580 | $25,806,075 | $22,650,500 | $17,863,325 | $22,729,100 | $21,211,650 | $18,753,075 | $18,801,500 | $17,538,825 | $239,752,630 |
| City Wide Waters Programme | $44,920,372 | $57,419,663 | $144,565,023 | $106,215,437 | $108,369,965 | $156,521,274 | $132,768,668 | $81,703,368 | $65,408,001 | $133,066,616 | $1,030,958,386 |
| **Recommended** | **$25,022,791** | **$58,418,897** | **$126,863,600** | **$60,440,156** | **$42,365,924** | **$68,787,677** | **$42,312,719** | **$83,605,968** | **$105,361,169** | **$81,744,827** | **$694,923,729** |
| Rototuna Programme | $0 | $3,000,000 | $23,500,000 | $880,100 | $730,800 | $1,754,400 | $546,000 | $0 | $0 | $0 | $30,411,300 |
| Rotokauri Programme | $5,580,000 | $10,025,000 | $91,000 | $594,474 | $2,797,424 | $5,674,684 | $2,403,389 | $833,297 | $2,031,621 | $13,321,070 | $43,351,959 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $13,499,308 | $13,499,308 |
| Peacocke Programme | $1,608,003 | $470,500 | $20,424,600 | $1,549,765 | $2,870,863 | $11,858,716 | $8,989,053 | $3,535,895 | $8,976,771 | $22,288,473 | $82,572,639 |
| Central City Programme | $0 | $714,000 | $5,100,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,814,000 |
| City Wide Infrastructure Programme | $100,000 | $500,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $600,000 |
| City Wide Community Programme | $9,977,800 | $23,281,700 | $27,300,100 | $9,974,300 | $4,741,880 | $22,336,600 | $681,200 | $7,046,000 | $66,189,500 | $6,293,000 | $177,822,080 |
| City Wide Transport Programme | $6,280,000 | $18,324,997 | $39,287,020 | $23,980,300 | $6,180,300 | $6,180,300 | $6,180,300 | $6,180,300 | $6,180,300 | $6,180,300 | $124,954,117 |
| City Wide Waters Programme | $1,476,988 | $2,102,700 | $11,160,880 | $23,461,217 | $25,044,657 | $20,982,977 | $23,512,777 | $66,010,477 | $21,982,977 | $20,162,677 | $215,898,326 |
| **Consider** | **$25,214,870** | **$54,341,319** | **$57,180,810** | **$68,915,206** | **$61,511,446** | **$84,816,596** | **$80,927,396** | **$41,987,500** | **$56,656,036** | **$30,653,213** | **$562,204,393** |
| Ruakura Programme | $0 | $0 | $0 | $0 | $632,800 | $3,081,700 | $420,000 | $5,750,400 | $0 | $0 | $9,884,900 |
| Rotokauri Programme | $0 | $0 | $0 | $496,800 | $4,014,000 | $2,642,400 | $9,345,600 | $826,800 | $6,891,599 | $369,600 | $24,586,799 |
| Peacocke Programme | $0 | $0 | $116,250 | $1,371,250 | $43,750 | $0 | $0 | $0 | $631,438 | $974,313 | $3,137,000 |
| Central City Programme | $9,610,000 | $9,075,869 | $8,800,760 | $25,557,156 | $14,913,596 | $12,544,996 | $12,544,996 | $2,000,000 | $2,000,000 | $2,000,000 | $99,047,374 |
| City Wide Infrastructure Programme | $2,205,000 | $18,440,000 | $18,508,000 | $1,928,000 | $350,000 | $10,350,000 | $2,005,000 | $755,000 | $10,440,000 | $150,000 | $65,131,000 |
| City Wide Community Programme | $6,656,870 | $7,850,450 | $11,593,300 | $9,967,000 | $8,472,300 | $15,755,000 | $12,171,800 | $6,912,300 | $6,226,000 | $13,559,300 | $99,164,320 |
| City Wide Transport Programme | $6,743,000 | $18,975,000 | $18,162,500 | $29,595,000 | $33,085,000 | $40,442,500 | $44,440,000 | $25,743,000 | $30,467,000 | $13,600,000 | $261,253,000 |
| **Unfunded** | **$14,833,662** | **$85,662,756** | **$144,728,647** | **$210,003,449** | **$260,582,149** | **$251,674,139** | **$239,059,900** | **$262,132,413** | **$326,995,716** | **$327,090,719** | **$2,122,763,550** |
| Renewals & Compliance Programme | $1,426,583 | $3,442,500 | $1,743,917 | $587,500 | $2,478,000 | $7,441,500 | $390,500 | $207,500 | $207,500 | $1,002,500 | $18,928,000 |
| Ruakura Programme | $0 | $0 | $4,000,000 | $4,000,000 | $4,000,000 | $12,000,000 | $0 | $3,780,000 | $240,000 | $1,200,000 | $29,220,000 |
| Rototuna Programme | $0 | $0 | $0 | $0 | $0 | $13,000,000 | $44,680,800 | $200,000 | $500,000 | $8,600,000 | $66,980,800 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $1,500,000 | $3,636,000 | $50,000 | $875,000 | $6,061,000 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Programme | $0 | $0 | $292,800 | $367,200 | $0 | $0 | $306,000 | $1,629,600 | $2,188,800 | $54,000 | $4,838,400 |
| Central City Programme | $5,915,678 | $40,469,531 | $44,195,401 | $33,950,000 | $23,752,000 | $19,100,000 | $32,950,000 | $24,782,000 | $40,020,000 | $42,100,000 | $307,234,610 |
| City Wide Infrastructure Programme | $0 | $0 | $0 | $1,000 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000 |
| City Wide Community Programme | $451,500 | $1,809,600 | $387,400 | $4,057,500 | $3,600,000 | $0 | $0 | $0 | $4,875,000 | $14,625,000 | $29,806,000 |
| City Wide Transport Programme | $7,039,900 | $37,604,925 | $75,153,919 | $120,443,038 | $179,522,438 | $181,706,428 | $159,006,389 | $221,871,101 | $253,688,205 | $228,148,508 | $1,464,184,849 |
| City Wide Waters Programme | $0 | $2,336,200 | $18,955,211 | $46,597,211 | $47,229,711 | $18,426,211 | $226,211 | $6,026,211 | $25,226,211 | $30,226,211 | $195,249,390 |
| Templeview Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $259,500 | $259,500 |
| **Grand Total** | **$402,890,176** | **$496,723,540** | **$755,436,334** | **$752,082,571** | **$739,697,594** | **$826,430,453** | **$784,054,484** | **$735,941,212** | **$804,314,908** | **$799,087,748** | **$7,096,659,021** |

# Capital Portfolio 7 - Uninflated

## Revenue

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **-$54,842,661** | **-$63,280,936** | **-$86,466,038** | **-$87,702,098** | **-$41,657,590** | **-$28,289,583** | **-$41,150,413** | **-$40,960,561** | **-$29,461,290** | **-$31,868,017** |
| Renewals & Compliance Programme | -$12,093,233 | -$15,541,045 | -$16,626,745 | -$13,175,180 | -$14,301,296 | -$16,186,756 | -$18,548,225 | -$19,426,619 | -$19,384,664 | -$20,969,957 |
| Ruakura Programme | $0 | $0 | $0 | -$686,868 | -$12,430,026 | -$1,287,393 | -$11,451,744 | -$11,451,744 | -$33,660 | $0 |
| Rototuna Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | -$193,698 | -$1,060,466 | -$1,915,560 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Programme | -$9,025,398 | -$12,175,184 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Central City Programme | -$6,025,000 | -$15,387,000 | -$58,663,750 | -$63,717,500 | -$5,544,750 | $0 | $0 | $0 | $0 | $0 |
| City Wide Infrastructure Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Community Programme | -$3,900,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Transport Programme | -$23,624,030 | -$19,992,706 | -$10,990,543 | -$9,937,550 | -$9,196,518 | -$10,630,434 | -$10,965,444 | -$9,703,500 | -$8,797,500 | -$8,797,500 |
| City Wide Waters Programme | -$175,000 | -$185,000 | -$185,000 | -$185,000 | -$185,000 | -$185,000 | -$185,000 | -$185,000 | -$185,000 | -$185,000 |
| **Recommended** | **-$4,175,300** | **-$13,718,248** | **-$24,908,880** | **-$37,010,500** | **-$7,932,500** | **-$7,932,500** | **-$7,932,500** | **-$7,932,500** | **-$7,932,500** | **-$7,932,500** |
| Rototuna Programme | $0 | $0 | $0 | -$20,000,000 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Central City Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Infrastructure Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Community Programme | -$1,100,000 | -$4,500,000 | -$5,000,000 | -$5,000,000 | -$5,000,000 | -$5,000,000 | -$5,000,000 | -$5,000,000 | -$5,000,000 | -$5,000,000 |
| City Wide Transport Programme | -$3,075,300 | -$9,218,248 | -$19,908,880 | -$12,010,500 | -$2,932,500 | -$2,932,500 | -$2,932,500 | -$2,932,500 | -$2,932,500 | -$2,932,500 |
| City Wide Waters Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Consider** | **-$3,131,430** | **-$13,094,750** | **-$13,012,875** | **-$15,093,450** | **-$16,873,350** | **-$20,625,675** | **-$22,664,400** | **-$13,128,930** | **-$15,538,170** | **-$6,936,000** |
| Ruakura Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Central City Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Infrastructure Programme | -$75,000 | -$3,800,000 | -$3,750,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Community Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Transport Programme | -$3,056,430 | -$9,294,750 | -$9,262,875 | -$15,093,450 | -$16,873,350 | -$20,625,675 | -$22,664,400 | -$13,128,930 | -$15,538,170 | -$6,936,000 |
| **Unfunded** | **-$3,386,349** | **-$18,974,512** | **-$42,786,999** | **-$69,883,949** | **-$83,703,827** | **-$68,016,894** | **-$90,856,216** | **-$129,580,190** | **-$113,402,297** | **-$124,127,655** |
| Renewals & Compliance Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Programme | $0 | $0 | $0 | $0 | $0 | $0 | -$1,096,500 | -$102,000 | -$255,000 | -$4,386,000 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Central City Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Infrastructure Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Community Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Transport Programme | -$3,386,349 | -$18,974,512 | -$42,786,999 | -$69,883,949 | -$83,703,827 | -$68,016,894 | -$89,759,716 | -$129,478,190 | -$113,147,297 | -$119,741,655 |
| City Wide Waters Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Templeview Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Grand Total** | -$65,535,740 | -$109,068,446 | -$167,174,792 | -$209,689,998 | -$150,167,267 | -$124,864,653 | -$162,603,529 | -$191,602,181 | -$166,334,256 | -$170,864,172 |

## Capital Portfolio 7 - Uninflated

### Consquential Opex

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | $1,136,518 | $3,285,902 | $7,584,165 | $9,826,906 | $12,469,888 | $14,645,510 | $16,063,381 | $18,305,241 | $20,611,624 | $21,401,503 |
| Renewals & Compliance Programme | $757,250 | $1,729,250 | $2,351,250 | $3,060,250 | $3,689,250 | $4,383,250 | $5,012,250 | $5,641,250 | $6,270,250 | $6,899,250 |
| Ruakura Programme | $0 | $0 | $0 | $0 | $0 | $40,000 | $40,000 | $100,000 | $100,000 | $100,000 |
| Rototuna Programme | $0 | $30,000 | $30,000 | $46,000 | $46,000 | $88,000 | $103,000 | $121,000 | $121,000 | $128,000 |
| Rotokauri Programme | $6,000 | $6,000 | $61,000 | $197,556 | $214,556 | $374,981 | $433,981 | $435,981 | $471,981 | $462,106 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $13,000 | $27,000 | $27,000 | $27,000 | $27,000 |
| Peacocke Programme | $26,000 | $110,000 | $409,000 | $447,901 | $443,901 | $468,293 | $468,293 | $517,293 | $536,293 | $592,685 |
| Central City Programme | $0 | $42,000 | $216,000 | $217,000 | $628,000 | $681,000 | $682,000 | $541,000 | $542,000 | $543,000 |
| City Wide Infrastructure Programme | $30,000 | $60,000 | $840,000 | $870,000 | $900,000 | $930,000 | $960,000 | $990,000 | $1,770,000 | $1,790,000 |
| City Wide Community Programme | $19,000 | $312,500 | $756,000 | $913,000 | $978,000 | $1,249,000 | $1,639,000 | $2,218,000 | $2,576,000 | $2,582,000 |
| City Wide Transport Programme | $158,268 | $376,152 | $513,165 | $725,949 | $874,172 | $1,012,798 | $1,145,165 | $1,278,841 | $1,413,200 | $1,547,101 |
| City Wide Waters Programme | $140,000 | $620,000 | $2,407,750 | $3,349,250 | $4,696,009 | $5,405,188 | $5,552,692 | $6,434,875 | $6,783,900 | $6,730,361 |
| **Recommended** | $185,782 | $535,785 | $2,343,679 | $2,613,177 | $3,193,200 | $3,948,745 | $4,677,263 | $5,143,762 | $5,438,060 | $5,839,163 |
| Rototuna Programme | $0 | $0 | $0 | $508,000 | $508,000 | $508,000 | $508,000 | $508,000 | $508,000 | $508,000 |
| Rotokauri Programme | $0 | $10,000 | $53,612 | $78,599 | $78,599 | $108,848 | $170,130 | $224,967 | $224,967 | $255,851 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $20,596 | $79,214 | $79,214 | $79,214 | $79,214 |
| Peacocke Programme | $0 | $0 | $58,000 | $114,979 | $215,830 | $279,024 | $532,779 | $604,863 | $674,332 | $808,466 |
| Central City Programme | $0 | $0 | $0 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 |
| City Wide Infrastructure Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| City Wide Community Programme | $75,000 | $303,000 | $513,000 | $687,000 | $894,000 | $1,358,000 | $1,513,000 | $1,545,000 | $1,592,000 | $1,650,000 |
| City Wide Transport Programme | $110,782 | $215,092 | $310,949 | $471,059 | $581,169 | $691,279 | $801,389 | $911,500 | $1,021,610 | $1,131,720 |
| City Wide Waters Programme | $0 | $7,692 | $1,408,118 | $748,541 | $910,601 | $977,998 | $1,067,750 | $1,265,218 | $1,332,935 | $1,400,911 |
| **Consider** | $272,552 | $832,374 | $1,244,668 | $1,649,925 | $1,839,280 | $2,248,256 | $2,990,835 | $3,322,582 | $3,648,729 | $4,615,065 |
| Ruakura Programme | $0 | $0 | $0 | $0 | $0 | $33,000 | $33,000 | $36,000 | $65,000 | $65,000 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $20,000 |
| Peacocke Programme | $0 | $0 | $0 | $0 | $0 | $19,000 | $19,000 | $19,000 | $19,000 | $19,000 |
| Central City Programme | $1,000 | $10,571 | $20,142 | $21,142 | $22,142 | $23,142 | $24,142 | $25,142 | $27,000 | $250,000 |
| City Wide Infrastructure Programme | $185,830 | $320,890 | $356,250 | $356,250 | $356,250 | $356,250 | $532,080 | $596,910 | $632,270 | $632,270 |
| City Wide Community Programme | $25,000 | $292,500 | $557,100 | $799,100 | $891,100 | $1,071,100 | $1,330,600 | $1,448,600 | $1,629,700 | $1,673,700 |
| City Wide Transport Programme | $60,722 | $208,413 | $311,176 | $473,433 | $569,788 | $745,764 | $1,052,013 | $1,196,930 | $1,275,759 | $1,955,095 |
| **Unfunded** | $61,085 | $329,820 | $664,643 | $1,065,651 | $1,705,551 | $1,976,028 | $4,078,234 | $4,381,449 | $4,634,767 | $4,912,832 |
| Renewals & Compliance Programme | $0 | $173,005 | $173,005 | $173,005 | $273,010 | $273,010 | $273,010 | $273,010 | $273,010 | $273,010 |
| Ruakura Programme | $0 | $0 | $35,000 | $35,000 | $70,000 | $70,000 | $105,000 | $105,000 | $140,000 | $140,000 |
| Rototuna Programme | $0 | $0 | $0 | $0 | $0 | $0 | $1,325,000 | $1,325,000 | $1,325,000 | $1,325,000 |
| Rotokauri Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $14,000 | $15,000 |
| Te Rapa North Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Programme | $0 | $0 | $7,000 | $7,000 | $18,000 | $18,000 | $18,000 | $18,000 | $27,000 | $27,000 |
| Central City Programme | $0 | $11,821 | $157,767 | $250,517 | $335,392 | $388,142 | $435,892 | $518,267 | $573,250 | $630,750 |
| City Wide Infrastructure Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| City Wide Community Programme | $48,500 | $42,000 | $86,000 | $87,000 | $182,000 | $212,000 | $212,000 | $212,000 | $212,000 | $212,000 |
| City Wide Transport Programme | $12,585 | $102,994 | $205,871 | $513,129 | $827,149 | $1,014,876 | $1,254,926 | $1,455,726 | $1,638,101 | $1,765,626 |
| City Wide Waters Programme | $0 | $0 | $0 | $0 | $0 | $0 | $454,406 | $474,446 | $432,406 | $524,446 |
| Templeview Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Grand Total | $1,655,937 | $4,983,881 | $11,837,156 | $15,155,659 | $19,207,918 | $22,818,539 | $27,809,713 | $31,153,035 | $34,333,179 | $36,768,563 |

# Ruakura Programme

| | |
|---|---|
| Top Level Programme | Ruakura Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Base | $2,000,400 | $0 | $234,000 | $1,346,800 | $24,372,600 | $2,524,300 | $22,454,400 | $22,454,400 | $66,000 | $0 | $75,452,900 |
| Ruakura Eastern Transport Corridor New Build | $2,000,400 | $0 | $0 | $1,346,800 | $24,372,600 | $2,524,300 | $22,454,400 | $22,454,400 | $66,000 | $0 | $75,218,900 |
| Ruakura Road Transpower Land Purchase | $0 | $0 | $234,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $234,000 |
| Consider | $0 | $0 | $0 | $0 | $632,800 | $3,081,700 | $420,000 | $5,750,400 | $0 | $0 | $9,884,900 |
| Ruakura Arterial Upsize | $0 | $0 | $0 | $0 | $632,800 | $3,081,700 | $420,000 | $5,750,400 | $0 | $0 | $9,884,900 |
| Unfunded | $0 | $0 | $4,000,000 | $4,000,000 | $4,000,000 | $12,000,000 | $0 | $3,780,000 | $240,000 | $1,200,000 | $29,220,000 |
| Ruakura Railway Hub | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,780,000 | $240,000 | $1,200,000 | $5,220,000 |
| Ruakura Water Upsize Programme | $0 | $0 | $4,000,000 | $4,000,000 | $4,000,000 | $12,000,000 | $0 | $0 | $0 | $0 | $24,000,000 |
| Grand Total | $2,000,400 | $0 | $4,234,000 | $5,346,800 | $29,005,400 | $17,606,000 | $22,874,400 | $31,984,800 | $306,000 | $1,200,000 | $114,557,800 |

Revenue

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | $0 | $0 | $0 | -$686,868 | -$12,430,026 | -$1,287,393 | -$11,451,744 | -$11,451,744 | -$33,660 | $0 |
| Ruakura Eastern Transport Corridor New Build | $0 | $0 | $0 | -$686,868 | -$12,430,026 | -$1,287,393 | -$11,451,744 | -$11,451,744 | -$33,660 | $0 |
| Ruakura Road Transpower Land Purchase | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Consider | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Arterial Upsize | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Railway Hub | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Grand Total | $0 | $0 | $0 | -$686,868 | -$12,430,026 | -$1,287,393 | -$11,451,744 | -$11,451,744 | -$33,660 | $0 |

Opex

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | $0 | $0 | $0 | $0 | $0 | $40,000 | $40,000 | $100,000 | $100,000 | $100,000 |
| Ruakura Eastern Transport Corridor New Build | $0 | $0 | $0 | $0 | $0 | $40,000 | $40,000 | $100,000 | $100,000 | $100,000 |
| Ruakura Road Transpower Land Purchase | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Consider | $0 | $0 | $0 | $0 | $0 | $33,000 | $33,000 | $36,000 | $65,000 | $65,000 |
| Ruakura Arterial Upsize | $0 | $0 | $0 | $0 | $0 | $33,000 | $33,000 | $36,000 | $65,000 | $65,000 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Railway Hub | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Grand Total | $0 | $0 | $0 | $0 | $0 | $73,000 | $73,000 | $136,000 | $165,000 | $165,000 |

# Rototuna Programme

| | |
|---|---|
| Top Level Programme | Rototuna Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Base | $5,360,500 | $2,849,100 | $6,343,400 | $0 | $210,000 | $5,659,903 | $4,675,441 | $5,647,941 | $8,145,200 | $7,405,600 | $46,297,085 |
| Borman Horsham Urban Upgrade and Extension | $4,860,000 | $60,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $4,920,000 |
| North City Road Upgrade - Bourn Brook to Kay | $0 | $0 | $3,381,000 | $0 | $0 | $2,292,000 | $2,010,000 | $54,000 | $54,000 | $0 | $7,791,000 |
| Rototuna Parks - Linear Reserve Development | $0 | $0 | $0 | $0 | $0 | $314,600 | $0 | $0 | $0 | $0 | $314,600 |
| Rototuna Stormwater Upsize Programme | $500,500 | $2,789,100 | $2,000,000 | $0 | $0 | $2,774,553 | $256,341 | $1,486,341 | $1,100,000 | $0 | $10,906,835 |
| Rototuna Transport Upsize Programme | $0 | $0 | $962,400 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $962,400 |
| Rototuna Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $210,000 | $278,750 | $2,237,500 | $0 | $0 | $0 | $2,726,250 |
| River Road Upgrade- Te Huia to Kay Road | $0 | $0 | $0 | $0 | $0 | $0 | $171,600 | $1,567,200 | $2,868,000 | $2,868,000 | $7,474,800 |
| Rototuna Transport Urbanisation Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,540,400 | $4,123,200 | $4,537,600 | $11,201,200 |
| Recommended | $0 | $3,000,000 | $23,500,000 | $880,100 | $730,800 | $1,754,400 | $546,000 | $0 | $0 | $0 | $30,411,300 |
| Rototuna Neighbourhood Park | $0 | $0 | $6,500,000 | $880,100 | $0 | $0 | $0 | $0 | $0 | $0 | $7,380,100 |
| Rototuna Pool | $0 | $3,000,000 | $17,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $20,000,000 |
| Rototuna Water Upsize Programme | $0 | $0 | $0 | $0 | $730,800 | $1,754,400 | $546,000 | $0 | $0 | $0 | $3,031,200 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $13,000,000 | $44,680,800 | $200,000 | $500,000 | $8,600,000 | $66,980,800 |
| Rototuna Transport Hub | $0 | $0 | $0 | $0 | $0 | $0 | $2,150,000 | $200,000 | $500,000 | $8,600,000 | $11,450,000 |
| North-East Pool | $0 | $0 | $0 | $0 | $0 | $13,000,000 | $42,530,800 | $0 | $0 | $0 | $55,530,800 |
| Grand Total | $5,360,500 | $5,849,100 | $29,843,400 | $880,100 | $940,800 | $20,414,303 | $49,902,241 | $5,847,941 | $8,645,200 | $16,005,600 | $143,689,185 |

Revenue

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Borman Horsham Urban Upgrade and Extension | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| North City Road Upgrade - Bourn Brook to Kay | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Parks - Linear Reserve Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Stormwater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Transport Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| River Road Upgrade- Te Huia to Kay Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Transport Urbanisation Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Recommended | $0 | $0 | $0 | -$20,000,000 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Neighbourhood Park | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Pool | $0 | $0 | $0 | -$20,000,000 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | -$1,096,500 | -$102,000 | -$255,000 | -$4,386,000 |
| Rototuna Transport Hub | $0 | $0 | $0 | $0 | $0 | $0 | -$1,096,500 | -$102,000 | -$255,000 | -$4,386,000 |
| North-East Pool | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Grand Total | $0 | $0 | $0 | -$20,000,000 | $0 | $0 | -$1,096,500 | -$102,000 | -$255,000 | -$4,386,000 |

Opex

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | $0 | $30,000 | $30,000 | $46,000 | $46,000 | $88,000 | $103,000 | $121,000 | $121,000 | $128,000 |
| Borman Horsham Urban Upgrade and Extension | $0 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 |
| North City Road Upgrade - Bourn Brook to Kay | $0 | $0 | $0 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 | $19,000 |
| Rototuna Parks - Linear Reserve Development | $0 | $0 | $0 | $0 | $0 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 |
| Rototuna Stormwater Upsize Programme | $0 | $15,000 | $15,000 | $15,000 | $15,000 | $53,000 | $68,000 | $68,000 | $68,000 | $68,000 |
| Rototuna Transport Upsize Programme | $0 | $0 | $0 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 |
| Rototuna Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $18,000 | $18,000 | $18,000 |
| River Road Upgrade- Te Huia to Kay Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rototuna Transport Urbanisation Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Recommended | $0 | $0 | $0 | $508,000 | $508,000 | $508,000 | $508,000 | $508,000 | $508,000 | $508,000 |
| Rototuna Neighbourhood Park | $0 | $0 | $0 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 |
| Rototuna Pool | $0 | $0 | $0 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 |
| Rototuna Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | $1,325,000 | $1,325,000 | $1,325,000 | $1,325,000 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Rototuna Transport Hub | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| North-East Pool | $0 | $0 | $0 | $0 | $0 | $0 | $1,325,000 | $1,325,000 | $1,325,000 | $1,325,000 |
| **Grand Total** | **$0** | **$30,000** | **$30,000** | **$554,000** | **$554,000** | **$596,000** | **$1,936,000** | **$1,954,000** | **$1,954,000** | **$1,961,000** |

# Rotokauri Programme

| | |
|---|---|
| Top Level Programme | Rotokauri Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Base | $7,749,167 | $3,847,883 | $5,184,869 | $12,921,942 | $18,384,393 | $31,168,410 | $23,868,900 | $8,171,200 | $13,133,395 | $11,914,650 | $136,344,809 |
| Arterial Designations and Permanent Levels | $2,500,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,500,000 |
| Rotokauri Park Development | $0 | $0 | $0 | $0 | $202,800 | $2,024,100 | $0 | $0 | $0 | $0 | $2,226,900 |
| Rotokauri Stormwater Upsize Programme | $0 | $0 | $1,219,199 | $378,909 | $540,982 | $4,602,710 | $5,386,527 | $620,100 | $591,500 | $874,900 | $14,214,827 |
| Rotokauri Wastewater Upsize Programme | $0 | $0 | $0 | $5,001,620 | $0 | $396,000 | $582,250 | $1,924,250 | $892,000 | $25,000 | $8,821,120 |
| Rotokauri Water Upsize Programme | $0 | $500,000 | $1,132,000 | $0 | $0 | $225,000 | $1,052,500 | $161,250 | $580,000 | $25,000 | $3,675,750 |
| Arthur Porter Drive Realignment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,505,350 | $4,737,695 | $8,441,000 | $15,684,045 |
| Rotokauri Stage 1 Arterial Upsize | $1,499,167 | $3,097,883 | $350,000 | $1,670,123 | $271,457 | $0 | $0 | $0 | $0 | $0 | $6,888,630 |
| Brymer Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $4,500,000 | $0 | $939,450 | $2,698,600 | $172,750 | $8,310,800 |
| Rotokauri Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,458,000 | $3,111,600 | $424,800 | $4,994,400 |
| Rotokauri Greenway | $250,000 | $250,000 | $250,000 | $3,967,620 | $17,369,154 | $15,519,000 | $16,739,623 | $0 | $0 | $0 | $54,345,397 |
| Rotokauri Greenway Consent and Design | $3,500,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,500,000 |
| Rotokauri Stage 1 Collector Upsize | $0 | $0 | $2,233,670 | $1,903,670 | $0 | $3,901,600 | $108,000 | $562,800 | $522,000 | $1,951,200 | $11,182,940 |
| Recommended | $5,580,000 | $10,025,000 | $91,000 | $594,474 | $2,797,424 | $5,674,684 | $2,403,389 | $833,297 | $2,031,621 | $13,321,070 | $43,351,959 |
| Rotokauri Park Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,141,400 | $12,857,000 | $13,998,400 |
| Rotokauri Stormwater Upsize Programme | $0 | $0 | $0 | $292,474 | $340,674 | $394,434 | $458,389 | $512,047 | $858,971 | $464,070 | $3,321,059 |
| Rotokauri Wastewater Upsize Programme | $0 | $0 | $91,000 | $302,000 | $1,856,750 | $2,184,000 | $30,000 | $0 | $0 | $0 | $4,463,750 |
| Rotokauri Water Upsize Programme | $580,000 | $25,000 | $0 | $0 | $600,000 | $3,096,250 | $1,915,000 | $321,250 | $31,250 | $0 | $6,568,750 |
| Arthur Porter Drive Realignment | $5,000,000 | $10,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $15,000,000 |
| Consider | $0 | $0 | $0 | $496,800 | $4,014,000 | $2,642,400 | $9,345,600 | $826,800 | $6,891,599 | $369,600 | $24,586,799 |
| Te Kowhai/Rotokauri Arterial New Build | $0 | $0 | $0 | $496,800 | $4,014,000 | $2,642,400 | $9,345,600 | $826,800 | $6,891,599 | $369,600 | $24,586,799 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | $1,500,000 | $3,636,000 | $50,000 | $875,000 | $6,061,000 |
| Rotokauri Community Park Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $50,000 | $875,000 | $925,000 |
| Rotokauri Transport Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $1,500,000 | $0 | $0 | $0 | $1,500,000 |
| Rotokauri Stage 1 Collector Upsize | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,636,000 | $0 | $0 | $3,636,000 |
| Grand Total | $13,329,167 | $13,872,883 | $5,275,869 | $14,013,216 | $25,195,817 | $39,485,494 | $37,117,889 | $13,467,297 | $22,106,614 | $26,480,320 | $210,344,567 |

Revenue

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | $0 | $0 | $0 | $0 | $0 | $0 | $0 | -$193,698 | -$1,060,466 | -$1,915,560 |
| Arterial Designations and Permanent Levels | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Park Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Stormwater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Arthur Porter Drive Realignment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | -$193,698 | -$1,060,466 | -$1,915,560 |
| Rotokauri Stage 1 Arterial Upsize | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brymer Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Greenway | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Greenway Consent and Design | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Stage 1 Collector Upsize | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Recommended | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Park Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Stormwater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Arthur Porter Drive Realignment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Community Park Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Transport Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Stage 1 Collector Upsize | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Consider | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Kowhai/Rotokauri Arterial New Build | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Grand Total | $0 | $0 | $0 | $0 | $0 | $0 | $0 | -$193,698 | -$1,060,466 | -$1,915,560 |

Opex

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | $6,000 | $6,000 | $61,000 | $197,556 | $214,556 | $374,981 | $433,981 | $435,981 | $471,981 | $462,106 |
| Arterial Designations and Permanent Levels | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Park Development | $0 | $0 | $0 | $0 | $0 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 |
| Rotokauri Stormwater Upsize Programme | $0 | $0 | $0 | $16,000 | $16,000 | $31,000 | $31,000 | $31,000 | $31,000 | $31,000 |
| Rotokauri Wastewater Upsize Programme | $0 | $0 | $2,000 | $2,000 | $9,000 | $9,000 | $9,000 | $9,000 | $27,000 | $27,000 |
| Rotokauri Water Upsize Programme | $0 | $0 | $0 | $5,000 | $5,000 | $8,000 | $8,000 | $10,000 | $10,000 | $10,000 |
| Arthur Porter Drive Realignment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $7,000 |
| Rotokauri Stage 1 Arterial Upsize | $6,000 | $6,000 | $42,000 | $42,000 | $47,000 | $47,000 | $47,000 | $47,000 | $47,000 | $47,000 |
| Brymer Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $5,000 | $5,000 | $5,000 | $5,000 |
| Rotokauri Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Greenway | $0 | $0 | $0 | $106,556 | $106,556 | $238,981 | $273,981 | $273,981 | $273,981 | $246,106 |
| Rotokauri Greenway Consent and Design | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Stage 1 Collector Upsize | $0 | $0 | $17,000 | $26,000 | $31,000 | $35,000 | $54,000 | $54,000 | $72,000 | $83,000 |
| Recommended | $0 | $10,000 | $53,612 | $78,599 | $78,599 | $108,848 | $170,130 | $224,967 | $224,967 | $255,851 |
| Rotokauri Park Development | $0 | $0 | $0 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 |
| Rotokauri Stormwater Upsize Programme | $0 | $0 | $23,612 | $42,599 | $42,599 | $72,848 | $115,130 | $169,967 | $169,967 | $200,851 |
| Rotokauri Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $19,000 | $19,000 | $19,000 | $19,000 |
| Rotokauri Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Arthur Porter Drive Realignment | $0 | $10,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 |
| Unfunded | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $14,000 | $15,000 |
| Rotokauri Community Park Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000 |
| Rotokauri Transport Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Rotokauri Stage 1 Collector Upsize | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $14,000 | $14,000 |
| Consider | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $20,000 |
| Te Kowhai/Rotokauri Arterial New Build | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $20,000 |
| Grand Total | $6,000 | $16,000 | $114,612 | $276,155 | $293,155 | $483,829 | $604,111 | $660,948 | $710,948 | $752,957 |

# Peacocke Programme

| | |
|---|---|
| Top Level Programme | Peacocke Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Base | $85,685,327 | $42,853,030 | $5,186,719 | $4,433,926 | $2,971,470 | $4,856,759 | $9,529,446 | $12,090,533 | $28,252,868 | $11,861,978 | $207,722,055 |
| B - SH3 Ohaupo Road | $1,000,000 | $61,000 | $94,000 | $347,000 | $0 | $0 | $0 | $0 | $0 | $0 | $1,502,000 |
| Bader Street Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $255,600 | $918,000 | $108,000 | $0 | $1,281,600 |
| C - Extension of Wairere Drive and Bridge | $18,708,000 | $335,000 | $300,000 | $600,000 | $0 | $0 | $0 | $0 | $0 | $0 | $19,943,000 |
| C1 - Wastewater Strategic Pumpstation Storage and Pressure Main (HIF) | $17,548,502 | $4,645,177 | $405,061 | $1,079,133 | $37,813 | $0 | $0 | $0 | $0 | $0 | $23,715,685 |
| D - Peacocke Road Urban Upgrade | $7,482,000 | $100,000 | $100,000 | $300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $7,982,000 |
| E - East/West Roading Arterial | $35,068,225 | $29,141,654 | $771,675 | $629,793 | $300,000 | $300,000 | $100,000 | $0 | $0 | $0 | $66,311,346 |
| Hall Road Urban Upgrade | $0 | $547,200 | $0 | $0 | $829,908 | $620,697 | $1,373,008 | $54,000 | $0 | $0 | $3,424,813 |
| North-South Arterial | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,499,600 | $2,499,600 | $4,999,200 |
| North-South Arterial from East-West Arterial to Peacocke Road | $0 | $0 | $0 | $0 | $90,750 | $714,013 | $946,325 | $7,352,175 | $17,109,213 | $821,550 | $27,034,025 |
| Peacocke Developer Upsize Programme | $0 | $0 | $3,022,983 | $0 | $0 | $2,492,650 | $3,696,913 | $1,499,200 | $2,681,529 | $4,265,487 | $17,658,761 |
| Peacocke Land Acquisition Programme | $4,604,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $4,604,000 |
| Peacocke PDA Upsize Contribution | $0 | $7,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $7,400,000 |
| Peacocke Road Minor Arterial Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $354,000 | $1,435,158 | $4,530,526 | $3,105,741 | $9,425,425 |
| Peacocke Stage 1 Natural Areas and Neighbourhood Parks | $314,600 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $314,600 |
| Peacockes Lane Urban Upgrade | $0 | $0 | $0 | $792,000 | $930,000 | $266,400 | $2,205,600 | $54,000 | $858,000 | $231,600 | $5,337,600 |
| Southern Links Designation Provisions | $960,000 | $623,000 | $493,000 | $686,000 | $783,000 | $463,000 | $598,000 | $778,000 | $466,000 | $938,000 | $6,788,000 |
| Recommended | $1,608,003 | $470,500 | $20,424,600 | $1,549,765 | $2,870,863 | $11,858,716 | $8,989,053 | $3,535,895 | $8,976,771 | $22,288,473 | $82,572,639 |
| Hall Road Urban Upgrade | $0 | $0 | $0 | $0 | $159,600 | $472,675 | $2,253,349 | $2,534,958 | $269,232 | $756,600 | $6,446,413 |
| North-South Arterial from East-West Arterial to Peacocke Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,253,600 | $5,253,600 |
| Peacocke Developer Upsize Programme | $1,478,003 | $0 | $0 | $1,242,765 | $1,133,763 | $1,275,441 | $1,775,704 | $929,437 | $2,719,439 | $9,421,273 | $19,975,826 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Cycleways Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $162,500 | $1,625,000 | $1,787,500 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Parks & Open Spaces Development | $0 | $334,000 | $3,743,000 | $242,000 | $1,506,000 | $4,895,000 | $4,895,000 | $0 | $610,000 | $4,842,000 | $21,067,000 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Public Toilets Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $390,000 | $390,000 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Reserve Land Acquisition | $130,000 | $136,500 | $16,681,600 | $65,000 | $71,500 | $5,215,600 | $65,000 | $71,500 | $5,215,600 | $0 | $27,652,300 |
| Consider | $0 | $0 | $116,250 | $1,371,250 | $43,750 | $0 | $0 | $0 | $631,438 | $974,313 | $3,137,000 |
| Ohaupo Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $631,438 | $974,313 | $1,605,750 |
| Peacocke Developer Upsize Programme | $0 | $0 | $116,250 | $1,371,250 | $43,750 | $0 | $0 | $0 | $0 | $0 | $1,531,250 |
| Unfunded | $0 | $0 | $292,800 | $367,200 | $0 | $0 | $306,000 | $1,629,600 | $2,188,800 | $54,000 | $4,838,400 |
| Peacocke Developer Upsize Programme | $0 | $0 | $292,800 | $367,200 | $0 | $0 | $306,000 | $1,629,600 | $2,188,800 | $54,000 | $4,838,400 |
| Grand Total | $87,293,329 | $43,323,530 | $26,020,369 | $7,722,141 | $5,886,083 | $16,715,475 | $18,824,499 | $17,256,028 | $40,049,877 | $35,178,763 | $298,270,095 |

Revenue

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| Base | -$9,025,398 | -$12,175,184 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| B - SH3 Ohaupo Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Bader Street Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| C - Extension of Wairere Drive and Bridge | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| C1 - Wastewater Strategic Pumpstation Storage and Pressure Main (HIF) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| D - Peacocke Road Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| E - East/West Roading Arterial | -$9,025,398 | -$4,775,184 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Hall Road Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| North-South Arterial | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| North-South Arterial from East-West Arterial to Peacocke Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Developer Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Land Acquisition Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke PDA Upsize Contribution | $0 | -$7,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Road Minor Arterial Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Stage 1 Natural Areas and Neighbourhood Parks | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacockes Lane Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Southern Links Designation Provisions | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Recommended | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Hall Road Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| North-South Arterial from East-West Arterial to Peacocke Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Developer Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Cycleways Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Parks & Open Spaces Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Public Toilets Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Reserve Land Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Consider | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ohaupo Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Developer Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Unfunded** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Developer Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | -$9,025,398 | -$12,175,184 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

Opex

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | $26,000 | $110,000 | $409,000 | $447,901 | $443,901 | $468,293 | $468,293 | $517,293 | $536,293 | $592,685 |
| B - SH3 Ohaupo Road | $0 | $0 | $0 | $0 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 |
| Bader Street Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $6,000 |
| C - Extension of Wairere Drive and Bridge | $0 | $14,000 | $14,000 | $14,000 | $7,000 | $7,000 | $7,000 | $7,000 | $7,000 | $7,000 |
| C1 - Wastewater Strategic Pumpstation Storage and Pressure Main (HIF) | $18,000 | $74,000 | $314,000 | $314,000 | $314,000 | $314,000 | $314,000 | $314,000 | $314,000 | $314,000 |
| D - Peacocke Road Urban Upgrade | $0 | $0 | $0 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 |
| E - East/West Roading Arterial | $0 | $0 | $38,000 | $47,901 | $47,901 | $47,901 | $47,901 | $47,901 | $47,901 | $47,901 |
| Hall Road Urban Upgrade | $0 | $0 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $12,000 | $12,000 |
| North-South Arterial | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,000 |
| North-South Arterial from East-West Arterial to Peacocke Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $23,392 |
| Peacocke Developer Upsize Programme | $0 | $0 | $19,000 | $45,000 | $45,000 | $69,392 | $69,392 | $118,392 | $118,392 | $140,392 |
| Peacocke Land Acquisition Programme | $0 | $14,000 | $14,000 | $14,000 | $7,000 | $7,000 | $7,000 | $7,000 | $7,000 | $7,000 |
| Peacocke PDA Upsize Contribution | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Road Minor Arterial Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Stage 1 Natural Areas and Neighbourhood Parks | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 |
| Peacockes Lane Urban Upgrade | $0 | $0 | $0 | $0 | $2,000 | $2,000 | $2,000 | $2,000 | $11,000 | $11,000 |
| Southern Links Designation Provisions | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 |
| **Recommended** | $0 | $0 | $58,000 | $114,979 | $215,830 | $279,024 | $532,779 | $604,863 | $674,332 | $808,466 |
| Hall Road Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $12,000 | $12,000 | $12,000 |
| North-South Arterial from East-West Arterial to Peacocke Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $13,000 |
| Peacocke Developer Upsize Programme | $0 | $0 | $0 | $54,979 | $151,830 | $177,024 | $208,779 | $268,863 | $300,332 | $351,466 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Cycleways Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $10,000 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Parks & Open Spaces Development | $0 | $0 | $29,000 | $30,000 | $32,000 | $51,000 | $162,000 | $162,000 | $181,000 | $207,000 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Public Toilets Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $8,000 |
| Peacocke Stage 2 Natural Areas and Neighbourhood Parks - Reserve Land Acquisition | $0 | $0 | $29,000 | $30,000 | $32,000 | $51,000 | $162,000 | $162,000 | $181,000 | $207,000 |
| **Consider** | $0 | $0 | $0 | $0 | $0 | $19,000 | $19,000 | $19,000 | $19,000 | $19,000 |
| Ohaupo Road Urbanisation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Developer Upsize Programme | $0 | $0 | $0 | $0 | $0 | $19,000 | $19,000 | $19,000 | $19,000 | $19,000 |
| **Unfunded** | $0 | $0 | $7,000 | $7,000 | $18,000 | $18,000 | $18,000 | $18,000 | $27,000 | $27,000 |
| Peacocke Developer Upsize Programme | $0 | $0 | $7,000 | $7,000 | $18,000 | $18,000 | $18,000 | $18,000 | $27,000 | $27,000 |
| **Grand Total** | $26,000 | $110,000 | $474,000 | $569,880 | $677,731 | $784,317 | $1,038,072 | $1,159,156 | $1,256,626 | $1,447,151 |

# Te Rapa

| | |
|---|---|
| Top Level Programme | Te Rapa North Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

**CAPEX**

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$299,000** | **$0** | **$4,262,700** | **$5,560,100** | **$9,061,000** | **$141,700** | **$0** | **$0** | **$0** | **$0** | **$19,324,500** |
| Road 6200.1 Realigned Onion Road | $299,000 | $0 | $0 | $4,644,900 | $4,530,500 | $71,500 | $0 | $0 | $0 | $0 | $9,545,900 |
| Road 6300.3 New Collector | $0 | $0 | $4,028,700 | $915,200 | $4,530,500 | $70,200 | $0 | $0 | $0 | $0 | $9,544,600 |
| Upgrade/Build New Watermain WTR/1.3 Te Rapa North | $0 | $0 | $234,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $234,000 |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$13,499,308** | **$13,499,308** |
| Te Rapa North Stormwater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $9,999,308 | $9,999,308 |
| Te Rapa North Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,000,000 | $2,000,000 |
| Te Rapa North Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,500,000 | $1,500,000 |
| **Grand Total** | **$299,000** | **$0** | **$4,262,700** | **$5,560,100** | **$9,061,000** | **$141,700** | **$0** | **$0** | **$0** | **$13,499,308** | **$32,823,808** |

**Revenue**

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Road 6200.1 Realigned Onion Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Road 6300.3 New Collector | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upgrade/Build New Watermain WTR/1.3 Te Rapa North | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Te Rapa North Stormwater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa North Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa North Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |

**Opex**

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$0** | **$0** | **$0** | **$0** | **$0** | **$13,000** | **$27,000** | **$27,000** | **$27,000** | **$27,000** |
| Road 6200.1 Realigned Onion Road | $0 | $0 | $0 | $0 | $0 | $0 | $14,000 | $14,000 | $14,000 | $14,000 |
| Road 6300.3 New Collector | $0 | $0 | $0 | $0 | $0 | $13,000 | $13,000 | $13,000 | $13,000 | $13,000 |
| Upgrade/Build New Watermain WTR/1.3 Te Rapa North | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$20,596** | **$79,214** | **$79,214** | **$79,214** | **$79,214** |
| Te Rapa North Stormwater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $20,596 | $79,214 | $79,214 | $79,214 | $79,214 |
| Te Rapa North Wastewater Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa North Water Upsize Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **$0** | **$0** | **$0** | **$0** | **$0** | **$33,596** | **$106,214** | **$106,214** | **$106,214** | **$106,214** |

# Central City Programme

| | |
|---|---|
| Top Level Programme | Central City Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

**CAPEX**

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$15,525,033** | **$15,386,184** | **$64,662,676** | **$94,017,597** | **$25,544,750** | **$22,999,000** | **$9,150,000** | **$9,150,000** | **$10,150,000** | **$10,150,000** | **$276,735,240** |
| IAF - Active Modes River Crossing | $211,988 | $2,900,000 | $13,338,200 | $25,011,781 | $0 | $0 | $0 | $0 | $0 | $0 | $41,461,969 |
| IAF - Anglesea Street Investigation and Protection | $606,778 | $606,778 | $631,778 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,845,333 |
| IAF - Central City Integrated Catchment Management Plan | $684,592 | $684,592 | $367,296 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,736,481 |
| IAF - Ruakiwi 30ML Reservoir and PS - 2029 | $2,916,261 | $9,590,000 | $37,953,816 | $37,916,316 | $0 | $0 | $0 | $0 | $0 | $0 | $88,376,392 |
| IAF - Stormwater Network Upsizing & Improvements | $0 | $0 | $1,848,250 | $3,696,500 | $1,848,250 | $0 | $0 | $0 | $0 | $0 | $7,393,000 |
| IAF - Wastewater Investigation | $857,200 | $857,200 | $453,600 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,168,000 |
| IAF - Wastewater Network Upsizing & Improvements | $0 | $0 | $1,848,250 | $3,696,500 | $1,848,250 | $0 | $0 | $0 | $0 | $0 | $7,393,000 |
| IAF - Water Investigation | $747,614 | $747,614 | $373,807 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,869,035 |
| IAF - Water Network Upsizing & Improvements | $0 | $0 | $1,848,250 | $3,696,500 | $1,848,250 | $0 | $0 | $0 | $0 | $0 | $7,393,000 |
| Water Supply Proactive intensification (Central City) | $0 | $0 | $1,500,000 | $0 | $0 | $4,500,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $26,000,000 |
| Transport Network - Proactive Upgrades for Intensification | $0 | $0 | $1,500,000 | $0 | $0 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $5,250,000 |
| Waikato Museum - Internal Environment Upgrade | $3,850,600 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,850,600 |
| Embassy Park (South End Precinct) | $4,750,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $4,750,000 |
| Sapper Moore Jones - Theatre Access & Pedestrian Environment | $900,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $900,000 |
| Wastewater Network - Proactive Upgrades for Intensification | $0 | $0 | $1,499,430 | $0 | $0 | $9,249,000 | $3,400,000 | $3,400,000 | $4,400,000 | $4,400,000 | $26,348,430 |
| IAF - Water Supply - Bulk Mains from new Reservoir to Central City | $0 | $0 | $1,500,000 | $20,000,000 | $20,000,000 | $8,500,000 | $0 | $0 | $0 | $0 | $50,000,000 |
| **Recommended** | **$0** | **$714,000** | **$5,100,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$5,814,000** |
| Seddon Wastewater Pump Station diversion to Western Interceptor | $0 | $714,000 | $5,100,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,814,000 |
| **Consider** | **$9,610,000** | **$9,075,869** | **$8,800,760** | **$25,557,156** | **$14,913,596** | **$12,544,996** | **$12,544,996** | **$2,000,000** | **$2,000,000** | **$2,000,000** | **$99,047,374** |
| Alexandra Street Upgrade A | $6,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $6,000,000 |
| Caro St Upgrade | $500,000 | $5,250,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,750,000 |
| Footpath Renewal - Central City Enhanced | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $20,000,000 |
| Strategic Network Upgrades - Tristram Street Pipe Upgrade | $1,110,000 | $1,110,000 | $0 | $10,544,996 | $10,544,996 | $10,544,996 | $10,544,996 | $0 | $0 | $0 | $44,399,984 |
| Strategic Network Upgrades - Victoria Street Trunk Pipe Upgrade | $0 | $715,869 | $6,800,760 | $6,800,760 | $0 | $0 | $0 | $0 | $0 | $0 | $14,317,390 |
| Waikato Museum - Entrance and Profile | $0 | $0 | $0 | $6,211,400 | $2,368,600 | $0 | $0 | $0 | $0 | $0 | $8,580,000 |
| **Unfunded** | **$5,915,678** | **$40,469,531** | **$44,195,401** | **$33,950,000** | **$23,752,000** | **$19,100,000** | **$32,950,000** | **$24,782,000** | **$40,020,000** | **$42,100,000** | **$307,234,610** |
| Alexandra Street Upgrade B | $3,300,000 | $11,750,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $15,050,000 |
| Central City Transport Improvements | $1,300,000 | $16,150,000 | $34,700,000 | $33,950,000 | $21,100,000 | $19,100,000 | $32,950,000 | $21,650,000 | $23,000,000 | $20,500,000 | $224,400,000 |
| Collingwood Street Upgrade (Alexandra to Victoria) | $600,000 | $6,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $6,600,000 |
| Road 623.1 - Norton Road | $312,578 | $398,662 | $5,090,400 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,801,640 |
| Road 803.1 - Rostrevor Street | $342,000 | $505,470 | $4,405,001 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,252,470 |
| Waikato Museum - Manaakitanga and kaitiakitanga improvements - Beale Cottage | $61,100 | $205,400 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $266,500 |
| Waikato Museum - Profile and Connections to Waikato Awa | $0 | $1,365,000 | $0 | $0 | $2,652,000 | $0 | $0 | $0 | $0 | $0 | $4,017,000 |
| Waikato Museum - Visitor Experience Manaakitanga | $0 | $4,095,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $4,095,000 |
| Anglesea Street Wastewater Interceptor - Upper Section | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $500,000 | $120,000 | $12,200,000 | $12,820,000 |
| CBD Wastewater Side Trunk Main Upgrades | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $7,500,000 | $0 | $7,500,000 |
| Gwynne Wastewater Pump Station new | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,632,000 | $9,400,000 | $9,400,000 | $21,432,000 |
| **Grand Total** | **$31,050,711** | **$65,645,584** | **$122,758,837** | **$153,524,753** | **$64,210,346** | **$54,643,996** | **$54,644,996** | **$35,932,000** | **$52,170,000** | **$54,250,000** | **$688,831,224** |

**Revenue**

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **-$6,025,000** | **-$15,387,000** | **-$58,663,750** | **-$63,717,500** | **-$5,544,750** | **$0** | **$0** | **$0** | **$0** | **$0** |
| IAF - Active Modes River Crossing | -$212,000 | -$2,900,000 | -$13,338,000 | -$14,712,000 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Anglesea Street Investigation and Protection | -$607,000 | -$607,000 | -$632,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Central City Integrated Catchment Management Plan | -$685,000 | -$685,000 | -$367,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Ruakiwi 30ML Reservoir and PS - 2029 | -$2,916,000 | -$9,590,000 | -$37,954,000 | -$37,916,000 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Stormwater Network Upsizing & Improvements | $0 | $0 | -$1,848,250 | -$3,696,500 | -$1,848,250 | $0 | $0 | $0 | $0 | $0 |
| IAF - Wastewater Investigation | -$857,000 | -$857,000 | -$454,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| IAF - Wastewater Network Upsizing & Improvements | $0 | $0 | -$1,848,250 | -$3,696,500 | -$1,848,250 | $0 | $0 | $0 | $0 | $0 | |
| IAF - Water Investigation | -$748,000 | -$748,000 | -$374,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| IAF - Water Network Upsizing & Improvements | $0 | $0 | -$1,848,250 | -$3,696,500 | -$1,848,250 | $0 | $0 | $0 | $0 | $0 | |
| Water Supply Proactive intensification (Central City) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Transport Network - Proactive Upgrades for Intensification | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Internal Environment Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Embassy Park (South End Precinct) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Sapper Moore Jones - Theatre Access & Pedestrian Environment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Wastewater Network - Proactive Upgrades for Intensification | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| IAF - Water Supply - Bulk Mains from new Reservoir to Central City | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| Seddon Wastewater Pump Station diversion to Western Interceptor | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Consider** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| Alexandra Street Upgrade A | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Caro St Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Footpath Renewal - Central City Enhanced | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Strategic Network Upgrades - Tristram Street Pipe Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Strategic Network Upgrades - Victoria Street Trunk Pipe Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Entrance and Profile | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Unfunded** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| Alexandra Street Upgrade B | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Central City Transport Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Collingwood Street Upgrade (Alexandra to Victoria) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Road 623.1 - Norton Road | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Road 803.1 - Rostrevor Street | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Manaakitanga and kaitiakitanga improvements - Beale Cottage | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Profile and Connections to Waikato Awa | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Visitor Experience Manaakitanga | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Anglesea Street Wastewater Interceptor - Upper Section | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| CBD Wastewater Side Trunk Main Upgrades | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Gwynne Wastewater Pump Station new | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Grand Total** | **-$6,025,000** | **-$15,387,000** | **-$58,663,750** | **-$63,717,500** | **-$5,544,750** | **$0** | **$0** | **$0** | **$0** | **$0** | |

**Opex**

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$0** | **$42,000** | **$216,000** | **$217,000** | **$628,000** | **$681,000** | **$682,000** | **$541,000** | **$542,000** | **$543,000** |
| IAF - Active Modes River Crossing | $0 | $0 | $0 | $0 | $120,000 | $120,000 | $120,000 | $120,000 | $120,000 | $120,000 |
| IAF - Anglesea Street Investigation and Protection | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Central City Integrated Catchment Management Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Ruakiwi 30ML Reservoir and PS - 2029 | $0 | $0 | $0 | $0 | $140,000 | $140,000 | $140,000 | $148,000 | $148,000 | $148,000 |
| IAF - Stormwater Network Upsizing & Improvements | $0 | $0 | $0 | $0 | $50,000 | $50,000 | $50,000 | $0 | $0 | $0 |
| IAF - Wastewater Investigation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Wastewater Network Upsizing & Improvements | $0 | $0 | $0 | $0 | $50,000 | $50,000 | $50,000 | $0 | $0 | $0 |
| IAF - Water Investigation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| IAF - Water Network Upsizing & Improvements | $0 | $0 | $0 | $0 | $50,000 | $50,000 | $50,000 | $0 | $0 | $0 |
| Water Supply Proactive intensification (Central City) | $0 | $0 | $75,000 | $75,000 | $75,000 | $75,000 | $75,000 | $75,000 | $75,000 | $75,000 |
| Transport Network - Proactive Upgrades for Intensification | $0 | $0 | $2,000 | $3,000 | $4,000 | $5,000 | $6,000 | $7,000 | $8,000 | $9,000 |
| Waikato Museum - Internal Environment Upgrade | $0 | $2,000 | $74,000 | $74,000 | $74,000 | $76,000 | $76,000 | $76,000 | $76,000 | $76,000 |
| Embassy Park (South End Precinct) | $0 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 |
| Sapper Moore Jones - Theatre Access & Pedestrian Environment | $0 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 |
| Wastewater Network - Proactive Upgrades for Intensification | $0 | $0 | $25,000 | $25,000 | $25,000 | $75,000 | $75,000 | $75,000 | $75,000 | $75,000 |
| IAF - Water Supply - Bulk Mains from new Reservoir to Central City | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **$0** | **$0** | **$0** | **$5,000** | **$5,000** | **$5,000** | **$5,000** | **$5,000** | **$5,000** | **$5,000** |
| Seddon Wastewater Pump Station diversion to Western Interceptor | $0 | $0 | $0 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 |

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Consider** | **$1,000** | **$10,571** | **$20,142** | **$21,142** | **$22,142** | **$23,142** | **$24,142** | **$25,142** | **$27,000** | **$250,000** | |
| Alexandra Street Upgrade A | $0 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $9,000 | $9,000 | |
| Caro St Upgrade | $0 | $0 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $9,000 | $9,000 | |
| Footpath Renewal - Central City Enhanced | $1,000 | $2,000 | $3,000 | $4,000 | $5,000 | $6,000 | $7,000 | $8,000 | $9,000 | $10,000 | |
| Strategic Network Upgrades - Tristram Street Pipe Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $222,000 | |
| Strategic Network Upgrades - Victoria Street Trunk Pipe Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Entrance and Profile | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Unfunded** | **$0** | **$11,821** | **$157,767** | **$250,517** | **$335,392** | **$388,142** | **$435,892** | **$518,267** | **$573,250** | **$630,750** | |
| Alexandra Street Upgrade B | $0 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $9,000 | $9,000 | |
| Central City Transport Improvements | $0 | $3,250 | $43,625 | $130,375 | $215,250 | $268,000 | $315,750 | $398,125 | $452,250 | $509,750 | |
| Collingwood Street Upgrade (Alexandra to Victoria) | $0 | $0 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $8,571 | $9,000 | $9,000 | |
| Road 623.1 - Norton Road | $0 | $0 | $0 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | |
| Road 803.1 - Rostrevor Street | $0 | $0 | $0 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 | |
| Waikato Museum - Manaakitanga and kaitiakitanga improvements - Beale Cottage | $0 | $0 | $32,000 | $32,000 | $32,000 | $32,000 | $32,000 | $32,000 | $32,000 | $32,000 | |
| Waikato Museum - Profile and Connections to Waikato Awa | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Waikato Museum - Visitor Experience Manaakitanga | $0 | $0 | $65,000 | $65,000 | $65,000 | $65,000 | $65,000 | $65,000 | $65,000 | $65,000 | |
| Anglesea Street Wastewater Interceptor - Upper Section | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| CBD Wastewater Side Trunk Main Upgrades | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Gwynne Wastewater Pump Station new | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Grand Total** | **$1,000** | **$64,392** | **$393,909** | **$493,659** | **$990,534** | **$1,097,284** | **$1,147,034** | **$1,089,409** | **$1,147,250** | **$1,428,750** | |

# Community Programme

| | |
|---|---|
| Top Level Programme | City Wide Community Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$12,636,600** | **$4,759,400** | **$3,574,400** | **$5,555,400** | **$5,764,100** | **$8,976,700** | **$14,810,500** | **$8,153,300** | **$9,241,300** | **$10,860,200** | **$84,331,900** |
| Animal Control - Kennel Block Extension | $390,000 | $260,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $650,000 |
| Community-Wide Security Risk Assessment Responses | $13,000 | $39,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $52,000 |
| Hamilton Park Cemetery Burial and Ash Lawn Development Programme | $1,293,000 | $1,305,600 | $179,200 | $640,000 | $140,800 | $588,800 | $128,000 | $704,000 | $128,000 | $768,000 | $5,875,400 |
| Nature in the City Portfolio Programme - Delivery Projects | $0 | $0 | $1,440,400 | $1,040,000 | $1,700,400 | $1,732,900 | $1,757,600 | $3,377,400 | $5,064,800 | $6,913,400 | $23,026,900 |
| Play Spaces Programme | $699,500 | $1,900,000 | $300,000 | $1,540,500 | $1,047,800 | $2,460,900 | $1,190,800 | $1,112,800 | $2,064,400 | $1,194,700 | $13,511,400 |
| Public Art Support Fund | $34,100 | $34,100 | $34,100 | $34,100 | $34,100 | $34,100 | $34,100 | $34,100 | $34,100 | $34,100 | $341,000 |
| Sports Parks Improvements Programme A | $700,700 | $700,700 | $700,700 | $1,300,000 | $1,300,000 | $1,300,000 | $1,300,000 | $1,300,000 | $1,300,000 | $1,300,000 | $11,202,100 |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part A | $0 | $0 | $0 | $1,000,800 | $1,200,000 | $0 | $0 | $0 | $0 | $0 | $2,200,800 |
| Visitor Destinations - Connected web presence and online customer channels | $416,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $416,000 |
| Waiwhakareke Nature Conservation Development Programme | $2,200,000 | $0 | $660,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,860,000 |
| Hamilton Gardens - Amenity, Safety, Access, and Visitor Experience Initiatives | $1,960,000 | $520,000 | $260,000 | $0 | $341,000 | $910,000 | $650,000 | $1,625,000 | $650,000 | $650,000 | $7,566,000 |
| Community Library Hub (Hillcrest) Programme A | $0 | $0 | $0 | $0 | $0 | $1,950,000 | $9,750,000 | $0 | $0 | $0 | $11,700,000 |
| Community Facilities Improvements - Pukete Neighbourhood House | $3,030,300 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,030,300 |
| Lake Domain Water Quality Improvements Infrastructure | $600,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $600,000 |
| West Town Belt Implementation - Boyes Park Redevelopment | $1,300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,300,000 |
| **Recommended** | **$9,977,800** | **$23,281,700** | **$27,300,100** | **$9,974,300** | **$4,741,880** | **$22,336,600** | **$681,200** | **$7,046,000** | **$66,189,500** | **$6,293,000** | **$177,822,080** |
| Community Facilities Improvements | $2,730,000 | $12,129,000 | $15,598,700 | $130,000 | $130,000 | $0 | $130,000 | $6,630,000 | $65,130,000 | $130,000 | $102,737,700 |
| Community Library Hub Development Programme B | $0 | $650,000 | $5,200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,850,000 |
| Destination Park Improvements Programme - West Town Belt | $2,068,300 | $2,655,900 | $2,410,200 | $1,411,800 | $0 | $0 | $0 | $0 | $0 | $0 | $8,546,200 |
| Hamilton Gardens - Improving and Future-proofing Visitor Access, Traffic Management, and Parking Capacity | $518,700 | $1,570,400 | $205,400 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,294,500 |
| Hamilton Park Cemetery Land Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,500,000 | $5,500,000 |
| Parks Waste Management Improvements | $89,000 | $182,000 | $225,000 | $665,000 | $0 | $0 | $0 | $0 | $0 | $0 | $1,161,000 |
| Public Toilet Improvements | $915,200 | $358,800 | $847,600 | $1,528,800 | $810,680 | $811,200 | $0 | $0 | $0 | $0 | $5,272,280 |
| Sports Parks Improvements Programme B | $1,656,200 | $5,735,600 | $2,813,200 | $6,238,700 | $1,201,200 | $725,400 | $551,200 | $416,000 | $1,059,500 | $663,000 | $21,060,000 |
| Community Facilities - Glenview Community Hub (Centre + Library) | $0 | $0 | $0 | $0 | $2,600,000 | $20,800,000 | $0 | $0 | $0 | $0 | $23,400,000 |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part A-1 | $2,000,400 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,000,400 |
| **Consider** | **$6,656,870** | **$7,850,450** | **$11,593,300** | **$9,967,000** | **$8,472,300** | **$15,755,000** | **$12,171,800** | **$6,912,300** | **$6,226,000** | **$13,559,300** | **$99,164,320** |
| Aquatics - Visitor Experience Improvements | $0 | $0 | $0 | $0 | $1,560,000 | $7,519,200 | $0 | $0 | $2,600,000 | $9,750,000 | $21,429,200 |
| Destination Park Improvements Programme | $2,263,300 | $448,500 | $4,091,100 | $1,976,000 | $0 | $123,500 | $0 | $0 | $0 | $0 | $8,902,400 |
| Enclosed Gardens Visitor Safety and Security Infrastructure | $1,352,000 | $1,300,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,652,000 |
| Hamilton Gardens - Improving and Future-proofing Visitor Access, Traffic Management, and Parking Capacity | $0 | $0 | $2,574,000 | $1,365,000 | $4,486,300 | $4,486,300 | $4,486,300 | $4,486,300 | $0 | $0 | $21,884,200 |
| Hamilton Gardens - Integrated Audio Visual Solution in the Pavilion | $650,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $650,000 |
| Hamilton Zoo Maintaining Levels of Service for Increased Visitation | $1,200,000 | $2,400,000 | $3,600,000 | $1,200,000 | $2,400,000 | $3,600,000 | $1,200,000 | $2,400,000 | $3,600,000 | $1,200,000 | $22,800,000 |
| Land to Park Development | $504,000 | $866,000 | $912,200 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,282,200 |
| Neighbourhood Parks Improvement Programme | $72,800 | $65,000 | $416,000 | $26,000 | $26,000 | $26,000 | $1,085,500 | $26,000 | $26,000 | $209,300 | $1,978,600 |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part B | $0 | $0 | $0 | $5,400,000 | $0 | $0 | $5,400,000 | $0 | $0 | $2,400,000 | $13,200,000 |
| Verandah Cafe Building Improvements | $182,000 | $1,820,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,002,000 |
| Water Safety Infrastructure Improvements | $432,770 | $950,950 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,383,720 |
| **Unfunded** | **$451,500** | **$1,809,600** | **$387,400** | **$4,057,500** | **$3,600,000** | **$0** | **$0** | **$0** | **$4,875,000** | **$14,625,000** | **$29,806,000** |
| Aquatics - Future Network Provision of Pools | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $4,875,000 | $14,625,000 | $19,500,000 |
| Hamilton Gardens - Amenity, Safety, Access, and Visitor Experience Initiatives - Part C | $0 | $0 | $185,900 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $185,900 |
| iSite Capacity & Location | $250,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $250,000 |
| Libraries - Inclusivity & Equitable Offering Programme | $143,000 | $1,144,000 | $201,500 | $97,500 | $0 | $0 | $0 | $0 | $0 | $0 | $1,586,000 |
| Station Masters House - Conservation Work | $58,500 | $561,600 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $620,100 |
| Te Kaaroro - Nature Precinct - Stage 3 Function centre | $0 | $0 | $0 | $3,960,000 | $3,600,000 | $0 | $0 | $0 | $0 | $0 | $7,560,000 |
| Visitor Destinations - Branding Strategy | $0 | $104,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $104,000 |
| **Grand Total** | **$29,722,770** | **$37,701,150** | **$42,855,200** | **$29,554,200** | **$22,578,280** | **$47,068,300** | **$27,663,500** | **$22,111,600** | **$86,531,800** | **$45,337,500** | **$391,124,300** |

Revenue

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **-$3,900,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Animal Control - Kennel Block Extension | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Community-Wide Security Risk Assessment Responses | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Hamilton Park Cemetery Burial and Ash Lawn Development Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Nature in the City Portfolio Programme - Delivery Projects | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Play Spaces Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Public Art Support Fund | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Sports Parks Improvements Programme A | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part A | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Visitor Destinations - Connected web presence and online customer channels | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Waiwhakareke Nature Conservation Development Programme | -$2,200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Gardens - Amenity, Safety, Access, and Visitor Experience Initiatives | -$1,700,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Community Library Hub (Hillcrest) Programme A | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Community Facilities Improvements - Pukete Neighbourhood House | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Lake Domain Water Quality Improvements Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| West Town Belt Implementation - Boyes Park Redevelopment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| Community Facilities Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Community Library Hub Development Programme B | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Destination Park Improvements Programme - West Town Belt | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Gardens - Improving and Future-proofing Visitor Access, Traffic Management, and Parking Capacity | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Park Cemetery Land Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Parks Waste Management Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Public Toilet Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Sports Parks Improvements Programme B | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Community Facilities - Glenview Community Hub (Centre + Library) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part A-1 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Consider** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| Aquatics - Visitor Experience Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Destination Park Improvements Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Enclosed Gardens Visitor Safety and Security Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Gardens - Improving and Future-proofing Visitor Access, Traffic Management, and Parking Capacity | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Gardens - Integrated Audio Visual Solution in the Pavilion | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Zoo Maintaining Levels of Service for Increased Visitation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Land to Park Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Neighbourhood Parks Improvement Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part B | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Verandah Cafe Building Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Water Safety Infrastructure Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Unfunded** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| Aquatics - Future Network Provision of Pools | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Gardens - Amenity, Safety, Access, and Visitor Experience Initiatives - Part C | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| iSite Capacity & Location | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Libraries - Inclusivity & Equitable Offering Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Station Masters House - Conservation Work | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Te Kaaroro - Nature Precinct - Stage 3 Function centre | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Visitor Destinations - Branding Strategy | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Grand Total** | **-$3,900,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | |

**Opex**

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$19,000** | **$312,500** | **$756,000** | **$913,000** | **$978,000** | **$1,249,000** | **$1,639,000** | **$2,218,000** | **$2,576,000** | **$2,582,000** |
| Animal Control - Kennel Block Extension | $0 | $28,500 | $57,000 | $57,000 | $57,000 | $57,000 | $57,000 | $57,000 | $57,000 | $57,000 |
| Community-Wide Security Risk Assessment Responses | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Hamilton Park Cemetery Burial and Ash Lawn Development Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Nature in the City Portfolio Programme - Delivery Projects | $0 | $0 | $230,000 | $265,000 | $300,000 | $355,000 | $275,000 | $550,000 | $505,000 | $525,000 |
| Play Spaces Programme | $0 | $30,000 | $72,000 | $99,000 | $127,000 | $151,000 | $184,000 | $210,000 | $231,000 | $259,000 |
| Public Art Support Fund | $8,000 | $10,000 | $12,000 | $14,000 | $16,000 | $18,000 | $20,000 | $22,000 | $24,000 | $26,000 |
| Sports Parks Improvements Programme A | $0 | $45,000 | $40,000 | $60,000 | $60,000 | $250,000 | $685,000 | $600,000 | $620,000 | $630,000 |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part A | $0 | $0 | $0 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 |
| Visitor Destinations - Connected web presence and online customer channels | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waiwhakareke Nature Conservation Development Programme | $0 | $117,000 | $203,000 | $213,000 | $213,000 | $213,000 | $213,000 | $213,000 | $213,000 | $213,000 |
| Hamilton Gardens - Amenity, Safety, Access, and Visitor Experience Initiatives | $11,000 | $11,000 | $71,000 | $71,000 | $71,000 | $71,000 | $71,000 | $71,000 | $71,000 | $71,000 |
| Community Library Hub (Hillcrest) Programme A | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $361,000 | $721,000 | $667,000 |
| Community Facilities Improvements - Pukete Neighbourhood House | $0 | $37,000 | $37,000 | $37,000 | $37,000 | $37,000 | $37,000 | $37,000 | $37,000 | $37,000 |
| Lake Domain Water Quality Improvements Infrastructure | $0 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 |
| West Town Belt Implementation - Boyes Park Redevelopment | $0 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 | $4,000 |
| **Recommended** | **$75,000** | **$303,000** | **$513,000** | **$687,000** | **$894,000** | **$1,358,000** | **$1,513,000** | **$1,545,000** | **$1,592,000** | **$1,650,000** |
| Community Facilities Improvements | $4,000 | $75,000 | $104,000 | $90,000 | $76,000 | $67,000 | $67,000 | $67,000 | $67,000 | $106,000 |
| Community Library Hub Development Programme B | $0 | $0 | $0 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 |
| Destination Park Improvements Programme - West Town Belt | $0 | $8,000 | $57,000 | $103,000 | $109,000 | $109,000 | $110,000 | $110,000 | $110,000 | $110,000 |

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Hamilton Gardens - Improving and Future-proofing Visitor Access, Traffic Management, and Parking Capacity | $0 | $0 | $1,000 | $4,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | |
| Hamilton Park Cemetery Land Acquisition | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Parks Waste Management Improvements | $58,000 | $30,000 | $37,000 | $108,000 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Public Toilet Improvements | $3,000 | $33,000 | $48,000 | $81,000 | $135,000 | $137,000 | $161,000 | $161,000 | $161,000 | $161,000 | |
| Sports Parks Improvements Programme B | $10,000 | $94,000 | $203,000 | $228,000 | $493,000 | $550,000 | $685,000 | $717,000 | $764,000 | $783,000 | |
| Community Facilities - Glenview Community Hub (Centre + Library) | $0 | $0 | $0 | $0 | $0 | $414,000 | $409,000 | $409,000 | $409,000 | $409,000 | |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part A-1 | $0 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | $63,000 | |
| **Consider** | **$25,000** | **$292,500** | **$557,100** | **$799,100** | **$891,100** | **$1,071,100** | **$1,330,600** | **$1,448,600** | **$1,629,700** | **$1,673,700** | |
| Aquatics - Visitor Experience Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $190,000 | $190,000 | $190,000 | $190,000 | |
| Destination Park Improvements Programme | $0 | $8,000 | $67,000 | $93,000 | $107,000 | $107,000 | $109,000 | $109,000 | $109,000 | $109,000 | |
| Enclosed Gardens Visitor Safety and Security Infrastructure | $18,000 | $139,000 | $139,000 | $139,000 | $139,000 | $139,000 | $141,000 | $141,000 | $141,000 | $141,000 | |
| Hamilton Gardens - Improving and Future-proofing Visitor Access, Traffic Management, and Parking Capacity | $0 | $0 | $0 | $3,000 | $7,000 | $10,000 | $28,000 | $34,000 | $33,000 | $31,000 | |
| Hamilton Gardens - Integrated Audio Visual Solution in the Pavilion | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | |
| Hamilton Zoo Maintaining Levels of Service for Increased Visitation | $0 | $15,000 | $110,000 | $155,000 | $155,000 | $265,000 | $310,000 | $310,000 | $420,000 | $465,000 | |
| Land to Park Development | $0 | $50,000 | $150,000 | $225,000 | $225,000 | $225,000 | $225,000 | $225,000 | $225,000 | $225,000 | |
| Neighbourhood Parks Improvement Programme | $0 | $1,000 | $1,000 | $27,000 | $20,000 | $20,000 | $20,000 | $46,000 | $46,000 | $46,000 | |
| Te Kaaroro Futureproofing and Revenue Generation Programme - Part B | $0 | $67,000 | $67,000 | $134,000 | $215,000 | $282,000 | $282,000 | $363,000 | $430,000 | $430,000 | |
| Verandah Cafe Building Improvements | $1,000 | $4,000 | $4,600 | $4,600 | $4,600 | $4,600 | $4,600 | $4,600 | $4,700 | $5,700 | |
| Water Safety Infrastructure Improvements | $0 | $2,500 | $12,500 | $12,500 | $12,500 | $12,500 | $15,000 | $20,000 | $25,000 | $25,000 | |
| **Unfunded** | **$48,500** | **$42,000** | **$86,000** | **$87,000** | **$182,000** | **$212,000** | **$212,000** | **$212,000** | **$212,000** | **$212,000** | |
| Aquatics - Future Network Provision of Pools | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| Hamilton Gardens - Amenity, Safety, Access, and Visitor Experience Initiatives - Part C | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| iSite Capacity & Location | $35,000 | $31,000 | $31,000 | $31,000 | $31,000 | $31,000 | $31,000 | $31,000 | $31,000 | $31,000 | |
| Libraries - Inclusivity & Equitable Offering Programme | $6,500 | $9,000 | $53,000 | $54,000 | $54,000 | $54,000 | $54,000 | $54,000 | $54,000 | $54,000 | |
| Station Masters House - Conservation Work | $7,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | |
| Te Kaaroro - Nature Precinct - Stage 3 Function centre | $0 | $0 | $0 | $0 | $95,000 | $125,000 | $125,000 | $125,000 | $125,000 | $125,000 | |
| Visitor Destinations - Branding Strategy | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | |
| **Grand Total** | **$167,500** | **$950,000** | **$1,912,100** | **$2,486,100** | **$2,945,100** | **$3,890,100** | **$4,694,600** | **$5,423,600** | **$6,009,700** | **$6,117,700** | |

# City Wide Infrastructure

| | |
|---|---|
| Top Level Programme | City Wide Infrastructure Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

**CAPEX**

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$13,000,000** | **$14,000,000** | **$13,000,000** | **$13,000,000** | **$20,900,000** | **$18,000,000** | **$34,750,000** | **$34,750,000** | **$10,000,000** | **$10,000,000** | **$181,400,000** |
| Strategic Land Acquisition Fund (SLAF) | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $100,000,000 |
| Subregional Wastewater Treatment Plant-HCC Share-Implementation | $3,000,000 | $4,000,000 | $3,000,000 | $3,000,000 | $10,900,000 | $8,000,000 | $24,750,000 | $24,750,000 | $0 | $0 | $81,400,000 |
| **Recommended** | **$100,000** | **$500,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$600,000** |
| Claudelands Power Resilience | $100,000 | $500,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $600,000 |
| **Consider** | **$2,205,000** | **$18,440,000** | **$18,508,000** | **$1,928,000** | **$350,000** | **$10,350,000** | **$2,005,000** | **$755,000** | **$10,440,000** | **$150,000** | **$65,131,000** |
| Fleet EV Infrastructure | $300,000 | $350,000 | $550,000 | $350,000 | $350,000 | $350,000 | $250,000 | $250,000 | $150,000 | $150,000 | $3,050,000 |
| Fleet Growth | $1,755,000 | $490,000 | $290,000 | $0 | $0 | $0 | $1,755,000 | $505,000 | $290,000 | $0 | $5,085,000 |
| Reconfiguration of Refuse Transfer Station | $0 | $0 | $168,000 | $1,578,000 | $0 | $0 | $0 | $0 | $0 | $0 | $1,746,000 |
| Resource Recovery Park | $150,000 | $7,600,000 | $7,500,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $15,250,000 |
| Strategic Infrastructure Fund | $0 | $10,000,000 | $10,000,000 | $0 | $0 | $10,000,000 | $0 | $0 | $10,000,000 | $0 | $40,000,000 |
| **Unfunded** | **$0** | **$0** | **$0** | **$1,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$1,000** |
| Municipal Building Options | $0 | $0 | $0 | $1,000 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000 |
| **Grand Total** | **$15,305,000** | **$32,940,000** | **$31,508,000** | **$14,929,000** | **$21,250,000** | **$28,350,000** | **$36,755,000** | **$35,505,000** | **$20,440,000** | **$10,150,000** | **$247,132,000** |

**Revenue**

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Strategic Land Acquisition Fund (SLAF) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Subregional Wastewater Treatment Plant-HCC Share-Implementation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Claudelands Power Resilience | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Consider** | **-$75,000** | **-$3,800,000** | **-$3,750,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Fleet EV Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Fleet Growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Reconfiguration of Refuse Transfer Station | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Resource Recovery Park | -$75,000 | -$3,800,000 | -$3,750,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Strategic Infrastructure Fund | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Unfunded** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Municipal Building Options | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **-$75,000** | **-$3,800,000** | **-$3,750,000** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |

**Opex**

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$30,000** | **$60,000** | **$840,000** | **$870,000** | **$900,000** | **$930,000** | **$960,000** | **$990,000** | **$1,770,000** | **$1,790,000** |
| Strategic Land Acquisition Fund (SLAF) | $30,000 | $60,000 | $90,000 | $120,000 | $150,000 | $180,000 | $210,000 | $240,000 | $270,000 | $290,000 |
| Subregional Wastewater Treatment Plant-HCC Share-Implementation | $0 | $0 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $1,500,000 | $1,500,000 |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Claudelands Power Resilience | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Consider** | **$185,830** | **$320,890** | **$356,250** | **$356,250** | **$356,250** | **$356,250** | **$532,080** | **$596,910** | **$632,270** | **$632,270** |
| Fleet EV Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Fleet Growth | $175,830 | $237,890 | $273,250 | $273,250 | $273,250 | $273,250 | $449,080 | $513,910 | $549,270 | $549,270 |
| Reconfiguration of Refuse Transfer Station | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Resource Recovery Park | $0 | $73,000 | $73,000 | $73,000 | $73,000 | $73,000 | $73,000 | $73,000 | $73,000 | $73,000 |
| Strategic Infrastructure Fund | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 |
| **Unfunded** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Municipal Building Options | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **$215,830** | **$380,890** | **$1,196,250** | **$1,226,250** | **$1,256,250** | **$1,286,250** | **$1,492,080** | **$1,586,910** | **$2,402,270** | **$2,422,270** |

# City Wide Transport

| | |
|---|---|
| Top Level Programme | City Wide Transport Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$38,341,000** | **$36,057,580** | **$25,806,075** | **$22,650,500** | **$17,863,325** | **$22,729,100** | **$21,211,650** | **$18,753,075** | **$18,801,500** | **$17,538,825** | **$239,752,630** |
| 452 Biking and Micromobility Strategic Routes Programme A | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $40,000,000 |
| 452 Eastern Pathways - CBD to Uni (Clyde St to CBD) | $0 | $0 | $2,750,000 | $3,850,000 | $0 | $0 | $0 | $0 | $0 | $0 | $6,600,000 |
| 452 Eastern Pathways - School Link (Te Aroha St, Ruakura Rd) | $11,000,000 | $14,000,330 | $2,400,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $27,400,330 |
| Bus Rapid Transit Business Cases | $1,132,500 | $1,132,500 | $1,283,500 | $1,510,000 | $528,500 | $528,500 | $1,200,000 | $1,200,000 | $0 | $0 | $8,515,500 |
| Hamilton Transport model | $600,000 | $0 | $0 | $0 | $0 | $0 | $600,000 | $0 | $0 | $0 | $1,200,000 |
| LCLR - Local Roads Programme A | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $1,500,000 | $15,000,000 |
| LCLR - PT Improvements - High Frequency Routes - Strategic | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $4,000,000 | $40,000,000 |
| LCLR - Public Transport Improvements Programme A | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $750,000 | $7,500,000 |
| LCLR - Road to Zero Programme A | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $50,000,000 |
| LCLR - Walking Programme A | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $20,000,000 |
| Morrinsville Road Revocation - Fit for Purpose Improvements | $8,000,000 | $3,200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $11,200,000 |
| Northern River Crossing Designation | $0 | $0 | $0 | $0 | $0 | $2,811,600 | $1,874,400 | $0 | $0 | $0 | $4,686,000 |
| Parking Management | $190,500 | $138,750 | $85,575 | $40,500 | $24,825 | $102,000 | $24,750 | $40,575 | $39,000 | $26,325 | $712,800 |
| Transport Network Upgrade associated with Development | $0 | $0 | $2,037,000 | $0 | $0 | $2,037,000 | $262,500 | $262,500 | $1,512,500 | $262,500 | $6,374,000 |
| Waikato Regional Traffic Model | $168,000 | $336,000 | $0 | $0 | $60,000 | $0 | $0 | $0 | $0 | $0 | $564,000 |
| **Recommended** | **$6,280,000** | **$18,324,997** | **$39,287,020** | **$23,980,300** | **$6,180,300** | **$6,180,300** | **$6,180,300** | **$6,180,300** | **$6,180,300** | **$6,180,300** | **$124,954,117** |
| 452 Biking and Micromobility Strategic Routes Programme B | $0 | $6,300,000 | $5,700,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $12,000,000 |
| 452 Eastern Pathways - CBD to Uni (Clyde St to CBD) B | $0 | $5,300,000 | $10,000,000 | $17,800,000 | $0 | $0 | $0 | $0 | $0 | $0 | $33,100,000 |
| 452 Eastern Pathways - School Link (Peachgrove Rd) | $0 | $799,997 | $15,200,020 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $16,000,017 |
| LCLR - Local Roads Programme B | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $5,000,000 |
| LCLR - Public Transport Improvements Programme B | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $250,000 | $2,500,000 |
| LCLR - Road to Zero Programme B | $2,320,000 | $2,225,000 | $5,387,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $30,932,000 |
| LCLR - Walking Programme B | $2,960,000 | $2,700,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $21,660,000 |
| Sump Filter Stormwater Compliance Programme | $250,000 | $250,000 | $250,000 | $430,300 | $430,300 | $430,300 | $430,300 | $430,300 | $430,300 | $430,300 | $3,762,100 |
| **Consider** | **$6,743,000** | **$18,975,000** | **$18,162,500** | **$29,595,000** | **$33,085,000** | **$40,442,500** | **$44,440,000** | **$25,743,000** | **$30,467,000** | **$13,600,000** | **$261,253,000** |
| LCLR - Cycling - Biking and MM Strategic Routes | $4,153,000 | $11,300,000 | $10,700,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $61,153,000 |
| LCLR - Walking and Cycling - Biking End of Trip Facilities | $1,140,000 | $625,000 | $362,500 | $725,000 | $625,000 | $312,500 | $0 | $0 | $0 | $0 | $3,790,000 |
| Major Intersection Improvements | $700,000 | $6,300,000 | $7,100,000 | $8,800,000 | $11,400,000 | $6,250,000 | $6,800,000 | $6,700,000 | $8,500,000 | $8,600,000 | $71,150,000 |
| Morrinsville Road 7003.0 Arterial Upgrade Designation | $750,000 | $750,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,500,000 |
| RT1 - Comet B | $0 | $0 | $0 | $5,960,000 | $1,690,000 | $17,160,000 | $28,460,000 | $9,723,000 | $11,087,000 | $0 | $74,080,000 |
| RT2 - Meteor B | $0 | $0 | $0 | $9,110,000 | $14,370,000 | $11,720,000 | $4,180,000 | $4,320,000 | $5,880,000 | $0 | $49,580,000 |
| **Unfunded** | **$7,039,900** | **$37,604,925** | **$75,153,919** | **$120,443,038** | **$179,522,438** | **$181,706,428** | **$159,006,389** | **$221,871,101** | **$253,688,205** | **$228,148,508** | **$1,464,184,849** |
| 452 Biking and Micromobility Projects Citywide - Community Links | $5,000,000 | $23,500,000 | $10,000,000 | $10,350,000 | $12,050,000 | $8,050,000 | $10,350,000 | $12,050,000 | $8,050,000 | $10,350,000 | $109,750,000 |
| 452 Eastern Pathways - CBD to Uni Link (Clyde to University) | $150,000 | $10,105,025 | $12,500,000 | $17,750,000 | $27,000,000 | $5,400,000 | $0 | $0 | $0 | $0 | $72,905,025 |
| 452 Eastern Pathways - School Link - Hukanui Road & Peachgrove stg 2 | $999,900 | $999,900 | $20,854,900 | $20,790,000 | $20,130,000 | $32,230,000 | $26,154,700 | $14,828,000 | $22,236,280 | $0 | $159,223,680 |
| Active Modes River Crossing - St. Andrews | $0 | $0 | $350,000 | $2,000,000 | $33,000,000 | $66,000,000 | $0 | $0 | $0 | $0 | $101,350,000 |
| Cross City Connector - Mid Whitiora to Heaphy | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $482,400 | $35,894,400 | $518,400 | $36,895,200 |
| Cross City Connector - Ulster to Greenwood | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,864,400 | $234,000 | $2,496,000 | $5,594,400 |
| Cross City Connector - Whitiora Bridge | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,330,800 | $1,684,800 | $18,905,400 | $21,921,000 |
| Cross City Connector Designation - Ulster to Wairere | $0 | $0 | $0 | $0 | $650,000 | $800,000 | $800,000 | $0 | $0 | $0 | $2,250,000 |
| Morrinsville Road 7003.1 Arterial Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $336,000 | $1,986,000 | $6,589,200 | $66,000 | $8,977,200 |
| Morrinsville Road 7003.2 Arterial Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $280,800 | $1,574,400 | $7,534,800 | $66,000 | $9,456,000 |
| MSP Bus Rapid Transit CBD - East | $0 | $0 | $0 | $0 | $0 | $0 | $40,399,000 | $46,334,195 | $28,560,000 | $68,000,000 | $183,293,195 |
| MSP Bus Rapid Transit CBD - North - Anglesea to Vardon | $0 | $0 | $24,699,019 | $24,699,019 | $24,699,019 | $25,321,413 | $4,213,070 | $84,261,400 | $0 | $0 | $187,892,939 |
| MSP Bus Rapid Transit CBD - North - Vardon to Te Awa Lakes | $0 | $0 | $0 | $24,699,019 | $24,699,019 | $25,362,615 | $24,699,019 | $4,436,306 | $88,726,125 | $0 | $192,622,103 |
| MSP Bus Rapid Transit CBD - South | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $66,334,508 | $66,334,508 |
| Nature in the City - Transport Network | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 | $4,000,000 |
| Northern River crossing stage 1 | $0 | $0 | $0 | $0 | $13,222,800 | $2,484,000 | $13,004,400 | $13,004,400 | $13,004,400 | $66,000 | $54,786,000 |
| Northern River crossing stage 2 | $0 | $0 | $0 | $0 | $0 | $0 | $7,092,000 | $11,369,400 | $6,606,600 | $38,409,600 | $63,477,600 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Orbiter Improvements | $490,000 | $2,600,000 | $2,300,000 | $2,405,000 | $3,990,000 | $3,590,000 | $5,750,000 | $5,400,000 | $0 | $0 | $26,525,000 |
| PT Hub Improvements | $0 | $0 | $2,200,000 | $2,200,000 | $2,200,000 | $0 | $2,200,000 | $0 | $0 | $0 | $8,800,000 |
| PT Interchanges | $0 | $0 | $1,850,000 | $5,750,000 | $3,900,000 | $10,650,000 | $14,700,000 | $10,300,000 | $9,600,000 | $0 | $56,750,000 |
| Te Rapa Urban Upgrade + 4 Laning Road 6000.1 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $513,600 | $7,105,200 | $1,218,000 | $8,836,800 |
| Te Rapa Urban Upgrade + 4 Laning Road 6000.2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $556,800 | $556,800 |
| Transport Centre Improvements | $0 | $0 | $0 | $9,400,000 | $12,600,000 | $0 | $0 | $0 | $0 | $0 | $22,000,000 |
| Wairere Dr 4 Laning - Arthur Porter to Te Rapa | $0 | $0 | $0 | $0 | $0 | $0 | $1,023,600 | $1,546,800 | $12,122,400 | $66,000 | $14,758,800 |
| Wairere Dr 4 Laning - Hukanui to Gordonton | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $897,600 | $3,650,400 | $12,045,600 | $16,593,600 |
| Wairere Dr 4 Laning - Resolution to Hukanui | $0 | $0 | $0 | $0 | $981,600 | $1,418,400 | $6,587,400 | $6,587,400 | $66,000 | $0 | $15,640,800 |
| Wairere Dr 4 Laning - Ruakura to Cambridge | $0 | $0 | $0 | $0 | $0 | $0 | $1,016,400 | $1,704,000 | $1,623,600 | $8,650,200 | $12,994,200 |
| **Grand Total** | **$58,403,900** | **$110,962,502** | **$158,409,514** | **$196,668,838** | **$236,651,063** | **$251,058,328** | **$230,838,339** | **$272,547,476** | **$309,137,005** | **$265,467,633** | **$2,090,144,596** |

**Revenue**

| Row Labels | 2024/252 | 2025/262 | 2026/272 | 2027/282 | 2028/292 | 2029/302 | 2030/312 | 2031/322 | 2032/332 | 2033/342 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **-$23,624,030** | **-$19,992,706** | **-$10,990,543** | **-$9,937,550** | **-$9,196,518** | **-$10,630,434** | **-$10,965,444** | **-$9,703,500** | **-$8,797,500** | **-$8,797,500** |
| 452 Biking and Micromobility Strategic Routes Programme A | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 |
| 452 Eastern Pathways - CBD to Uni (Clyde St to CBD) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| 452 Eastern Pathways - School Link (Te Aroha St, Ruakura Rd) | -$5,610,000 | -$7,140,168 | -$1,224,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Bus Rapid Transit Business Cases | -$910,530 | -$855,038 | -$969,043 | -$1,140,050 | -$399,018 | -$399,018 | -$906,000 | -$906,000 | $0 | $0 |
| Hamilton Transport model | -$306,000 | $0 | $0 | $0 | $0 | $0 | -$306,000 | $0 | $0 | $0 |
| LCLR - Local Roads Programme A | -$765,000 | -$765,000 | -$765,000 | -$765,000 | -$765,000 | -$765,000 | -$765,000 | -$765,000 | -$765,000 | -$765,000 |
| LCLR - PT Improvements - High Frequency Routes - Strategic | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 | -$2,040,000 |
| LCLR - Public Transport Improvements Programme A | -$382,500 | -$382,500 | -$382,500 | -$382,500 | -$382,500 | -$382,500 | -$382,500 | -$382,500 | -$382,500 | -$382,500 |
| LCLR - Road to Zero Programme A | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 |
| LCLR - Walking Programme A | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 |
| Morrinsville Road Revocation - Fit for Purpose Improvements | -$8,000,000 | -$3,200,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Northern River Crossing Designation | $0 | $0 | $0 | $0 | $0 | -$1,433,916 | -$955,944 | $0 | $0 | $0 |
| Parking Management | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Transport Network Upgrade associated with Development | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waikato Regional Traffic Model | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **-$3,075,300** | **-$9,218,248** | **-$19,908,880** | **-$12,010,500** | **-$2,932,500** | **-$2,932,500** | **-$2,932,500** | **-$2,932,500** | **-$2,932,500** | **-$2,932,500** |
| 452 Biking and Micromobility Strategic Routes Programme B | $0 | -$3,213,000 | -$2,907,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| 452 Eastern Pathways - CBD to Uni (Clyde St to CBD) B | $0 | -$2,703,000 | -$5,100,000 | -$9,078,000 | $0 | $0 | $0 | $0 | $0 | $0 |
| 452 Eastern Pathways - School Link (Peachgrove Rd) | $0 | -$407,998 | -$7,752,010 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| LCLR - Local Roads Programme B | -$255,000 | -$255,000 | -$255,000 | -$255,000 | -$255,000 | -$255,000 | -$255,000 | -$255,000 | -$255,000 | -$255,000 |
| LCLR - Public Transport Improvements Programme B | -$127,500 | -$127,500 | -$127,500 | -$127,500 | -$127,500 | -$127,500 | -$127,500 | -$127,500 | -$127,500 | -$127,500 |
| LCLR - Road to Zero Programme B | -$1,183,200 | -$1,134,750 | -$2,747,370 | -$1,530,000 | -$1,530,000 | -$1,530,000 | -$1,530,000 | -$1,530,000 | -$1,530,000 | -$1,530,000 |
| LCLR - Walking Programme B | -$1,509,600 | -$1,377,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 | -$1,020,000 |
| Sump Filter Stormwater Compliance Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Consider** | **-$3,056,430** | **-$9,294,750** | **-$9,262,875** | **-$15,093,450** | **-$16,873,350** | **-$20,625,675** | **-$22,664,400** | **-$13,128,930** | **-$15,538,170** | **-$6,936,000** |
| LCLR - Cycling - Biking and MM Strategic Routes | -$2,118,030 | -$5,763,000 | -$5,457,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 | -$2,550,000 |
| LCLR - Walking and Cycling - Biking End of Trip Facilities | -$581,400 | -$318,750 | -$184,875 | -$369,750 | -$318,750 | -$159,375 | $0 | $0 | $0 | $0 |
| Major Intersection Improvements | -$357,000 | -$3,213,000 | -$3,621,000 | -$4,488,000 | -$5,814,000 | -$3,187,500 | -$3,468,000 | -$3,417,000 | -$4,335,000 | -$4,386,000 |
| Morrinsville Road 7003.0 Arterial Upgrade Designation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| RT1 - Comet B | $0 | $0 | $0 | -$3,039,600 | -$861,900 | -$8,751,600 | -$14,514,600 | -$4,958,730 | -$5,654,370 | $0 |
| RT2 - Meteor B | $0 | $0 | $0 | -$4,646,100 | -$7,328,700 | -$5,977,200 | -$2,131,800 | -$2,203,200 | -$2,998,800 | $0 |
| **Unfunded** | **-$3,386,349** | **-$18,974,512** | **-$42,786,999** | **-$69,883,949** | **-$83,703,827** | **-$68,016,894** | **-$89,759,716** | **-$129,478,190** | **-$113,147,297** | **-$119,741,655** |
| 452 Biking and Micromobility Projects Citywide - Community Links | -$2,550,000 | -$11,985,000 | -$5,100,000 | -$5,278,500 | -$6,145,500 | -$4,105,500 | -$5,278,500 | -$6,145,500 | -$4,105,500 | -$5,278,500 |
| 452 Eastern Pathways - CBD to Uni Link (Clyde to University) | -$76,500 | -$5,153,563 | -$6,375,000 | -$9,052,500 | -$13,770,000 | -$2,754,000 | $0 | $0 | $0 | $0 |
| 452 Eastern Pathways - School Link - Hukanui Road & Peachgrove stg 2 | -$509,949 | -$509,949 | -$10,635,999 | -$10,602,900 | -$10,266,300 | -$16,437,300 | -$13,338,897 | -$7,562,280 | -$11,340,503 | $0 |
| Active Modes River Crossing - St. Andrews | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cross City Connector - Mid Whitiora to Heaphy | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cross City Connector - Ulster to Greenwood | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Cross City Connector - Whitiora Bridge | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cross City Connector Designation - Ulster to Wairere | $0 | $0 | $0 | $0 | -$331,500 | -$408,000 | -$408,000 | $0 | $0 | $0 |
| Morrinsville Road 7003.1 Arterial Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Morrinsville Road 7003.2 Arterial Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| MSP Bus Rapid Transit CBD - East | $0 | $0 | $0 | $0 | $0 | $0 | -$28,521,490 | -$32,711,942 | -$20,163,360 | -$48,008,000 |
| MSP Bus Rapid Transit CBD - North - Anglesea to Vardon | $0 | $0 | -$17,437,500 | -$17,437,500 | -$17,437,500 | -$17,876,920 | -$2,974,666 | -$59,488,314 | $0 | $0 |
| MSP Bus Rapid Transit CBD - North - Vardon to Te Awa Lakes | $0 | $0 | $0 | -$17,437,500 | -$17,437,500 | -$17,905,934 | -$17,437,500 | -$3,132,516 | -$62,640,324 | $0 |
| MSP Bus Rapid Transit CBD - South | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | -$46,832,599 |
| Nature in the City - Transport Network | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Northern River crossing stage 1 | $0 | $0 | $0 | $0 | -$6,743,628 | -$1,266,840 | -$6,632,244 | -$6,632,244 | -$6,632,244 | -$33,660 |
| Northern River crossing stage 2 | $0 | $0 | $0 | $0 | $0 | $0 | -$3,616,920 | -$5,798,394 | -$3,369,366 | -$19,588,896 |
| Orbiter Improvements | -$249,900 | -$1,326,000 | -$1,173,000 | -$1,226,550 | -$2,034,900 | -$1,830,900 | -$2,932,500 | -$2,754,000 | $0 | $0 |
| PT Hub Improvements | $0 | $0 | -$1,122,000 | -$1,122,000 | -$1,122,000 | $0 | -$1,122,000 | $0 | $0 | $0 |
| PT Interchanges | $0 | $0 | -$943,500 | -$2,932,500 | -$1,989,000 | -$5,431,500 | -$7,497,000 | -$5,253,000 | -$4,896,000 | $0 |
| Te Rapa Urban Upgrade + 4 Laning Road 6000.1 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa Urban Upgrade + 4 Laning Road 6000.2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Transport Centre Improvements | $0 | $0 | $0 | -$4,794,000 | -$6,426,000 | $0 | $0 | $0 | $0 | $0 |
| Wairere Dr 4 Laning - Arthur Porter to Te Rapa | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wairere Dr 4 Laning - Hukanui to Gordonton | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wairere Dr 4 Laning - Resolution to Hukanui | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wairere Dr 4 Laning - Ruakura to Cambridge | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **-$33,142,109** | **-$57,480,217** | **-$82,949,297** | **-$106,925,449** | **-$112,706,195** | **-$102,205,503** | **-$126,322,060** | **-$155,243,120** | **-$140,415,467** | **-$138,407,655** |

**Opex**

| Row Labels | 2024/253 | 2025/263 | 2026/273 | 2027/283 | 2028/293 | 2029/303 | 2030/313 | 2031/323 | 2032/333 | 2033/343 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$158,268** | **$376,152** | **$513,165** | **$725,949** | **$874,172** | **$1,012,798** | **$1,145,165** | **$1,278,841** | **$1,413,200** | **$1,547,101** |
| 452 Biking and Micromobility Strategic Routes Programme A | $0 | $10,911 | $17,519 | $20,591 | $24,248 | $26,191 | $28,991 | $31,077 | $33,877 | $38,248 |
| 452 Eastern Pathways - CBD to Uni (Clyde St to CBD) | $0 | $0 | $0 | $0 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 |
| 452 Eastern Pathways - School Link (Te Aroha St, Ruakura Rd) | $482 | $0 | $0 | $73,121 | $73,121 | $73,121 | $73,121 | $73,121 | $73,121 | $73,121 |
| Bus Rapid Transit Business Cases | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,000 | $2,000 |
| Hamilton Transport model | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 |
| LCLR - Local Roads Programme A | $15,000 | $30,458 | $45,917 | $61,375 | $76,834 | $92,292 | $107,750 | $123,209 | $138,667 | $154,126 |
| LCLR - PT Improvements - High Frequency Routes - Strategic | $0 | $72,000 | $72,000 | $72,000 | $72,000 | $72,000 | $72,000 | $72,000 | $72,000 | $72,000 |
| LCLR - Public Transport Improvements Programme A | $7,500 | $15,179 | $22,859 | $30,538 | $38,218 | $45,897 | $53,576 | $61,256 | $68,935 | $76,615 |
| LCLR - Road to Zero Programme A | $0 | $81,631 | $163,291 | $245,205 | $327,118 | $409,032 | $490,945 | $572,859 | $654,773 | $736,686 |
| LCLR - Walking Programme A | $20,000 | $40,478 | $60,957 | $81,435 | $101,914 | $122,392 | $142,870 | $163,349 | $183,827 | $204,306 |
| Morrinsville Road Revocation - Fit for Purpose Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Northern River Crossing Designation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Parking Management | $15,286 | $25,494 | $30,622 | $35,683 | $38,720 | $48,873 | $51,910 | $56,971 | $60,000 | $63,000 |
| Transport Network Upgrade associated with Development | $0 | $0 | $0 | $6,000 | $7,000 | $8,000 | $9,000 | $10,000 | $11,000 | $12,000 |
| Waikato Regional Traffic Model | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 |
| **Recommended** | **$110,782** | **$215,092** | **$310,949** | **$471,059** | **$581,169** | **$691,279** | **$801,389** | **$911,500** | **$1,021,610** | **$1,131,720** |
| 452 Biking and Micromobility Strategic Routes Programme B | $0 | $6,000 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 |
| 452 Eastern Pathways - CBD to Uni (Clyde St to CBD) B | $0 | $0 | $0 | $45,000 | $45,000 | $45,000 | $45,000 | $45,000 | $45,000 | $45,000 |
| 452 Eastern Pathways - School Link (Peachgrove Rd) | $482 | $0 | $0 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 | $30,000 |
| LCLR - Local Roads Programme B | $5,000 | $10,158 | $15,317 | $20,475 | $25,634 | $30,792 | $35,950 | $41,109 | $46,267 | $51,426 |
| LCLR - Public Transport Improvements Programme B | $2,500 | $5,060 | $7,620 | $10,179 | $12,739 | $15,299 | $17,859 | $20,419 | $22,978 | $25,538 |
| LCLR - Road to Zero Programme B | $73,200 | $101,631 | $133,291 | $165,205 | $197,118 | $229,032 | $260,945 | $292,859 | $324,773 | $356,686 |
| LCLR - Walking Programme B | $29,600 | $57,243 | $77,721 | $98,200 | $118,678 | $139,156 | $159,635 | $180,113 | $200,592 | $221,070 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Sump Filter Stormwater Compliance Programme | $0 | $35,000 | $65,000 | $90,000 | $140,000 | $190,000 | $240,000 | $290,000 | $340,000 | $390,000 |
| **Consider** | **$60,722** | **$208,413** | **$311,176** | **$473,433** | **$569,788** | **$745,764** | **$1,052,013** | **$1,196,930** | **$1,275,759** | **$1,955,095** |
| LCLR - Cycling - Biking and MM Strategic Routes | $49,600 | $97,721 | $138,678 | $179,635 | $220,592 | $261,548 | $302,505 | $343,462 | $384,419 | $425,376 |
| LCLR - Walking and Cycling - Biking End of Trip Facilities | $122 | $800 | $1,189 | $1,986 | $2,674 | $3,017 | $3,017 | $3,017 | $3,017 | $3,017 |
| Major Intersection Improvements | $11,000 | $35,000 | $59,000 | $84,000 | $108,000 | $119,000 | $130,000 | $141,000 | $152,000 | $163,000 |
| Morrinsville Road 7003.0 Arterial Upgrade Designation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| RT1 - Comet B | $0 | $0 | $0 | $49,140 | $73,710 | $122,186 | $130,111 | $181,222 | $230,362 | $279,502 |
| RT2 - Meteor B | $0 | $74,892 | $112,310 | $158,672 | $164,813 | $240,012 | $486,379 | $528,229 | $505,960 | $1,084,200 |
| **Unfunded** | **$12,585** | **$102,994** | **$205,871** | **$513,129** | **$827,149** | **$1,014,876** | **$1,254,926** | **$1,455,726** | **$1,638,101** | **$1,765,626** |
| 452 Biking and Micromobility Projects Citywide - Community Links | $8,175 | $33,106 | $36,581 | $56,106 | $76,181 | $84,256 | $101,781 | $121,856 | $129,931 | $147,456 |
| 452 Eastern Pathways - CBD to Uni Link (Clyde to University) | $0 | $13,522 | $27,272 | $46,797 | $76,497 | $82,437 | $82,437 | $82,437 | $82,437 | $82,437 |
| 452 Eastern Pathways - School Link - Hukanui Road & Peachgrove stg 2 | $0 | $28,556 | $60,471 | $113,121 | $149,131 | $169,996 | $169,996 | $169,996 | $169,996 | $169,996 |
| Active Modes River Crossing - St. Andrews | $0 | $0 | $0 | $0 | $0 | $0 | $6,000 | $6,000 | $6,000 | $6,000 |
| Cross City Connector - Mid Whitiora to Heaphy | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cross City Connector - Ulster to Greenwood | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cross City Connector - Whitiora Bridge | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cross City Connector Designation - Ulster to Wairere | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Morrinsville Road 7003.1 Arterial Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,000 |
| Morrinsville Road 7003.2 Arterial Urban Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,000 |
| MSP Bus Rapid Transit CBD - East | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| MSP Bus Rapid Transit CBD - North - Anglesea to Vardon | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $40,000 | $40,000 |
| MSP Bus Rapid Transit CBD - North - Vardon to Te Awa Lakes | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $40,000 |
| MSP Bus Rapid Transit CBD - South | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Nature in the City - Transport Network | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Northern River crossing stage 1 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $40,000 |
| Northern River crossing stage 2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Orbiter Improvements | $4,410 | $27,810 | $48,510 | $70,155 | $106,065 | $138,375 | $190,125 | $238,725 | $238,725 | $238,725 |
| PT Hub Improvements | $0 | $0 | $15,000 | $30,000 | $40,000 | $45,000 | $45,000 | $65,000 | $65,000 | $65,000 |
| PT Interchanges | $0 | $0 | $18,038 | $74,100 | $133,575 | $249,113 | $413,888 | $526,013 | $631,313 | $631,313 |
| Te Rapa Urban Upgrade + 4 Laning Road 6000.1 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Rapa Urban Upgrade + 4 Laning Road 6000.2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Transport Centre Improvements | $0 | $0 | $0 | $122,850 | $245,700 | $245,700 | $245,700 | $245,700 | $245,700 | $245,700 |
| Wairere Dr 4 Laning - Arthur Porter to Te Rapa | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $20,000 |
| Wairere Dr 4 Laning - Hukanui to Gordonton | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wairere Dr 4 Laning - Resolution to Hukanui | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $29,000 | $29,000 |
| Wairere Dr 4 Laning - Ruakura to Cambridge | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **$342,357** | **$902,652** | **$1,341,161** | **$2,183,569** | **$2,852,278** | **$3,464,717** | **$4,253,493** | **$4,842,997** | **$5,348,669** | **$6,399,543** |

# City Wide Waters

| | |
|---|---|
| Top Level Programme | City Wide Waters Programme |
| $s in 10? | Yes |
| Project State | (Multiple Items) |

CAPEX

| Row Labels | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 10 year total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Base** | **$44,920,372** | **$57,419,663** | **$144,565,023** | **$106,215,437** | **$108,369,965** | **$156,521,274** | **$132,768,668** | **$81,703,368** | **$65,408,001** | **$133,066,616** | **$1,030,958,386** |
| 2nd Water Treatment Plant | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,000,000 | $3,000,000 |
| Brownfield Stormwater Management - Residual Programme | $0 | $249,600 | $2,150,700 | $2,150,000 | $650,000 | $6,650,000 | $2,150,000 | $650,000 | $5,150,000 | $650,000 | $20,450,300 |
| Chartwell - Catchment Erosion control | $249,600 | $0 | $0 | $0 | $125,000 | $0 | $0 | $0 | $125,000 | $0 | $499,600 |
| Citywide Erosion Control Programme - Residual Programme | $560,300 | $617,500 | $566,000 | $1,184,800 | $525,000 | $1,837,500 | $2,002,002 | $1,799,526 | $1,592,035 | $2,249,523 | $12,934,186 |
| Hillcrest Zone Implementation | $250,000 | $1,000,000 | $12,950,000 | $18,000,000 | $18,000,000 | $0 | $0 | $0 | $0 | $0 | $50,200,000 |
| Kirikiriroa -Catchment Erosion control | $754,000 | $923,000 | $929,500 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,606,500 |
| Ranfurly Gully Wastewater Pipe realignment | $5,400,000 | $3,100,000 | $5,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $13,500,000 |
| St Andrews Catchment - Flood Management | $0 | $0 | $1,532,700 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,532,700 |
| Stormwater customer connections to network | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $250,000 |
| Stormwater network upgrade - growth | $847,917 | $847,917 | $847,917 | $847,917 | $847,917 | $847,917 | $847,917 | $847,917 | $847,917 | $847,917 | $8,479,167 |
| Strategic Network Upgrades - Residual Programme | $0 | $0 | $0 | $521,940 | $782,910 | $9,660,250 | $9,660,250 | $8,264,055 | $8,264,055 | $8,264,055 | $45,417,515 |
| Upper Western Network - Kahikatea/Greenwood All Weather PS and Rising Mains | $200,000 | $299,000 | $3,939,000 | $0 | $0 | $15,519,000 | $15,519,000 | $292,000 | $0 | $0 | $35,768,000 |
| Upper Western Network: New All Weather PS and Rising Mains (Lorne/Normandy) | $200,200 | $299,600 | $4,243,400 | $0 | $0 | $0 | $1,773,000 | $7,824,000 | $7,824,000 | $0 | $22,164,200 |
| Upper Western Network: New Storage, Pre-Treatment and Controlled Discharge (Lorne/Normandy) | $499,800 | $3,501,400 | $6,000,400 | $2,000,600 | $501,200 | $0 | $0 | $0 | $0 | $0 | $12,503,400 |
| Waiora 3 - Compliance/Resilience | $1,000,000 | $1,000,000 | $9,000,000 | $9,000,000 | $100,000 | $500,000 | $5,000,000 | $5,000,000 | $0 | $0 | $30,600,000 |
| Waitawhiriwhiri Catchment - Flood Management | $500,000 | $2,065,247 | $3,820,006 | $0 | $3,721,543 | $0 | $0 | $0 | $0 | $0 | $10,106,796 |
| Waitawhiriwhiri -Catchment Erosion control | $358,500 | $836,500 | $836,500 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,031,500 |
| Waitawhiriwhiri -Catchment Erosion control pt2 | $0 | $0 | $561,600 | $2,527,200 | $2,527,200 | $0 | $0 | $0 | $0 | $0 | $5,616,000 |
| Wastewater Customer Connections | $110,000 | $109,808 | $109,808 | $109,808 | $109,808 | $109,808 | $109,808 | $110,000 | $110,000 | $110,000 | $1,098,845 |
| Wastewater network upgrade - growth | $850,000 | $850,000 | $850,000 | $850,000 | $850,000 | $850,000 | $850,000 | $850,000 | $850,000 | $850,000 | $8,500,000 |
| Water customer connections | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $500,000 |
| Water Demand Management - Network Water Loss | $0 | $0 | $0 | $106,400 | $0 | $0 | $0 | $0 | $0 | $0 | $106,400 |
| Water Network Upgrade - Growth | $731,250 | $731,250 | $731,250 | $731,250 | $731,250 | $731,250 | $731,250 | $731,250 | $731,250 | $731,250 | $7,312,500 |
| Water Treatment Plant Inlet Structure Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000,000 | $2,000,000 | $20,000,000 | $23,000,000 |
| Brownfield Stormwater Management - Waitawhiriwhiri / Frankton Treatment | $500,500 | $4,252,300 | $1,744,600 | $1,744,600 | $200,200 | $200,200 | $0 | $0 | $0 | $0 | $8,642,400 |
| Stormwater Integrated Catchment Management Plan (ICMP) program | $1,676,740 | $1,536,893 | $1,429,346 | $1,240,607 | $1,277,877 | $1,316,187 | $1,353,040 | $1,385,524 | $1,418,777 | $1,452,828 | $14,087,819 |
| Wastewater Network Master Plan | $146,410 | $146,410 | $439,230 | $146,410 | $146,410 | $439,230 | $146,410 | $146,410 | $439,230 | $146,410 | $2,342,560 |
| Flynn Wastewater Pump Station Diversion | $0 | $198,000 | $1,892,000 | $19,000 | $0 | $0 | $0 | $0 | $0 | $0 | $2,109,000 |
| Wastewater Bulk Storage - Eastern Interceptor Hillcrest (Stage 1) | $0 | $0 | $0 | $0 | $6,267,000 | $16,627,000 | $158,000 | $0 | $0 | $0 | $23,052,000 |
| Wastewater Bulk Storage - Eastern Interceptor Mid-Section (Stage 1) | $0 | $0 | $5,714,000 | $1,598,000 | $21,177,000 | $12,874,000 | $60,000 | $0 | $0 | $0 | $41,423,000 |
| Wastewater Storage - Eastern Interceptor Upper Section (Stage 1) | $1,000,000 | $5,819,800 | $19,968,000 | $14,584,000 | $417,000 | $0 | $0 | $0 | $0 | $0 | $41,788,800 |
| Te Anau/Split Wastewater Pumpstation Upgrade & Diversion | $4,400,200 | $2,601,200 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $7,001,400 |
| Wastewater Bulk Storage - Collins Rd Pump Station (Stage 1) | $68,600 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $68,600 |
| Wastewater Bulk Storage - Western Interceptor Mid Section (Stage 1) | $0 | $0 | $0 | $0 | $5,553,000 | $9,194,000 | $13,104,000 | $81,500 | $0 | $0 | $27,932,500 |
| Wastewater Treatment Plant Master Plan | $0 | $100,000 | $100,000 | $100,000 | $0 | $100,000 | $100,000 | $100,000 | $0 | $100,000 | $700,000 |
| Upgrade Pukete Wastewater Treatment Plant | $21,291,155 | $24,931,639 | $52,433,867 | $42,427,505 | $35,351,650 | $42,889,933 | $42,878,992 | $52,413,186 | $30,980,738 | $64,339,634 | $409,938,299 |
| Waiora 2 Water Treatment Plant Upgrade | $2,900,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,900,000 |
| Eastern Reservoirs Bulk Water Supply Ring Mains | $0 | $200,200 | $2,800,200 | $3,000,400 | $0 | $0 | $0 | $0 | $0 | $0 | $6,000,800 |
| Fairfield Water Supply Pump Station Upgrade | $0 | $500,000 | $2,800,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $3,300,000 |
| Upgrade Maeroa Reservoir Pumpstation | $200,200 | $400,400 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $600,600 |
| Ruakiwi Water Supply 30ML Reservoir No.2 - 2036 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,000,000 | $30,000,000 | $35,000,000 |
| Ruakura Water Supply 21ML Reservoir online in 2031 - Number 2 | $0 | $0 | $0 | $3,000,000 | $8,400,000 | $36,000,000 | $36,000,000 | $0 | $0 | $0 | $83,400,000 |
| Water Supply Network Master Plan | $150,000 | $127,000 | $0 | $150,000 | $33,000 | $0 | $150,000 | $33,000 | $0 | $150,000 | $793,000 |
| Water Treatment Plant Master Plan | $0 | $100,000 | $100,000 | $100,000 | $0 | $100,000 | $100,000 | $100,000 | $0 | $100,000 | $700,000 |
| Strategic Water Line | $0 | $0 | $1,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,000,000 |
| **Recommended** | **$1,476,988** | **$2,102,700** | **$11,160,880** | **$23,461,217** | **$25,044,657** | **$20,982,977** | **$23,512,777** | **$66,010,477** | **$21,982,977** | **$20,162,677** | **$215,898,326** |
| Automation of Strategic Bulk Ring Main Valves | $0 | $500,000 | $700,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $1,200,000 |
| Brownfield watermain upsizing to meet infill growth | $500,000 | $1,000,000 | $7,500,000 | $8,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $10,000,000 | $77,000,000 |
| Citywide Flood Control - Residual Programme | $0 | $0 | $0 | $2,782,577 | $2,782,577 | $2,782,577 | $2,782,577 | $2,782,577 | $2,782,577 | $2,782,577 | $19,478,037 |
| Mangaonua - Catchment Erosion control | $500,500 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $500,500 |
| Peacocke Service Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $26,000,000 | $0 | $0 | $26,000,000 |
| Safer Networks CAPEX Programme | $476,488 | $492,700 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $969,188 |
| water demand management - universal meters | $0 | $0 | $2,000,600 | $4,100,200 | $6,559,800 | $8,200,400 | $8,200,400 | $8,200,400 | $8,200,400 | $7,380,100 | $52,842,300 |
| Enderley/5th Ave Wastewater Trunk Main Diversion | $0 | $110,000 | $295,000 | $3,861,000 | $37,000 | $0 | $0 | $0 | $0 | $0 | $4,303,000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Southern Wastewater Diversions | $0 | $0 | $0 | $0 | $0 | $0 | $2,529,800 | $17,027,500 | $0 | $0 | $19,557,300 |
| Maeroa Water Supply Service Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,000,000 | $1,000,000 | $0 | $3,000,000 |
| 2nd Water Treatment Plant - Land Purchase | $0 | $0 | $0 | $0 | $5,000,000 | $0 | $0 | $0 | $0 | $0 | $5,000,000 |
| Enderley Trunk Main Upgrade | $0 | $0 | $665,280 | $4,717,440 | $665,280 | $0 | $0 | $0 | $0 | $0 | $6,048,000 |
| **Unfunded** | **$0** | **$2,336,200** | **$18,955,211** | **$46,597,211** | **$47,229,711** | **$18,426,211** | **$226,211** | **$6,026,211** | **$25,226,211** | **$30,226,211** | **$195,249,390** |
| Ham South Reservoir - Additional 20ML | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $5,800,000 | $25,000,000 | $30,000,000 | $60,800,000 |
| R2 Stormwater Infrastructure | $0 | $226,200 | $226,211 | $226,211 | $226,211 | $226,211 | $226,211 | $226,211 | $226,211 | $226,211 | $2,035,890 |
| Ranfurly Wastewater Pumpstation/ Pipe Upgrades | $0 | $10,000 | $29,000 | $371,000 | $3,500 | $0 | $0 | $0 | $0 | $0 | $413,500 |
| R2 Wastewater Infrastructure | $0 | $1,000,000 | $5,000,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $6,000,000 |
| Cambridge Tamahere Water Supply Reservoir Zone | $0 | $300,000 | $4,000,000 | $6,000,000 | $6,000,000 | $3,200,000 | $0 | $0 | $0 | $0 | $19,500,000 |
| Greenhill/R2_Gordonton Water Supply Reservoir Zone | $0 | $500,000 | $7,000,000 | $30,000,000 | $30,000,000 | $15,000,000 | $0 | $0 | $0 | $0 | $82,500,000 |
| Matangi/Morrinsville Matangi\Newstead Zone | $0 | $300,000 | $2,700,000 | $10,000,000 | $11,000,000 | $0 | $0 | $0 | $0 | $0 | $24,000,000 |
| **Grand Total** | **$46,397,360** | **$61,858,563** | **$174,681,115** | **$176,273,865** | **$180,644,333** | **$195,930,462** | **$156,507,656** | **$153,740,056** | **$112,617,189** | **$183,455,504** | **$1,442,106,102** |

| | | | | | Revenue | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Row Labels** | **2024/252** | **2025/262** | **2026/272** | **2027/282** | **2028/292** | **2029/302** | **2030/312** | **2031/322** | **2032/332** | **2033/342** |
| **Base** | **-$175,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** |
| 2nd Water Treatment Plant | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brownfield Stormwater Management - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Chartwell - Catchment Erosion control | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Citywide Erosion Control Programme - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Hillcrest Zone Implementation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Kirikiriroa -Catchment Erosion control | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ranfurly Gully Wastewater Pipe realignment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| St Andrews Catchment - Flood Management | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Stormwater customer connections to network | -$25,000 | -$25,000 | -$25,000 | -$25,000 | -$25,000 | -$25,000 | -$25,000 | -$25,000 | -$25,000 | -$25,000 |
| Stormwater network upgrade - growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Strategic Network Upgrades - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upper Western Network - Kahikatea/Greenwood All Weather PS and Rising Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upper Western Network: New All Weather PS and Rising Mains (Lorne/Normandy) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upper Western Network: New Storage, Pre-Treatment and Controlled Discharge (Lorne/Normandy) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waiora 3 - Compliance/Resilience | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waitawhiriwhiri Catchment - Flood Management | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waitawhiriwhiri -Catchment Erosion control | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waitawhiriwhiri -Catchment Erosion control pt2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Customer Connections | -$100,000 | -$110,000 | -$110,000 | -$110,000 | -$110,000 | -$110,000 | -$110,000 | -$110,000 | -$110,000 | -$110,000 |
| Wastewater network upgrade - growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water customer connections | -$50,000 | -$50,000 | -$50,000 | -$50,000 | -$50,000 | -$50,000 | -$50,000 | -$50,000 | -$50,000 | -$50,000 |
| Water Demand Management - Network Water Loss | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Network Upgrade - Growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Treatment Plant Inlet Structure Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brownfield Stormwater Management - Waitawhiriwhiri / Frankton Treatment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Stormwater Integrated Catchment Management Plan (ICMP) program | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Network Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Flynn Wastewater Pump Station Diversion | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Bulk Storage - Eastern Interceptor Hillcrest (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Wastewater Bulk Storage - Eastern Interceptor Mid-Section (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Storage - Eastern Interceptor Upper Section (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Te Anau/Split Wastewater Pumpstation Upgrade & Diversion | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Bulk Storage - Collins Rd Pump Station (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Bulk Storage - Western Interceptor Mid Section (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Treatment Plant Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upgrade Pukete Wastewater Treatment Plant | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Waiora 2 Water Treatment Plant Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Eastern Reservoirs Bulk Water Supply Ring Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Fairfield Water Supply Pump Station Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upgrade Maeroa Reservoir Pumpstation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakiwi Water Supply 30ML Reservoir No.2 - 2036 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Water Supply 21ML Reservoir online in 2031 - Number 2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Supply Network Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Treatment Plant Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Strategic Water Line | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Automation of Strategic Bulk Ring Main Valves | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brownfield watermain upsizing to meet infill growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Citywide Flood Control - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Mangaonua - Catchment Erosion control | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Peacocke Service Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Safer Networks CAPEX Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| water demand management - universal meters | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Enderley/5th Ave Wastewater Trunk Main Diversion | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Southern Wastewater Diversions | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Maeroa Water Supply Service Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| 2nd Water Treatment Plant - Land Purchase | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Enderley Trunk Main Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Unfunded** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| Ham South Reservoir - Additional 20ML | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| R2 Stormwater Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ranfurly Wastewater Pumpstation/ Pipe Upgrades | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| R2 Wastewater Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cambridge Tamahere Water Supply Reservoir Zone | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Greenhill/R2_Gordonton Water Supply Reservoir Zone | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Matangi/Morrinsville Matangi\Newstead Zone | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **-$175,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** | **-$185,000** |

| | | | | | | Opex | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Row Labels** | **2024/253** | **2025/263** | **2026/273** | **2027/283** | **2028/293** | **2029/303** | **2030/313** | **2031/323** | **2032/333** | **2033/343** |
| **Base** | **$140,000** | **$620,000** | **$2,407,750** | **$3,349,250** | **$4,696,009** | **$5,405,188** | **$5,552,692** | **$6,434,875** | **$6,783,900** | **$6,730,361** |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 2nd Water Treatment Plant | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brownfield Stormwater Management - Residual Programme | $0 | $0 | $33,750 | $63,750 | $63,750 | $161,250 | $183,750 | $478,750 | $266,250 | $273,750 |
| Chartwell - Catchment Erosion control | $0 | $0 | $0 | $2,500 | $2,500 | $2,500 | $2,500 | $2,500 | $2,500 | $2,500 |
| Citywide Erosion Control Programme - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Hillcrest Zone Implementation | $0 | $0 | $0 | $0 | $0 | $407,203 | $417,223 | $396,203 | $442,223 | $387,203 |
| Kirikiriroa -Catchment Erosion control | $0 | $0 | $0 | $3,000 | $3,000 | $14,776 | $14,776 | $14,776 | $14,776 | $14,776 |
| Ranfurly Gully Wastewater Pipe realignment | $0 | $0 | $300,000 | $300,000 | $300,000 | $400,000 | $400,000 | $400,000 | $400,000 | $400,000 |
| St Andrews Catchment - Flood Management | $0 | $0 | $0 | $0 | $0 | $0 | $3,984 | $3,984 | $3,984 | $3,984 |
| Stormwater customer connections to network | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Stormwater network upgrade - growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Strategic Network Upgrades - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $130,485 | $130,486 |
| Upper Western Network - Kahikatea/Greenwood All Weather PS and Rising Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $37,500 | $37,500 |
| Upper Western Network: New All Weather PS and Rising Mains (Lorne/Normandy) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $37,500 | $50,000 | $50,000 |
| Upper Western Network: New Storage, Pre-Treatment and Controlled Discharge (Lorne/Normandy) | $0 | $0 | $0 | $185,000 | $185,000 | $185,000 | $185,000 | $185,000 | $185,000 | $185,000 |
| Waiora 3 - Compliance/Resilience | $0 | $0 | $0 | $300,000 | $300,000 | $300,000 | $300,000 | $300,000 | $600,000 | $600,000 |
| Waitawhiriwhiri Catchment - Flood Management | $0 | $0 | $0 | $0 | $4,259 | $4,259 | $4,259 | $4,259 | $4,259 | $4,259 |
| Waitawhiriwhiri -Catchment Erosion control | $0 | $0 | $0 | $0 | $0 | $11,950 | $11,950 | $11,950 | $11,950 | $11,950 |
| Waitawhiriwhiri -Catchment Erosion control pt2 | $0 | $0 | $0 | $0 | $0 | $22,000 | $22,000 | $22,000 | $22,000 | $22,000 |
| Wastewater Customer Connections | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater network upgrade - growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water customer connections | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Demand Management - Network Water Loss | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Network Upgrade - Growth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Treatment Plant Inlet Structure Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brownfield Stormwater Management - Waitawhiriwhiri / Frankton Treatment | $0 | $0 | $0 | $0 | $0 | $0 | $11,000 | $11,000 | $11,000 | $11,000 |
| Stormwater Integrated Catchment Management Plan (ICMP) program | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Wastewater Network Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Flynn Wastewater Pump Station Diversion | $0 | $0 | $0 | $0 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 |
| Wastewater Bulk Storage - Eastern Interceptor Hillcrest (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $31,250 | $31,250 | $31,250 | $31,250 |
| Wastewater Bulk Storage - Eastern Interceptor Mid-Section (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $43,750 | $43,750 | $43,750 | $43,750 |
| Wastewater Storage - Eastern Interceptor Upper Section (Stage 1) | $0 | $0 | $0 | $0 | $0 | $43,750 | $43,750 | $43,750 | $43,750 | $43,750 |
| Te Anau/Split Wastewater Pumpstation Upgrade & Diversion | $0 | $0 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 |
| Wastewater Bulk Storage - Collins Rd Pump Station (Stage 1) | $0 | $0 | $285,000 | $285,000 | $285,000 | $285,000 | $285,000 | $285,000 | $285,000 | $285,000 |
| Wastewater Bulk Storage - Western Interceptor Mid Section (Stage 1) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $35,000 | $35,000 | $35,000 |
| Wastewater Treatment Plant Master Plan | $140,000 | $140,000 | $152,000 | $160,000 | $170,000 | $170,000 | $180,000 | $190,000 | $200,000 | $200,000 |
| Upgrade Pukete Wastewater Treatment Plant | $0 | $200,000 | $900,000 | $1,300,000 | $2,612,500 | $2,612,500 | $2,612,500 | $2,896,000 | $2,896,000 | $2,896,000 |
| Waiora 2 Water Treatment Plant Upgrade | $0 | $280,000 | $732,000 | $745,000 | $760,000 | $775,000 | $790,000 | $805,000 | $820,000 | $835,000 |
| Eastern Reservoirs Bulk Water Supply Ring Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Fairfield Water Supply Pump Station Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Upgrade Maeroa Reservoir Pumpstation | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakiwi Water Supply 30ML Reservoir No.2 - 2036 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Ruakura Water Supply 21ML Reservoir online in 2031 - Number 2 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $227,203 | $237,223 | $216,203 |
| Water Supply Network Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Water Treatment Plant Master Plan | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Strategic Water Line | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Recommended** | **$0** | **$7,692** | **$1,408,118** | **$748,541** | **$910,601** | **$977,998** | **$1,067,750** | **$1,265,218** | **$1,332,935** | **$1,400,911** |
| Automation of Strategic Bulk Ring Main Valves | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Brownfield watermain upsizing to meet infill growth | $0 | $7,692 | $7,692 | $7,692 | $7,692 | $7,692 | $7,692 | $7,692 | $7,692 | $7,692 |
| Citywide Flood Control - Residual Programme | $0 | $0 | $0 | $0 | $0 | $0 | $27,826 | $34,782 | $41,739 | $48,695 |
| Mangaonua - Catchment Erosion control | $0 | $0 | $0 | $2,500 | $2,500 | $2,500 | $2,500 | $2,500 | $2,500 | $2,500 |
| Peacocke Service Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Safer Networks CAPEX Programme | $0 | $0 | $1,400,426 | $738,348 | $750,409 | $762,806 | $774,732 | $785,244 | $796,005 | $807,023 |
| water demand management - universal meters | $0 | $0 | $0 | $0 | $150,000 | $200,000 | $250,000 | $300,000 | $350,000 | $400,000 |
| Enderley/5th Ave Wastewater Trunk Main Diversion | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Southern Wastewater Diversions | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $130,000 | $130,000 | $130,000 |
| Maeroa Water Supply Service Mains | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| 2nd Water Treatment Plant - Land Purchase | $0 | $0 | $0 | $0 | $0 | $5,000 | $5,000 | $5,000 | $5,000 | $5,000 |
| Enderley Trunk Main Upgrade | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Unfunded** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$454,406** | **$474,446** | **$432,406** | **$524,446** |
| Ham South Reservoir - Additional 20ML | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| R2 Stormwater Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Ranfurly Wastewater Pumpstation/ Pipe Upgrades | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| R2 Wastewater Infrastructure | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cambridge Tamahere Water Supply Reservoir Zone | $0 | $0 | $0 | $0 | $0 | $0 | $227,203 | $237,223 | $216,203 | $262,223 |
| Greenhill/R2_Gordonton Water Supply Reservoir Zone | $0 | $0 | $0 | $0 | $0 | $0 | $227,203 | $237,223 | $216,203 | $262,223 |
| Matangi/Morrinsville Matangi\Newstead Zone | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **$140,000** | **$627,692** | **$3,815,868** | **$4,097,791** | **$5,606,610** | **$6,383,186** | **$7,074,848** | **$8,174,540** | **$8,549,242** | **$8,655,718** |

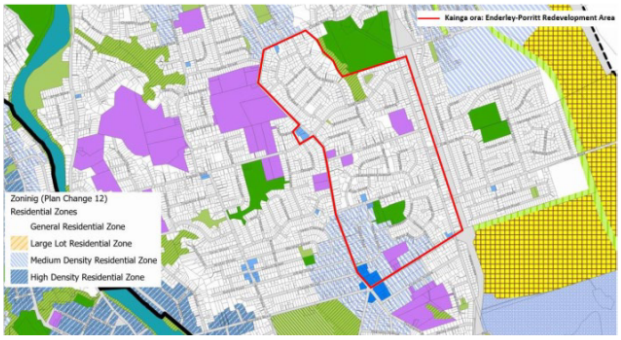
## FAIRFIELD AND ENDERLEY STRATEGIC WATERS INFRASTRUCTURE

Water and wastewater master planning has utilised 2023 growth projections for the 2024-34 Long-Term Plan provided by HCC Growth Analytics Team. The population and dwelling number increases for the Kāinga Ora Enderley Redevelopment Area (i.e. the red outlined area in the Figure below) included in these growth projections as shown in the table below. These increases are modest in comparison to the Kāinga Ora's aspirations for Fairfield and Enderley as outlined in their submission to Plan Change 12.

If the Kāinga Ora submission to Plan Change 12 related to Fairfield and Enderley is accepted could result in more than 2,000 additional homes in the area.

Stormwater master planning has prioritised investment across its programmes based on a range of factors including existing network capacity issues, flood hazard, resource consent compliance and development priorities and aspirations.

**Figure 1: Kāinga Ora Enderley Redevelopment Area (outlined in red)**




| Area | 2021 | 2031 | 2041 | 2051 | 2061 | OVERALL POPULATION INCREASE from 2021 - 2061 | INCREASE IN DWELLINGS from 2021 - 2061 |
|---|---|---|---|---|---|---|---|
| **Kāinga Ora Redevelopment Area (red outlined area in Figure 1)** | 6351 | 6624 | 6822 | 7327 | 7318 | **968** | **358** |

The three waters infrastructure investment required to service Kāinga Ora's redevelopment aspirations for the area as outlined in their submission to Plan Change 12 (circa 2,000 additional dwellings) has not been investigated by HCC staff. As part of engagement on the Kāinga Ora Enderley Master Planning, HCC staff have provided feedback to Kāinga Ora on three waters servicing challenges in the area, and a summary of the key investments that have been recommended as part of HCC Three Waters Master Planning.

HCC staff have offered to work with Kāinga Ora to assist scoping the investigations needed to better understand the infrastructure investment needed to support their regeneration aspirations for the area. Further workshops are planned in 2024.

**THREE WATERS INVESTMENTS RECOMMENDED BASED ON 2023 HCC GROWTH PROJECTIONS**

**STORMWATER**

The Fairfield and Enderley areas have existing drainage and flood hazard challenges. The stormwater network was built to meet standards of that time. This included including piping streams/gullies/overland flow paths; no stormwater treatment; rainfall and runoff assumptions of the time which excluded provisions to account for the impacts of Climate Change; and development densities assumed at that time. As a consequence, the existing piped network effectively has no 'capacity' for additional development. Engineered secondary flowpaths are not present in this area and there are relatively high levels of existing flood hazard along OLFP routes. The area also has no existing stormwater treatment.

To address critical residual network capacity and flooding issues and provide for resilient networks of sufficient capacity to service growth in this catchment, the HCC stormwater master plan recommends the development of a blue-green in the Enderley area. A programme to initiate the development of the blue/green corridor through this area is included in the 2024-2034 LTP (Years 5 onward).

Kāinga Ora have investigated several stormwater management approaches as part of their master planning work for the Enderley Redevelopment area. One of their scenarios (Scenario 3) aligns with the HCC stormwater masterplan aspirations for this area. This scenario includes daylighting sections of the stream over time and is seen as the preferred approach to achieving capacity for future development and reducing existing drainage issues and flood hazards. Options to potentially provide for sub-catchment stormwater treatment have also been identified but require further investigation. On-site stormwater treatment will also be required as part of redeveloping the area.

**WASTEWATER**

The Enderley catchment is predominately serviced by the recently upgraded Snell 3 Sewer Pump Station (SPS). This pump station was recently upgraded and flow diverted from the Eastern Interceptor to the Far Eastern Interceptor. The network that the flows were diverted away from may have capacity for some development ahead of the downstream bulk storage facility being installed, however this would need to be confirmed and quantified. The upgraded Snell SPS has capacity to cater for projected 2041 demands with the ability to be upgraded through pump and impellor changes to cater for projected 2061 demands. The SPS upgrade assumes that the existing contributing catchment will reduce through the "Enderley/Fifth Ave Wastewater Trunk Main Diversion" project proceeding. The Enderley/Fifth Ave diversion is reliant on the Eastern Interceptor Bulk Wastewater storage projects proceeding. Both of these projects are included for funding in the proposed 2024 – 2034 LTP. The Enderley/Fifth Ave Diversion Project was recommended for the 2024-2034 LTP but is unfunded ($4.3 m in Years 2 – 5).

Upgrading the existing trunk wastewater pipeline upstream of the Snells SPS (i.e. Enderley Trunk Main Upgrade) was also recommended for the 2024-2034 LTP but is unfunded ($6.05m in Years 3 – 5). This project is for the construction of an upsized and relocated WW trunk main through the middle of the Enderley area and was intended to provide a Trunk network for new development to connect to. This project also had the opportunity to work with a SW blue green corridor solution for the area.

Indicative cost estimates to upgrade the local wastewater network to provide for increased development densities in the area were developed as part of the Housing Acceleration Fund application for the broader Fairfield and Enderley area and to understand the implications of Plan Change 12. A programme to upgrade the local network for this area was not recommended for inclusion in the 2024-2034 LTP as it not considered a priority growth area (as opposed to the central "Stage 1 development area" which has been identified as a priority growth area in line with the Hamilton Urban Growth Strategy).

**WATER SUPPLY**

Recently the Fairfield and Ruakura reservoir zones have been created. These two individual zones are responsible for providing LOS service to the Fairfield and Enderley suburbs that includes Kāinga Ora Enderley Redevelopment area.

Two water supply projects are included in the proposed 2024-2034 LTP to maintain levels of service and improve system resilience based on existing growth projections: Fairfield Water Supply Pump Station Upgrades ($4.3m in Years 2 and 3), and Additional Reservoir storage in the Ruakura Zone ($83.4M Year 4-7).

Hydraulic modelling of strategic pipes (e.g. 250mm diameter and above) completed for the HCC Water Master Plan indicated 225mm trunkmains along Hukanui Road to have headlosses higher than current new build standards. Duplication of a new trunk main has not been recommended for the 2024-2034 LTP, however as growth increases over time and head loss increases, a new trunkmains will be required.

Indicative cost estimates to upgrade the local water supply networks to provide for increased development densities and comply with Regional Infrastructure Technical Specifications. A programme to upgrade the local network for this area was not recommended for inclusion in the 2024-2034 LTP as it not considered a priority growth area (as opposed to the central "Stage 1 development area" which has been identified as a priority growth area in line with the Hamilton Urban Growth Strategy).

**Attachment X – Targeted rates – projects for consideration**

**Climate Resilience and Extreme Weather targeted rate**

| **40c Targeted rate - example projects based on Long-Term Plan proposals** | | | | |
|---|---|---|---|---|
| **Focus** | **Project Name** | **Project Description** | **Opex/Capex** | **24/25 ($000)** |
| **Growth** Understanding the risks and developing our community readiness. | Community climate change risk assessment | A comprehensive climate change risk assessment to prioritise adaptation action. | Opex | 220 |
| | Community and business climate change partnerships | Develop effective partnerships with our stakeholders to accelerate climate action. | Opex | 330 |
| **Venues, Tourism and Events** Understanding the risks and developing our community readiness. | Claudelands Power Resilience | Deliver power resilience to meet the needs of Claudelands Event Centre in the event of a power failure | Capex | 100 |
| **Stormwater** Flood protection, preparation and erosion control | Mangaonua - Catchment Erosion control | This funding will support localised erosion control works in the Mangaonua catchment. | Capex | 550 |
| **Parks and Recreation** Respite from heat and drought | Arboriculture maintenance | Increase tree maintenance to reduce the impact of drought and extreme weather on trees and shading | Opex | 700 |

**Climate Resilience and Extreme Weather targeted rate**

| 80c Targeted rate - example projects based on Long-Term Plan proposals | | | | |
|---|---|---|---|---|
| **Focus** | **Project Name** | **Project Description** | **Opex/Capex** | **24/25 ($000)** |
| **Growth** Understanding the risks and developing our community readiness | Community climate change risk assessment | A comprehensive climate change risk assessment to prioritise adaptation action. | Opex | 220 |
| | Community and business climate change partnerships | Develop effective partnerships with our stakeholders to accelerate climate action. | Opex | 330 |
| **Venues, Tourism and Events** Understanding the risks and developing our community readiness | Claudelands Power Resilience | Deliver power resilience to meet the needs of Claudelands Event Centre in the event of a power failure | Capex | 100 |
| **Stormwater** Flood protection, preparation, and erosion control | Mangaonua - Catchment Erosion control | This funding will support localised erosion control works in the Mangaonua catchment. | Capex | 550 |
| | Peacockes treatment wetland | Stormwater treatment wetland | Capex | 1,478 |
| **Transport** Flood protection, preparation, and erosion control | Upgrade of road planting to more resilient species | Replacement of existing road plantings with more resilient species | Opex | 650 |
| **Parks and Recreation** Respite from heat and drought | Arboriculture maintenance | Increase tree maintenance to reduce the impact of drought and extreme weather on trees and shading | Opex | 700 |

**Community Infrastructure targeted rate**

| 40c and 80c Targeted rate - example projects based on Long-Term Plan unfunded proposals | | | | |
|---|---|---|---|---|
| **Focus** | **Project Name** | **Project Description** | **Opex/Capex** | **($000)** |
| **Parks and Recreation** | Sports Parks improvements including Floodlights, Artificial Turf, drainage, changing rooms | This comprehensive programme to improve sports park facilities across the city. Improvements will address access/provision network, quality, and capacity to meet population growth needs. | Capex | Range 500K to 1.5M per year |
| | Enderley Te Papanui | A comprehensive investigation and analysis of options guide future investment in Enderley Te Papanui Community Centre | Opex | 250K |
| | South West Community Facilities (hub, library, and indoor recreation) | A comprehensive investigation and analysis of options guide future investment in community facilities in the south west of the city | Opex | 500K can be spread over 3 years |
| **Venues, Tourism and Events** | Hamilton Zoo | To support the conservation development programme covering Hamilton Zoo and Waiwhakareke Natural Heritage Park | Opex and Capex | Opex: 450K Capex: 250K |
| **Community Services** | North East Pool | A comprehensive investigation and analysis of options to guide future investment in aquatic facilities in the northeast of the city | Opex | 300K can be spread over 2 years |
| **Partnerships, Communication and Maaori** | Theatre/Arts partnership agreements | Agreements with key theatres and art providers to provide certainty of funding to ensure the arts and theatre remains a vital part of the city's vibrancy. | Opex | 250K |

# HAMILTON CITY COUNCIL
# 2024-34 LONG-TERM PLAN:
## MAAORI SUBMISSIONS INSIGHTS REPORT

Report prepared by:
**Piper Shields**, Research and Insights Advisor
Communication and Engagement
Partnerships, Communication and Maaori
May 2024

## Submission insights

Every three years, Council develops the Long-Term Plan (LTP) which sets out the projects, budget, and financial strategy for the next 10 years. From 19 March to 21 April, we consulted with the community about our draft 2024-34 LTP.

We received 2992 responses. Most submissions (2830) were made online through the Have Your Say platform, though we also received 53 hardcopy submissions, 107 emails, and one letter (which were then entered verbatim into the Have Your Say platform).

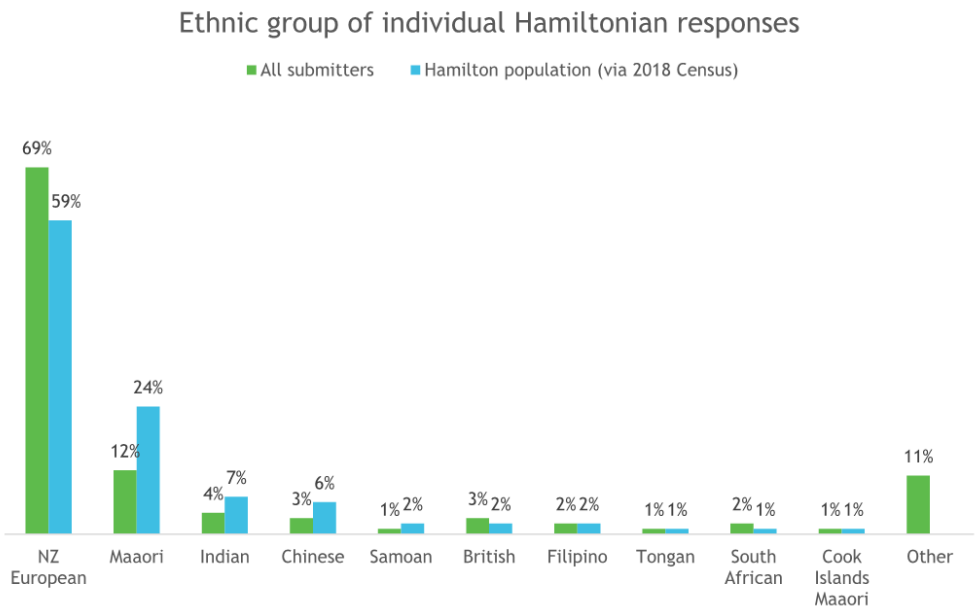
After identifying and combining 61 duplicates, the total number of unique submissions received was 2931, of which 2794 were from individuals and 137 were from representatives of organisations and groups. 319 of these individual submissions came from Maaori respondents.

This report spotlights the responses of Maaori submitters and compares these to the responses of all submitters. Note: respondents could indicate they identify with multiple ethnicities. This report summarises the responses of submitters who indicated they identified as Maaori.

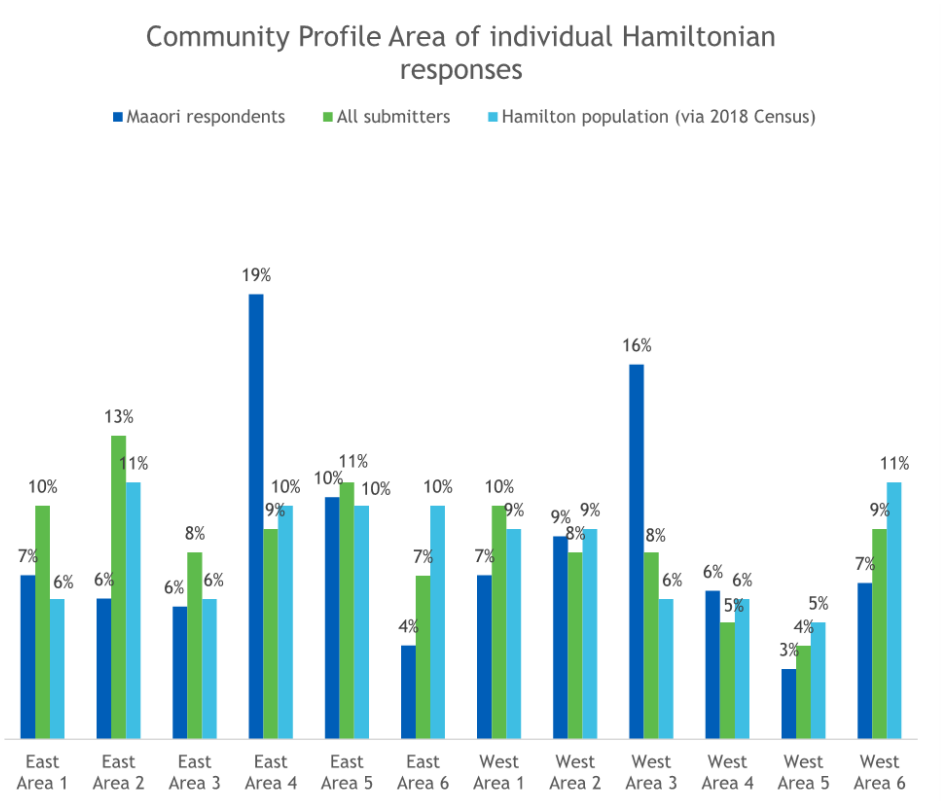
### *Demographics of Maaori respondents*

***Ethnicity***

299 Maaori respondents indicated they live in Hamilton – their demographics have been compared to all submitters, as well as 2018 Census data for Hamilton.



***Location***

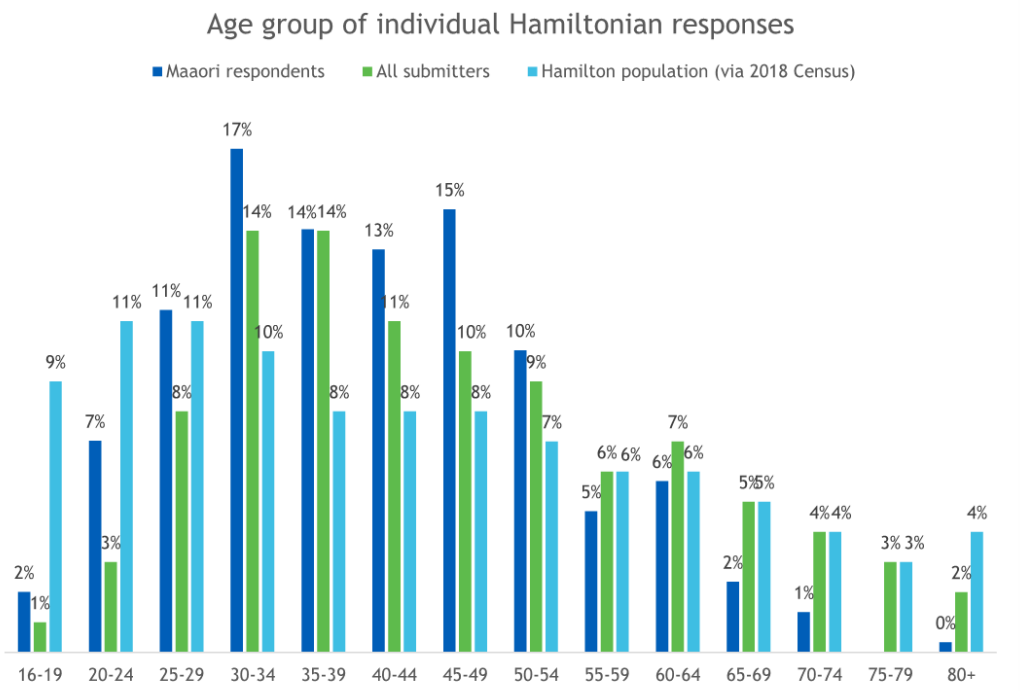



See table below for a list of suburbs in these community profile areas.

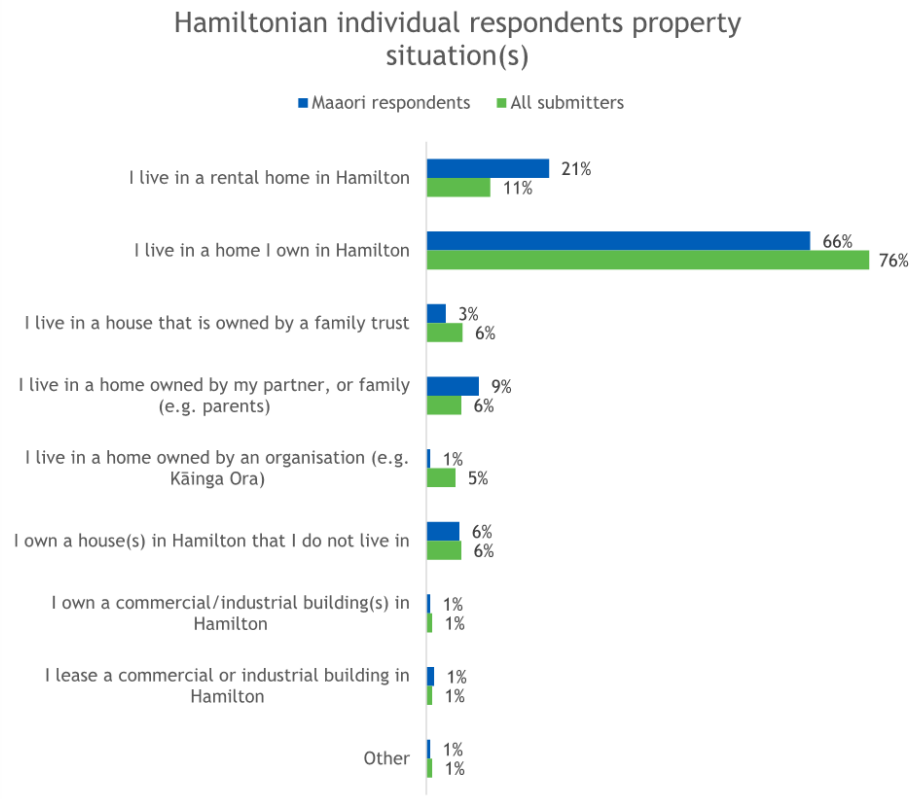
| **Community Profile Area** | **List of suburbs** |
|---|---|
| East Area 1 | Flagstaff |
| East Area 2 | Callum Brae, Huntington, Rototuna, Rototuna North, St James |
| East Area 3 | Chartwell, Chedworth, Harrowfield, Queenwood |
| East Area 4 | Enderley, Fairfield, Fairview Downs |
| East Area 5 | Claudelands, Hamilton East, Peachgrove |
| East Area 6 | Hillcrest, Ruakura, Riverlea, Silverdale |
| West Area 1 | Avalon, Beerescourt, Forest Lake, Pukete, St Andrews, Te Rapa |
| West Area 2 | Crawshaw, Grandview Heights, Nawton, Rotokauri, Western Heights, Baverstock |
| West Area 3 | Aberdeen, Dinsdale, Temple View |
| West Area 4 | Frankton, Maeroa |

| | |
|---|---|
| West Area 5 | Hamilton Central, Hamilton Lake, Whitiora |
| West Area 6 | Bader, Deanwell, Fitzroy, Glenview, Melville, Peacocke |

***Age group***



***Respondents' property situation(s)***

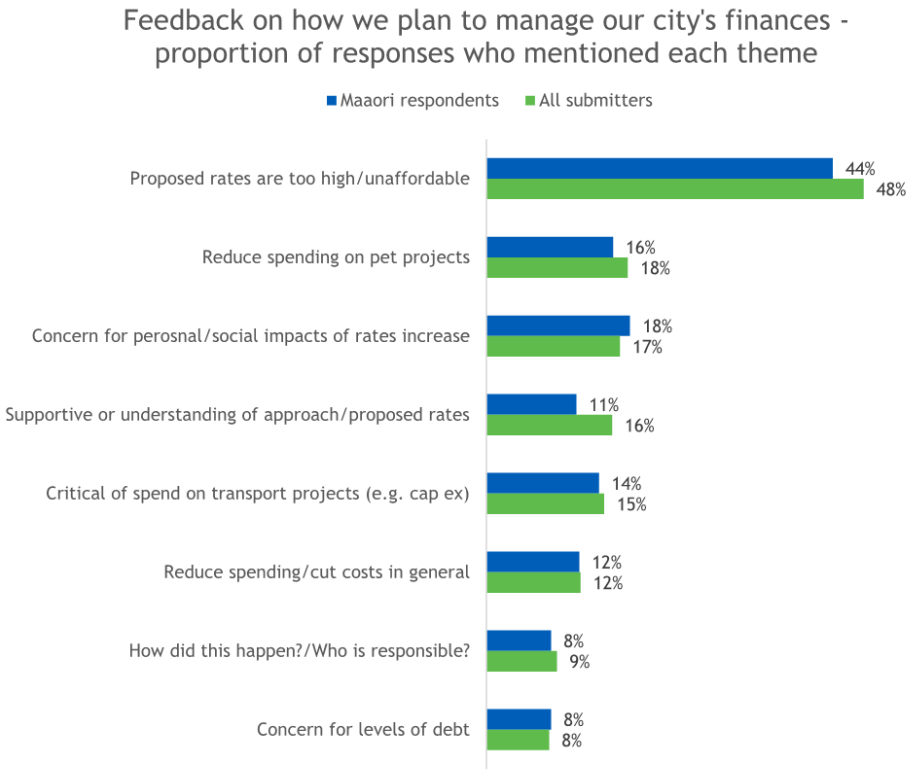



### *How we plan to manage the city's finances*

We asked respondents for feedback on managing the city's finances, which included a proposed average rates increases of 19.9% ($11 per week for a median-value residential property) in 2024/25, and 15.5% for the following four years (2025/26 to 2028/29).

We received 2326 responses to this question. 279 of these respondents were Maaori.

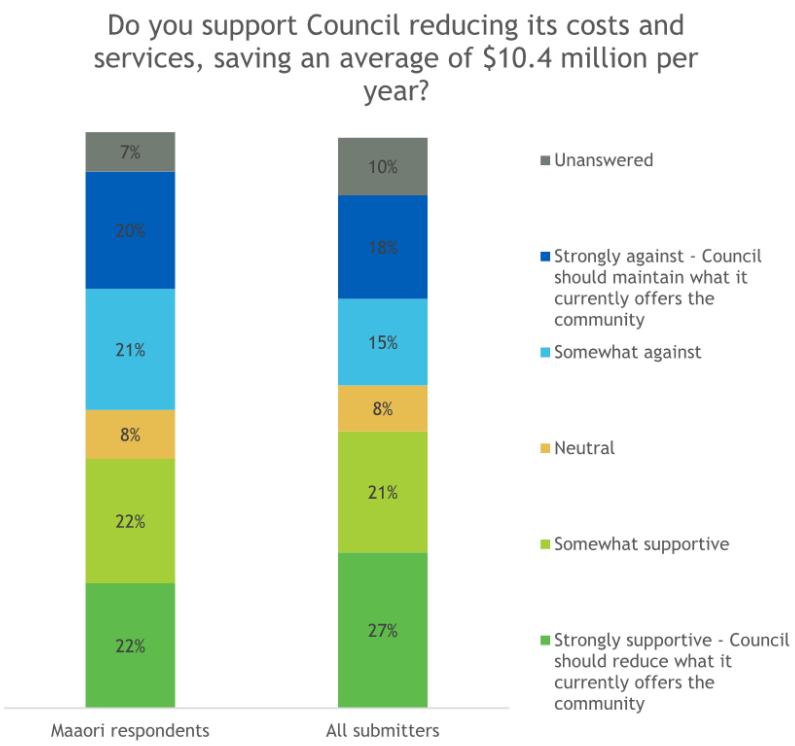
Responses from Maaori submitters were very similar to responses from all submitters.



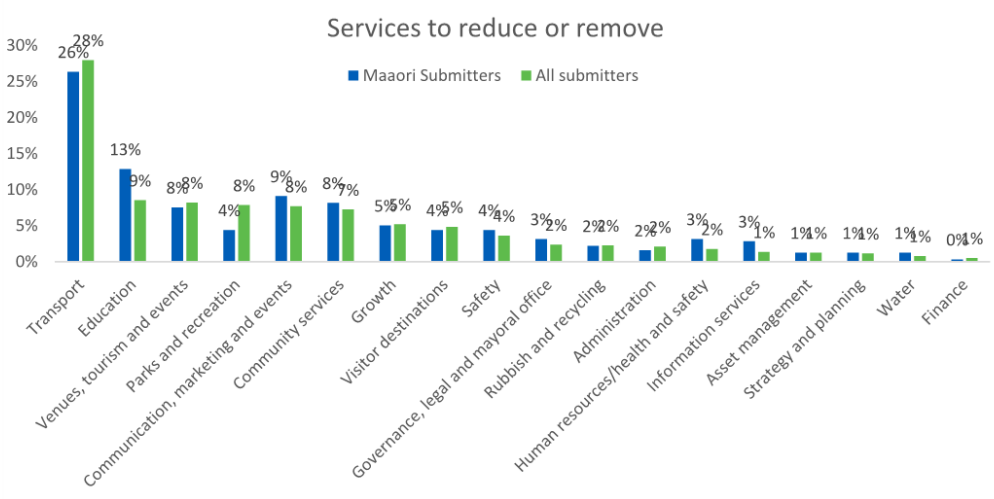

*Reducing Council's services and costs*

We asked respondents whether they supported Council reducing costs through a likely reduction in services, saving an average of $10.4 million per year.

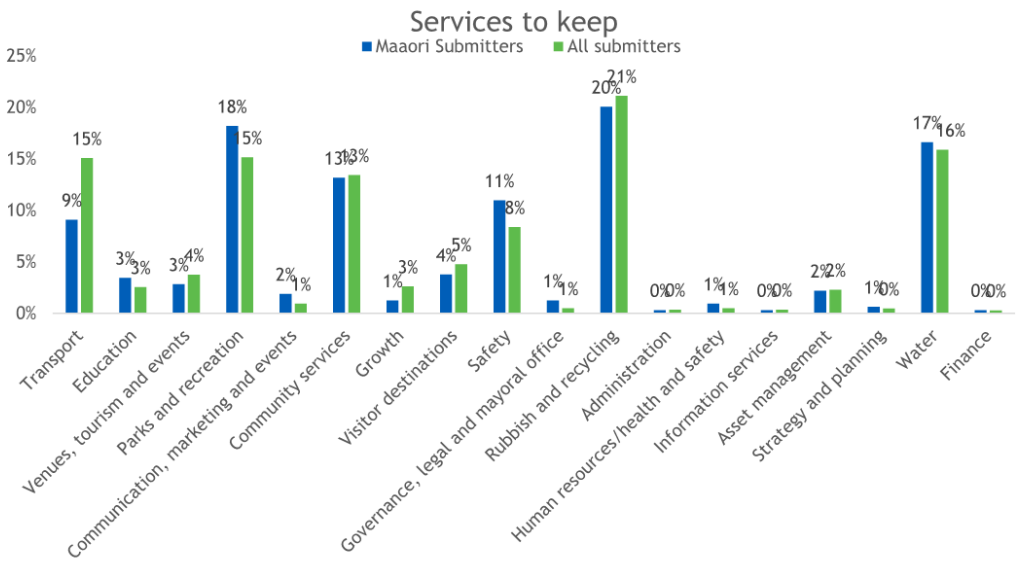
Maaori submitters were more likely to suggest Council maintains what it currently offers the community (41% of Maaori submitters prefer maintaining services, c.f. 33% of all submitters). Maaori submitters were slightly less likely to support the proposed service reduction compared to all respondents (44% of Maaori submitters support, c.f. 48% of all respondents).




When asked what services council should look to reduce or remove, responses from Maaori submitters were very similar to responses from all submitters.



When asked what services council should look to keep and maintain Maaori submitters were less likely to suggest keeping transport (9% of Maaori submitters suggested maintaining transport cf. 15% of all respondents).




### *A walking and cycling bridge*

As a part of the draft LTP, Council sought feedback on building a walking and cycling bridge over the Waikato River in the central city.

2580 respondents provided a response to this question. 1538 (60%) were generally opposed to building the bridge, 682 (26%) were generally supportive, and 452 (18%) were neutral.

296 Maaori submitters responded to this question. 206 (70%) were generally opposed, 58 (20%) were generally positive, and 50 (17%) were neutral.

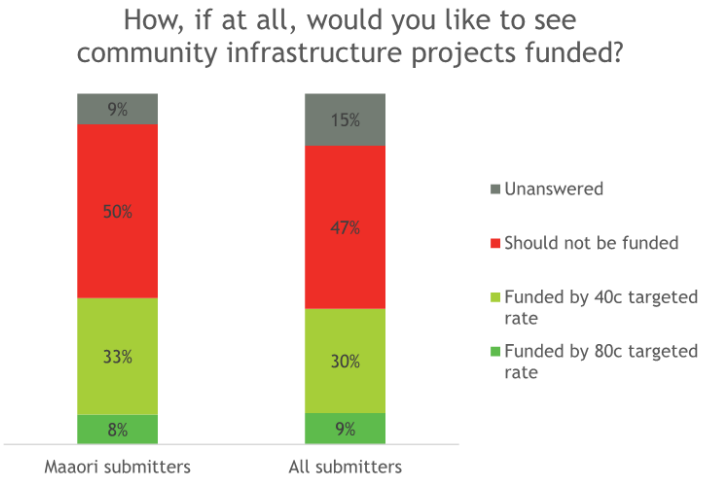
Note that respondents could have comments that were across multiple categories.

### *Targeted rates for additional services*

Council asked if respondents were supportive of introducing additional services which would be funded via targeted rates. These additional services are community infrastructure (e.g. providing additional/improving existing sports facilities, upgrades to community centres, or improvements to public toilets) and community resilience and extreme weather (e.g. understanding the risks the city faces from the changing climate and develop our community readiness, providing additional flood protection and preparation, and providing additional respite from heat and drought). Respondents were whether community infrastructure or community resilience and extreme weather should be funded through a targeted rate value of an impact of 40c per week to the median-value residential property, or 80c per week to the median-value residential property, or not funded at all.

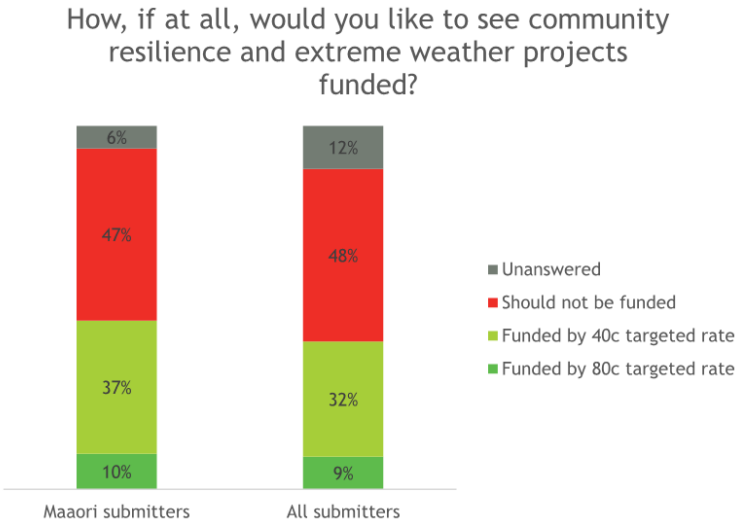
***Community infrastructure***

Levels of support for, and opposition to, the proposed targeted rate for community infrastructure projects were similar across both groups.




***Community resilience and extreme weather***

Maaori respondents were more likely to support a targeted rate for community resilience and extreme weather projects (47% of Maaori submitters support the rate, c.f. 41% of all submitters).



# Iwi and Hapuu submissions

## Long-Term Plan

We received submissions from the following organisations, who have been identified as iwi or hapuu:

- Ngaa Uri o Maahanga Trust
- Tainui Waka Tourism Inc
- Iwi hapuu Ngamurikaitaua

Submissions from these organisations have been summarised in the table below.

### *Themes across submissions*

There was limited over-lap across submissions.

- Two organisations (Ngaa Uri o Maahanga Trust and Iwi hapuu Ngamurikaitaua) expressed concerns relating to the Peacocke development.
- Two organisations (Ngaa Uri o Maahanga Trust and Tainui Waka Tourism Inc) commented on the proposed rates rise; the former opposed the proposed rates rise completely, while the latter emphasised the importance of serving the broader community.
- Two organisations (Ngaa Uri o Maahanga Trust and Tainui Waka Tourism Inc) listed services they did not want to see reduced or removed.
    - Ngaa Uri o Maahanga Trust mentioned Partnerships, Communication and Maaori
    - Tainui Waka Tourism Inc mentioned Regional Tourism Funding, Event Sponsorship, Community Grants

### *Summary of iwi/hapuu submissions*

| | |
|---|---|
| Ngaa Uri o Maahanga Trust | • Supports Council encouraging new housing developments, specifically affordable housing options. We support the increase of social housing in Hamilton City from the community housing sector. |

| | |
|---|---|
| | • Supports inclusionary zoning to encourage affordable housing and ask Council to reconsider the establishment of an Affordable Housing fund which has been deferred to the 25/26 Annual Plan.<br>• Opposes proposed rates increases.<br>• Asks Council to reconsider funding the Te Kowhai/Rotokauri Arterial New Build, Arthur Porter Drive realignment and the Wairere Dr 4 four-lane project – Arthur Porter to Te Rapa.<br>• Deeply concerned at focused effort of Council on the Peacocke programme in comparison to the other Hamilton developments. States that it is unfortunate that the sizeable amount of tagged funding for the Peacocke development is not afforded to other Hamilton developments.<br>• Deeply concerned at the small budget allocated to Partnerships, Communication and Maaori. States that Council continues to underestimate the resources needed to engage effectively with hapuu and Iwi, and recommends that Council increase the budget specifically for engaging with Maaori<br>• Support proportionate funding to be allocated to Rototuna and Rotokauri to bring them towards the significant levels of funding received by Peacocke.<br>• Asks that Council reconsider development funding for Rotokauri community parks as there is inadequate provision of green space and with the expected growth in Rotokauri, a community park is integral.<br>• Support the Pukete Wastewater Upgrade and the Citywide wastewater programme urgently to meet the needs of a growing city, until a Southern Wastewater Treatment Plant is built and operating.<br>• Support a long-term stormwater management plan that will reduce sediment and nutrients.<br>• Asks Council to reconsider the Rotokauri Stormwater Upsize Programme which will support further development on Brymer Road and its surrounds and to also reconsider funding the Te Kowhai/Rotokauri Arterial New Build. |
| Tainui Waka Tourism Inc | • The proposed rate increases will see rates more than doubling in the next 3-4 years, which will place greater financial strain on many within the broader community. It is therefore incumbent upon Council to ensure that Funded Projects within the LTP acknowledge our broader community - particularly those sectors that are under-represented with respect to the procurement of services to deliver Council Funded Projects. |

| | |
|---|---|
| | • Somewhat supportive of reducing services.<br>• Reduce Asset Management and Information Services.<br>• Do not reduce Regional Tourism Funding; Event Sponsorship; Community Grants<br>• Neutral on walking and cycling bridge.<br>• Does not support targeted rates for additional community infrastructure projects and community resilience and extreme weather projects. |
| Iwi hapu Ngamurikaitaua | • Concerns regarding Peacocke's Development (undisclosed in written submission) |

## Developer Contributions

We received submissions from the following organisations, who have been identified as iwi or hapuu:

- Te Runanga o Kirikiriroa Charitable Trust Inc
- Tainui Group Holdings Limited (TGH)
- Ngaa Uri o Maahanga Trust on behalf of Ngaati Maahanga
- Chedworth Properties Ltd

Submissions from these organisations have been summarised in the table below.

### *Themes across submissions*

**Te Ture Whenua Maaori Act 1993 remission**

- All three iwi/hapuu organisations who mentioned this change in their submission were supportive:
  - Te Runanga o Kirikiriroa Charitable Trust Inc
  - Ngaa Uri o Maahanga Trust on behalf of Ngaati Maahanga
  - Chedworth Properties Ltd
- Of the 77 total submissions to DCs, 40 mentioned this change in their submission. Of these, 63% (n = 25) were opposed to this change.

**Central city remission**

- Both iwi/hapuu organisations who mentioned this change in their submission were supportive:
    - Te Runanga o Kirikiriroa Charitable Trust Inc
    - Chedworth Properties Ltd
- Of the 77 total submissions to DCs, 44 mentioned this change in their submission. Of these, 64% (n = 28) supported extending the remission by another three years, and 49% (n = 21) supported reducing the percentage of the remission.

**Central City high-rise building remission**

- Feedback was mixed for iwi/hapuu, with one organisation (Chedworth Properties Ltd) being partly supportive, and two organisations (Te Runanga o Kirikiriroa Charitable Trust Inc; Tainui Group Holdings Limited) opposed.
- Of the 77 total submissions to DCs, 44 mentioned this change in their submission. Of these, 54% (n = 24) supported this change.

**Non-residential capped charges**

- Feedback was again mixed for iwi/hapuu - Te Runanga o Kirikiriroa Charitable Trust Inc was supportive, Chedworth Properties Ltd was opposed.
- Of the 77 total submissions to DCs, 38 mentioned this change in their submission. Of these, 58% (n = 22) were supportive of this change.

**Social housing remission**

- All three iwi/hapuu organisations who mentioned this change in their submission were supportive:
    - Te Runanga o Kirikiriroa Charitable Trust Inc
    - Ngaa Uri o Maahanga Trust on behalf of Ngaati Maahanga
    - Chedworth Properties Ltd
- Of the 77 total submissions to DCs, 40 mentioned this change in their submission. Of these, 63% (n = 25) were supportive of this change.

**Stormwater Charges**

- Both iwi/hapuu organisations who mentioned this change in their submission were opposed:
    - Te Runanga o Kirikiriroa Charitable Trust Inc
    - Chedworth Properties Ltd

- Of the 77 total submissions to DCs, 42 mentioned this change in their submission. Opinions were perfectly split: 50% (n = 21) were supportive of this change, and 50% (n = 21) were opposed.

**Milestones at which DCs are required**

- Two iwi/hapuu organisations were supportive of this change (Te Runanga o Kirikiriroa Charitable Trust Inc, and Chedworth Properties Ltd in part). One iwi/hapuu organisation was opposed (Ngaa Uri o Maahanga Trust on behalf of Ngaati Maahanga).
- Of the 77 total submissions to DCs, 42 mentioned this change in their submission. Of these, 88% (n = 37) were supportive of this change.

## *Summary of iwi/hapuu submissions*

| | |
|---|---|
| Te Runanga o Kirikiriroa Charitable Trust Inc | • Should Council provide a remission of up to 100% to development on Maaori land, and for the development of purpose built papakaainga on any land? – Yes<br>• Should Council extend the existing central city remission for a further three years? - B. Should Council extend the existing central city remission for a further three years? – Yes<br>• Do you think the percentage of the remission should be reduced from 50% to 33%? – Yes<br>• Should Council extend the existing 100% high-rise remission of DCs for central city developments with six or more storeys for a three-year period? – No<br>• Should Council revise the non-residential capped charges to only include commercial and retail development in neighbourhood centres? – Yes<br>• Should Council increase the level of the proposed capped charges from those in the current DC Policy by $20,000 to reflect the increased cost of funding growth? – No<br>• Should Council retain the existing social housing remission as a community housing remission and amend the eligibility criteria to include more targeted requirements, securing long term benefits through binding agreement? – Yes<br>• Should Council charge residential development a uniform flat stormwater charge for all dwellings, regardless of bedroom numbers or size of dwelling? – No<br>• Should Council outline the factors it considers when determining when to require a DC within the policy? – Yes |

| | |
|---|---|
| | • Comments<br>  ○ We support the first remission criteria, that is - land must be owned by the community housing provider because it ensures that the investment remains with the provider;<br>  ○ We support the second remission criteria, that is - that the developer provides community housing for the long term because it ensures that housing is sustainable and that the developer is committed to the social impacts of housing;<br>  ○ We support the third remission criteria, that is - that the remission must benefit the community and not private parties - this ensures priority to people and not profit;<br>  ○ In relation to the fourth remission criteria, we propose the following changes as follows: that the developer will enter an agreement with Council that secures community housing outcomes with an approved community housing provider<br>  ○ The bedroom definition change looks like it will provide further clarity so that is positive. |
| Tainui Group Holdings Limited (TGH) | • Accepts that Council is grappling with growth and how to fund it and believes central government has a greater role to play in regional infrastructure provision and funding. Supports the LTP theme that the city must embrace growth notwithstanding the funding challenges. Partnerships will enable significant progress in city outcomes. TGH is well underway with city changing developments across Kirikiriroa. Continuation of critical city infrastructure funding to enable these to be completed should be prioritised.<br>• Supports a sustainable approach to Hamilton's finances. Believes there needs to be a strong focus on core infrastructure until the ship is back on course. Whilst TGH strongly supports Hamilton being a liveable city, it must also develop the land and buildings necessary to house its growing population. Core infrastructure underpins the delivery of sections and housing which is critical to the city's future.<br>• Supports Council focusing on efficiency, innovation, and alignment with iwi and the business, community, and philanthropic sectors. New ways of doing business must be found that speed up regulatory approvals and access alternative funding and ownership models.<br>• The council costs to business in Hamilton are close to a critical level. Careful thought is needed having regard to the total cumulative costs of the LTP. If the engine room for growth is asked to bear a disproportionate share of the city's costs, there could well be negative consequences. These include projects on hold that will shift the dial on housing and jobs. Significant projects underway such as Ruakura and Rotokauri need to be prioritised over greenfield proposals that are still in the planning stages. |

| | |
|---|---|
| | • Believe the policy directions outlined in the draft LTP, particularly with regard to the proposed escalation of industrial rates for large scale developments, will stifle investment and hence employment generation in this key sector for the city's future. The policies as they stand will inhibit genuine 'big box' developments which are a highly specific but critical part of the development mix in terms of maintaining the city's competitiveness as a location for business. |
| Ngaa Uri o Maahanga Trust on behalf of Ngaati Maahanga | • Support Council providing remission of 100% to develop on Maaori land, and for the development of purpose built Papakaainga on any land.<br>o Request the wording is amended to 100% remission and remove "up to" 100% which supports the principles of Te Tiriti o Waitangi and the Te Ture Whenua Maori Act and legislative requirements.<br>o Furthermore, submit that 100% remission include general land, owned by Maaori.<br>o Support the local Iwi authority, Waikato-Tainui, being included in the 100% remission for developments of Papakaainga.<br>o Believe that developments delivered in partnership with tangata/mana whenua and/or a Maaori Trust, should qualify for 100% remission, for partners such as Kainga Ora, Bridge Housing Trust, Te Awa Lakes, Ruakura Ltd<br>o Papakaainga developments for commercial and profit should not be disqualified from receiving a 100% DC remission as economic income creates a sustainable model to offset/subsidise whaanau papakaainga rentals/leases.<br>• Deeply concerned about the impact that the proposed DC contribution increases will have on the projects we are engaged with.<br>o May delay projects, limiting efficiency of providing housing<br>o Will make purchasing a house less affordable for buyers<br>o Limits the housing typology on offer in Hamilton<br>o The Hamilton City has seen significant increase in housing demand and while intensification is supported in principle, the need to provide affordability for residential developments that qualify for the remission<br>• Support the remission of charges where social housing is being provided in Hamilton City such as the community housing sector<br>o Agree that the housing supply needs to be increased however it must be undertaken in a way where the housing typology makes sense for those it serves. |

| | |
|---|---|
| | ○ Recommend that registered housing charites that have been registered with the Community Housing Regulatory Authority and are members of Community Housing Aotearoa to provide affordable housing be included the remission.<br>• Oppose Council ability to elect to require DCs at building consent rather than when subdivision or land use consent was lodged.<br>○ For whaanau building on Maaori land, the ability to understand the impact of DCs on their build is best understood at resource consent stage versus at building consent. It is better that the Council implements a development contribution policy that calculates fees at resource consent stage and allows for payment to be made the end of development. This option provides the whaanau with more time to plan for payment of the DCs and also assists with potential funding avenues if costs are known early on in the development. |
| Chedworth Properties Ltd | • Te Ture Whenua Maori Act 1993 remission<br>○ CPL supports a remission on development of papakainga land, where this is being developed in a papakainga community and provides housing or essential spaces that contribute directly to the wellbeing of the relevant whanau.<br>○ CPL seeks to ensure that Council has a firm definition of what developments would fall into this category, and ensure that developments that have commercial benefit or government funding are excluded from the remission<br>• Central city remission<br>○ CPL supports this matter.<br>• Central City high-rise building remission<br>○ It is considered that some form of remission is appropriate to encourage higher density typologies, however a 100% remission results in other developers and developments fully subsidising these particular projects.<br>○ CPL suggest that a partial remission, in line with the 33% for the central city, is more appropriate<br>• Non-residential capped charges<br>○ CPL seeks that Council relook at DCs for Neighbourhood Centres, particularly in Greenfield Areas, so that these are able to be constructed to a high quality and provide attractive spaces for new communities.<br>○ If anything, a remission should be provided for high quality neighbourhood centres which will further help to promote the construction of quality centres in the city.<br>• Social housing remission |

| | |
|---|---|
| | ○ If government funds have been secured to provide for infrastructure, and these funds are used to provide that infrastructure, then it is reasonable for Council to consider a remission on DC charges for social housing directly associated with that investment.<br>○ However, if no funds have been put towards infrastructure, social housing puts the same pressure on infrastructure. In that instance, it is considered reasonable that Council requires contributions, if able.<br>• Stormwater Charges<br>○ The proposed change will likely make smaller, 1 and 2 bedroom dwellings less attractive to build. However, there is a need for such buildings to service certain parts of the community.<br>○ The status quo provides developers and builders with certainty. This is considered the most important thing in the current market, and as such CPL do not support these changes.<br>• Milestones at which DCs are required<br>○ CPL is supportive in part that changes are being looked at, however any changes that are made need to be focused on ensuring developers and builders are given certainty and a reasonable timeframe to complete projects under assessed DC charges, with the option of paying these when demand comes online (i.e. s224C or CCC).<br>• Summary of draft DC charges<br>○ CPL are of the opinion that given the difficult market currently faced by developers, and the need for development to continue in Hamilton, that the DC charges should be held at the current rates, if not reduced. This gives certainty for developers and also shows that Council is supporting further development in the city. More development means more economic growth, more DCs and more rates. Those funds are then able to be reinvested into the city and the required infrastructure. |

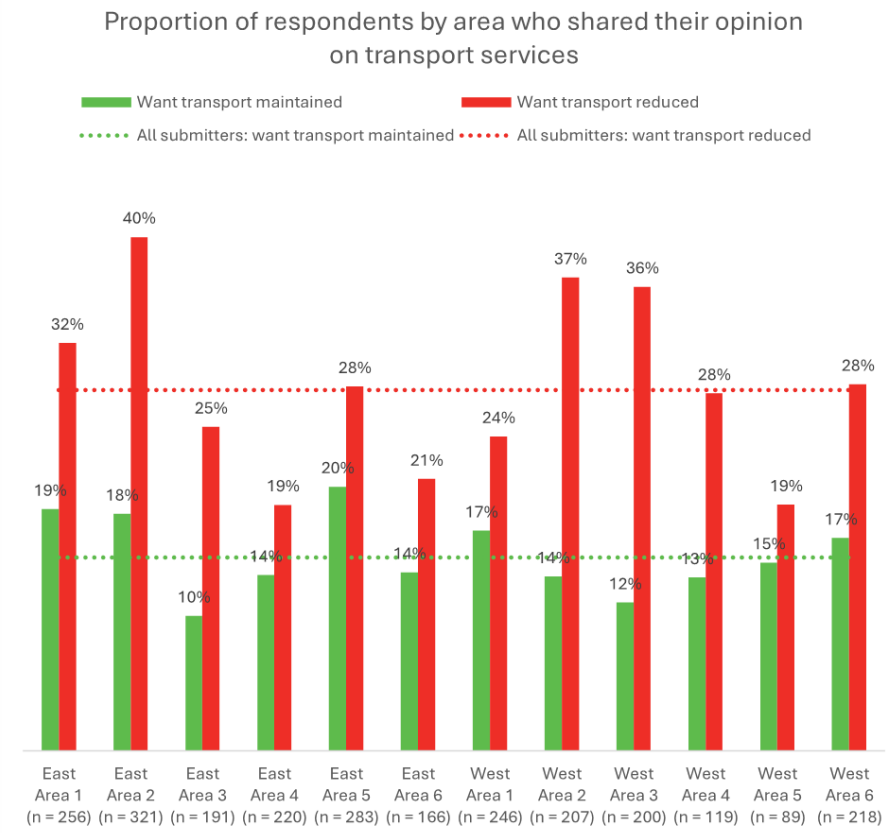
## Transport services - sentiment by area

Transport services were a key theme in the Long-Term Plan (LTP) consultation.

We asked respondents what services they would suggest Council reduces or removes, as well as what services they would not want to see reduced or removed. We provided respondents with a list (and brief description) of Council's community services and back-office functions to inform their submissions.

Of the 2794 individual responses we received, 781 (28% of respondents) would like to see transport services reduced or removed, whereas 421 (15% of respondents) would like to see transport services maintained.

Support for transport services to be reduced or retained varied by community profile area.



Two in five respondents from East Area 2 (Callum Brae, Huntington, Rototuna, Rototuna North, St James) and West Area 2 (Crawshaw, Grandview Heights, Nawton, Rotokauri, Western Heights, Baverstock) mentioned in their submission that they would like to see transport services reduced or removed.

One in five respondents from East Area 5 (Claudelands, Hamilton East, Peachgrove), East Area 1 (Flagstaff) and East Area 2 (Callum Brae, Huntington, Rototuna, Rototuna North, St James) would like to see transport services maintained.

Respondents from West Area 3 (Aberdeen, Dinsdale, Temple View) were three times as likely to suggest reducing transport services than they were to suggest maintaining transport services; 36% (72 of 200) of respondents from West Area 3 wanted transport services reduced, whereas 12% (23 of 200) would like to see transport services maintained.

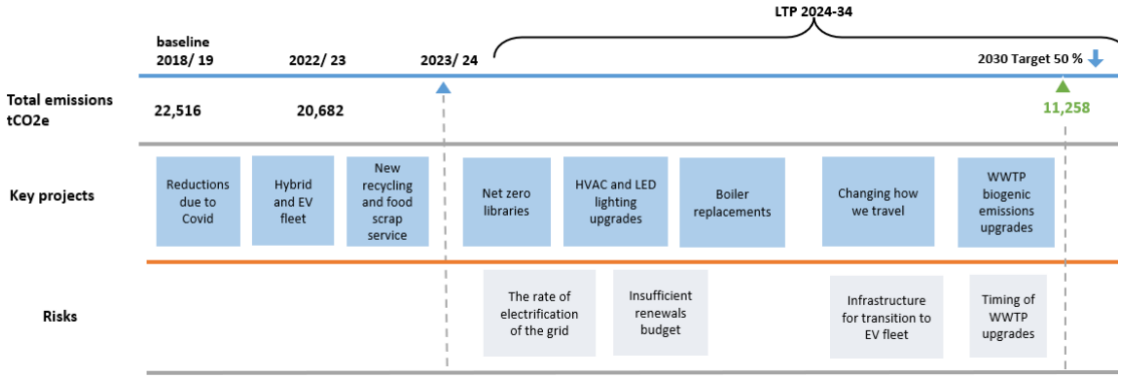
See table below for a list of suburbs in these community profile areas.

| **Community Profile Area** | **List of suburbs** |
|---|---|
| East Area 1 | Flagstaff |
| East Area 2 | Callum Brae, Huntington, Rototuna, Rototuna North, St James |
| East Area 3 | Chartwell, Chedworth, Harrowfield, Queenwood |
| East Area 4 | Enderley, Fairfield, Fairview Downs |
| East Area 5 | Claudelands, Hamilton East, Peachgrove |
| East Area 6 | Hillcrest, Ruakura, Riverlea, Silverdale |
| West Area 1 | Avalon, Beerescourt, Forest Lake, Pukete, St Andrews, Te Rapa |
| West Area 2 | Crawshaw, Grandview Heights, Nawton, Rotokauri, Western Heights, Baverstock |
| West Area 3 | Aberdeen, Dinsdale, Temple View |
| West Area 4 | Frankton, Maeroa |
| West Area 5 | Hamilton Central, Hamilton Lake, Whitiora |
| West Area 6 | Bader, Deanwell, Fitzroy, Glenview, Melville, Peacocke |

**Corporate emissions reduction action**

1. In 2022, Council approved Our Climate Future: Te Pae Tawhiti o Kirikriroa and set the target of 50% reduction in our corporate emissions by 2030. We have greater influence over our corporate emissions and the ability to achieve reductions by identifying efficiencies and considering emissions as part of decision making.
2. Our corporate emissions are created from the day-to-day running of Council. It includes energy use, emissions from waste at Council facilities, travel, water and wastewater treatment plants, and facilities like Hamilton Zoo, libraries, and pools.
3. Our corporate emissions reduction target includes both biogenic and non-biogenic emissions.
    a. Biogenic emissions are those produced from biological (plant and animal) sources.
    b. Non biogenic emissions are those produced from non-living matter like fossil fuels.
4. We have been reporting annually on our non-biogenic emissions and some minor biogenic sources. We haven't been assessing the biogenic emissions from the wastewater treatment plant annually due to there being no projects aimed at changing these emissions occurring to date.
5. We have a public commitment to achieving our emission reduction targets. Failing to meet these targets would be a reputational risk. And it would limit our ability to access different funding options such as LGFA climate action loans.
6. Failing to align with the national transition to low carbon options will pose additional future costs and inefficiencies for council.
7. The following section outlines our analysis of the baseline corporate emissions against our current state and the future reductions required to meet our 2030 target, against the proposed LTP projects and Council's strategic direction.
8. There are some limitations to our analysis as it is based on estimated emissions reduction potential and broad project timeframes.
9. The below figure summarises our analysis including the risks and key projects needed to achieve the 2030 reduction target.

**Corporate emissions reduction opportunities over time**




**Current state**

10. Our emissions in 2018/19, (baseline) were 22,516 tonnes of carbon dioxide equivalent, of which 11,159tCO2e were biogenic emissions from the wastewater treatment plant. To ensure we meet our emissions reduction target we need to half our total emissions to 11,258 tCO2e in 2030.

11. Our emissions profile, excluding biogenic emissions from the wastewater treatment plant (WWTP) have been calculated every year since 2018/2019 and are available on the council website.
12. The impacts of COVID-19 and changes in our Council operations visibly reduced our emissions for 2020/21 and 2021/22 financial years.
13. We also notice reductions in 2022/23 largely from an increase in renewable electricity in the grid.
14. We have also delivered a number of key emissions reduction actions:
    a. Changing how we travel for work and transitioning our fleet to electric and hybrids vehicles,
    b. New rubbish, recycling, and food waste service,
    c. Installation of LEDs and upgrading the HVAC system to high efficiency units in Council buildings
15. For the financial year 2023/24, some of the Better Off Funding from the Department of Internal Affairs has been used to deliver a Corporate Sustainability programme. The funding has been allocated to projects delivering on corporate sustainability and emissions reduction. These include:
    a. Installation of solar panels on St Andrews Library.
    b. Waste reduction initiatives at Claudelands events centre, Hamilton Zoo, and municipal buildings.
    c. Water saving initiatives at the sand carpet fields and a toilet and change facility rebuild project.
    d. Other projects include e-bikes subscription for staff and monthly sustainability learning sessions to build staff knowledge and awareness.
16. These projects are some of many initiatives that will influence our emissions over the coming years.

**Projects pipeline**

17. Within our renewals programme there are several initiatives that we expect to see achieve some small emissions reduction, including through continued changes with lighting and HVAC upgrades.
18. We will also see reductions in waste emissions through improvement in waste management systems at our facilities and education and behaviour change initiatives.
19. Replacement of the heating system with hot water heat pumps at Waterworld.

**Risks**

20. Over the next few years, we expect to see a reduction in emissions with the grid continuing to transition to more renewable electricity sources. However, as we do not have control over the rate of change and the impact that dry years have on hydro electricity generation, the reductions will vary from year to year. We need to continue our focus on energy efficiency to minimise costs particularly with the expected future volatility in the electricity market and greater use of electricity as an energy source.
21. Based on this high-level assessment the projects in the pipeline are likely not to get us to our 50% emissions reduction target in 2030.
22. Infrastructure to support the transition of our fleet to EVs is not funded under the current LTP proposals which will limit council's ability to reduce the emissions of the fleet.

23. Constrained renewals budgets limit the opportunity for replacing gas boilers with low carbon options like hot water heat pumps. Upcoming renewals at FMG Stadium and Claudelands are at risk of being replaced with new gas boilers, missing the opportunity to install low carbon options.
24. The biogenic emissions from the wastewater treatment plant are a key challenge for achieving our emissions reduction target.
25. The proposed upgrades to the wastewater treatment plant will have the potential to significantly reduce the biogenic emissions. However, uncertainty with the timeframes and scope of the upgrades pose a risk to this opportunity. The administration block and WWTP boiler upgrades have been postponed to 2030. This means the infrastructure required for the emissions reduction project to be implemented will not be in place in time for us to meet our 2030 targets. Additionally, the delay will mean a cumulative increase in emissions over time.

## Resolution to Exclude the Public

## Section 48, Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following parts of the proceedings of this meeting, namely consideration of the public excluded agenda.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

| General subject of each matter to be considered | Reasons for passing this resolution in relation to each matter | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|---|
| C1. Long-Term Plan Matters - Public Excluded | ) Good reason to withhold<br>) information exists under<br>) Section 7 Local Government<br>) Official Information and<br>) Meetings Act 1987<br>) | Section 48(1)(a) |

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

| | | |
|---|---|---|
| Item C1. | to enable Council to carry out commercial activities without disadvantage<br>to enable Council to carry out negotiations | Section 7 (2) (h)<br>Section 7 (2) (i) |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| **Taitua Arboretum** | | |
| Previous funding | What funding has Council provided the Arboretum in recent years? | The Taitua Advisory Group (TAG) have not received any funding from Council in the last few years. Under the terms of the Trust Deed, the TAG do not have the delegation or power to expend money on Council's behalf. Their core roles are to advocate for the Arboretum, set strategic direction for the Arboretum, to monitor and keep the vision of the Arboretum and to provide technical expertise to Council. |
| Tree replacement | Is there a financial plan to replace fallen mature trees from Cyclone Gabrielle? | Recovery from the cyclones at Taitua has been handled consistent with other destination parks; the site was made safe, and tidy-up/recovery has been prioritised with the available budget. All fallen trees within zones accessed by the public have been felled and cut into sections to ensure safety with priority felled sections chipped, but there is more to be done when further budget is available next financial year. |
| Future funding | What funding is budgeted for Taitua Arboretum in the 2024-34 Long-Term Plan? | The current operational budget for the Arboretum is approximately $225,000. This includes staff costs, materials, contractors, consultants, and building maintenance. There are no increases proposed in the draft Long-Term Plan. Proposed renewals for Taitua are as follows, noting these are subject to the final renewals allocations and possible prioritisation:<br>• Park furniture - spread over Years 1,2,3 and 5 ($147,000)<br>• Taitua House - Year 1 ($127,000)<br>• Cattleyard - Year 1 ($71,500)<br>• Implement shed, office building – Year 5 ($100,000)<br>Proposed improvement projects were not funded as part of the draft Long-Term Plan (or the previous two long-term plans. |
| Carpark expansion | Do we have any plans to extend the carpark and if not, is it something we have costs on? | The unfunded Destination Parks Improvement programme included a carpark extension timed to coincide with planned renewals of the existing carpark. Costs for the extension were based on high level estimates only ($830,000) as this project (including the required planning funds) has not been funded in the last two long-term plans due to other competing priorities. |
| **Hamilton Zoo** | | |
| Education | What have we got in the budget to expand the education space at the Zoo? | There is no budget however, the Zoo is currently seeking an arrangement with the Hamilton Astronomical Society (Observatory) to utilise its spaces for education programmes, where possible. The intention of the broader Venues, Tourism and Events Group (Te Kaaroro, Hamilton Gardens Zoo, Waikato Museum and H3) is to embark on a progressive and coordinated approach to education, life learning and career development opportunities. There is no budget, but we do have existing resources which can be better coordinated. The Waikato Museum has a good foundation for collaboration in this regard. |

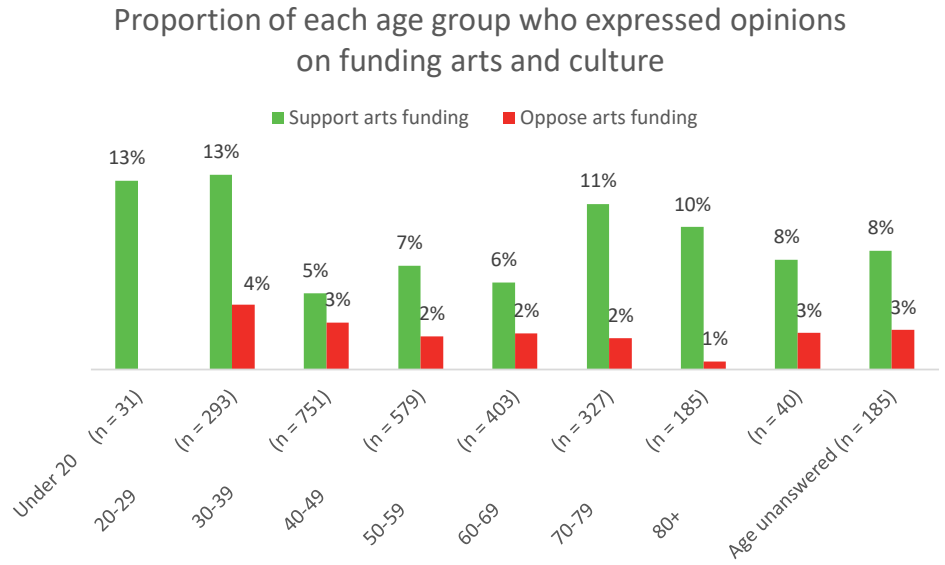
# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| Parking | What options do we have for more parking at the Zoo using currently undeveloped parts of Waiwhakareke? At what cost, and what impact might this have on zoo revenue?<br>What land do we own on the margins of Waiwhakareke at the top that could be used as overflow car parking in the short term to drive up revenue? | We are currently using all non-planted Waiwhakareke land along Brymer road for additional parking. We have been doing this for the past year.<br>There is unplanted Waiwhakareke land on the opposite side to the Zoo which we are proposing to leave unplanted, outside the Predator Exclusion Fence, and set aside for Te Kaaroro event parking (Zoo/Waiwhakareke). To utilise this space for parking, we would need some way to shuttle people from the east side of Waiwhakareke to the entrance of the zoo. |
| **Hamilton Gardens** | | |
| Visitor funds | If we retained 10% of visitor funds from the Gardens from Year 5, how would that impact our revenue? Or is there a year that it would become more feasible to implement this? | Based on budgeted revenue for Y6-10, 10% equates to $3.1 million. The current Long-Term Plan budget does not assume there will be a net surplus because of paid entry at Hamilton Gardens. It does, however, assume a reduction in deficit to approximately $2 million average per year across the 10 years. The deficit in FY22/23 was $3.9 million. If revenue were to exceed costs (not currently budgeted to occur), the surplus would be returned directly to Council via the financial statements. If resolved by Council to do so, any favourability could be redirected to redevelopment expenditure at the Gardens, which would then also be reflected in the financial statements. Note: These numbers exclude finance and depreciation costs. |
| Revenue vs expenditure | Clarify how the expected annual revenue from charging at the Hamilton Gardens compares to the annual maintenance and operating costs (noting the submission asking that 'surpluses' from tickets go toward the development of the gardens). | See answer immediately above. |
| **Arts and Culture** | | |
| Collective Service Level Agreement | Can we look at a collective service level agreement for our theatre sector? It would stipulate what each theatre would receive in support (proportional to what they offer). | **Waikato Regional Theatre:** Council is contracted via the deed in place to provide $1.1million per annum (plus CPI) for a property asset maintenance grant (PEMA). The funding commences on the date that the WRT is completed and ends on the 30 June that is 10 years from the Commencement Date. If Council is satisfied with the Business Plan and the performance of the Trust in operating and maintaining the WRT, the Funding will renew for a further 10-year period.<br><br>Meteor and Clarence St are currently funded through community grants. Some community groups/organisations have previously been subject to service level agreements, but these were |

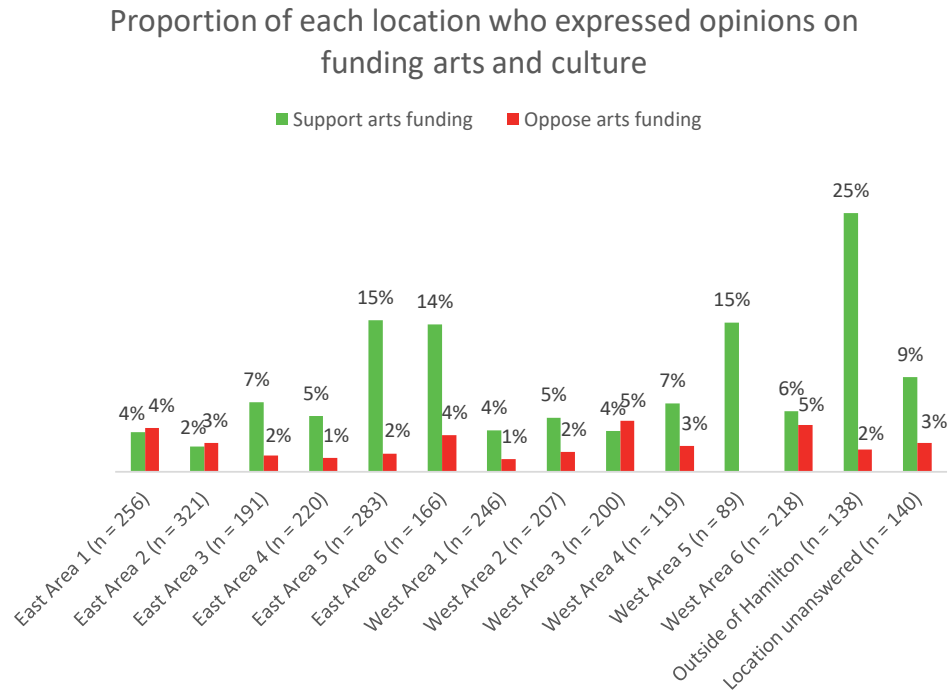
# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | discontinued pursuant to review and public feedback. Notably, the set up limited new groups from seeking funding.<br>During the Community Grants Policy review in 2023, there was no demand for service level agreements for theatres raised. |
| Meteor and Clarence St | How much have we funded the Meteor and Clarence St theatres over the last three years? | $50,000 for the theatres respectively, each year for last three years. |
| General feedback via submissions | How many submitters spoke to the arts? | **Individual responses**<br>***How we plan to manage our city's finances***<br>We asked respondents for feedback on managing the city's finances, which included a proposed average rates increases of 19.9% ($11 per week for a median-value residential property) in 2024/25, and 15.5% for the following four years (2025/26 to 2028/29).<br>• 37 comments asked for Council to continue funding arts and culture.<br>• 13 comments suggested Council find savings in, or reduce funding for, arts and culture.<br><br>***Services to reduce, remove or retain***<br>We asked respondents what services they would suggest Council reduces or removes, as well as what services they would not want to see reduced or removed. We provided respondents with a list (and brief description) of Council's community services and back-office functions to inform their submissions.<br>• 126 comments mentioned arts and culture as a service they would like to see maintained.<br>• 63 comments mentioned arts and culture as a service they would like to see reduced or removed.<br><br>Note that 'arts and culture' was not explicitly included in the list of Council services provided to respondents.<br>The closest equivalent service listed would be Venues, Tourism and Events; 105 respondents would like to see Venues, Tourism and Events maintained, and 229 would like to see it reduced or removed.<br><br>***Any other comments relating to our plans for the next 10 years?***<br>We invited respondents to leave any other comments relating to our plans for the next 10 years. |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • 124 comments asked for Council to continue funding arts and culture.<br><br>***Across all questions***<br>Across all questions, 220 respondents mentioned a desire to maintain funding for arts and culture at least once in their submission. Conversely, 74 respondents suggested reducing spend on arts and culture at least once in their submission.<br><br>Support for funding arts and culture is highest among young people. 13% of those under the age of 30 (43 of 324) expressed support for funding arts and culture at least once in their submission. Support is also high for those over the age of 60; 11% (58 of 552) of respondents aged 60+ mentioned support for arts and culture funding at least once in their submission. Opposition to funding arts and culture is relatively consistent across age groups, and is highest in those aged 20-29 years old - 13 of 293 (4%) respondents in this age group opposed arts and culture funding at least once in their submission.<br><br>  <br> |

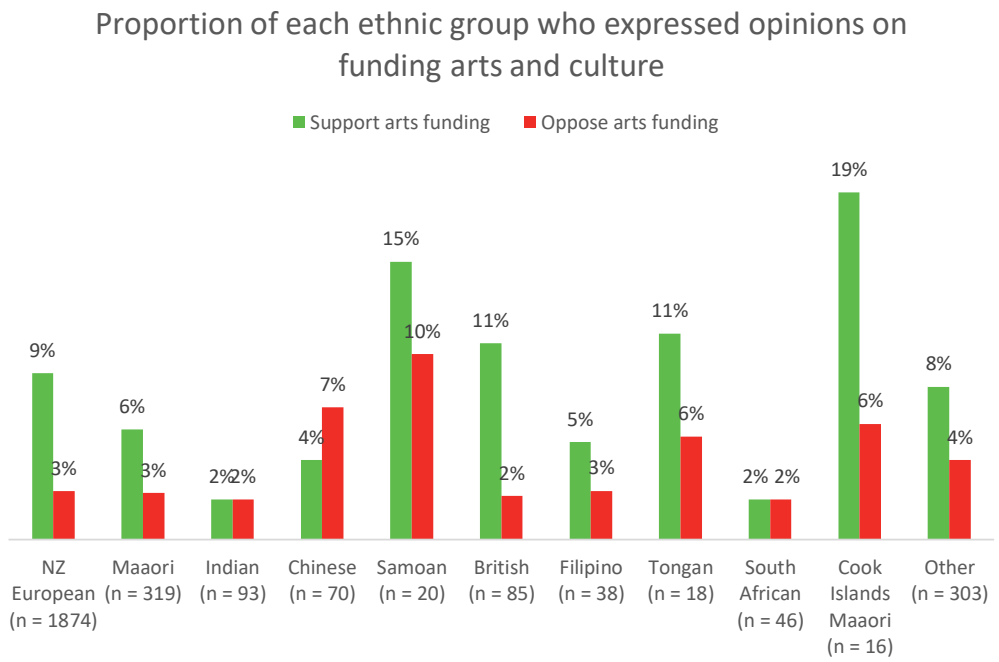
## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | One in four respondents who live outside of Hamilton (25%, 35 of 138 respondents) expressed support for Council funding arts and culture. Support for funding the arts was also mentioned by 15% (13 of 89) of respondents from West Area 5 (Hamilton Central, Hamilton Lake, Whitiora) and 15% (42 of 283) of respondents from East Area 5 (Claudelands, Hamilton East, Peachgrove). Opposition to funding arts and culture was more common than support for residents of East Area 1 (Flagstaff) and West Area 3 (Aberdeen, Dinsdale, Temple View).<br>  <br><br>See table below for a list of suburbs in these community profile areas.<br>**Community Profile Area** \| **List of suburbs** |

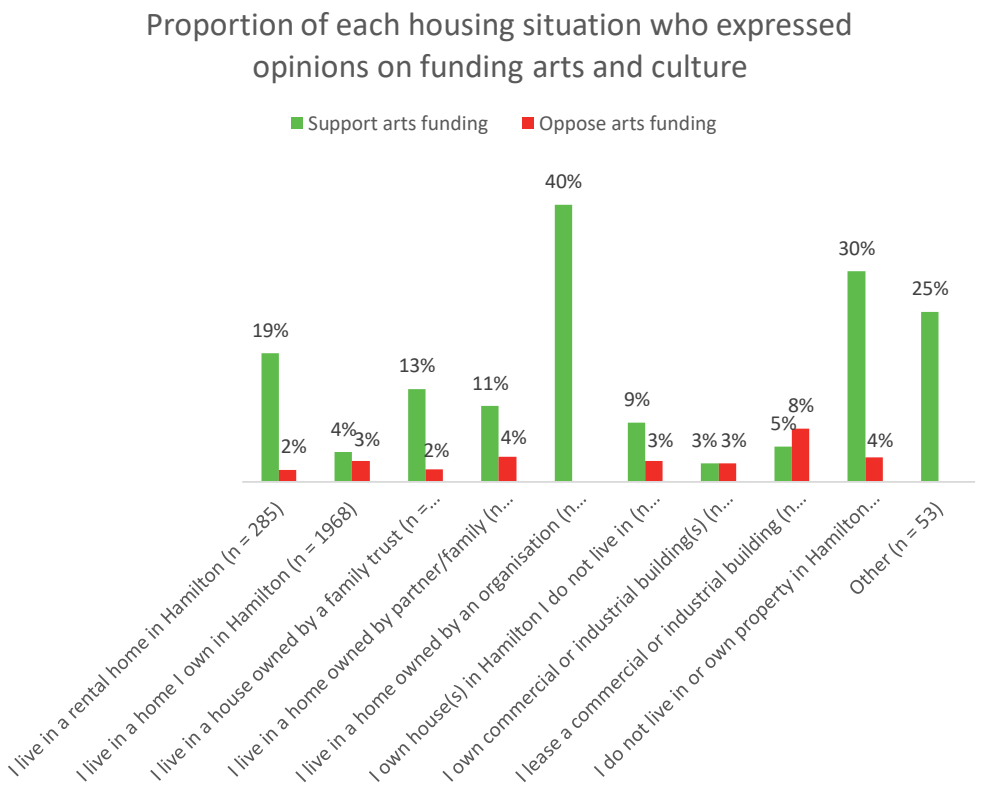
# Information requests from Elected Members

| Topic | Information request | Information provided | |
|---|---|---|---|
| | | East Area 1 | Flagstaff |
| | | East Area 2 | Callum Brae, Huntington, Rototuna, Rototuna North, St James |
| | | East Area 3 | Chartwell, Chedworth, Harrowfield, Queenwood |
| | | East Area 4 | Enderley, Fairfield, Fairview Downs |
| | | East Area 5 | Claudelands, Hamilton East, Peachgrove |
| | | East Area 6 | Hillcrest, Ruakura, Riverlea, Silverdale |
| | | West Area 1 | Avalon, Beerescourt, Forest Lake, Pukete, St Andrews, Te Rapa |
| | | West Area 2 | Crawshaw, Grandview Heights, Nawton, Rotokauri, Western Heights, Bav |
| | | West Area 3 | Aberdeen, Dinsdale, Temple View |
| | | West Area 4 | Frankton, Maeroa |
| | | West Area 5 | Hamilton Central, Hamilton Lake, Whitiora |
| | | West Area 6 | Bader, Deanwell, Fitzroy, Glenview, Melville, Peacocke |
| | | It is difficult to glean insights form differences by ethnic group due to low response numbers. | |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | |  <br>One in five renters (19%, 53 of 285) expressed support for Council funding arts and culture at least once in their submission. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | |  <br>**Feedback from businesses, organisations, and groups**<br>26 organisations asked Council to maintain fundings for the arts and creative sector in their submission.<br>The businesses, groups and organisations which requested Council maintain support for arts and culture were:<br>• Arts Council of New Zealand Toi Aotearoa (Creative New Zealand) |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • Arts for Health Community Trust<br>• Black Creative<br>• Browsers Bookshop<br>• Clarence Street Theatre<br>• Creative Waikato<br>• DV Bryant Trust<br>• Freelunch street theatre co ltd<br>• Go Eco<br>• Hamilton Arts Festival Toi Ora ki Kirikiriroa<br>• Hamilton Arts Trust Aka Boon Arts<br>• Hamilton Central Business Association<br>• Hamilton Citizens Band Inc (Hamilton City Brass, Hamilton Auxiliary Brass + The Brass Factory)<br>• Hamilton City Pops Orchestra<br>• Hamilton Gardens Summer Festival Foundation<br>• Htown Skate Project<br>• IĒNA PASIFIKA<br>• King St<br>• Len Reynolds Trust<br>• Misty Flicks Film Festival<br>• NZCDI<br>• Riverlea Theatre and Arts Centre on behalf of Riverlea Theatre and Arts Centre Board<br>• The Bold Theatre Trust<br>• Waikato Heritage Group<br>• Waikato Regional Theatre<br>• Waikato Screen NZ |
| **Tourism** | | |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| Service Level Agreement for Hamilton and Waikato Tourism | Reinstating the funding for Hamilton Waikato Tourism: can we understand how Tainui Waka Tourism can also benefit from this support? Can we require collaboration in the Service Level Agreement? | As we understand it, Tainui Waka Tourism Incorporated is not a sole representative of Maaori Tourism in Hamilton and the Waikato. They, like other operators, work with Hamilton and Waikato Tourism (HWT) to promote their products services and vision. We would advise against a collaborative agreement with one specific Maaori tourism entity. If you go into the Māori Tourism Aotearoa website for example for any information and assistance (including business development advice etc.) for Hamilton and the Waikato the link goes straight to HWT. HWT work with a range of tourism enterprises and have confirmed they work closely with Tainui Waka Tourism Incorporated where they can alongside others. From a whole of Waikato Tainui perspective however their contact is via their Economic Development arm. |
| Hamilton and Waikato Tourism Performance reports | Provide Hamilton and Waikato Tourism's performance reports for consideration at deliberations. | See **attachments:**<br>- **Hamilton and Waikato Tourism Schedule of Services for Local Government 2023-24**<br>- **Hamilton and Waikato Tourism Limited Annual Report 2020-21**<br>- **Hamilton and Waikato Tourism Year End Report 1 July 2021 – 30 June 2022**<br>- **Hamilton and Waikato Tourism Report to Hamilton July – December 2023 for Economic Development Committee 12 March 2024** |
| **Strategies** | | |
| Kai / food strategy | Would the development of a food strategy and action plan be possible, perhaps in Year 2 or 3 of the Long-Term Plan? What resourcing might be required? | • The Community Development team currently has four different strategies/plans that sit within their space. With the addition of a Youth Plan and Kai Plan, there would be six strategies/plans with no additional staffing or budget to deliver on these.<br>• Community Development (see below) have a plan to manage and direct resource into the Youth Plan.<br>• The kai space is dynamic and complex and Council has not traditionally led in this space, rather the leadership has come from the communities directly overall. To lead in the future would likely require additional support/budget.<br>• To deliver a plan in Year 2 or 3, resourcing to develop the plan/strategy is required and also resourcing and funds to ensure we can deliver on the plan. It's very hard to deliver in this space without funding for projects.<br>• Any new future strategies should be considered as part of Council's wider strategic framework and the business Council seeks to be in. |
| Youth Strategy / Plan | 1. What level of funding would be required to implement a youth strategy?<br>2. What current support/offerings are specifically provided for youth? | **1. What level of funding would be required to implement a youth strategy?**<br>The internal work required to support the development of a Youth Strategy or Plan has been factored into the portfolio of the current Community Advisor (Youth) to be completed in the |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | first year of the Long-Term Plan. This work will be supported by the Community Partnerships, Funding and Grants Manager, and is proposed to be completed in conjunction with key community leaders.<br>The implementation of this Strategy/Plan will be dependent on the actions agreed upon for the plan. It is possible that a good portion of the actions will be completed by the community, with Council support falling under the current Community Grants Policy and support of the Community Advisor (Youth). There may be actions identified that Council is required to deliver on that have associated costs. Until this plan is developed, we cannot confirm what that would look like. Any associated costs would have to be addressed through the annual plan process or in the next long-term plan.<br>**2. What current support/offerings are specifically provided for youth?**<br>**Hamilton Youth Support Services Sector:** This involves being the main connection between Hamilton City Council and Hamilton-based Youth Support Services through relationship, partnership, connection, support, and advice. There are several components to this work, that are listed below:<br>- **HTWN Network:** An ongoing network of Youth Support Services.<br>**HTWN Connect Hui:** Held every second month, these networking opportunities enhance the effectiveness of organisations who support youth.<br>**HTWN Workshops:** Held alternate months to Connect Hui, these Workshops provide personal development opportunities.<br>**HTWN Low-Down Newsletter:** Sent fortnightly to more than 300 contacts who support youth. This newsletter provides information on upcoming HTWN events, notices that are relevant for this network, and provides a space for stories to be shared on positive outcomes.<br>- **Connections:** Enabling the efficiency of this sector by being the subject matter expert and providing appropriate advice, support, and connection. This includes managing a database of more than 120 current youth support organisations and their key contacts.<br>- **Here to Help Youth**: A project in development with Here to Help U and Seed Waikato on a youth-focussed online support platform, enabling efficiency in providing support for youth.<br>- **Youth Research:** Research into the benefits of youth civil involvement. This also involves researching issues that are prevalent for youth in Hamilton, through academic research and discussion with those who support our youth. |

# Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td>- Connections with Schools: Being the main connection between Hamilton schools and Hamilton City Council, to provide relationship, partnership, connection, support, and advice.<br>Northeast Hamilton Interagency Network – Community Response: Community development project that arose from issues in Rototuna due to anti-social behaviour of some youth, particularly outside Te Kete Aronui – Rototuna Library. This interagency network will work together to address these issues, and to create a solid sense of community for all of those who live in the Northeast suburbs of Hamilton.</td></tr>
<tr><td>He Pou Manawa Ora</td><td>What is the impact over 10 years of cutting the He Pou Manawa Ora spending from Years 1-3?</td><td>He Pou Manawa Ora – Pillars of Wellbeing was adopted as a citywide council strategy in August 2021. The strategy was developed in partnership with our Tiriti partners Waikato Tainui, mana whenua and maataawaka of Kirikiriroa. The strategy demonstrated council's commitment to the Tiriti and its Tiriti partners to work together to deliver community outcomes for all.<br>• Through the 2021-31 Long-Term Plan council committed $60,000 annually to fund He Pou Manawa Ora projects. The budgeted $60,000 for He Pou Manawa Ora projects is deleted from Year 1 onwards.<br>• In the 24-34 Long-Term Plan the He Pou Manawa Ora budget is proposed to increase to $171,000 increasing by inflation each year over the next 10 year.
<table>
<tr><th>Cost Centre</th><th>LTP</th><th>LTP annual budgeted cost</th><th>HPMO 24-34 LTP 10 Year cost</th></tr>
<tr><td>He Pou Manawa Ora Projects</td><td>21-31</td><td>$60,000 (deleted in Year 1 24-34 LTP)</td><td>$0</td></tr>
<tr><td>Agreed Tiriti Partnership events<br>• Raa Maumahara, Waitangi, Kiingitanga…</td><td>24-34</td><td>$108,000 (new proposed)</td><td>$1.08 million</td></tr>
<tr><td>Manawatia aa Matariki</td><td>24-34</td><td>$63,000 per annum (new proposed)</td><td>$630,000</td></tr>
</table>
</td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | | |
|---|---|---|---|
| • *Council's community event that celebratse Matariki and connects community with Council* | | | |
| **HPMO Total Cost** | **24-34** | **$171,000 (adjusting for inflationary cost)** | **$1.71 million** |

Council have requested that staff provide a report on the impact over 10 years of cutting the He Pou Manawa Ora funding from Years 1-3 of the 2024-34 Long-Term Plan.
The consequential impact of no funding from Years 1-3 of the 2024-34 Long –term Plan will be two-fold:

1. Negative impact on our partnership with Waikato Tainui, Mana Whenua and Maataawaka who all contributed to the council strategy He Pou Manawa Ora – Pillars of Wellbeing from inception to adoption.
2. Significantly compromise council as a good faith Tiriti partner in council's non-delivery of 'what we said we will do' in each of the four individual pou of He Pou Manawa Ora.

**He Pou Manawa Koorero – Pillars of History**

| What we said we will do | What we won't do |
|---|---|
| 1. Review and expand Riverside Management Plan Ngaa Tapuwae o Hotumauea<br>2. Invest in celebrating Maaori history/stories<br>3. Increase Maaori heritage sites listed and protected in District Plan<br>4. Increase bi-lingual signage.<br>5. Support and celebrate Maaori and bi-cultural events<br>6. Support the history and place of Kiingitanga | ~~1. Review and expand Riverside Management Plan Ngaa Tapuwae o Hotumauea~~<br>2. Invest in celebrating Maaori history/stories<br>~~3. Increase Maaori heritage sites listed and protected in District Plan~~<br>~~4. Increase bi-lingual signage.~~<br>~~5. Support and celebrate Maaori and bi-cultural events~~<br>~~6. Support the history and place of Kiingitanga~~ |

# Information requests from Elected Members

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<tr><td></td><td></td><td>
He Pou Toorangapuu Maaori – Pillar of Representation
<table>
<tr><th>What we said we will do</th><th>What we won’t do</th></tr>
<tr><td>7. Continue Maangai Maaori<br>8. Maximise Maangai Maaori relationships to deliver city wide outcomes<br>9. Promote and increase te reo Maaori in council communication<br>10. Targeted consultation with our Maaora communities<br>11. Embed Maaori cultural and wellbeing considerations and the principles of the Tiriti<br>12. Include Maatauranga Maaori in council reports and decision-making<br>13. Improve the capability and capacity of council staff</td><td><s>7. Continue Maangai Maaori</s><br><s>8. Maximise Maangai Maaori relationships deliver city wide outcomes</s><br><s>9. Promote and increase te reo Maaori in c communication</s><br><s>10. Targeted consultation with our Maaori communities</s><br>11. Embed Maaori cultural and wellbeing considerations and the principles of the T<br>12. Include Maatauranga Maaori in council r and decision-making<br>13. Improve the capability and capacity of c staff</td></tr>
</table>
He Pou Manawa Taurikura – Pillar of Prosperity
<table>
<tr><th>What we said we will do</th><th>What we won’t do</th></tr>
<tr><td>14. Support Te Waka to deliver Te Whare Ohaoha Waikato’s Economic Development Agency<br>15. Work in partnerhips to reduce housing stress<br>16. Advocate inter-agency approaches to community wellbeing<br>17. Review of council procurement policy<br>18. Advocate for legislative change that positively impacts Maaori in Kirikriroa</td><td><s>14. Support Te Waka to deliver Te Whare Ohaoha Waikato’s EDA</s><br>15. Work in partnerhips to reduce housing stress<br><s>16. Advocate inter-agency approaches to community wellbeing</s><br>17. Review of council procurement policy<br><s>18. Advocate for legislative change that positively impacts Maaori in Kirikriroa</s></td></tr>
</table>
He Pou Manawa Taiao- Pillar of Restoration
<table>
<tr><th>What we said we will do</th><th>What we won’t do</th></tr>
</table>
</td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided | |
|---|---|---|---|
| | | 19. Develop and implement Nature in the city strategy<br>20. Increase planting and maintenance of native flora and fauna in gullies<br>21. Develop and implement Climate Action Strategy<br>22. Work in partnership with Waikato Tainui and WRA to restore and protect the health of the river<br>23. Ensure our city growth and infrastructure planning models high environmental standards<br>24. Work with Waikato Tainui and mana whenua to address cultural RMA and Heritage legislative challenges and barriers to city growth and development. | 19. Develop and implement Nature in the city strategy<br>20. Increase planting and maintenance of native flora and fauna in gullies<br>21. Develop and implement Climate Action Strategy<br>22. Work in partnership with Waikato Tainui and Waikato River Authority to restore and protect the health of the river<br>23. Ensure our city growth and infrastructure planning models high environmental standards<br>~~24. Work with Waikato Tainui and mana whenua to address cultural RMA and Heritage legislative challenges and barriers to city growth and development.~~ |
| **Elected Members** | | | |
| Total cost | What is the total cost of each elected Member, when salaries, governance support, professional development budgets, IT devices and support, hospitality and other considerations are taken into account? | We cannot give a clean figure as to what the cost of each Elected Member is.<br>Salary is based on remuneration authority. Will not cause a saving as all of the pool must be allocated to Members. If council reduced the number of Elected Members, this would not change remuneration pool that we must fully allocate it. We provide the Elected Members with an assortment of stationary for their day-to-day business. In FY 2023/24 a total of $8203.00. This is including business cards and printing charges.<br>A part of council meetings the budget for catering was $12,862.00 we have now stopped catering.<br>What we can confirmed is:<br>- Personal Development fund was $6,000 per Elected Member<br>- Technology, IT support, and software is approximately $7,000 per Elected Member per year. | |
| Reduction in members | If Council reduced the number of councillors would that create any savings, or would the remaining councillors just get paid more? | If Council reduced the number of Elected Members this would not change remuneration pool that we must fully allocate, for this reason it would mean that remaining Members would be paid more. | |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| Maangai Maaori | What is the total cost of each Maangai Maaori member – when salaries, governance support, professional development budgets, IT devices and support, hospitality and other considerations are taken into account? | **Salaries** — $48,000 Per Maangai<br>**Professional development budgets** — There is no PD budget for our Maangai<br>**IT devices and support** — an Ipad, software such as Diligent and Microsoft products - $2000 annually |
| **Staff** | | |
| Personnel-related questions from Elected Members | Increase in staff numbers; minimum and Living Wage, wage freeze | See **Attachment** 'Staff-related questions and answers'. |
| Staff remuneration inflation | Provide a breakdown of how it is made up. | Staff remuneration including living wage, union negotiations, increases on health insurance, professional memberships, health and safety costs, ACC and fringe benefit tax increases. |
| Taxpayers' Union Report | Provide clarification regarding references to the New Zealand Taxpayers' Union Report by submitters | See **Attachment** 'Taxpayers' Union report'. |
| Further reductions | What would be the impact of removing another 14% of staff costs from Year 2 (on top of the 7% already included in the draft budget)? | 1. An additional 14% reduction on staff costs would require a further $18.4 million of service level reductions, equivalent to approximately 200 FTE.<br>2. As set out in the deliberations report, there are currently $10.5 million of service level reductions 'baked in' to the budget, while the report contains the option of a further $2 million of service level reductions. If Council chose to reduce all of the service levels included in the report (including the additional $2m), there would be a shortfall of $16.4m remaining, equivalent to approximately 180 FTE.<br>3. Further reductions of this magnitude would fundamentally change the organisation and the services we offer. Excluding services we are required to do by law means that any reductions would have to come from wholesale closure of Council services and facilities.<br>4. If Council resolved to significantly reduce community levels of service as set out above, we would assume some corresponding reduction in enabling service roles. The ratio of this would depend on the specific service levels reduced.<br>5. The $10.5 million service level reductions already included in the budget enable the rates increase to be 0.4 percentage points lower in years 2-5 than would otherwise be the case. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | However, to deliver service reductions of the scale required to enable an additional 14% reduction in staff costs, there would likely be significant impacts on services that generate revenue for Council – potentially leading to the need for more rates revenue. Therefore the 'rule of thumb' regarding the relationship between level of service reductions and rates impact indicated in the report does not apply to service reductions of this scale, and modelling cannot be undertaken without Elected Members indicating which services they would remove.<br>6. In addition, as noted in presenting the level of service reduction options in Attachment 8 of the deliberations report, we excluded options that have a high barrier to exit (i.e., services that are difficult or expensive to get out of). If services were reduced on the scale required to achieve an additional 14% reduction in staff costs, some of the reductions would be likely to involve significant exist costs, further impacting the financial savings. |
| **Council** | | |
| Future motions | Is it possible (legally) to create a new requirement that all future motions which result in any increases in spending to note the rates increase this would incur? To help highlight future spending decisions? | This could legally be made a requirement of standing orders or our process for reporting internally - that's not hard to do. However, the rates increase calculation is not an easy thing to do as there is always other variables. Keeping in mind that any changes to spend or revenue, are already reported through the financial report that goes to the Finance and Monitoring Committee. They approve the changes to the Balance the Books and Debt to Revenue ratio each time. |
| **Government advocacy** | | |
| Top three issues | What are the top three things that would make a difference from government? (i.e., return of GST on rates, off balance funding and financing?)<br><br>What difference would they make? | Council has advocated for a number of legislative and policy changes from central government in its submissions made over the last few years.<br>Some of the key points that council continues to advocate for are:<br>• Changes to the funding and financing system in relation to local government<br>• Large capital investment by govt and certainty of funding<br>• GST off rates<br>Collaborative investment deals (City/Regional Deals) |
| **Rates** | | |
| Rebate, remission and postponement | 1. How much would it cost to extend the rates rebate so that super annuitant couple's dependent on | 1. For 2023/24: Joint couple superannuation is approximately $42,500. The maximum Government Rebate is $750, the maximum Council rebate is $676. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | benefit (with little additional income and little savings) would also qualify?<br>2. Can we have a page developed for older people that highlights rates postponement and some of the services that we have available specifically for older people? | A couple on joint superannuation, with median rates, will qualify for approximately 81% of the maximum government rebate and 31% of Council's own rebate.<br><br>The Government rates rebate is set to increase to $790 for 2024/25 and Councils Rebate will increase by our adopted percentage rates increase. At 19.9%, this would be $811.<br>As rates increase, the likelihood of greater qualification of both the Government and Council's rebate qualification will also increase.<br>The Council rates rebate also includes some additional qualifying criteria, notably a savings threshold (i.e., how much an applicant can have in the bank, before Council will assist via a rates rebate).<br>The Government Rates Rebate does not take into account savings (only income, including any interest earnt on savings). We believe the savings threshold is a key reason why an applicant may qualify for the Government Rebate only.<br>As part of the 2024-34 Long-Term Plan, the savings threshold for Council's Rebate has been proposed to increase from approximately $24,400 to $30,000, with the aim to capture more qualifying applicants.<br><br>It is difficult to gauge uptake of the rebate from year to year, even more so with the higher proposed rate increase and the change to the savings threshold.<br>As a guide, Council's proposed budget for the Council rebate for 2024/25 (Based in 19.9% increase) is $424,000.<br>Based on an estimated 2,600* applicants for the Government rebate, we expect the total value of Government rebates for 2024/25 to be around $2 million.<br><br>** This does not factor in potential increase of Government Rates rebate applicants resulting from higher rates increases.*<br><br>To provide an indication, if Council chose to match the Government Rates Rebate criteria exactly, this would require an additional budget of $1.57 million.<br><br>2. We are always looking for ways to improve our communications and will ensure we include better reference to rates postponement. |

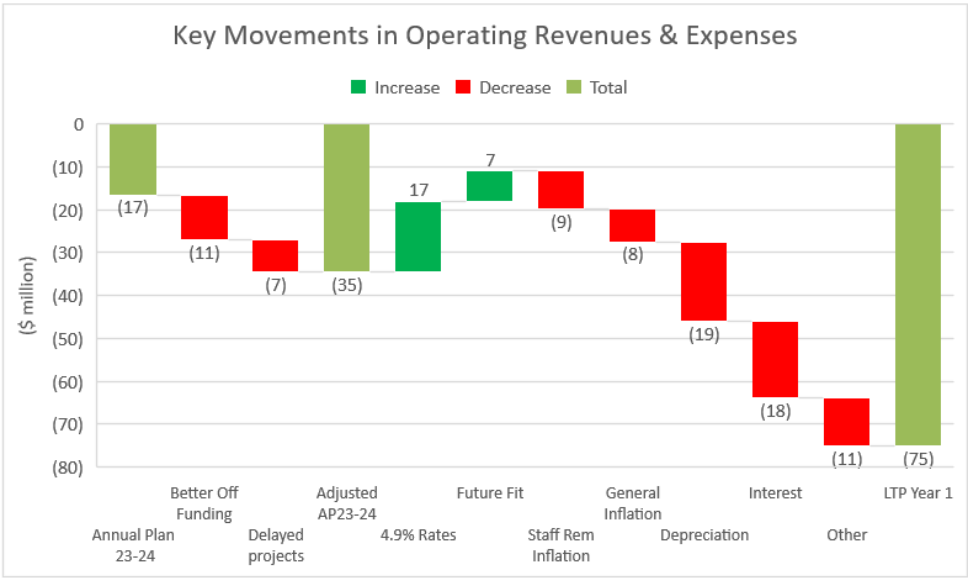
## Information requests from Elected Members

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|---|---|---|
| | | We do consider rates postponement as a potential option when assisting ratepayers, while processing rates rebates or during affordability discussions. Generally, the rates rebates are at a level which makes a material difference.<br>Historically there has been little uptake of rates postponement in Hamilton.<br>Likely contributing factors to this is that Hamilton has had the lowest median residential rates when compared with other councils and is also one of only a few councils to provide additional hardship support via the Council rates rebate. There will be other factors for ratepayers when considering postponement (for example willingness to enter into a debt arrangement), which may also be a contributing reason as to why rates postponement uptake is generally low throughout the country.<br>Christchurch have advised that have little uptake in their postponement offering, and as a part of their draft long-term plan, are proposing to remove the automatic qualification for pensioners. |
| Targeted rate | Can targeted rates, if not supported now, be further explored in the rates working group? | Yes, it would be appropriate to consider targeted rates as part of the wider discussion within the rates working group. The scope of the working group will be determined over the coming months. |
| Voluntarily paid additional rates | Can we pilot this idea of voluntary rates? And can this also be added to our rates review? | There may be a genuine situation where Council might find it appropriate to create a targeted rate, where the ratepayer triggers their own liability for the rate, under a separate legal contract, maintained by Council.<br><br>Some councils have done this in the past, generally where a ratepayer is receiving a direct benefit. For example, to help (via a loan to be paid back via the targeted rate) fund installation of insulation as part of the EECA warmer homes scheme.<br><br>As a targeted rate, this comes with all of the requirements set out in the Local Government (Rating) Act 2002, which includes provisions around non-payment and recovery.<br><br>In this case, the question sounds more aligned a voluntary payment, or donation. Rates is not a mechanism to manage what would effectively be a donation. Setting of rates is heavily prescriptive and must align to the fund activities set out within Councils Funding Impact statement. A donation type payment would also require other considerations around the accounting treatment. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| Defaulters | How many rates defaulters do we have and what enforcement action is taken in such instances? What is the cost to the City of non-payments per annum? | Timing of any action will depend upon the age of the rates debt, and the total value. Enforcement options are prescribed within the Local Government (Rating) Act. At a high level, where rates are unpaid during the **current** rating year (the year in which the rates are set):<br>- Unpaid instalments will incur a penalty of 10% after the due date if each instalment.<br>- Instalment notices and reminder letters will continue to be sent.<br><br>Where there are outstanding rates for prior rating years:<br>- A 10% penalty is applied on outstanding rates from **prior** rating years, twice per year.<br>- Where a property has an interest (mortgage) registered on the record of title, we will notify the mortgagee, and subsequently make a demand for payment.<br>- Where the property is unencumbered (no mortgage) and our team is not successful in their collection attempts, we pass the debt to Baycorp, being our collection agent. Baycorp will initiate legal action on our behalf if they are unable to recover payment otherwise.<br>- We will also seek to recover any legal costs, and a default is listed against the debtor's credit file.<br>- If rates were to remain unpaid after a court awarded Judgment, Council would consider a rating sale of the property.<br><br>It is common for Councils to have unpaid rates at the end of a rating year.<br>At the end of the previous rating year (30 June 2023), we had collected 97.44% of all rates and penalties invoiced throughout that (and previous) years.<br>Rates staff then work throughout the following year to recover the remaining balance, as well as those rates which are invoiced during that year.<br>Cost to Council includes staff time to work tough those recovery steps listed above, and commission costs for those properties where there is no mortgage which have been passed to a collection agency. Council will seek recovery of any legal costs, where a Court Judgement is obtained.<br><br>We also have 25 ratepayers (over 36 properties) who have actively informed us of their refusal to pay rates. There is no valid reason for the refusal to pay rates, and the courts have supported this stance. In all cases, Council will continue with enforcement action as listed above. In the case of |

## Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | this submitter, it is likely that the rates debt will be passed to Baycorp over the coming months, where legal action will proceed if the rates were to remain unpaid. |
| **Finance** | | |
| Depreciation | Is there any flexibility in our determination of depreciation expenses? | Depreciation is a fixed calculation based on the value of the asset and the length of expected use. The calculation is determined by Accounting Standards that we are legally required to comply with. |
| Key movements | Reminder of 2023-24 Annual Plan vs 2024-25 (Year 1 of 2024-34 Long-Term Plan) as presented to Council during the draft budget 2024-34 Long-Term Plan meeting in November. |  |
| **Events** | | |
| Facilitating events | How can we reduce barriers for people hosting events in our city? | Through the event permitting process, which is managed by the Event and Activation team, we work alongside external event organisers and organisations to help and guide them through planning and delivering events. The event permitting process provides event templates, booking information, planning toolkits and expert advice.<br><br>Event Assessment Group (EAG) – set up by the events team involves subject matter experts from across the business including: Events, Risk, Insurance, Environmental Health, Transportation, |

## Information requests from Elected Members

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|---|---|---|
| | | Parking, City Safe, Parks, Building, Planning, who review each event permit application and add their comments as a subject matter expert. The event team is the liaison between this group and the customer ensuring that the process is customer centric and as simple as possible. The event team role is one of facilitation, helping groups to put on safe and well managed events.<br>Costs are the major barrier to people holding events in our city, many of the events are managed by community organisations and the costs of compliance have increased dramatically.<br><br>Event permitting also protects the reputation of the Council as the landowners on which many of the events take place, we are liable for any accidents or incidents that occur (refer to Tauranga City Council and an event on one of their parks where there was an incident with a bouncy castle – despite the fact that it was not a Council event, they were prosecuted). |
| Hosting requirements | What are our current requirements for hosting events in the city? i.e., traffic management, security, hour restrictions, noise level restrictions, and what support does Council offer if any to help implement these? | Many of the requirements for holding events are dictated by legislation or bylaws – particularly in relation to Health and Safety, Waste Minimisation, Environmental Health, Transportation, Public Liability Insurance and the District Plan.<br>We work alongside event organisers to help them negotiate through these requirements. There are however costs associated with meeting these requirements, particularly in relation to traffic management where external providers are contracted to deliver this service. This is a significant cost to event organisers, but we do not have budget to support these costs or any others – the value we add is in providing good resources and utilising our expertise to provide options. Where possible we have created templated documents to reduce cost i.e., traffic management plan template for Worley Place, noise plan for Victoria on the River but there are still costs for event organisers to implement. |
| Noise | How are noise issues monitored and measured during city events and how do we communicate events in advance to residents? | The District Plan determines the acceptable noise levels in different parts of the city and the number of times this can be utilised. Depending on the location of the event the noise restrictions will vary e.g., Victoria on The River location means that noise impacts on residents across the river and therefore has different noise restriction to events in other parts of the CBD.<br><br>Each event application must be treated on an individual basis, and this is where the knowledge of the EAG is so valuable. The planning staff are able to advise and give guidance. Noise levels are not usually monitored at the event (as Council simply does not have the staff to undertake this). |

## Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | As part of the event permit process applicants are required to advise surrounding residents and retailers of planned events which may impact on them via a letterbox drop, door knocking or public notices. |
| **Libraries** | | |
| Rototuna Library | Provide updated statistics on the number of visitors for Rototuna Library. | Year to date there have been 312,000 visitors, which is 40.5% of all library visits in Hamilton City. |
| Central Library reconfiguration | What are the expected costs and revenue associated with a potential reconfiguration of the Central Library? This includes leasing of the current Auaha Makerspace and 3rd floor. | A city community hub could be developed through the reconfiguration and optimisation of spaces at the Central Library. This could be achieved through the consolidation of library services onto two floors and the creation of community use/ occupancy spaces on level 3 of the library (office and meeting rooms).<br>Auaha could be moved from the space at the front of the library to within the library. This would free up the tenantable space for community or commercial use.<br>CAPEX: Reconfiguration works are estimated to be $2.5 million (basic) to $4 million (full) and would include renovation of bathrooms, appropriate fire security, access systems and the construction of new walls/ spatial dividers.<br>OPEX: Revenue for the created spaces is yet to be determined (potentially $50-100,000), and enduring operational savings for the library would be approximately $150,000 per annum. |
| Municipal Building/Library | Does the municipal building consultant project identify that any possible savings if we sold the central library and moved the city library to the reception lounge or incorporated it into the ground floor? (consolidating all other work areas). | One of the options considered was to reconfigure the Municipal Building to relocate the Council Chambers, Central City Library and satellite activities and lease out vacant space – the estimated initial and ongoing capital requirement (over a 10 year period) to achieve this outcome is $23.5 - $26.5 million (excluding proceeds of any sale of the Garden Place Library land and building). Because the estimated cost exceeds the estimated savings staff have not recommended proceeding with this option at this stage. |
| **Parks** | | |
| Maintenance schedule | How regular is the schedule for maintaining the paths in the top five parks? | At our Premier Destination Parks (Lake Domain, Memorial Park) which are high use areas the level of service for clearing paths is on a 2–3-week rotation in conjunction with mowing activities. Paths in this category would be cleared on average 21 times per year. Other paths in Natural Areas or medium to low use areas are cleared on a reactive basis, there are approximately 15km of paths in the Parks Network that are maintained reactively either by resident or staff request. |
| No mow trial | Provide costs and savings from the 'no mow' trial for consideration of expanding the trial areas. | The no mow trials reduced mowing area across the city by 13ha and cost $4,000 in materials and labour to implement. The reduction in cost on paper would work out to be $6,000 after costs. Savings from the 2023/24 trial were not banked, instead the reduction of area mowing enabled |

# Information requests from Elected Members

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<tr><td></td><td></td><td>the team to pay for materials and keep up with current LOS without getting behind in mowing frequency through the busy spring summer period.<br><br>It may be possible to expand the trial areas, however, it is worth noting that despite carefully selecting areas that are not immediately outside neighbouring residential properties, there was still a negative perception of long grass next to residential properties and several complaints relating to increased rodent populations in the longer grass coming into private property.</td></tr>
<tr><td>Sports parks</td><td>Regarding the submission: does our sports park improvement programme include improving cricket parks? What fees do we charge Northern District Cricket?</td><td>Cricket blocks have recently been renovated (investment of $100,000). The submission related to an operational issue with cricket pitch performance this year. Staff had met with both Northern Districts Cricket Association and Hamilton Cricket to identify the shortfalls in the service we provided and put a plan in place to remedy the issues. The NZ Sports Turf Institute and Karl Johnstone are helping staff monitor the Cricket Block renovations and maintenance plan to ensure we have things right for next season.<br>The following fees, in accordance with our approved fees and charges schedule, for bookings of Artificial and Grass Cricket fields were charged, noting that season fees to the value of $5,000 were waived in the 23/24 summer season for Galloway Park (which was the Park referenced as unplayable/unsafe for a period).<ul><li>Oct 23 - March 24 was $41,130 and ND $910 for casual bookings</li><li>Oct 22 – March 23 was $50,344 and ND $260 for casual bookings</li></ul></td></tr>
<tr><td>Playgrounds</td><td>What has been the cost to Council of new playgrounds in each of the last three years? What other playgrounds are planned at this stage? Where and at what cost?</td><td>The following playgrounds were delivered from 2021-2024 at a cost to council of $7,389,000. The driver for these works was renewal of existing sites. The Magical Bridge Trust contributed a further $2,348,888 in value to deliver the Claudelands Park Magical Bridge project, and Forest Lake School contributed $105,000 of grant funds to deliver this project in partnership with them<br>Playground renewals<br><table><tr><th>Name</th><th>Year</th><th>Cost</th></tr><tr><td>Bolmuir Park</td><td>2024</td><td>$242,304</td></tr><tr><td>Chartwell (in process)</td><td>2024</td><td>$400,000</td></tr><tr><td>Nawton Domain</td><td>2024</td><td>$198,062</td></tr><tr><td>Tawa Park</td><td>2024</td><td>$154,765</td></tr><tr><td>Bremworth Park</td><td>2023</td><td>$423,462</td></tr><tr><td>Claudelands Magical Bridge (Council)</td><td>2023</td><td>$1,407,112</td></tr><tr><td>Commerce/Kent St Play Space</td><td>2023</td><td>$132,169</td></tr></table></td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Galloway Park 2023 $241,266<br>Hamilton Zoo 2023 $713,174<br>Pygmalion Park 2023 $136,506<br>Raymond Park 2023 $202,300<br>Elliot Park / Nawton Skate Renewal 2022 $583,474<br>Hammond Park 2022 $228,446<br>Mahoe Park 2022 $290,049<br>Tauhara Park 2022 $922,455<br>Waiwherowhero Park 2022 $249,852<br>Crawshaw Park playground renewal 2021 $69,921<br>Glenview Park 2021 $440,439<br>Hayes Paddock 2021 $353,284<br><br>The only new playground delivered in the 2021-23 period was the Rototuna Play and Skate space adjacent to Te Kete Aronui. The cost was $668,697 for the playground and $1,365,796 for the Skate space. The main driver for this project was attracting people to the Hub and providing family friendly activities in the town centre space.<br><br>The funded Play Spaces Programme in the Draft Long-Term Plan provides $20.067 million, across the 10 years for the development of 1 new destination play space in the Central City to service the growing residential community, retrofitting shade across the playgrounds network plus levels of service improvements at 9 playgrounds. The deliberations report proposes to decrease the funded Play spaces programme to $13.5 million across the 10 years. This would still provide for 1 new destination play space plus levels of service improvements. Included within the funded Parks Renewals Programme is $32.638 million for the renewal of 58 existing playgrounds which are all expected to reach end of life within the next 10 years. It is worth noting that renewals may need to be re-prioritised depending on the approved envelope. |
| **Nature in the City** | | |
| Freezing spending | What is the impact over 10 years of freezing all Nature in the City spending for 1-3 years: cutting Years 1-3 and pushing the work out across the years. | The main impact of not continuing the existing Nature in the City capital investment is the risk of loss of some of the current capital investment made in the first three years of the programme. The programme has been structured with the intent to undertake restoration of a new area until the indigenous planted area reaches an establishment phase, which takes in total five years to |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | complete. Freezing Capital funding would mean the recently planted areas do not reach the established state where they can come into the maintenance programme. Survival rates will be low, and weed growth would return quickly in planted areas linked to Capital works. To avoid losing the investment of $862,827 in planting completed at Donny Park in the last three years, maintenance schedules would need to be reprioritised from other areas to ensure this gully is maintained. This could also impact community and hapu relationships as the projects in Donny Park have been completed in Partnership with Ngaati Wairere and Kukutahere Gully group.<br><br>In a more general sense, any delays in the programme will impact the 10-year programme target of an increase in native vegetation cover by 3%, which will then impact the 30-year strategic objective of 10% native vegetation by 2050. This is already an ambitious target and any loss in momentum would result in not meeting the timeframe's set in the Nature in the City strategy.<br><br>If the operational funding of $980,000 capital per year (that was funded in the 2021-31 Long-Term Plan) was also removed, the Natural Areas would return to reactive maintenance only for pest plant and animal control. Monitoring and reporting for this area would cease as would capacity to engage with volunteers and private gully owners working towards biodiversity improvements. This would result in considerable damage to relationships with Iwi, Hapu, and Community Groups who could view this as Council turning its back on its City-Wide environmental obligations, particularly relating to the health of the river (as all gullies lead to the Waikato River). |
| **Community funding** | | |
| Proposed cuts as per 28-29 November 2023 draft budget meeting | What were the funds for the following before cut at 28-29 November Council meeting:<br><br>1. Major Event Sponsorship Fund<br>2. Community Initiatives Grant<br>3. Community Partnership Agreements<br>4. Creative communities scheme<br>5. Creative Partnerships fund<br>6. Community services grants | The Major Event Sponsorship Fund was $500,000 and reduced by $100,000 to $400,000. The $339,000 refers to the "available fund" balance in Year 1 due to existing sponsorship agreements in place that need to be honoured. Community Services grant movements are outlined below. As the name of the grants changed during this Long-Term Plan, the flow diagram below shows how we have transitioned from the FY24 grants to the current grants in the Long-Term Plan. Regarding the Creative NZ scheme, Council does not contribute any money towards this. We are only the conduit to receive funding from Creative NZ, which is then passed on in whole to Creative Waikato. The amount of this grant passed on in FY24 was $134,000 including GST ($116,000 excluding GST). |

# Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><th>2023/24 Annual Plan Budget</th><th>FY24</th></tr>
<tr><td>Multi-year Community Grants</td><td>$1,113,000</td></tr>
<tr><td>Single Year Community Grants</td><td>$282,600</td></tr>
<tr><td>-</td><td>$0</td></tr>
<tr><td>Welcoming Plan</td><td>$75,000</td></tr>
<tr><td>Enviroschools</td><td>$39,400</td></tr>
<tr><td>Community Event Fund</td><td>$90,000</td></tr>
<tr><td>Creative Partnership Fund Grants</td><td>$150,000</td></tr>
<tr><td></td><td>$1,750,000</td></tr>
</table>
<table>
<tr><th>Original Draft LTP Budget:</th><th>FY25</th></tr>
<tr><td>Multi-year Community Grants</td><td>$1,100,440</td></tr>
<tr><td>Single Year Community Grants</td><td>$316,110</td></tr>
<tr><td>-</td><td>$0</td></tr>
<tr><td>Welcoming Plan</td><td>$76,875</td></tr>
<tr><td>Enviroschools</td><td>$51,250</td></tr>
<tr><td>Community Event Fund</td><td>$102,500</td></tr>
<tr><td>Creative Partnership Fund Grants</td><td>$51,250</td></tr>
<tr><td></td><td>$1,698,425</td></tr>
<tr><td>Movement</td><td>-$51,575</td></tr>
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<tr><th>Current Draft LT</th></tr>
<tr><td>Community Part</td></tr>
<tr><td>Community Initia</td></tr>
<tr><td>Community Serv</td></tr>
<tr><td>Welcoming Plan</td></tr>
<tr><td>Enviroschools</td></tr>
<tr><td>NA (Community funding streams</td></tr>
<tr><td>NA (no longer co</td></tr>
<tr><td>Movement</td></tr>
<tr><td>Overall moveme</td></tr>
<tr><td>Creative Partner</td></tr>
</table>
</td></tr>
<tr><td>Grants</td><td>1. What was the funding to now resolved Te Waka?<br><br>2. What is total funding reduction from community grants, event funding and HWT?</td><td>1. $112,000 (noting Te Waka has announced its intention to cease operating as at 1 July 2024.<br><br>2.
<table>
<tr><th>Budget</th><th>Reduction ($000)</th></tr>
<tr><td>Hamilton and Waikato Tourism Limited Funding</td><td>358</td></tr>
<tr><td>Community services grant funding</td><td>110</td></tr>
<tr><td>Event Sponsorship Fund</td><td>100</td></tr>
</table>
</td></tr>
<tr><td colspan="3">Municipal Endowment Fund</td></tr>
<tr><td>Liquidation</td><td>Provide information regarding the liquidation of the Municipal Endowment Fund (MEF), and the possible impact on rates.</td><td>The MEF cannot be liquidated, with the proceeds used to pay down debt.<br><br>Council’s legislative and common law obligations in respect to endowment property are that Council must:<br>1. Preserve the capital of the endowment property so that it is available in perpetuity as an assured source of income; and<br><br>2. Ensure that the capital and income derived from the endowment property is utilised for the purpose for which it was endowed.<br><br>The legislation that applies to territorial authority endowment property is sections 140 and 141 of the Local Government Act 2002. The concept of “endowment” is clearly established in common law. The Council holds the MEF “on trust” with the legal obligations described above.</td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | This is consistent with the clear and consistent legal advice previously presented to Council. |
| **Volunteers** | | |
| Level and benefit | Provide have details on:<br>1. the level of volunteerism enabled by Community Development and Nature in the City teams now? What volunteerism we would lose if these teams were cut? What is the economic value of the volunteerism Council enables?<br>2. what additional resourcing for community organising would it take to bolster volunteering specifically for city keeping/tidying (Keeping Hamilton Beautiful for example)? | **1.**<br>**Parks & Recreation**<br>If the Nature in the City (NITC) team is reduced, these outcomes will be at risk. It is estimated that the financial value of the NTIC Volunteers is $371,100. This is based on a calculation of if volunteer hours were paid at the living wage and accounts for the cost of staff to co-ordinate the volunteers. It may be worth noting that volunteers may not give same level of productivity as paid employees; attendance can be variable depending on the weather and other commitments, however, a purely financial calculation does not account for the social and cultural outcomes that volunteering offers.<br>*WORKINGS FYI*<br>*19,658 Volunteer labour (based on the Volunteer hours provided in the 23/24 year paid at $26/hr Living wage) = $511,100*<br>*Costs council to facilitate = $140,000 (2 Staff, ranger hours 500, plus materials)*<br>*Gives estimated net value of $371,100 of volunteer value in past year for NITC*<br>**Infrastructure operations**<br>We would need to canvas the community around their appetite to support this work, and this could be impacted by the level of support they feel is provided by Council. Aspects that would need to be considered include funding for the activity, alongside additional Community Advisor resourcing to build community capability. A Community Advisor resource would support the volunteers around matters like health and safety, navigating Council processes (e.g., any permits) and setting them up for success.<br>**2.**<br>**Parks & Recreation** |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | There have previously been successful targeted campaigns for rubbish collection tied to specific events or interest groups like the recent Waikato River clean up community initiative. Further work would be needed to identify community interest in volunteering for this activity. The Nature in the City volunteer statistics are indicative of what is being/can be done where there are interested and motivated community volunteers, noting that Levels of Service cuts and rates increases could negatively impact people's willingness to volunteer for activities that could be viewed as Council business.<br><br>Staff are currently working to implement a volunteer management system to help streamline the experience for volunteers and enable us to collect more accurate data to meet health and safety requirements and track the volunteer efforts.<br><br>**Infrastructure operations**<br><br>Infrastructure operations and the Parks team work together on any community volunteer litter/rubbish pickups and support volunteers in that way. If Parks were to reduce their levels of service in this area, then this would have an impact.<br><br>General litter pick up in the Central City, a level of service question, has been put up as a savings, is different and doesn't relate. The challenge is volunteer coordination. We're not resourced to do this, and it does require an element of health and safety practices to be in place, particularly if we become the PCBU pursuant to the Health and Safety at Work Act 2015.<br><br>'Litter pickups' also doesn't fall under the waste minimisation levy as this levy is for reducing landfill, not adding to it<br><br>**Community Development**<br><br>From a Community Development perspective, enabling/empowering our community to support with the maintenance of our city's natural spaces is something that could be considered. There are a number of groups who are passionate about our natural environment and there is potential to direct this towards the spaces Council traditionally has maintained. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | We would need to canvas the community around their appetite to support this work, and this could be impacted by the level of support they feel is provided by Council.<br><br>Aspects that would need to be considered include funding for the activity, alongside additional Community Advisor resourcing to build community capability. Community Advisor resource would support the volunteers around matters like health and safety, navigating Council processes (e.g., any permits) and setting them up for success. |
| | | |
| City amenity | How could we support more volunteering to improve city amenity above current levels, for example, supporting volunteers to pick up litter around the city? | Infrastructure operations and the Parks team work together on any community volunteer litter/rubbish pickups and support volunteers in that way. If Parks were to reduce their levels of service in this area, then this would have an impact. See answer immediately above. |
| Devolution of delivery | Does the devolution of some of what we do make sense? Can we explore this idea?<br>Do community organisations have better potential to coordinate and to bring in volunteers where the city needs them? I.e., Nature in the City work. Ngaati Wairere would like to do this work: can we work towards devolving or partially devolving this work (with associated resourcing) to them or at least involving them more? Waikato Regional Council is increasing their support of community groups through their Natural Heritage Programme. By devolving the work that we do in this space, would we enable this alternative resourcing opportunity? | The Natural Areas team are already working with volunteers. During the FY2023-24 the following volunteer hours were supported by the Parks & Recreation Team (2 community facing staff):<br><br>Groups including schools, corporates, Arbor Day and walk-up plantings.<br>• Volunteer numbers: 4,458<br>• Volunteer Total hours: 11,258<br>• Number of Plants planted: 46,706<br>• Additional staff hours to support: 500<br><br>In addition to the numbers above, the team support 12 regular organised groups who provide the following:<br><br>• Volunteer numbers: 187<br>• Hours per month: 700<br>• Hours per year: 8400<br><br>Staff regularly discuss opportunities with Ngaati Wairere representatives and continue to explore opportunities to work together. The most recent conversations would indicate that Ngaati Wairere are not likely to have capability until later in 2025, noting that they are wanting to |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | partner with us to provide employment opportunities for their people linked to the care of the whenua rather than co-ordinate volunteer work. Volunteer management is relatively resource intensive and it is unlikely that many community groups would have capacity to take over volunteer management/coordination unless they were resourced to do so. Council would be the person conducting a business or undertaking under Health and Safety at Work Act 2015 regulations. |
| **Te Papanui Enderley Community Centre** | | |
| Options to commence | What are some options for making a start on this build? Not all of this build needs to happen all at once. What revenue (from Trust Waikato and Kāinga Ora) will we lose if we don't include this project in the Long-Term Plan? | There is an unfunded project attached to the draft 2024-34 Long-Term Plan which was premised on a business case developed in 2022/23. There have been significant changes in Council and Kāinga Ora context since that time. Were this project to be included, staff would recommend operational funding of $250,000 is provided in Years 2&3 of the 2024-34 Long-Term Plan to comprehensively explore all the options and costings, plus a $6 million Council contribution in later years to show Council commitment to this project.<br><br>There is currently no confirmed external revenue for a Te Papanui Enderley Community Centre build, however, Trust Waikato have indicated they would fund $1 million and Kāinga Ora Regional Manager has indicated a commitment to work together to find funding solutions for this project. |
| Smaller community centre | What might a smaller version of Te Papanui look like? | The cost was circa $12 million based on a build in 2024. The size of the building was designed to meet the space needed to deliver Community Services at this site. An $8 million total cost will not deliver the space the Trust say is needed, nor would it likely deliver more space than is currently available (and potentially less than current footprint). The proposal had been for Council to fund $6 million (split over 2-3 years to allow time for detailed planning, investigations and QS) and the rest to be raised through alternative sources (e.g., philanthropic Trusts and potentially Kāinga Ora dependent on the outcomes of their proposed development and approved funding mechanisms). |
| **Eastlink** | | |
| Lease | Do we have a process underway whereby we can formally accept their masterplan and get the lease underway, raise the profile of the project, and help to connect with funders etc? | Staff have worked alongside Sport Waikato and the Eastlink Board to progress the masterplan development, including a commitment to give time outside normal working hours. Eastlink are in conversations with staff, and we expect there will be Facility Development proposal for the Community and Natural Environment Committee to consider in respect of a proposed new facility at Eastlink for Turn and Circle Gymnastics. The current Eastlink Sports Lease is due to expire on 30 June 2025. We expect the group will be seeking a new lease which will be an opportunity for |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Council to formally endorse/support the masterplan direction and make connections with funders. |
| **Rainbow crossing** | | |
| Request from Rainbow Hub | Council provided a response to Rainbow Hub regarding a rainbow crossing. What are the details of that response? | The conclusion reached by transport staff is that there are legal and safety concerns with the use of rainbow crossings. Certain colours (such as blue and yellow) under legislation should only be used in specifically defined situations. The concern is that the misuse of road marking colours could potentially create confusing situations for road users and Council may find itself in a difficult position, particularly if a crash were to occur at a rainbow crossing. NZTA have also provided advice to councils in the past that rainbow crossings do not comply with national guidelines. |
| **Resource consents** | | |
| Process | 1. What are current the timelines of consents for each step in the process?<br>2. What is our timeline for 'exceptional' builds which are measured separately from general residential builds- what is the criteria for this and what are the timelines for these? And what percentage of applications are processed under this category?<br>3. How do our current timeline compare with other cities? | **What are current the timelines of consents for each step in the process?** In terms of the Resource Management Act (RMA) we are required to process non-notified applications within 20 working days. As at 2023, we continue to process 97% percent of all applications within statutory timeframes. Ministry for the Environment (MfE) Latest published report (2022) shows Council processed 97% of their resource consents within the required timeframe.<br>Another measure of our performance is the Long-Term Plan KPI which measures our average processing time of non-notified (land use , subdivision and change of condition) applications with our performance measure being 18 working days. For the year 2022/23 we achieved 17 average working days, and as of May 2024 we are tracking at 14.9 working days. Audit NZ have verified our figures and data over the past three financial years which has confirmed the accurately of this data.<br>**What is our timeline for 'exceptional' builds which are measured separately from general residential builds- what is the criteria for this and what are the timelines for these? And what percentage of applications are processed under this category?**<br>As a Council we do not have a process of 'exceptional builds'. All applications are subject to the statutory timeframes in the RMA. We do however offer a more bespoke service to IAF developers that have signed an IAF incentives agreement. This service takes a more relationship approach with the Unit Director overseeing the application and monthly meetings to support the application through the process. Irrespective of whether there is a formal agreement in place, the reality is that our senior staff are involved in all city forming (exceptional) applications to ensure the best outcome for the City and the developer.<br>**How do our current timeline compare with other cities**?<br>In terms of RMA timeframes, the latest MfE data comparison (2022) is as follows |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Metro City Councils:<br>• Hamilton City **97**%<br>• Dunedin City 93%<br>• Christchurch City 76%<br>• Auckland City 68%<br>• Wellington City 65%<br>• Tauranga City 47% |
| Process | How could we make processes smoother and work together (as per submitter suggestion)? What resourcing would it take? Could this be done with Co-Lab? | Submitters spoke about some of the development challenges they are experiencing and identified opportunities and suggestions on how to reduce time, and ultimately cost. The challenges faced by developers are wide ranging are linked to a broad range of matters, including law, government regulation, policy statements, our planning and policy settings, infrastructure constraints and our willingness to take on or accept risk.<br>In response, staff recommend the establishment of a working group consisting of staff, Elected Members and a select group of developers to understand and agree the key issues/impediments and identify opportunities and actions to resolve these matters.<br>The issues and context facing Council are different to other Councils (i.e., large Metro). Also, the policy framework (Operative District Plan/Plan Change 9, 12, 14 etc) across the Co-Lab councils are different and therefore our policy response/consenting response will vary. In terms of engineering design and works clearance processes are largely similar across councils which is governed by the Regional Infrastructure Technical Specifications (RITS). |
| Staff | What could we do to increase the speed of the consenting process? What kind of resource do we need to ensure this happens? | Increasing the speed of the consenting process relies on a number of factors, including staffing levels. For the Planning Guidance Unit staff levels are linked to workflow (i.e., consents and monitoring) and are adjusted based on projected volume of consents over the Long-Term Plan. In other words, we are optimising our staffing levels based on workload. At the present time we are running at the lowest level of processing planners for approximately 10 years. Part of this problem is the lack of planners in the market (particularly intermediate and senior planners), competition and the number leaving the profession. This is not just a Hamilton City Council issue but one that is impacting local government, business and consultancy. We are currently two planners (senior and planner level) down relative to application numbers – if applications were to increase as predicted then we would need more resource. Further, processing an application |

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | requires input from other departments (i.e., engineering, parks etc). If these areas are not also resourced appropriately then their ability to respond slows and timeframes/speed is impacted.<br><br>In terms of the RMA we are required to process non notified applications within 20 working days. As of 2023, we continue to process 97% percent of all applications within statutory timeframes. MfE Latest published report (2022) shows Council processed 97% of their resource consents within the required timeframe. Another measure of our performance is the Long-Term Plan KPI which measures our average processing time of non-notified (land use, subdivision and change of condition) applications with our performance measure being 18 average working days. For the year 2022/23 we achieved 17 average working days, and as of May 2024 we are tracking at 14.9 working days. Audit NZ have verified our figures and data over the past three financial years which has confirmed the accurately of this data.<br>The latest MfE data comparison (2022) is as follows<br>Metro City Councils:<br>• Hamilton City **97**%<br>• Dunedin City 93%<br>• Christchurch City 76%<br>• Auckland City 68%<br>• Wellington City 65%<br>• Tauranga City 47% |
| **Council assets** | | |
| | On 9 November 2023 was a front-page article in the *Waikato Times* headed *Council eyes debt reduction*, identifying 22 properties valued at almost $125 million on a list of possible asset sales. What decisions were made? | On 28 November 2023, during the Draft 2024-34 Long-Term Plan discussions, the Council considered a schedule of 22 property assets for possible sale. Staff have refined the original schedule and sorted the properties into five categories, summarised below:<br><br>i. **Category A** – 3 properties that have already been approved for sale<br>ii. **Category B** – 8 properties recommended for immediate sale<br>iii. **Category C** – 2 properties recommended for sale in principle subject to future development (further decision required)<br>iv. **Category D** – 9 properties to be considered for sale subject to future operational or strategic requirements (further decision required)<br>v. **Category E** – 1 property to be retained and removed from consideration for sale. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | The staff report in the public excluded agenda to the Council's Long-Term Plan Deliberations Meeting on 4/5/6 June 2024 recommends selling the eight properties in Category B. Their individual estimated market values, gross and net proceeds, interest savings and purpose of proceeds are detailed in the report.<br><br>Staff recommend that the properties should be sold on a "best and highest use" basis consistent with the land use requirements in the Operative District Plan. It is recommended that the sales process is tailored to each property's specific circumstances but remains flexible to attract the widest possible number of purchasers, and to ensure that no credible proposals are excluded from consideration.<br><br>The properties will be marketed in accordance with the relevant Council policies to maximise price obtained, minimise costs of sale and deliver the strategic outcomes required. |
| **Growth** | | |
| Prioritising growth cells | What would it mean if we asked to prioritise growth one growth cell at a time rather than growing on all fronts, with Peacockes as first cab off the rank? | For growth cells already zoned Council has few levers available to prioritise growth into one over another – this is generally market-driven. Levers available include: capital investment in enabling infrastructure, provision of amenity (e.g., parks, community facilities), the rate of development contributions and, the level of marketing, promotion and facilitation of growth within a given area.<br>Council is already prioritising growth through its investment decisions. Central City Stage 1 is the priority area for infrastructure investment to support intensification of brownfield areas.<br>Council can zone land but does not need to be funder or deliverer of infrastructure, more often than not, has obligations when it has zoned land. At the time of zoning we make it clear in the zoning controls that we do not have infrastructure or infrastructure funding to support the growth area. An example of this is the infra triggers that were used in Peacocke and the Infrastructure Capacity Overlay that we are applying through brownfield environments under PC12. Another example is Drury, it has been zoned but there are extensive infrastructure triggers built into the planning controls which are forcing the private sector to invest and deliver before development can proceed.<br>The priorities at the moment for zoned greenfield growth are finishing Rototuna, Peacocke Stage 2, Rotokauri Stage 1 and Ruakura. Council has not proposed any infrastructure investment in any further unzoned greenfield areas including such as Rotokauri Stage 2, Peacocke (Stage 3), |

## Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | Templeview, Te Rapa North nor any of the emerging areas which are currently outside of Council jurisdiction.<br><br>Investment in some City- Wide infrastructure, such as the two treatment plants and bulk wastewater storage devices, is required regardless of where the growth occurs to be able to cater for growth but to also meet increasing compliance standards. |
| Peacockes | Can we consider options to provide the DC remission in Year 1 for Peacockes, offset by a targeted rate? What impact would this have on revenue? | Yes, but that would need to be investigated for a future DC Policy review. The remission (which would in fact be a cap) on Peacockes charges is presented as an option for Council in the staff report. The targeted rate however is a complex matter that could not be confirmed for at least 12 months. In 2019 Council directed staff to investigate a targeted rate in Peacocke to address an under-recovery issue. It was indeed complicated and resource intensive. In the end the targeted rate was not needed, but it took about 9 months to get half of the way there. |
| Rotokauri | What commitments do we have in Rotokauri that we need to follow through? | We have obligations to provide strategic infrastructure for Rotokauri Stage 1 which is zoned residential, and for any land we have designated or are in the process of designating. This includes the Rotokauri Greenway Corridor (stormwater) and the Rotokauri North-South and East-West transport corridors. Council has also agreed to enter into a suite of Developer Agreements to deliver the Greenway Corridor and part of the North-South Transport arterial in alignment with development of the Rotokauri Stage 1 area (refer Council PX report of 14 December 2023). |
| New growth areas | Request for further information about capital funding towards new growth areas, Councils approach and government policy settings. | There is no capital funding allocated in the Long-Term Plan for new growth areas (Emerging Areas) beyond Peacocke, Rotokauri and Ruakura. Proposed upgrades to Pukete Wastewater Treatment Plant and the proposed new Southern Wastewater Treatment Plant and the bulk wastewater storage devices will provide capacity to service future growth. The Strategic Land Purchase Fund also provides funding to acquire key parcels of land, including some required for growth. There are also environmental matters that need to be addressed, such as where Council sources potable water from, either through a new water take from the Waikato River or an alternate source. In the FY24 Annual Plan Council allocated some funding to investigate Emerging Areas primarily for the purposes of future potential industrial land-supply given the shortfall of supply.<br>The coalition Government policy direction regarding growth of New Zealand's major centres has been clearly outlined with the express intent to "smash urban limits holding our cities back". New or amended laws are being introduced to give effect to this. First, has been by way of the Fast-track Approvals Bill which intends to fast-track development projects of regional or national scale. Staff are aware of a number of applications in and on the edge of Hamilton City. Second, Government has committed to introducing a Resource Management Amendment Bill in the |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | second half of 2024 to require Councils to zone enough land-supply for 30-years of demand. Minister Bishop has stated that the Government will "fix infrastructure funding and financing, and introduce incentives to encourage cities and regions to go for growth."<br><br>Together, these policies will require Council to re-consider its approach to growth planning, investment and servicing. It will also require Council to work with developers and the Government regarding alternate forms of funding, financing and infrastructure delivery. |
| Risks with competing | What are the risks of new growth areas competing with Peacocke? | It is a risk if a residential growth area is created in direct competition to Peacocke. To be in direct competition you would need to be in relative proximity, and be offering the same product at a similar or cheaper price at the same time. Regarding timing, it is important to consider the lag time of any new growth area coming on stream which could compete – this could be a number of years by which time you'd anticipate that demand in Peacocke would have grown, and feasibility would have improved.<br><br>The Emerging Areas approach is intended to negotiate win-win outcomes for developers and City, and primarily for any new areas to be largely industrial in land-use. Without engaging early with developers, our ability to influence land-use and development outcomes will be diminished.<br><br>It is important to note that given the Government policy changes in this area, Council has less power to determine where growth will go. It's not just a long-term plan decision, it now is in the hands of developers and the Minister. |
| City deal | What would it look like to move Ruakura and SL1 to unfunded while we await a "city deal".<br><br>What impact would that have on the budget? Is a "growth package" a viable option for an Infrastructure Funding and Financing Act arrangement? | SL1 is already unfunded.<br><br>The only significant investment in Ruakura over the first few years is the Ruakura Eastern Transport Corridor. The design was part of the partnership arrangement with TGH and the Crown and is underway with funding of $2.0m required in year 1 to complete. It is expected that the construction will be funded through a partnership and hence the Long-Term Plan shows external revenue. If the Project was moved to unfunded then there would likely be an adverse impact on the financial strategy due to loss of revenue, there would be no ability to collect Development contributions to help fund it when it is built and the potential to strike a city deal would be significantly diminished if Council had no partner funding to contribute. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | In the later years of the Long-Term Plan there is programmed another Water Reservoir, but this is seen as citywide infrastructure.<br><br>An IFF process is likely to be a 12 month+ process requiring significant resourcing. |
| **Fairfield and Enderley** | | |
| Further investment | How might we further invest in Fairfield and Enderley? | The following is the situation for this area as summarised in the Deliberations report.<br>• Fairfield and Enderley are not identified as the first priority intensification area. The central city has been identified as the priority.<br>• Accommodating normal expected growth projections provided by the Strategy, Growth and Planning group (which equates to about 358 dwellings) requires some unfunded projects to be funded.<br>• The Deliberations report identifies the following intervention needs:<br>➢ two unfunded wastewater strategic projects of about $10.5 million (for Years 2-5 to be done in conjunction with a downstream bulk storage facility which is programmed for funding), plus an unidentified need for local network upgrades (unfunded); and<br>➢ two funded water strategic projects being additional water storage through the proposed Ruakura Zone reservoir is funded in the proposed 2024/34 Long-Term Plan (Years 6 and 7) as is the Fairfield Water Supply Pump Upgrade (Years 2 and 3), plus an unidentified need for local network upgrades including a duplicate 250mm pipe along Hukanui Road (unfunded).<br>• Kāinga Ora have aspirations for 2,000 additional dwellings (not 358) and have been advised that an investigation will be required to determine the type and level of investment that will be required to support this level of growth.<br>• Council staff are working with Kāinga Ora on planning for their regeneration aspirations. This work is critical if we are to work with Kainga Ora to deliver 2000 dwellings.<br><br>The actions to support Kāinga Ora would be:<br>➢ to fund the two unfunded wastewater projects optimally in Years 2-5 ($10.5 million, which will be challenging;<br>➢ to indicate to Kāinga Ora they would be responsible for local network upgrades (water and wastewater) to keep pace with their developments; |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | ➢ to progress the investigation work to be funded by Kāinga Ora (assuming Council can't find additional funding to do or assist this work) with Council determining Fairfield/Enderley is the 2nd priority area for intensification behind central city and offering to treat the investigation as priority work (not withstanding we can't fund external inputs, which will be significant); and<br>➢ the outcomes of the investigation will need to be funded (probably by a new waters entity) which would require some form of infrastructure triggers during the planning.<br><br>We don't have an estimate for the investigation work but for the IAF bid we are funded $1.7-2.0 million each for water, wastewater and stormwater master planning. |
| **Peacocke** | | |
| Development | Can we have some proposals/ideas related to ensuring that Peacocke is developed? | The biggest barrier to development in Peacocke – strategic infrastructure - has almost been resolved. We have almost delivered the main strategic infrastructure that allows Peacocke stage 2 to progress, noting that there will be an ongoing need to have upsize funding to work with Developers as they progress. We have some proposed funding in the 2024-34 Long-Term Plan but it is currently being deferred until later years partly to reflect expected developer activity in a downturn but also to help manage Councils financial strategy limits.<br>Plan Change 5 supports higher density and removes barriers to consenting and development that were experienced prior to the plan change being in place. This is now in place with one appeal to be resolved.<br>Staff are working closely with developers in Peacocke to understand their development plans and what the barriers are and to promote Peacocke as an attractive and sustainable community. This is supported through initiatives such as the Greenstar.<br>The DC deliberations report recommends capping Peacocke charges, in addition to other measures across the city that also reduced charges. These are not yet adopted by Council, but if they are the charges would be per table below (excl. GST):<br>Instead of e.g., the Peacocke 2 (Peacocke SW catchment) where Adare is, they would pay $57k per HUE in Year 1 (10% increase) instead of $83k if there was no capping (59% increase). |

# Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><th rowspan="2">Recommended standard residential DC charges (per HUE)</th><th rowspan="2">Current 2023/24 Policy</th><th colspan="4">Recommended 2024/25 Policy charges</th></tr>
<tr><th>Year 1</th><th>Year 2</th><th>Year 3</th><th>Base charges^</th></tr>
<tr><td>Peacocke** 1</td><td>$ 49,746</td><td>$ 53,195</td><td>$ 56,644</td><td>$ 60,093</td><td>$ 70,439</td></tr>
<tr><td>Peacocke** 2 (Peacocke SW)</td><td>$ 52,532</td><td>$ 57,696</td><td>$ 62,860</td><td>$ 68,024</td><td>$ 83,515</td></tr>
<tr><td>Peacocke** 2 (Mangakotukutuku SW</td><td>$ 58,354</td><td>$ 64,458</td><td>$ 70,561</td><td>$ 76,665</td><td>$ 94,976</td></tr>
</table>
^ reference only. Not charged
</td></tr>
<tr><td>South Hamilton Community Centre</td><td>Can we have a community centre located in Peacocke included in the later years of Long-Term Plan so that we can attract DCs from the outset? We have a town centre in the Master Plan. Can this incorporate a community centre?</td><td>Staff had originally proposed funding for Community Facilities and Glenview Community Hub in Years 5 & 6. This proposal sits in the Unfunded Capital Programme – A fun city with lots to do. There has been no funding to do the work to understand the need or timing for a Community Centre in Peacocke. This could be explored for inclusion in the next long-term plan if operational feasibility funding were provided. Spatially the Peacocke Sports Park could accommodate this type of facility if needed.</td></tr>
<tr><td>Consultation</td><td>Have the haapu that presented had opportunity to be consulted with on the development there? Have they been engaged in this process?</td><td>Council have previously engaged with Ngamurikaitaua regarding the Peacocke development. We have advised that Council is unable to get involved or influence Iwi related matters, and that the hapu will need to liaise directly with Waikato-Tainui in relation to settlement issues.<br>Council staff welcome further engagement with Ngamurikaitaua to discuss the development at and surrounding Peacocke.</td></tr>
<tr><td colspan="3">CBD revitalisations</td></tr>
<tr><td>Key investments</td><td>What are the key investments that would make the most difference to the look and feel of the CBD, and what is the cost?</td><td>The transformation of the central city over the long term involves a combination of capital projects (for infrastructure, access, parks and amenity), private development (for commercial buildings, retail and homes) and activation (through businesses, economic development, retail, arts, culture and events).<br>The key projects that would make the most difference to the look and feel of the central city include a mix of private and Council developments as follows:<ul><li>Waikato Regional Theatre (private/external) (completion 2025/26)</li><li>Embassy Park, Victoria Street and Sapper Moore-Jones Place upgrade (aligned with theatre completion) - $5.65 million funded Year 1 draft Long-Term Plan.</li></ul></td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • Completion of Union Square buildings (external Fosters)<br>• Alexandra Street (Hood to Collingwood Streets) - **$6M unfunded** (aligned with Union Square buildings where Fosters have a condition of their consent to part fund this). The associated Caro Street Upgrade - **$5.75M unfunded** (images below).<br>• IAF Walking and Cycling Bridge (if or when it proceeds) - **$10.3M** Council, ~**$30M** IAF Grant<br>• IAF Projects – upgrading footpaths to a higher standard than what is currently in place now. Additional funding may be required, cost to be determined. 'Footpath Renewal – Central City Enhanced' which could support this of **$2M per year** is currently **unfunded**.<br>• Demolition of Founders Theatre and associated new Boyes Park upgrade – **$1.3M Funded in Year 1 of the draft Long-Term Plan**<br>• Other private developments planned that present streetscape upgrade opportunities:<br>  ○ Templeton Victoria on the River Site<br>  ○ IAF Housing developments in various locations<br>  ○ Kiwi Property and TGH plans for centre place site in the longer term (confidential)<br>In line with HCBA feedback, the key activities that would make a difference to the look and feel of the central city include:<br>• Furniture upgrades in line with the Central City Public Space Design Guidelines (refer image below)<br>• Sweeping, cleaning and emptying of rubbish bins<br>• Gardens<br><br>The Central City Transformation Plan (CCTP) includes a list of short, medium and long term projects for the central city, all projects are unfunded with the exception of Embassy Park upgrade/Sapper-Moore Jones and the Boyes Park redevelopment.<br>**Alexandra Street Concept (unfunded)** |

Information r



1. Alexandra Street looking from Garden Place south



2. Alexandra Street looking from Collingwood Street north



# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | **Waikato Regional Theatre render:**<br>  <br><br><br>**Public Space Design Guidelines examples for streetscape upgrades, furniture and renewals** |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | |  |
| Revenue | How much extra revenue could we generate through BID @100 percent from Year 1, and whose revenue would this be to reinvest (Council or HCBA)? | The BID Commercial Rate Differential is currently set at 95% of Commercial Rates. The draft 2024-34 Long-Term Plan included a proposal to remove the rates differential, staggered over three years – 96%, 98%, 100%.<br>$845,785 in revenue from Years 1 and 2 are already in the draft 2024-34 Long-Term Plan budget due to the proposed staggered transition from 95%. This is made up of $186k additional revenue in Year 1, and $659k in Year 2.<br>Increasing to 100% from Year 1 would result in $750,000 additional revenue in Year 1, and $440,000 additional revenue in Year 2.<br>The revenue (both the $845,785 included in the draft Long-Term Plan, and the additional amounts above) would be for Council to reinvest, noting that this is separate to HCBA BID funding.<br>Note that Elected Members resolved in November 2023 that $150,000 per annum of the revenue obtained as a result of the removal of the Rates Differential will be budgeted to improve central city amenity, and would be administered by Council in consultation with HCBA. |
| **Claudelands** | | |

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| Power resilience project | If we were to defer Claudelands power resilience project, what year would it best be delivered within 5 years to minimise debt to revenue impact? | Based on current modelling Year 5 has the most debt capacity. Impact on debt to revenue will largely remain the same (noting as projects get deferred costs increase due to inflation) no matter the year the project is delivered, it's more a question of debt capacity.<br><br>This item was included in the proposed Long-Term Plan budget due to ongoing concerns over the ability of the GLOBOX Arena and Claudelands Events Centre to cope with serious power failure. This contingency shortfall was revisited following the FIFA Women's World Cup 2023 event where power resilience measures were essential to stage the event at FMG Stadium Waikato, and increasing enquiries for large event customers will require those same measures for Claudelands, which could have serious financial ramifications for an event. In addition, management have had an ongoing concern over Claudelands' ability to fulfil its role for the community and wider region in the case of a major civil emergency, medical triage and other hospital services, respite shelter, emergency logistics etc.<br><br>However, in assessing the much broader challenges facing the Long-Term Plan budget, management has opted to recommend its removal from "included" to "proposed". This is based on an unknown probability of need and the fact that the need has not arisen in the past twelve years (electricity supply was not an issue in the COVID pandemic). In the case of a client "event-day failure" the risk remains, although good immediate site safety measures are in hand for such an occurrence. In the case of a prolonged electricity supply failure management under a civil emergency scenario, alternative solutions should be found (but not immediately). |
| Commercial operation | What would be the process of Council asking for expressions of interest to run Claudelands on a commercial basis and investigating if a commercial proposal could derive better efficiencies than our current cost structure. | Staff can proceed to take action to see if there is any change in the market opportunity. This would require staff to first prepare a detailed information memorandum. Management's suggestion is that we take this as an action to commence in Year 1 and report back via a Council or Committee report. However, due to experience and current knowledge we suggest that no financial benefit be included in the Long-Term Plan noting that where contract arrangements exist, they relate specifically to direct operating revenue less direct operating costs. These costs exclude property and maintenance costs, depreciation, finance charges and council recharges. These costs reflect approximately 70% of the Claudelands budget deficit. Consideration would also have to be given to separation of integrated operating aspects with FMG Stadium Waikato, Seddon Park and Hamilton Gardens. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | What is the process for community groups and organisations to use the facilities at Claudelands?<br>What rates are being offered and to whom?<br><br>• Bay Venues, for example, have a mandate to support community organisations and report on this https://www.bayvenues.co.nz/assets/annual-reports/Bay-Venues-Ltd--Qtly-Report-(Apr---June-2023).pdf<br>• In West Auckland the Trusts Arena operate a 'bumping and booking model'. This appears to be a really fair compromise on the balance of revenue vs community use/asset utilisation.<br>• https://thetrustsarena.co.nz/bookings-bumpings/<br><br>What can we do to make our offering to community more transparent? | This question has been raised and responded to previously, and management continue to ask potential community users to come forward to discuss directly with H3, just as any hire enquiry begins. Where this has happened in the past and H3 can, it has assisted community users. The mandate of Claudelands is to operate on a fully commercial charging basis, the same as other council owned and operated major event venues around New Zealand. If Council seeks to move from the current position, that loss of revenue would have to be reflected into the Long-Term Plan. If it does not charge users for direct costs (even excluding holding costs), those costs simply transfer to being a direct cost to Council. If Council were to seek a more prescriptive policy for community groups, we would need to be very clear on the parameters that are applied, validate such recipients of a discount and seek Council approval to adjust our revenue budgets to reflect the lost revenue. (Background: Council report on Community Use Venues 24 August 2017) |
| **Waters** | | |
| Removing expenditure | Would it be possible to remove some of the waters expenditure from the budget (which currently requires rates increases to enable borrowing) and flag the projects as a priority for consideration as soon as a solution for waters is confirmed? | The first two years of the Long-Term Plan was originally developed anticipating a new water entity from Year 3 onwards and represented the staff view on minimum investment required to meet ongoing compliance and growth challenges. Once the waters legislation was revoked and Years 3 to 10 added back into the Long-Term Plan as required, no increases in Years 1 and 2 were made.<br><br>Staff have proposed some further significant deferrals of 3 Waters Infrastructure in the first 5 years of the Long-Term Plan as requested by this question and these deferrals are reported in the |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Deliberations report. In addition to these deferrals, staff have also identified another option for Elected Member's consideration at the deliberations meeting which is to defer significant expenditure on the implementation of the Southern Wastewater Plant following successful consenting over the first 2 years. This further option will defer $74.4 million (uninflated) out of the Long-Term Plan and leave the timing at the discretion of any new water entity set up. |
| Southern Wastewater Treatment Plant | The removal of the southern wastewater treatment plant from year one and retain just $3 million for design work? (This goes over and above one of the optional capex deferrals we're putting on the table). | The first two years of the Long-Term Plan was originally developed anticipating a new water entity from Year 3 onwards and represented the staff view on minimum investment required to meet ongoing compliance and growth challenges. Once the waters legislation was revoked and Years 3 to 10 added back into the Long-Term Plan as required, no increases in Years 1 and 2 were made.<br><br>Staff have proposed some further significant deferrals of 3 Waters Infrastructure in the first 5 years of the Long-Term Plan as requested by this question and these deferrals are reported in the Deliberations report. In addition to these deferrals, staff have also identified another option for Elected members' consideration at the deliberations meeting which is to defer significant expenditure on the implementation of the Southern Wastewater Plant following successful consenting over the first 2 years. This further option will defer $74.4 million (uninflated) out of the Long-Term Plan and leave the timing at the discretion of any new water entity set up.<br><br>The first two years in the proposed Long-Term Plan for the Southern Wastewater Treatment Plant are to complete the planning, including consent applications and notices of requirement for the site, and discharges associated with the plant. Staff consider that this is essential planning work to ensure that the City has consented allocation rights to discharge its wastewater for anticipated growth into the future and the full programmed $7 million will be required to achieve this consented outcome. The design and construction and delivery of the plant estimated at a further $74.4 million (uninflated) is proposed as an option for Council to consider deferring from the programme. |
| Water meters | What is the most cost-effective means to rollout water meters, and how might that be factored into rates projections during this Long-Term Plan? | The technical investigations and detailed business case proposed for funding in Year 3 of the Long-Term Plan seeks to investigate and recommend the most cost effective and efficient method of implementing universal water metering citywide.<br>A breakdown of tasks associated with these investigations and a high-level summary of the scope of work is provided below: |

# Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td>
UNIVERSAL WATER METERING – OPTIONS AND FEASIBILITY INVESTIGATIONS AND IMPLEMENTATION PLANNING<br><br>
$1.5 million of funding to deliver technical investigations and community engagement associated with the roll out of universal water metering is included in Year 3 of the proposed 2024-34 Long-Term Plan.<br><br>
An indicative breakdown of the funding is below
<table>
<tr><td>Project management</td><td>$ 150,000.00</td></tr>
<tr><td>Technical investigations</td><td>$ 825,000.00</td></tr>
<tr><td>Preparation of detailed business case</td><td>$ 225,000.00</td></tr>
<tr><td>Communications & Engagement</td><td>$ 150,000.00</td></tr>
<tr><td>Contingency</td><td>$ 150,000.00</td></tr>
<tr><td>TOTAL</td><td>$ 1,500,000.00</td></tr>
</table>
The scope of technical investigations to support the preparation of the detailed business case and inform key decisions will include:
<ul>
<li>Assessments of water demand management options including “do nothing”, bulk water metering, universal metering etc</li>
<li>Review and lessons learned evaluations from others including Tauranga City Council and Waipaa District Council to confirm scope of studies</li>
<li>Technology assessments for meter installations to meet Hamilton City Council objectives</li>
<li>Property access evaluations (e.g., for cross leased properties)</li>
<li>Evaluation of monitoring and billing systems, rates data base improvements and options for implementation</li>
<li>Evaluation of whole of life costs, capital and operating costs</li>
<li>Assessment of options for installations on cross-leased and unit titled properties</li>
<li>Evaluation of delivery methods for physical installation and ongoing operation</li>
<li>Evaluation of pricing and charging options</li>
<li>Financial modelling of pricing models</li>
</ul>
</td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided |
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| | | |
| **Transport** | | |
| School travel and safety | Can we have a focus on school travel and safety over the ten year plan? If we support school link - how many more kids will bike and how many cars will be taken off the road? | The school travel planning budget (along with the Road Safety Programme and part of the Travel Demand Management Programme) has been put forward as a potential level of service reduction option for Elected Member consideration. The removal of this service would result in a removal of $530,431 (local share) and NZTA subsidy of $286,500.<br>Cycle modelling undertaken as part of the Biking & Micromobility business case shows for the School Link area, once the cycle network is fully complete (by 2050), we can expect up to 2700 cyclists per day using the main north-south School Link corridor. The full benefits of the investment in early years won't be unlocked until the network is completed. The change in car use in the School Link area needs to be considered in context of the wider network. The easiest way to look at change in car use is looking at vehicles kilometre travelled (VKT) reduction and mode share in the Biking & Micromobility business case. For reference, Hamilton's current annual VKT is 828.33mil/km. Programme in the business case staff are anticipating a 6.7% reduction in VKT (55.49mil/km) with a corresponding 11.2% mode shift away from private car use. The 10-year investment programme within the business case includes the Eastern Pathways programme (School Link and University Link) as well as 10 other strategic biking/micromobility routes e.g., Killarney Road, Victoria Street (North), Hospital to Central City, Grey Street (South).<br><br>For the 30-year vision in the business case the reduction in VKT is 16.8% (139.2mil/km) and a corresponding 18.6% mode shift. This is reflected in the table below (please note the reference to GPS alignment is from the previous Government): |

## Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><th colspan="2">GPS alignment criteria</th><th>10 year programme</th><th>Connected Neighbourho<br>Vision</th></tr>
<tr><td rowspan="3">Better travel options and climate change</td><td>Outcome</td><td>Biking and micro-mobility mode share moves from 3.8% to 15%, an 11.2% change</td><td>Biking and micro-mobil<br>mode share moves from<br>to 22%, an 18.6% chan</td></tr>
<tr><td>Rating</td><td>Very High</td><td>Very High</td></tr>
<tr><td>Criteria</td><td>>6% change in share of private passenger vehicle-based trips to other modes</td><td>>6% change in share o<br>private passenger vehic<br>based trips to other mo</td></tr>
<tr><td rowspan="3">Climate change:<br>Impact on Greenhouse Gases</td><td>Outcome</td><td>Private car VKT reduces from 526m to 490m, a 6.7% change</td><td>Private car VKT reduces f<br>697m to 581m, a 16.8<br>change</td></tr>
<tr><td>Rating</td><td>Very High</td><td>Very High</td></tr>
<tr><td>Criteria</td><td>>6% reduction in private vehicle kilometres travelled</td><td>>6% reduction in priva<br>vehicle kilometres travel</td></tr>
<tr><td>GPS alignment</td><td>Overall rating</td><td>Very High</td><td>Very High</td></tr>
</table>
<br>
Risks of removing the Road Safety and School Travel Planning programmes:
<ul>
<li>Education of road users promotes safer driving habits, a number of the road safety activities undertaken by the road safety team include approved safer driving programmes (vehicle and motorbike); school education; recidivist driving; cycling education. Education of all road users supports the KPI of reducing the number of deaths and serious injury on the network which is one of the DIA required service performance measures we report against.</li>
<li>Road safety education programmes are run in conjunction with key partners including Waka Kotahi, MOJ, NZ Police, Schools, Iwi, Community Groups. Removing these programmes could impact the relationships held with these agencies at a local level.</li>
<li>Loss of Waka Kotahi subsidy/revenue ($286,500).</li>
</ul>
</td></tr>
</table>

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • Increase in 'social cost' to the community as a result of increased crashes (social cost accounts for cost to community in dealing with the aftermath of injury crashes, including economic costs e.g., people being absent from work as a result of crashes).<br>• Inability to deliver key outcomes of the Access Hamilton Strategy.<br>• Reduced ability to deliver draft GPS Transport Strategic Priority - Safety - 'Invest in road safety promotion and promote safer driving' and 'reduction in deaths and serious injuries' and 'behavioural change' GPS Link |
| Downers delivered local roading projects | What have been the annual costs of local roading projects delivered by Downers in each year since their contract was awarded? How often is it reviewed and what potential is there for a significant reduction in that expenditure during this Long-Term Plan period? What projects are they currently undertaking, or commencing in the near future? | Hamilton has a transport and operations, maintenance and renewal contract with Downer Construction called Connect Hamilton. The Contract is based on Alliance principles and has the flexibility to work within the funding as allocated to transport operations, maintenance and renewals in any given year. The allocated funding depends both on what funding Council allocates but also what subsidy NZTA allocates to work activities it is prepared to fund. In effect the contract sum is reviewed and set each year.<br><br>The contract commenced 1 July 2023 and the financial outcome of its first year of operation will only be known after 1 July 2024. The contract is for an initial term of 5 years with two extensions of 3 years and 2 years (making 10 years in total). The contract will be reviewed every year for value for money and more extensively at the end of each agreed contract term and prior to a recommendation to extend the further 3 years and 2 years.<br><br>The contract has the ability to deliver other funded local road projects such as projects funded by the low cost low risk programmes but equally Council can decide to deliver these projects using different contractors depending on a number of factors including contractor availability and value for money considerations. No decisions have been made for Year 1 (2024/25) of the Long-Term Plan to undertake any additional projects using Connect Hamilton, and this decision will only be made once the Long-Term Plan funding is finalised.<br><br>The Current forecast cost of Connect Hamilton for its first year of operation (2023/24) is $41.4 million. The budget for 2024/25 or Year 1 of the Long-Term Plan will only be known once Council confirms its Long-Term Plan. The question about what potential for significant reductions in |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | expenditure during the Long-Term Plan period depends on the level of renewal and other capital expenditure assigned to the contract.<br><br>And on what Level of Service Council wants to see on its transport network. The quantum of capital expenditure including renewals forms part of the deliberation report. The deliberation report also includes a number of potential level of service reductions which form part of Attachment 8 to the Deliberations report.<br><br>For information the scope of works for Connect Hamilton includes:<br>i. Asset management planning and performance monitoring<br>ii. Maintenance and development of the Council's (asset management) data base within RAMM (Waka Kotahi national database)<br>iii. Optimal programming of remedial works, including identification of improvement opportunities and efficiencies<br>iv. Proactive identification of faults in the transport network<br>v. Management of Corridor Access Requests (CARS) and associated inspections and approvals<br>vi. Temporary Traffic Management approvals and audits<br>vii. Customer request responses<br>viii. Inspection, programming, reporting and quality assurance for all works undertaken<br>ix. Bridge maintenance (minor)<br>x. Debris and litter removal<br>xi. Cycle facilities (lanes and paths) cleaning (sweeping) and maintenance<br>xii. Emergency works such as vehicle crash site attendance and clear-up<br>xiii. Winter maintenance including ice control on bridges and footpaths<br>xiv. Footpath maintenance and renewals |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | xv. Kerb and channel maintenance and renewals<br>xvi. Kerb and channel cleaning including leaf fall<br>xvii. Network surfacing maintenance and renewal<br>xviii. Pavement rehabilitation on sealed roads<br>xix. Road marking renewal<br>xx. Roadside furniture maintenance (including guardrails and sight rails)<br>xxi. Sealed road shoulder maintenance<br>xxii. Shopping precinct cleaning (including after-hours work in the Central Business District)<br>xxiii. Stormwater structure maintenance including rain garden maintenance and renewal<br>xxiv. Catchpit cleaning, maintenance, and renewal<br>xxv. Street furniture maintenance and renewal e.g rubbish bins, cycle racks, seats<br>xxvi. Traffic signal maintenance and renewal, streetlight maintenance and renewal and electronic signs maintenance and renewal<br>xxvii. Traffic services maintenance (signs, edge marker posts, bridge end markers)<br>xxviii. Vegetation control including mowing, landscaping, weeding and spraying.<br>Variations to perform various works for Council's Transport Unit and other council units potentially including Capital improvements. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| Hyde Avenue/Ellicott Road intersection | Why did raised safety platform work go ahead on Hyde Avenue at the intersection with Ellicott Road this month, and at what cost? Was that not one of the projects the Mayor *pressed pause* on? | The project was contractually committed. This wasn't a paused project. The Final Claim for this project hasn't been received to date but the estimated final cost is $240,000.<br><br>This project was part of the projects discussed at the 5 March 2024 Infrastructure and Transport Committee with the following resolution:<br><br>c) requests staff to proceed with the following projects:<br>i. Project # 7 Silverdale Rd - school pedestrian facilities **Option b)** (signalised crossing, no platform);<br>ii. Project #13 Ellicott Road / Hyde Ave public transport improvements **Option a)** (continu as consulted); |
| Clyde St bus way | Please advise on options to reallocate transport funding to get to the point of being shovel ready/ready for co-funding in the next Regional Land Transport Plan for the Clyde St bus way (part of Uni Link). | If there is a desire to undertake new investigations without a capital programme for delivery of the works, then this should be an operating budget not a capital budget. There would therefore need to be an increase to transport operational budgets included within the Long-Term Plan.<br><br>Completion of the Eastern Pathways CBD to University Business Case is dependent on undertaking communications and engagement and this is on hold pending a decision on funding. This will be a key step in the process towards getting shovel ready. The next step would be to move into design, and this would require operational funding (Investment Planning) ) – estimated cost $2 million for detailed design based off the School Links project.<br><br>This would have to be 100% local share as there has not been an application made to NZTA for co-investment funding. |
| Freezing transport spending | What is the impact over 10 years of freezing all transport spending other than basic maintenance for Years 1-3 other than for specified transport projects included in the capex budget? This is excluding the capex budget. | The scope of this question has been clarified as being the Citywide Transport Programme and not transport operations, maintenance nor renewals. It is also not specified capital projects outside the Citywide Programme including growth projects such as Borman Road, Peacocke arterials, Rotokauri arterials, Ruakura Eastern Transport Corridor. These growth projects can be considered individually if Elected Members wish.<br><br>The deliberations report under the section "Possible additional capital deferrals" includes an option to reconsider some of the citywide transport programmes |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Including:<br>• Biking and Micromobility<br>• Rapid Bus business case<br>• LCLR PT Strategic Routes<br>• LCLR Road to Zero<br>• LCLR Walking<br>• Eastern Pathways (School Link)<br><br>As a starting point, the deliberations report steers towards the two November 2023 resolutions which were unsuccessful which were to defer the first 3 years (i.e., zero funding for Years 1, 2 and 3) or to reduce the 10 year programmes (or 3 years programmes) by 50%. Staff believe that it would be very challenging to be able to manage a dynamic metro transport network with no ability to make capital improvements to mitigate safety concerns or to respond to community requests for accessibility and other improvements (including safety). Staff also note that elected members can determine how this funding is spent and have already approved a framework to guide decision making for these programmes.<br><br>Any reduction in these programmes means a significant reduction in revenue which is challenging for the financial strategy. In addition, we have a contract in place to deliver low cost low risk programmes of work and complete removal of these programmes or significant reductions are likely to have contractual implications.<br><br>The following lists the other programmes in the citywide transport programme:<br>• LCLR- Local Roads- relatively small programme ($1.5 million including subsidy per year) to undertake basic improvements such as advanced transport management (data collection tools), guardrails, stormwater management to address flooding issues, changes to kerb and channel alignments, additional streetlighting to address dark spots and safety concerns, pedestrian fencing at underpasses to address fall hazards, traffic island infill, pedestrian facilities at rail level crossings.<br>• LCLR- PT Improvements Programme A- bus shelters and PT accessibility at stops<br>• Morrinsville Road Revocation- committed and 100% NZTA funded<br>• Northern River Crossing- funding at back end of Long-Term Plan to plan for a future river crossing |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • Parking Management- essential to implement parking management<br>• Transport Upsize associated with Development- essential to achieve good outcomes when working with Developers<br>• Transport Models- committed and essential tool for planning and developer engagement |
| Cycling, walking, and low risk low cost projects | What money is currently in the budget for cycling, walking, and low risk low cost projects? | The capital programme is included in the deliberations report as part of City Wide Transport.<br>A number of significant funding reductions have already been made to these programmes since first presented to Council in October 2023.<br>Further reductions are presented in the deliberations report under section on "possible additional capital deferrals"- City Wide Transport. |
| Redirect revenue | What opportunities do we have to redirect "revenue" towards essential road projects? | The 'revenue' or co-investment from NZ Transport (NZTA) was applied for via the Regional Land Transport Plan development and applications for funding was closed in April 2024 following an additional opportunity being provided as a result of the significant changes proposed in the draft Government Policy Statement on Land Transport (GPS) by the Coalition Government.<br><br>There is uncertainty in regard to what funding will be made available via the various new Work Activity (funding) Classes that NZTA will be working with in the new Long-Term Plan period.<br><br>The new work activity classes now include all types of activity within one 'bucket'. e.g the Walking and Cycling activity class now has the funding for maintenance and renewals of existing infrastructure and any capital improvements including the low cost low risk improvements <$2M and the larger capital projects.<br><br>Funding from NZTA will not be able to be moved between Maintenance/Operations/Renewals activities vs Capital projects. Capital funding approvals for individual projects will not be able to be moved between projects.<br><br>Staff will be looking at opportunities to maximise the opportunities for NZTA co-investment once we have final indications on the local share funding but it is understood that the funding allocations will likely be prioritised in the following order by NZTA:<br>1. Maintenance and renewals<br>2. Low cost low risk capital improvements<br>3. Major capital improvements |

# Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>CBD parking</td><td>What impact would shifting to 1-hourr free parking have on proposed revenue? (Higher turnover? Many people likely to stay more than an hour, generating additional revenue?)</td><td>
<ul>
<li>Scenarios 5 & 6 calculations both assume a $6 hourly rate, noting that demand responsive pricing can fluctuate up and down depending on occupancy.</li>
<li>Scenarios 5 & 6 assume ‘starting price point’ of $3/hr for the first two hours (and $6/hr after that) where parking spaces generally have greater than 85% occupancy, and $1/hr for the first two hours (and $6/hr after that) where parking spaces generally have less than 85% occupancy.</li>
<li>Scenarios 3 & 4 both assume that the targeted CBD rate is removed.</li>
</ul>
Financial implications of the various options detailed in table below:<br>
Please note that the revenue only looks at on street parking and includes fringe parking and infringement as highlighted yellow in the table. Also note that operating expenses are excluded.
<table>
<tr><th></th><th>Total on street parking revenue (both ADPP and short term parking)</th><th>24-25 (difference to status quo)</th><th>25-26 (difference to status quo)</th><th>26-27 (difference to status quo)</th><th>Assumptions</th></tr>
<tr><td>1</td><td>Status quo (2-hours free parking and $6/hr after that)</td><td>$4.04m</td><td>$4.20m</td><td>$4.34m</td><td>ADPP City Fringe revenue is not attainable in the first year so is over stated – this figure has been carried across from the 21-24 Long-Term Plan.</td></tr>
<tr><td>2</td><td>Current Long-Term Plan proposal (ADPP DRP starts 1 July 2024 and short term parking DRP starts 1 Jan 2025)</td><td>$4.76m ($722.5k)</td><td>$5.86m ($1.66m)</td><td>$5.71m ($1.37m)</td><td>full year short term from year 1 of original proposal moved into year 2, short term from year 2 moved into year 3, etc</td></tr>
</table>
</td></tr>
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## Information requests from Elected Members

| Topic | Information request | Information provided | | | | | |
|---|---|---|---|---|---|---|---|
| | | **3** | 1-hour free parking and $6/hr after that where occupancy over 85%, and $1 for the second hour going to $6/hr after that elsewhere | **$4.36m ($320k)** | **$5.18m ($980k)** | **$5.02m ($680k)** | 25% stay longer than 1 hour, and only 30% of those would stay for the second hour due to charge |
| | | **4** | 1-hour free parking, $2 for the second hour and $6/hr after that where occupancy over 85%, and $1 for the second hour going to $6/hr after that elsewhere | **$4.33m ($290k)** | **$5.13m ($930k)** | **$4.96m ($620k)** | 25% stay longer than 1 hour, and only 80% of those would stay for the second hour due to charge |
| | | **5** | Removing 2-hours free parking from 1 July 2024 | **$5.14m ($1.1m)** | **$6.06m ($1.86m)** | **$6.15m ($1.81m)** | Original proposal |
| | | **6** | Delaying 2-hours free parking until 1 July 2025 | **$4.525m ($485k)** | **$5.86m ($1.66m)** | **$5.71m ($1.37m)** | Cnr Wilson's December Long-Term Plan meeting motion - difference between short term $3/h DRP and status quo moved from year 1 into year 2, short term moved from year 2 into year 3, etc |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | **What impact would the option of 1-hour free parking have on occupancy** – the highest occupancy areas through the central city would remain well over 85% occupied for the first hour, which would have the following effects:<br>i. not enabling efficient or effective parking management to ensure turnover;<br>ii. not optimally supporting business productivity with parking turnover; and<br>iii. not meeting the public expectation of being easily able to find a parking space.<br><br>**Any other considerations EMs should be aware of**:<br>Transport is made up of range of elements that are all linked to each other in an integrated system. Parking is an important part of that that because it facilitates access for people travelling by car. However, the supply and management of parking has significant implications for the city's form and function, so it must not be looked at in isolation. Instead, parking should be managed to enable the development of a balanced transport system that supports economic growth and development.<br><br>Key parking related narratives Elected Members should have at their fingertips:<br>- Everyone should have options for accessing the people and places that are important to them.<br>- 'Free' parking has always been paid for through rates; it has never been free. We all pay the cost while only some benefit. Changing that will enable the benefits to be socialised (returned to Council to contribute towards our work for the community).<br>- We have all the tools we need to be able to better manage our parking so that everyone who needs one can find a park in the central city. We just need to use them so that everyone can see the impact these tools have.<br>- Setting parking fees at levels that can increase and/or decrease so that the ideal 85% parking occupancy is always achieved (Demand Responsive Pricing) promotes turnover in high-demand areas, helping support business productivity (through increasing foot traffic), leading to improved parking availability for the public, helping to reduce congestion.<br>- Every change we make to our parking is one step closer to making the central city the beating heart of Hamilton that brings people together to enjoy. |

# Information requests from Elected Members

<table>
<tr><th>Topic</th><th>Information request</th><th>Information provided</th></tr>
<tr><td></td><td></td><td>
<table>
<tr><th>What will success look like?<br>How will we measure it?</th></tr>
<tr><td>- Parking in the central city is easy to find and available when people need it. More people are using other transport modes (such as walking, biking, scooting, public transport, ride-share, car-share or being dropped off by taxi or private vehicle) more regularly to access the central city.</td></tr>
<tr><td>- We will be able to demonstrate the additional services and facilities that have been put in place as a result of using the funding collected from parking fees</td></tr>
</table>
</td></tr>
<tr><td>Maintenance and streetsc</td><td>Will the planned investment in levels of service for our maintenance of streetscapes etc., improve the situation that we have now?</td><td>There is no planned additional investment in level of service for streetscape maintenance. The current budget proposes to make a saving on this activity with LOS reductions to side of the road and centre of the road streetscape maintenance. Staff do not support guardians for maintenance of side of the road or centre of the road streetscapes, as it unsafe to have volunteers working alongside or in the road corridor.</td></tr>
<tr><td>Rezoning parking</td><td>What might a plan look like to rezone parking in CBD, with immediate central circle paid, next level 1-hour free, and next level commuter all day parking?</td><td>
<table>
<tr><th></th><th>Total on street parking revenue (ADPP, short-term parking, CBD rate and Infringements)</th><th>24-25 (difference to status quo)</th><th>25-26 (difference to status quo)</th><th>26-27 (difference to status quo)</th><th>Assumptions</th></tr>
<tr><td>1</td><td>Status quo (2-hours free parking and $6/hr after that)</td><td>$4.04m</td><td>$4.20m</td><td>$4.34m</td><td>ADPP City Fringe revenue is not attainable in the first year so is over stated – this figure has been carried across from the 21-24 Long-Term Plan.</td></tr>
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</table>

## Information requests from Elected Members

| Topic | Information request | Information provided | | | | | |
|---|---|---|---|---|---|---|---|
| | | **2** | Current Long-Term Plan proposal (ADPP DRP starts 1 July 2024 and short term parking DRP starts 1 Jan 2025) | **$4.76m ($722.5k)** | **$5.86m ($1.66m)** | **$5.71m ($1.37m)** | full year short term from year 1 of original proposal moved into year 2, short term from year 2 moved into year 3, etc |
| | | **3** | Current Long-Term Plan proposal (ADPP DRP starts 1 July 2024 and short term parking DRP starts 1 Jan 2025) at a starting price point of $3/hr for the first two hours (and $6/hr after that) where parking spaces generally have greater than 85% occupancy, **and free for the first hour, $1 for the second hour** (and $6/hr after that) where parking spaces generally have less than 85% occupancy, and increased | **$4.43m ($390k)** | **$5.20m ($1m)** | **$5.00m ($660k)** | 'less than 85% occupancy area' revenue is 47% of total short term, and 25% stay for the second hour |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | enforcement for parking |
| Increasing parking | Are there opportunities to increase parking in the CBD - i.e., through angled parks on certain streets? | Angled parking does not necessarily increase the number of carparks available in a street – especially if there are driveways along the length. There is also additional space required in the street to accommodate the parked car – parallel carparks are generally between 2-2.5 meters wide – the angle parks need 5.5m approximately.<br>Caro Street is one opportunity that exists for increasing the parking numbers – there was a plan developed for this street several years ago – it would require making the street one way in order to provide the additional space required. Caro Street is included in the draft renewal programme for 2024/25 and provision for changes to kerb lines has been included in the draft Minor Transport Improvements programme for the same period. There need to be a balance of additional parking in the CBD competing with private parking including achieving 85% occupancy. |
| Garden Place carpark | Is there an option to open up the bottom floor of (Council leased) Garden Place carpark in the evenings and weekends to bring more parking in for shoppers? | Prior to this taking place, current lease arrangements with individuals/companies who lease parts of the bottom floor garden place carpark would need to be fully understood, payment technology updated and signage in place. |
| Specific transport or parking requests from submissions | How can we prioritise specific transport or parking requests from submissions in our budgets, or given focus in our existing work programmes? These include Bremworth Ave and parking on Liverpool St. | **Bremworth Ave Submission** - Response 636361806 to 2024-34 Long-Term Plan - Hamilton City Council - Citizen Space<br><br>As part of the development of the 2024 Speed Management Plan (which was considered at the 21 September 2023 Infrastructure and Transport Committee (item #10) and subsequently approved at the 12 October 2023 Council meeting (item #11)) a full review of the Safer Speed Areas programme was undertaken and the programme of areas updated to feed into the development of the draft 2024-27 Long Term Plan.<br><br>The following is an excerpt from the 2024 Speed Management Plan: |

# Information requests from Elected Members

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<tr><td></td><td></td><td>

- **Safer speed areas (permanent 40km/h speed limits)**.

We will continue to rollout out safer speed areas based on the prioritised list provided below. Once we have completed all Safer Speed Areas throughout the city we will then move to move to expansion of 30km/h speed limits associated with schools, shopping areas and marae to achieve the desired state set out in the Speed Management Guide and shown in section 2.5 above.

The prioritised list below will be subject to review and change based on updates to the contributing factors which have been used determine the priority list. The list will are updated annually and approved by Council. The contributing factors considered for each area are;

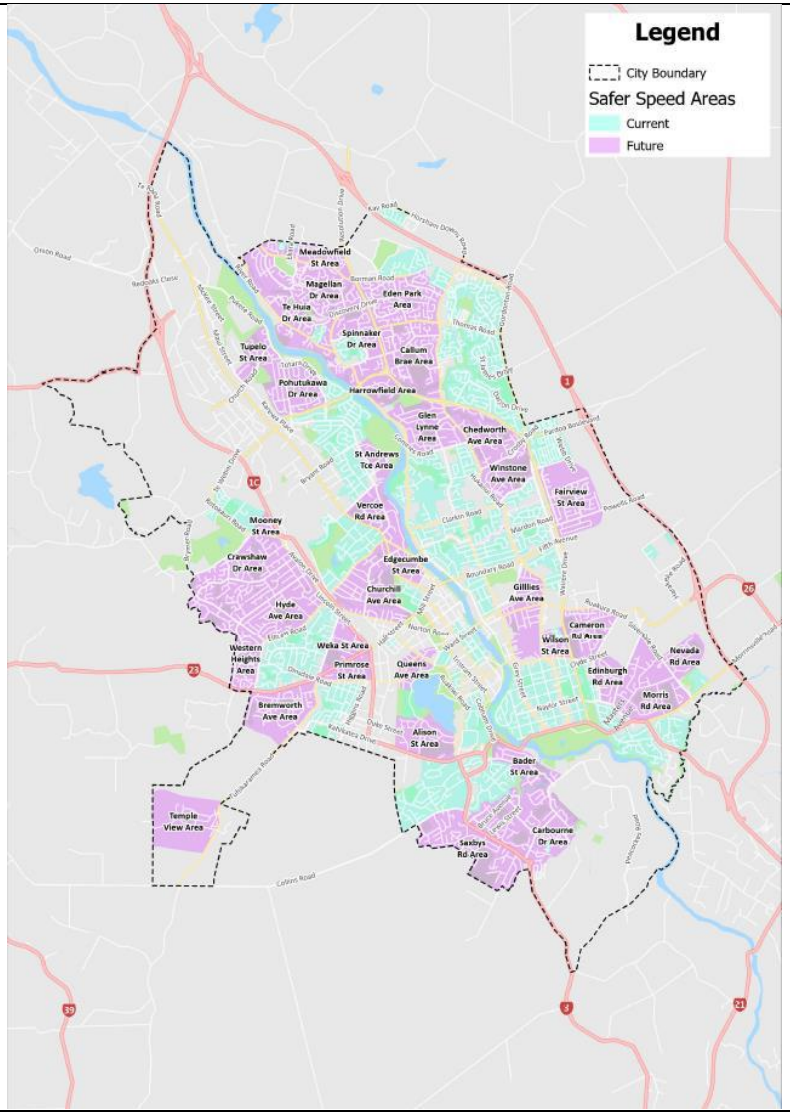
- speed (utilising TomTom mean speed data from mega maps),
- crashes (fatal crashes are weighted more heavily than non-injury crashes to reflect the relative social cost),
- schools (primary schools are weighted as being top priority followed by intermediates then high schools to reflect the skills and abilities of the people walking and biking in these areas.)
- the number of requests we have received for changes to be made from residents in the area (weighted to reflect the size of the safer speed area).

<table>
<tr><th colspan="2">Safer Speed Areas</th></tr>
<tr><th>Area</th><th>Priority List</th></tr>
<tr><td>Hyde Avenue</td><td>1</td></tr>
<tr><td>Bader Street</td><td>2</td></tr>
<tr><td>Weka Street</td><td>3</td></tr>
<tr><td>Argyle Street</td><td>4</td></tr>
<tr><td>Crawshaw Drive</td><td>5</td></tr>
<tr><td>Pohutukawa Drive</td><td>6</td></tr>
<tr><td>Primrose Street</td><td>7</td></tr>
<tr><td>Aurora Terrace</td><td>8</td></tr>
<tr><td>Ashurst Avenue</td><td>9</td></tr>
<tr><td>Edinburgh Road</td><td>10</td></tr>
</table>

The following map shows the areas that have been completed along with the future sites that are proposed – including the Bremworth Area.

</td></tr>
</table>

# Information requests from Elected Members



## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | The Bremworth Safer Speed Area is currently ranked 33rd on the list. As a result of the petition, this ranking has been reviewed and it will now sit at 4th place – pending a review of all other feedback and requests received via the draft Long-Term Plan consultation process.<br><br>As noted in the 2024 Speed Management Plan excerpt above there is an intention to review the list annually. The Speed Management Plan has been established under the current Speed Limits Rule and has recently been certified by NZTA. The certification is necessary for Road Controlling Authorities such as Hamilton City to be able to make changes to speed limits. It is noted that the new Minister of Transport has indicated that there will be changes made to the Speed Limits Rule by the end of 2024 – the exact nature of the proposed changes to the Speed Limit Rule is not well understood beyond comments made in various media statements.<br><br>Funding for the type of work that has been requested by the residents is via the Minor Transport Improvements Programme (formally known as the Low Cost Low Risk Programme) with funding of $500,000 per annum proposed as part of the Safety Improvements Programme. At this stage and in accordance with the 2024 Speed Management Plan we are proposing to implement the first three areas listed in the table above – one area each year (Hyde, Bader, Weka). This has been reflected in the draft Minor Transport Improvements programme that was presented at the 18 April 2024 Elected Members Information Session on the Transport Programme and subsequent Executive Update on 23 April 2024.<br><br>At this stage we are expecting to present the Minor Transport Improvements Programme to the 8 August 2024 Infrastructure and Transport Committee meeting for approval pending confirmation of co-investment (subsidy) from NZTA being finalised in September 2024. This would be an appropriate time to request Bremworth Safer speed Area be brought forward in the timing for implementation if you wished to promote this area ahead of those currently planned – noting that the strong evidence of community support for change in this area is something that is considered in our ranking process.<br><br>**Liverpool St Submission** - Liverpool St Submission.docx<br>The draft Long-Term Plan has recommended for approval that: |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | - The current All Day Demand Responsive Parking will move to being Demand Responsive from 1 July 2024<br>- 2 hour free parking trial ending in December 2024 and will move to becoming Demand Responsive at that time<br><br>There are no other planned changes to the parking restrictions in this area following the decision of the October 2023 Traffic Panel meeting on the basis that there was not strong support from the adjacent property owners and businesses to change the mix of parking offerings currently in place. |
| **Rubbish and Recycling** | | |
| Resource Recovery Centre | Will our Waste Levy be prioritised to the trialling of 1-3 community resource recovery centres over the first three years of the Long-Term Plan? | The Waste Levy will be used in accordance with the requirements under the Waste Minimisation Act. The first stage of initiating any type of resource recovery centre (either run by Council contractor or by the community) is to complete a feasibility study. This will ensure the right type of operating model and location is correct for the needs of the community. |
| **Civil Defence** | | |
| Claudelands | How reliant are we on Claudelands as a civil defence emergency shelter? | Civil Defence Centres / Community Emergency Hubs provide a local point within communities where people can go to seek help if they have been displaced or affected by an emergency. Claudelands is our main Civil Defence Centre (CDC) in the city because of its size, its ability to accommodate a significant number of evacuees, to provide spaces for partner agencies to set up reconciliation centres, and undertake needs assessments, to have sufficient outbuildings to accommodate pets and has onsite cooking facilities. While we may utilise smaller libraries, or community centres for small events perhaps only impacting an individual suburb, for any major event impacting the city or involving displaced persons from elsewhere, then Claudelands would be our first Civil Defence Centre activated. Having a stable and uninterrupted power supply with inbuilt redundancy would complete this facility as a CDC and provide for continuity. |
| Generators | Do our other civil defence centres currently have generators to support civilians in a time of crisis should Hamilton's power be affected? | We use a range of buildings for CDC purposes, including libraries, community centres and selected facilities owned by other organisations and partner agencies. They are selected to ensure that we have a good representation across the city. The only designated CDC that has a generator installed is FMG Stadium. This facility can be utilised when required but is not at the same level of fit as Claudelands. Additionally, the city is split in two by the river and in an emergency, there is a likelihood that bridges could be impacted, resulting in them being closed or severely reducing their use so having a generator supported CDC on each side of the river would provide the biggest |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | CDC capacity outcomes. Experiences during the 2023 North Island weather events showed that during an emergency event, large generators are very difficult obtain at short notice. |
| Earthquake risk | Hikurangi fault line: has Council ever taken assessments to understand impact of an earthquake from these plates on Hamilton? When was the last resilience or impact assessment undertaken and how many fault lines have we identified since that last assessment? | The Hikurangi Subduction Zone (HSZ) is the largest fault that exists in New Zealand and if this was to rupture then a massive earthquake and accompanying tsunami could engulf significant parts of the North Island. Modelling undertaken and publicly released earlier this month suggest there is a 25% chance of this occurring in the next 50 years. The modelling suggests that in the event of a magnitude 9.0 earthquake rupture that as many as 22,000 people could die, 26,000 people injured, 30,000 homes destroyed and up to 400,000 people displaced. To provide context, the Christchurch earthquake resulted in 10 seconds of ground shaking, whereas this it is suggested that ground shaking from the HSZ would likely to occur for 4 – 8 minutes. This macro level modelling suggests that electricity production and distribution across the North Island will be heavily impacted. Waikato specific modelling is underway but not yet complete. We do know that Hamilton and the Waikato would be impacted by such an occurrence, there would be obvious building damage, but we would suffer less than other areas. As the largest inland city, we could expect to be receiving thousands of refugees from other parts of the country. We would need to establish multiple effective CDC's and ensure that we have processes in place for initial registrations, needs assessments and reconciliation of such refugees. Having Claudelands CDC with guaranteed electricity continuity, supported by FMG Stadium which also has power resilience would be a necessity. |
| Independent assessment | What is our biggest weakness as identified by our independent assessment? | Our most recent CDEM external Capability Assessment was completed in April 2024. The assessment identified areas of strength and areas for improvement. The identified areas for improvement included community engagement and hazard understanding, including community participation into hazard risk, volunteer management, recovery planning and training. It is worthy of note that one of the findings of the Government Inquiry into the Response to the North Island Severe Weather Events 2023 found that:<br><br>There is a major disconnect between communities and CDEM agencies and this contributes to the country not being ready to respond to large-scale emergencies. |
| **City Safe** | | |
| Cost and effectiveness | What is the total cost of City Safe? Has there been an audit of the effectiveness of our City Safe unit? How many City Safe staff are employed? How are they | • City Safe Operations direct net costs are $1.91 million per annum (excluding Better Off funded additional fixed term roles) |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | recruited? How are they deployed and what evidence do we have of success in their objectives and crime deterrence? Should we consider HCBA's request to have a unit prominently located in Garden Place? | • There has not been a specific audit of City Safe, however there is a yearly perceptions of safety survey (Hamilton Wellbeing Survey and pulse surveys). The Long-Term Plan measure is to achieve 80% of respondents who feel safe or very safe in the central city during the day. Last survey 2023 achieved result of 84% 1,724 respondents – Nielsen IQ. The first survey in 2014 achieved a result of 63.2% - and while there hasn't been a consistent it does demonstrate an improvement since the City Safety Officers were established in 2014.<br>• City Safe Operations is made up of 24 staff, a manager, two team leaders, a CCTV technician, a Compliance and Engagement Officer and 19 Safety Officers who perform both CCTV and Safety Officer patrol duties. Duties undertaken include:<br>○ Central city patrolling during the day and nighttime patrols in the hospitality precinct and supporting the nighttime economy. They work very closely with police.<br>○ High visibility and intervention presence at the Transport Centre 60% funded by Waikato Regional Council.<br>○ Full time presence at the central library for all hours it is open – concierge services, intervention, de-escalation role, enhancing safety of users. This was established as a replacement for external security guards and is fully funded by Library.<br>○ Two-person Suburban Response Team operating 10 hours a day 7 days a week to provide full range of City Safe services to the areas outside the central city.<br>○ The role of City Safe: focuses on high visibility and high levels of engagement and the use of de-escalation skills across the community. This includes reactive and proactive interventions in events, dealing with persons begging, persons appearing homeless, the vulnerable, missing children, nuisance and anti-social behaviours, proactive business visits, trespass provisions, attendance at city events, crime prevention advice, compliance and enforcement activity related to the trading bylaw, the safety bylaw, the prostitution bylaw, security/ support for staff and events i.e. Your Neighbourhood, Garden Place events, Elected Member events, and demonstrations. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • Staff are recruited through the standard Council recruitment processes, but this has also included targeted approaches to potential providers to enhance our diversity or employment needs.<br>• Staff are deployed using a tasking model that focusses on a combination of calls for service, identified emerging risk areas, planned events, safety demand and visibility equity across areas of the city.<br>• Evidence of success: this is based around feedback from customers and stakeholders and data. Example- City Safe received 293 calls for assistance in April 2024 – 59% from businesses, 16% from the public, 13% from Council staff, 11% from Police.<br>  ○ The calls related to suspicious activity, substance abuse, sleeping rough, drunk people, busking, liquor ban breaches, begging, assault, anti-social behaviour, aggressive behaviour, trespass matters, intelligence reporting. Such events are responded to by our staff, supported through CCTV coverage of occurrences and dealt with either on our own or through joined up responses involving other agencies – Police, Peoples Project, mental health services.<br>  ○ Of those events, on 99 occasions advice was provided, 51 events were resolved by staff, 60 events were dispatched to the Suburban Response Team, 26 were referred to police, 3 referred to another agency, 6 required no action, 1 warning was given and on 37 occasions no one could be located<br>HCBA Request regarding a Unit in Garden Place: A staff member is already deployed full time into the library and could be called to any events in Garden Place if required. Additionally, Garden Place features on every patrol assignment and results in patrollers being present in Garden Place multiple times each shift. Proportionally there is more demand for our services in other parts of the city during the day – Victoria North, Bryce Street, river access areas. However, opportunity exists to reset patrol taskings further to ensure that there is even greater presence of staff in and around Garden Place during periods of high foot traffic. |
| **Graffiti** | | |
| Cost to Council | What is the annual cost to Council of vandalism and graffiti? Trends? | Tag Busters Annual Budget for the current financial year is $535,000. A summary of activities from July 2023- to date is below: |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | **Report summary**<br><br>**Jobs completed** 13001<br>**Number of tags** 15336<br>**Total area painted** 53,424.30 m²<br>**Total time to remove** 240 days 3 hours 42 minutes<br>**Total time to complete** 9148 days 14 hours 19 minutes<br>**Total waterblasted incidents** 1289<br>**Total paint used** 4876 L<br>**Total chemicals used** 7212 mL<br><br>**Reported jobs completed** 5545<br>**Completed in two week days** 91.23% %<br><br>Below is the summary for the previous fiscal year 1 July 2022 to 30 June 2023: |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | |  <br>It was not possible to provide the total costs associated with vandalism across the city in the brief time staff had to respond. One example is in playgrounds, where asset data shows there had been 46 incidents of crime/vandalism recorded in the past 12 months. Responding to these incidents has cost approximately $100,000 factoring in repairs, replacement and staff time. These reports and costs would not include more minor repairs that may have been completed as part of a routine inspection. |
| **Targeted rates** | | |
| Substitute DCs | How might we be able to swap out a portion of DCs for a targeted rate? For example, could we have a targeted rate for Peacocke to shift some infrastructure costs from DCs to a targeted rate (spreading the cost of infrastructure out for the end user)? And is there any way | The LGRA (schedules 2 and 3) prescribes how a targeted rates can be set. A targeted rate in Peacocke was discussed some time ago but it got complex very quickly. We were unable to clarify with any certainty time frames around provision of services to individual land parcels, and when development would be allowed on the land, and parts of land etc. Also, the reasonableness test at that stage when looking at the level of revenue required over what was a smaller number of ratepayers. Assuming its different now, it definitely would require a robust process and take time to properly consider/consult etc. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | to make a targeted rate work for new homes in brownfield areas? | Where other Council's rates have been legally challenged, particularly something a little different (thinking Auckland's APRT, or Wairoa's forestry differential) the legal review always comes back to process. It is very important that Council can demonstrate robust process / full consideration of Sect 101 LGA etc.<br>There will be a rates working group set up once Long-Term Plan is adopted, but the scope of that is yet to be determined. |
| **Waikato Housing Initiative** | | |
| Service Level Agreement | If we were to develop a service level agreement with the WHI, would this save us utilising consultants for the likes of the Housing Capacity Assessments, Brad Olsen's work on affordability etc., and other such pieces of research? Would supporting the WHI, and collaborating with other councils to do this, save us some consultancy costs? | We are already transitioning to an internal model to deliver Housing Business Capacity Assessments (HBCA) and related work which will reduce consultant spend and reliance on consultants for this type of work and also mean we can better analyse the data and track in real time. The expertise and economic models are highly technical. The residential data component of the 2023 HBCA was all developed and delivered in-house. |
| **Technology** | | |
| Efficiency improvements -cost savings | What are the cost savings and efficiency improvements through smarter utilisation of IT? (Especially AI and robotic automation technology) | Our goals is to transition to a model where our customers can make on-line required through forms, app's and robots, with the requests flowing directly from the customer into our core systems. And then our core systems managing these requests through workflow and automation (something else that is currently not in place).<br><br>Addressing these fundamental automation gaps is being addressed through multiple initiatives:<br>• Replacement of our End of Life Customer Self Service Platform – e.g., all requests/forms can be entered online (web or app), flowing directly into our core systems and can be tracked by our customers.<br>• Addition of automation alongside our core systems - e.g., resource consents to dog tags.<br>• Leveraging AI to streamline repeatable or paper processes - e.g., accounts payable invoices which are all manually entered.<br>• Process automation - e.g., expense claim or procurement requests where manual forms are printed/emailed around the organisation. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Work on each of these streams in underway, but the scale and pace of change is driven by our funding limitations and the organisations capacity to cope with additional work (we need to work with staff to implement new processes and tools).<br>This means that at the current of change it will 5-7 years to automate 75% of our processes.<br>Costs and savings are challenging to pull together. The model is to improve things as we need to touch them. This is a very different approach, than what would normally be a transformation type project, where the single end goal is to improve customer and employee experience, plus productivity.<br>For example, our current customer self-service solution is end of life and must be replaced. This solution is really just a front end with no automation in the back end. So, when we execute that project next year, we will seek to automate as much as we can without our existing funding constraints and the capacity of the wider organisation to cope with any levels of change.<br>There are still many unknowns with the potential for AI to result in hard savings. This is likely to be more evident beyond 1-2 years.<br>Post future fit the organisation has a much lower capacity to take on board these types of change projects. |
| Efficiency improvements – forms | 1. How many of our public forms i.e., for consents/feedback/alcohol consent and require manual forms?<br>2. How much would it cost to change them to editable forms to enable faster processing and double work? | 1. All of our current 'forms' require manual entry of some type. This could be a paper form, a PDF that is printed, a PDF that is completed on-line or an on-line form. Even for those forms that are 'on-line', once completed by the customer, these are then manually transposed from our web to our core systems.<br>**Community Services forms:**<br>• **Animal Control –** only 1 public form that is manual and not PDF editable – Multi Dog Permit. The forms could be made editable, but dog owners will still need to print it as it has a section for neighbours to complete and sign (otherwise a redesign of the form and process is required). Unless process redesign, having editable form will not enable faster processing or increased output.<br>• **City Safe Operations** – There are several forms on the website, and none are currently editable. Permits for Busking, Charitable collections, Hawking, Other activities on Footpaths, Merchandise display, Mobile shop, Outdoor dining, Footpath signs are all online, but none are editable.<br>• **Customer** - Dog related forms (registration, renewal, change of owner, deceased dog). Rates Rebates forms, Rates Direct Debit, Parking Dispute Form, All Environmental |

## Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | Health and Liquor Forms, Hairdresser Registrations, Food Trucks, Busking Permits, LIM application, Refund Form, Mobile Shop, Footpath Sign/Outdoor Dining, Noise-seized goods,<br>• **Aquatics** - Major Event Booking, Learn to Swim Sign up, Gym sign up, Cancellation Form, Birthday Party Booking,<br>• **Libraries** – Research Enquiry Form, Photography Order Form, Recording Studio Booking Form.<br>• **Regulatory Services** - While some of these forms are available in editable PDF the only efficiency gained is through the clearer reading of information submitted but does provide an easier alternative for the customer to complete and submit. Making these forms integrated would remove manual data entry, reduction in human intervention and error, greater accessibility and ease for customers, increased visibility, and more efficient processing times<br>• **Building -** Code Compliance Certificate Application, Minor Variation Application, LBP Notification Form, Certificate of Public Use Application, Extension of Time, Owner Builder Exemption, Owner Building Notice Form, Certificate of Acceptance, Exempt Building Work, Amendment to Compliance Schedule, Building Warrant of Fitness, Application for Compliance with the Building Code for Liquor Licensing, Application for Amusement Device<br>• **Alcohol -** Application for Manager Certificate, Renewal of Manager Certificates, Application for On Licence, Application for Off Licence, Application for Club Licence, Application for Renewal of On Licence, Application for Renewal of Off Licence, Application for Renewal of Club Licence, Application for Temporary Authority, Application for Special Licence, Application for Variation or Cancellation of Conditions of Licence<br>• **Environmental Health -** Food Safety – Registration, Food Safety – Renewal, Campground – Registration, Camp Ground – Renewal, Funeral Directors Registration, Funeral Directors Renewal, Hairdresser Shop Registration, Hairdresser Shop Renewal, Event Permit Schedule of Proposed Food Vendors. |

# Information requests from Elected Members

| Topic | Information request | Information provided |
|---|---|---|
| | | • **Would changing to editable forms enable faster processing and increase output?** Changing to editable forms would enable faster processing and output times. Some of this work is being scoped in-house but will take time and resource to implement.<br>**Consenting forms:**<br>• All applications for Resource Consents use interactive PDF forms and are applied for online. Once received the information is manually transferred into Authority.<br>• **Would changing to editable forms enable faster processing and increase output?** No, information in the application forms is already digital. To increase efficiency would require a system that integrates with Authority.<br><br>2. Our goals is to transition to a model where our customers can make on-line required through forms, app's and robots, with the requests flowing directly from the customer into our core systems. And then our core systems managing these requests through workflow and automation (something else that is currently not in place).<br><br>Addressing these fundamental automation gaps is being addressed through multiple initiatives:<br>• Replacement of our End of Life Customer Self Service Platform – e.g., all requests/forms can be entered online (web or app), flowing directly into our core systems and can be tracked by our customers<br>• Addition of automation alongside our core systems - e.g., resource consents to dog tags<br>• Leveraging AI to streamline repeatable or paper processes - e.g., accounts payable invoices which are all manually entered<br>• Process automation - e.g., expense claim or procurement requests where manual forms are printed/emailed around the organisation<br><br>Work on each of these streams in underway, but the scale and pace of change is driven by our funding limitations and the organisations capacity to cope with additional work (we need to work with staff to implement new processes and tools).<br><br>This means that at the current of change it will 5-7 years to automate 75% of our processes. |

# Information requests from Elected Members

Hamilton & Waikato TOURISM

# Annual Report to Hamilton City Council
# 1 July 2020 – 30 June 2021

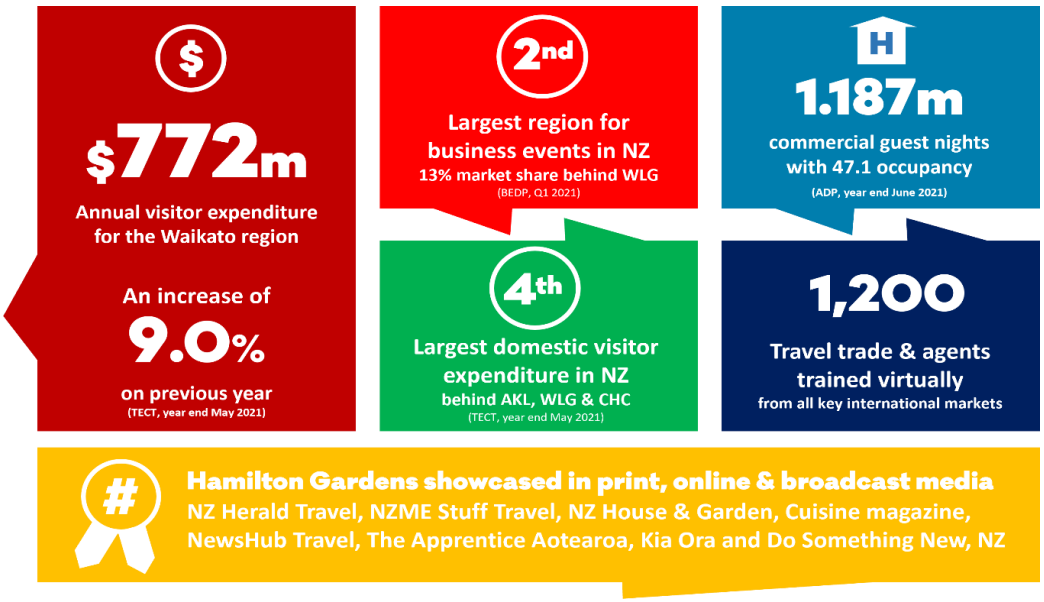
Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend. It leads destination management, destination marketing, business events & conventions, major event coordination and the Thermal Explorer Regional Events Fund for the region.

Hamilton & Waikato Tourism is a subsidiary company under the Council Controlled Organisation (CCO) of Waikato Regional Airport Limited. It has a commercial board with Annabel Cotton as its Chair.

During the 2020-21 financial year, HWT was funded through a public/private partnership with the region's tourism industry and seven local authorities including Hamilton City and Matamata-Piako, Ōtorohanga, Waikato, Waipā, Waitomo and South Waikato Districts.

From 1 July 2021, Hamilton & Waikato Tourism will no longer be funded by South Waikato District Council to promote and support tourism businesses in South Waikato District. The withdrawal of support follows a decision by the council to cut its $60,000 annual investment and not renew its three-year funding agreement with Hamilton & Waikato Tourism.

## Key highlights



# Executive summary

Hamilton & Waikato Tourism has been relentless in leading the restart, recovery and reset strategy for Waikato's visitor economy to ensure our sector could move from 'survive' to 'thrive'. From supporting our tourism and event businesses through the long-term impacts of COVID-19, using this time to reset the industry for the future, lobbying for additional Government support and executing multi-channel marketing campaigns targeting the leisure, business and events market in key 'drive and fly' markets, including Australia when the quarantine-free travel opened.

Locals and wider Waikato residents are a key audience for our tourism businesses which make-up a third of their market. We decided to accelerate and enhance our locals campaign through the new 'Mighty Local' platform which included a new 'hot deals' section on our website waikatonz.com to incentivise our residents to explore their own backyard on weekends and school holidays.

We continue to partner with Tourism New Zealand's 'Do Something New, New Zealand' national domestic marketing campaign to successfully drive demand, visitation and expenditure into our region. We also collaborated with a number of other regions to drive visitation and expenditure into Waikato such as our first-ever Auckland partnership and working with our Central North Island regions like Bay of Plenty, Rotorua, Taupo, Ruapehu and Tairawhiti Gisborne with a 'Get Out More NZ' short-break itineraries. Our geographic location continues to drive our success with 2.6 million people living within a three-hour drive radius of our region.

The long-term economic and social impact for the tourism sector is ongoing. It has been estimated that 42% of New Zealand's visitor economy comes from international tourism and there is an expected gap of $12.9 billion in visitor expenditure. Tourism is vital to the region's recovery with every $178,000 of tourism spend creating a job; this equates to 40 international visitors or 480 domestic overnight trips. International visitors spend on average $232 per day which is over three-times more than local residents at $74 per day or domestic travellers at $155 per day.

Compared to 2019-2020, tourism spending has increased 9% for the Waikato tourism region over 2020-2021 achieving $772 million in visitor expenditure for the year ended May 2021. Although we are seeing increased expenditure and visitation across the region, it is a very different story for the Waitomo District which continues to remain well-below industry averages with double-digit expenditure decreases and visitor numbers over 75% down compared to pre-COVID levels.

The latest figures released by the Business Events Data Programme show the Waikato region secured 13% market share of all New Zealand business events being held in Q1 2021. With 196 business events held in the region during January to March 2021, this placed the Waikato region second in the country behind Wellington at 29% for the number of meetings, conferences and exhibitions held.

Over 17,000 delegates were hosted in the region during this time, equating to a 13% market share of the total number of delegates hosted in the country, third behind Wellington (28%) and Auckland (14%).

Domestic business events delegates have always been an important visitor segment for the region contributing $480 per day to the economy, double the amount of the leisure visitor. Business events are also a key seed market driving repeat visitation and further economic benefit as delegates will often return for a holiday with their friends or family.

The first round of funding from the Thermal Explorer Regional Events Fund was announced in June 2021 with $1.6 million allocated to a total of 15 events from the Waikato, Rotorua, Taupō and Ruapehu regions. The selected events are a mixture of new and existing and include business, sport, culture and exhibitions. In total, the events are predicted to attract over 120,000 attendees, with two-thirds being visitors from outside the host region.

## Performance targets

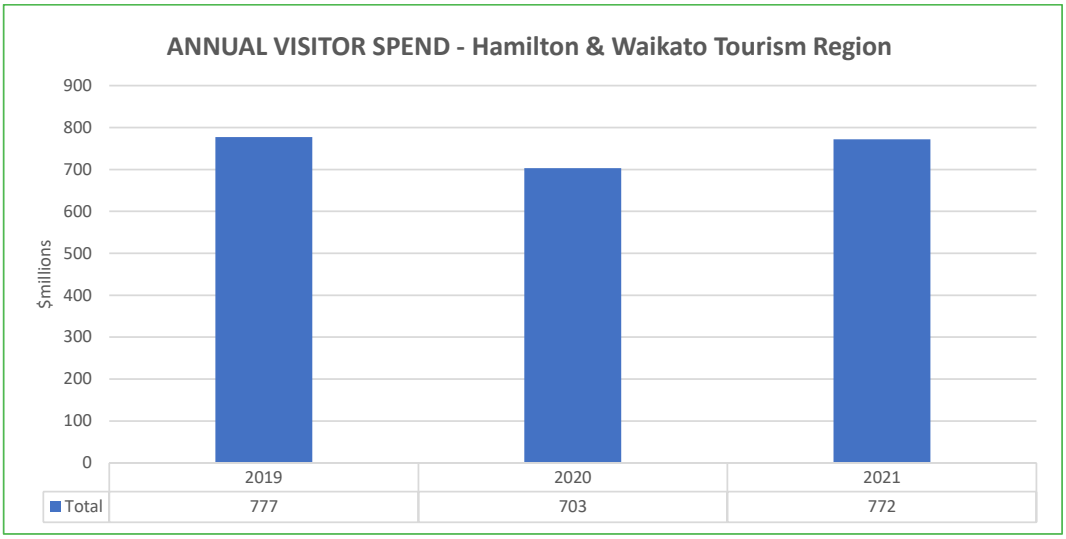
Given the restart journey for the visitor economy post-COVID, Hamilton & Waikato Tourism (HWT) revised five performance targets which are set in the 'Schedule of Services for Local Government 2020-2021'. The results are provided below.

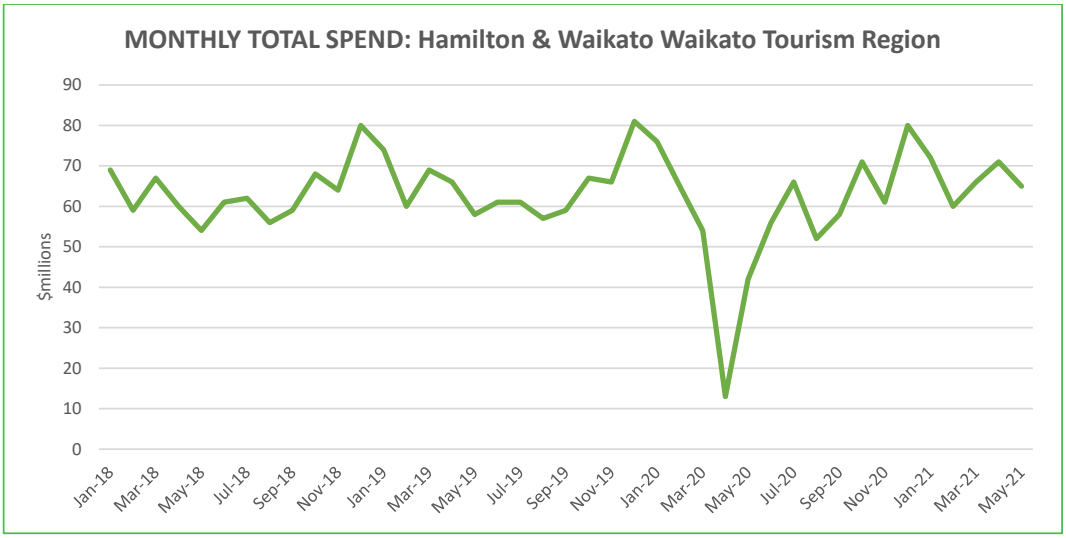
| Measure | Result |
|---|---|
| **Visitor nights**<br>**0% increase of total visitor nights' vs national compared to 2019-20** | **1.187m guest nights**<br>(Accommodation Data Programme, Year ending June 2021) |
| **Visitor spend**<br>**0% increase in visitor spend across the region compared to 2019-20** | **9% up on previous year**<br>**$772million annual expenditure**<br>(MBIE; TECT; Year ending May 2021) |
| **Conventions, incentives & business events**<br>**Rebuild & restore market share of total business events to 5%** | **13% market share of business events hosted within NZ**<br>**Second behind Wellington**<br>(Business Events Data Programme Q1 2021) |
| **Industry investment**<br>**$100,000 of industry contribution towards marketing activities & campaigns** | **$160,000**<br>**domestic campaigns, famil in-kind contributions & visitor guide sales**<br>(As at 30 June 2021) |
| **Media & travel trade**<br>**10 media outlets hosted + 50 travel trade trained or hosted** | **23** media outlets hosted<br>**12** agents hosted<br>**1200** agents trained<br>(As at 30 June 2021) |

# Visitor statistics and expenditure

The Ministry of Business, Innovation and Employment (MBIE) have discontinued the Monthly Regional Tourism Estimates (MRTEs) as they were becoming unreliable within the Covid-19 environment. They have replaced the data with an interim data set capturing electronic card transactions. The key difference is that this data does not make any estimates for online or cash spending. This interim data set provides some district level information but is more limited that the older MRTE's. MBIE have provided three years of TECT data for comparisons.

Compared to 2019, tourism spending has increased 9% for the Waikato RTO region for the year ended May 2021.

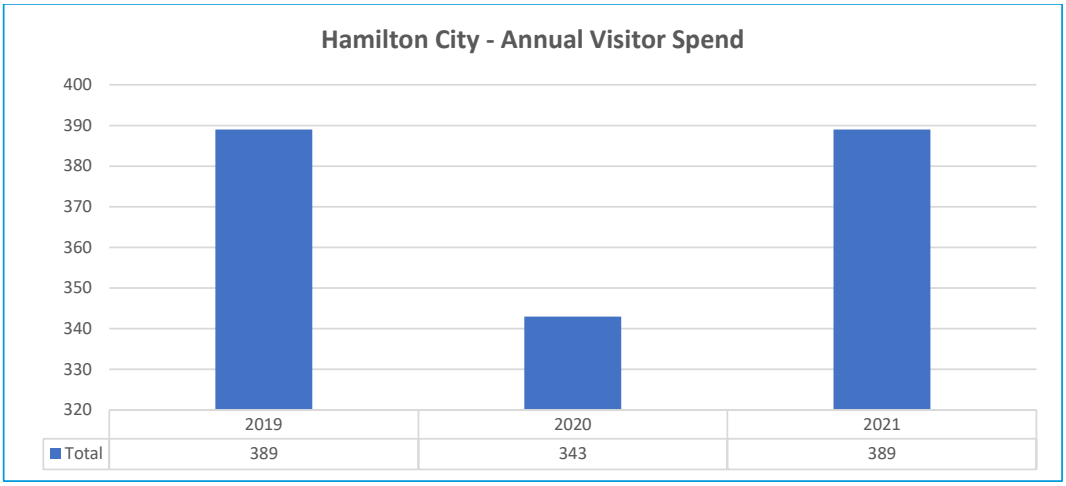



Source: Tourism Electronic Card Transactions, MBIE (May 2021)

## Visitor expenditure in Hamilton

Annual visitor expenditure for Hamilton increased 11.8% to year end May 2021.
For the year ending May 2021, the visitor economy injected $389 million into Hamilton's economy (based on electronic card transactions).

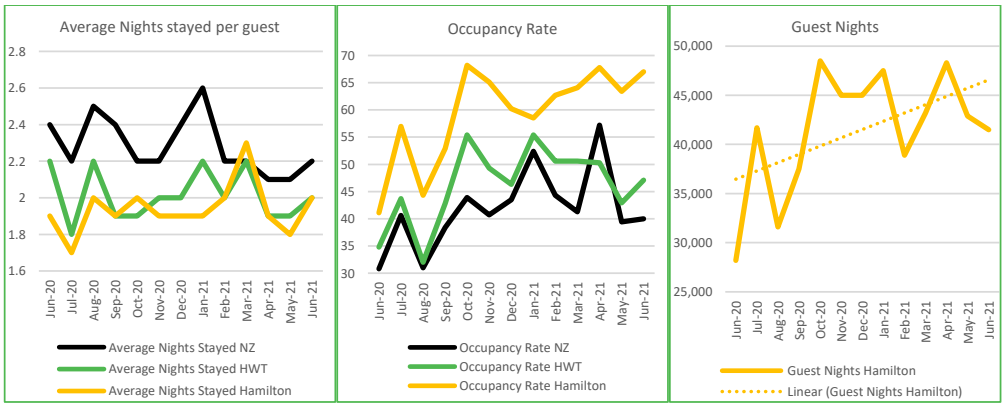



Source: Tourism Electronic Card Transactions, MBIE (May 2021)

## Commercial accommodation in Hamilton

The new national 'bed nights' measurement tool, the Accommodation Data Programme (ADP) began providing monthly measurements from June 2020.

Hamilton has 54 commercial accommodation providers contributing data into this programme (unlike the old Commercial Accommodation Monitor, this is not a legal requirement). The occupancy rate for Hamilton accommodation providers in June 2021 was 67% - the highest occupancy rate for all districts/cities across the country during June. In comparison, the Waikato region achieved 47.1% and the national occupancy was 40%. People stayed an average of two nights per visit/stay. This resulted in 41,500 guest nights in June 2021. For the 12 months up to and including June 2021, Hamilton achieved 511,600 guest nights.

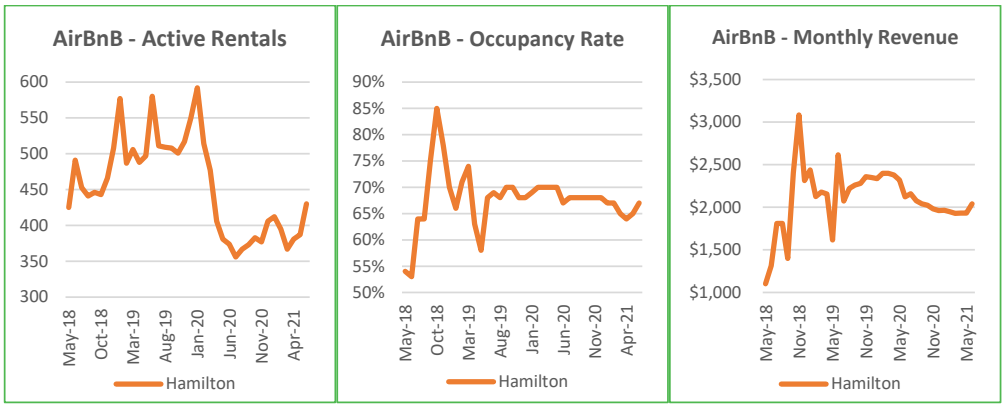



Source: Accommodation Data Plan, MBIE (June 2021)

## Non-commercial accommodation in Hamilton

Hamilton also had 430 properties listed on AirBnB during June 2021 as alternative accommodation to the traditional commercial offerings. This has declined from 374 listings (down 56) in June 2020.

These properties experienced 67% occupancy during June 2021. For the 12 months May 2020 to June 2021, the average occupancy rate for AirBnB properties in Hamilton was 67%.




Source: AirDNA (June 2021)

# Trade & leisure marketing

## Domestic marketing

### External domestic markets: Open for Exploration Campaign

Our domestic marketing campaign, 'Open for Exploration', ran from June to August targeting the key drive markets for the Waikato (Auckland, Bay of Plenty, Rotorua, Taupo and Taranaki).

This campaign ran across Facebook, Instagram, Google Display & Search, YouTube and digital placements with NZ Herald, the campaign was designed to complement the 'Do something new, New Zealand' national campaign by encouraging visitors to see new things in familiar places, while also exploring the known and unknown adventures of the Waikato. The campaign creative included user generated content (UGC) imagery, videos featuring our tourism operators welcoming visitors back and the 'Do Something New NZ' device.

### External & internal domestic markets: school holiday promotions

Given the environment and the importance of the September 2020 school holidays for operators after lockdown, HWT undertook a specific digital 'school holidays' campaign. The campaign targeted drive markets as well as Waikato residents to promote travel to and within the Waikato and channels included social media advertising and e-DMs.

## Hot Deals platform

HWT launched a free, user-generated platform designed to showcase operators' latest promotions, experiences, deals and information to HWT's consumer audience while optimising their Google My Business (GMB) posts at the same time.

The platform integrates a wide variety of Waikato businesses – from activities and accommodation to tour operators, as well as retail and hospitality providers. Businesses are able to upload their own offer, experience, deal or upcoming event through the platform and the information displays on waikatonz.com as well as their Google business listing. HWT understands this to be the first platform in NZ that allows for this to happen, providing time and process-efficiencies for operators across the two channels.

## External domestic markets: Summer 'It's just magic!' campaign

Our Summer inspiration campaign 'It's just magic,' targeting key drive markets inspiring them to visit the Mighty Waikato as part of their summer travel plans, was live from 18 November to 14 December. Like the rest of New Zealand, we have never had to promote the region to domestic visitors over the summer period as our tourism operators are normally busy with international visitors.

The Summer campaign was primarily video-led and focused on highlighting personal experiences of previous visitors to the region. We know the Waikato is well placed for a short break, so this campaign targeted this type of travel rather than the traditional week-long breaks taken over the summer period.

## Internal domestic market: Christmas Campaign - Gift Guide

Our annual Christmas Gift Guide campaign launched into the local Waikato market on 30 November and concluded on 21 December. With the theme of 'Give the gift of Magic' the campaign encouraged Waikato residents to gift experiences from local tourism businesses or tickets to upcoming local events. This campaign targeted the internal domestic market for the Waikato through Facebook and Google adverts and advertising in local newspapers including the Cambridge Edition, Hamilton Press, Matamata Chronicle and Waikato Times.

## Internal domestic market: Summer 'It's just magic!' Campaign

The Summer "Explore Your Own Backyard" campaign used the same personal concept as the external summer campaign with video pieces from locals who had visited and loved Waikato various attractions. Aimed to encourage locals who weren't travelling out of the Waikato during this time to explore the region over the festive holiday season, this campaign launched in late December and ran through January. The online campaign featured domestic operator partners and the region's natural assets such as walks, waterfalls, beaches and cycleways as well as summer events and school holiday activities.

## 'Get Out More NZ' Domestic Campaign – Central North Island collective

For the first time, HWT partnered with our neighbouring regions Bay of Plenty, Rotorua, Taupe, Ruapehu and Tairāwhiti Gisborne in the domestic market. Targeting drive markets through online and print channels, the first phase of the 'Get out More NZ' campaign ran from September until mid-December with the second phase running from late March until late May 2021. The collective produced a lift-out print magazine as part of the second phase which was distributed via the Dominion Post, Waikato Times, The Press (Christchurch),

Taranaki Daily News, Manawatu Standard and Sunday Star Times. A total of 99,800 copies were distributed.

As part of our collaborative activity, the group exhibited at the 2020 Motorhome & Caravan Show as well as at Fieldays 2021. Using a life-size viewmaster and the theme of 'view something new' as the hook, the aim was to raise awareness and drive preference for holidays in the Central North Island.

## Love This, Love That Campaign – Auckland JV

For the first time, we partnered with Auckland RTO on a joint campaign to encourage residents to enjoy experiences in their extended backyard. The campaign launched on 22 March and ran through until late April. Based on the familiar expression 'love thy neighbour', the campaign targeted Auckland and Waikato residents and was designed to encourage travel around the two regions during autumn by showcasing activities and attractions across five themes – nature, active breaks, family, relaxation and wellness, and food. We also worked with Urban List to create articles that tie into campaign theme.

## External & internal domestic markets: Easter & School Holidays Campaign

We launched a digital campaign at the end of March to target local and travellers over the Easter break and April school holidays period. This campaign was targeting both Waikato residents, and those within a drive distance of the region encouraging travel to and around the region during autumn by showcasing activities and attractions on offer via digital ads. This phase of domestic marketing activity ran until late-April across Facebook in various ad formats.

## Kids Cycling Guide

Cycling continues to be a key special interest topic for both local and domestic visitors to the region. HWT worked with influencer and travel guide creator Outdoor Kid to create a "Family-Friendly Guide to Cycle Trails in the Waikato". The guide features rides such as Te Awa - The Great NZ River Ride.

## Internal domestic market: Mighty Locals Campaign

To continue the 'Mighty Local' message we developed during lockdown in 2020, we launched a digital campaign to encourage local residents to continue to explore their own backyard, and to share great Waikato experiences with visiting family and friends from NZ or Australia. This campaign launched in early May and ran until late June, running across Google Display Network and Facebook.

## Tourism New Zealand - Urban Experiences Campaign

As a region with a main metro, we worked with Tourism New Zealand and the other four main cities across the country (Auckland, Wellington, Christchurch and Dunedin) on an 'Urban Experiences' campaign to encourage city visitation through short breaks and holidays. The first phase of the campaign launched mid-October using the content platform Neat Places and showcased each city through five local experts' guides of their favourite things.

The second phase of this campaign went live mid-January until the end of February 2021, again partnering with Neat Places to create more bespoke guides for each city. The

Hamilton guide was distributed to all i-SITEs in the region and Hamilton Airport. Billboard advertising at Hamilton Airport was also introduced in February. Hamilton was Tourism New Zealand's top performing city for the Urban Leisure campaign with a referral rate of 36%.

## Tourism New Zealand - summer campaign

Tourism New Zealand worked with Regional Tourism Organisations (RTOs) across the country to develop the content for their summer campaign. The production crew visited the Waikato during early October filming in three locations to showcase different ways to 'do something new' in the region over summer. Surfing in Raglan was a key feature of the creative, as well as visiting Hamilton Gardens and kayaking with Lake District Adventures. This campaign launched into market late November to play off the back of their 'firework' song launch in early November in which the region also features.

## Content Creators Project

HWT worked with Tourism New Zealand and social media agency Socialites on a content creation project. The programme matched micro-influencers around New Zealand with operators in each region who needed assistance with creating visual content for their social media channel. The content created by the influencers can be used by the operators, HWT and Tourism New Zealand as well.

Tourism New Zealand funded five influencers per region and HWT funded an additional four to enable the region to access a total of nine content creation pieces. The project also included some workshops and resourcing to lift capability and upskill operators in their own social media content creation and utilisation as well.

## Regional Events

HWT supported regional events throughout the year by profiling them in campaign activity, on social media and with coverage on waikatonz.com. Events are an important driver for domestic visitation as well as local expenditure, and post-COVID they provide great reasons for repeat visitation to a region. The events section of waikatonz.com has ranked amongst the most visited sections of the site illustrating that the interest and demand for events remains high.

## Summer Events

A specific 'Waikato Summer Events Guide' campaign launched mid-January and concluded mid-February after running for four weeks. This campaign targeted Waikato residents and key drive markets including Auckland, Taranaki, Bay of Plenty and Manawatu. Ads targeting these markets ran on Google and Facebook as well as a print version distributed as an insert (117,000 copies) in the Bay of Plenty Times, Cambridge Edition, Hamilton Press, Manawatu Standard, Taranaki Daily News, Piako Post and Waikato Times.

## Fieldnights Campaign

In support of Fieldays we implemented our annual 'Fieldnights' campaign. This campaign is designed to encourage exhibitors and visitors who are in the region for Fieldays to explore more while they are here, whether that be on tourism experiences or dining out at local eateries. This small campaign launched the first week of June and ran until the conclusion of the Fieldays event on 18 June.

## The Apprentice Aotearoa

HWT partnered with Great Southern Television and Hamilton City Council on a task challenge for episode three of The Apprentice Aotearoa. Classics Museum and Hamilton Gardens were featured, plus Mayor Paula Southgate and HWT CE Jason Dawson were panel judges.

## Matariki Events Campaign

A new initiative this year was the creation of a specific 'Waikato Matariki Events' campaign which launched in early June and will conclude at the end of July to coincide with Matariki from 11 June – 31 July. Supporting the Matariki Ki Waikato festival, this campaign is targeting Waikato residents encouraging them to participate in events happening across the region to celebrate the MāoriNew Year. This campaign ran across digital channels and included 84,000 printed copies of an events guide which was distributed through the Waikato Times, Hamilton Press and Cambridge Edition in June.

## Annual Visitor Guide

50,000 copies of the 2021 Official Regional Visitor Guide were distributed in late December 2020. This is a reduced number from the 2020 distribution due to the impacts of COVID-19 and international borders being closed. The guides have proven popular as NZers travel through their own backyard, with national distribution through i-SITEs and airports, displays at visitor attractions, used at trade shows, and conference delegate packs. This guide remains a cost-neutral project with discounted advertising sales (out of recognition of the impact of COVID on industry) funding the production and distribution of the guide.

## Media

Post-lockdown, we have had a successful year for domestic travel media coverage with a number of media pitches, famils and hosting. Domestic media platforms and publications are content hungry and we have leveraged this opportunity. Coverage includes content in:

- Kia Ora magazine
- NZ Herald Travel Supplements
- NZ House & Garden
- Cuisine magazine
- NewsHub
- Good magazine
- AA Directions
- MindFood
- Coverage across the Stuff network in print and online

HWT undertook a content partnership with Cuisine magazine for their January edition. This partnership included an eight-page feature on the region's F&B offering by editor Kelli Brett, plus a regional map of foodie hot spots, a Waikato eatery being showcased in their five-page bar bites article and a four-page recipe feature with guest chef Martin Bosley showcasing Waikato produce and products.

## Virtual International Media Marketplace Australia

HWT attended the Virtual International Media Marketplace event on 5 -6 May. The AU/NZ media focused event highlighted trends and changes in the media industry and featured a series of speaker sessions including; Australia industry insights, how to collaborate with media and consumer behaviours in 2021.

The ‘marketplace’ is an exhibition-style event that brings top Australian and New Zealand travel journalists and freelancers together for a series of 16 x 15min appointments. We are currently working through media opportunities that have resulted from the event in collaboration with our neighbouring regions. HWT attended the event alongside other regions from the ECNI collective, to showcase not only each of the individual regions but also highlight the collective offering in the Central North Island.

## International marketing

While no physical training or sales activity with international travel trade has been possible (on or offshore), we have continued to undertake virtual trade training and promotional activities throughout the year. This resulted in over 1,200 travel sellers (wholesalers, product managers, frontlines OTAs, home-based agents) across the globe being trained on the Waikato.

### Webinars

- **TNZ North America – Relaxation & Romance webinar:** 180 agents from around North America tuned in for the NZ Relaxation & Romance webinar which featured a live cross to Waikato and the Hamilton Gardens along with five other destinations around the country.
- **TNZ Australia Virtual Famil:** This the first ‘virtual famil’ activation where six regions across New Zealand were selected as part of a Relaxation & Romance themed event. For Waikato, we featured Zealong Tea Estate where HWT and a representative from Zealong toured the plantation and took part in a tea tasting together.
- **TNZ UK/Europe – Wildlife webinar:** The Waikato was selected to be the only RTO to present to 140 travel sellers around the UK/Europe in TNZ’s Wildlife webinar. HWT presented on the wildlife experiences available in the Waikato including Sanctuary Mountain Maungatautari and trade-ready experiences that showcase glowworms such as Waitomo operators and Lake District Adventures.
- **Explore Central North Island webinars:** HWT took part in two ECNI webinars for the NZ and AU markets in early December – the first being a Thermal Explorer Highway overview/update and the second being a dedicated Waikato webinar. For the dedicated webinar HWT provided a regional overview and we invited a selection of trade-ready operators to provide updates on their businesses through live crosses so viewers could see and hear what was happening in real time and provided an interactive element.
- **TNZ South East Asia Virtual Road Trip:** HWT took part in the TNZ South East Asia Virtual Road Trip series by contributing to two webinars based on the products available in the Waikato. The first of the webinars was on the 3rd of March and attracted 119 agents. This webinar featured highlights and videos from Hobbiton Movie Set and Sanctuary Mountain Maungatautari along with a regional introduction about further products in the Waikato. The second webinar was on the 17th of March and attracted 118 agents. This webinar was livestreamed from The Henley in Cambridge, and also featured highlights and videos from Hamilton Gardens and Discover Waitomo’s Ruakuri Cave.
- **TNZ Korea Webinar:** HWT also took part in a webinar with TNZ Korea. This was on 31 of March and attracted 74 agents. The key product that was featured was Hamilton Gardens as the webinar was livestreamed and hosted from the gardens. There was

also a regional introduction about the other key trade products available in the region.

- **TNZ Japan Webinar:** HWT hosted a webinar in early May with TNZ Japan. The 253 attendees joined HWT, TNZ and Hobbiton Movie Set for the webinar which was livestreamed from Hobbiton Movie Set. While showcasing the Green Dragon Inn and The Millhouse on Set, HWT also provided an introduction to the region and highlighted other key trade products available.
- **Southern World Trade Training:** 2 x 2 ½ hour one-on-one virtual training session. 48 agents and Southern World team (NZ IBO and USA based wholesaler). Live chat and presentation to update and train agents on the regional offerings and updates.
- **TNZ Australia Virtual Trade Show**: Online event with over 200 Australian and NZ retail and wholesale agents. Virtual stand, live chat and PPT presentation sessions, plus a 6-minute mainstage video.
- **ANZCRO Webinar:** Part of a wider JV initiative with ANZCRO – webinar session to train agents and support ANZCRO in promotion of the region and the development of Waikato packages. This webinar went live to 77 Australian agents – and the full 137 registrations received the link to watch again or share. A new Waikato blog page on ANZCRO site was also created. The webinar featured a regional 101, product updates, and a live cross and virtual tours with Hobbiton Movie Set and THL/Ruakuri Cave, as well as a virtual tour of Hamilton Gardens. This was presented from Hidden Lake Hotel in Cambridge.
- **ECNI Kiwi Trade Chat:** Virtual Trade Show – one-on-one online appointments with 34 Product Managers from NZ and Australia as part of the ECNI Group trade training programme. Discussions, queries and regional power point presentation featuring key products and product updates.

## Accor Famil

We hosted an Accor-organised famil in November with 12 key Inbound Tour Operators (ITOs). During the visit, we showcased Zealong Tea Estate and Good George Brewery, including their tours and experiences. The itinerary included Novotel Tainui Hamilton to view the new executive rooms and we presented on what the wider region has to offer. As a result, several of the ITOs have reached out about follow-up opportunities and itinerary creation for their NZ-based clients and international clients when borders open.

## JV campaign with Flight Centre NZ

HWT partnered with Flight Centre NZ in December on a week-long content promotion though Flight Centre's brands (Flight Centre, Travel Associates and Travel Managers) and retail stores. The campaign was delivered through GDN and Facebook advertising and as well e-DMs and in-store billboards.

## TRENZ

The tourism industry's largest international buying and selling event TRENZ did not happen due to the continued international border closure.

Instead, TRENZ Hui was held in May where 750+ people from across the industry came together for two days of strategy sessions and industry workshops. While it wasn't like the traditional 'selling' trade show, it was an opportunity to connect on a large scale and plan for the future of the sector.

## Marketing activity for Hamilton City

A summary of specific trade and leisure marketing for Hamilton is detailed below.

| Target market | Campaign or activity | Hamilton experiences profiled |
|---|---|---|
| **Media – domestic & international famils** | Media hosting and famils profiling Hamilton:<br>• Good Magazine famil<br>• NewsHub famil<br>• Stuff.co.nz Roadie<br>• Cuisine Magazine famil<br>• Stuff.co.nz School Holidays<br>• NZ Herald famil<br>• Mike Yardley famil<br>• Toni Street famil | Hamilton Gardens, Waikato Museum, Good George brewery tour, Novotel Tainui Hamilton, Boon After Dark, Hamilton Zoo, Hayes Common, Gothenburg, Volare, Duck Island, Mr Pickles, Palate, Hamilton Street Art, The Bearded Weasel, Bahn Mi Caphe, Camarosa, Paddock to Plate, River Kitchen, Riff Raff, Boon Street Art Festival, ArtsPost, Tongue of the Dog, The Doorway to Hamilton - Te Tatau ki Kirikiriroa, Hamilton Gardens, Restaurant on Alma, Victoria On The River |
| **Media - domestic** | Hamilton was profiled as part of regional promotions in the following publications:<br>• NZ Herald Travel Supplements<br>• Avenues Magazine<br>• NZME 'Where I'd Rather Be' column<br>• Family Times<br>• Stuff.co.nz<br>• NZ House & Garden<br>• Cuisine Magazine<br>• NewsHub<br>• Kiwi Tripsters<br>• Family Times | Hamilton Gardens, Waikato Museum, Good George brewery tour, Novotel Tainui Hamilton, Boon After Dark, Hamilton Zoo, Hayes Common, Gothenburg, Volare, Duck Island, Mr Pickles, Palate, Bearded Weasel, Bahn Mi Caphe, Sisterfields, Ramada Hamilton, FMG Stadium History Wall, Te Tatau ki Kirikiriroa, Waiwhakareke Natural Heritage Park, Lovegrove Lane, Bowl & Social, Scotts Epicurean, Classics Museum, Wonder Horse, The Bearded Weasel, Bahn Mi Caphe, Paddock to Plate, River Kitchen, Riff Raff, Boon Street Art Festival, ArtsPost, Tongue of the Dog, The Doorway to Hamilton - Te Tatau ki Kirikiriroa, Hamilton Gardens, Restaurant on Alma, Bowl and Social, Lovegrove Lane, Ramada Hamilton |

| Target market | Campaign or activity | Hamilton experiences profiled |
|---|---|---|
| **Travel Trade - famils** | Hamilton profiled in following trade famils:<br>• Accor Inbound Tour Operators | Novotel Tainui Hamilton, Good George Brewery |
| **Travel Trade – webinars** | International trade training webinars:<br>• TNZ North America<br>• TNZ SEA Virtual Road Trip<br>• TNZ SEA Virtual Road Trip<br>• TNZ Korea<br>• TNZ Japan<br>• ECNI 'Kiwi Chat' virtual trade expo<br>• ANZCRO Waikato<br>• TNZ Virtual Expo<br>• Southern World Virtual Trade Training Event | Hamilton Gardens, Waikato Museum, Good George, Brew Bus Waikato Tour, Novotel Tainui Hamilton, Ramada Hamilton, Ventura Hamilton |
| **Travel Trade – Explore Central North Island Alliance** | HWT are part of the Explore Central North Island RTO alliance which includes the two touring routes – The Thermal Explorer Highway and the Pacific Coast Highway. Trade training webinars Jul-Dec:<br>• Thermal Explorer highlights<br>• Waikato region update | Hamilton Gardens, SkyCity Hamilton, Hamilton Zoo, Good George, Brew Bus Waikato Tour, Waikato Museum, Novotel Tainui Hamilton, Ramada Hamilton, Ventura Hamilton |
| **Domestic consumer - Local, Hamilton & Waikato** | • School Holidays – Sept 2020<br>• Hot Deals – Oct 2020 & Jan 2021<br>• Christmas Gift Guide – Dec 2020<br>• Locals – It's just magic! – Dec 2020 – Jan 2021<br>• Get Out More NZ – phase one and two<br>• Christmas Gift Guide – Dec 2020<br>• Summer Events – Jan – Feb 2021<br>• Easter & School Holidays – April 2021<br>• Kids Cycling Guide – Apr – May 2021<br>• Mighty Locals – May – June 2021<br>• Fieldnights – June 2021<br>• Matariki Events – June – July 2021 | Hamilton Gardens, SkyCity Hamilton, Hamilton Zoo, Waikato Museum, Good George Brewing, Bowl and Social, Banh Mi Caphe, Boon After Dark 2020, Taitua Arboretum, Great Kiwi Beer Festival, Six60 Concert, Summer Cricket, Hamilton Gardens Arts Festival, Crowded House Concert, Feast Waikato, Waikato Show, Balloons Over Waikato, Matariki Dish Challenge, Matariki in the City, Matariki Events + Exhibitions, Mr Pickles, Hamilton Farmers Markets, Hamilton Playgrounds, Te Awa River Ride: Hamilton City section |

| Target market | Campaign or activity | Hamilton experiences profiled |
|---|---|---|
| **Domestic consumer - External Drive & Fly Markets** | • Open for Exploration Campaign – July - August 2020<br>• School Holidays – Sept 2020<br>• Hot Deals – Oct 2020 & Jan 2021<br>• It's just magic! – Nov – Dec 2020<br>• Summer Events – Jan – Feb 2021<br>• Easter & School Holidays – April 2021<br>• Kids Cycling Guide – Apr – May 2021<br>• Love This, Love That Auckland Campaign<br>• Fieldnights – June 2021 | Hamilton Gardens, SkyCity Hamilton, Hamilton Zoo, Waikato Museum, Good George Brewing, Escapist, Bowl and Social, Banh Mi Caphe, Boon After Dark 2020, Mr Pickles, Hamilton Farmers Markets, Hamilton Playgrounds, Great Kiwi Beer Festival, Six60 Concert, Summer Cricket, Hamilton Gardens Arts Festival, Crowded House Concert, Feast Waikato, Waikato Show, Balloons Over Waikato, Te Awa River Ride: Hamilton City section |
| **Domestic consumer – Chinese New Zealanders** | Ongoing campaign activity has continued through our Weibo social media channel, blogs, forums etc | Hamilton City, Taitua Arboretum, Hamilton Gardens, Waikato Museum, Boon After Dark 2020, Jansen Park, Hamilton Lake Domain Walkway, Jim Barnett Reserve, Duck Island Ice Cream, Hamilton Christmas Tree lighting event, Jubilee Park, Hamilton Zoo, SkyCity Hamilton, Banh Mi Caphe, Gothenburg, Valentine's Day events and activities, Chinese New Year events at Garden Place, Balloons over Waikato 2021, Dog friendly walks in Hamilton, Hamilton Neat places guide, Family friendly activities Hamilton, Easter events and activities, 'Galileo - Scientist, Astronomer, Visionary' exhibition, Dining options in Hamilton, Te Ruru Light Festival 2021, Let It Go - The Songs of Frozen 1&2 - Live In Concert, Brickman Awesome, Bowl & Social at SkyCity Hamilton, Sunny Nelson Real Fruit Ice, Cream |

| Target market | Campaign or activity | Hamilton experiences profiled |
|---|---|---|
| **Domestic & International consumer and trade** | 2021 Hamilton & Waikato Regional Visitor Guide | Hamilton City profiled in 'Regional Highlights' section and 'Hamilton' section. Hamilton based tourism operators advertised in their respective sections. Events based in Hamilton have also been profiled in the 'Events' section. |
| | Guide to Waikato Walking Trail | Hamilton City River Walk, Te Awa - The Great NZ River Ride |
| | Kids Cycling Guide | Te Awa River Ride: Hamilton City section |
| | Guide to Waikato Cycle Trails | Hamilton City River Rides, Te Awa River Ride: Hamilton City section, Hamilton Mountain Bike Park |

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|---|---|
| **Domestic & international consumer, travel trade and media**<br>***Newsletters*** | **Quarterly e-newsletters distributed to our consumer, trade and media databases featuring:**<br>Surrealist Garden, Waikato Museum, The Cat In The Hat, Gallagher Chiefs Vs Hurricanes, Splice Construction Magic Home Games, Dinosaur Revolution Secrets Of Survival, Hamilton Gardens, Hayes Common, Good George Brewing, Duck Island Ice Cream, Lovegrove Lane, Tainui Waka Kapa Haka Festival 2020, Boon After Dark 2020, Tunes In The Shrooms, Good George Oktoberfest, Silver Ferns Vs England, Te Moana Glow Show!, Gourmet In The Gardens, Synthony 2020, Six60 Saturdays Tour , Blackcaps V West Indies 1st Test Match, Seddon Park , Crowded House - To The Island Tour, Blackcaps V Pakistan 2nd T20, Blackcaps V Bangladesh 3rd T20, Hamilton Gardens Arts Festival 2021, Hamilton Zoo, The Great Kiwi Beer Festival, Nature & Nosh Tours, Ramada Hamilton, Novotel Hamilton Tainui , Balloons Over Waikato 2021 , ICC Women's Cricket World Cup 2022, Galileo – Scientist, Astronomer, Visionary Exhibition, Hamilton Summer Events, Never Have I Ever' Hamilton Neat Places Guide, Grey St Kitchen, Easter Events, Madagascar The Musical, Waikato Show Gothenburg, Mr. Pickles bar & eatery, Sol3 Mio, Magic Vs Pulse, Fieldays 2021, Mother's Day High Tea at SkyCity Hamilton, Steampunk Extravaganza, The Great NZ Food Show, Gallagher Chiefs V Brumbies, NZSO Fantastique, Matariki Events, All Blacks V Flying Fijians at FMG Stadium, FIFA Women's World Cup 2023, Mojo Campers, NZSO: Pick-A-Path In Concert, Magic V Mystics. |

| | |
|---|---|
| **Domestic & International consumer**<br>***Social media*** | **Hamilton profiled through HWT's website and various social profiles including Facebook, Instagram, Twitter & YouTube, including:**<br>Waikato Museum, Kiwi Beer Festival, ICC Women's Cricket World Cup, Taitua Arboretum, Hamilton Gardens, Good George Brewing, Boon After Dark 2020 'Shrooms', Garden Place, Te Ruru Light Festival 2020, Collective Secret Tour Waikato Museum, Tainui Waka Kapa Haka Festival, Claudelands Arena, Behind the Scenes Hamilton Gardens Tour, Hamilton Airport, Hamilton city, Hamilton Lake Domain Walkway, Ferment Fest, Good George Octoberfest, Waikato Design & Lifestyle Market, Waikato Baby Expo, Te Moana Glow Show - Clarence St Theatre, The Show Must Go On, Duck Island Ice Cream, Jubilee Park, Gourmet in The Gardens, Waikato Home & Garden Show, Luxe + Local Fashion Show, Waikato V Bay Of Plenty Mitre 10 Cup - FMG Stadium, Hamilton Women's Lifestyle Expo, Floyd Live, Christmas Tree Lightning Event, Synthony 2020, Hamilton Christmas Parade, Waikato Museum Christmas Music, Maori All Blacks V Moana Pasifica, Blackcaps V West Indies 1st Test Match, Stories In The Garden, The Abba Show, Blackcaps V Pakistan 2nd T20 - Seddon Park, Fairfield Bridge, Chinese Scholars' Garden, Hamilton Lake, Surrealist Garden, Hamilton City's Central Library, Suffrage Pavilion And The Valley Walk In Hamilton Gardens, Waikato River Walk, Hamilton Christmas Tree, Turtle Lake, Dinosaur rEvolution Secrets of Survival, The Splice Construction Magic games, FMG Stadium Waikato History Wall, The Waikato Orchid Society winter show, Bold Experience: A Night of Musical Theatre at the Meteor, "Te Wiki o te Reo Maaori Hiikoi" Discovery Trail at the Waikato Museum, SIX60 Saturdays tour - Claudelands Oval, Silver Ferns netball games, Meyer Gouda Cheese Ltd, Zealong Tea Estate, Hamilton Christmas Tree lighting event, Hamilton iSite, Good George Dining Hall, Novotel Tainui Hamilton, Waikato Market Day at Riverlea Theatre, SkyCity Hamilton, Te Awa - The Base, Classics Museum, Hamilton Zoo, Matariki Dish Challenge, Bowl and Social, Leap in Hamilton City, Megazone, ArtsPost, All Blacks v Flying Fijians and Tonga v Samoa, Hamilton City River Rides, Fieldays 2021, Gallagher Chiefs vs Rebels, The Pink Floyd Experience 2021, FMG Stadium, Te Ruru Light Festival 2021, Showquest, ANZ Premiership - Magic vs Mystics, Matariki ki Te Whare Taonga o Waikato, Chicago - The Musical, Waikato Wedding Expo, EAT Burger, The River Kitchen, Hamilton Street Art, Victoria On The River, Hamilton Lake Domain Playground, Hamilton Gardens Playground, Hare Puke Park Playground, Gothenburg Restaurant, Mr Pickles, Banh Mi Caphe, Palate Restaurant, The Great NZ Food Show, Queen: It's A Kinda Magic, Ben Elton Live, NZSO Fantastique, Gallagher Chiefs v Brumbies, Madagascar The Musical, The Kirk, Sisterfields, Feast Waikato, Waikato Show, SOL3 Mio, Princess Pyjama Party - Glenview Community Centre, Gallagher Chiefs v Crusaders, Magic vs Pulse, The NZ String Quartet, Four Suits and a Soprano, Easter events, Balloons over Waikato 2021, ZURU Nightglow, Medieval Fair, Crowded House - To The Island Tour, The Wiggles We're All Fruit Salad 2021 tour, The Great Pumpkin Carnival, Blackcaps V Bangladesh & White Ferns V Australia T20, Galileo - Scientist, Astronomer, Visionary' exhibition, Hamilton Neat Places, Hamilton City River Walking track, Sunny Nelson Real Fruit Ice Cream, Hamilton Gardens Arts Festival 2021, Hamilton city dog friendly walks, Disney Alice in Wonderland JR, Macky Gee, Chinese Scholars' Garden at Hamilton Gardens, Riverbank Lane, Western Rail Trail Biking Path, Hamilton parks, Madam Woo, Drax Project + Mitch James, Ramada Hamilton. |

# Conferences, incentives & business events

## Conference leads and rehousing

During the 2020-21 financial year, Business Events Waikato managed 18 leads, four bid document requests and 50 referrals as well as some basic assist requests such as supplying regional imagery. Our business events team successfully relocated 16 business events after Jet Park Hotel Hamilton Airport became a designated Managed Isolation Facility earlier in the year and we were able to re-house most of the events within the Waikato.

We are fortunate the Waikato is predominantly a domestic conference destination and easy to get to from key markets. Our marketing activity is focused on multi-day association and the corporate conference market.

Unfortunately, three of our largest commercial accommodation providers are now unavailable as they are Managed Isolation Facilities which has impacted on the conference market, significantly reducing our offer for larger multi-day association conferences. Hosting some of these conferences is now very challenging due to limited accommodation availability.

In addition to our limited commercial accommodation inventory, the biggest threat to the conference market is uncertainty. Event organisers cannot confidently book conference venues and accommodation, plus they are afraid of the force majeure clauses in contracts. Currently venues are experiencing short lead-in times which brings its own challenges.

## Business Events Waikato Showcase

The Business Events Waikato Showcase scheduled for 24th September 2020 had to be cancelled due to the change in COVID-19 alert levels. The business events team have rebooked this event to be held on 23rd September 2021. The target market for this event will be local organisers, meeting planners, EAs and PAs based within driving distance of the Waikato. We will predominantly target corporates who organise one day meetings through to multi-day conferences and events.

## Convention Bureau activity

Summary of specific conference marketing activity (1 July 2020 to 31 June 2021)

| Activity | Detail |
|---|---|
| **Enquiries** | 86 enquiries managed |
| **Buyers Hosted** | • International Hobbit Day - 5 Waikato PCOs<br>• Pre BE:Reconnected dinner – 6 hosted buyers<br>• Bespoke famils – 4 local buyer famils hosted<br>• Wellington Soiree – 50 buyers, co-hosted with 6 BE partners<br>• Pre-MEETINGS dinner – 7 buyers, co-hosted with three BE partners<br>• Local buyer famils – 6 postponed March 2022<br>• Mega Famil – 1 postponed until Nov 2021 |

| | |
|---|---|
| **Trade Shows & Event Attendance** | • AuSAE LINC – shared site with Dunedin business events<br>• BE:Reconnected – BEIA<br>• Office & PA Show – shared site with Hobbiton ™ Movie Set<br>• Association X + Business Exchange<br>• MEETINGS – Australasian trade show in Auckland<br>• AuSAE Networking Lunch, Auckland<br>• AuSAE BA4, Auckland<br>• AAPNZ Waikato annual breakfast – Abby Camp represented<br>• AAPNZ BA5s throughout the year |
| **BE partner activity** | • BEW partner zoom<br>• Reunite Industry Dinner<br>• Christmas partner breakfast<br>• BEW sustainability breakfast<br>• Hobbiton event<br>• Gold partner catch ups<br>• HWT Symposium |
| **Campaigns & advertising** | • WBN quarterly advertorial<br>• Pre-MEETINGS LinkedIn campaign<br>• Preview Mag advertorial (pre-MEETINGS magazine)<br>• Meetings Newz advertising<br>• BEW Directory<br>• www.meetwaikato.com<br>• HWT Industry Newsletter – BE inclusion<br>• Locals LinkedIn campaign<br>• Mighty Waikato Campaign – phase 1 July, phase 2 Dec 2020 |
| **Hamilton City BE partners** | Claudelands Conference & Exhibition Centre, Distinction Hotel Hamilton, Novotel Tainui Hotel Hamilton, Ramada by Wyndham, SkyCity Hamilton, University of Waikato, ForumPoint2, Hamilton Gardens, Leisure Time Tours, Wintec Venues, ACLX, Classics Museum, Escape HQ, FMG Stadium Waikato, Good George Group, Gothenburg, Hamilton Golf Club, Heartland Ambassador Hotel, Ibis Tainui Hamilton Hotel, Kerr & Ladbrook, Montana Food & Events, Panama House & Square, Park View Motor Lodge, Phoenix Decoration Hire, The Events Company, The Greenspace, The Lawrenson Group, Waikato Museum & ArtsPost. |

# Restart, recover & reset the visitor economy

Hamilton & Waikato Tourism has been instrumental in leading the restart, recovery and reset of the regional tourism and events sector. The impacts of the COVID-19 pandemic were swift and severe for the entire visitor economy which includes tourism businesses, activities and attractions, accommodation providers, retail and hospitality, transport operators, conferences and business events, major events and venues, education institutions, plus the many suppliers who partner with the sector.

There are a number of key initiatives underway to support the rebuild and reset of Waikato's tourism sector.

## Strategic Tourism Assets Protection Programme (STAPP)

The $230m Strategic Tourism Assets Protection Programme (STAPP) was announced in the Government's budget in May 2020 to protect the assets in the tourism landscape that form the core of our essential tourism offerings to ensure their survival through the disruption caused by COVID-19. Grants and loans were allocated to tourism businesses, Inbound Tour Operators and Regional Tourism Organisations.

**TOURISM BUSINESSES**
130 tourism businesses received a total of $261m in support comprised of a mix of grants and loads. The Waikato region were successful with initial funding support provided to the following tourism businesses:

- Discover Waitomo: up to $4m over two years (year one will be a grant and year two will be a loan if required)
- Ōtorohanga Kiwi House: $500,000
- Waitomo Adventures: $500,000
- Spellbound Glowworm and Cave Tour, Waitomo: 401,440
- Caveworld Waitomo: $290,000

**REGIONAL TOURISM ORGANISATIONS**
Hamilton & Waikato Tourism successfully applied for a maximum of $700,000 to address the significant shortfall in industry investment. They criteria for applying for the grant was to retain existing local government investment.

The financial support could only be used to enhance work from the Aotearoa New Zealand Government Tourism Strategy in the following three priority areas:

1. domestic marketing;
2. industry capability; and
3. adopting a destination management approach.

Out of the 27 programmes of work we successfully received funding under the three tagged areas listed above, 11 were collaboration projects with other regions which border the Waikato.

Specific STAPP projects we have either completed or will be finalised by December 2021 for Hamilton City include:

- Review and refresh of touring routes (collaboration project with Visit Ruapehu and Destination Rotorua) ***- underway***
- Co-curate and development of food tourism experiences, including itineraries, marketing initiatives and product development (collaboration project with Destination Rotorua) – ***complete and action plan developed***
- Domestic marketing to build demand and attract visitation to the district, including event promotion and a joint Auckland drive market campaign with Auckland Unlimited (previously ATEED) - ***completed***
- Participation in the national and Central North Island domestic marketing campaigns driving visitation into the district - ***completed***
- Regional tourism marketing advisory services for tourism businesses ***- underway***
- Launching a regenerative tourism leadership programme to enhance sustainability initiatives for tourism operators - ***completed***

All other projects from participation with Tourism New Zealand's national domestic marketing campaign, partnerships with AA Traveller and the NZ Motor Caravan Association through to procurement of visitor travel data, will benefit the city and wider region as well.

## Tourism Communities: Support, Recovery and Reset Plan

In addition to the $20.2 million in grants that was allocated to RTOs through the Strategic Tourism Assets Protection Programme (STAPP) by the Government in 2020/2021, the $26 million Tourism Communities: Support, Recovery and Re-set Plan was announced in May for RTOs to manage, plan, promote, and market tourism activities in their regions. This funding is for the 2021/2022 financial year.

As a medium-large RTOs with a local government contribution of $1 million to $3 million, HWT are eligible to receive up to $1 million.

This funding support is available for a programme of activity across three categories and appropriately scaled to the RTO's needs, priorities and agreed investment plan;

1. **Destination Management & Planning**
2. **Industry Capacity Building and Product Development**
   - Engaging specialist support to assist with planning, industry capability building and product development;
   - To provide capacity to implement the work programme across the three categories;
   - RTO capability building including participation in MBIE-RTNZ forums and events; and
   - Feasibility and business case development (please specify the specific opportunities).
3. **Domestic and International Marketing.**
   - Tactical domestic marketing activity including creative development, enhancing digital platforms, media buying, and PR activity;

- Tactical international marketing activity that complements Tourism New Zealand's marketing activities including creative development, enhancing digital platforms, media buying, and PR activity;
- Event and business event promotion (eg. promotion of venues, events, marketing);

This work must be completed by using RTO staff, or by external capability.

Our Reset Investment Plan application was submitted on 18th June 2021, and we are still awaiting a response.

## Adopting a destination management approach for Waikato

Destination management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural and environmental risks and opportunities.

Adopting a destination management approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these.

Destination management requires a holistic and integrated approach with three interdependent components:

1. **Visitor Experience:** the Waikato's experience offering, including activities, attractions, supporting infrastructure, services and amenities.

2. **Marketing and Promotion:** the destination's marketing and promotional activity, creating demand and enabling the destination to be competitive, productive and sustainable.

3. **Resource Management:** the region's strategy, policy and regulatory frameworks, Te Tiriti o Waitangi, co-governance arrangements, organisational structures and the investments that support the destination.

We have successfully managed to attract funding from the Ministry for Business, Innovation and Employment to undertake this work. After the first round of stakeholder consultation, a Draft Waikato Destination Management Plan will be released for a second round shortly.

## Major and regional events

Hamilton & Waikato Tourism know that hosting major and business events are crucial to lead the economic and social recovery of the Waikato region. Tourism New Zealand research indicates that up to one-third of domestic travel is primarily driven by people looking to participate in events.

Post-COVID, the national funding made available has enabled us to activate our Regional Major Events Strategy.

### Regional Events Fund – Thermal Explorer Highway

The four regions of the Thermal Explorer Highway collective including Waikato, Rotorua, Taupō and Ruapehu were approved $3.75 million for regional events by Tourism Minister Stuart Nash on 18 December 2020.

The Regional Tourism Organisations (RTOs) from Waikato, Rotorua, Taupō and Ruapehu, alongside their council partners, worked together on developing a collaborative regional events investment plan for the next 2-3 years to drive additional domestic visitation into their regions.

Hamilton & Waikato Tourism were selected as the Lead Entity for the Regional Events Fund across the four regions. We see the collaboration between Waikato, Rotorua, Taupō and Ruapehu will lead to a strong and compelling event proposition for our four regions, who also partnered together for the Domestic Events Fund.

The bulk of the $3.75 million fund will be used to create a contestable fund with successful events being supported over a three-year period. The focus will be on the development of iconic or anchor events, with a mix of new and expansion of existing events. Another portion of the funding will be used to run capability building workshops and training for event organisers and suppliers, plus develop or update existing regional event strategies; with the remainder to cover administration, legal and event measurement.

The first round of funding from the Thermal Explorer Regional Events Fund was announced in June 2021 with $1.6 million allocated to a total of 15 events from the Waikato, Rotorua, Taupō and Ruapehu regions. The selected events are a mixture of new and existing and include business, sport, culture and exhibitions. In total, the events are predicted to attract over 120,000 attendees, with two-thirds being visitors from outside the host region. The second round for the Contestable Fund will open in February 2022.

## Industry support

The Kirikiriroa-Hamilton Ambassador workshops continue to be offered monthly and we now have trained 221 people.

We continue to coordinate the Event Venues and Crowded Spaces Forum, with the latest meeting held in May 2021. This forum is an opportunity for venues to share intelligence, emergency services to update venues, plus changes to health, safety and risk mitigation, including COVID-19 actions. The next meeting will be held in August 2021.

## Regional Business Partner Network

The Government provided funding for subsidised business advice services under the COVID Business Recovery Programme. In the Waikato region, this was delivered through the Regional Business Partner (RBP) programme with Te Waka. Hamilton & Waikato Tourism were sub-contracted to Te Waka for three months to provide advice and support for tourism businesses. In total, 77 tourism businesses were supported through the RBP programme.

# Establishment of Waikato Screen

The Waikato Regional Council has decided to allocate one of its first grants from the Regional Development Fund to Hamilton & Waikato Tourism. Over the next three financial years, $575,000 will be granted to HWT to establish a Waikato Film Office – to be called 'Waikato Screen'.

Waikato Screen will be established as a separate entity and be co-located with HWT for the next three years. HWT will then contract Waikato Screen to undertake the role of a Regional Film Office including marketing activities to showcase Waikato as a desirable screen destination. They will also work alongside prospective filmmakers to facilitate their needs from film permits through to post-production, creating sustainable employment opportunities within Waikato.

# Conclusion

As we continue to lead the rebuilding and reimagining of our tourism industry post-COVID, our key focus areas for the coming six months include:

- continue to work with our industry to stimulate domestic demand throughout the winter/spring season;
- support tourism businesses through delivery of free industry capability building training;
- undertake a second round of consultation for the Draft Waikato Destination Management Plan;
- investigate, review and enhance existing and new touring routes around the region and across borders;
- accelerate sales, marketing and trade activity in the business events sector to maintain market share;
- support the development of large-scale commercial accommodation to increase average length of stay;
- assist new visitor experience development across the region;
- lead round two of the Regional Events Fund for Waikato, Rotorua, Ruapehu and Taupō;
- complete the additional 27 programmes of work funded under STAPP to boost our economic and social recovery;
- continue to lobby and advocate for the tourism sector with Government; and
- establishment of a Regional Film Office to be called 'Waikato Screen'.

On behalf of the board and management of Hamilton & Waikato Tourism, we would like to sincerely thank Hamilton City Council, our local government partners and the industry for their continued support, especially as we continue to work our way through the long-term impacts of COVID-19. Your proactive and supportive approach managing the impacts of COVID-19 has been greatly appreciated by the tourism sector and our community.

**Jason Dawson**
Chief Executive, Hamilton & Waikato Tourism
July 2021

# Six-month progress report to Hamilton City Council
# 1 July 2023 – 31 December 2023

Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend.

Hamilton & Waikato Tourism is a subsidiary company under the Council Controlled Organisation (CCO) of Waikato Regional Airport Limited. It has a commercial board with Richard Leggat appointed as the Chair in December 2021.

HWT is funded through a public/private partnership with the region's tourism industry and six local authorities including Hamilton City, Matamata-Piako, Ōtorohanga, Waikato, Waipā and Waitomo. This is the six-month progress report covering the period from 1 July 2023 through to 31 December 2023.

## KEY HIGHLIGHTS (July 2023 to December 2023)

### Waikato Region

**$1.87bn**
TOTAL VISITOR SPEND YE
5th highest in New Zealand

**$1.47bn**
DOMESTIC SPEND YE
7.7% share of domestic visitor spend
3rd highest in New Zealand

**$395m**
INTERNATIONAL SPEND YE
4.5% share of international visitor spend
5th highest in New Zealand

SOURCE: MBIE: MRTE (YE October 2023)

**1.6m** visitors to Waikato for the month;

**55,800** each day
3rd highest in New Zealand
8.5% market share

SOURCE: DataVentures (November 2023)

**105,600** delegates
hosted at **815** Business Events
= **10%** share

SOURCE: Business Events Data (YE September 2023)

**1.3m**
commercial guest nights for the year

**3%** share of commercial guest nights in New Zealand

**55.1%** occupancy of commercial accommodation (NZ Occupancy = 55%)

SOURCE: Accommodation Data Programme (YE November 2023)

### National

International visitor arrivals
**2,902,787**
to New Zealand
170% increase on last year

**Key Markets:**
Australia – 1,266,135
USA – 322,721
UK – 173,286
China – 136,479

Prior to Covid-19, NZ welcomed 3,854,716 international visitors per annum

SOURCE: Stats NZ International Visitor Arrivals (YE November 2023)

## EXECUTIVE SUMMARY

Given the central Government funding of RTOs has been utilised and projects were completed in last financial year, the first half of the 2023-2024 financial year has focussed on readjusting and resettling into "business as usual" activities that align to the level of funding/resources available from council and industry partners.

During the first six months of the year we have met and trained 1300 travel trade (ie: travel agents, wholesalers). This included visits to USA, UK/Germany and Southeast Asia. Online training sessions along with Tourism NZ were conducted with Korean travel trade and an USA travel agent webinar. We have also hosted multiple trade famils in the region, showcasing the mighty Waikato to travel sellers.

We assisted with 17 regional conference bids in the last six months. We won four regional bids, lost six with the remainder still pending. Lack of higher end and overall accommodation availability continues to be a factor in some decision making. Amidst bidding for events, the team have provided advice, recommendations, support and guidance to 36 event professionals looking to host their business event in our region.

We are working on our first international conference bid through Tourism New Zealand for a conference in 2026. This conference will bring together around 250 academics from all over the world. A host location decision will be made April/May 2024. This is a great opportunity to host and showcase our region.

We continue to offer a range of capability building opportunities and support to businesses who operate in the visitor sector across the region. We have a range of new tools published on our website; have held our first industry symposium for the year, with the second planned and scheduled; provide data and insights to key stakeholders; and visit operators for one-on-one support as required.

The summer/festive season has delivered a great kiwi summer with warm settled weather, which all equates to great visitor numbers across the region. While data is not yet available, anecdotally, we hear that operators have experienced record, or near record, visitation. We hear of some operators being fully booked, qith the overflow benefitting neighbouring smaller operators. Visitors from USA and Australia are the larger component of international manuhiri; with great domestic visitation also occuring.

We now head into the second half of the year and the final six months of our three year Service Level Agreement. Our summer campaign is currently 'live' in our key drive and fly markets. The next six months are our busy 'trade season' – exhibiting the mighty Waikato to travel trade and business event organisers.

While delivering our regular mahi, we also focus ahead to the next Long Term Plan and the implications potential reduction of funding will bring to our next three years of activity. We face reductions in funding from at least three of our six funding councils. This will have direct impact on the level of service and activity we undertake; therefore flow on effect into the sector throughout the region; and broader impact of jobs and vibrancy for our communities. As such, you will see communications from us as we attempt to minimise funding reductions and the impacts this will bring.

## PERFORMANCE TARGETS

Hamilton & Waikato Tourism (HWT) have eight performance targets which are set in the 'Schedule of Services for Local Government 2023-2024'. The results are provided below.

| KPI | | Result |
|---|---|---|
| INDUSTRY CONTRIBUTION<br>• Grow industry contribution to $200,000<br>(Measure: HWT activity tracking and financial reports) | ● | Partnership $154,000<br>Visitor Guide $74,500<br>Symposium Tix $2,489<br>**Total $230,989**<br>PLUS In-Kind $19,593<br>(as of 1 February 2024) |
| COMMERCIAL ACCOMMODATION<br>• Grow market share of guest nights to 4% (currently 3.5%)<br>(Measure: Accommodation Data Programme) | ● | 3.4% for 12 months ending November 2023<br>2.9% for November 2023 |
| VISITOR EXPENDITURE<br>• Grow market share of domestic spend to 8% (currently 6.3%)<br>• Grow market share of international spend to 4% (currently 3.5%)<br>(Measure: Tourism Electronic Card Transactions) | ●<br>● | 7.7% in Oct 2023<br>7.3% for YE Oct 2023<br>4.5% in Oct 2023<br>4.2% for YE Oct 2023 |
| BUSINESS EVENTS<br>• Grow market share of total business events to 10% (currently 9%)<br>• Grow market share of total delegate days to 6% (currently 5%)<br>(Measure: Business Events Data Programme) | ●<br>● | 9.77% as of Sept 2023<br>6.7% as of Sept 2023 |
| MEDIA AND TRAVEL TRADE ACTIVITY<br>• 10 media outlets hosted<br>• 150 travel trade trained or hosted<br>(Measure: HWT activity tracking) | ●<br>● | 16 media outlets hosted *(noting the 7 outlets hosted in the FIFA media famil)*<br>1,353 trade trained<br>47 trade hosted<br>(as at 1 February 2024) |
| CAPABILITY BUILDING<br>• Provide support to operators to gain Qualmark; aim for 80 operators with Qualmark (currently 69)<br>• Deliver two industry symposia in the year, with target of 100 attendees at each event<br>(Measure: Qualmark report and HWT activity tracking) | ●<br>● | 82 and 3 with Provisional Licences<br>As of February 2024<br>November 2023 Symposium – 93 registered/84 attended |
| ● complete or on target | ● underway, some hesitancy | ● at risk of non-completion |

## DESTINATION MANAGEMENT

Destination management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan and considers the social, economic, cultural and environmental risks and opportunities.

Adopting a destination management approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these.

Destination management requires a holistic and integrated approach across the following 16 components:

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| DEFINE THE DESTINATION | DEFINE THE VISION | DATA, RESEARCH & ANALYSIS | STRATEGIC FIT | BRAND POSITIONING | ACCESS | AMENITIES, SERVICES & INFRASTRUCTURE | TARGET MARKETS |
| ATTITUDES | MARKETING & PROMOTION (awareness) | ENVIRONMENTAL STEWARDSHIP | EXPERIENCE & PRODUCT DEVELOPMENT | CAPABILITY & DEVELOPMENT | LEADERSHIP & STRUCTURES | RISK & CRISIS MANAGEMENT | MEASURING SUCCESS |

The 12-page Destination Management Plan "Snap Shot" is available on our website. The document provides operators with a brief description of what the management plan entails and how their tourism activities contribute to achieving the common goal of developing a well-managed, sustainable visitor destination.

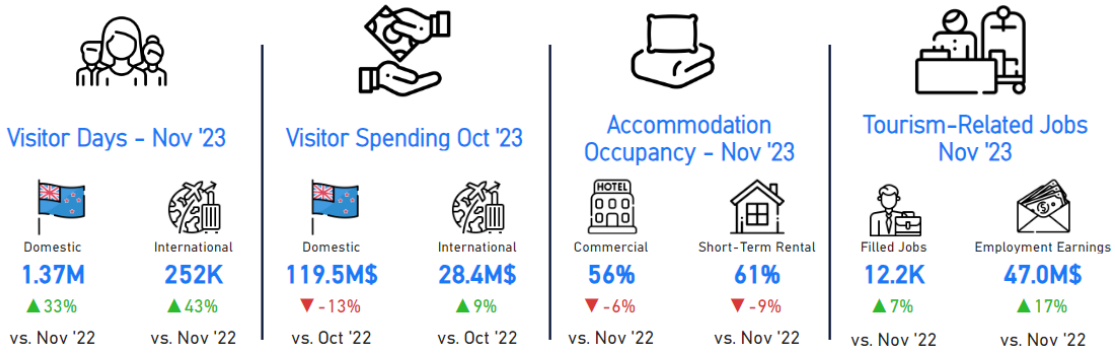
For each section of our report, we'll indicate which of the 16 components this work is aligning to.

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### Insights overview

DATA, RESEARCH & ANALYSIS | ATTITUDES | MEASURING SUCCESS

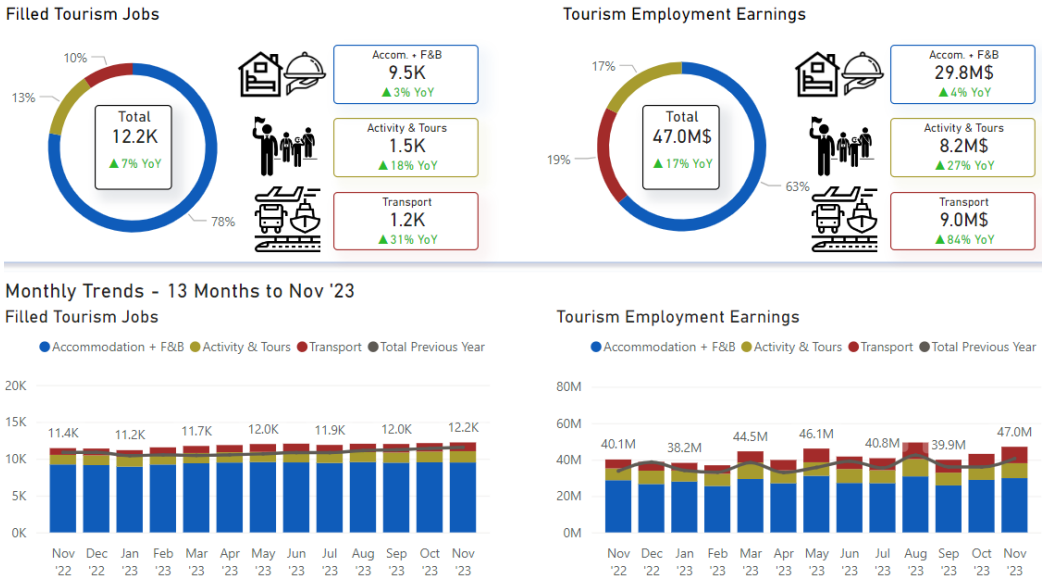
HWT is excited to announce the upcoming launch of a brand-new Tourism Destination Insights Dashboard, powered by vistr Destination Intelligence. This will soon be imbedded in our website for our industry to view/use at their leisure.




Waikato ranked 4th highest in total MRTE spend, and 3rd highest in visitor days in November 2023 compared with November 2022. International visitation exhibited strong growth with visitor days increasing by +43% (YoY) and guest nights in commercial accommodation by +25% (YoY). Overall, November was a good month for tourism in the mighty Waikato with a positive increase in tourism activity, that subsequently reflected considerable growth in tourism employment with filled jobs increasing by +31% (YoY) in the 'transport services' sector and +18% (YoY) in the 'activity, travel and tour services' sector.

## Economic Indicators for Waikato Region

The positive increase in tourism activity was reflected by a considerable growth in tourism employment with filled jobs increasing by +31% (YoY) in the 'transport services' sector and by +18% (YoY) in the 'activity, travel and tour services' sector. Increased employment opportunities within the tourism sector translate to enhanced household income for local residents, increased tax revenue for the government, and potential for further investment in the flourishing tourism sector, all contributing to a brighter economic outlook for the mighty Waikato.

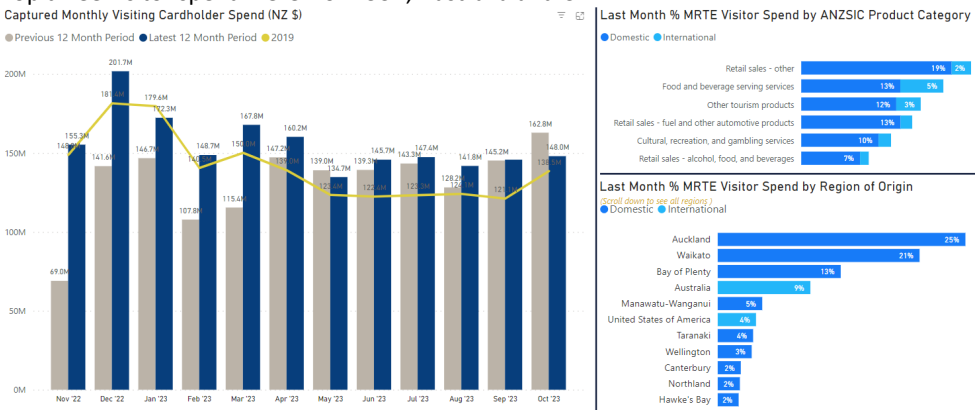



## Visitor expenditure in Waikato Region

*NOTE: MBIE has temporarily suspended the release of the Monthly Regional Tourism Estimates (MRTE). MBIE will be in contact once they have more information on future options for the MRTE data.*

**A Total visitor spend of $1.9bn contributed to Waikato's economy YE October 23**

- **Domestic** visitors contributed $119.5m to Waikato's economy for the month and $1.5b for year ending October 2023, a slight decline by 12.7%, from October 2022, ranking THIRD highest in domestic MRTE spend.
- **International** visitors contributed $28.4m to Waikato's economy for the month and $395.4m for year-end of October 2023. Despite the decrease in domestic spend, International spend saw a slight increase from October 2022. Top three visitor spend were from USA, Australia and UK.



## Business Events in Waikato Region

Over the **12-month** period to September 2023, Waikato hosted 815 business events; 10% of NZ events. These events hosted 105,600 delegates; 8% market share. For the **third quarter** of 2023 (Jul-Sep), the region hosted 221 events and achieved 9% market share of events hosted, 6% market share of delegates hosted; and 5% market share of delegate days. This means Waikato was THIRD for the quarter, behind Auckland and Wellington.

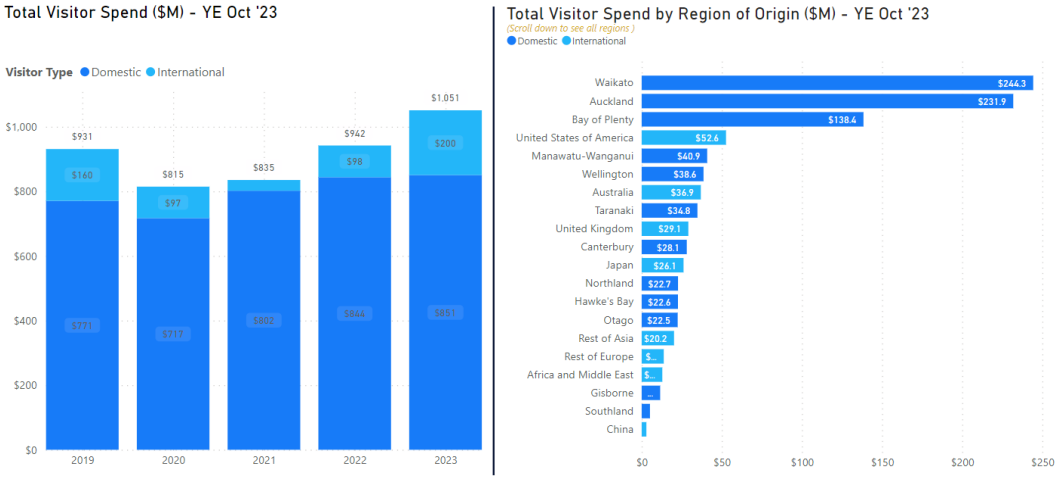



## Visitor expenditure in Kirikiriroa Hamilton

*NOTE: MBIE has temporarily suspended the release of the Monthly Regional Tourism Estimates (MRTE). MBIE will be in contact once they have more information on future options for the MRTE data.*

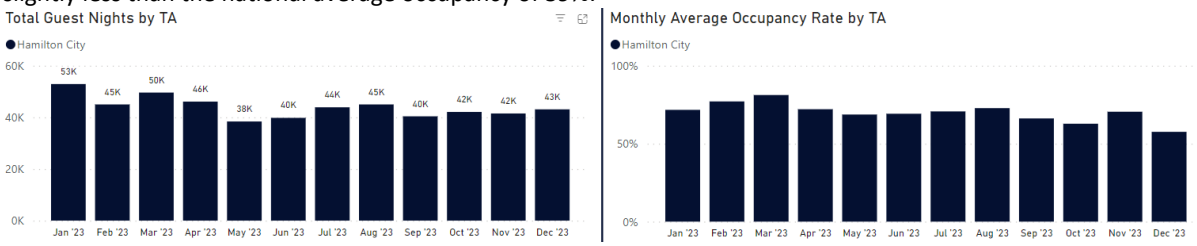
**A Total visitor spend of $101m contributed to Hamilton's economy YE October 2023**

**Domestic** visitors contributed $64.7m to Hamilton's economy for the for year YE October 2023, a slight increase of 1.7%, from October 2022. **International** visitors contributed $36.7m to Hamilton's YE October 2023. International expenditure saw a significant 297.2% increase from October 2022. Top three visitor spend were from Auckland, Waikato and Taranaki.



## Commercial accommodation in Kirikiriroa Hamilton

Based on the Accommodation Data Programme (commercial accommodation), Hamilton City achieved 69.8% occupancy, significantly higher than the national average occupancy of 54.9%. Hamilton hosted 527,800 guest nights for the 12 months to Dec 23. For the **month** of December 2023, Hamilton achieved 57.6% occupancy – slightly less than the national average occupancy of 59%.




1 – Daily visitation numbers are from the data ventures data provided by Tourism New Zealand. Distinct visitor count is taken from the new MBIE "MURPE" dataset and whilst not directly comparable to the daily device count due to differences in methodology/definitions it provides an approximate point of comparison. 2 – Commercial accommodation data is based on the accommodation data programme which has varying levels of coverage both region by region and month by month. Hence all figures should be read as "figures from participating venues" as opposed to absolute. STR figures come from AirDNA where supplied or AIC data. *3* – The Business Events Data Plan (BEDP) is provided by Fresh Info. BEDP was co-funded by RTNZ and MBIE, with RTOs contributing annually for access. As per the ADP, venues are not obliged to provide their data. 4 – Monthly Regional Tourism Estimates (MRTEs) provide estimates of regional monthly expenditure that indicate tourism's contribution to the national and regional economies. The MRTEs estimates are based on Tourism Electronics Card Transaction (TECT), Tourism Satellite Account (TSA), and International Visitor Survey (IVS) data. More information on MRTEs can be found on MBIE's website.). 5 - Employment data of select tourism industries is used as an economic indicator of tourism's contribution to the regional economy. The data represents employment in select tourism industries, but not overall tourism employment. The number of filled jobs and the amount of employment earnings is presented by select tourism industries - Accommodation and Food and Beverage Services; Activity, Travel and Tour Services; Transport Services).

Hamilton & Waikato Tourism

# Leisure, Media and Trade Marketing

BRAND POSITIONING | TARGET MARKETS | ATTITUDES | MARKETING & PROMOTION (awareness)

## Domestic Campaigns

**Matariki 2023**

- Through June-July HWT were in market to promote visiting the Waikato during our newest public holiday and long weekend and throughout the period of Matariki.
- This campaign profiled experiences, accommodation and activities as well as all the fantastic events that took place through Matariki ki Waikato including a number of paid and free events in Hamilton. Working in partnership with Matariki ki Waikato activity targeted Waikato residents and key drive markets via digital channels, a printed supplement and print ads.
- This 2023 activity was primarily funded by central Government funding before the funding period ended. Future Matariki activity will be reduced.

**Winter Warmers Campaign**

- To encourage travel to the Waikato over the winter period, we ran a mini 'Waikato Winter Warmers' campaign, highlighting relaxing, indulgent winter escapes.
- The campaign targeted key drive markets, Auckland, Bay of Plenty and Taranaki, and reminded travellers that there is still plenty of ways to enjoy time in the Waikato over the winter period despite the cooler weather. Hamilton partners were highlighted where relevant.

**Hamilton – Christchurch Campaign**

- Alongside Hamilton Airport and Air New Zealand, we collaborated on a campaign to highlight the Christchurch to Hamilton route. This campaign was designed to encourage leisure travel to the Waikato, increase patronage on the Christchurch to Hamilton services and highlight what the Waikato has to offer leisure visitors.
- A series of out-of-home ads ran at Christchurch Airport and across Christchurch CBD with supporting digital ads on the NZ Herald site in September and early October. Hamilton partners were highlighted where relevant.

**Berry Campaign**

- Identified as an opportunity in our Food & Beverage Development Plan, the Waikato is one of the largest berry growing regions in the country. There is also a growing trend regarding provenance and farm related experiences.
- A small campaign highlighting this was undertaken in Nov-Dec across Facebook to Waikato residents to build knowledge of what's available here including PYO locations, dining establishments featuring berries on the menu, real fruit ice cream purveyors and fresh local berry retailers.
- This 2023 activity was primarily funded by STAPP funding before the funding period ended. Future Berry campaign activity will be reduced.

**Always on Facebook**

- Alongside our impact marketing campaigns, we continue to run a series of ads across Facebook and Google on an ongoing 'always on' basis.
- This ongoing activity has ads designed for a local Waikato audience as well as visitors from key drive and fly markets.
- The current focus of ads is based around walking, experiences, cycling, food and events and features our HWT partners throughout.

## Visitor Guide

- The 2024 Official Regional Visitor Guide was launched in December. The Guide contains a Hamilton section and includes editorial content as well as 36 Hamilton advertisers. 60,000 copies will be distributed throughout the calendar year.

## Tiaki in Waitomo Initiative

Tiaki in Waitomo was launched in October 2023.

- This pilot project initiative shines a light on the ability of tourism to make a meaningful and positive contribution to the environment, community wellbeing and cultural storytelling, as well as the economy.
- Tiaki in Waitomo explores the important mahi (work) being undertaken by tourism operators in Waitomo to ensure the experiences they offer actively care for people and place, through a series of engaging videos and articles and 'how to' resources. By showcasing these stories and sharing the advice and tools developed, we aim to help inspire other locals, manuhiri (visitors) and industry alike to embrace Tiaki.
- We hope to be able to undertake similar initiatives within our regional communities, however as this was central government funded, additional funding is required.

## Online activities

- Waikatonz.com has been refreshed and new content added.
- Hamilton City was profiled through HWT's various social media channels including: Hamilton City, Hamilton Gardens, Garden Place, Hamilton art installations and artists, MADE, GLOBOX Arena, FMG Stadium Waikato, Te Awa River Ride, Hamilton Lake Domain, Parks in Hamilton City x 7, New Zealand Darts Masters 2023, Matariki Events, Summer Concert Tour, FIFA Women's World Cup 2023, FIFA Fan Festival, Wharenui Harikoa, Boon Street Art Festival 2023, Freestyle Kings LIVE, Hamilton Christmas Tree Lighting Concert, Gourmet in the Gardens, Events in Hamilton City x 38, Waikato Museum.
- Quarterly e-newsletters were distributed to our consumer, trade and media databases featuring: Hamilton Gardens, MADE, Waikato Museum, Hamilton Airport, SkyCity Hamilton, Walks and Parks in Hamilton, Hamilton Zoo, FMG Stadium Waikato, Eateries in Hamilton x 10, Freestyle Kings LIVE, Wharenui Harikoa, Summer Concert, Z Manu World Champs, Hamilton Arts Festival Toi Ora ki Kirikiriroa 2024, Balloons over Waikato, FIFA Women's World Cup 2023, Christmas events, Gourmet in the Gardens.
- Hamilton City was profiled through HWT's Weibo and Little Red Book Chinese social media channels featuring: Cream Eatery, Jansen Park, Hamilton Zoo, Waikato Museum, Hamilton Gardens, Bowl and Social SkyCity Hamilton, Hamilton Christmas Tree Lighting Concert.

## International travel trade

- Over 1300 travel trade have been trained from Jul-Dec including in-market visits to USA, UK/Germany, Southeast Asia, TNZ Korean market event and online training sessions including TNZ USA agent webinar. Waitomo content – trade-ready operators and experiences - has been included in all trainings.
- Hamilton and Hamilton trade-ready experiences, accommodation and hospitality providers have been included in 13 travel trade famils with a total of 38 travel sellers.

## Media

Kirikiriroa Hamilton has featured in the following domestic and international media famils and coverage:

- NZ Women's Day (July 2023)
- Tencent Sports China – FIFA coverage (July 2023)
- Stadium Astro FIFA coverage (July 2023)
- AU Broadcast, Roads Less Travelled (July 2023)
- Our New Zealand magazine, Spring edition
- AU Women's Day (Sept 2023)
- ESCAPE (Sept 2023)
- Malaysia influencer (Oct 2023 - full results yet to be posted online)
- Kia Ora magazine – Hungry in Hamilton (Nov 2023)
- Qualmark regional highlight (Dec 2023)
- Waikato Business News (monthly)
- Tourism Ticker – sustainability series (Dec 2023)
- NZ Herald (multiple dates)
- Cuisine magazine (Dec 23/Jan 24 edition)

Hamilton & Waikato Tourism

## Events and Incentives

BRAND POSITIONING | AMENITIES, SERVICES & INFRASTRUCTURE | TARGET MARKETS | ATTITUDES | MARKETING & PROMOTION (awareness)

### Business Events

We assisted with 17 regional conference bids in the last six months and worked on 36 service requests for event professionals around Aotearoa. We won 4 regional bids, lost 6 with the remainder still pending. Lack of higher end and overall accommodation availability continues to be a factor in some decision making.

We attended a number of tradeshows over the last six months showcasing the Waikato and Hamilton business partners including Office PA Planner Show, AuSAE Linc Conference, AUSAE Networking luncheons in Auckland and Wellington, Corporate PA Summit, Business Events Expo, Association Event Managers Conference, Kudos Awards, these combined resulted in 51 follow up communications.

AuSAE Linc Conference was held in Hamilton 10-12 September 2023 which saw just over 100 Association executives' event and explore in our region. 41 delegates partook in one of the three pre-Conference famil activity options hosted by convention bureau. Alongside six of our partners, Claudelands Conference & Exhibition Centre and Novotel & Ibis Tainui, we hosted our annual Wellington Soiree in November at Flamingo Joes on Wellington waterfront. This saw us provide an opportunity for our region to network and do business with 31 Wellington based event professionals. We jointly hosted a dinner for Christchurch based PCOs and had sales calls in Wellington and Christchurch. We coordinated five bespoke site visits to the region and jointly with our marketing team hosted two HWT Partner breakfasts which a number of Hamilton based businesses attended.

We ran an 'always on' and retargeting business events online campaigns and distributed two industry e-dm to our international and national database of 2,945 event professionals. We took advertorial space in Waikato Business News Publication in August and November 2023 talking to our local Waikato business events audience.

### Thermal Explorer Regional Events Fund

The four regions of the Thermal Explorer Highway collective including Waikato, Rotorua, Taupō and Ruapehu were approved $3.75 million for regional events in December 2020. The Regional Tourism Organisations (RTOs), alongside their council partners, developed a collaborative regional events investment plan to drive additional domestic visitation into their regions. The funding is available for activity through until June 2025.

Hamilton & Waikato Tourism were selected as the Lead Entity for the Regional Events Fund across the four regions. The collaboration between Waikato, Rotorua, Taupō and Ruapehu has led to a strong and compelling event proposition for our four regions.

Ten funded events were held across the Waikato region from July to December 2023 including the PENZ Taka & EONZ Kanohi ki te kanohi, NZ Dart Masters, Waves Conference, 2023 Olympic Weightlifting NZ National Championships, Future Roads Conference that all took place in Hamilton city.

With capability building being the focus for this year, the Panel ran their second series of 'Roadshow' workshops in September and October 2023 in each of the four regions focused primarily on Sponsorship, Funding and Event Marketing. The panel offered St Johns Mental Health First Aid Course to 40 events people within ThermEx region. Planning is currently underway for the next round of Roadshows on Event Measurement and Strategic Growth Planning.

## Development and support

DATA, RESEARCH & ANALYSIS | ACCESS | AMENITIES, SERVICES & INFRASTRUCTURE | ATTITUDES

ENVIRONMENTAL STEWARDSHIP | EXPERIENCE & PRODUCT DEVELOPMENT | CAPABILITY & DEVELOPMENT | RISK & CRISIS MANAGEMENT | MEASURING SUCCESS

Data and insights reports provided in August, October and December 2023. Our new Tourism Destination Insights Dashboard will soon be imbedded in the Industry section of the website. The tool will be available for our industry to view/use at their leisure.

### Regenerative Tourism

We have introduced a Regenerative tourism section of waikatonz.com for operators, providing advice and resources to assist operators on their journey. Online tools on website include:

- Everyday Sustainability video series
  - Reducing Waste
  - Sustainable Food
  - Protecting Nature
  - Supporting Communities
- Tiaki Promise in Waitomo Case studies
- Mighty Waikato Sustainability Quick-start Guide

### Capability Building for the Industry

The team have provided a variety of support services to our tourism operators. This support has been through attendance at capability building workshops and events, newly developed online tools on our website and by one-on-one support with the HWT team.

The recently developed Industry section on our website provides access to the latest news, industry events, and business support and tools. Most recently added resources include:

- A series of videos on:
  - Value Proposition – Making Your Business Stand Out
  - Successful Product Pricing
  - Understanding Commissions & integrating Them into Your Pricing
- How to make the most of Tourism New Zealand
- Qualmark

HWT hosted two online capability building webinars, including:

- Google Analytics on 18 July 2023 for 38 registered attendees
- AI tools for tourism business on 21 August 2023 for 52 registered attendees

HWT hosted a custom designed Ambassador Workshop specifically for the I-Site staff on Thursday 9 November 2023 at the Waikato Museum. The content encompassed multiple districts including Hamilton City, Matamata-Piako, Waipā, Ōtorohanga, Waitomo and Waikato Districts. I-Site staff were also taken on a personal guided tour around Waikato Museum exhibits that related to the material shared within the workshop.

Specific Hamilton City operators benefited from one-on-one visits/support, include:

- River Riders (Hamilton Gardens location)
- Kosh Short Term Rental Management
- Waikato Tainui
- VR Hamilton Hotel
- Clark Lane Distillery
- Waikato Museum

HWT hosted a successful Tourism Industry Symposium on Wednesday 15 November 2023. Held at the Red Barn in Karapiro, 81 attendees heard from HWT, Aotearoa Circle and Tourism New Zealand. Additionally, the symposium showcased innovative new offerings to the region such as the Made, Pōkeno Whisky, and the ongoing redevelopment of the Ōtorohanga Kiwi House. The event finished off with complimentary drinks and networking. For HWT to continue these valuable events, an attendance fee was implemented for the first time to ensure commitment in attendance and assisted with catering costs. We received a positive response to the new fee, attendance held steady throughout the day, less no shows and no negative feedback.

The next Tourism Industry Symposium is Wednesday 10 April 2024 at Novotel Tainui, Hamilton City. Keynote speakers include Rebecca Ingram (Tourism Industry Aotearoa), Billie Moore (NZ Airports Association) and Kiri Goulter (Regional Tourism New Zealand). Additionally, the symposium is set to showcase innovative new offerings to the region, with Waikato Regional Theatre and Te Puna Wai Tours confirmed, further businesses are to be announced soon.

## Advocacy




HWT's Industry Advisory Group includes six operators from Hamilton – three attended the meeting held in November, the others offered an apology as they were unable to attend.

Long Term Plan discussions with all six councils began during this reporting period. Funding decisions made across our six councils have potential to impact service delivery levels from 1 July 2024.

## CONCLUSION

As we continue to strive for the visitor sector to enrich our communities; as we readjust and return to 'normal' baseline funding; our focus and activity for the remainder of the financial year includes:

- destination marketing with focus on domestic and international visitors;
- attracting travel trade, wholesalers and agents to include our region and operators in their itineraries and sale collateral; assist our operators become 'trade ready'
- proactively work to ensure our region is highly regarded with event organisers; attracting event organisers and conferences to our region
- proactively assist and encourage hotel development in Kirikiriroa Hamilton, which will benefit the wider Waikato region
- assist and encourage operators to embed Regenerative Tourism and sustainability measures into their activity
- continuing to work with our industry to develop capability; including the second industry symposium
- delivering capability building opportunities with the Regional Events Fund for Waikato, Rotorua, Ruapehu and Taupō while Regional Event Fund remains available
- continuing to lobby and advocate for the visitor sector with Government
- further embed the Waikato Destination Management Plan where resources allow
- continue to partner with neighbouring regions on collaborative activities
- **actively lobbying for continued funding and support for the mahi that we conduct for our sector across the mighty Waikato.**

On behalf of the board and management of Hamilton & Waikato Tourism, we thank Hamilton City Council, our local government partners and the industry for their continued partnership. Your proactive support is greatly appreciated by the tourism sector and our communities.

**Nicola Greenwell**
Chief Executive
Hamilton & Waikato Tourism
13 February 2024

Hamilton & Waikato TOURISM

# Schedule of Services for Local Government

(2023-24)

Adopted at Council Rep meeting held 8 March 2023

## INTRODUCTION

Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on attracting visitors to the region; and increasing length of stay and spend.

This 'Schedule of Services for Local Government' details the main performance targets and activities to be delivered by Hamilton & Waikato Tourism (HWT) for its local government partners for the 2023-2024 financial year (1 July 2023 to 30 June 2024).

## DESTINATION MANAGEMENT PLAN

The Destination Management Plan for Waikato was adopted by the HWT Board in June 2022 and the Snapshot can be read on our website:

### Vision

The Mighty Waikato is celebrated for providing real New Zealand experiences – where kaitiaki runs deep, mana inspires and unforgettable discoveries are just around the bend.

### Goal

The visitor economy positively contributes to thriving Waikato communities – people, culture and the environment.

### Guiding Principles

Stakeholders, including iwi and community are generally positive about tourism and the opportunities it brings to the region, provided that this is undertaken in a certain manner. A number of guiding principles were crafted based on feedback from stakeholders including results from previous consultation undertaken for the development of the HWT destination brand.

These principles are inherent in the Vision, they act as a guide to the formation of and implementation of the DMP for Waikato.

- Instilling pride through celebrating and sharing local culture
- Providing connections between visitors, local residents and industry sectors
- Living our brand values - surprising, magical and authentic Waikato experiences
- Embracing guests – Manaakitanga
- Regenerative tourism that actively contributes to the communities and the environment – Kaitiakitanga
- Fostering innovation; always looking at innovative ways to improve

## The Underlying Foundation

*Taiao Ora, Tangata Ora – If the natural world is healthy, so too are the people.*
If all aspects of the natural world are healthy, then the people who are connected to it are healthy too. The need to ensure that the natural environment is a beneficiary of the visitor economy was an expectation of many, and this was articulated through the request for more regenerative tourism opportunities for visitors and local community members to contribute to.

## Six Priority Areas

There are six priority areas with accompanying actions that work towards achieving the vision, goal, and positioning. These are guided by the values and principles identified by the community, iwi and tourism stakeholders. The priority areas focus on within-sector, cross-sector and intra-regional:

1. Collaborations, partnerships and leadership
2. Product and experience: protection, enhancement and development;
3. Support of visitor infrastructure and investment;
4. Capability building;
5. Targeted marketing; and
6. Support of regenerative and sustainable tourism

# OUR FUNDING

## Local Government

Hamilton & Waikato Tourism is funded through a public/private partnership with the region's six local authorities and the tourism industry.

HWT will receive $1,278,391 + CPI from local government.
(NB: CPI is currently 7.2% as of Dec 2022. The rate published/available at the beginning of the financial year will be utilised)

An overview of our local government partners and their funding contributions are detailed below:

| | | | |
|---|---|---|---|
| Hamilton City Council | $670,936 | + CPI | = $ |
| Waipa District Council | $171,863 | + CPI | = $ |
| Matamata-Piako District Council | $150,000 | | = $150,000 |
| Waikato District Council | $150,000 | | = $150,000 |
| Otorohanga District Council | $67,796 | + CPI | = $ |
| Waitomo District Council | $67,796 | + CPI | = $ |

Funding from each of our local government partners will be received in six monthly instalments, with invoices issued by Hamilton & Waikato Tourism in July and December each year.

## Industry Partnership

Industry partnership will be obtained to activate specific campaigns and activities. Our target for industry contribution for the 2023/24 year is $200,000.

## Regional Events Fund

HWT were selected the Lead Entity of the Thermal Explorer Regional Events Fund - $3.75m issued from Government for Waikato, Rotorua, Ruapehu and Taupo over 3-4 years. This additional funding will allow us to develop new and enhance existing events to drive domestic visitation into our four regions. This fund is to be utilised by December 2024.

# REPORTING

Hamilton & Waikato Tourism will report twice a year to local government partners on its overall performance and activity deliverables for each district.

| Report type | Reporting period | Reports to councils |
|---|---|---|
| Six monthly report | 1 July to 31 December 2023 | February - March 2024 |
| Annual report | 1 January to 30 June 2024 | August - September 2024 |

Monthly reports on key statistics and data will be available for distribution to council representatives as/when required.

# OUR PERFORMANCE TARGETS

*Key Performance Indicators for the 2023/24 year are:*

## INDUSTRY CONTRIBUTION

- Grow industry contribution to $200,000

## COMMERCIAL ACCOMMODATION (Accommodation Data Programme)

- Grow market share of guest nights to 4% (currently 3.5%)

## VISITOR EXPENDITURE (Tourism Electronic Card Transactions)

- Grow market share of domestic spend to 8% (currently 6.3%)
- Grow market share of international spend to 4% (currently 3.5%)

## BUSINESS EVENTS (Business Events Data Programme)

- Grow market share of total business events to 10% (currently 9%)
- Grow market share of total delegate days to 6% (currently 5%)

## MEDIA AND TRAVEL TRADE ACTIVITY

- 10 media outlets hosted
- 150 travel trade trained or hosted

## CAPABILITY BUILDING

- Provide support to operators to gain Qualmark; aim for 80 operators with Qualmark (currently 69)
- Deliver two industry symposia in the year, with target of 100 attendees at each event

## In pursuing its goals, the Company will

- At all times behave in a professional and ethical manner in all its business dealings with its employees, customers and stakeholders.
- Be a good employer.
- Identify/recognise Shareholders' and councils expectations, within the bounds of corporate prudence.
- Ensure a safe and healthy workplace environment that complies with government legislation.
- Consider environmental impact of its activities – will reduce or mitigate impacts as much as practicable.
- Ensure HWT has sufficient cash to fund activity for the year without recourse to the Shareholder.

# NATURE AND SCOPE OF ACTIVITIES TO BE UNDERTAKEN

## Domestic marketing

Deliver targeted marketing activities and campaigns to the local, regional and New Zealand market.

## International marketing

Market the Waikato region as a visitor destination in long-haul markets, as well as Australia; in partnership with Tourism New Zealand and the Explore Central North Island collective (eight RTOs).

## Digital marketing

Provide an effective online marketing presence for domestic and international visitors through a range of digital media channels and provide relevant information through online platforms to support tourism operators, tourism trade and media.

## Business events

Support the meetings and conventions market that positions the region as a desirable destination in partnership with the industry.
Identify and coordinate international convention bids in partnership with Tourism New Zealand and the Conference Assistance Programme.

## Product development

Implement activities within the Destination Management Plan to assist with the restart of the tourism sector in a regenerative/sustainable manner.
Facilitate the development of new and existing tourism experiences to support the rebuilding of the regional tourism economy.
Deliver capability building opportunities that build regional network (or sector) groups for stronger collaboration

## Major events

Assist with major event bids and then work with major event promoters to ensure the event is leveraged to activate visitors to the region.
Lead the $3.75m Regional Events Fund for Waikato, Rotorua, Ruapehu and Taupo to enhance our existing event portfolio and drive increased domestic visitation.

## Stakeholder relationships

Maintain and strengthen support for regional tourism through partnerships with local government, the tourism industry, iwi and the wider regional community.
Represent the region's interests at regional, national and international tourism events and functions.
Position HWT as a respected and high performing organisation which is valued by the Waikato community.

Hamilton & Waikato TOURISM

# Year End Report to Hamilton City Council
# 1 July 2021 – 30 June 2022

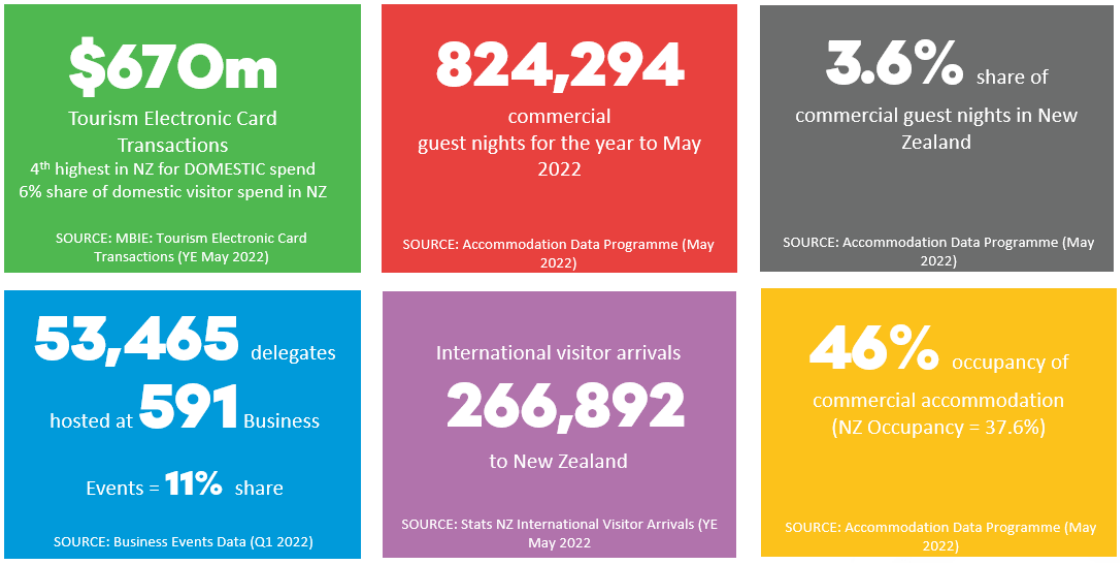
Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend.

Hamilton & Waikato Tourism is a subsidiary company under the Council Controlled Organisation (CCO) of Waikato Regional Airport Limited. It has a commercial board with Richard Leggat appointed as the Chair in December 2021. Chief executive Jason Dawson finished with Hamilton & Waikato Tourism in January 2022 and Nicola Greenwell has been officially appointed to the position from 1 July 2022.

HWT is funded through a public/private partnership with the region's tourism industry and six local authorities including Hamilton City, Matamata-Piako, Ōtorohanga, Waikato, Waipā and Waitomo. This is the annual report covering the financial year from 1 July 2021 to 30 June 2022.

## Key highlights (July 2021 to June 2022)

NB: Due to timing of data, the below is for the 12months to May 2022



Hamilton&Waikato TOURISM

# Executive summary

The financial year presented numerous trading challenges and a difficult market environment given the arrival of both Delta and Omicron variants of COVID-19 in New Zealand. We have seen a multitude of national and regional lockdowns along with the challenges of operating within the Covid Protection Framework and “red” and “orange” restrictions.

With the return of lockdowns and alert level challenges, we reactivated the successful ‘Mighty Local’ campaign to promote essential services, hospitality providers and contactless/home delivery channels. The core purpose of ‘Mighty Local’ is to raise awareness, promote and drive residents to ‘buy and shop local’ within their local communities.

Outside of lockdowns and alert levels, we delivered a number of key marketing activities including event support and promotion around Matariki and major events such as Women’s Cricket World Cup and the upcoming FIFA Women’s World Cup as well as key regional events. We executed winter, summer and school holiday campaigns in our key domestic markets and we ran a ‘Welcome Back Auckland’ campaign once the borders were reopened between the two regions.

Media activity has accelerated during second half of the year as we came out of lockdown and travel writers were hungry for content. This has allowed us to leverage the opportunity to really push the Waikato region, plus the more undiscovered areas, experiences and communities. We partnered with Stuff in December to produce a 48-page ‘Waikato Escapes’ print supplement into the Waikato Times locally and the Sunday Star Times nationally and gained the region national exposure though broadcast media such as Breakfast TV. New Zealanders are self-explorers who are inspired by other people’s travel experiences, including travel writers.

Our digital marketing platforms continue to grow from strength to strength, especially visitation to our main regional website www.waikatonz.com and our Facebook page. We launched social media ‘stickers’ to promote the region on Instagram and Facebook. User have been quick to engage and use these ‘Mighty Waikato’ stickers on their digital stories and the stickers have received over 2.4 million views to date.

Print marketing is still a strong medium for our organisation and for the domestic traveller. We produced 50,000 copies of our Regional Visitor Guide, which are distributed nationally through i-SITEs and airports, displayed at visitor attractions, used at trade shows, and conference delegate packs. This guide remained a cost-neutral project.

The COVID-19 recovery funded received from central Government has enabled a number of projects to be activated: our Destination Management Plan is ready for implementation; we developed the Food & Beverage Tourism Strategy and subsequent activations; we have accelerated capability building opportunities for our operators; the Ambassador Programme has been developed for all parts of our region; we have activated a Regenerative Tourism approach; and we have benefited from the Regional Events Fund.

With the borders now reopening and pre-departure tests no longer required, we are gaining a sense of “return”. However, there is no doubt that the tourism, events, and hospitality sector will continue to have challenges for some time: air connectivity to NZ remains a challenge; labour and workforce shortages are impacting across the country in our sector. While we are buoyed by the return of international visitors, we do not expect similar level of visitation as prior to COVID for a few years.

Hamilton & Waikato TOURISM

# Performance targets

Hamilton & Waikato Tourism (HWT) have seven performance targets which are set in the 'Schedule of Services for Local Government 2021-2022'. The results are provided below.

NB: Due to timing of data, some of the 12month results are to May 2022

| Measure | Result |
|---|---|
| **Visitor nights**<br>Hold total visitor nights compared to previous year | **824,294 visitor nights**<br>(June 2021 to May 2022)<br>**46% occupancy (NZ: 37.6%)**<br>SOURCE: MBIE, Accommodation Data Programme<br>Note: Excludes MIQ hotels and MSD motels |
| **Visitor spend**<br>5% increase in total visitor spend across region compared to previous year | **7% decrease on 2021 (2% increase on 2020)**<br>**$670million annual electronic card transactions**<br>(year ending May 2022)<br>SOURCE: MBIE, Tourism **Electronic Card Transactions**<br>TECT does not capture ALL spend, ie: pre-paid accommodation/experiences or cash purchases, are not included |
| **Conventions & business events**<br>Rebuild and restore market share of total business events to 5% | **11% market share of business events**<br>**11% of delegates**<br>(Q1 2022)<br>SOURCE: Business Events Data Programme |
| **Industry investment**<br>$100,000 of industry contributions towards marketing activities | **$129,000**<br>(As at 30 May 2022) |
| **Media & travel trade**<br>10 media outlets hosted +<br>150 travel trade trained or hosted | **44** media outlets hosted<br>**1** agents hosted<br>**441** agents trained<br>(As at 30 June 2022) |

Hamilton & Waikato TOURISM

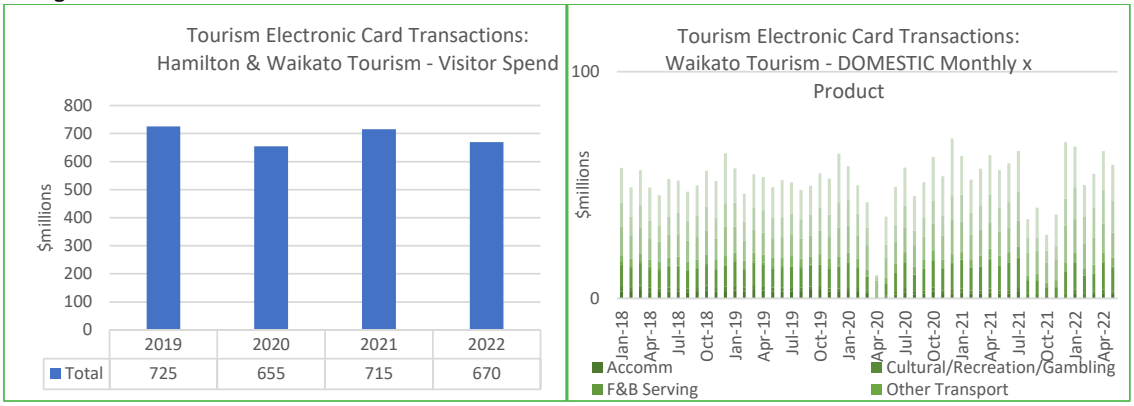
# Visitor statistics

As mentioned prior, the financial year presented a difficult market environment given the arrival of the Delta and Omicron variants of COVID-19 in New Zealand. For the year ended June 2022, NZ and our region were affected by many Covid lockdowns and "red" and "orange" settings of the Covid Protection Framework. This resulted in just one and half months of "freedom" for visitation. Therefore, many of our visitor statistics have been impacted.

## Visitor expenditure in Waikato Region

The Ministry of Business, Innovation and Employment (MBIE) have discontinued the Monthly Regional Tourism Estimates (MRTEs) as they were becoming unreliable within the COVID-19 environment. They have replaced the data with an interim data set capturing electronic card transactions. The key difference is that this data does not make any estimates for online or cash spending.

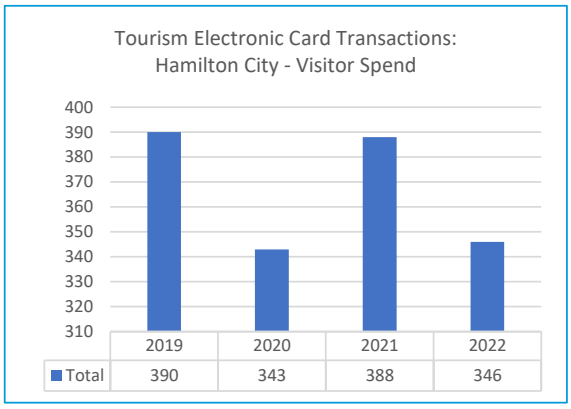
For the year ended May 2022, compared to 2021, tourism spending decreased 7% for Waikato; and increased 2% against 2020.




Source: Tourism Electronic Card Transactions, MBIE (May 2022)

## Visitor expenditure in Hamilton

Annual visitor electronic expenditure for Hamilton decreased 12% from May 2021 to year end May 2022; injecting $346million into Hamilton's economy; this is 1% more than 2020.



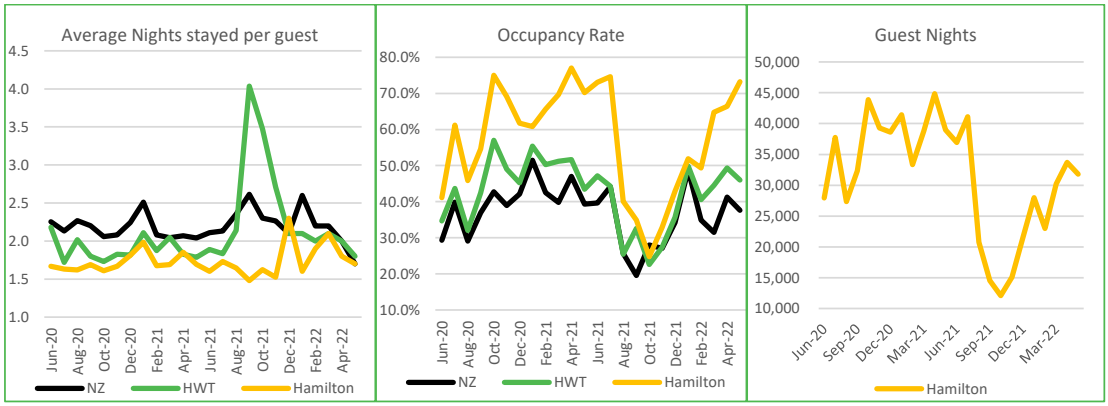

Source: Tourism Electronic Card Transactions, MBIE (May 2022)

Hamilton & Waikato TOURISM

## Commercial accommodation in Hamilton

The new national 'bed nights' measurement tool, the Accommodation Data Programme (ADP) began providing monthly measurements from June 2020.

Hamilton has 51 commercial accommodation providers contributing data into this programme (unlike the old Commercial Accommodation Monitor, this is not a legal requirement). The Occupancy rate for Hamilton accommodation providers in May 2022 was 73.2% (nationally the occupancy rate was 37.6%). This was the highest occupancy rate achieved across all territorial authority areas. People stayed an average of 1.7 nights per visit/stay. This resulted in 31,800 guest nights in May 2022; and 327,024 for the 12 months to May 2022.

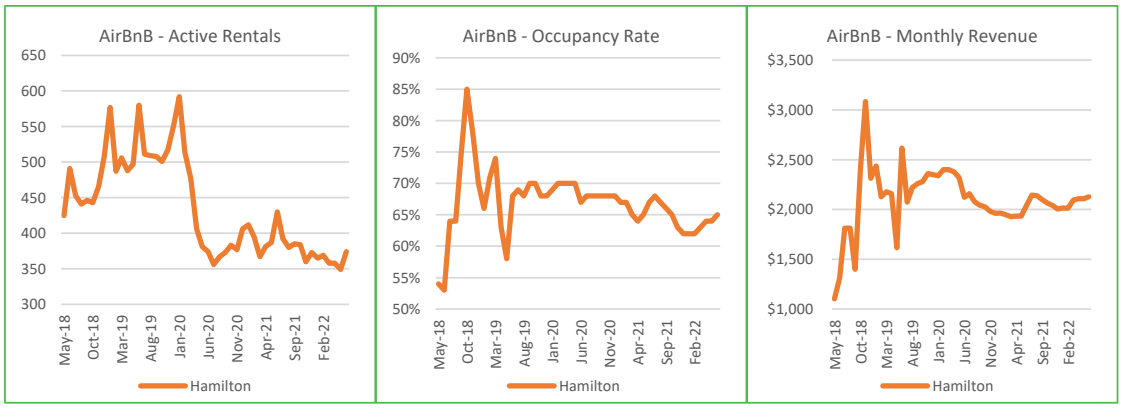



Source: Accommodation Data Plan, MBIE (May 2022)

## Non-commercial accommodation in Hamilton

Hamilton also had 374 properties listed on AirBnB during June 2022 as alternative accommodation to the traditional commercial offerings. This has decreased by 56 listings from May 2021 and is the same as May 2020.

These properties experienced 65% occupancy during June 2022, which is just 2% less than June 2021. For the 12 months May 2022, the average occupancy rate for AirBnB properties in Hamilton was 70%.




Source: AirDNA (May 2022)

Hamilton&Waikato TOURISM

# Leisure & Trade Marketing

## Domestic marketing

### External + Internal domestic markets: Matariki Events Campaign 2021

A specific 'Waikato Matariki Events' campaign launched in early June and concluded at the end of July 2021 to coincide with Matariki 2021 from 11 June – 31 July. Working in partnership with and supporting the Matariki ki Waikato festival, this campaign targeted Waikato residents encouraging them to participate in events happening across the region to celebrate the Māori New Year. Digital ads ran on Facebook, Google Display and Search and 82,000 printed Matariki events guides were also distributed through the Waikato Times, Hamilton Press and Cambridge Edition.

### External domestic markets: Winter Campaign 2021

HWT developed a campaign for winter to encourage travel to the Waikato over the months of July-September 2021. Targeting key drive and fly markets - Auckland, Bay of Plenty, Central North Island, Wellington and Christchurch, the aim of this campaign being a non-ski destination dispelling the myth there is 'nothing to do in the Waikato' over winter by showcasing the wide variety of experiences on offer. The campaign went live on 13 July and was due to run until the end of August on Facebook and Google Display. Unfortunately, this campaign had to end early due to the Waikato lockdown periods.

### Internal domestic markets: Winter School Holidays

Launched on 13 July 2021 and concluded on 24 July through Facebook and Instagram, our small digital Winter School Holidays campaign was focused on promoting family-friendly activities and attractions in the region to Waikato residents.

### Internal domestic markets: Mighty Local Campaign

When all of NZ moved to Alert Level 4 on 18 August, HWT worked to quickly stand up our Mighty Local campaign again. The Mighty Local messaging was designed to promote and profile everything local across the Mighty Waikato region during the COVID-19 Alert Levels periods.

The campaign aimed to encourage Waikato residents to support local businesses through the various alert levels and adapted to the market depending on what level we were at – from online retail, virtual experiences and takeaways at Level 4 and 3 to visiting our Waikato attractions, dining and accommodation at Level 2.

We know the move to the Red Traffic Light in late January presented issues for the wider tourism industry including hospitality, so we once again boosted our Mighty Local campaign to support. This campaign was set live on the 25 February 2022 and ran through until mid-April. With ads across Facebook and Google, iHeart radio, The Breeze radio station and some billboards in Hamilton, the aim was to encourage locals to continue to explore their backyard, dine out or enjoy takeaways from local eateries while reminding them that it is safe to do so.

Born out of our Mighty Local campaign, we secured a regular editorial spot in the Waikato Herald to showcase our local tourism and hospitality operators, as at 1 July we have published 14 stories as part of this partnership.

### External domestic markets: Welcome Back Auckland

We ran a small, dedicated awareness campaign to welcome back Auckland once they could travel from 15 December. This campaign focused on our close relationship as neighbours as our key point of difference to other places in NZ and welcomed Aucklanders back with open arms. The neighbourly messaging in this campaign was very well received.

## Neat Places

In December, HWT partnered with Hamilton Central Business Association on activity with Neat Places to help promote Hamilton over the summer period and develop additional content to align with the latest edition of the pocket guide. As part of this partnership, Neat Places worked with HWT and Hamilton Central on a competition to win a weekend in Hamilton. Content produced from this partnership highlighted 10 of the best things to do in Hamilton this summer, and Hamilton's best creative boutiques and galleries. Content was shared on Neat Places social media throughout December and continued into January and February after the traditional holiday period.

## External domestic markets: Summer Campaign

During Level 3, HWT worked through options for an upcoming summer campaign and had planned to launch this in November to inspire summer travel before publications filled up with Christmas content. Unfortunately, lockdown continued for longer than expected, so campaign activity had to be delayed and therefore occurred in early 22 targeting key drive and fly markets.

Our summer campaign 'Summer Season' launched on 13 January and was in market until 13 March through multiple channels including Facebook, Google, Snapchat, Spotify, Stuff, Neighbourly and TVNZ OnDemand. This campaign targeted key drive and fly markets for the Waikato encouraging short breaks using themes such as cycling, food, regional icons and family. There was an event theme included in the campaign, however just after it launched that component had to be pulled from market due to the Omicron situation and the cessation of large-scale events for several months.

As an alternate to a major campaign pre-Christmas due to the lockdown timing, we published a 48-page 'Waikato Escapes' print supplement with Stuff which was distributed via the Sunday Star Times and Waikato Times in early December. The aim of this publication was to encourage people to travel to the Waikato over summer, and for local residents to stay and explore their own backyard this summer while showcasing the vast range of activities and attractions in the Waikato. This had a print distribution of over 257,000.

## External + Internal domestic markets: 'Summer in the City'

We worked alongside Hamilton City Council over January – March 2022 to support their 'Summer in the City' campaign alongside our own summer activity. While HCC targeted Hamilton residents, we took the lead for external markets encouraging visitors in the wider Waikato region and beyond to consider Hamilton as a summer destination and promote the range of activities and attractions on offer in the city. Together we developed a video to showcase summer activities in the city, this video had a total of 33,250 plays recorded through HWT channels. Ads ran across Facebook and campaign messaging was also included organically on social media channels and in relevant consumer eDMs. All HWT activity was directed to a dedicated landing page on waikatonz.com.

## Regional Events

We have supported regional events throughout the year (noting the Omicron exclusion period) by profiling them in campaign activity, on social media and coverage on waikatonz.com. Events are an important driver for domestic visitation as well as local expenditure, and post-COVID provide great reasons for repeat visitation to a region.

## Summer Events

A specific 'Summer of Events' campaign was scheduled to take place in early 2022 with a printed events guide distributed as an insert (108,000 copies) in the Bay of Plenty Times, Cambridge Edition, Hamilton Press, Manawatu Standard, Taranaki Daily News, Piako Post and Waikato Times. Due to the change to the Red COVID-19 setting in late January, many events were postponed or cancelled, and all events advertising was put on hold.

## Matariki 2022

We were in market from 10 June – 17 July to promote visiting the Waikato during our newest public holiday and long weekend and throughout the period of Matariki 2022.
Working in partnership with Matariki ki Waikato we profiled experiences, accommodation, and activities as well as all the fantastic events taking place across the region through Matariki ki Waikato festival. Our activity targeted Waikato residents and key drive markets encouraging them to participate in events happening across the region to celebrate the Māori New Year via digital channels and printed newspaper ads.

## Always On Facebook

Alongside hero marketing campaigns, HWT have developed a series of ads that will run across Facebook and GDN on an ongoing basis to assist with the demand layer of the marketing funnel. The aim of this is to keep Waikato at the front of minds and to highlight passion points for locals and visitors. This ongoing activity has ads designed for a local Waikato audience as well as visitors from key drive and fly markets.

## Chinese New Zealanders

Similar to our 'always-on' Facebook approach HWT undertakes year-round activity through Weibo to promote visiting the Waikato to the Chinese New Zealanders community, predominantly in Auckland. We also undertook specific campaigns for the April school holidays and for winter short breaks from June 2021-July 2022 through Weibo and Little Red Book messaging, Facebook boosted posts and Skykiwi's WeChat. The campaigns aimed to encourage Chinese New Zealanders to explore the Waikato around the themes of family, nature, events and food.

## Social Media Stickers

In June 2022 HWT added seven new options our range of Waikato-related animated 'stickers' for use on social media. Stickers offer an interactive way to mix official branding with the more casual, personal nature of social media posts in turn helping to increase brand awareness and engagement. Seventeen stickers are now available on Instagram, Facebook, TikTok and Twitter for anyone to use in their posts – from promoting 'mighty local' and 'meet in the Waikato' to cycling, Waikato waterfalls, glowworms and the mighty Waikato River. We are using these in our social channels and have encouraged our operators and wider tourism community to utilise the stickers where relevant. To date our stickers have received over 2.4 million views.

## Annual Visitor Guide

50,000 copies of the 2022 Official Regional Visitor Guide were distributed in late December 2021. They have been distributed nationally through i-SITEs and airports, displayed at visitor attractions, used at trade shows, and conference delegate packs. This guide remained a cost-neutral project with advertising sales funding production and distribution.

## Media

While international borders have remained relatively closed for the majority of the year, we have had another successful year for domestic travel media coverage with a number of media pitches, famils and hosting. Domestic media platforms and publications are hungry for content and we have been quick to take up this opportunity. Coverage so far includes extensive content in NZ Herald Travel Supplements, Cuisine Magazine, Our New Zealand, NZ Geographic, three separate articles in Kia Ora Magazine, Avenues Magazine, UNO Magazine, Motorhomes, Caravans & Destinations Magazines and numerous stories across the Stuff network in print and online.

HWT worked with Tourism New Zealand on a New Zealand specific edition of International Traveller, a popular travel magazine and online outlet in Australia. We secured a number of pieces of content for the Waikato including features in the 'must-dos', nature/wildlife and food articles as well as a specific Waikato article.
Estimated readership of all media activity: 6,728,000.

Hamilton&Waikato TOURISM

### Communications Specialist

HWT employed a 12month Communications Specialist in November. This role has been funded from RESET with some baseline funding inclusion as well. This role sites within the marketing team and creates content for all departments across the organisation including media releases and pitches, case studies/testimonials, articles, e-newsletters, web copy and promotional collateral. This is a very welcome addition to the team, allowing HWT to capitalise on further content and media opportunities.

### INTERNATIONAL MARKETING: TRAVEL TRADE

FY22 saw a hybrid model of trade training and sales activity, with in-person events taking place here in New Zealand and in Australia as well as multiple virtual events also occurring including:

- Attending the annual conference TECNZ Conference and meeting inbound tour operators to update them on trade-ready operators in the Waikato
- Undertaking regional webinars with Tourism New Zealand offices in China, UK, India and Australia
- Participating in the TRENZ Connect virtual events ad connecting with trade from the UK, US, Australia and South East Asia
- Attending the first TNZ/RTO in-person Sydney trade event in two years to reconnect with trade and educate them on trade-ready products in the Waikato
- Attending the first RTO/ITO in-person event in two years to reconnect with trade and update them on trade-ready products in the Waikato

HWT hosted the GM from General Trade in August to refresh his product knowledge of some key experiences and accommodation as well introduce some new ones. HWT produced collateral and e-DMs throughout the year to keep global trade up to date with the latest developments and undertook some capability building with operators ahead of borders reopening regarding working with travel trade as it involves a specific distribution and commission model. This involved a dedicated webinar in April as well as trade development support for a number of individual regional tourism operators, particularly accommodation properties.

The Explore Central North Island (ECNI) collective continued to promote the central North Island to international travel trade on behalf of, and in conjunction with the eight participating RTOs (Waikato, Coromandel, Bay of Plenty, Rotorua, Taupō, Ruapehu, Tairāwhiti, Hawke's Bay.) Activities have included several virtual eXplore events with AU and NZ travel trade for the RTOs themselves as well as for operators. ECNI RTOs also conducted joint sales calls and training with wholesalers post the TNZ/RTO Australian event in May.

## Marketing activity for Hamilton City

A summary of specific trade and leisure marketing for Hamilton is detailed below.

| Target market | Campaign or activity | Hamilton experiences profiled |
|---|---|---|
| **Media – domestic & international famils** | Media hosting and famils profiling Hamilton:<br>• Cuisine Magazine famil<br>• Big Bus Travel<br>• UNO Magazine<br>• Brook Sabin – Stuff.co.nz<br>• Let's Show Them – ICC Cricket World Cup show<br>• NZ Herald | Hamilton Gardens, Sisterfields, Wonder Horse, Mr Pickles, Novotel Tainui Hamilton, The Chilli House, Waikato Museum, Hamilton City Street Art, River Kitchen, Victoria on the River, Ventura Inn & Suites, Matariki Star Walk, Boon After Dark, Matariki at The Base |

Hamilton&Waikato TOURISM

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|---|---|---|
| **Media - domestic** | Hamilton was profiled as part of regional promotions in the following publications:<br>• NZ Herald Travel Supplements<br>• Kia Ora Magazine<br>• Cuisine Magazine<br>• Stuff.co.nz<br>• Neat Places<br>• NZ Today RV Lifestyle<br>• TVNZ Breakfast<br>• Avenues Magazine<br>• UNO Magazine<br>• Motorhome, Caravans and Destinations Magazine<br>• Our New Zealand Magazine<br>• International Traveller, AU | Hayes Common, The Chilli House, Palate, Mr Pickles, The River Kitchen, Bootleg Brewery, Hamilton Farmers' Market, Waikato River, Te Awa River Ride, Victoria on the River, Waikato Museum, Browsers Bookstore, Duck Island, Gothenburg, Hamilton Zoo, Hamilton Gardens, Classics Museum, Boon Street Art Festival, Lovegrove Lane, Grey Street Kitchen, Winner Winner, Good George Brewery, Brewaucracy, Riverbank Lane, Casabella Lane, Madam Woo, Banh Mi Caphe, Novotel Tainui Hamilton, Waikato Museum, Hamilton City Street Art, River Kitchen, Ventura Inn & Suites, Matariki Star Walk, Boon After Dark, Matariki at The Base, Hamilton East Food Precinct, Te Awa River Ride, Kiwi Balloon Company, Ernest, Last Place, Volare, Scotts Epicurean, Good George, Cilantro Cheese |
| **Travel Trade – webinars & training** | International trade events and webinars profiling/attended by Waikato:<br>• TNZ webinar – China travel sellers<br>• TNZ webinar – India travel sellers<br>• TNZ webinar – UK/Europe travel sellers<br>• TNZ - Hui Kaihāpa virtual event - AU travel sellers<br>• eXplore virtual event –AU & NZ wholesalers<br>• TNZ – Waikato & Rotorua webinar – AU travel sellers<br>• TRENZ virtual events – UK/US/AU/SEA travel sellers<br><br>In-person events:<br>• TECNZ conference – NZ wholesalers<br>• TNZ /RTO – AU wholesalers<br>• ECNI AU sales calls/training<br>• RTO/ITO – NZ wholesalers<br><br>Hosted in region:<br>• General Travel, NZ | Trade ready products: Hamilton Gardens, Waikato Museum, Brew Bus – Waikato Tour, Leisure Time Tours, Novotel Tainui Hamilton, Ibis Tainui Hamilton, Ramada Hamilton, Distinction Hamilton, Ventura Hamilton, Ambassador Hamilton |
| **Domestic consumer -Local, Hamilton & Waikato** | • Matariki Events June – July 2021<br>• Winter School Holidays<br>• Spring School Holidays<br>• Mighty Local - Aug–Sep 2021<br>• Always On Facebook<br>• 48-pg Waikato Summer Stuff Supplement<br>• Summer in the City – Jan-Mar 2022<br>• Mighty Local – Feb-Apr 2022<br>• Matariki – June-July 2022 | Hamilton Gardens, Victoria on the River, Taitua Arboretum, Waikato Museum, Hamilton Zoo, The River Kitchen, Te Awa River Ride, City River Walks, Hamilton Lake, Gothenburg, Banh Mi Caphe, Matariki ki Waikato events, Bowl and Social, Hamilton East eateries, Volare, Rocket Coffee, Duck Island Ice cream, Novotel Tainui Hamilton, The Base, Hamilton Farmers Market, Good George, Hamilton Gardens Arts Festival, ICC Women's Cricket World Cup, Balloons over Waikato, Hamilton Mountain Bike Track, Brewacuracy, Manuka Brothers, Casabella Lane.<br>Mighty Local - Hamilton cafes and restaurants offering takeaways during Alert Level 3 and Red settings, online retail, online fitness classes during Alert Level 3 & 4. |

Hamilton&Waikato TOURISM

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|---|---|---|
| **Domestic consumer - External Drive & Fly Markets** | • Matariki Events June – July 2021<br>• Winter Campaign – July – August 2021<br>• Always On Facebook<br>• Welcome back Auckland<br>• 48-pg Waikato Summer Stuff Supplement<br>• Summer Season – Jan-Mar 2022<br>• Summer in the City – Jan-Mar 2022<br>• Matariki – June-July 2022 | Hamilton Gardens, Victoria on the River, Taitua Arboretum, Waikato Museum, Hamilton Zoo, The River Kitchen, Te Awa River Ride, City River Walks, Hamilton Lake, Gothenburg, Banh Mi Caphe, Hamilton East eateries, Volare, Rocket Coffee, Duck Island Ice cream, Novotel Tainui Hamilton, The Base, ICC Women's Cricket World Cup, Balloons over Waikato, Hamilton Mountain Bike Track, Brewacuracy, Manuka Brothers, Casabella Lane, Hamilton Farmers Market, Good George, Hamilton Gardens Arts Festival, Kiwi Balloon Company, Matariki ki Waikato events. |
| **Domestic consumer – Chinese New Zealanders** | Ongoing campaign activity has continued through our Weibo social media channel, blogs, community forums etc | Hamilton Lake Domain Walkway, Hamilton Gardens, Boon After Dark 2021, Hamilton Lake / Lake Rotoroa, Balloons over Waikato, Hamilton Christmas Tree, Surrealist Garden, Hamilton Zoo, Duck Island Ice Cream, Hamilton city, Our Moon: Then, Now & Beyond, Waikato Museum, The Kirk Café, Egyptian Garden, EAT Burger, Taitua Arboretum, Te Awa – the Great NZ River Ride, SkyCity Hamilton. |
| **Domestic & International consumer and trade** | 2022 Hamilton & Waikato Regional Visitor Guide | Hamilton City profiled in 'Regional Highlights' section and 'Hamilton' section. Hamilton based tourism operators advertised in their respective sections. Events based in Hamilton have also been profiled in the 'Events' section. |
| **Domestic & international consumer, travel trade and media** | **Quarterly e-newsletters distributed to our consumer, trade and media databases featuring:** Hamilton Gardens, Women's Cricket World Cup 2022, FIFA Women's World Cup 2023, Palate restaurant, Mr Pickles bar & eatery, Hamilton Gardens Arts Festival 2022, Hamilton Zoo's new Tuatara house, Ernest bar, Last Place bar, Weave eatery, Hamilton's Christmas tree, Bowl & Social, Farmers' Market at Claudelands, Mamasdonuts, Gothenburg, Eat Burger Duck Island Ice Cream, SkyCity Hamilton, Camarosa, Our Moon: Then, Now and Beyond Maanawatia A Matariki at Hamilton Lake Domain, Follow The Stars - Hamilton Zoo Scavenger Hunt, Matariki At The Museum, Matariki Virtual Reality And Gaming Experience at The Base, Manu Tukutuku Kite Day At Hamilton Gardens, Boon After Dark 2022, Leap Indoor Trampoline Park, Ancient Egyptian Garden, Te Awa Great New Zealand River Ride, Shrek The Musical at Clarence St Theatre, Māori All Blacks V Ireland at FMG Stadium Waikato, The Great NZ Food Show at Globox Arena, L.A.B Live in Hamilton, NZ Darts Masters, The Wiggles Big Show Tour, Matariki Ahunga Nui Matariki Kanohi Iti at The Meteor, Ibis Hamilton Tainui, Distinction Hotel Hamilton. | |
| **Domestic & International consumer** | **Hamilton profiled through HWT's website and various social profiles including Facebook, Instagram, Twitter & YouTube, including:** Hamilton City Walk, Boon Hamilton Street Art Festival 201, Hamilton Lake, Hamilton Zoo, Waikato Museum, Boon After Dark 2021, Hayes Common, Banh Mi Caphe, The River Kitchen, Hamilton Gardens, Hamilton Zoo's new entrance building, Hamilton Lake Domain walk, FMG Stadium Waikato, Matariki Events in Hamilton, Matariki Dish Challenge, Toi Maaori Waikato Museum, Let It Go - The Songs of Frozen 1&2 - Live In Concert, Clarence St Theatre, All Blacks vs Fiji, Michael Houstoun - Rodger Fox Big Band Gallagher Academy of Performing Arts, Drax Project & Mitch James, Claudelands Arena, Musical Feast, Isaac Butterfield Outlaw, Hamilton Farmers' Market, Hamilton Brick Show 2021, Bunnings NPC - Waikato Rugby home games, NZ String Quartet National Tour 2021, Storytelling in the Gallery, Women's Lifestyle Expo, Benee - Aotearoa Tour, Bunnings NPC - Waikato v Auckland, "Santa Claus is Coming to Town, Garden Place, Waikato Christmas Market, Hamilton Christmas tree, Turtle Lake, Duck Island ice cream, Pukete, Hamilton City, Gothenburg, University of Waikato, Jansen Park, The Keg Room, Te Waka, Creative Waikato, Waikato Chamber of Commerce, Waikato Food Inc, HLive, | |

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|---|---|
| | Hamilton City Council, Hamilton Central Business Association, Tongue of the Dog, Browsers bookshop, Weave Eatery, Boots N All over Gumboot Friday, Balloons over Waikato, Star Gossage: He Tangata The People, Goldner String Quartet - Mendelssohn & Dvorak at Gallagher Academy of Performing Arts, An Oak Tree at The Meteor, 7 Days Live show, Māori All Blacks v Ireland at FMG Stadium, L.A.B Live in Hamilton, Globox Arena, Hamilton's Waiwhakareke Natural Heritage Park, Pukemokemoke Bush Loop Track, Egyptian Garden Wonder Horse, Mr Pickles bar & eatery, Te Awa Great New Zealand River Ride, Our Moon: Then, Now & Beyond, Gallagher Chiefs Home Games at FMG Stadium Waikato, Good For Laughs Comedy Series at Good Neighbour, Free Outdoor Movie in Garden Place, Magic vs Stars game, New Found Sound Hamilton Regional 2022 at The Meteor, Taitua Arboretum, Waikato Museum Easter Trail, The Great Hamilton Garden's AR Egg Hunt, SkyCity Hamilton, Camarosa, The Kirk Café, Jubilee Park, Bootleg Brewery, Hamilton Summer in the City, Grey Street Kitchen, Podium Café, Jukebox Diner, Waffle'n, Burger Bro, Winner Winner Hamilton East, Chinese Scholars' Garden, Victoria Bridge, Surrealist Garden, Hamilton Lake Domain Playground, Victoria on the River, Legacy Park, Temple View, Bird On A Wire, Scotts Epicurean, Good George, Chiefs vs Brumbies. |

# Events and Incentives

## Overview

The lockdown during the majority of August through to December 2021 has been a major challenge for the events sector, with a trend of clients holding multiple possible dates when rebooking as a result, this created challenges for venues and suppliers. Most of the events affected were initially moved to November 2021, with the majority of those then postponed to February 2022. Those February dates then also got pushed out again or cancelled completely due to the Omicron outbreak.

In addition to this, three of our largest commercial accommodation providers were Managed Isolation Facilities which has also impacted on the conference market, significantly reducing our regional offer. Hosting some larger conferences has been very challenging due to limited accommodation availability which includes most of our motels continuing to be used for emergency housing. Mid 2022, our three accommodation providers that were Managed Isolation Facilities started phasing to come back online to public which is having a positive impact as is planners desire for their people to meet in person.

The Covid Protection Framework ("traffic light system") moving to red late January 2022 through to mid-April 2022 again created a major challenge for the events sector. Our venues are still seeing event organisers having short lead-in times in hope to lessen risk of further postponement. This is putting pressure on our operators along with staffing shortages due to covid, winter illness and the current difficulty recruiting in the events sector. Many are looking at our industry as less stable in current environment and this is causing concern.

Australia was beginning to show promise mid-2021, however that came to a standstill due to the closing of the quarantine-free Trans-Tasman travel bubble. Australian Associations are now not looking to start exploring travel and hosting conferences in New Zealand until 2023 at the earliest. International event planners are also looking for a stress-free entry process in and out of New Zealand for their delegates. Aotearoa is still very much a desirable destination internationally and we are confident over time we will see this return.

During these level changes we made a conscious effort to keep connected with our partners and initiated purposeful phone call check ins and where we could, visits over the last six months of 2021.

## Events Venues and Open Spaces meetings

Throughout the traffic light level changes and lockdowns over the past year we have facilitated an online meeting for the major events sector. Depending on the level and speed of government changes to settings these were held weekly through to monthly throughout. This was a chance for industry to connect, talk through issues and concerns as well as share successes and practices they were trialling with each level change.

## AuSAE

We continue to partner with AuSAE, the New Zealand Association for Associations. We have an exclusive regional partnership with this organisation, and this enables us to connect with the domestic association market through networking events, lunches and tradeshow attendance throughout the year. Building on existing relationships and creating new connections.

## Business Events online

We made the decision to produce our regional business events directory online only this year and updated our regional events video with updated team members. We have also refreshed our online toolkit and have created a local gift guide which includes giveback ideas for speaker and delegate gifts. We have also worked with partners to create e-maps of Hamilton City and the wider Waikato region identifying locals 'top pics' as well as updating our online image library. We are currently working on new incentive itineraries and a local speakers guide.

## Waikato Business Events Strategy

DUCO events were contracted to undertake a five-year Business Events Strategy for the Waikato. This started with DUCO individually interviewing reference group members and some industry stakeholders to provide a basis for our first Reference Group Meeting in August 2021. Our second strategy workshop was postponed to March 2022 due to changing traffic light levels. This strategy is in final draft and once industry case study has been added this project will be finalized and completed.

## Meet North South

"Meet North South" was launched three years ago between Waikato and Dunedin as a two-year North Island/South Island rotational conference solution for the national conferences of associations, industry and membership organisations. Some planned activity for first half of 2022 has been either postponed or cancelled however joint hosted activity is planned for this current financial year

## New Incentive Video

Working with the HWT marketing team, we have completed filming for our new "Mighty Waikato Incentives" video aimed at the lucrative incentive market. The Waikato region offers corporates unique incentive travel and rewards to inspire high performing employees in our corporate market. The Waikato has something to offer groups of all sizes and tastes. From exhilarating jet boat safaris, breath-taking glowworm caves and magical movie sets through to a number of new awe-inspiring experiences like Tieke Golf Estate and New Zealand's only tea plantation.

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## Events team activity

Summary of specific conference marketing activity (1 July 2022 to 30 June 2022)

| Activity | Detail | |
|---|---|---|
| **Enquiries** | 40 enquiries and 10 bid proposals managed | |
| **Business Activity** | July 2021: | CAP funding lunch event at University of Waikato hosted with Tourism NZ<br>Waikato AAPNZ BA4 presentation<br>Dairy NZ morning tea presentation to Event & EA team<br>Sales calls: Harcourts NZ – Auckland, BOINZ - Wellington, Fonterra and Waikato Chamber of Commerce – Hamilton<br>AuSAE networking lunch x 2, Wellington & Auckland |
| | Feb 2022: | Event, venue & open spaces online meetings<br>ThermEx REF EOI Webinar |
| | March 2022: | Thermex REF Event Legacy Webinar<br>BE Partner breakfast<br>BE strategy reference group<br>Joint sales calls - Wellington<br>Events, venues & Open spaces online meetings |
| | April 2022: | Events, venues & open spaces online meetings |
| | June 2022: | ThermEx REF Capability Building Workshop, Taupo |
| **Trade Show and business events** | Aug 2021: | TNZ AU Roadshow postponed to May 2022, Melbourne, Brisbane & Sydney |
| | Sept 2021: | AuSAE LINC Conference Rotorua, postponed to Feb 2022 then to Aug 2022<br>Corporate PA Summit Auckland, postponed to Mar 2022 then Nov 2022<br>Waikato BE Showcase, Hamilton, postponed to Nov 2021, then Sept 2022<br>Association Forum National Conference postponed to April 2022, Melbourne |
| | Oct 2021: | BEIA Conference, postponed to Sept 2022 |
| | Feb 2022: | AuSAE Linc Conference, Rotorua<br>Events, venues & open spaces online meetings |
| | March 2022: | AIME Tradeshow, Melbourne, 27 prescheduled appointments with AU & SEA buyers (attended online)<br>Events, venues & open spaces online meetings |
| | April 2022: | AuSAE Networking events held in Wellington and Auckland<br>Events, venues & open spaces online meetings |
| | May 2022: | Meet North/South famil, Dunedin<br>TNZ AU Roadshow, Brisbane, Sydney, Melbourne |
| | June 2022: | MEETINGS tradeshow, Christchurch |
| **Hosted Events** | July 2021: | Kim Preston, MTA – hosted site visits |
| | Sept 2021: | International Hobbit Day PCO hosting postponed to Nov 2021<br>Post LINC Conference Associations hosting, postponed to Feb 2022<br>BE Partner Workshop, postponed to Oct 2021 |
| | Oct 2021: | Wellington joint partner sales calls, cancelled<br>Wellington Soiree, cancelled |
| | Nov 2021: | International Hobbit Day PCO hosting, cancelled<br>Waikato Mega Famil, cancelled<br>Joint Claudelands Wellington Sales calls, cancelled |

| | | |
|---|---|---|
| | Dec 2021: | Jess Ogg, LJ Hooker – site visits |
| | Feb 2022: | Local PCO famil – postponed to Summer 23<br>Meet North/South famil, Waikato – postponed<br>Post AuSAE Linc buyer hosting, Hobbiton Movie Set |
| | March 2022: | PCO dinner, Wellington – joint buyer hosting<br>ICC Womens Cricket World Cup – joint buyer hosting, Waikato<br>Local buyer event – postponed to Spring 22<br>Waikato mega famil – postponed to December 22 |
| | April 2022: | Harcourts bespoke famil |
| | June 2022: | Pre-MEETINGS buyer dinner – joint buyer hosting |
| **Partner Communication & Development** | July 2021:<br>Oct 2021:<br>Nov 2021:<br><br>Feb 2022:<br><br>Feb, Apr, Jun:<br>Quarterly: | Waikato Business Events Strategy reference group meeting<br>BEW partner zoom meeting, Tourism NZ update<br>Waikato Business News Feature for Novotel Tainui Hamilton and Hobbiton Movie Set<br>Meeting Newz Waikato feature<br>Linked in paid advertising<br>HWT BE gold partner meetings<br>Waikato Business News: Waikato event advertorial |
| | Hamilton Business Events partners:<br>FMG Stadium Waikato, Good George Group, Gothenburg, Hamilton Golf Club, Heartland Ambassador Hotel, Ibis Tainui Hamilton Hotel, Kerr & Ladbrook, Montana Food & Events, Park View Motor Lodge, The Lawrenson Group, Waikato Museum & ArtsPost, Hamilton Gardens, Claudelands Conference & Exhibition Centre, Novotel Tainui Hamilton, Ramada Hamilton, SkyCity Hamilton, Escape HQ, Distinction Hamilton Hotel, University of Waikato, Classics Museum, Helicorp, Lime & Soda, Leisure Time Tours, Wintec Venues, Forum Point 2, Hertz, ACLX, Vidcom | |

# Responding to Covid

Hamilton & Waikato Tourism has been instrumental in continuing to respond, restart and rebuild the regional tourism and events sector with the ongoing impacts of COVID-19.

There are several key initiatives underway to support the Waikato's tourism and events sector which includes tourism businesses, activities and attractions, accommodation providers, retail and hospitality, transport operators, conferences and business events, major events and venues, educational institutions, plus the many suppliers who partner and provide services to the sector.

## Thermal Explorer Regional Events Fund

The four regions of the Thermal Explorer Highway collective including Waikato, Rotorua, Taupō and Ruapehu were approved $3.75 million for regional events by Tourism Minister Stuart Nash on 18 December 2020. The Regional Tourism Organisations (RTOs), alongside their council partners, developed a collaborative regional events investment plan to drive additional domestic visitation into their regions.

Hamilton & Waikato Tourism were selected as the Lead Entity for the Regional Events Fund across the four regions. The collaboration between Waikato, Rotorua, Taupō and Ruapehu has led to a strong and compelling event proposition for our four regions.

The bulk of the $3.75 million fund has been allocated through a contestable funding process with successful events being supported over a three-year period. Two rounds of contestable funding have now been allocated. These two rounds have resulted in 34 events being allocated $2.9million. This sees the contestable fund aspect fully utilised and allocated.

ThermEx capability workshops have been held online throughout the year and more recently in person. Capability will continue for this sector over the next two years including a Thermal Explorer roadshow being planned centred around capability building, event development and feasibility initiatives.

## Tourism Communities: Support, Recovery and Reset Plan

In addition to the $20.2 million in grants that was allocated to RTOs through the Strategic Tourism Assets Protection Programme (STAPP) by the Government in 2020/2021, the $26 million Tourism Communities: Support, Recovery and Re-set Plan was announced in May 2021 for RTOs to manage, plan, promote, and market tourism activities in their regions. This funding is through to December 2022.

As a medium-large RTO, HWT received $1 million to undertake activities within the three areas of work:

1. Destination Management & Planning
2. Industry Capacity Building and Product Development
3. Domestic and International Marketing

The below are key projects that have been enabled with the central Government investment:

### Capability Building for the Industry

We have provided an accelerated capability building programme with the utilisation of STAPP and RESET funding. Symposiums, workshops, webinars and one-on-one support has been provided to a range of operators throughout the region.

This work will continue while the RESET funding is available until the end of 2022.

### Regenerative Tourism

Regenerative tourism is focused on the prosperity of people and place and aims to enrich a community by actively contributing value across the four well-beings (social, cultural, economic, and environmental).

It takes the concept of sustainability and builds on it – elevating it from aiming to sustain the environment and mitigate any negative impacts, to positively contributing to a destination.

Regenerative tourism is a key foundation of Waikato's Destination Management Plan. Our approach to regenerative tourism is two-fold – the first being to enable our visitor economy businesses to understand and embrace regenerative tourism and the second being to educate our manuhiri (visitors) about how to care for our region and positively contribute to our communities during their time with us.

While we are at the beginning of our regenerative journey as a destination, we have been undertaking some activities in this space including:

- Operator benchmark survey to gauge how regenerative our industry currently is and how we can support those businesses who need assistance and showcase those doing fantastic work already. Key findings:
    - 85% said they were taking some measures for reducing energy consumption
    - 80% said they are working to reduce, reuse and recycle

- 68% say they are doing some form of pest control
- 47% are actively minimizing their carbon footprint
- 45% are supporting the community with grants and funding
- 53% are rethinking their operations to reduce waste

- Media coverage of those businesses who are focussed on regenerative practises
- Operator capability – included in HWT Symposium programme and plans for a specific Regenerative workshop
- Tiaki pilot project underway
- Regenerative tourism sections of waikatonz.com for operators and visitors underway

## Food & Beverage Tourism Strategy

We utilised STAPP funding to produce a Food & Beverage Tourism Market Development Strategy for the region. The strategy was developed with consultation from producers, hospitality sector, event managers and caterers. We are now implementing the strategy's action plan including:

- Development of an Advisory Group to share in the ownership of the strategy, to help guide direction for the action plan and collaborate on specific projects
- Content creation – new content created and existing refreshed for waikatonz.com, social media content created including Reels, specific media pitching and coverage (see above marketing media section)
- Image library asset creation – photo and video shoot in May in Hamilton, Raglan and Cambridge areas
- Development of a Waikato Provenance Mark – research project currently underway to explore if and what a provenance ark for the Waikato could look like.
- Conducting feasibility work towards developing a new event for the region.

## Accelerated Marketing Activity

HWT's marketing activity has benefited from STAPP and RESET investment while our industry partners have been unable to partner with us to the same degree as prior to Covid. This central government investment has enabled us to enhance our domestic marketing activities and continue to have a share of voice in what has been and will continue to be a very cluttered and competitive marketplace. The investment has allowed us to support our industry during some of their darkest times through our 'mighty local' activation to encourage Waikato residents to support their local hospitality, events and tourism businesses. We have been able to invest in more campaigns and media opportunities through the year than we would normally be able to as well as introduce new marketing initiatives around concepts such as regenerative tourism. Internationally we have been able to take up some opportunities in Australia through Tourism New Zealand and in collaboration with neighbouring RTOs.

## Visitor Perceptions and Positioning

We engaged Angus & Associates to conduct research to ascertain what potential visitors think that Waikato has to offer. Key findings:

- 21% of NZers who travelled around NZ last year, visited Waikato
- 45% of NZ travellers associate Waikato with "Gardens, Parks and Reserves"
- 54% of NZ travellers agree that Waikato is a great place to visit for a short-term break
- 72% agree that Waikato is either "highly appealing" or "somewhat appealing" as a destination to visit.
- However, 82% of those who have recently visited, said that the region is either "highly or somewhat" appealing.

This research will now inform the work we are conducting with Miles Partnership to confirm what our Positioning Pillars are and how we then include these in our activity moving forward.

## Residents Sentiment towards Tourism

Another substantive research project carried out by Angus & Associates – this time ascertaining what our residents consider to be the benefits of tourism, and what are the challenges that tourism brings to their community. The below findings are for the Waikato region as a whole:

Key findings:

- Waikato residents have a "Tourism Approval Rating" of "Acceptance" towards international and domestic visitation. Whereas New Zealanders in total have "Limited Acceptance" towards international visitors and "Acceptance" towards domestic visitation.
- 82% of our residents say they experienced benefits of tourism, with the top 5 benefits being seen as:
    - More local businesses opening or being able to stay open
    - Opportunities for employment and income
    - Inspired them to travel domestically
    - Enhanced the profile or identity of their area
    - Greater appreciation of the natural environment
- At the same time, 73% of residents indicated that they have experienced adverse impacts from tourism. The top 5 impacts noted:
    - More litter and waste generation
    - Greater difficulty finding a car park
    - Takes longer to get to places due to traffic and congestion
    - Higher day to day living costs
    - Damage to the natural environment

Where the data sample size has allowed, we have also received reports for individual Districts. Therefore, the below results are for Hamilton City residents:

- "Acceptance" tourism approval rating towards International and Domestic visitation
- The benefits of tourism as identified by Hamilton residents
    - Opportunities for employment
    - Has inspired me/us to travel domestically
    - More local businesses opening or being able to stay open
    - Improved services for my/our community
- The challenges identified:
    - More litter and waste generation
    - Takes longer to get to places due to traffic/congestion
    - Greater difficulty finding a car park

## Insights tool

HWT partnered with Bay of Plenty, Ruapehu, Taupō and Tairāwhiti to develop a data/insights dashboard. This is simple to use, provides interactive filters to produce data for each district/TLA (where its available). This will help our reporting in the future.

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# Destination management

Destination management brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination. It is an ongoing process that requires destinations to plan and considers the social, economic, cultural and environmental risks and opportunities.

Adopting a destination management approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these.

Destination management requires a holistic and integrated approach with three interdependent components:

1. **Visitor Experience:** the Waikato's experience offering, including activities, attractions, supporting infrastructure, services and amenities.
2. **Marketing and Promotion:** the destination's marketing and promotional activity, creating demand and enabling the destination to be competitive, productive and sustainable.
3. **Resource Management:** the region's strategy, policy and regulatory frameworks, Te Tiriti o Waitangi, co-governance arrangements, organisational structures and the investments that support the destination.

## Waikato's Destination Management Plan

We have developed and adopted a Destination Management Plan for Waikato. This plan builds on, and replaces, the Tourism Opportunities Plan adopted in 2016. While the Plan has been adopted, this will be an ever-evolving Plan, being assessed and updated regularly to ensure we capture new opportunities and address any newly identified challenges.

While the Plan is yet to be summarised and designed, an overview is provided below:

### Executive Summary – *Plan on a Page*

VISION: The Mighty Waikato is celebrated for providing real New Zealand experiences—where kaitiaki runs deep, mana inspires and unforgettable discoveries are just around the bend.

GOAL: The visitor economy positively contributes to thriving Waikato communities – people, culture and the environment.

POSITIONING: The Mighty Waikato – Where magic runs deep.

Come with us, share our waka and feel the strength and passion. For this is a place beyond the expected, which constantly surprises with natural beauty, powerful history and out-of-this-world experiences. Always far from the ordinary, this is a magical region of villages to play, relax, connect and explore in. Here, our Kaitiaki runs deep, our mana inspires and unforgettable discoveries are just around the bend. A welcoming place where our people keep it real – and experience become unreal. This is the Might Waikato. It's all yours to discover.

**Taiao Ora Tangata Ora**
If the natural world is healthy, so too are the people

| Guiding Principles | | | | | |
|---|---|---|---|---|---|
| Instilling pride through celebrating and sharing local culture | Providing connections between visitors, local residents and industry sectors | Living our brand values – surprising, magical and authentic Waikato experiences | Embracing guests – Manaakitanga | Regenerative tourism that actively contributes to the communities and the environment – Kaitiakitanga | Fostering innovation – always looking at ways to improve and adapt |

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The six Strategic Priorities that will inform our focus areas:

| Priority Areas | Programme of Actions |
|---|---|
| Collaboration, Partnerships & Leadership | 1. Effective leadership and management of the destination |
| | 2. Focus on the environmental wellbeing of natural assets |
| | 3. Develop strong and mutually beneficial relationships to ensure positive impacts for the community and growth of the visitor economy for Waikato |
| | 4. Iwi engagement |
| | 5. Measuring progress |
| Product and Experience: protection, enhancement and development | 6. Protection and enhancement of current experiences and investment |
| | 7. Develop product/experiences for the journeys that enhance the positioning of the region |
| | 8. Identify placemaking opportunities for communities |
| | 9. Develop opportunities for communities to come together in their unique spaces |
| | 10. Invest in an events programme that builds on the positioning of the region |
| | 11. Develop food tourism product, journeys and events |
| | 12. Develop infrastructure and services to support experiences and product being developed |
| Visitor Infrastructure and Investment | 13. Identify accommodation needs throughout the region |
| | 14. Invest in data insights to help inform all activity across the region |
| | 15. Identify areas of constraint for the visitor economy within the region |
| | 16. Improve connectivity within the region |
| Capability Building | 17. Ensure connectivity between destination marketing and individual operators |
| | 18. Tourism and event businesses are encouraged/supported to develop capability |
| | 19. Education providers within the region providing career pathways into tourism |
| Targeted Marketing | 20. Develop the journey and travel routes positioning outlined within this plan |
| | 21. Develop campaigns specific to the positioning pillars |
| | 22. Develop higher profiles for hero/iconic experiences within the positioning pillars |
| | 23. Attracting/curating value-add business events aligned to our positioning pillars |
| Sustainable Tourism | 24. Create movement of regenerative tourism pioneers within Waikato sector |
| | 25. Develop products and experiences aligned to regenerative tourism principles |
| | 26. Tackle climate change head-on for Waikato's visitor |

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# Conclusion

As we continue to lead the sector in managing the ongoing impacts of COVID-19, our key focus areas for the coming year include:

- embed the Destination Management Plan into our activities
- continue to assist and encourage operators to embed Regenerative Tourism and sustainability measures into their activity
- deliver new Ambassador programmes for Waipā, Ōtorohanga /Waitomo, Waikato and Matamata-Piako districts
- support event organisers, venues and suppliers with the ongoing challenges with hosting events
- continuing to work with our industry to develop capability and prepare for the ongoing recovery of the tourism sector
- deliver enhanced capability building opportunities with the Regional Events Fund for Waikato, Rotorua, Ruapehu and Taupō
- deliver the remaining programmes of work funded under STAPP/Reset to boost our economic and social recovery
- continue to lobby and advocate for the tourism sector with Government

On behalf of the board and management of Hamilton & Waikato Tourism, we thank Hamilton City Council, our local government partners and the industry for their continued support, especially as we continue to work our way through the long-term impacts of COVID-19. Your proactive support is greatly appreciated by the tourism sector and our community.

**Nicola Greenwell**
Chief Executive
Hamilton & Waikato Tourism
July 2022

## Personnel-related questions from Elected Members:

**Clarification sought regarding references to the Taxpayers Union Report made by some submitters**

1. Some submitters made reference to comparisons between Councils on various employee-related measures made by the Taxpayers Union in its annual Ratepayers Report.
2. Staff have reviewed the report findings for other large councils and included those in the table below.
3. On most personnel-related metrics, Hamilton City Council compares favourably with the other large councils, for example:
    - Lowest ratio of FTE/population
    - Lowest ratio of Managers/FTE
    - Lowest proportion of FTE over $100,000
    - Lowest average salary of managers
4. Elected Members can access the report here: https://ratepayersreport.nz/

| | Hamilton City Council | Tauranga City Council | Auckland Council | Wellington City Council | Christchurch City Council |
|---|---|---|---|---|---|
| Council type | City | City | Unitary | City | City |
| Population served | 178,500 | 155,200 | 1,716,900 | 217,000 | 392,100 |
| Number of households | 58,719 | 56,472 | 545,127 | 81,003 | 154,293 |
| Area (square km) | 110 | 135 | 4,895 | 290 | 1416 |
| ***Average Rates*** | | | | | |
| Average residential rates | $2,862.00 | $3,481.76 | $2,825 | $2,972.00 | $2,998.00 |
| Average non-residential rates | $16,563.00 | $13,119.52 | $9,431 | $32,616.00 | $8,597.00 |
| ***Personnel*** | | | | | |
| Full-time Equivalent Staff – Group | 1200.47 | 1118.85 | 12,508.00 | 1843.15 | 5,168.25 |
| Managers per FTE | 4.63 | 5.87 | 13.64 | 5.82 | 15.91 |
| Number of performance related dismissals | 0 | 3 | 0 | 0 | 8 |
| FTE Staff over $100,000 – Group | 290 | 316 | 3742 | 461 | 1569 |
| Proportion of FTE staff earning over $100,000 | 24.16% | 28.24% | 29.92% | 25.13% | 30.36% |
| Staff over $200,000 – Group | 13 | 16 | 257 | 35 | 104 |
| Management FTE | 259.15 | 190.5 | 917 | 316.71 | 324.89 |
| Average salary of managers | $117,070.82 | $128,129.00 | $134,799.00 | $128,459.56 | $121,887.30 |
| Median salary of managers | $110,000.00 | $263,700.00 | $126,313.00 | $122,356.00 | $113,710.97 |
| Communications & marketing FTE | 29.6 | 20.5 | 70.8 | 41.73 | 21 |

| | | | | | |
|---|---|---|---|---|---|
| Average salary of comms staff | $87,023.93 | $89,664.00 | $103,650.00 | $94,607.97 | $100,293.37 |
| Median salary of comms staff | $86,000.00 | $112,291.00 | $98,105.00 | $87,500.00 | $98,543.50 |
| Infrastructure FTE | 183.48 | 194.5 | Refused | 165.8 | Refused |
| Regulatory FTE | 157.4 | 152.5 | Refused | 278.7 | Refused |
| Customer service FTE | 381.87 | 186.5 | Refused | 709.3 | Refused |
| % FTE Core services (Infrastructure, Regulatory & Customer service) | 62.02% | 59.44% | Refused | 74.94% | N/A |
| Total expenditure on consultants & contractors | $314,971,367.90 | $15,095,517.00 | $114,000,000.00 | Refused | $15,722,123.00 |
| Total number of consultants & contractors | 568 | 246 | No response | Refused | 276 |
| ***Audit & Risk Committee*** | | | | | |
| Total number of members | 9 | 9 | 11 | 7 | 7 |
| Is there an independent member on the committee? | Yes | No | Yes | Yes | Yes |
| Is there a lawyer with a practising certificate on the committee? | No | Yes | Yes | No | No |
| Is there an accountant with a practising certificate on the committee? | Yes | Yes | No | No | Yes |
| Is the chair an independent member? | Yes | Yes | Yes | Yes | Yes |
| Is there a code of conduct requiring political neutrality from staff? | Yes | No | Yes | Yes | Yes |
| ***Payment to Third Parties*** | | | | | |
| Chamber of Commerce (inc GST) | $7,381.00 | $65,968.00 | $2,683,894 | $22,936.75 | $136,599.00 |
| Local Government New Zealand (inc GST) | $104,954.77 | $95,028.00 | $607,195 | $335,771.41 | $349,202.00 |
| New Zealand Society of Local Government Managers (inc GST) | $44,142.60 | $50,159.00 | $138,708.17 | $50,617.66 | $48,277.43 |
| ***Debt*** | | | | | |
| Net debt % rates income | 265.00% | 321.00% | 525.00% | 6.80% | 269.15% |
| Debt per rating unit | $9,731.00 | $12,494.00 | $17,451.00 | $2,491.83 | $13,201.00 |
| Interest paid per rating unit | $311.00 | $355.00 | $673.00 | $355.40 | $449.00 |

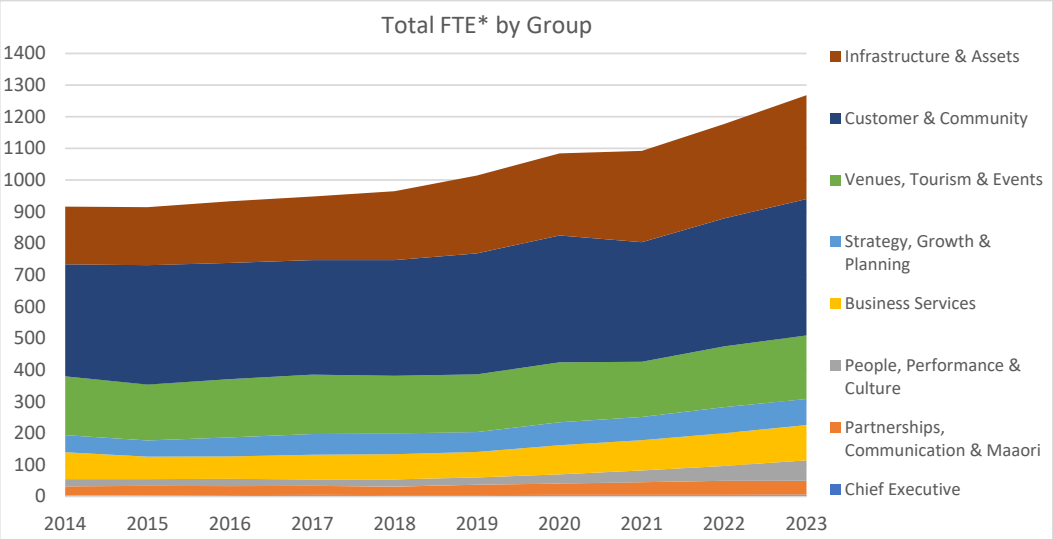
## Personnel-related questions from Elected Members:

**Various questions relating to increase in staff numbers over time and in which areas of Council:**

1. Council's Annual Reports show the total number of employees and the full-time equivalent (FTE) number of employees employed on 30 June of the financial year for which the report relates. This is summarised in the table below:

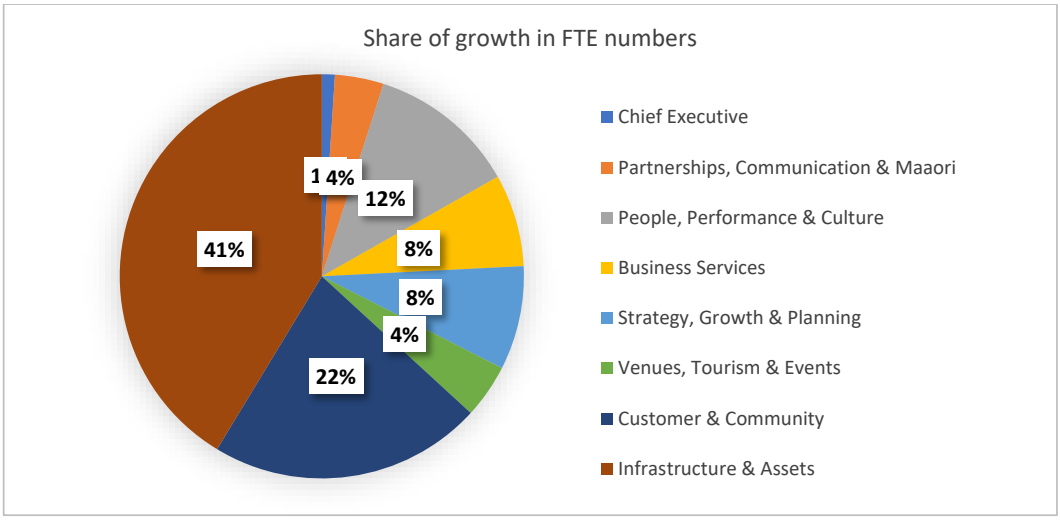
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|---|---|---|---|
| Total Employees | 1,099 | 1,100 | 1,093 | 1,143 | 1,140 | 1,173 | 1,240 | 1,265 | 1,381 | 1,469 |
| Total FTE | 883 | 901 | 925 | 942 | 968 | 1024 | 1,089 | 1,101 | 1,187 | 1,282 |

2. Because roles, departments and groups have changed a number of times over this period, it has been challenging to extract data to show exactly which teams or units this growth has occurred in. However, staff have mapped roles over the ten years to current group structures to show broadly where these changes have occurred:




**Some challenges with data mapping mean that the numbers shown in this chart do not correspond exactly to the Total FTE numbers shown in the table above however the variance is minor (less than 1% difference). Staff are doing further analysis to better understand this.*

3. The majority of the increase in FTE has been in what are typically considered community-facing groups. Infrastructure & Assets, Customer & Community and Venues, Tourism & Events Groups account for approximately 67% of FTE growth over the ten-year period, as shown in the chart below:




4. Staff can do further analysis, if required, to give further detail of changes in staff numbers over time. High-level drivers for change are described in the body of the Council report and are repeated here for clarity:

- The population of the city has grown by 21% over this time which requires more council staff to support them (eg through building inspectors, librarians and dog control officers).
- The delivery of capital projects has grown from $65m to $323m over the same ten-year period (an increase of 399%). This has required a significant increase not only in project delivery staff but also staff to operate and maintain assets once built. There is also a heavy community and partner communication and engagement element to delivering such projects, requiring more staff in these functions.
- Council has introduced new services over this time in response to changing needs of our community and Elected Members, for example the introduction and expansion of City Safe, the creation of the Economic Development Team and the creation of the Climate Change Team.
- In 2018, council resolved to 'correct' its previous underinvestment in renewals and maintenance spending which resulted in increased staff in activities such as tree maintenance, vegetation management, litter control, community facility building maintenance and painting.
- There has been a significant increase in resource due to increasing compliance requirements or legislation changes from central government. In recent years, this has included three waters reform, RMA reform, Healthy Rivers, new drinking water standards, Climate Change legislation and health and safety requirements.
- Increases in staff numbers to deliver above services has also flowed through to enabling service roles to support a larger organisation (e.g., through payroll officers, recruitment specialists and accountants).

**What is the Impact of decoupling council's minimum wage from paying the Living Wage and the impact of removing the requirement for council contractors to pay their staff the Living Wage.**

5. In 2020, Council adopted the Living Wage (from Living Wage Aotearoa) as the new Council minimal wage following direction by Elected Members. Each subsequent year, the new Living Wage has been updated from 1 July to align with Councils remuneration cycle.

6. In simple terms, the financial impact of decoupling from the Living wage in 2024/25 would be the difference between the Living wage increase and the increase that would otherwise be applied to those roles.

7. The Living Wage increase for 2024/25 is 6.9% and the rate agreed with the PSA union for other roles below grade 14 is 5.5%. If those staff currently eligible for the 'Living Wage increase' (approximately 10.5% of our workforce) were instead given a 5.5% increase, the saving in Year 1 would be $57,231.

8. The financial impact of the Council Minimum Wage on future years is more complex as part of its effect is to place upward pressure on other salaries – for example on Team Leaders of those on the Council Minimum Wage.

9. Last year, for example, Council distributed its salary increase budget to give those in lower graded roles a higher % increase and those in higher graded roles a lower % increase, in part to deal with the compression issue resulting from a 9.94% increase in the Living Wage.

10. If Council were to decouple its minimum wage from the Living wage, we could expect that future salary increases for all grades were more in line with wage inflation. However, without a future-years forecast for the Living Wage, it is not possible to quantify the difference between inflation-based salary increases and Living-wage based salary increases.

**Could we instigate a wage freeze for those on salaries over $150,000?**

11. Council could request the Chief Executive not increase salaries for those on Individual Employment (IEA) Contracts earning over $150,000. However, it would compound issues of attraction and retention for our most skilled staff.

12. In recent years, we have already limited salary increases to higher paid staff. For example:

- In 2020, during COVID, only those staff earning $70,000 or less or those employees who were sitting at less than 90% of their grade and earning between $70,001 to $100,000 qualified for an increase.
- Last year, staff earning over $150,000 received an average 3% - 4% increase compared to staff earning below $90,000 who received an average 5.8% – 9.9% increase

13. We have recently settled with the PSA union (subject to ratification) to increase remuneration by 5.5% for roles grade 13 and below and 4.5% for roles grade 14 and above. If we assumed the same for IEA roles, the total difference between a 4.5% increase and a 0% increase for staff earning more than $150,000 would be approximately $663,000.

**Attachment 8: Level of Service Reductions**

1.1 The following information has been compiled in respect of the 20 February 2024 Council resolution requiring Council to deliver a 7% reduction to the personnel budget (in addition to the savings delivered through the Future Fit programme) and a 10% reduction to the consultant budget, implemented from part-way through Year 2 of the 2024-34 Long-Term Plan.

1.2 The total of quantum of additional savings required is around $10.5 million per annum once fully implemented.

1.3 As required by the 20 February resolution, the options provided in this attachment include both personnel savings (shaded white) and consultancy savings (shaded grey).

1.4 The options have been split into 'enabling' service level reductions, and 'community-facing' service level reductions.

1.5 As noted in the report, to achieve the level of personnel and consultancy savings, community facing levels of service totalling $7.7 million (as set out In Tables 2 and 3 below) will be reduced or stopped, and the Chief Executive will make a further $2.8 million savings by reducing enabling levels of service (as set out in Table 1 below).

1.6 As also noted in the report, the Chief Executive has identified a further $2.0 million of potential savings (not included in the budget) that could be achieved by making more substantial enabling service level reductions – either in addition to the $10.5 million savings, or to change the make-up of savings between enabling and community-facing services, balancing risk considerations and where level of service reductions are desired.

1.7 More detail has been provided on the community-facing service level reductions, as this is the primary purview of Elected Members. The Chief Executive will appreciate guidance from Council on the scale of savings required from enabling services (if any), but it is important he has the ability to determine operational changes himself.

1.8 As well as setting out the broad implications of any reductions, this attachment also sets out the specific impacts with regard to Council's service performance measures and strategy outcome measures.

1.9 There would be one-off programme costs of around $3 million if the full scale of savings are delivered. This has been assumed in the Long-Term Plan budget.

1.10 This attachment should be read in the context of the 'Levels of service' section of the Long-Term Plan deliberations report for the 4-6 June 2024 Council meeting.

**Enabling level of service reductions**

2.1 Our enabling services support the efficient operation of our organisation and enable our community-facing roles to deliver services. This includes roles that support corporate governance and stakeholder engagement.

2.2 Below is an assessment of where the Chief Executive might further reduce enabling roles and consultancy costs, depending on the quantum of savings (if any) he is instructed to deliver from enabling services.

2.3 In total these measures would save between $2.8 million (if a medium risk approach were taken) and $4.8 million (if a high risk approach were taken).

**Table 1: Enabling levels of service reduction options**
(Services that support the efficient operation of our organisation and enabling our community-facing roles to deliver services)

| Reduction | Implications | Impact on strategy outcomes or service performance measures |
|---|---|---|
| Consolidate GM portfolios | • Less senior-level support for staff and Elected Members<br>• Less strategic horsepower as an organisation | Not applicable |
| Reduce Mayoral Office support | • Less support and coordination for the Mayor's Office | Not applicable |
| Reduce Professional Development budget for Elected Members | • Potentially less capable governors | Not applicable |
| Reduce Governance and Policy function | • Lower level of service provided to Elected Members – fewer meetings, less time for reports etc<br>• No/limited new or updated policies and bylaws<br>• Reduced frequency of policy reviews | Not applicable |
| Reduce Finance function | • To be confirmed depending on which roles are reduced | Not applicable |
| Reduce Digital Services function | • Reduced digital support to organisation<br>• May impact our ability to deliver efficiency savings | Not applicable |
| Cyber security: remove the change request that was added at 28 November 2023 Council meeting | • Increase in cyber risk that could result in significant operation disruption | Not applicable |
| Reduction in budget for professional advice (tax, new accounting standards, business risk impact assessments) | • Risk of incorrect tax treatment, resulting in IRD penalties<br>• Risk of incorrect financial accounting treatment, resulting in year-end audit adjustments and qualified audit opinions<br>• Risk of not understanding key risks that could impact operations | Not applicable |
| Do not invest in insurance loss modelling | • Risk of higher insurance premia or ineffective design risk mitigations as a result of not having a detailed understanding of key Council asset vulnerabilities | Not applicable |
| Reduce Community policy and planning function | • Reduced ability for timely review of policies | Although this function is primarily an internal function of Council, we |

| | | |
|---|---|---|
| | • No new community policies or strategies<br>• Reduced support public art initiatives (e.g. Mesh and Toti)<br>• Reduced asset management planning | have noted potential impacts on external service delivery:<br><br>**Performance measures:**<br>• The percentage of survey respondents who are happy with Hamilton's parks and open spaces: amend target to 'establish baseline' (new measure)<br>**Strategies:**<br>• Nature in the City<br>• Open spaces strategy<br>**Outcome areas:**<br>• We invest in the continued growth of nature in Kirikiriroa/Hamilton<br>• Thriving nature is all around us.<br>• Open spaces for nature |
| Reduce Customer Service function | • Reduced ability to respond to customers | Not applicable |
| Reduce summer students | • Limits career pipeline opportunities<br>• Removes opportunity for low-cost resource | Not applicable |
| Reduce graduates and cadets | • Reduced ability to fill key roles with cheap resource while developing talent | Not applicable |
| Reduce PMO function | • Less expertise across the business in project management | Not applicable |
| Reduce Amorangi Maaori function | • Reduced support for partners and He Pou Manawa Ora strategy.<br>• Reputational risk of Council 'not sufficiently prioritising Te Tiriti partnership'.<br>• Significantly compromise council as a good faith Tiriti partner in Council's non-delivery of 'what we said we will do' in each of the four individual pou of He Pou Manawa Ora.<br>• Negative impact on our partnership with Waikato Tainui, Mana Whenua and Maataawaka who all contributed to the Council strategy He Pou Manawa Ora – Pillars of Wellbeing, from inception to adoption. | Although this function is primarily an internal function of Council, we have noted potential impacts on external service delivery:<br><br>**Performance measures:**<br>• The delivery in partnership of culturally significant events that honour our unique heritage: identify events, potentially reduce target<br>• The percentage of Tiriti o Waitangi partners that are satisfied with Council's performance as a good partner: no change required: baseline to be established (new measure)<br>**Strategies:**<br>• He Pou Manawa Ora<br>**Outcome areas:** |

| | | |
|---|---|---|
| | | • Pillar of History<br>• Pillar of Unity<br>• Pillar of Prosperity<br>• Pillar of Restoration |
| Remove Partnerships, Communication and Maaori Business Manager role | • Less support and coordination across the group | Not applicable |
| Reduce City Investment function | • Reduced ability to attract funding for Council projects, potentially reducing revenue<br>• Reduced capacity to take a longer term view of our partner investor relationships and strategy | Not applicable |
| Reduce Communication and Engagement function | • Requires Elected Members to be comfortable with the community being less informed of the work Council is doing, and residents getting fewer opportunities to have a say on projects and proposals<br>• Fewer consultations (currently approximately one per week)<br>• Less ability to realise proactive communication opportunities – the ability to positively tell Council's story, rather than being reaction focussed | Not applicable |
| Reduce Partnership, Communication and Maaori consultancy budget | • More work would have to be done in house | Although this function is primarily an internal function of Council, we have noted potential impacts on external service delivery:<br><br>**Performance measures:**<br>• The delivery in partnership of culturally significant events that honour our unique heritage: *identify events, potentially reduce target*<br>• The percentage of Tiriti o Waitangi partners that are satisfied with Council's performance as a good partner: *no change required: baseline to be established (new measure)*.<br>**Strategies:**<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• Pillar of History<br>• Pillar of Unity<br>• Pillar of Prosperity |

| | | |
|---|---|---|
| | | • Pillar of Restoration |
| Reduce Business Improvement and change management capability and resource | • Risk that some business improvements not realised due to poor project execution<br>• Limited ability to support organisation through change<br>• Reduced ability to deliver business improvement projects that deliver sustainable long-term change (including cost-saving) | Not applicable |
| Reduce business improvement consultancy budget | • Risk that some business improvement projects (including cost-saving projects) not delivered | Not applicable |
| No new intakes on graduate programme | • No future intakes recruited (2 x current intakes would complete the programme)<br>• Removes a key part of our recruitment strategy<br>• Reduces the pipeline of talent in the organisation<br>• Increases the risk of not filling business critical roles | Not applicable |
| Reduce Organisation Development capability and resource | • No/little proactive advancement of Diversity, Equity and Inclusion strategy deliverables or programme of work<br>• No/little customised learning and development resources or materials for staff<br>• We would no longer be able to access shared learning through Co-Lab | Not applicable |
| Reduce Economic Development function | • The breadth of the economic development programme would be severely reduced<br><br>**Note the option included in the deliberations report to fund our internal work via the $112,000 previously planned for Te Waka* | Not applicable |
| Reduce Commercial and Analytics function | • Given the slowdown in development and the reduced number of DC assessments, reduced Commercial and Analytics capacity is manageable in the short term, but may need to be reviewed going forward<br>• Loss of DC expertise and cost of retraining | Not applicable |
| Reduce Sustainable Communities Unit | • Significant reduction in internal coordination of growth | Although this function is primarily an internal function of Council, we |

| | | |
|---|---|---|
| function (including climate change)<br><br>**Changes relating to climate change will be partly determined by the decision at the deliberations meeting relating to the Community Resilience and Extreme Weather targeted rate* | • Substantial reduction in the proactive delivery of outcomes in growth areas with our development partners<br>• Priority Development Areas work with Future Proof partners would cease<br>• Impact on IAF delivery particularly in the housing outcomes/developer aspect<br>• Less climate change consideration as part of decision-making<br>• Risk of not delivering on our climate promises<br>• Reputational risk of Council 'not sufficiently prioritising climate change' | have noted potential impacts on external service delivery:<br><br>**Strategies:**<br>• He Pou Manawa Ora<br>• Our Climate Future<br>• HUGS<br>**Outcome areas:**<br>• Pillar of Restoration<br>• Our city is ready for Hamilton's climate<br>• Support the development of quality greenfield neighbourhoods |
| Reduce budget for economic development and modelling growth analytics advice | • Reduced ability to cope with peaks in workload | Not applicable |
| Reduction in external advice for delivery of growth solutions in greenfield areas | • Reduced ability to cope with peaks in workload | Although this function is primarily an internal function of Council, we have noted potential impacts on external service delivery:<br><br>**Strategies:**<br>• HUGS<br>**Outcome areas:**<br>• Support the development of quality greenfield neighbourhoods |

**Community-facing level of service reductions**

3.1 In reviewing opportunities for community-facing level of service reductions, this attachment first reproduces a summary of the options presented to Council at the Long-Term Plan Council meeting on 28 November 2023, shown in Table 2 below, and then identifies additional opportunities as shown in Table 3.

3.2 In both tables there are a small number of options for making one-off savings in the first two years. These are not included in the overall ongoing totals (which refer to the ongoing annual savings). Should Elected Members wish, these one-off savings can be pursued irrespective of the broader decisions Council makes on level of service reductions as set out in the report. If Council wishes to pursue these savings options, the impact can be modelled during the meeting.

**Table 2: Community-facing level of service reduction options**
(Presented to Council 28 November 2023)

| Reduction | Saving ($000; unescalated) | Implications | Impact on strategy outcomes or service performance measures |
|---|---|---|---|
| **COMMUNITY SERVICES** | | | |
| Stop Partner Pools Programme | -125 | • Partner pools unavailable for use<br>• Likely that Partner pools will close<br>• No aquatics provision on the east side of the city | **Performance measures:**<br>• The number of visits to Council owned aquatic facilities and partner pools each year: *reduce target commensurate to partner pool patronage*<br>• The percentage of aquatic facilities customers surveyed who are satisfied with their overall experience: *reduce target*<br>• The number of partnership programmes delivered each year: *reduce target to reflect reduced partnership opportunities*<br>**Strategies:**<br>• Community and Social Development Strategy,<br>• Aquatics Strategy<br>**Outcome areas:**<br>• Activating public spaces<br>• Facilities and services are welcoming and inclusive to all<br>• We partner with other organisations to deliver aquatic services to our customers. |
| Close Library Auaha Makerspace | -125 | • No community access to technologies such as 3D printing and virtual reality | **Performance measure:**<br>• The number of physical visits to Hamilton City Libraries each year: no reduction in target recommended.<br>• The percentage of Hamilton residents who are active library members: no reduction in target recommended.<br>• The percentage of library customers who are satisfied with their overall experience: no reduction in target recommended<br>**Strategies:** |

| | | | |
|---|---|---|---|
| | | | • Community and Social Development Strategy<br>• Hamilton City Libraries Strategy<br>**Outcome areas:**<br>• Activating public spaces. We have high community use in our places and services because they are accessible, safe and welcoming<br>• Engaging spaces. We provide welcoming destinations that people want to visit |
| Reduce Customer Service Centre opening hours<br><br>**e.g. open four days per week rather than five* | -150 | • Reduced accessibility for customers<br>• Longer wait times for calls and response to queries/complaints | Not applicable. |
| Closure of a small library | -430 | • Loss of key service to community | **Performance measure:**<br>• The number of physical issues by Hamilton City Libraries each year: *no reduction in target recommended*<br>• The number of physical visits to Hamilton City Libraries each year: *no reduction in target recommended*<br>• The percentage of Hamilton residents who are active library members: *no reduction in target recommended*<br>• The percentage of library customers who are satisfied with their overall experience: *no reduction in target recommended*<br>**Strategies:**<br>• Community and Social Development Strategy<br>• Hamilton City Libraries Strategy<br>**Outcome areas:**<br>• Activating public spaces. We have high community use in our places and services because they are accessible, safe and welcoming<br>• Engaging spaces. We provide welcoming destinations that people want to visit |

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| **Total** | -830 | | |
| **TRANSPORT** | | | |
| Stop Road safety education and travel demand management<br><br>*Note that in Years 1-3, $156.7k of the road safety education budget has been repurposed to School Travel Planning, as per a Council resolution on 28-29 November 2023. Therefore the full saving can only be achieved from Year 4, unless School Travel Planning is also included. | -530 | • Increased risk of accidents<br>• Would lose NZTA Waka Kotahi subsidy | **Performance measure:**<br>• The change from the previous financial year in the number of fatal and serious injury crashes on the local road network: *Target has been modified during development to reflect Council's lack of control and inability to achieve target. Modified from annual decrease. Measure set by DIA. Target to be confirmed by Audit as appropriate*<br>**Strategy:**<br>• Access Hamilton<br>**Outcome areas:**<br>• A safe transport system. No one is injured or killed while moving around Hamilton Kirikiriroa. People always feel safe using our transport system<br>• Enjoyable and liveable city that is served by a connected, easily accessed and pleasant transport system |
| **Total** | -530 | | |
| **REGULATORY AND SAFETY** | | | |
| Move to minimum viable number of City Safe patrols (including removal of Suburban Response team) | -325 | • Reduction in actual and perceived safety<br>• Unable to respond to issues outside the central city | **Performance measure:**<br>• The percentage of survey respondents who feel safe or reasonably safe in the central city during daytime: *reduce target*<br>**Strategy:**<br>• Community and Social Development Strategy<br>**Outcome areas:**<br>• Activating public spaces. We have high community use in our places and services because they are accessible, safe and welcoming |
| **Total** | -325 | | |
| **VENUES, TOURISM AND MAJOR EVENTS** | | | |

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| Stop Major Event Acquisition and Activation<br><br>**This is <u>not</u> the event sponsorship fund* | -225 | • Significantly reduced ability to attract national and international events into H3 facilities | Not applicable |
| **Total** | -225 | | |
| **PARKS AND RECREATION** | | | |
| Turn off fountains<br><br>**e.g. Civic Square and Tongue of the Dog* | -95 | • Loss of amenity<br>• Significant increase in complaints | **Strategy:**<br>• Community and Social development Strategy<br>**Outcome areas:**<br>• Vibrant and attractive public spaces and activities exist in Hamilton |
| Reduce frequency of garden maintenance (in CBD)<br><br>**e.g. remove annual bedding from Victoria Street* | -150 | | **Strategy:**<br>• Community and Social development Strategy<br>**Outcome areas:**<br>• Vibrant and attractive public spaces and activities exist in Hamilton |
| Reduce frequency of garden maintenance (outside CBD) | -115 | | |
| Reduce frequency of mowing, excluding sports areas | -140 | | **Performance measures:**<br>• The percentage of survey respondents who are happy with Hamilton's parks and open spaces: *amend target to 'establish baseline' (new measure)*<br>**Strategies:**<br>• Nature in the City<br>• Open spaces strategy<br>**Outcome areas:**<br>• We invest in the continued growth of nature in Kirikiriroa/Hamilton<br>• Thriving nature is all around us<br>• Open spaces for nature |
| Do not replace trees that are | -130 | | **Performance measures:**<br>• The percentage of survey respondents who are happy |

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| removed for safety reasons | | | with Hamilton's parks and open spaces: *amend target to 'establish baseline' (new measure)*<br>• The percentage of native vegetation cover in the city: *No change*<br>• The percentage of overall canopy cover in the city: *No change*<br>**Strategies:**<br>• Nature in the City<br>• Open spaces strategy<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• We invest in the continued growth of nature in Kirikiriroa/Hamilton<br>• Thriving nature is all around us.<br>• Open spaces for nature<br>• Pillar of restoration |
| Reduced frequency of Nature in the City maintenance | -110 | • Loss of amenity<br>• Potential reduced accessibility to some natural areas<br>• Reputational risk of Council 'not caring about our natural environments' | **Performance measures:**<br>• The percentage of survey respondents who are happy with Hamilton's parks and open spaces: *amend target to 'establish baseline' (new measure)*<br>• The percentage of native vegetation cover in the city: *no change*<br>**Strategies:**<br>• Nature in the City<br>• Open spaces strategy<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• We invest in the continued growth of nature in Kirikiriroa/Hamilton<br>• Thriving nature is all around us<br>• Open spaces for nature<br>• Pillar of restoration |
| Reduce planting in amenity and neighbourhood reserves | -150 | • Plants not replaced at end of life<br>• Reduced visual amenity / bare gardens etc | **Performance measures:**<br>• The percentage of survey respondents who are happy with Hamilton's parks and open spaces: *amend target to 'establish baseline' (new measure)* |

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| | | | • The percentage of native vegetation cover in the city: *no change*<br>• The percentage of overall canopy cover in the city: *no change*<br>**Strategies:**<br>• Nature in the City<br>• Open spaces strategy<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• We invest in the continued growth of nature in Kirikiriroa/Hamilton<br>• Thriving nature is all around us.<br>• Open spaces for nature<br>• Pillar of restoration |
| **Total** | -890 | | |
| **WATER SUPPLY** | | | |
| Defer Water demand management by two years: leak detection | -50 (Years 1 and 2) | • Increased water loss<br>• Potential increase in reactive response to leaks<br>• Increased chance of assets failure | **Strategy:**<br>• He Pou Manawa Ora<br>• Our Climate Future<br>**Outcome areas:**<br>• Pillar of Restoration<br>• Our city is ready for Hamilton's climate |
| Defer Water demand management by two: demand management initiatives | -20 (Years 1 and 2) | • Delays potential financial and environmental benefits from water demand management<br>• Increased risk of non-compliance | **Strategy:**<br>• He Pou Manawa Ora<br>• Our Climate Future<br>**Outcome areas:**<br>• Pillar of Restoration<br>• Our city is ready for Hamilton's climate |
| **Total** | -70 (Years 1 and 2) | | |
| **WASTEWATER** | | | |
| Defer Building Information Model (BIM) Programme by two years | -70 (Year 1)<br>-30 (Year 2) | • Increased risk of critical asset failure<br>• Increased risk of non-compliance | **Performance measures:**<br>• The total number of complaints received about sewage odour, system faults or blockages and responses to issues raised with Council's wastewater system : *no change*<br>• The number of abatement notices received in relation to resource consents for discharge |

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| | | | from the wastewater system: *no change*<br>• The number of infringement notices, enforcement orders and convictions received in relation to resource consents for discharge from the wastewater system: *no change*<br>**Strategies:**<br>• Our Climate Future<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• Our City is ready for Hamilton's climate<br>• Pillar of Restoration (Waikato River) |
| **Total** | -70 (Year 1)<br>-30 (Year 2) | | |
| | | | |
| **Total** | **-2,800*** | | |
| **This is the full, per annum saving once fully implemented. It does not include the Year 1 and 2 savings.* | | | |

3.3 In identifying the additional opportunities shown in Table 3, below, we have ruled out those 'must' or 'should' services/activities that:

- we are required to do by law;
- have a high level of community expectation and are provided by most other councils; or
- have a high barrier to exit (i.e. are difficult or expensive to get out of).

3.4 The resulting list of opportunities are 'could' services/activities are more discretionary (but still have value to our communities).

**Table 3: Community-facing services - Levels of service reduction options**
(Additional options)

| Reduction | OPEX ($000) | FTE (Approx) | Implications | Impact on strategy outcomes or service performance measures |
|---|---|---|---|---|
| **TRANSPORT**<br>**The existing level of services referred to below vary significantly across different sites, so it's difficult to summarise what the exact new arrangements would be, but I've provided an example in each case.* | | | | |
| Litter collection - reduced frequency<br><br>**e.g. reducing litter collection in* | -565 | | • More litter around the city<br>• Potential for more detritus to be washed into the Waikato River | **Performance measures:**<br>• The number of flooding events that occur within the city: *no change – measure required by DIA* |

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| *off street car parks from twice per week to once per week* | | • Potential for more frequent catchpits grate blockages creating flooding during extreme weather events | • For each flooding event, the number of habitable floors affected: *no change – measure required by DIA*<br>• The number of abatement notices related to the management of the stormwater system: c*annot reduce target*<br>• The number of infringement notices, enforcement orders and convictions related to the management of the stormwater system: *cannot reduce target*<br>• The number of complaints received about the performance of the stormwater system: *Reduce target*<br>**Strategies:**<br>• Our Climate Future<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• Our City is ready for Hamilton's climate Pillar of Restoration (Waikato River) |
| Amenity cleaning - reduced frequency (bin emptying, footpath sweeping, cleaning etc)<br><br>**e.g. reducing the cleaning of central city furniture from six times per week to three times per week* | -660 | • Business owners and community complaints likely to increase<br>• Reduced feeling of clean and tidy in these areas – more visual evidence of litter etc. | **Strategy:**<br>• Community and Social development Strategy<br>**Outcome areas:**<br>• Vibrant and attractive public spaces and activities exist in Hamilton |
| Side of road landscape management – | -880 | • Loss of amenity (no gardening – robot controlled mulcher only for | **Strategy:**<br>• Community and Social development Strategy<br>**Outcome areas:** |

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| reduced frequency<br><br>**e.g. reduce frequency from once per 10-12 weeks to once per 17 weeks outside of key central city areas and reduce frequency for Garden Place and Civic Square change from weekly to monthly* | | central medians and spray)<br>• More time needed when the maintenance work is undertaken to provide the same standard of work<br>• Costs to return network to current level will be high<br>• Increased public complaints and resources to respond (including reactive callouts) | • Vibrant and attractive public spaces and activities exist in Hamilton |
| Centre of road landscape management – reduced frequency<br><br>**e.g. reduce frequency from once per 10-12 weeks to once per 17 weeks outside of key central city areas and reduce frequency for Garden Place and Civic Square change from weekly to monthly* | -345 | | **Strategy:**<br>• Community and Social development Strategy<br>**Outcome areas:**<br>• Vibrant and attractive public spaces and activities exist in Hamilton |
| Road marking – reduced frequency<br><br>*e.g. moving from two-year cycle to three-year cycle for white line painting | -205 | • Increased safety risk | **Performance measure:**<br>• The change from the previous financial year in the number of fatal and serious injury crashes on the local road network: *Target has been modified during development to reflect Council's lack of control and inability to achieve target. Modified from annual decrease. Measure set by DIA. Target to be confirmed by Audit as appropriate* |

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| | | | **Strategy:**<br>• Access Hamilton<br>**Outcome areas:**<br>• A safe transport system. No one is injured or killed while moving around Hamilton Kirikiriroa. People always feel safe using our transport system<br>• Enjoyable and liveable city that is served by a connected, easily accessed and pleasant transport system |
| Intersection sweeping – reduced frequency<br><br>**e.g. moving from monthly to bi-monthly in civic spaces* | -50 | • Increased safety risk<br>• Loss of amenity | **Performance measure:**<br>• The change from the previous financial year in the number of fatal and serious injury crashes on the local road network: *Target has been modified during development to reflect Council's lack of control and inability to achieve target. Modified from annual decrease. Measure set by DIA. Target to be confirmed by Audit as appropriate*<br>**Strategy:**<br>• Access Hamilton<br>**Outcome areas:**<br>• A safe transport system. No one is injured or killed while moving around Hamilton Kirikiriroa. People always feel safe using our transport system<br>• Enjoyable and liveable city that is served by a connected, easily accessed and pleasant transport system |
| Bus shelter cleaning – reduced frequency | -15 | • Loss of amenity | **Strategy:**<br>• Community and Social development Strategy.<br>• Access Hamilton<br>**Outcome areas:** |

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| **e.g. moving from fortnightly to monthly* | | | • Vibrant and attractive public spaces and activities exist in Hamilton<br>• Enjoyable and liveable city and a pleasant transport system |
| **Total** | -2,720 | ¼ of this funding receives Waka Kotahi subsidy, so there would be revenue impacts | |
| **INFRASTRUCTURE AND ASSETS** | | | |
| There are several budgets that cannot be reduced. We'd implement a 23% reduction across the remaining budgets to achieve the quantum of saving required. | -435 | • Would depend on exact reductions | Not applicable |
| **Total** | -435 | | |
| **COMMUNITY** | | | |
| Reduce library hours | -185 | • Library services less accessible for certain groups (e.g. those in full time work) | **Performance measure:**<br>• The number of physical issues by Hamilton City Libraries each year: *no reduction in target recommended*<br>• The number of physical visits to Hamilton City Libraries each year: *no reduction in target recommended*<br>• The percentage of Hamilton residents who are active library members: *no reduction in target recommended*<br>• The percentage of library customers who are satisfied with their overall experience: *no reduction in target recommended*<br>**Strategies:** |

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|---|---|---|---|
| | | | • Community and Social Development Strategy<br>• Hamilton City Libraries Strategy<br>**Outcome areas:**<br>• Activating public spaces. We have high community use in our places and services because they are accessible, safe and welcoming<br>• Engaging spaces. We provide welcoming destinations that people want to visit |
| Halve consultancy budget for Community Group feasibility and preliminary investigations required to undertake capital works, to ensure robust cost estimates and business case planning can be completed, and to investigate options where there are large gaps in provision, partnerships, and opportunities to ensure efficient delivery. | -250 (Year 1) | • Would reduce our ability to investigate proposals such as indoor rec/community hub in the South/West, Hillcrest hub, and aquatic facilities.<br>• Would mean some of these projects would not be 'shovel ready' should funding become available from external sources including central government, or have accurate information ahead of funding opportunities in the next LTP. | Not applicable |
| **Total** | -435 (Year 1)<br>-185 (ongoing) | | |
| **PARTNERSHIPS, COMMUNICATION AND MAAORI** | | | |
| Reduce Community Development team | -340 | • Significantly less support for our under-represented communities | Not applicable |

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| | | • Less input from our community and stakeholders in Council decision making<br>• Negative impact on Council's reputation, as in addition to providing valuable services that deliver Council and community action plans, these roles are very visible at a community level and reductions will be visible. | |
| Reduce Events and Activation function | -150 | • Minimal delivery of Council-organised events (e.g. Your Neighbourhood, Matariki, facility openings etc)<br>• Reduced support for external event organisers / event permits<br>• Reliance on contractors for sod turning and blessing events<br>• Reduced opportunities for community inclusion<br>• Fewer internal events that enhance the inclusive workplace culture that makes Council a great place to work. | **Performance measures:**<br>• The delivery in partnership of culturally significant events that honour our unique heritage: *identify events, potentially reduce target*<br>**Strategies:**<br>• He Pou Manawa Ora<br>**Outcome areas:**<br>• Pillar of History<br>• Pillar of Unity<br>• Pillar of Prosperity<br>• Pillar of Restoration |
| **Total** | -490 | | |
| **REGULATORY AND SAFETY** | | | |

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| Remove all City Safe patrols (as well as the reduction covered in Table 3)<br><br>**The saving is net of the cost of hiring security at certain sites if City Safe is not in operation.* | -650 | • No ability to intervene in or prevent low-level disorder, begging issues<br>• Reduction in actual and perceived safety across the city<br>• Total reliance on police for responding to incidents or issues that arise<br>• No resource to manage compliance with Trading in Public Places Bylaw (including $75K revenue), Safety in Public Places Bylaw, Prostitution Bylaw or E-scooters | **Performance measure:**<br>• The percentage of survey respondents who feel safe or reasonably safe in the central city during daytime: *reduce target*<br>**Strategy:**<br>• Community and Social Development Strategy<br>**Outcome areas:**<br>• Activating public spaces. We have high community use in our places and services because they are accessible, safe and welcoming |
| Remove consultancy budget for City Safe feasibility studies | -60 (Year 1 only) | • Consultancy budget for restructure addressed by Future Fit, and CCTV strategy addressed under Better Off Funding. $60K Consultancy budget can be removed | Not applicable |
| **Total** | -60 (Year 1)<br>- 650 (ongoing) | | |
| **STRATEGY, GROWTH AND PLANNING** | | | |
| Planning Guidance: reducing compliance and monitoring functions | -95 | • Reduced ability to respond to compliance and monitoring complaints/issues<br>• Limited ability to proactively monitor resource consent conditions | Not applicable |

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| | | • Increase in complaints to Elected Members | |
| Reduce Urban and spatial planning function | -290 | • Reduction and slowdown in District Plan work programme, including less management of various projects | **Strategy:**<br>• HUGS<br>• Housing Strategy<br>**Outcome areas:**<br>• Grow up and out from the central city<br>• Grow along transport corridors<br>• Support the development of quality greenfield neighbourhoods<br>• Hamilton has a well-functioning housing system<br>• Our housing system and urban form supports sustainable, resilient and connected communities |
| Reduce consultancy budget for Urban and spatial planning | -125 | • Risk that planning changes may lack sufficient evidence in District Plan matters<br>• Risk that important external advice will be limited | **Performance measures:**<br>• There will be at least there years capacity of residential zoned land supplied with development infrastructure for the city: *no reduction in target*<br>• There will be at least three years capacity of business zoned land supplied with development infrastructure for the city: *no reduction in target*<br>**Strategies:**<br>• Hamilton Urban Growth Strategy<br>• Housing Strategy<br>**Outcome areas:**<br>• Grow up and out from the central city<br>• Grow along transport corridors<br>• Support the development of quality |

| | | | |
|---|---|---|---|
| | | | greenfield neighbourhoods<br>• Hamilton has a well-functioning housing system |
| **Total** | **-510** | | |
| **TOTAL** | **-5,020** | | |
| **TOTAL TABLE 2 & 3 (community-facing service level reductions)** | **-7,790** | | |
| **This is the full, per annum saving once fully implemented. It does not include the Year 1 and 2 savings.* | | | |

**Measures impacted by multiple proposed level of service reductions:**

4.1 There are some service performance measures and community outcome measures that are broad in their application, and could be affected by a number of level of service reductions. The impact may be smaller, or larger, depending on the totality of the reductions impacting the measure. These measures are set out below, along with commentary on potential impacts and possible changes to the targets. These will be assessed against actual level of service reductions made at the deliberations meeting.

***Service performance measures:***

**Level of service statement:**
*We make it easy for Hamiltonians to share their voice in a way that suits them, and then use these insights to support Council decisions and shape our future.*

Measure:

- The percentage of respondents who are satisfied that Council provides genuine opportunities for them to have a say in shaping Hamilton.

Current target:

- Year 1: this is a new measure with the baseline to be established.
- Years 2-9: improve on prior result.
- At least 85% or improve on prior result (whichever is greater).

Potential issue:

- As indicated in Table 1, this measure is potentially directly impacted by the option to reduce the Communication and Engagement function.
- In addition, performance against this measure could also be impacted because a sizeable minority (34%) of submitters to the question on this issue in the Long-Term Plan consultation indicated that they would prefer to see Council services maintained.
- In particular, the following areas potentially affected by level of service reductions were amongst the services with the most comments asking for services not to be reduced:
    - water services (444 comments);
    - parks and recreation (423 comments);
    - transport (421 comments); and
    - community services (375 comments, of which 296 mentioned libraries).

Possible change to target:

- The above said, because this is a new measure for which we will be setting a baseline in Year 1 and seeking to improve it in Years 2-9, no change to the target is required.
- Elected Members may wish to consider this issue with regard to the target in Year 10, albeit this can be addressed in a future long-term plan.

***Community outcome measures:***

**Level of service statement:**
*Our city is easy to live in, explore, and connect.*

Measure:

- Percentage of residents who think Hamilton is a great place to live.

Current target:

- At least 75% in all years.

Possible change to target:

- Potentially reduce the target depending on level of cuts.
- However, note the impacts of our service level reductions could be two-way, depending on people's views on services and also on the impact (or perceived impact) on rates of any reductions.

**Level of service statement:**
*Our city is easy to live in, explore, and connect.*

Measure:

- Percentage of residents who are proud of how Hamilton looks and feels.

Current target:

- At least 40%' in all years.

Possible change to target:

- Potentially reduce the target depending on which service level reductions are pursued.

**Level of service statement:**
*We will make decisions that improve the wellbeing of Hamiltonians.*

Measure:

- Percentage of residents who believe we make decisions that are in the best interest of the city.

Current target:

- At least 30% in all years.

Potential change to target:

- Potentially reduce the target depending on level of cuts.
- However, note the impacts of our service level reductions could be two-way, depending on people's views on services and also on the impact (or perceived impact) on rates of any reductions.