

## CONTENTS

Hamilton city	2
Making a difference to our city	4
Citywide key projects and programmes	6
Map of Hamilton	10
Elected members	11
Council committees, roles and representatives	12
Governance structure	18
Council organisation	19
Our vision	22
Changes from the Draft Annual Plan to the Final Annual Plan 2002/03	25
Hamilton's sustainability indicators	28
Hamilton City Council's mission and goals	30
Linking Hamilton's strategic plan with Council's mission, goals, significant services and sustainability indicators	31
Council planning structure and cycle	32
Key plans, policies and strategies	35
Enabling our staff to make a difference	47
Key measures of Council's performance	52
Financial overview	53
Guide to strategic areas and significant services	58
Strategic area A: Sustaining Hamilton's environment	61
Strategic area B: Growing Hamilton	75
Strategic area C: Promoting Hamilton	93
Strategic area D: Experiencing our arts, culture and heritage	101
Strategic area E: Living in Hamilton	109
Strategic area F: Enjoying our city	125
<b>Financial section</b>	<b>141</b>
Significant interest in other activities	142
Variations between the 1999/00 LTFS and the 2002/03 LTFS	144
Financial statements	150
Consolidated statements	157
Forecast capital expenditure statement	160
Notes to the accounts	165
Hamilton city—a profile	168
Glossary of terms	169
<b>Financial management policy summary</b>	<b>173</b>
Background	174
Long-term financial strategy	174
Funding policy	178
Investment policy	186
Borrowing management policy	190
Rating policy	202
<b>Appendices</b>	<b>210</b>
7.0 2002/03 Annual plan and 10-year LTFS estimates	210
7.1 Operating and maintenance costs (total and net rate impact) by service	213
7.2 Special and capital projects (funded and not funded) by service	218
7.3 Special and capital projects (funded and not funded) by strategic area	230
7.4 Consolidated forecast statement of financial performance	243
7.5 Consolidated forecast cashflow statement	245
7.6 Consolidated forecast statement of financial position	247
7.7 Consolidated forecast statement of movement in equity	249
7.8 Statement of commitments and contingencies	251
7.9 Net debt table	253
7.10 Recovery ratios	255
7.11 Rate allocation	257
7.12 Impact of rating system	259
7.13 2002/03 rating	261

## HAMILTON CITY

Hamilton, New Zealand's largest inland city, is the major commercial and industrial centre of one of the richest agricultural and pastoral areas in the world. Hamilton is strategically located on State Highway One. New Zealand's largest railway junction is based at Frankton, and nationally significant electricity and telecommunication networks have sited their facilities here. Built around the banks of the Waikato River, Hamilton offers its residents a lifestyle choice, with short travelling distances, central and accessible facilities and all the advantages of a vibrant city, without the stress and congestion experienced by other cities. Hamilton also offers significant business advantages being on the doorstep of the country's markets with almost half of New Zealand's residents living within a 135-kilometre radius of the city.

Hamilton's earliest settlers were Maori from the Tainui canoe. They called the area 'Kirikiriroa', which means 'long strip of cultivated land'. Formal European settlement was established on 24 August 1864, when Captain William Steele disembarked from the gunboat 'Rangiriri' and established the first redoubt near today's Memorial Park.

The name Kirikiriroa was dropped in favour of Hamilton in honour of Captain John Hamilton, a Crimean and Waikato war veteran and commander of the 'Esk', who was killed at Gate Pa in 1864. The Borough of Hamilton was established on 27 October 1877, with a population of 1245. Sixty-eight years later, on 13 December 1945, Hamilton became a city with 20,000 citizens.

Today Hamilton is New Zealand's fourth largest urban area, and the city's land area has expanded from its original 752 hectares to 9427 hectares. The city's population as at June 2001 was 118,700 people, and is projected to grow to around 147,000 by the year 2021.

Hamilton has spread relatively evenly along both banks of the Waikato River, and most parts of the city are within a ten-minute drive of the city's central area. Hamilton's increasing population, and changing population composition, have a range of implications for the city's development in areas such as housing, industrial and commercial activities.

Higher density housing (including greater infill development) will make more efficient use of the city's infrastructure, and provide more accommodation choices for Hamilton's increasingly diverse community. High quality infrastructure will continue to be developed and maintained to meet the city's ongoing needs. The city's roading network, bus routes, cycle lanes and walking routes are designed to accommodate a range of transport options.

Hamilton has a key role as the service centre for the greater Waikato region. Hamilton's central area is the focal point of the city and region's retail, commercial and entertainment spheres. As such, it caters for a range of economic, social and cultural needs.

Hamilton is the home of New Zealand's premier agricultural research organisations which are located at the internationally renowned Ruakura research centre complex, including: AgResearch, Dexcel, Livestock Improvement Corporation, Agriquality, and the Dairying Research Corporation Ltd.

The Waikato is New Zealand's highest export region, accounting for almost 20 per cent of the country's total exports.

The surrounding dairy industry strengthens Hamilton's economy and its wide business base. In 2001 there were over 9000 businesses operating in the city. The five largest sectors of employment are spread between manufacturing, health and community services, retail trade, property and business services, and education. World-class research and educational institutions, and the new Innovation Park, are some of the lynchpins securing Hamilton's place as a leading player in the knowledge economy.

New opportunities, such as tourism and biotechnology, offer the potential to provide more employment and to broaden the economic base of the city and region. Employment opportunities are good, while mortgages and rents in Hamilton tend to be lower than in Auckland or Wellington, and the city is known for having the lowest grocery prices in the country.

Socially, Hamilton is thriving, with cafes, restaurants and bars that cater to different age groups and tastes. Theatres, art galleries, the museum and sports stadiums provide for varied sporting, cultural and leisure interests, with cultural groups and festivals adding colour and diversity. River and gully walkways, Hamilton Zoo, Lake Rotoroa and the Hamilton Gardens provide a tranquil and interesting background to the city.

The Waikato River is a taonga (treasure) for Maori, and a major natural resource, which makes a valuable contribution to the city's recreational and infrastructural activities. It allows dragon-boaters, rowers, and other recreational users to launch their vessels from within the city. Accessible walking paths meander beside the river, and for the less athletically inclined, the Waipa Delta offers leisurely river tours.

Recreational facilities and greenspace provide for informal leisure, help protect our biodiversity, and add form and vitality to the city's structure. The protection and enhancement of the city's biodiversity is a significant challenge. As the city grows, new development needs to protect and enhance the gully networks and areas of indigenous flora and fauna.

In addition to the mild climate and the range of leisure and entertainment venues that Hamilton offers its residents and visitors, Hamilton also has a well-defined cultural and built heritage. Facilities in the city that attract regional, national and international sporting, recreational and cultural events contribute to the city's economic and social life, and further enhance the city's reputation.

Hamilton is a place where people can be part of a compact, well structured city, in a community where they can make a difference, while enjoying the varied entertainment, education and employment options a major city has to offer.

## MAKING A DIFFERENCE TO OUR CITY

Welcome to Hamilton City Council's Annual Plan 2002/03. This document is extremely important. It sets out the budget of what Council proposes to achieve in the coming financial year. These projects and programmes are priorities for this fast growing city. We have carefully balanced these initiatives to provide for necessary infrastructure while continuing to invest in the city's economic growth, advance Hamilton's reputation as an events centre and as a great place to live.

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This plan is particularly significant as it is the new Council's first clear vision for the future. This proposed vision for the city is defined by the various significant projects, policies and strategies detailed in it.

Hamilton's population has grown by 15.6 per cent and housing growth has increased by 20.3 per cent from March 1991 to 2001 and the number of businesses has increased by 12.8 per cent from 1997 to 2001. The city is growing strongly, with such growth it's important to continue to invest in new infrastructure. In order to fund the \$66 million in projects and services Council is proposing a general rates increase of 2.81 per cent to existing ratepayers.

The average rates increase for residential ratepayers is 0.87 per cent compared with the commercial sector increase of 6.9 per cent. The commercial sector increase is linked to the significant investment in economic development initiatives, which is expected to be of most benefit to the commercial sector of the city.

Among the significant projects for the 2002/03 year's budget are:

• Innovation Park funding	\$1 million
• Events sponsorship funding	\$650,000
• Kerbside recycling	\$614,000
• Chimpanzee zoo exhibit	\$350,000
• Pukete Road development	\$580,000
• River Esplanade feasibility and resource consents (\$170,000 over two years)	\$20,000
• Claudelands Park	\$320,000
• Theatre Services operational equipment renewal	\$140,000
• Hamilton Lake (Lake Rotoroa) esplanade walkway	\$538,000
• Waikato Stadium and WestpacTrust Park	\$4.61 million
• Hukanui Road/Horsham Downs Road upgrade	\$1.7 million
• Eastern arterial land purchase	\$2.6 million
• Wairere Drive land purchase	\$1.11 million

This year also signals a change to the plan's layout. Significant services are now categorised under 'family' headings such as Sustaining Hamilton's Environment, Growing Hamilton and Promoting Hamilton. These six Strategic Areas are the same as the headings in the revised Hamilton's Strategic Plan 2002–2012. This new alignment shows a clear linkage between the strategic plan and the proposed projects, policies and strategies. We believe this will make it easier for you to explore the plan and see the continuous connection from the community's long-term desires to the detailed actions Council is taking.

Council is stepping up its responsibility to provide positive direction for economic, social and community well-being and environmental enhancement. We value community participation in the annual plan process. It helps us hear what matters most to you. Pages 25-27 of this document show the key decisions Council made as a result of the public submission process. Making a submission can make a difference.

This year Council received 193 submissions for the draft annual plan, the draft of Hamilton's strategic plan and draft financial management policy. Although most submissions sought an amendment to the draft annual plan a number supported Council's projects and programmes, e.g., Hamilton Lake walkway, toilets at Minogue Park. Over half of the submitters (104) asked to have their submission heard.

We wish to thank staff, councillors and the community for their participation in the preparation of this comprehensive plan.

Our website [www.hcc.govt.nz](http://www.hcc.govt.nz) includes a digital copy of the annual plan for your convenience.



David Braithwaite OBE, JP  
Mayor



Tony Marryatt  
Chief Executive



## TE TUKU WHAKAAE HEI TIROHANGA REREKEE MOO TEENEI TAAONE NUI

Nau mai, haere mai, aanei te whakatakoto i te Mahere-a-Tau a te Kaunihera o Kirikiriroa moo teenei tau e whakatata mai nei, ara, te tau 2002/03. He whakahirahira tenei tuhinga te Mahere-a-tau, no te mea, kei konei ngaa momo aahuatanga e pa ana ki te moni aawhina moo te Kaunihera o Kirikiriroa tae noa ki te mutunga o te tau e tu mai nei. Haangai eenei tuu aahuatanga ki ngaa hotaka me nga kaupapa katoa mo tenei taaone nui, he mea whakahirahira eenei kaupapa katoa. Kei te aata titiro maatou ki eenei kaupapa hei painga moo te iwi, ara, te whai putea. Anoo hoki, he waahi miiharo rawa atu a Kirikiriroa mo te noho.

Ko teenei te tirohanga whaanui Mahere-a-Tau, ka kitea ai nga kaupapa tino nui moo teenei taaone, ngaa take whakahaere, ngaa rautaki moo te Kaunihera o Kirikiriroa.

Kei te piki ngaa iwi o Kirikiriroa 15.6 paiheenetu, wheera tonu ngaa whare 20.3 paiheenetu mai i te marama o Maehe te tau 1991 ki te tau 2001. Ko ngaa umanga kei te piki ki 12.8 paiheenetu mai i te tau 1997 ki te tau 2001. He pai noa iho te nuinga o teenei whakapikitanga, heoi, tapiri atu ki te whakatipu o te taaone nei hei uru atu ki te kaupapa kei raro. Ma te Kaunihera hei whakapiki te reiti 2.81 paiheenetu, te take hei utu te nama \$66 miriona moo ngaa take whakahaere me ngaa rautaki o te Kaunihera.

Ko ngaa whakapiki e pa ana ki ngaa kaiutu reiti 0.87 paiheenetu whakataurite ki te whakapiki i te tauhokohoko mahi moni 6.9 paiheenetu. Ko te tauhokohoko mahi moni whakapiki huri noa i te taone, naa te mea he aawhina atu ki to raatou ake umanga.

Aanei ngeetehi take whakahaere, rautaki raanei moo teenei tau 2002 me te tau e tu mai 2003:

Waahi taakaro putea	\$1 miriona
Tauwhainga putea	\$650,000
Pae-ara whakahoutia	\$614,000
Ngaa Makimaki whakaaturanga	\$350,000
Ngaa Mahi whakapaipai i te hurahi o Pukete	\$580,000
Ngaa rawa o te huarahi o River (\$170,000 mo nga tau e rua)	\$20,000
Te Paaka o Claudelands	\$320,000
Ngaa rawa mo te Whare Tapere	\$140,000
Te Ara hikoi o Rotorua	\$538,000
Te Taiwhanga Haakinakina o Waikato	\$4.61 miriona
Te Huarahi o Hukanui/Horsham Downs	\$1.7 miriona
Te Hoko Whenua Rawhiti	\$2.6 miriona
Te Hoko Huarahi Whenua/Te Hurahi o Wairere	\$1.11 miriona

I teenei tau ka huri to maatou Mahere-a-Tau, na te mea ka whakatakoto te kaupapa 'whaanau' kei runga i te Taiao o Kirikiriroa, Whakapakari o Kirikiriroa, Te Hapainga o Kirikiriroa. Wheera tonu ki te kaupapa i koorerohia mai i te pukapuka Mahere-a-Tau (2002-2012). Ka hono nga mea katoa o te rautaki ki ngaa take whakahaere me ngaa kaupapa maha o te Kaunihera o Kirikiriroa. Pumau maatou, kia mama haere te huarahi kei mua i a taatou, noo te mea kei reira ngaa tuumanako ngaa wawata o maatou te Kaunihera o Kirikiriroa.

Kei te whai mana te Kaunihera mo ngaa take whakahaere, ngaa rautaki me eenei aahuatanga katoa. He whakaaro nui eenei kaupapa i homai nei koutou kei roto i au koutou tono pepa. He mea nui te rongo ake, ki au koutou nawe. Ngeetehi o ngaa wharangi kei roto i teeneki pukapuka ngaa whakautu mai i a koutou tono. Kei te tika te tuku whakaae hei tirohanga rerekee mo teenei taaone nui.

I teenei tau i whiwhi maatou kotahi rau, iwa tekau ma toru ngaa tono mai i te pepa tauira. Ko te nuinga o ngaa tono kei te tautoko ngaa hua i puta mai i te pepa nei, ara, te ara hikoi o Rotorua, ngaa wharepaku ki Minogue Paaka, wheera aahuatanga katoa. Kotahi rau ma wha te rongo ake ou raatou nawe, na maatou i tutuki.

Ngaa mihinui ki ngaa kaimahi, ngaa kaitohutohu, ngaa hapori hei aawhina, hei tautoko teeneki kaupapa.

To maatou kainga rorohiko [www.hcc.govt.nz](http://www.hcc.govt.nz) ngaa kape mo te Mahere-a-Tau, nau mai haere mai.



David Braithwaite OBE, JP  
Te Tumuaki o te Kaunihera o Kirikiriroa



Tony Marryatt  
Rangatira Kaiwhakahaere o  
Te Kaunihera whakahaere o Kirikiriroa

## CITYWIDE KEY PROJECTS AND PROGRAMMES

Hamilton is a growing city and needs to build and manage its economic, social and environmental health. Council's citywide key projects and programmes help create the future envisaged in Hamilton's Strategic Plan 2002-2012—the place you want Hamilton to be. Listed under the strategic plan's six strategic areas, the projects and programmes below are examples of what Council has planned for this year.

### A: SUSTAINING HAMILTON'S ENVIRONMENT

#### Kerbside Recycling and Refuse Collection

From 1 July 2002 residents will be able to recycle plastics (1 and 2), aluminium and tin cans, glass bottles and jars, and paper and cardboard with the introduction of kerbside recycling. At the same time the household refuse collection service will change to a 'bags-only' collection system for health and safety reasons.

#### Environmental Education

Following on from the successful launch of the EnviroSchools Programme, Council will deliver environmental education to other key sectors of the community as identified in the Environmental Education Strategy. Council will initiate 'Environmental Education for Sustainable Living' (EESL) a comprehensive adult education programme that addresses key environmental issues in Hamilton and seeks to engage the community in sustainable living practices.

### B: GROWING HAMILTON

#### New Water Reservoir and Bulkmain, Hamilton South

Preliminary design work will commence for a new reservoir to provide water for the whole city. It will improve the security of supply to Hillcrest and south Hamilton in general and help to maintain minimum industry storage standards.

The reservoir will also assist the Water Treatment Station to operate more effectively and efficiently, easing operational demands and improving water supply, particularly at peak periods.

#### Horsham Downs/Hukanui Road Upgrade

Council has allocated \$1.7m to reconstruct Hukanui Road from Callum Brae Drive to Thomas Road, and Horsham Downs Road from Thomas Road north for approximately 500 metres, as a single project. This project will also incorporate the closure of Rototuna Road at Hukanui Road.

#### Pukete Road Upgrade

A budget of \$580,000 has been allowed for the design and reconstruction of Pukete Road, from just south of Church Road to beyond the gully crossing, adjacent to the Wastewater Treatment Plant.

#### Street Lighting

The ongoing programme to improve street lighting throughout the city continues this year with a budget of \$210,000. The programme aims to improve arterial road lighting as well as local road and amenity lighting.

## C: PROMOTING HAMILTON

### Innovation Park

The arrival of the first tenants at Innovation Park will signal a highlight for the implementation of Hamilton's Economic Development Strategy.

The park is an important component of the city and region's economic development growth, and is supported by Council and the city's lead economic development group Business2Hamilton (B2H).

The park, situated at Ruakura close to AgResearch and the University of Waikato, will provide a cluster environment for science and technology companies involved in research and development. In particular, it will focus on helping to bridge the gap between ideas and the commercialisation of those ideas.

### River Esplanade

Council will progress work on a proposed central city Waikato River esplanade project. A budget of \$170,000 over two years (\$20,000 this year) has been allocated for further feasibility study and resource consents. Earlier concepts for the multi-million dollar project include additional retail development and pedestrian facilities on the west side of the Waikato River north of Victoria Bridge.

### Events Sponsorship

Events continue to make an important contribution to both the economic and cultural well-being of the city. An increase in the Events Sponsorship Fund will allow continued support for 'icon' events as well as for developing or attracting significant new events. This activity also funds community banners, event banners and street banners which enhance the city's image.

## D: EXPERIENCING OUR ARTS, CULTURE AND HERITAGE

### Theatre Improvement Programme

A \$140,000 programme to renew operational equipment based on prioritised needs at Founders Memorial Theatre, WestpacTrust Community Theatre and The Meteor will be implemented.

### Libraries

To keep Hamilton Libraries current with developments in the library and information industry, Council has allocated \$30,000 to develop an Information Communication Technology Plan, which will include a review of existing technology and the library management system, and will provide a strong platform for the provision of future electronic information services.

## E: LIVING IN HAMILTON

### Child and Family Policy

Council currently has two social policies: the Older Persons Policy and the Youth Policy. This year a Child and Family Policy will be finalised and an action plan developed. The policy will aim to support children and their families and encourage their participation in city and community life.

### Hamilton Youth Council

Encouraging youth participation in city and civic activities is something Council will continue to support. The Youth Council, comprising 15 people whose ages range from 13 to 25, will be supported to initiate youth events and projects and to provide a 'youth perspective' for Council activities.

### Hamilton Park Cemetery Development

Council is committed to providing appropriate and sensitive burial and cremation options for the city. This year further development of the Garden of Memories will allow for additional and varied options of ash burial. The Kowhai Lawn, stillbirth area, will be redeveloped, and a feature memorial and path will be installed enabling families to memorialise their loss.

## F: ENJOYING OUR CITY

### Gully Development Programme

Further development of Hamilton's Gully Reserves will be undertaken at Mangaiti Park involving the completion of the walkway and a start on the establishment of a model revegetation project.

### Lake Rotoroa Esplanade Walkway

Construction of the Hamilton Lake (Lake Rotoroa) walkway will continue into the second year of a three-year programme. Funding of \$538,000 this year is for the second stage of the walkway and the associated landscape restoration following the eradication of the Yellow Flag Iris (*Iris Pseudacorus*).

### Waikato Stadium and WestpacTrust Park

The Waikato Stadium and WestpacTrust Park are to be transferred to Council for their ongoing operation. In the first full year of operation \$610,000 of capital expenditure has been provided to enhance the facilities. This includes:

#### *Waikato Stadium*

- \$100,000 for the construction of a toilet block at the Tristram Street end of the old stand
- \$250,000 for the purchase of a scoreboard
- \$200,000 for a security system.

#### *WestpacTrust Park*

- \$30,000 for drainage of the outfield of WestpacTrust Park.

While these facilities have traditionally been used for rugby and cricket, they will also be available for other suitable events and functions.

#### **Zoo Development**

A chimpanzee exhibit is planned to accommodate the colony of six animals currently housed at Auckland Zoo. Year-one of the programme will see the completion of design working drawings and the beginning of a three-stage construction programme.

Hamilton Zoo will this year undertake a number of small infrastructural projects to enhance welfare and service delivery of its zoo's collection. These include a tiger handling facility and an isolating area to hold the male tiger, a handling crush for the giraffe, improvements to the raptor (birds of prey) aviary and purchase of additional veterinary equipment.

## MAP OF HAMILTON

10



## ELECTED MEMBERS



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His Worship the Mayor

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11

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## COUNCIL COMMITTEES, ROLES AND REPRESENTATIVES

### COUNCIL COMMITTEES

#### Strategic Planning and Policy Co-ordination Committee

##### *Role*

To consider and recommend policy to Council on all regulatory matters and to co-ordinate and recommend policy on other matters which are of a corporate strategic nature and/or involve more than one activity committee's responsibility.

To co-ordinate the Annual Planning Process.

To monitor the effective and efficient implementation of policy and the operation of the financial and economic management of the city's corporation's affairs.

##### *Representatives*

Councillors: David Macpherson (Chairperson), John Gower (Deputy Chairperson), Ted Armstrong, David Braithwaite (Mayor), Peter Bos, Jody Garrett, Mavora Hamilton, Roger Hennebry, Brian Impson, Pippa Mahood, Jocelyn Marshall, Grant Thomas (Deputy Mayor), Bill Ward, Ewan Wilson.

##### *Fields of Activity*

Policy co-ordination, Strategic planning, District plan, 10-year financial plan, City growth, Resource management policy, Annual plan, Budget co-ordination, Annual report, Audit co-ordination (non-financial aspects), Agenda 21 policy, formulation and review, Electoral matters, Civil defence, Municipal revenue, Rating systems, Funds management, Council's financial interest in other organisations, Review of all financial activities, Trading activities, Audit co-ordination (financial aspects).

#### Social and Community Committee

##### *Role*

To consider and recommend policy to Council and to monitor the effective and efficient implementation of policy and operation of services for social and community development.

##### *Representatives*

Councillors: Pippa Mahood (Chairperson), Bill Ward (Deputy Chairperson), Jody Garrett, John Gower, Mavora Hamilton, Roger Hennebry, David Macpherson, Jocelyn Marshall.

##### *Fields of Activity*

Community development, Cemeteries and crematorium, Community assistance programme, Housing for the elderly, Employment programmes, Halls, Libraries, Parks and gardens, Public toilets, Theatres, Museums, Swimming facilities, Zoo.



## Works and Services Committee

### *Role*

To consider and recommend policy to Council and to monitor the effective and efficient implementation of policy and operation of services relating to the natural and physical environment including all services to property.

### *Representatives*

Councillors: Brian Impson (Chairperson), Roger Hennebry (Deputy Chairperson), Ted Armstrong, Peter Bos, John Gower, David Macpherson, Grant Thomas (Deputy Mayor), Ewan Wilson.

### *Fields of Activity*

Stormwater, Wastewater, Refuse, Water, Streets, Traffic management, Hamilton Transport Centre, Public transport, Parking (except enforcement), Footpaths, Cycleways and Verges.

## Statutory Management Committee

### *Role*

To hear and consider applications under the Health Act 1956, Local Government Act 1974, Reserves Act 1977, Sale of Liquor Act 1989, Building Act 1991, Resource Management Act 1991 and any other Acts and By-laws, other applications and objections to applications and reviews of District Plan and their requirements.

### *Representatives*

Councillors: Ted Armstrong (Chairperson), Ewan Wilson (Deputy Chairperson), Peter Bos, Mavora Hamilton, Brian Impson, Pippa Mahood, Jocelyn Marshall, Bill Ward.

### *Fields of Activity*

Animal control policy, District Plan administration, Environmental matters (state of the environment; air, water and land contamination), Hearings of submissions to District Plan changes and District Plan review, Hearing of all notified consent applications, Hearing of all objections (concerning decisions made by staff relating to non-notified applications), Hearing of all applications and objections/appeals relating to: Sale of Liquor Act, Health Act, Building Act, Local Government Act, Resource Management Act, Reserves Act, Parking and traffic regulation enforcement, Public safety.

## Stadiums Management Board

### *Role*

To maximise the multi-purpose use of facilities, to maintain to a high standard the amenities and facilities at both grounds and to manage the grounds in an efficient and effective manner.

### *Representatives*

Councillor Peter Bos (Chairperson), Gary Dawson (rugby representative), Gerald Bailey (cricket representative), Ross Brazier (community representative), Margaret Comer (community representative), Peter Henson (community representative), Val Wenham (community representative).

## Economic Development Committee

### *Role*

To consider and recommend policy to Council in the area of city marketing/economic development of the city.

### *Representatives*

Councillors: Ewan Wilson (Chairperson), Grant Thomas (Deputy Mayor/Deputy Chairperson), John Gower, Mavora Hamilton, Roger Hennebry, Brian Impson, Dave Macpherson, Jocelyn Marshall.

## SUB-COMMITTEES

### Contracts Sub-Committee

### *Role*

To consider all contracts for goods and services in excess of \$500,000.

### *Representatives*

Councillors: Roger Hennebry (Chairperson), Jody Garrett (Deputy Chairperson), Brian Impson, Tony Marryatt (Chief Executive).

### Dog Control Appeal Sub-Committee

### *Role*

To hear appeals against notices pursuant to the Dog Control Act 1996, in particular relating to probationary owners, disqualification of owners, classification of dangerous dogs and abatement of nuisances.

### *Representatives*

Councillors: Ewan Wilson (Chairperson), David Macpherson (Deputy Chairperson), John Gower.

### Emergency Management Sub-Committee

### *Role*

To report on emergency matters.

### *Representatives*

Councillors: Peter Bos (Chairperson), John Gower, Pippa Mahood.

### Chief Executive's Performance Assessment Panel

### *Role*

To maintain an overview of the performance of the Chief Executive.

### *Representatives*

Councillors: David Braithwaite (Mayor), Dave Macpherson, Grant Thomas (Deputy Mayor).

### Property Sub-Committee

### *Role*

To ensure that Council's statutory requirements for purchasing, disposing or leasing of property with regard to the Municipal Endowment Fund and Domain Leasehold Properties are appropriately carried out.

### *Representatives*

Councillors: David Braithwaite (Mayor), Jody Garrett, Brian Impson, Ted Armstrong, Bill Ward.

## OUTSIDE ORGANISATION REPRESENTATIVES

Hamilton City Council is usually represented by the Mayor and Councillors, and in some cases senior staff and community representatives on organisations outside of Council.

Outside organisations include:

### Balloons Over Waikato Trust

#### *Role*

Council representation requested.

### Community Well-being Allocation Committee

#### *Role*

To provide financial assistance to not-for-profit community groups.

### Creative Fund Allocation Committee

#### *Role*

Administers funds on behalf of Creative New Zealand.

### Enterprise Hamilton Trust Board

#### *Role*

To represent Council's financial interest in the agency.

### Environment Waikato

#### *Role*

To represent city interests in transport matters (i.e., city bus service) now administered by the Regional Council.

- Regional Land Transport Committee
- Regional Passenger Transport Sub-committee
- Regional Road Safety Sub-committee

### Environment Waikato: Middle Waikato Sub-Committee (Project Watershed Flood Control)

#### *Role*

Council representation requested.

### Hamilton City Crime Prevention Trust

#### *Role*

Central city safety, i.e., cameras.

### Hamilton Community Arts Council

#### *Role*

To promote the performing arts in the community.

### Hamilton Community Environmental Programme

#### *Role*

To represent Council's interest in the affairs of the programme.

#### Hamilton Riverview Hotel Ltd

##### *Role*

To represent Council's interests in the joint venture company.

#### Joint Resource Management Working Party with Waikato and Waipa district councils

##### *Role*

To meet with representatives of Waikato and Waipa district councils to consider a number of cross boundary issues.

#### Keep Hamilton Beautiful

##### *Role*

Raising environmental awareness and encouraging action within the local community.

#### Lake Rotokauri Advisory Committee

##### *Role*

Council representation requested.

#### Pirongia Afforestation Management Committee

##### *Role*

To represent Council's financial interest in the venture.

#### Road Safety Working Group

##### *Role*

- Group has a pro-active or interest in road safety.
- Consider road safety issues and prioritises strategies for 12-months.
- Assists with Safety Administration Programme funding from the Land Transport Safety Authority.

#### Safer Hamilton Community Council

##### *Role*

To co-ordinate existing community crime prevention programmes and to plan for and encourage the development of new programmes within the context of a local community crime prevention plan.

#### Sport Funding Allocation Committee

##### *Role*

Administers funds on behalf of Sport and Recreation New Zealand (SPARC).

#### Te Runanga o Kirikiriroa Joint Committee

##### *Role*

To promote the partnership established between Hamilton City Council and Te Runanga o Kirikiriroa and administer the Maori Project Fund.

#### Tourism Waikato

##### *Advisory Board Role*

To represent Council's interest in the organisation.

##### *Management Board Role*

Council representation requested.

#### University of Waikato Biological Safety Committee

##### *Role*

To represent the interests of the wider community.

#### University of Waikato Council

##### *Role*

Constitution requires appointment of one member of Council.

#### University of Waikato Ethics Committee: On the Welfare of Experimental Animals

##### *Role*

Council representation requested.

#### Waikato Civil Defence Emergency Management Group

##### *Role*

Council representation requested.

#### Waikato Institute of Technology (Wintec)

##### *Role*

Constitution requires appointment of one member of Council.

#### Waikato Regional Airport Ltd

##### *Role*

The airport is a public utility, providing transportation facilities essential to the region. The objective of the airport company is to operate a successful commercial business, provide safe, appropriate and efficient services for the transportation of people and freight in and out of the port of Hamilton.

#### Waikato SPCA Trust

##### *Role*

Council representation requested.

#### WEL Energy Trust Joint Territorial Capital Beneficiaries Working Party

##### *Role*

Jointly with representatives from Waikato and Waipa district councils to monitor and influence WEL Energy Trust and to act in the best interests of the capital beneficiaries and the communities they represent.

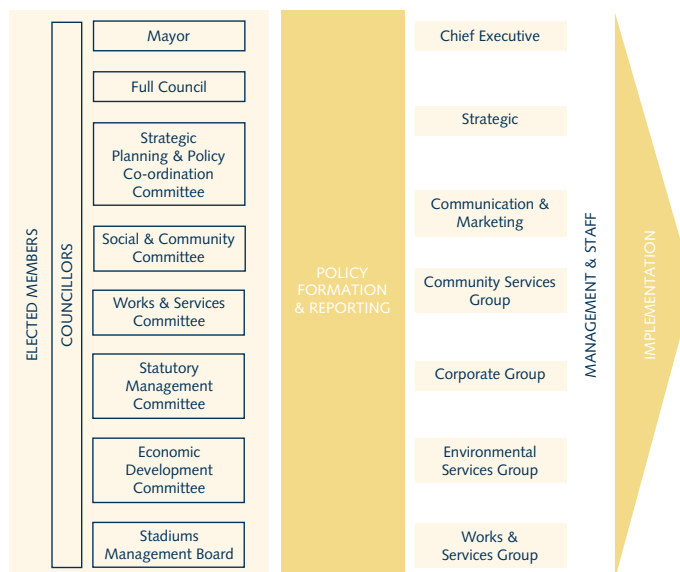
#### Zone 2 - Local Government New Zealand

##### *Role*

To represent Council at Local Government New Zealand Zone 2 meetings.

His Worship the Mayor is an ex-officio member of all committees.

## GOVERNANCE STRUCTURE



Hamilton city councillors are members of the Hamilton community elected and charged with the overall governance of the city, setting the long-term direction of the city and ensuring that Council acts in the best interests of the community it serves. The Hamilton City Council has 13 councillors elected from three wards and a mayor who is elected 'at large'.

Council is supported by a professional corporate organisation, led by the chief executive. Officers provide Council with policy advice and are responsible for implementing Council's policies to achieve the results Council wants.

Council's elected members are responsible for:

- law-making (bylaws) and regulatory role (Acts of Parliament)
- developing and approving Council policy
- determining the expenditure and funding requirements of Council through the annual plan process
- monitoring the performance of Council against its stated objectives and policies
- employing, overseeing and monitoring the chief executive.

The mayor and councillors are represented on Council committees (as described in the previous section). These committees consider and recommend policy to Council and monitor the effective and efficient implementation of policy and operation of services relating to the committee functions.

Council's role is to provide cohesion for the city, and covers a wide range of activities and services, from providing children's playground equipment to treatment of the city's water and wastewater. Meeting the community's priorities is fundamental to Council's overall operations and service delivery. Partnership and consultation with the community are an integral part of Council operations.

The chief executive and staff are responsible for managing day-to-day issues and implementing the Council's decisions and policies. The organisation is structured under six groups, Communication and Marketing, Community Services, Corporate, Environmental Services, Strategic, and Works and Services, each of which is headed by a general manager.

The Management Executive team (MX) comprises the general managers of the six groups and is headed by the chief executive. MX considers organisation-wide issues and provides a key linkage between councillors and staff. They ensure that what is undertaken within the six groups is consistent with Council's mission and goals, the community's vision and goals as outlined in Hamilton's Strategic Plan 2002–2012 and the decisions of Council.

The elected members and Council staff work together at different levels to decide what should be done, and to work out how it can be undertaken to achieve the community's vision and goals. This takes place within a framework of competing priorities, timeframes, resources, the decisions of Council, and within the overall goal of growing and developing the city in a sustainable social, economic and environmental context.

## COUNCIL ORGANISATION

**Mayor of Hamilton**  
David Braithwaite

**Deputy Mayor**  
Grant Thomas

### COUNCIL COMMITTEES

**Strategic Planning and Policy Co-ordination**  
Chairperson Cr Dave Macpherson

**Economic Development**  
Chairperson Cr Ewan Wilson

**Social and Community**  
Chairperson Cr Pippa Mahood

**Works and Services**  
Chairperson Cr Brian Impson

**Statutory Management**  
Chairperson Cr Ted Armstrong

**Stadiums Management Board**  
Chairperson Cr Peter Bos

## MANAGEMENT EXECUTIVE



From Left to Right: Philip Burton, Sue Duignan, Mike Theelen, Tony Marryatt, Mike Garrett, Sally Davis, Graeme Fleming

**General Manager**  
**Communication and Marketing**  
Philip Burton

- Communication and Marketing
- Events Sponsorship
- Economic Development Communication

**General Manager Community Services**  
Sue Duignan

- City Parks
- Community Support
- Leisure Facilities
- Libraries and Museum
- Parks and Gardens
- Stadiums

**General Manager Strategic**  
Mike Theelen

- Strategic/District Plan
- Annual Plan and Report
- Sustainable Environment
- Iwi Liaison

**Chief Executive**  
Tony Marryatt

**General Manager Corporate**  
Mike Garrett

- Finance and Administration
- Human Resources and Organisational Development
- Information Management
- Property and Risk Management

**General Manager Works and Services**  
Sally Davis

- Design Services
- Roads and Traffic
- Utilities Works
- Water and Wastewater Plants
- Water, Drainage and Refuse

**General Manager Environmental Services**  
Graeme Fleming

- Animal Care and Control
- Building Control
- Business Support
- Environmental Health
- Parking Enforcement
- Planning Guidance

## ADVISORS

**Auditor**  
Audit New Zealand, Hamilton

**Solicitors**  
Swarbrick Dixon, Barristers and Solicitors, Alexandra Street, Hamilton

**Bankers**  
Bank of New Zealand, Victoria Street, Hamilton











## OUR VISION

From Hamilton's Strategic Plan, 2002–2012: People, Partnerships, Progress.

Hamilton enjoys a unique and beautiful setting, amidst intricate gullies embracing the Waikato River, and is surrounded by rolling farmland with fertile soils.

The city has a distinctive character, based on its natural history as well as the human history forged by those who have been here before us—both tangata whenua and European settlers.

What we see and feel around us today is the legacy of the way our forebears interacted with this environment and used its resources. We in turn are creating the legacy that our descendants will inherit. It is an awesome responsibility.

That is why thousands of Hamilton's residents have taken time to pause and look around them, to carefully consider the way we live and the long-term effects of our lifestyles, and to think about the state of the environment and the culture we want to pass on to our children.

The community's vision for Hamilton is:

**Hamilton will continue to develop in a sustainable way, using fewer resources to achieve more social, economic, and environmental benefits for everyone in the city.**

This vision is expanded upon and defined through the following six strategic areas:

### **A: SUSTAINING HAMILTON'S ENVIRONMENT**

The city is a complex environmental system, which significantly impacts on the ecosystems that make up the natural fabric of the city. Historically the city has grown with little regard to the land, water, plant and animal life of the region. Today that is changing, and the city is beginning to recognise the need to work in partnership with its natural environment. Enhancing the quality of Hamilton's environment is a considerable undertaking.

The Waikato River is a taonga (treasure) for the whole community (particularly tangata whenua), and a major natural resource that makes a valuable contribution to the city's recreational and infrastructural activities. Conditions upstream affect water quality in the Waikato River, Hamilton's lakes, and the streams that flow through Hamilton. The city in turn influences water conditions for downstream users.

Preventing, avoiding, and remediating soil contamination in both industrial and residential situations will result in a healthier environment, as will improved efforts to address and reduce noise pollution. Air quality can be improved through the promotion of renewable, non-polluting energy resources and the increasing availability of more sustainable transportation methods.

The protection and enhancement of the city's biodiversity is a significant challenge. As the city grows, new development needs to protect and enhance the gully networks and areas of indigenous flora and fauna. Replanting existing gullies and reserve areas, and establishing linked greenspace corridors, will help restore the ecological balance of the city. These areas also provide Hamilton with a valuable recreational resource that contributes positively to the city's overall amenity.

The adoption of more efficient energy systems will reduce the city's greenhouse gas emissions and limit the depletion of finite resources. Further reduction, reuse and recycling of water will also minimise the city's impact on the environment.

#### **B: GROWING HAMILTON**

Hamilton's increasing population, and changing population composition, have a range of implications for the city's development in areas such as housing, industrial and commercial activities. The way the city is currently structured results in significant commuter traffic flows across the city. More flexible forms of urban development and increased integration of business activity, employment and services throughout the city, linked with more sustainable transport options will change this over time. Higher density housing (including greater infill development) can make more efficient use of the city's infrastructure, and provide more accommodation choice for an increasingly diverse community. High quality infrastructure will continue to be developed and maintained to meet the city's ongoing needs.

Hamilton's central area is the focal point of the city and region's retail, commercial and entertainment spheres. As such, it caters for a range of cultural, social and economic needs. Enhancement of the central area requires continued investment in the upgrading of streets, urban 'greening', beautification of buildings and the use of public art. The central area will benefit where new development is based around an integrated design philosophy, which encompasses pedestrian friendliness, safety, the river, local heritage, and recognises the diversity of functions located in the area.

#### **C: PROMOTING HAMILTON**

Hamilton has a key role as the service centre for the greater Waikato region. Local businesses are in a position to lead the way in the development of more sustainable processes and products, which will reinforce the city and region's "clean green image". Promoting the benefits of living and working in Hamilton will help to attract and retain business in the city. New opportunities, such as tourism and biotechnology, also offer the potential to provide more employment and to broaden the economic base of the city and region.

Attracting tourists to this area is an integral part of marketing the city. Hamilton's proximity to regional centres and attractions creates significant opportunities for the tourism sector, and for events marketing. Hamilton also offers its own attractions, such as the Waikato River, the city's lakes, Hamilton Zoo and Hamilton Gardens, as well as a variety of recreational and cultural opportunities. The continued development of a vital, vibrant and safe central area contributes to the positive image of the city and compliments the city's economic and community strengths, for both residents and visitors.

**D: EXPERIENCING OUR ARTS, CULTURE AND HERITAGE**

Hamilton's community is enriched by the opportunity to engage in a wide range of artistic and cultural activities. The city's reputation as an arts and cultural centre is growing. The community's ability to experience a variety of local, national and international events is dependent on the city continuing to foster its cultural environment, predominantly through investment in programmes and facilities that encourage wide community participation. Integral to this is the continued need to value both traditional and contemporary forms of Nga toi tangata whenua (Maori arts and culture), which supports the cultural diversity of our community.

Hamilton also has a well-defined cultural and built heritage. Increased public awareness will make an important contribution to developing widespread community support for the protection of these cultural artefacts and historic sites.

**E: LIVING IN HAMILTON**

Education is an investment in Hamilton's greatest resource, its people. Educational facilities and programmes that offer a variety of learning and training opportunities, as well as ready access to information, provide the best means of achieving full community participation. World-class research and educational institutions are key links in the trend towards people using information technology to work and study from virtual offices in their homes. Embracing information technology, and responding to the changing patterns of work and learning that it is creating, are important for the ongoing up skilling of Hamilton's community.

Part of meeting the community's social, physical and emotional needs involves providing for a range of accommodation, transport options, recreational and leisure facilities, and community support groups. Ensuring services and facilities are accessible, culturally appropriate, and community-focused is vital.

Individuals and community groups are encouraged to make a positive difference in the city through their own actions, and by contributing to local authority elections and consultation processes.

Hamilton seeks to be a supportive community where all people, including families, older people and youth are valued. Recognition of the role that all can play to achieve a supportive community, and the implementation of strategies that contribute to that outcome, are vital to the well-being of our city.

**F: ENJOYING OUR CITY**

The provision of sufficient open space, recreational facilities and services, is essential to meet the community's growing recreation and leisure needs. Facilities in the city that attract regional, national and international sporting and recreational events contribute to the city's economic and social life, and further enhance the city's reputation.

Recreational facilities and greenspace also provide for informal leisure, help protect our biodiversity, and add form and vitality to the city's structure. A flexible approach to their development, and the creation of an interconnected network of open and recreational space, will contribute to our community's well-being.

## CHANGES FROM THE DRAFT ANNUAL PLAN TO THE FINAL ANNUAL PLAN 2002/03

Council's major formal community consultation each year takes place when it seeks submissions from the public on its draft annual plan.

This year the draft annual plan set out Council's proposed projects and programmes and budget for the 2002/03 year, and was made available and open for public submissions from 29 April 2002 until Thursday 30 May 2002.

25

The May issue of City News included a four-page overview of the draft annual plan, which outlined key city projects and programmes, and included a submission form as well as councillor contact phone numbers. City News is distributed to 43,000 Hamilton residences, both urban and rural, and to post office box holders. Public notices in local papers advertised the plan's availability and the schedule of public meetings. A 24-hour telephone hotline provided another means for people to access information.

The draft annual plan overview was a primary means of communicating Council's projects and programmes to the public at large. For those who wanted a copy of the full plan, printed copies were available at Council offices and the six libraries.

The draft annual plan, overview and the submission form were also available for viewing or downloading-PDF format-on Council's website at [www.hcc.govt.nz/annualplan](http://www.hcc.govt.nz/annualplan)

Public presentations by councillors and staff on the draft annual plan were made at nine locations around the city during May, including one for the Maori community at Kirikiriroa Marae and one focused on youth at The Meteor.

The large majority of the 193 written submissions Council received were on the Draft Annual Plan 2002/03. A small number also commented on or made reference to the draft of Hamilton's Strategic Plan 2002-2012 and the Draft Financial Management Policy 2002/03-2011/12.

Of the total written submissions, 104 submitters asked to make a verbal presentation in support of their submission to councillors at the public hearings, which were held on 27/28 June.

Most of the 193 submissions were posted, with the majority using the freepost submission form included in the May issue of City News draft annual plan overview supplement, 14 were emailed, and 12 used the on-line submission form on Council's website.

Although the submissions covered a wide range of topics they were categorised under one of Council's six strategic areas, or under the headings of rates/financial or miscellaneous.

Strategic Area Category	No. of submissions
Sustaining Hamilton's Environment	8
Growing Hamilton	37
Promoting Hamilton	5
Experiencing our Arts, Culture and Heritage	24
Living in Hamilton	32
Enjoying our City	47
Rates/Financial	19
Miscellaneous	21
Total	193

Some of the main issues raised in the submissions included: infrastructural, walkways, rates/financial, The Meteor, community centres, future development in the Peacocke area, Hamilton Gardens, swimming pool facilities, recycling/waste, cycling facilities, and Maori concerns.

Several petitions were received requesting: completion of the Lake Rotoroa walkway, toilets at the Dinsdale shopping centre, toilets at the model railway (Minogue Park), and specific proposals regarding the proposed upgrade of Pukete Road. A number of groups specifically requested additional or new financial assistance.

Council met and made its decisions on 22/23 July 2002 and set the rates strike for the 2002/03 year.

The following table summarises changes to Council's projects and programmes that resulted from the 2002/03 public submission process.

Submitter/Request	Council Decision
Surf Life Saving Northern Region (Increase in annual grant towards lifeguard services)	Funding for project no. 220 (Northern Lifeguard Service Grant) has been increased from \$6000 to \$8301.25 in 2002/03 and the next 10 years (subject to confirmation through the respective annual plan processes.)
Individual submitter (City's population to be displayed on the city's entrance signs)	An upgrade of the city entrance signs and temporary signs is to be undertaken and the proposals contained in the submission will be considered as part of the upgrade.
Phoenix House Charitable Trust (Funding of \$80,000 towards the proposed Indian Community Centre)	The request for funding of \$80,000 has been placed in the Projects Not Funded section.
Hamiltons Roller Skating Club (Roof for Melville Park skating rink)	Funding of \$50,000 has been made in 2002/03 towards the roofing project on the provision that the Hamilton Roller Skating Club obtain the balance of the funding, and that Council be the last funder.
Te Rapa Primary School (Funding towards school/community swimming pool)	Funding of \$40,000 has been provided in 2002/03.
Hamilton Multicultural Services Trust (Funding of the Multicultural Centre as a core community centre)	Council's Community Service Group will carry out investigations on the matters raised by the Trust and report back to the appropriate Council committee (noting that the Trust has received \$2,500 from the Council's Community Assistance Programme).
Hamilton Christian Night Shelter Trust (Funding towards provision of shelter to homeless men)	Funding of \$10,000 has been made in 2002/03 on the provision that the Hamilton Christian Night Shelter Trust supply information to the Social and Community Committee prior to December 2002 on their method of operation and ongoing viability.
Rangimarie Te Horanganui Marae (Request for a new marae facility)	Council's Community Services Group will carry out investigations on the matters raised by the submitter and report back to the appropriate Council committee.
Te Whare o Te Ata (Funding towards services provided by the community house)	Funding of \$10,000 has been provided in 2002/03.

Submitter/Request	Council Decision
Tourism Waikato <i>(Additional funding towards the Visitor Information Centre/regional branding)</i>	Additional funding in 2002/03, for branding (Waikato where the Grass is Greener) promotion, conditional and payable up to the total contributed by other local government authorities in the region, with a maximum contribution from Council of \$50,000.
City West Activity Centre Trust <i>(Provision of an annual grant)</i>	Funding of \$10,000 has been provided in 2002/03. The grant is to be removed from 2003/04 onwards, due to the Trust now being a viable operation and having a strong partnership with Fraser High School.
Hamilton Chinese Garden Trust  Friends of Hamilton Gardens <i>(Request improvement to the water quality at Hamilton Gardens)</i>	Council's Community Services Group will carry out investigations on the matters raised by the submitters and report back to the appropriate Council committee.
Individual submitter <i>(Upgrade of Riverlea Road)</i>	The upgrade will now commence in 2002/03 with funding of \$100,000.
School Attendance Services Hamilton Inc. (SASH) <i>(Funding towards services provided by SASH)</i>	Funding of \$5000 has been provided in 2002/03 only.
Waikato Water Polo Board and two submitters <i>(Provision of a deep water pool)</i>	Provision of \$36,000 in 2004/05 and \$1.2 million in 2005/06 for project 321 (Waterworld deep water pool). Subject to confirmation through the respective annual plan processes.
Eight submitters <i>(Bring forward timing of the structure plan for the Peacocke area)</i>	Council will: a) review the future urban policies and subdivision standards in the future urban zone in the proposed district plan, to ensure that the effects of the activity (including subdivision) in the zone are consistent with the intention to maintain these areas as an urban land bank for the city and to avoid interim development compromising the opportunity to develop these as effective urban areas in the future b) commence development of a structure plan for the Peacocke area following adoption of a plan change to the district plan that ensures interim development will not occur in the future urban zone that will compromise the opportunity to develop these as effective urban areas in the future, and c) bring the Peacocke structure plan forward in Council's 2002/03 long-term financial strategy as follows: 2002/03 \$100,000, 2003/04 \$295,000, 2004/05 \$140,000 from 2010/11 and 2011/12.
Two submitters <i>(Cease fluoridation of the city's drinking water supply)</i>	The matter of fluoridation of the city water supply is to be referred to a Council workshop.

Council also made a number of amendments that have impacted on the final annual plan. These include:

- Purchase of the Eastern 1 arterial land advanced to 30 June 2003 (\$2.6m)
- Additional funds to the Waikato Stadium project (\$4m)
- Claudelands indoor stadium grant deferred until 2003/04-2004/05.

In total, Council's decisions have an additional net rate impact of \$430,000 over the draft annual plan budget.

## HAMILTON'S SUSTAINABILITY INDICATORS

### INTRODUCTION AND BACKGROUND

Hamilton is a dynamic and growing city. Population growth has averaged around 1.6 per cent per annum over the last 10 years (approximately 1500 people every year). The population composition (such as age groups, household formation and ethnicity) is also undergoing significant change.

Hamilton's increasing population, and changing population composition, have a range of implications on the city's development. The vision and goals in Hamilton's Strategic Plan 2002–2012 are the community's vision of what a more sustainable Hamilton should ultimately be like.

It is imperative that key components of Hamilton's economy, environment and society are monitored to provide information that can assist in the optimum development of the city—this is where sustainability indicators come in. The set of 25 community-derived sustainability indicators will assist in determining whether our collective actions are moving us toward or away from the strategic plan's vision and goals.

### SUSTAINABLE DEVELOPMENT

Sustainable development (often referred to as sustainability) can be described as a desirable state of conditions that persists over time. The word development implies a process by which sustainability can be achieved. Sustainable development, then is defined as:

*Development which meets the needs of the present without compromising the ability of future generations to meet their needs.*

A report from the Office of the Parliamentary Commissioner for the Environment notes that sustainable development can be thought of as 'Getting more, from less, for longer'. To achieve sustainable development, we must find ways to measure whether we are actually succeeding in becoming more sustainable. This is what sustainability indicators are for.

### THE LOCAL PROCESS OF DEVELOPING SUSTAINABILITY INDICATORS

Sustainability Indicators provide ways in which we can measure, directly or indirectly, changes to Hamilton's environment, society and economy over a period of time. They provide a picture of what's going on around us, which we can use to guide our future planning.

An effective sustainability indicator should be measurable, easy/affordable to collect, user-friendly, comparable over time, provide a balanced measure of social, environmental and economic conditions, and be able to be influenced by actions.

The process of developing Hamilton's sustainability indicators was comprehensive. Seven workshops were held in May 1998 to develop potential indicators. The sustainability indicators produced at the workshops were developed using the goals from Hamilton's first Strategic Plan 1997–2017. More than 150 people were involved, representing a wide cross-section of the community, producing hundreds of potential indicators. A community steering group, drawn from the original volunteers, then developed a smaller representative set.



In addition, a parallel process was conducted by Maori, for Maori, resulting in a document known as Whakakitenga Marama (March 1999). The material from this document and the smaller representative indicator set developed by the community steering group form the basis of the set of sustainability indicators presented in Hamilton's first Sustainability Indicators Report.

Council staff then commenced the process of obtaining data for the sustainability indicators from within Council as well as from a wide range of external organisations. Although this process resulted in some adjustments being made to the original set of 29 indicators shown in Hamilton's Strategic Plan 1999–2019 (due to data being unavailable/unreliable, only being available at a national level, etc) the revised set of 25 sustainability indicators has retained the integrity of the original set 29 community-derived sustainability indicators.

In most cases the set of 25 sustainability indicators comprises a number of component sub-indicators. In total there are 65 sub-indicators.

Hamilton's first sustainability indicators report is now a benchmark that can be built on. Although there will be an ongoing refinement and improvement process, a core set of the sustainability indicators from the base report need to remain to ensure a degree of comparability with future indicator reports, as well as to retain the integrity of the original set of 29 community-derived sustainability indicators.

It is envisaged that the sustainability indicators will be reported on at least annually, and that a summary of each report will be included in Council's Annual Report. The Sustainability Indicators report will fulfil the requirements of the Resource Management Act 1991 that Council monitor the state of the city's environment, and produce a State of the Environment Report.

## RESULTS FROM THE FIRST SUSTAINABILITY INDICATORS REPORT

Hamilton's first Sustainability Indicators report shows areas where the city is making progress towards sustainability, and identifies potential areas for improvement. Of the 25 sustainability indicators, eight appear to be getting better, three to be getting worse, nine remaining stable, and there is insufficient information to show the progress or otherwise of five indicators.

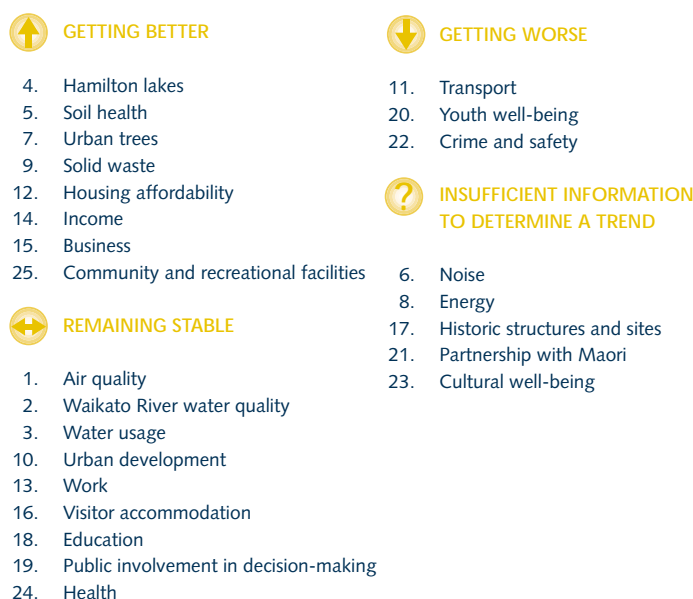
Indicators showing progress towards sustainability:

- the ecological health of Lake Rotorua has shown improvement
- soil health shows that contaminated sites are being identified, and remedial action is being taken to improve soil health at an increasing number of those sites
- the value placed on Hamilton's trees is displayed by increasing tree planting and protection measures that have involved community groups
- waste recycling continues to minimise the amount of material sent to the Horotiu landfill
- housing affordability within the city is improving
- incomes in Hamilton are generally increasing
- Hamilton's business environment appears to be relatively buoyant, and it has a reasonably broad employment base
- the amount of greenspace within the city is increasing, and Council's Annual Residents Survey shows high levels of satisfaction with community and recreational facilities within the city.

Indicators identified as displaying a trend away from sustainability are:

- transport—the means of travel in Hamilton is dominated by private motor vehicles. Car ownership is increasing, however, recent trends show that the number of passengers using the bus service is increasing slightly
- youth well-being—juvenile offending and youth suicide rates have generally shown an increase in the past decade
- crime and safety—although there has been a reduction in the number of burglaries since 1999, crime levels remain significantly higher than they were in 1990, and are higher than in other large cities.

The following diagram outlines the results of the sustainability indicators report at a glance.



#### HAMILTON CITY COUNCIL'S MISSION AND GOALS

Council's mission statement sets out the purpose of the organisation, that is 'why we exist'. The five goals outline the key contributions, which Council makes to the city, and form the basis for Council's significant services.

The mission statement adopted by Council in October 1996 is:

To work in partnership with the people of Hamilton to meet the needs of the community, by providing quality services and sustainably managing the city's natural and physical environment according to the principles of Agenda 21.

#### GOALS

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations.
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements.
- 3 To obtain and administer the financial resources necessary for the cost effective management of the city.
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community.
- 5 To develop a positive climate, which encourages development opportunities to achieve a sound economic base for the city.

## LINKING HAMILTON'S STRATEGIC PLAN WITH COUNCIL'S MISSION, GOALS, SIGNIFICANT SERVICES AND SUSTAINABILITY INDICATORS

Hamilton's Strategic Plan	Council's mission, goals, significant services		
<b>Vision:</b> That Hamilton will continue to develop in a sustainable way, using fewer resources to achieve more social, economic, and environmental benefits for everyone in the city.	<b>Mission:</b> To work in partnership with the people of Hamilton to meet the needs of the community, by providing quality services and sustainably managing the city's natural and physical environment according to the principles of Agenda 21.		
STRATEGIC AREA A: Sustaining Hamilton's Environment			
<b>Strategic Goals</b> 1 Clean air, water and soil, and an environment free from excessive noise. 2 Healthy ecosystems displaying improved biodiversity, with a strong indigenous component. 3 Energy resources are used in a sustainable manner, and air emissions are reduced. 4 Production of solid and liquid waste (including hazardous substances) is minimised, and disposal is carried out in an environmentally sustainable manner.	<b>Council Goals</b> 1, 2, 4, 5	<b>Significant Services</b> <ul style="list-style-type: none"><li>• Wastewater</li><li>• Stormwater network management</li><li>• Refuse</li><li>• Water supply</li><li>• Sustainable environment</li><li>• Environmental health</li></ul>	<b>Sustainability Indicators</b> <ul style="list-style-type: none"><li>• Air quality</li><li>• Waikato River water quality</li><li>• Water usage</li><li>• Hamilton lakes</li><li>• Soil health</li><li>• Noise</li><li>• Urban trees</li><li>• Energy</li><li>• Solid waste</li></ul>
STRATEGIC AREA B: Growing Hamilton			
<b>Strategic Goals</b> 5 A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system. 6 A distinctive, vibrant, and people-friendly central area.	<b>Council Goals</b> 1, 2, 3, 4, 5	<b>Significant Services</b> <ul style="list-style-type: none"><li>• Roads and traffic</li><li>• Road safety programme</li><li>• Hamilton Transport Centre</li><li>• Central area off-street parking</li><li>• Parking enforcement</li><li>• Building control</li><li>• Planning guidance</li><li>• Animal care and control</li><li>• Property management (endowment and investments)</li></ul>	<b>Sustainability Indicators</b> <ul style="list-style-type: none"><li>• Urban development</li><li>• Transport</li><li>• Housing affordability</li></ul>
STRATEGIC AREA C: Promoting Hamilton			
<b>Strategic Goals</b> 7 A sound economy developing sustainably. 8 Hamilton has a positive internal and external image.	<b>Council Goals</b> 4, 5	<b>Significant Services</b> <ul style="list-style-type: none"><li>• Economic development</li><li>• City promotion</li><li>• Sister cities programme</li></ul>	<b>Sustainability Indicators</b> <ul style="list-style-type: none"><li>• Work</li><li>• Income</li><li>• Business</li><li>• Visitor accomodation</li></ul>
STRATEGIC AREA D: Experiencing our arts, culture and heritage			
<b>Strategic Goals</b> 9 Hamilton values its rich culture and artistic achievement. 10 Kirikiriroa is established as a centre for traditional and modern arts and culture. 11 Cultural and built heritage is widely appreciated and protected.	<b>Council Goals</b> 1, 2, 4, 5	<b>Significant Services</b> <ul style="list-style-type: none"><li>• Hamilton theatre services</li><li>• Libraries</li><li>• Waikato Museum of Art and History</li><li>• ArtsPost</li><li>• Excite</li></ul>	<b>Sustainability Indicators</b> <ul style="list-style-type: none"><li>• Historic structures and sites</li></ul>
STRATEGIC AREA E: Living in Hamilton			
<b>Strategic Goals</b> 12 A diverse range of learning and training opportunities is available to meet the needs of the community and business at all levels. 13 Local neighbourhoods address the needs of their residents—socially, physically and emotionally. 14 All people are enabled and encouraged to participate in the development of the city. 15 A supportive community where families, youth, and older persons are valued.	<b>Council Goals</b> 1, 2, 3, 4, 5	<b>Significant Services</b> <ul style="list-style-type: none"><li>• Community development</li><li>• Youth programme</li><li>• Community assistance</li><li>• Housing services</li><li>• Employment initiatives</li><li>• Emergency management</li><li>• Partnership with Maori</li><li>• Cemeteries and crematorium</li><li>• Representation and civic affairs</li></ul>	<b>Sustainability Indicators</b> <ul style="list-style-type: none"><li>• Education</li><li>• Public Involvement in decision-making</li><li>• Youth well-being</li><li>• Partnership with Maori</li><li>• Crime and safety</li><li>• Cultural well-being</li><li>• Health</li></ul>
STRATEGIC AREA F: Enjoying our city			
<b>Strategic Goals</b> 16 A full range of land, facilities and services is available to meet the community's recreation and leisure needs.	<b>Council Goals</b> 1, 2, 5	<b>Significant Services</b> <ul style="list-style-type: none"><li>• Sports areas (grounds and buildings)</li><li>• Parks and gardens</li><li>• City beautification</li><li>• Stadiums</li><li>• Hamilton city leisure centre</li><li>• Swimming facilities</li><li>• Community halls and leased buildings</li><li>• Hamilton Zoo</li><li>• Hamilton Gardens</li><li>• Toilets</li></ul>	<b>Sustainability Indicators</b> <ul style="list-style-type: none"><li>• Community and recreational facilities</li></ul>

## COUNCIL PLANNING STRUCTURE AND CYCLE

The diagram shows the relationship of the different high level plans, policies and performance reports of Council.

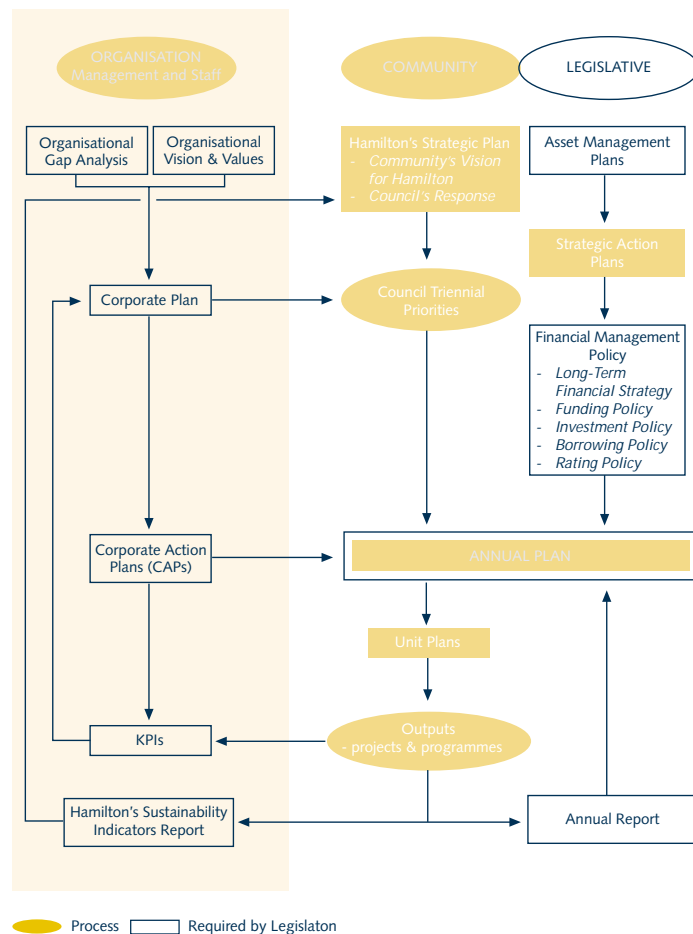
Legislation, primarily the Local Government Act, sets out the planning framework that Council must have, that is, financial management policy, asset management plans, annual plan and annual report. This enables transparency to the public of what Council is proposing to do, for how much, and reporting on actual results achieved.

Further to this, Council initiated work with the community to develop Hamilton's strategic plan. The first was published in 1997, was revised in 1999, and again this year.

The strategic plan sets out the community's goals and priorities for the sustainable development of what it wants Hamilton to be like in 10-years time. Council is a significant community partner in the realisation of those goals.

The organisation's key plans and reports, such as the organisational gap analysis, corporate plan and Key Performance Indicators (KPIs), are the guiding documents that assist Council to implement the diverse operations detailed in the annual plan.

## HAMILTON CITY COUNCIL: PLANNING STRUCTURE AND CYCLE



## COMMUNITY/LEGISLATIVE

### Hamilton's Strategic Plan

This embodies the community's vision for Hamilton, the strategic goals, overview, outcomes and Council's response, including the long-term financial strategy. The plan is revised every three years and reviewed every six years. It outlines the community's vision for Hamilton, and the areas where Council is planning action over the next 10-years towards achieving the community's vision.

33

### Asset Management Plans

The plans are the blueprints for asset management, depreciation and replacement of the city's major infrastructural assets. The 10 asset management plans are: city beautification, halls and leased buildings, parks and gardens, public toilets, refuse services, roads and traffic, sports areas, stormwater services, wastewater services and water services. These ensure Council can continue to meet the level of service required for essential services in the future.

### Strategic Action Plans

These are specific projects and programmes developed by the units within Council as potential ways to address infrastructural requirements, issues in the city and goals of the community vision. They form the basis of Council's long-term financial strategy.

### Financial Management Policy

The Financial Management Policy sets out, under the following areas, the guidelines of how Council plans for and acquires funds to finance its operation and the projects and programmes in the annual plan:

- Long-Term Financial Strategy
- Funding Policy
- Investment Policy
- Borrowing Policy
- Rating Policy.

### Council Triennial Priorities

From the 10-year strategic plan, the elected members look in more detail at their priorities for the three-year term.

### Annual Plan

This is developed from the strategic plan, Council triennial priorities, the long-term financial strategy and community consultation. It includes information on Council's policies, actions, and funding that are to be undertaken over the coming financial year.

### Unit Plans

Unit plans are produced annually and identify the priorities established by each of the Council's 23 units. These plans provide the point in the organisation where corporate objectives (how) and annual plan and strategic plan objectives (what) are integrated.

### Outputs

Outputs are Council's projects and programmes for the financial year, which are reported on through the annual report, KPIs and Hamilton's sustainability indicators report.

### Annual Report

This report contains audited accounts for the previous financial year. It compares the objectives and performance measures set out in the annual plan with the results that were achieved.

### Sustainability Indicators Report

This report measures 25 indicators that the community has identified as being important gauges of measuring our progress of becoming a more sustainable city.

## ORGANISATION (MANAGEMENT AND STAFF)

### Organisational Vision and Values

The organisation's vision and values are derived from meeting the community vision as outlined in Hamilton's Strategic Plan 2002–2012, and treating staff and the community well.

### Organisational Gap Analysis

A process undertaken to identify differences (gaps) between current and desired levels of performance throughout the organisation.

### Corporate Plan

The Corporate Plan provides the direction for the way staff do things and how staff continually improve the way things are done. This is programmed mainly through organisational development, quality management and other improvement strategies. It outlines the vision and values of management and staff and the five major goals of the organisation, as well as providing a blueprint for the next five years, helping the organisation become a world-class leader in local government.

### Corporate Action Plans (CAPs)

CAPs are cross-organisational plans that are aligned to and action corporate objectives. They become the priorities for organisational development and detail the way in which the organisation will move forward and achieve the corporate vision.

### Key Performance Indicators (KPIs)

KPIs are key measures that enable the overall performance of Council to be measured and tracked.

## KEY PLANS, POLICIES AND STRATEGIES

### COUNCIL POLICY MANUAL

The Council Policy Manual provides a full list of all policies approved by Council. The policies provide guidance for staff and councillors in the areas of discretionary decision-making. Adoption and adherence to policies enables consistent application of discretion, consistent decision-making by staff and Council, consistent treatment of public, service groups, and companies, and transparent process, criteria, and timetables adopted. The policy manual establishes a rigour to many activities and directions of Council that are not otherwise governed by legislation. Each new Council is required or entitled to review the policy manual, and to make changes. Policies can be reviewed, added, or deleted at any time through normal Council process. Council is currently reviewing its policy manual, which will be published by 30 June 2002.

35

### ANNUAL PLAN

The Local Government Act 1974 requires every local authority to prepare a draft annual plan for the coming financial year, as well as providing general information about the following two years. The special consultative procedure stipulates that the public must be given a minimum of one month to make submissions. Council then considers the submissions before adopting its approved Annual Plan and confirming the rates for the next financial year by way of a Special Order.

The plan is Council's primary means of communicating its projects and programmes to the public, and includes information about policies, actions and funding.

- It outlines the significant services, and their objectives and performance measures for the coming financial year.
- It describes the projects and programmes to be undertaken (including likely costs and how they will be funded).

Any significant changes from the previous annual plan's policies, objectives, significant services and performance measures are explained. The plan also includes a financial forecast for the coming financial year.

To ensure alignment between Council's projects and programmes, and the community's priorities, the annual plan's significant services, projects and programmes are structured by the strategic plan's six strategic areas.

The annual plan must include:

- the nature and scope of the significant services to be undertaken
- the performance measures and other measures used to monitor, measure, and review Council's performance
- an outline of the indicative costs (i.e., of proposed expenditure ) and the sources of funds
- an outline of Council's financial management policy
- forecast financial statements for the year, including:
  - an estimated and forecast statement for the beginning and end of the financial year
  - an operating statement (reflecting forecast revenues and expenses)
  - a statement of cashflows
- an explanation of changes (variations) between the current and the previous year's annual plan
- a summary of Council's equal employment opportunities programme.

#### ANNUAL REPORT

After the end of the financial year Council publishes an Annual Report (usually in November) which contains audited accounts for the previous financial year. The annual report must:

- compare the actual performance with the proposed performance set out in the plan
- comment on the performance of all organisations included in the annual plan
- be produced within five months of the end of the financial year
- contain an audited financial statement, set of accounts, and annual financial report which assesses Council's financial performance against its budget
- show the extent to which Council's equal employment objectives were met.

#### FINANCIAL MANAGEMENT POLICY

An outline of Council's Financial Management Policy is included at the end of this Annual Plan.

Every local authority is required by the Local Government Act 1974 to develop a Financial Management Policy. Council has reviewed its Financial Management Policy for 2002/03, and a summary of the revised Financial Management Policy is included in this Annual Plan. A full detailed copy of the 2002/03 Financial Management Policy is available upon request.

The Financial Management Policy includes the:

- Long-Term Financial Strategy
- Funding Policy
- Investment Policy
- Borrowing Management Policy
- Rating Policy.

#### Long-Term Financial Strategy

The Long-Term Financial Strategy addresses the financial requirements and considerations likely to affect Council over the 10-year term 2002/03–2011/12. Key considerations included in the document are infrastructural demands, which may arise from growth or the need to maintain existing assets; new assets or developments in the city; debt levels and the financing costs associated with servicing the debt; and the projected rates requirement. The Long-Term Financial Strategy also indicates whether Council is meeting the requirement to fund the depreciation on its assets, i.e., allowing for the costs of future replacement of city assets. Council is funding the depreciation on its assets over the full 10-year term of the Long-Term Financial Strategy.

More detail on the Long-Term Financial Strategy is provided in Section 2.0 of the summary of the Financial Management Policy at the end of this Annual Plan. The Long-Term Financial Strategy is listed within Appendix 7 of the summary of the Financial Management Policy.



### **Funding Policy**

The Funding Policy analyses who benefits from identified activities and how they should be funded. In particular, the policy considers whether an activity of Council should be privately or publicly funded. Private funding relates to fees and charges, subsidies and other sources of revenue. Public funding is from rates.

Council has reviewed and approved its Funding Policy for the 2002/03 financial year and the funding requirement of each significant service. There were no significant changes to the policy, apart from the change to the specified cost allocation of the economic development significant service to the commercial sector.

More detail on the Funding Policy is provided in Section 3.0 and the Appendices of the Financial Management Policy section of this annual plan.

### **Investment Policy and Borrowing Management Policy**

The Investment and Borrowing Management policies work in unison to outline Council's approach to managing its financial exposures, in terms of both its investments and its debt, recognising that Council is a net borrower for the foreseeable future.

Council has reviewed and approved its Investment and Borrowing Management policies for the 2002/03 financial year. The key change to the policies has been the review of the debt ratios and limits, with the proposed replacement of the current targets with a set of ratios that are now considered to be the financial market 'norm' in relation to New Zealand local authorities. The debt performance targets focus more on Council's ability to service its debt commitments, rather than the dollar level of debt.

More detail on the Investment Policy and Borrowing Management Policies is provided in Section 4.0, Section 5.0 and the Appendices of the Financial Management Policy section of this Annual Plan.

### **Rating System and Rating Policy**

The Rating Policy describes the rating system that Council has adopted to collect its rates, and also explains the reasons for any changes in the rating system between rating years.

Council has reviewed its Rating System and Rating Policy for 2002/03 and has determined to retain the land value rating system for the 2002/03 rating year.

In setting the budget for the 2002/03 year Council has approved an overall increase in the total Council rate take of 4.2 per cent, with 2.81 per cent of this being payable by existing ratepayers. A change has also been made to the rating differential between property sectors.

The rating differential between property sectors has been amended for the 2002/03 financial year for three reasons:

1. The rate requirement for each property sector has been revised based on the 2002/03 funding ratio considerations of each significant service and the estimated land values at 30 June 2002.
2. Council resolved to modify the specified cost allocation of the Economic Development significant service to the commercial differential from 50 per cent to 74 per cent. This reflects the benefit to the commercial sector from a greater level of spending on economic development activities.
3. The change in values across property sectors has resulted in a land value movement adjustment between the sectors, which changes the rates required from the different categories of properties.

More detail on the rating system and rating policy is provided in Section 6.0 and the Appendices of the Financial Management Policy section of this Annual Plan.

#### STRATEGIC PLAN

Hamilton city's first strategic plan was adopted in February 1997 and then revised in 1999. The plan has been further revised in 2002, and covers the period 2002–2012.

One of the plan's key themes is the concept of sustainable development, which is central to Agenda 21. Agenda 21 recognises that global issues need to be addressed locally and that local people need to be involved in decision-making.

The revised plan is divided into two parts:

##### *Part One:*

outlines the community's vision, goals and outcomes for Hamilton's long-term sustainable development, and is divided into six strategic areas: Sustaining Hamilton's Environment; Growing Hamilton; Promoting Hamilton; Experiencing Our Arts, Culture and Heritage; Living in Hamilton; and Enjoying Our City.

##### *Part Two:*

outlines Council's response to the community's vision for the city, and contains Council's Long-Term Financial Strategy, which details current and projected spending on projects and programmes over the next 10-years.

The plan also contains a summary of the state of the city's 25 sustainability indicators that were developed through an extensive community participation process.

## HAMILTON'S SUSTAINABILITY INDICATORS

Hamilton's Sustainability Indicators report was released in April 2002, and is the first overall benchmark of the city's environmental, social and economic performance.

The report comprises 25 community-derived sustainability indicators with each indicator containing a number of component sub-indicators. In total there are 65 indicators. The indicators are grouped into the six strategic areas of Hamilton's Strategic Plan 2002–2012. See page 31–Linking Hamilton's Strategic Plan with Council's mission, goals, significant services and sustainability indicators.

Each sustainability indicator is reported on using a standard template, which also includes a summary of whether the indicator is getting better, remaining stable, getting worse, or whether there is insufficient information at present to determine a trend.

The role of this first report, in addition to compiling a full set of sustainability indicators, is to establish a benchmark that will not only establish a measurement baseline, but provide a tool to assist business, Council, and the community to make positive changes for the environment, the economy, and society. In the case of Council it will provide an important information resource for decisions about projects, work practices, and processes that will contribute positively to the city's sustainability.

The sustainability indicators also have a wider audience. Everyone from individuals through to large businesses will be able to see 'at a glance' the well-being of Hamilton at any one point in time. The report also contains a list of potential actions/sustainability initiatives for each sustainability indicator that individuals, businesses, voluntary organisations, etc, can incorporate into their everyday activities.

The sustainability indicators will be reported on at least annually, and a summary of each report will be included in Council's annual report.

## DISTRICT PLAN

The Resource Management Act 1991 requires Council to have a District Plan. The purpose of the District Plan is to encourage the sustainable use of the city's natural and physical resources, and to provide for the social, cultural and economic well-being of the community.

The District Plan governs the management and mitigation of the effects of land use in the city. Land subdivision, environmental noise and activities on the surface of the water are also controlled through the plan.

The Proposed District Plan was adopted by Council in 1999 and 782 submissions were received after the plan was publicly notified. Hearings on the submissions ran from the end of 2000 until August 2001 and Council publicly notified its decisions in October 2001. Fifty-seven references (appeals) on Council's decisions have been lodged with the Environment Court.

## ASSET MANAGEMENT PLANS

Asset Management Plans consider the level of service required for key infrastructural activities and services of Council, and the assets required to support those services. The plans include ensuring that maintenance and asset replacement is at a level to allow the agreed provision of services to continue, that depreciation on assets is funded, and that the future growth of the city is catered for.

Asset Management Plans are blueprint documents for the broad based funding requirements for the city's infrastructure, and have strong linkages to the production of the Long-Term Financial Strategy and Annual Plan.

Asset Management Plans are produced for a number of significant services. Asset Management Plans that have been developed are:

- City beautification
- Halls and leased buildings
- Parks and gardens
- Public toilets
- Refuse services
- Roads and traffic
- Sports areas
- Stormwater services
- Wastewater services
- Water services.

More detail on the Asset Management Plans of Council is provided in Section 2.0 of the Financial Management Policy section of this Annual Plan.

## ENVIRONMENTAL POLICY

Council's Environmental Policy is a key mechanism to ensure sustainable development for its operation and service delivery, as well as for creating a more sustainable city. This policy, adopted by Council in May 1998, contains the organisation's vision statement for the environment, an outline of its environmental commitments, and an Environmental Action Plan, which details the main projects and methods by which these commitments will be met.

The policy comprises three parts:

### Part 1: Environmental Mission Statement

Hamilton City Council is guided by the principles of Agenda 21 and recognises its direct responsibilities under the Resource Management Act 1991 to sustainably manage Hamilton's environment for this and future generations. In delivering services, the Council is committed to giving effect to the provisions of Hamilton's Strategic Plan and to meeting all regulatory requirements. It is also committed to continually updating practices to make measurable progress in environmental performance and to reducing the environmental impacts of its activities to the lowest practicable levels, consistent with sustainable development.

The Council recognises that it has a major role to play in encouraging and empowering others in the community to protect and enhance the environment, by adopting the principles of this policy. This will be achieved through education, consultation and the promotion of community participation in environmental decision-making.

## **Part 2: Outline of Environmental Commitments, Environmental Protection and Enhancement**

Hamilton City Council will minimise and wherever possible eliminate the release of any pollutant that may cause environmental damage to the air, land or water.

### **Biodiversity**

Hamilton City Council will encourage the protection of significant ecosystems within the city boundary and promote no net loss of biodiversity.

### **Wise Use of Energy**

Hamilton City Council is committed to responsible energy management in order to minimise pollution, particularly CO<sup>2</sup> emissions, and will, wherever possible, reduce its dependence on fossil fuels through the use of renewable energy sources.

### **Sustainable Use of Natural Resources**

Hamilton City Council will make sustainable use of natural resources and will conserve non-renewable resources through efficient use and careful planning.

### **Waste Reduction**

Hamilton City Council will endeavour to minimise the creation of all forms of waste and will, at all times, view waste as a resource with the potential for reuse and recycling.

### **Staff Training**

Hamilton City Council will ensure that all staff and elected members are aware of and understand their environmental responsibilities in terms of this policy.

### **Environmental Management**

Hamilton City Council will commit the management and financial resources necessary to implement these principles and will monitor, and report annually on, its environmental performance. It will maintain a process by which elected representatives and management are kept informed of, and are fully responsible for, the environmental management of Council's activities. Hamilton City Council will ensure that an annual State of the Environment report is produced for the city.

## **Part 3: Environmental Action Plan**

In order to meet its environmental commitments, Hamilton City Council will produce an Environmental Action Plan. This will be reviewed every three years in conjunction with Hamilton's Strategic Plan.

#### ENVIRONMENTAL EDUCATION STRATEGY

Council recognises that environmental education is a fundamental process in achieving real progress toward sustainable development in the city. Council acknowledges that it has a major role to play in encouraging and empowering others in the community to have positive impacts on the environment.

Hamilton's Environmental Education Strategy was developed to increase the effectiveness of environmental education in the sustainable development of Hamilton, in a co-ordinated and cost effective way. The strategy provides a framework for building on existing successful initiatives, co-ordinating with other agencies, linking with complementary programmes, and creating new initiatives to fill existing gaps.

A comprehensive Environmental Education Programme has been designed with sections specific to internal and external target groups. The formal education sector was the first target group to be addressed, and the resulting Enviroschools Programme has now become a national programme. There are currently nine schools in Hamilton taking part in Enviroschools, integrating environmental education into the whole of school life and working towards a healthy, peaceful and sustainable environment. The next target group to be addressed in the programme is the community sector. Partnerships with other organisations are being initiated to deliver specific parts of the programme.

#### CONSULTATION POLICY AND COMMUNITY CONSULTATION GUIDELINES

Council recognises that community consultation is a key principle of Agenda 21. Council also has direct consultation responsibilities as a Treaty of Waitangi partner.

In December 1999, Council adopted its Consultation Policy and Community Consultation Guidelines with the objective of ensuring that the community has meaningful input into the development, consideration and decision-making on any significant project, process or policy undertaken by Council.

Through the policy, Council will:

- identify and promote the use of best practice approaches for consultation which ensure that community input is meaningful, transparent, fair and honest
- ensure that any proposed significant project, process or policy initiative will incorporate into its project design a consultation programme which identifies the scope, scale, proposed methods and reporting mechanisms to be used
- follow Council's Community Consultation Guidelines in determining an appropriate consultation process
- regularly review and audit the effectiveness of its approaches and be innovative in the use of new and improved methodologies.



#### ECONOMIC DEVELOPMENT STRATEGY

In March 2000, Council adopted Hamilton's Economic Development Strategy which positions Hamilton as a 'world centre of life sciences'.

The driving organisation championing this strategy is Business2Hamilton–B2H (formerly the Economic Development Forum), which markets Hamilton through its website, [www.business2hamilton.co.nz](http://www.business2hamilton.co.nz). In 2001/02 B2H's major project was to gain funding to begin building Innovation Park, which will be situated alongside the University of Waikato and the Ruakura Research Centre. Construction will begin on this project in mid 2002. The sole focus of Innovation Park will be taking innovative ideas from the University of Waikato, Crown Research Institutes and local businesses and turning these into commercial products, which will add wealth and significant job creation to the city and region.

One of the main projects B2H will lead in 2002/03 is the commencement of a Waikato Agricultural Biotechnology Cluster.

#### HAMILTON'S INTEGRATED TRANSPORT STRATEGY (HITS)

A long-term approach to the city's transport planning is being implemented. Hamilton's Integrated Transport Strategy (HITS) looks at likely development and traffic growth over the next 20-years, and seeks to ensure people will still be able to choose from a range of transport options including cars, walking, cycling and travel by bus.

A range of actions by Council and other agencies is outlined in the Implementation Plan. Actions taken so far include:

- the opening of a new Transport Centre
- implementation of a Cycling in Hamilton 2000 Strategy, including installation of cycle lanes and advanced stop lines on some arterial roads.

Over the coming year an arterial roading study will be undertaken jointly with Transit New Zealand for the southern part of the city, and a parking strategy will be developed for the central city.

#### COMMUNITY DEVELOPMENT PLAN

The Community Development Plan 2000–2006 years sets out goals and strategies, to address the well-being of people in our growing city communities. The plan enables Council and the community to work together to address a range of social issues. The plan includes strategies to:

- build community infrastructure through community centres, information and resources, housing, and employment
- build community strengths through neighbourhood development, partnerships, policy and planning, research, economic development, safety, arts and culture, recreation and leisure, and education
- build social equity and advocate for tangata whenua, youth, older people and ethnic groups.

The Community Development Plan includes a framework for the development of social policy. Some of the policies already in place include the Youth Policy and the Older Persons Policy. Community consultation has recently been undertaken on the draft Child and Family Policy, which will then be adopted by Council. These policies are supported by Action Plans that are updated annually.

#### RECREATION AND LEISURE PLAN 1998–2001

The Recreation and Leisure Plan 'People Creating an Active Community', developed by a community steering group, is currently under review. The review process has relied on evaluation of other documents, both internal and external, to Council with an impact on leisure, evaluation of the current Recreation and Leisure Plan, and consultation with 12 community focus groups.

The review to date has confirmed the broad goals of the original Recreation and Leisure Plan in regard to provision, access and promotion of recreation and leisure opportunities.

However, those consulted believed that some changes of emphasis were needed. In addition to updates to reflect accomplishments since it was first adopted, the reviewed plan will place greater emphasis on partnerships as a means of achieving its principal goal—more active people in an active community.

#### AQUATIC FACILITIES STRATEGIC PLAN

The Aquatic Facilities Strategic Plan is a document to guide the provision of swimming facilities in Hamilton over the period 2002–2012. It will provide detail to the Recreation and Leisure Plan.

The purpose of the Aquatic Facilities Strategic Plan is to:

- recommend to Council various strategies, goals and outcomes to be achieved over the next 10-years. These address community needs, maximising use of current facilities and future facility development
- promote actions to meet changing community use patterns and customer expectations of aquatic recreation facilities
- recommend time frames and cost estimates for implementation for Council's consideration in its strategic planning process.

The duration of the plan is 10-years. However, it acknowledges that some of the concepts will require longer-term plans (up to 25 years) to provide Hamilton with facilities and services appropriate to the city's unique needs.

To maintain relevance and refine focus on output and achievement, the plan is intended to be reviewed on a three-yearly cycle.

#### THEATRES 2000 STRATEGY

The Theatres 2000 group, consisting of community theatre representatives, promoters, staff and other interested parties, were tasked with progressing and reporting on the implementation of the recommendations of the report 'Performing Arts Facilities in Hamilton—Options for Action', adopted by Council in December 1997. This report recommended allocating \$2 million to the WEL Energy Trust Academy of Performing Arts Centre at the University of Waikato and \$3 million for the upgrade of Council's existing venues from the \$5 million previously earmarked as a contribution to a new Academy of Performing Arts Centre. Council allocated in the 1999/00 Annual Plan \$1.44 million over two years for the upgrade of Founders Memorial Theatre, followed by \$1.56 million for the upgrade of WestpacTrust Community and The Meteor theatres. Now that the Founders Memorial Theatre upgrade is complete, a review of the strategy in regard to the WestpacTrust Community Theatre and The Meteor upgrade is to be undertaken in 2002/03.

#### WASTE MANAGEMENT PLAN

Hamilton's Waste Management Plan focuses on minimising and disposing of solid waste produced in the city in an environmentally and culturally acceptable way.

In doing this Council expects:

- waste to be reduced
- widespread use of low-impact, non-hazardous processes and products
- disposal of Hamilton's solid waste to have minimal environmental impact and be consistent with kaitiakitanga (guardianship)
- waste to be recognised as a resource and re-used wherever possible.

The Waste Management Plan, developed through an extensive community consultation process, has several key themes, including education, cleaner production, economic instruments, and kerbside recycling.

Council will review the Waste Management Plan in accordance with the National Waste Strategy.

#### ENERGY STRATEGY

Council has resolved to lead by example in terms of energy uses. Council's Energy Strategy focuses on Council's operational energy costs and has three key aims:

- the efficient use of energy
- increased utilisation of renewable energy sources
- the uptake of new technologies to ensure that where fossil fuels are used, they are used as efficiently as possible.

In doing this, Council expects to lower energy costs, reduce greenhouse gas emissions, and support the strategic plan's vision for a more sustainable Hamilton.

Energy management teams have been established across Council to assist in the implementation of Council's Energy Strategy. Areas that will be particularly focused on for 2002/03 include: utilisation of landfill gas at the Horotiu Landfill, re-negotiation of electricity tariffs, improved energy cost budgeting and monitoring, as well as, the ongoing programme of energy audits and implementation of energy efficiency projects.

#### CIVIL DEFENCE EMERGENCY MANAGEMENT PLAN

Although Hamilton is at low risk of volcanic or seismic activity, there are a number of natural and man-made hazards that could, in a worst-case scenario, create a Civil Defence emergency situation.

The Civil Defence Act (1983) and its amendments require Council to have a Civil Defence Emergency Management Plan. The purpose of the plan is to detail the various policies, principles, concepts and procedures to underpin a fully comprehensive emergency management capability.

The plan has an effective life of three years and addresses the following matters:

*Reduction:* risk analysis and mitigation strategies

*Readiness:* emergency planning, training and public awareness

*Response:* activities taken immediately before, during or after an emergency that can save lives, minimise property damage and improve recovery

*Recovery:* activities that stabilise the affected community, assure life support systems are operational, and longer-term actions for community rehabilitation and restoration.

## ENABLING OUR STAFF TO MAKE A DIFFERENCE

Council is a large and diverse organisation. Council's role, function, projects, programmes and processes are determined by the political direction of the elected members (through their triennial priorities and policy setting function), legislation, and the strategic and annual plans.

Council is supported by a corporate structure, led by the chief executive. The organisation is divided into six operational groups.

The corporate role is twofold:

- serving ratepayers and residents, and
- providing quality policy advice to councillors.

The Corporate Plan provides direction for how the organisation operates and how staff continually improve the way things are done. This is programmed mainly through organisational development, quality management and other improvement strategies. It outlines the vision and values of management and staff and the five major goals of the organisation, as well as providing a blueprint for the next five years, helping the organisation become a world-class leader in local government.

To achieve this, management is working on the following areas, which were identified in the organisational gap analysis: leadership, strategic planning, customer and market focus, information analysis, human resources, process management and business results. Becoming a world-class organisation means we can be confident that our excellence in process performance and service delivery to the city's ratepayers, residents and customers is equal to or better than any organisation in the world.

Council is served by a highly skilled and motivated workforce. Survey results over a number of years clearly show that staff are committed to Hamilton, its many varied communities and its environment. A large majority of staff work in Hamilton because they want to make a difference.

Making a difference in our community is a key factor in making a successful city. The vision assists the drive to being world-class. Establishing a clear vision for the organisation, and underpinning both what we do and how we do it, with a strong set of values is fundamental to our success.

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### Corporate vision

Making a Difference in our Community

To achieve this we will:

- focus on our customers
- develop a strong, motivated workforce
- incorporate our values into the way we work.

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### Our corporate goals

- Our processes are world-class
- We are a strong motivated workforce
- We contribute to Hamilton's success
- We are a customer focused organisation
- We build a leadership culture

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### Our corporate values

- **Working together**  
We work and communicate across the organisation and with our community.
  - **Honesty and openness**  
We act with integrity to promote a climate of mutual trust and respect.
  - **Getting things done**  
We make quality decisions based on best information, within agreed timeframes and budget. We are responsible for our actions.
  - **Challenging our performance**  
We review and continuously improve the way we do our business. We learn from our mistakes and move forward.
  - **Valuing success**  
We recognise achievement and celebrate outstanding performance.
-

#### ORGANISATIONAL DEVELOPMENT

Council is continuing to implement a programme of organisational development, which aims to assist the organisation to achieve its vision of making a difference in our community through becoming a world-class organisation. To become world-class, the principles of best practice will be incorporated at all levels of the organisation.

Application of best practice will have a positive impact on organisational performance. This can be identified in increased outputs, reduced expenditure and more efficient use of revenue. Best practice will also bring benefits through improvements in key organisational processes and improved customer and employee satisfaction.

Organisational development is specifically focused on developing best practice through the ongoing improvement of key organisational processes. An organisational gap analysis identified key areas for organisational development. From this Corporate Action Plans (CAPs) were developed and prioritised to form the 'First XI'. These target customer focus, information management development and human resource best practice. Many of these projects and activities will continue through this year.

The key initiatives for this year are: leadership development, review and development of organisational and unit key performance indicators, process mapping, and streamlining our customer survey processes. To ensure our organisational development information is clear and consistent for staff, work is being undertaken to develop a core, clear message, which will underpin all organisational development activity.

#### INFORMATION MANAGEMENT

Council is undertaking a programme to modernise its information technology and communication systems. This programme will improve the quality of information available to customer services staff and enhance Council's ability to improve customer service.

Key projects include upgrades to the:

- land and revenue information systems, and
- telecommunication and data networks.



#### QUALITY MANAGEMENT

The quality system supports the organisational development initiatives, providing a framework from which key areas can be identified for development or improvement activity.

Council is proud of achieving certification to the new ISO 9001:2000 standard two years ahead of schedule. The emphasis of forthcoming quality initiatives will be on process mapping and continuing to simplify and standardise quality systems, procedures and documentation across the organisation.

It is important for Council to set a good example to other organisations/businesses in Hamilton by minimising its own impacts on the local environment. Hamilton Zoo has undertaken the development of an Environmental Management System (EMS) with the goal of gaining ISO 14001 certification. Environmental Management Systems (EMS) have been shown to provide a systematic and consistent approach to environmental management across organisations providing numerous benefits including improved financial performance, financial savings and improved quality of service delivery.

#### STAFFING

For the 2002/03 financial year, budget provision has been made for 646 permanent full-time equivalent (FTEs) staff positions.

Key initiatives for staff include additional training to further develop our a customer focused culture throughout the organisation, developing a leadership development programme, and continuing to offer bi-cultural learning opportunities.

#### HEALTH AND SAFETY MANAGEMENT

Council is continuing its commitment to the prevention and management of workplace injury and illness. Active involvement by managers, supervisors and other dedicated personnel, in recovery, rehabilitation and workplace-based return to work programmes is a standard approach to business.

Council's health and safety management approach is focused on having robust systems in place, the involvement of all staff in decision-making and the setting of realistic and achievable goals to ensure a safe and healthy working environment.

#### EQUAL EMPLOYMENT OPPORTUNITIES PLAN FOR 2002/03

Council is committed to the principle of equal opportunity in the recruitment, employment, training and promotion of its employees. The organisation provides a welcoming, positive environment. Council ensures its activities and services are carried out with an awareness of, and an intent to eliminate any discrimination in the areas of: race, ethnic or national origin, gender, disability, religion, marital status, family responsibilities, sexual orientation or age.

Equal Employment Opportunity (EEO) makes good business sense. EEO is about good management practices, valuing and encouraging diversity, developing our human resource and attracting the best people to our jobs.

The following actions contribute to the organisation's commitment to EEO:

- Selecting the best person for the job  
All recruitment and selection procedures are based on EEO principles, and are reviewed and audited annually against the EEO policy.
- Profiling our workforce  
Statistical data is collected and used to profile the organisation. Strategies are developed to address any emerging issues.
- Developing staff  
EEO awareness and bi-cultural training programmes are offered to staff.
- Membership of the EEO Trust  
Liaison and networking with other EEO Trust members allows ongoing access to ideas and actions, which promote and endorse EEO. The EEO newsletter is widely distributed.

All activities are audited annually in-line with the quality system audit programme.

#### STAFF SERVICE RATINGS

Council's 2001 Residents Survey provides detail on resident satisfaction with the service provided by Council staff.

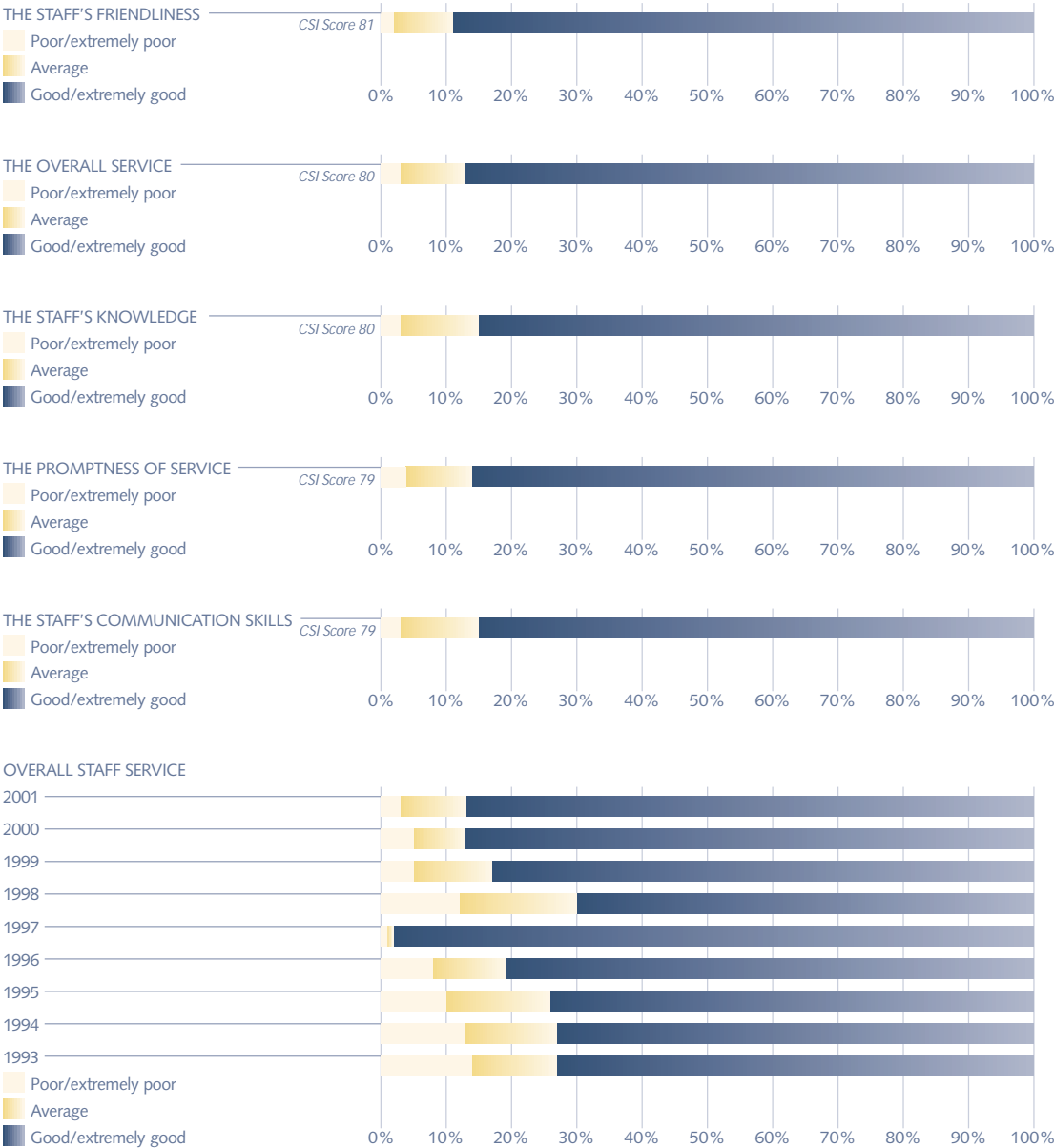
The 77 per cent of respondents who had contact with Council staff in 2000/01 were asked to rate the staff on a series of factors.

#### SATISFACTION WITH STAFF'S CUSTOMER SERVICE

The following graphs show how satisfied respondents were over five different attributes of staff's customer service. Satisfaction is measured through the use of a Customer Satisfaction Index (CSI).

Satisfaction ratings are based on a weighted mean of the distribution of respondents across a five-point satisfaction scale: extremely good = 100, good = 75, average = 50, poor = 25, extremely poor = 0. Don't knows are excluded from the calculation. The Customer Satisfaction Index (CSI) score is calculated to provide a better understanding of the overall picture and to make comparisons of data from year-to-year much simpler.

In the commercial arena a CSI score of 85 reflects truly excellent customer service (this is higher than very good as customers have a wide choice). However, for local authorities respondents usually have no choice of which council they use. A CSI score of 75 is the acceptable rating for truly excellent customer service.



This graph compares the overall service ratings for Council staff over the period 1993 to 2001.

Satisfaction with the staff's overall service has continued to improve. The proportion of those dissatisfied (poor/extremely poor) has decreased from 14 per cent (1993) to 3 per cent (2001).

Eighty-seven per cent of respondents rated the overall service of staff good or extremely good in 2001 compared to 70 per cent in 1998.

## KEY MEASURES OF COUNCIL'S PERFORMANCE

Overall key performance measures of Council from its Annual Residents Survey are:

- value for rates
- quality of Council provided facilities and services
- overall performance of Council.

The following three graphs show the results of these key performance measures over a period of time.

### COMPARING VALUE FOR RATES

There has been little variance over the past 10-years<sup>1</sup> in ratepayers' perception of 'value for rates'. However, there has been an increase in the Customer Satisfaction Index<sup>2</sup> (CSI) score from 59 in 1999 to 63 in 2001.

### QUALITY OF COUNCIL PROVIDED FACILITIES AND SERVICES IN THE PAST YEAR

There has been little variance over the past eight years<sup>3</sup> in residents' perception of 'overall quality of Council provided facilities and services'. However, there has been an increase in the CSI score from 57 in 1999 to 60 in 2001.

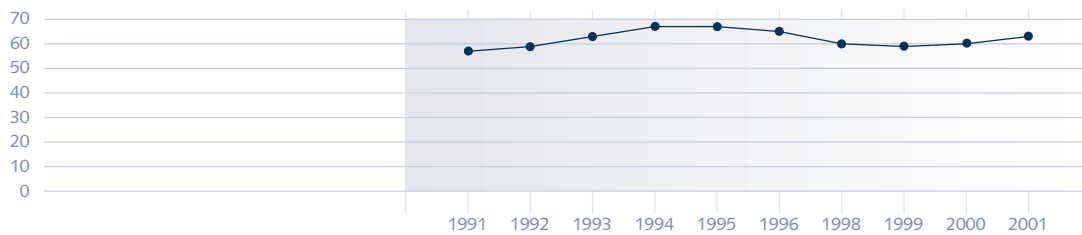
### OVERALL PERFORMANCE OF COUNCIL

Residents were asked how they rated Council's (management and staff, and elected members) overall performance over the 2000/01 year.

There has been little variance over the past 10-years<sup>4</sup> in residents' perception of 'overall performance of Council'. However, there has been an increase in the CSI score from 53 in 1998 to 57 in 2001.

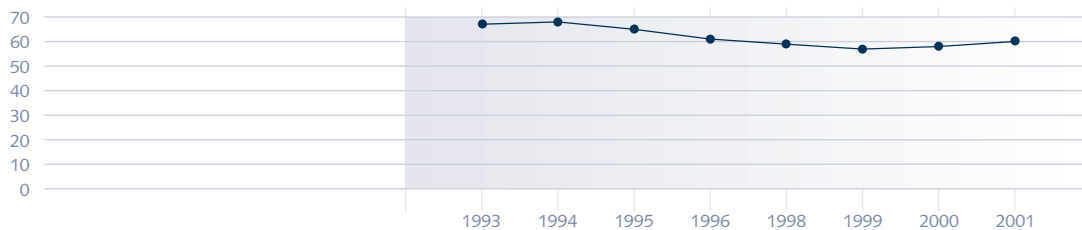
COMPARING VALUE FOR RATES

● CSI Score



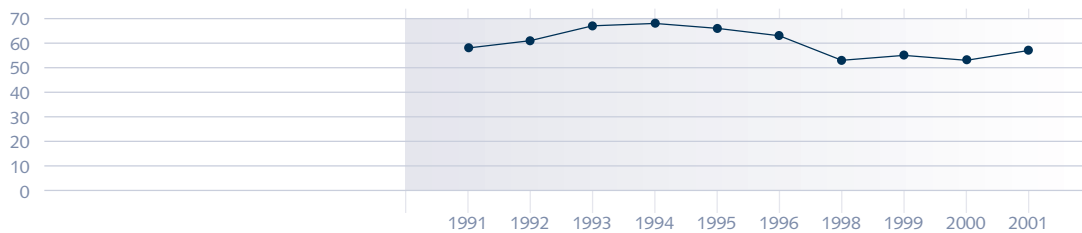
QUALITY OF COUNCIL PROVIDED FACILITIES AND SERVICES IN THE PAST YEAR

● CSI Score



OVERALL PERFORMANCE OF COUNCIL

● CSI Score



<sup>1</sup> The question was not asked in 1997.

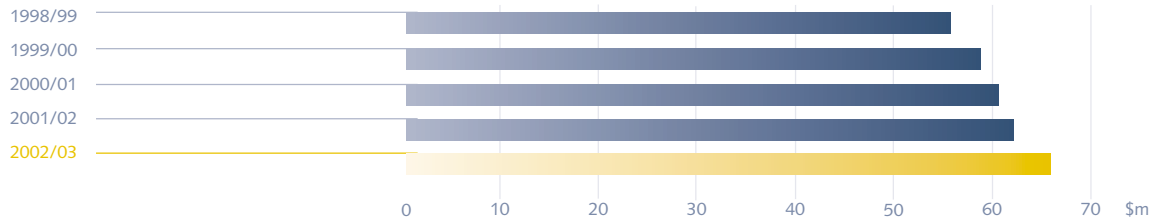
<sup>2</sup> In the commercial arena a CSI score of 85 reflects truly excellent customer service (this is higher than very good as customers have a wide choice). However, for local authorities respondents usually have no choice of which council they use. A CSI score of 75 is the acceptable rating for truly excellent customer service in the local government arena.

<sup>3</sup> The question was not asked in 1997.

<sup>4</sup> The question was not asked in 1997.

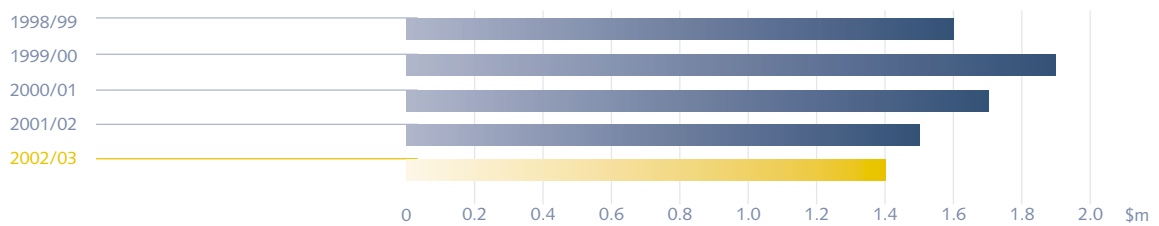
## FINANCIAL OVERVIEW

### RATES

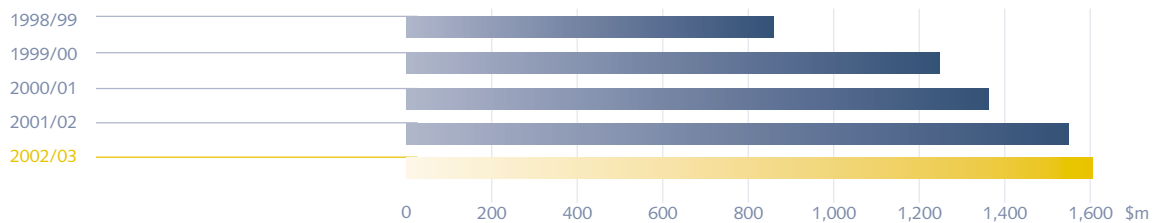


53

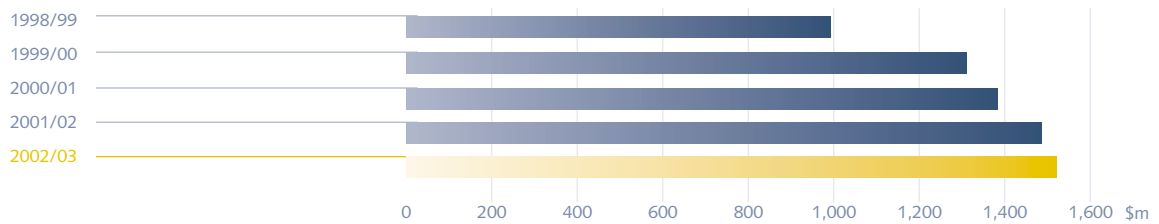
### RATES OUTSTANDING



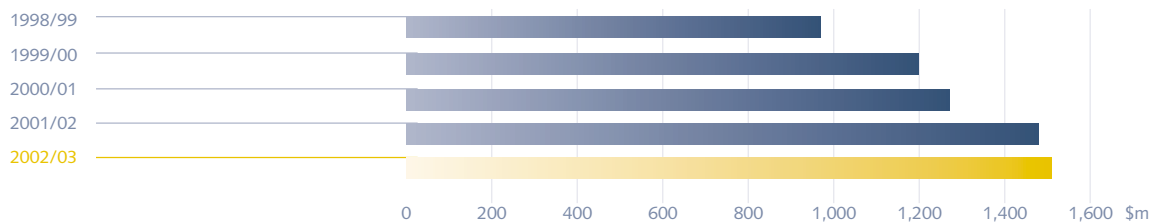
### TOTAL FIXED ASSETS



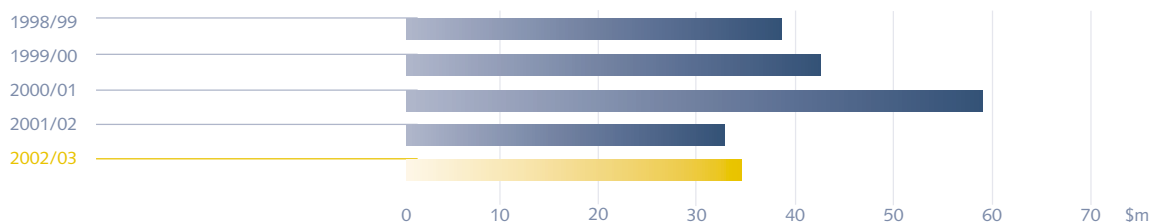
### TOTAL NET ASSETS



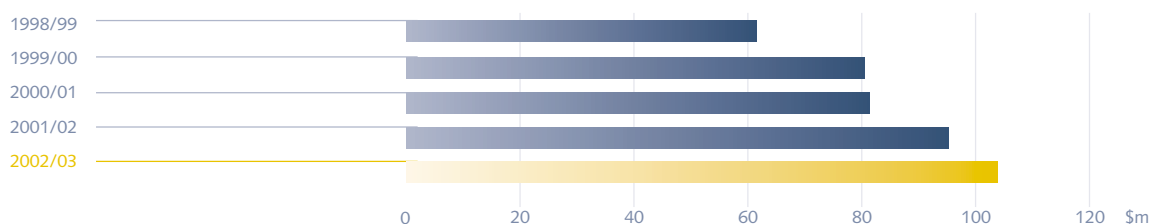
### RATEPAYERS' EQUITY



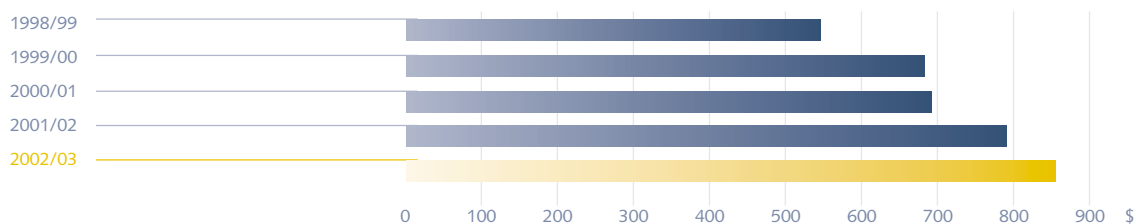
## CAPITAL EXPENDITURE



## NET DEBT



## NET DEBT PER CAPITA



Council has confirmed its Annual Plan and budget for the 2002/03 financial year with a further increase in rates over the initial estimate which went out for public consultation in the Draft Annual Plan.

For the 2002/03 financial year, Council has budgeted income from general rates of \$66.0m (2001/02 \$63.3m). This makes up 44 per cent of Council's total budget of \$151.8m. Rates income has increased by 4.2 per cent over the 2001/02 year. Taking account of growth in the city's rating base, this represents an average increase of 2.81 per cent to existing Hamilton ratepayers. Based on the annual budget for 2002/03, the rates levy (excluding Environment Waikato rates) on the average value Hamilton home will be around \$1185, that is about \$23 a week. The rates levy for 2002/03 on the average value for the other property sectors are: commercial \$6316, multi-unit \$2783, inner city \$772, rural small \$1960 and rural large \$4476.

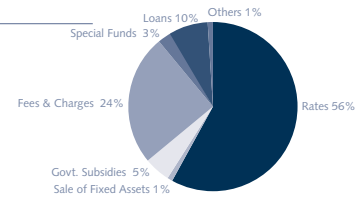
Compared to 2001/02, total strategic areas net operating expenditure decreased by \$440,000 to \$70.0m and capital expenditure decreased by \$200,000 to \$33.6m.

The interest cost incurred in servicing debt is \$8.5m (2001/02 \$9.0m), which is a \$0.5m decrease on 2001/02 levels. The overall level of net debt will increase by \$8.2m to \$102.7m for the 2002/03 financial year. Council has budgeted \$15m for internal borrowing from special funds and other cash, which when included, makes the net debt position \$117.7m.

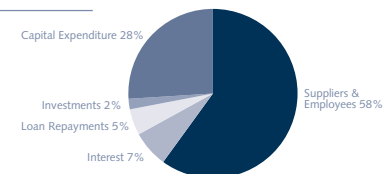


A number of significant projects are planned during the 2002/03 financial year. These include Waikato Stadium and WestpacTrust Park development funding (\$4.61m), eastern arterial land purchase (\$2.6m), Hukanui Road/Horsham Downs Road upgrade (\$1.7m), Wairere Drive land purchase (\$1.11m), Innovation Park funding (\$1m), events sponsorship funding (\$0.65m), kerbside recycling (\$0.614m), Pukete Road upgrade (\$0.58m), Hamilton Lake Domain esplanade walkway (\$0.54m), construction of public toilets at Minogue Park (\$0.39m) chimpanzee zoo exhibit (\$0.35m) and the development at Claudelands Park (\$0.32m).

SOURCES OF CASH (\$118m)



USES OF CASH (\$118m)



OVERVIEW	1998/99	1999/00	2000/01	2001/02	2002/03
Rates revenue	\$56.3 m	\$58.9 m	\$60.8 m	\$63.3 m	\$66.0 m
Rates outstanding	\$1.6 m	\$1.9 m	\$1.7 m	\$1.5 m	\$1.4 m
Total fixed assets	\$871.1 m	\$1,278.4 m	\$1,363.7 m	\$1,586.0 m	\$1,600.1 m
Net assets (including current portion debt)	\$992.3 m	\$1,302.9 m	\$1,392.8 m	\$1,497.2 m	\$1,503.0 m
Ratepayers' equity	\$917.6 m	\$1,204.7 m	\$1,296.7 m	\$1,493.5 m	\$1,501.2 m
Capital expenditure	\$37.8 m	\$43.8 m	\$59.4 m	\$33.8 m	\$33.6 m
Debt repayable in one year	\$2.5 m	\$3.1 m	\$5.6 m	\$5.5 m	\$5.5 m
Net debt	\$62.8 m	\$80.8 m	\$81.5 m	\$94.5 m	\$102.7 m
Net debt (including internal borrowing)	\$63.3 m	\$77.1 m	\$104.5 m	\$109.5 m	\$117.7 m
FINANCIAL INDICATORS	1998/99	1999/00	2000/01	2001/02	2002/03
Current ratio	1.25 : 1	1.03 : 1	0.83 : 1	0.58 : 1	0.65 : 1
Quick ratio	1.09 : 1	1.22 : 1	1.28 : 1	0.71 : 1	0.71 : 1
Rates outstanding as a % of rate revenue	2.3%	1.7%	1.6%	2.2%	2.1%
Rates as a % of total revenue	58.1%	51.4%	57.6%	60.0%	60.3%
Net debt as % total ratepayers equity	6.8%	6.7%	6.3%	6.3%	6.8%
Net debt as a % of total revenue	64.8%	70.6%	77.2%	89.5%	93.9%
Net debt as % of rating revenue	112%	137%	134%	149%	156%
Net debt per rateable property	\$1,513	\$1,831	\$1,813	\$2,099	\$2,233
Net debt per capita	\$543	\$684	\$697	\$796	\$856
Net interest as a % of total revenue	5.1%	5.1%	6.4%	8.5%	7.8%
Interest repayment as % of rating revenue	8.7%	9.8%	11.2%	14.2%	12.9%
Loan principal repayment as % of rating revenue	6.8%	7.4%	8.1%	8.8%	8.3%
Fees and charges as a % of total revenue	20.9%	23.0%	24.2%	23.6%	26.2%
Liquidity-term debt and committed loan facilities to 12-month peak net debt	n/a	n/a	n/a	n/a	127.2%

## DEBT

The net debt graph shows the level of net city debt from 1988/89 to 2004/05. Council has six key financial performance targets for the management of debt. These are:

### 1 The net debt shall not exceed 15 per cent of total ratepayers' equity.

Council's proposed net debt as at 30 June 2003 is \$102.7m, compared with ratepayers' equity of \$1501.2m. and the target has been met at 6.8 per cent.

If internal borrowing of \$15m is included, the net debt position for the same period is \$117.7m and net debt to total ratepayers' equity is 7.8 per cent.

### 2 The net debt shall not exceed 150 per cent of total revenue.

Council's proposed net debt as at 30 June 2003 is \$102.7m, compared with total revenue of \$109.4m.

- The target has been met at 93.9%.

If internal borrowing of \$15m is included, the net debt position for the same period is \$117.7m and net debt to total revenue is 107.6 per cent.

### 3 The total cost of servicing the interest payments shall not exceed 15 per cent of total revenue for that year.

Total interest costs for 2002/03 are \$8.5m, compared with total revenue of \$109.4m.

- The target has been met at 7.8 per cent.

### 4 The total cost of servicing the interest payments shall not exceed 20 per cent of rating revenue for that year.

Total interest costs for 2002/03 are \$8.5m, compared with rating revenue of \$66.0m.

- The target has been met at 12.9 per cent.

### 5 The net debt per capita shall not exceed \$1500 for that year.

Council's proposed net debt as at 30 June 2003 is \$102.7m, compared with the population (estimate: 30 June 2003) of 119,900.

- The target has been met at \$856.

If internal borrowing of \$15m is included, the net debt position for the same period is \$117.7m.

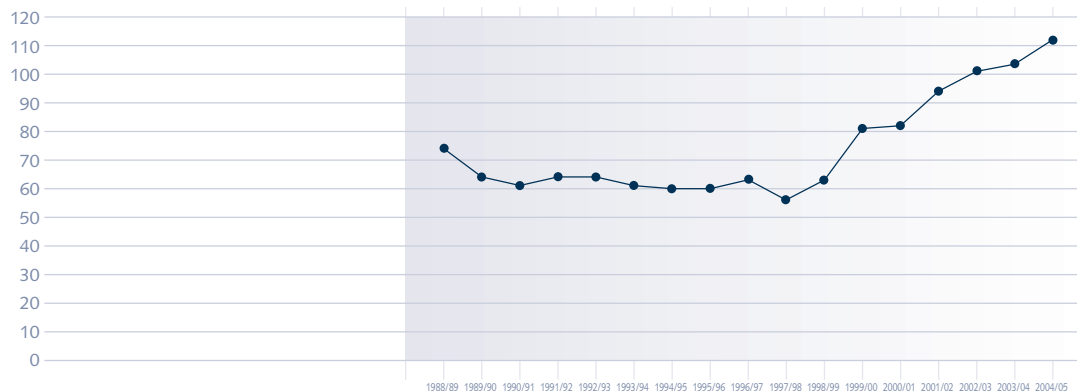
- The net debt per capita is \$981.

### 6 Liquidity—the term debt and committed loan facilities as a percentage of 12-month peak net debt shall not be less than 110 per cent for that year.

Council's proposed term debt and committed loan facilities as at 30 June 2003 is \$133.1m, compared with the 12-month peak net debt of \$104.6m for that year.

- The target has been met at 127.2 per cent.

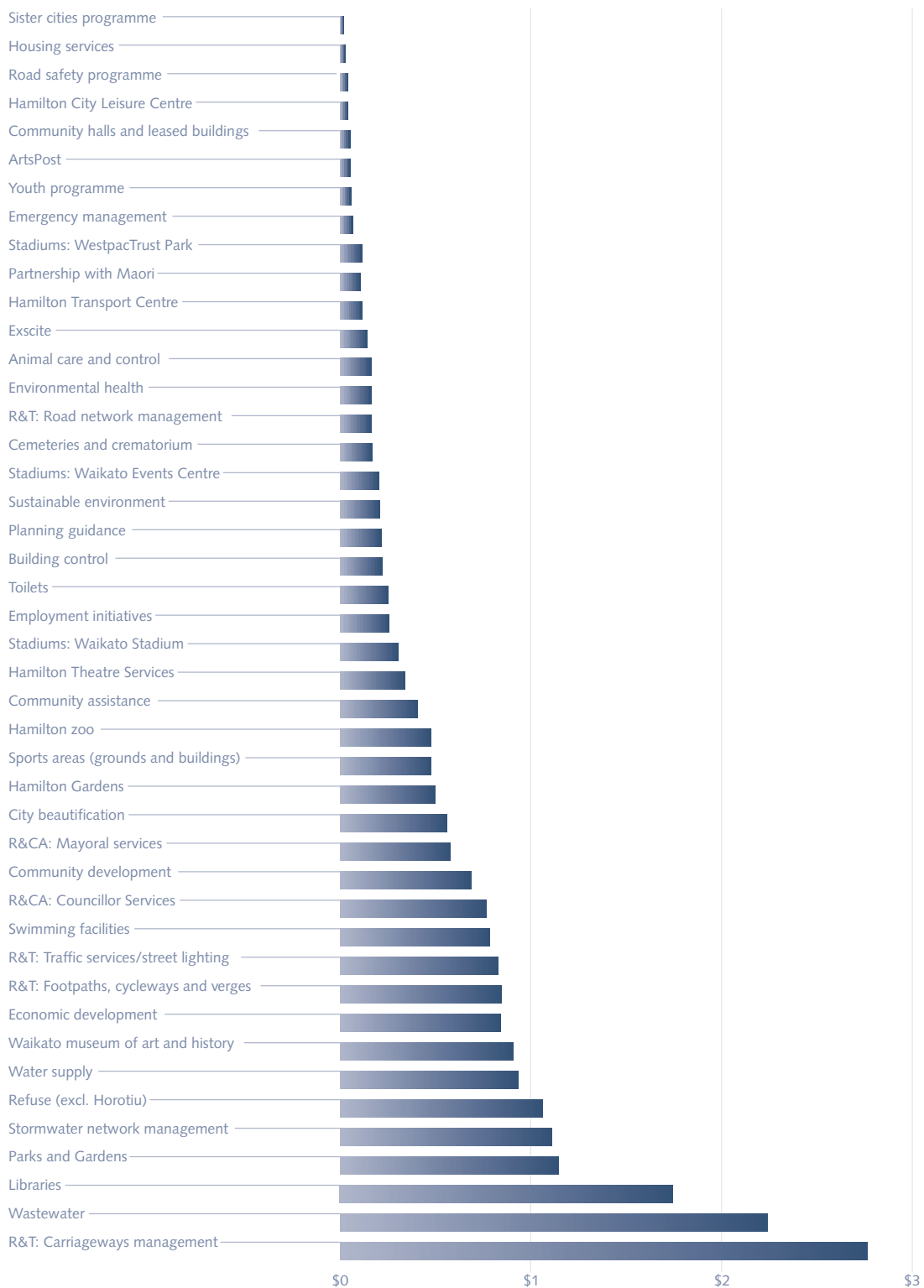
NET DEBT, 1988/89–2004/05 IN \$MILLIONS



#### AVERAGE WEEKLY COST OF SIGNIFICANT SERVICE

Based on the annual budget for 2002/03, the rates levy (excluding Environment Waikato rates) on the average value Hamilton home will be \$1185, that is about \$23 a week. The indicative rates levy per week is shown graphically below for each significant service of Council.

#### INDICATIVE RESIDENTIAL RATES PER WEEK 2002/03



## GUIDE TO STRATEGIC AREAS AND SIGNIFICANT SERVICES

The projects and programmes Council is proposing to undertake in 2002/03 are detailed within Council's significant services in-line with the six strategic areas of Hamilton's Strategic Plan 2002–2012.

58



Key Strategic Plan Goals Hamilton's Strategic Plan 2002–2012 contains the community's vision and 16 goals. These goals are arranged under the six strategic areas.

The Strategic Area identifies the cost centre for this area of Council's activity.

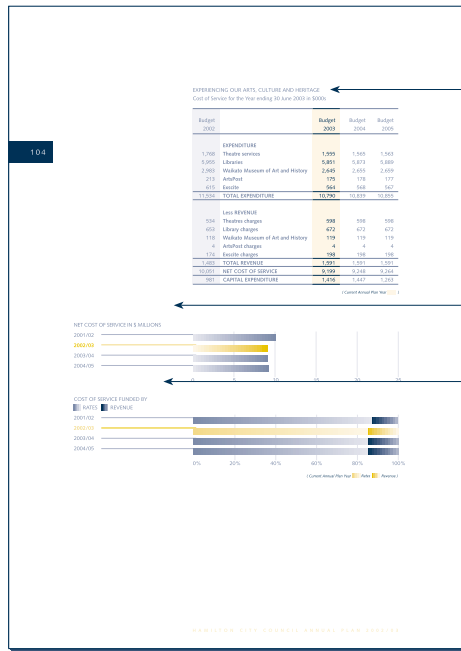
Strategic Overview the Strategic Overview encapsulates the essence of what the community wants the city to become through the strategic goals.

Council's Response identifies Council's response to the key Strategic Plan goals through a range of relevant Significant Services.

Highlights of the major projects and programmes planned for the coming year.



This graph shows the results of the two most recent Annual Residents Surveys, which is one of the main methods Council uses to find out what residents think of Council facilities and services. Approximately 700 residents are interviewed by telephone to obtain ratings which are used in many of the Annual Plan performance measures.



These are the proposed cost centre accounts for this Strategic Area for the next three years. The table shows how much revenue and expenditure is budgeted for each of the operational Significant Services in the cost centre.

This graph illustrates the net cost of service for this Strategic Area over the period 2001/02 to 2004/05.

This graph illustrates how the cost of service is funded, i.e., Rates/Revenue for this Strategic Area over the period 2001/02 to 2004/05.



A brief description of the Significant Service.

Strategic Plan Goals relevant to this Significant Service.

Council Goals relevant to this Significant Service.

Each performance measure relates to one or more of the objectives and is intended to be measurable, significant and easy to understand. They do not cover every single action planned for the Significant Service in the coming financial year.

Key objectives for this Significant Service relating to one or more of Council's goals.









## KEY STRATEGIC PLAN GOALS

- 1 Clean air, water and soil, and an environment free from excessive noise
- 2 Healthy ecosystems displaying improved biodiversity, with a strong indigenous component
- 3 Energy resources are used in a sustainable manner, and air emissions are reduced

- 4 Production of solid and liquid waste (including hazardous substances) is minimised, and disposal is carried out in an environmentally sustainable manner

## STRATEGIC OVERVIEW

The city is a complex environmental system, which significantly impacts on the ecosystems that make up the natural fabric of the city. Historically the city has grown with little regard to the land, water, plant and animal life of the region. Today that is changing, and the city is beginning to recognise the need to work in partnership with its natural environment. Enhancing the quality of Hamilton's environment is a considerable undertaking.

The Waikato River is a taonga (treasure) for the whole community (and particularly tangata whenua), and a major natural resource that makes a valuable contribution to the city's recreational and infrastructural activities. Conditions upstream affect water quality in the Waikato River, Hamilton's lakes, and the streams that flow through Hamilton. The city in turn influences water conditions for downstream users.

Preventing, avoiding, and remediating soil contamination in both industrial and residential situations will result in a healthier environment, as will improved efforts to address and reduce noise pollution. Air quality can be improved through the promotion of renewable, non-polluting energy resources and the increasing availability of more sustainable transportation methods.

The protection and enhancement of the city's biodiversity is a significant challenge. As the city grows, new development needs to protect and enhance the gully networks and areas of indigenous flora and fauna. Replanting existing gullies and reserve areas, and establishing linked greenspace corridors, will help restore the ecological balance of the city. These areas also provide Hamilton with a valuable recreational resource that contributes positively to the city's overall amenity.

The adoption of more efficient energy systems will reduce the city's greenhouse gas emissions and limit the depletion of finite resources. Further reduction, reuse and recycling of water will also minimise the city's impact on the environment.

## COUNCIL'S RESPONSE

Council is contributing towards these key Strategic Plan goals through the following Significant Services:

### Wastewater

Services include:

- Network Management
- Wastewater Treatment Plant

The wastewater network protects public health and the environment by collecting urban wastewater which is transported to the Wastewater Treatment Plant, where it is treated to secondary level standard before discharge to the Waikato River.

### Stormwater Network Management

The stormwater network protects both public health and property by collecting stormwater runoff to minimise urban flooding, and transporting it to the city's major watercourses, lakes or the Waikato River.

### Refuse

Services include:

- Household Refuse Collection
- Kerbside Recycling
- Refuse Transfer Station
- Hamilton Organic Recycling Centre (HORC)
- Horotiu Landfill
- Management of Old Landfill Sites

Provides for household refuse collection and kerbside recycling for over 40,000 residential properties, the Refuse Transfer Station (including the recycling centre), the Hamilton Organic Recycling Centre and the Horotiu Landfill.

### Water Supply

Services include:

- Network Management
- Treatment Station and Reservoirs

Drinkable water and water for fire protection is provided through the water treatment station and reticulation network.

### Sustainable Environment

Sustainable Environment actions focus on resolving local environmental issues through collective community actions and by promoting urban sustainability.

### Environmental Health

Environmental Health protects and promotes public health by compliance monitoring of activities, including: food and licensed premises, noise levels and hazardous substances, and responding to complaints relating to adverse effects of these.

## HIGHLIGHTS

### WASTEWATER

#### Pipe Network Condition Assessment

Work will continue on determining the condition of existing pipes and manholes that make up the wastewater network. The results of these investigations will be used to determine the rate of deterioration and the anticipated lifespan of the pipe network. A programme of remedial works will then be implemented.

#### Rototuna Wastewater Trunk

Extension of the Rototuna wastewater reticulation trunks will continue, ensuring that the wastewater network keeps up with residential growth and development in the area.

#### Wastewater Bridge Maintenance

This project involves the maintenance and repainting of Hamilton's five wastewater bridges, which carry the city's wastewater network over gullies and the Waikato River.

### STORMWATER NETWORK MANAGEMENT

#### Stormwater Upgrading

Council will continue upgrading Hamilton city's stormwater system to lessen the effects of localised flooding on roads and private property. Upgrading work will continue in Dalesford Crescent, Nevada Road and Kakanui Avenue.

#### Environment Waikato Resource Consents

Applications have been lodged with Environment Waikato to renew stormwater discharge consents and Council is developing a city-wide stormwater management plan. A new Resource Consent is expected to be issued by July 2003.

#### Rototuna Stormwater System

Development of the Rototuna stormwater reticulation system will continue, ensuring the stormwater network keeps up with urban growth and development in the area. A review of the Rototuna structure plan is planned to take into consideration options for low impact stormwater disposal.

#### Network Upgrades

The programme of upgrading the stormwater pipe network in association with roading projects will continue during the year.

## REFUSE

### Landfill Development and Control

Council provides essential refuse services including household refuse collection, kerbside recycling, operation of the Refuse Transfer Station and the Horotiu Landfill. This year Council will commence filling the final stage of the landfill, which is due for closure no later than 31 December 2006.

### Kerbside Recycling and Refuse Collection

From 1 July 2002 residents will be able to recycle plastics (1 and 2), aluminium and tin cans, glass bottles and jars, and paper and cardboard with the introduction of kerbside recycling. At the same time the household refuse collection service will change to a 'bags only' collection system for health and safety reasons.

### Closed Refuse Disposal Sites

Resource consent applications for the control of discharges from two closed sites are expected to be heard by Environment Waikato this year. Works to prevent gas migration at Rototuna have been completed.

## WATER SUPPLY

### Rototuna Urban Growth

Development of the Rototuna water supply reticulation trunks will continue this year. This ongoing project ensures the development of essential water supply infrastructure to meet the demands of residential growth and expansion in the city's northern area.

### Water Supply Upgrades in Elevated Areas

Water supply pressure needs to be upgraded in a number of Hamilton's elevated areas, including Houchens, Hillcrest and Mahoe. A new 1km, 300mm diameter trunk main in Cambridge Road is planned for installation this year, which will be linked to a new bulk main in 2003/04 to improve water pressure in Hillcrest. Investigative work and improvement programmes for the Houchens and Mahoe area will continue this year.

### New Water Reservoir and Bulkmain: Hamilton South

Preliminary design work will commence for a new reservoir to provide water for the whole city. It will improve the security of supply to Hillcrest and south Hamilton in general and help to maintain minimum industry storage standards. The reservoir will also assist the Water Treatment Station to operate more effectively and efficiently, easing operational demands and improving the security of supply.

## SUSTAINABLE ENVIRONMENT

### Environmental Education

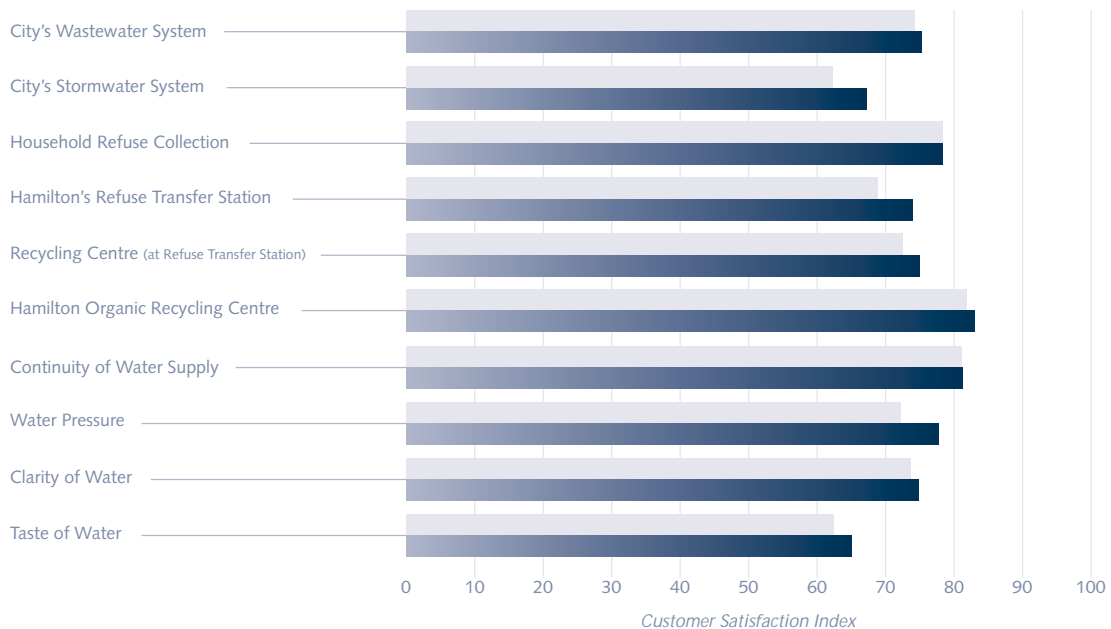
Following on from the successful launch of the EnviroSchools Programme, Council will deliver environmental education to other key sectors of the community as identified in the Environmental Education Strategy. Council will initiate 'Environmental Education for Sustainable Living' (EESL) which is a comprehensive adult education programme that addresses key environmental issues in Hamilton and seeks to engage the community in sustainable living practices.

### Environmental Centre

Council intends, in co-operation with a range of community agencies, to establish an Environmental Centre in Hamilton. The centre will become a one-stop-shop for environmental information, education and contacts—an easily accessible centre for the public of Hamilton and the greater Waikato. Establishment of the centre is supported by a grant from the Ministry for the Environment.

ANNUAL RESIDENTS SURVEY DATA  
User Satisfaction with Council Facilities and  
Services in 2000 and 2001

2000 2001





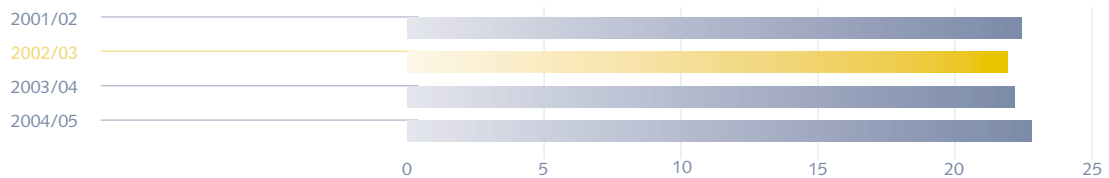
# SUSTAINING HAMILTON'S ENVIRONMENT

Cost of service for the year ending 30 June 2003 in \$000s

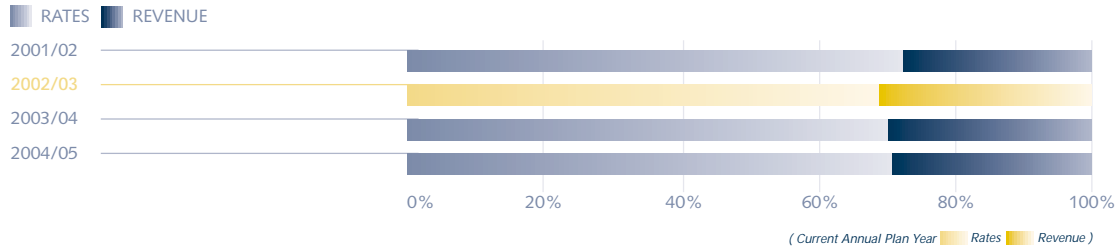
Budget 2002		Budget 2003	Budget 2004	Budget 2005
	<b>EXPENDITURE</b>			
	<b>Wastewater</b>			
4,290	Network management	4,491	4,550	4,580
5,739	Wastewater treatment plant	5,279	5,354	5,366
4,047	Stormwater network management	5,077	5,087	5,106
	<b>Refuse</b>			
1,971	Household collection and recycling	2,423	2,410	2,490
1,808	Transfer station	2,430	2,436	2,453
5,026	Horotiu landfill	4,595	4,240	3,958
291	Management old landfill sites	225	231	227
108	Organic recycling centre	80	85	86
	<b>Water supply</b>			
3,195	Network management	3,457	3,611	3,702
2,589	Treatment station and reservoirs	2,550	2,683	2,966
646	Sustainable environment	552	584	577
860	Environmental health	826	829	828
30,570	<b>TOTAL EXPENDITURE</b>	31,985	32,100	32,339
	<b>Less REVENUE</b>			
715	Trade waste charges	698	698	698
3	Stormwater recoveries	147	147	147
	<b>Refuse</b>			
1,084	Transfer station fees	1,892	1,892	1,892
3,429	Landfill charges	4,462	4,087	3,640
41	Organic recycling centre rent	42	42	42
2,466	Water by meter charges	2,473	2,473	2,473
386	Environmental health fees and licences	385	385	385
8,124	<b>TOTAL REVENUE</b>	10,099	9,724	9,277
22,446	<b>NET COST OF SERVICE</b>	21,886	22,376	23,062
9,369	<b>CAPITAL EXPENDITURE</b>	5,756	8,813	9,243

( Current Annual Plan Year )

## NET COST OF SERVICE IN \$ MILLIONS



## COST OF SERVICE FUNDED BY



( Current Annual Plan Year Rates Revenue )



## WASTEWATER

### Description

The wastewater network provides for the protection of public health and the environment by collecting and treating urban wastewater. These wastes are transported through the network to the Wastewater Treatment Plant, where they are treated prior to discharge into the Waikato River. The network includes 707km of pipes ranging from 100mm to 1800mm in diameter, 13,151 manholes, 110 pumping stations and 5 major wastewater bridges.

### Strategic Plan Goals

- Clean air, water and soil, and an environment free from excessive noise
- Energy resources are used in a sustainable manner and air emissions are reduced
- Production of solid and liquid waste (including hazardous substances) is minimised and disposal is carried out in an environmentally sustainable manner

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals	Objectives	Performance Measures
1	a To continue to develop the wastewater network to provide for growth of the city.	1 Completed the next stage of wastewater trunk mains to serve the Rototuna growth area.  2 Customers provided with new wastewater connections within 20 working days of application and payment, or by a later date as specified by the customer, in 90% of cases.
1, 2	b To accept, convey, treat, and dispose of all wastewater from the city, in accordance with Council's resource consent, efficiently and without nuisance.	3 No more than 60 wastewater blockages per 100km of reticulation network per year.  4 User satisfaction measure for the city's wastewater system maintained at 68 or greater, as measured by Council's 2003 Annual Residents Survey.
2	c To maintain the integrity of the wastewater reticulation network and pumping stations.	5 Provided an annual report to Environment Waikato by 30 September 2003, which raised no major concerns regarding compliance with the Wastewater Treatment Plant's resource consents for 2002/03.



Ph: 07-838 6999



Fax: 07-838 6998



Email: WaterDrainageAndRefuse@hcc.govt.nz

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## STORMWATER NETWORK MANAGEMENT

### Description

The stormwater network provides for the protection of both public health and property, and includes all public piped drains and watercourses within the city. It includes 556km of piping ranging from 225mm to 2300mm in diameter, 10,346 manholes, and 86km of open drains. The network collects stormwater runoff to minimise urban flooding, and transports it to the city's major watercourses, lakes or the Waikato River.

### Strategic Plan Goals

- Clean air, water and soil, and an environment free from excessive noise
- Production of solid and liquid waste (including hazardous substances) is minimised and disposal is carried out in an environmentally sustainable manner

### Council Goals

- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals	Objectives	Performance Measures
2, 5	a To minimise flooding and facilitate development within the city by providing stormwater and land drainage to all urban areas to the standards set out in the Hamilton City Development Manual.	<ol style="list-style-type: none"> <li>1 Completed the next stage of stormwater trunk mains to serve the Rotorua growth area.</li> <li>2 Customers provided with new stormwater connections within 20 working days of application and payment, or by a later date as specified by the customer, in 90% of the cases.</li> <li>3 Ensured that all new stormwater systems in the city comply with the standards set out in the Hamilton City Development Manual.</li> <li>4 Completed the open drain cleaning programme.</li> <li>5 User satisfaction measure for the city's stormwater system maintained at 65 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
2	b To ensure that Hamilton city's stormwater resource consent conditions are complied with.	<ol style="list-style-type: none"> <li>6 No major concerns raised by Environment Waikato around stormwater consent compliance.</li> </ol>



Ph: 07-838 6999

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Email: [WaterDrainageAndRefuse@hcc.govt.nz](mailto:WaterDrainageAndRefuse@hcc.govt.nz)

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## REFUSE

### Description

Provides for the household refuse collection and kerbside recycling for over 40,000 residential properties, the Refuse Transfer Station (including the recycling centre), Hamilton's Organic Recycling Centre and the Horotiu Landfill.

The landfill accepts waste from various sources in Hamilton and neighbouring districts.

### Strategic Plan Goals

- Clean air, water and soil, and an environment free from excessive noise
- Energy resources are used in a sustainable manner and air emissions are reduced
- Production of solid and liquid waste (including hazardous substances) is minimised and disposal is carried out in an environmentally sustainable manner

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community



Ph: 07-838 6999

Fax: 07-838 6998

Email: WaterDrainageAndRefuse@hcc.govt.nz



Kerbside recycling and refuse service queries

Ph: 0800 10 10 10



Hamilton Organic Recycling Centre

Ph: 07-846 1514

Council Goals 1, 2, 4	Objective	Performance Measures
	a To plan, manage, and administer all refuse operations in an efficient, cost-effective, and environmentally-sensitive way, including refuse collection, transfer and disposal, recycling and hazardous waste disposal.	<ol style="list-style-type: none"> <li>1 Satisfied 90% of requests relating to non-collection of household refuse within 24 hours.</li> <li>2 Satisfied 90% of requests relating to non-collection of kerbside recycling within 24 hours.</li> <li>3 The Hamilton Organic Recycling Centre, Refuse Transfer Station, and landfill facilities operated every day, except New Year's Day, Good Friday and Christmas Day.</li> <li>4 User satisfaction measure for the: <ul style="list-style-type: none"> <li>• Refuse Transfer Station maintained at 70 or greater</li> <li>• Hamilton Organic Recycling Centre maintained at 80 or greater</li> <li>• household refuse collection and kerbside recycling maintained at 75 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> <li>5 Annual reports provided to Environment Waikato and Waikato District Council by 30 September 2003, which raised no major concerns regarding compliance with the Horotiu Landfill's resource consents for 2002/03.</li> <li>6 Recovered at least 20,000 tonnes of waste for recycling through kerbside recycling, recycling centre operations and greenwaste composting at the Hamilton Organic Recycling Centre.</li> </ol>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## WATER SUPPLY

### Description

Provides for water treatment, distribution and storage through the operation and maintenance of the water treatment station, pump stations, reservoirs and over 906km of reticulation network. Quality, pressured water that meets the New Zealand Drinking Water Standards, providing potable (drinkable) water and fire protection to the community that is delivered to over 40,000 residential and over 3000 commercial properties, serving more than 118,000 people.

### Strategic Plan Goals

- Clean air, water and soil, and an environment free from excessive noise
- Energy resources are used in a sustainable manner and air emissions are reduced
- Production of solid and liquid waste (including hazardous substances) is minimised and disposal is carried out in an environmentally sustainable manner

### Council Goal

- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goal	Objective	Performance Measures
2	a To maintain a continuous supply of potable (drinkable) water with adequate supplies for urban fire fighting.	<ol style="list-style-type: none"> <li>1 Maintained a water supply that meets the New Zealand Drinking Water Standards 2000.</li> <li>2 Retained the Ministry of Health's grading of the city's water treatment station operation at 'A', and the city's water pipe network system at 'a', as assessed by the Ministry every three years.</li> <li>3 User satisfaction measure for: <ul style="list-style-type: none"> <li>• continuity of supply maintained at 80 or greater</li> <li>• taste of water maintained at 65 or greater as measured by Council's 2003 Annual Residents Survey</li> </ul> </li> <li>4 Provided customers with new water connections within 20 working days of application and payment, or by a later date as specified by the customer, in 90% of cases.</li> <li>5 Achieved 99.99% continuity of service. This equates to an overall city average of 6 minutes loss of supply per customer connection for unplanned works.</li> <li>6 Flows and pressures complied with the standards set out in the Hamilton City Development Manual.</li> </ol>



Ph: 07-838 6999

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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## SUSTAINABLE ENVIRONMENT

### Description

Sustainable environment actions focus on resolving local environmental issues through collective community action, promoting urban sustainability through community education, and the implementation of Council policy. This includes environmental education, the Community Environmental Programme, Envirofund, the Festival of the Environment and Keep Hamilton Beautiful.

### Strategic Plan Goals

- Clean air, water and soil, and an environment free from excessive noise
- Healthy ecosystems displaying improved biodiversity, with a strong indigenous component
- Energy resources are used in a sustainable manner and air emissions are reduced
- Production of solid and liquid waste (including hazardous substances) is minimised and disposal is carried out in an environmentally sustainable manner

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To increase knowledge and awareness of environmental issues amongst target groups identified in Council's Environmental Education Strategy.	1 Developed and implemented initial stages of an adult environmental education programme in accordance with Council's Environmental Education Strategy. 2 Established an Environment Centre.
1	b To support sustainable community environments through community programmes and the distribution of grants.	3 Applications to Hamilton City Council's Envirofund increased by 10%.
1	c To introduce youth to environmental issues and encourage them to become actively involved in environmental issues in their local community.	4 Participation at the Environmental Youth Conference increased by 10%.



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## ENVIRONMENTAL HEALTH

### Description

The purpose of this activity is to protect and promote public health by undertaking monitoring, inspection and enforcement of standards in regard to all food premises, licensed premises, hairdressers, drinking and pool water quality; to investigate any incidences of communicable diseases; to licence, inspect and monitor premises storing hazardous substances; to control noise pollution; to carry out environmental noise monitoring; and to investigate contaminated sites.

### Strategic Plan Goals

- Clean air, water and soil, and an environment free from excessive noise
- Energy resources are used in a sustainable manner and air emissions are reduced
- Production of solid and liquid waste (including hazardous substances) is minimised and disposal is carried out in an environmentally sustainable manner

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To optimise the safety of all food manufactured, prepared, packed, stored, handled by, or sold from, food establishments in Hamilton city.	<ol style="list-style-type: none"> <li>1 Approximately 1500 inspections of food premises completed in accordance with regulations under the Health Act 1956 and Council's monthly inspection schedules.</li> <li>2 The average risk factor for food businesses maintained at no more than 5.5, derived from Council's risk assessment programme.</li> </ol>
1	b To operate a reasonable system of control over the sale and supply of liquor to the public, with the aim of contributing to a reduction in liquor abuse, so far as that can be achieved by legislative means.	<ol style="list-style-type: none"> <li>3 Approximately 200 inspections of licensed premises completed in accordance with regulations under the Sale of Liquor Act 1989 and Council's monthly inspection schedules.</li> </ol>
1	c To minimise noise emission and take enforcement action where required.	<ol style="list-style-type: none"> <li>4 All complaints regarding excessive noise investigated within 30 minutes of the time of complaint.</li> </ol>
1	d To licence and inspect industrial and trade premises where dangerous goods are stored.	<ol style="list-style-type: none"> <li>5 Approximately 600 inspections of premises storing dangerous goods completed in accordance with regulations under the Hazardous Substances and New Organisms Act 1996 and Council's monthly inspection schedules.</li> </ol>



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



**ANZ**  
Bank

**MU**  
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Family Support

Suites  
from  
99

**ACORN**  
HOTELS

**RUSTIC**

**ANZ**

**POST**







## KEY STRATEGIC PLAN GOALS

- 5 A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- 6 A distinctive, vibrant and people-friendly central area

## STRATEGIC OVERVIEW

Hamilton's increasing population, and changing population composition, have a range of implications for the city's development in areas such as housing, industrial and commercial activities. The way the city is currently structured results in significant commuter traffic flows across the city. More flexible forms of urban development and increased integration of business activity, employment and services throughout the city, linked with more sustainable transport options will change this over time. Higher density housing (including greater infill development) can make more efficient use of the city's infrastructure, and provide more accommodation choice for an increasingly diverse community. High quality infrastructure will continue to be developed and maintained to meet the city's ongoing needs.

Hamilton's central area is the focal point of the city and region's retail, commercial and entertainment spheres. As such, it caters for a range of cultural, social and economic needs. Enhancement of the central area requires continued investment in the upgrading of streets, urban 'greening', beautification of buildings and the use of public art. The central area will benefit where new development is based around an integrated design philosophy which encompasses pedestrian friendliness, safety, the river, local heritage, and recognises the diversity of functions located in the area.

## COUNCIL'S RESPONSE

Council is contributing towards these key Strategic Plan goals through the following Significant Services:

**Roads and Traffic**

Services include:

- Road Network Management
- Carriageways Management
- Traffic Services/Street Lighting
- Footpaths, Cycleways and Verges

Provides for the planning, ongoing management and maintenance of the city's roading network, including traffic facilities such as street lighting, traffic signals and signs, bus shelters, footpaths and cycleways.

**Road Safety Programme**

Contributes to the reduction of road crashes through targetted community education and promotion campaigns.

#### **Hamilton Transport Centre**

The multi-model centre is an integral part of the city and region's transport network. It accommodates long and short-haul bus services, as well as tour coaches and taxi services.

#### **Central Area Off-Street Parking**

Provides three of the central city's off-street parking facilities, catering for shoppers and commuters.

#### **Parking Enforcement**

Provides for on-street parking space turnover and availability, and contributes to vehicle and road safety. New parking strategy policies are under development this year.

#### **Building Control**

Processing of building consents for new and existing buildings, project and land information memoranda, and inspecting buildings for compliance and safety.

#### **Planning Guidance**

Advice, recommendations and consents on subdivisions and land use, and ensuring compliance with the Hamilton City District Plan and the Resource Management Act 1991.

#### **Animal Care and Control**

Promotes responsible dog ownership, and is also responsible for enforcing general Council bylaws.

#### **Property Management/Endowment and Investments**

Manages investment properties owned by the Domain Endowment Fund and the Municipal Endowment Fund to maximise benefits to the city.

### **HIGHLIGHTS**

#### **ROADS AND TRAFFIC**

##### **Cycling**

Council has allocated \$205,000 to improve cycling facilities in the city. This allocation is for priority projects throughout Hamilton that have been identified in consultation with cycling working parties. In addition, provision for cycling is an integral part of all new roading projects and programmes. Recent examples include segregated cycle lanes adjacent to Wairere Drive, shared pedestrian/cycle underpasses, and on-road cycle lanes in association with road resurfacing, e.g., Grey Street.

##### **Street Lighting**

Council has allocated \$210,000 to improve street lighting throughout the city. The programme aims to improve arterial road lighting as well as local road and amenity lighting.



#### **Minor Traffic Safety Improvements**

Council has allocated \$280,000 for minor traffic safety improvement work around the city. This project forms part of an ongoing programme to address traffic safety problems.

#### **Traffic Calming**

Council has allocated \$100,000 to an ongoing programme to slow traffic and improve safety in selected streets. This will be achieved through the use of traffic calming devices such as road narrowing and speed humps. Site selection and priorities are determined by applying the Warrant for Traffic Calming Schemes system approved by Council in October 2001.

#### **Horsham Downs/Hukanui Road Upgrade**

Council has allocated \$1.7m to reconstruct Hukanui Road from Callum Brae Drive to Thomas Road, and Horsham Downs Road from Thomas Road north for approximately 500 metres as a single project. This project will also incorporate the closure of Rototuna Road at Hukanui Road.

#### **Pukete Road Upgrade**

Council has allocated \$580,000 for the design and reconstruction of Pukete Road, from just south of Church Road to beyond the gully crossing, adjacent to the Wastewater Treatment Plant.

#### **Thomas Road Upgrade Design**

Council has allocated \$230,000 for the required land purchase and design work to progress the upgrade of Thomas Road from Horsham Downs Road to Gordonton Road. This project is scheduled to be completed over four years.

### **HAMILTON TRANSPORT CENTRE**

#### **Transport Centre**

Environment Waikato has recently obtained additional funding for an extension of the city bus operational hours. The timetable has been extended on both Thursday and Friday evenings by approximately two hours.

### **PLANNING GUIDANCE**

#### **Planning Management**

The Unit has introduced a money back guarantee programme as one more way for Council to meet customer expectations for quality service. The policy is that if non-notified resource consents are not issued within the statutory timeframe the Planning Guidance Unit will refund 50 per cent of the fees to the customer. This year the guarantee will be extended to 100 per cent refund.

### **ANIMAL CARE AND CONTROL**

#### **Animal Care and Control Centre Partnership**

The Animal Care and Control Unit and the local branch of the SPCA provide a one-stop-shop service at the Animal Care and Control Centre. Both organisations continue to be committed to promoting responsible pet ownership through educational programmes and by working with existing and new pet owners to ensure awareness

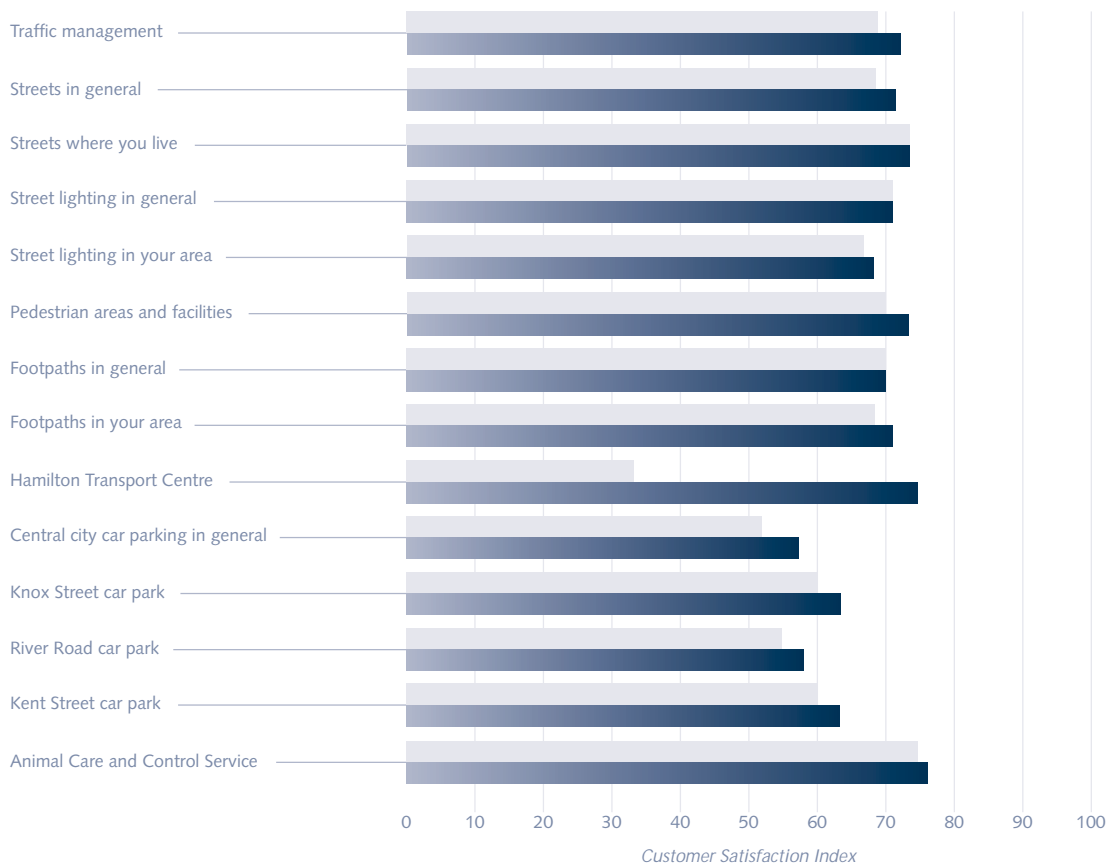
and compliance with legislative requirements. Both the unit and the SPCA have a strong and successful focus on finding responsible new owners for unclaimed animals.

People interested in adopting a dog can go to the website [www.dogsforadoption.tripod.com](http://www.dogsforadoption.tripod.com) which is maintained by key volunteers. From this year, Animal Care and Control will be open on Saturdays and Sundays between 1-3.45pm.

#### PROPERTY MANAGEMENT/ENDOWMENT AND INVESTMENTS

Council's Endowment and Investment Fund properties continue to be almost 100 per cent leased. These funds consist of properties that range from ground leases to fully tenanted commercial offices and industrial buildings. The proceeds of the Municipal Endowment Fund help to offset rates.

ANNUAL RESIDENTS SURVEY DATA  
User Satisfaction with Council Facilities and  
Services in 2000 and 2001  
2000 2001



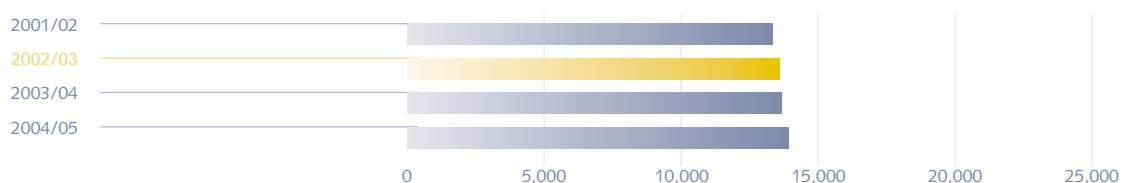
## GROWING HAMILTON

Cost of Service for the Year ending 30 June 2003 in \$'000s

Budget 2002		Budget 2003	Budget 2004	Budget 2005
	<b>EXPENDITURE</b>			
	Roads and traffic			
909	Network management	599	548	546
9,392	Carriageways management	9,521	9,760	10,026
3,526	Traffic services	3,377	3,423	3,465
3,390	Footpaths, cycleways and verges	3,296	3,340	3,375
210	Road safety programme	245	245	245
313	Hamilton Transport Centre	576	594	591
191	Central area off street parking	199	201	202
1,250	Parking enforcement	1,322	1,317	1,319
2,430	Building control	2,488	2,494	2,494
1,125	Planning guidance	1,220	1,224	1,223
773	Animal care and control	824	822	822
1,257	Property management	1,376	1,388	1,353
24,766	<b>TOTAL EXPENDITURE</b>	<b>25,043</b>	<b>25,356</b>	<b>25,661</b>
	<b>Less REVENUE</b>			
2,195	Transfund subsidy	1,965	1,969	2,002
200	Contributions - roads and traffic	226	226	230
138	Hamilton Transport Centre rents	158	152	152
204	Off street parking charges	340	373	373
1,841	Parking enforcement fees and fines	1,909	1,902	1,902
1,924	Building control charges	1,834	1,885	1,885
585	Planning guidance charges	575	575	575
393	Dog licences, fees and fines	393	393	393
3,948	Property rents	4,083	4,208	4,169
11,428	<b>TOTAL REVENUE</b>	<b>11,483</b>	<b>11,683</b>	<b>11,681</b>
13,338	<b>NET COST OF SERVICE</b>	<b>13,560</b>	<b>13,673</b>	<b>13,980</b>
12,881	<b>CAPITAL EXPENDITURE</b>	<b>14,166</b>	<b>9,542</b>	<b>10,112</b>

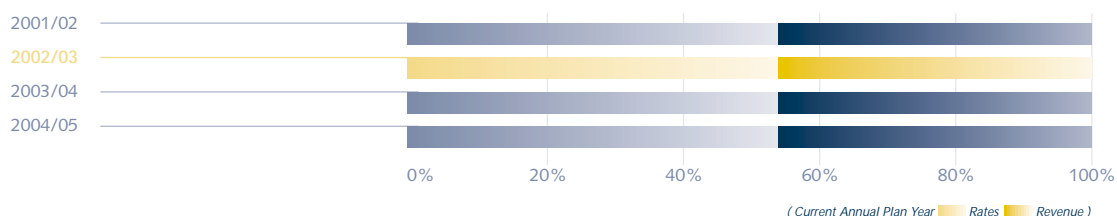
( Current Annual Plan Year )

## NET COST OF SERVICE IN \$ MILLIONS



## COST OF SERVICE FUNDED BY

RATES
  REVENUE



( Current Annual Plan Year )

## ROAD NETWORK MANAGEMENT

### Description

Provides for the professional and technical work involved in ongoing management of growth and development of the city's roading network. It includes network planning, project development, forward planning, development control, funding provision, and various systems management.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

81

Council Goals 1, 2, 5	Objectives	Performance Measures
	a To carry out the road network management function in an efficient and effective manner that meets the community's needs.	<ol style="list-style-type: none"> <li>1 Achieved a 75% satisfaction rating for acknowledgement of, and response to, requests for service, as measured by the Roads and Traffic Unit's monthly feedback surveys.</li> <li>2 Processed all engineering designs for subdivision applications within 20-working days.</li> </ol>
4	b To carry out all subsidised works in accordance with the National Roding Plan (NRP) agreement with Transfund.	<ol style="list-style-type: none"> <li>3 Satisfactorily achieved all the performance measures contained within the National Roding Plan (NRP) agreement with Transfund.</li> </ol>



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



## CARRIAGEWAYS MANAGEMENT

### Description

Provides for general maintenance, cleaning, resealing, bridge maintenance, rehabilitation and construction of the carriageway component of roading projects. All of the work is carried out by external contractors, covering approximately 540km\* of carriageways, 958km\* of kerb and channel, and 55 traffic bridges, large culverts, pedestrian bridges and underpasses.

\* The 2000/01 Annual Plan figure of 1031km of kerb and channel included earth side drains.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals 1, 2, 5	Objectives	Performance Measures
	a To construct, improve and maintain a network of roads adequate for the movement of vehicles and people in a safe and efficient manner.	<ol style="list-style-type: none"> <li>1 Maintenance work completed in accordance with contract specifications, which provide quality control and criteria for cleaning, kerb and channel repairs, and minor road maintenance.</li> <li>2 Capital works programme completed within budget in accordance with contract specifications which provide quality control including: <ul style="list-style-type: none"> <li>• Reconstruction of Hukanui Road from Callum Brae Drive to Thomas Road, and Horsham Downs Road from Thomas Road to approximately 500m north of Thomas Road.</li> <li>• Reconstruction of Pukete Road from Church Road to north of the gully crossing, adjacent to the Wastewater Treatment Plant.</li> <li>• Design and land purchase for Thomas Road between Horsham Downs Road and Gordonton Road.</li> <li>• Upgrading of Claudelands Road to urban standard.</li> </ul> </li> <li>3 User satisfaction measure for: <ul style="list-style-type: none"> <li>• streets throughout the city maintained at 70 or greater</li> <li>• streets around here maintained at 73 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>
1	b To improve riding quality (smoothness) in conjunction with the carriageway maintenance and renewal reseal programmes.	<ol style="list-style-type: none"> <li>4 The smooth travel exposure* on Hamilton roads maintained at 93% or better. <ul style="list-style-type: none"> <li>* Smooth travel exposure monitors the per cent of total vehicle kilometres travelled on smooth roads. The smoothness is measured in NAASRA counts.</li> </ul> </li> <li>5 Completed 1.7km of carriageway refurbishment.</li> </ol>
1, 2	Long-Term Objective c To maintain an 11-year (average) reseal cycle for all carriageways within the city.	<ol style="list-style-type: none"> <li>6 Completed between 32 to 36km of reseals/resurfacing to maintain an average 11-year reseal cycle.</li> </ol>

Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.



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## TRAFFIC SERVICES/STREET LIGHTING

### Description

Provides for the improvement and day-to-day operation and maintenance of roadmarking, safety fences, traffic islands, traffic signals, signs, street lighting, bus shelters, and various road safety activities. All of the work over the 540km of roads is carried out by external contractors, covering 43 signal-controlled intersections (7 of which are on State Highways), approximately 12,050 traffic signs (including those on State Highways), 13,895 street lights (including under-verandah lighting), and 123 bus shelters.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goal

- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goal	Objectives	Performance Measures
2	a To provide, improve and maintain the city's traffic facilities and traffic management systems.	<ol style="list-style-type: none"> <li>1 User satisfaction measure for: <ul style="list-style-type: none"> <li>• traffic management maintained at 70 or greater</li> <li>• street lighting throughout the city maintained at 70 or greater</li> <li>• street lighting around here maintained at 68 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> <li>2 Maintenance work completed in accordance with contract specifications, which provide quality control and criteria for roadmarking, street signage, traffic facilities and the street light network at current or better condition.</li> </ol>
2	b To optimise the safety and efficiency of the road network.	<ol style="list-style-type: none"> <li>3 Maintenance work completed in accordance with contract specifications, which provide quality control and criteria for roadmarking, street signage, traffic facilities and the street light network at current or better condition.</li> </ol>



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## FOOTPATHS, CYCLEWAYS AND VERGES

### Description

Provides for improvement and maintenance of the city's footpaths, cycleways, and verges. It includes general maintenance, resurfacing, cleaning, litter collection and rehabilitation of footpaths, landscape maintenance, and vegetation control. All work is carried out by external contractors and covers nine pedestrian/cycle underpasses, 838km of footpaths, and 25km of on-road cycle lanes and off-road cycle paths.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals	Objectives	Performance Measures
1	a To ensure that berm areas are maintained to an acceptable standard.	<ol style="list-style-type: none"> <li>1 Completed a minimum of 6km of footpath refurbishment, 0.6km of new footpath construction and 25km of footpath resurfacing.</li> <li>2 Maintenance work completed in accordance with contract specifications which provide quality control and criteria for ensuring that footpaths, cycleways and verges remain in their current state or better condition.</li> <li>3 User satisfaction measure for: <ul style="list-style-type: none"> <li>• footpaths in general throughout the city maintained at 70 or greater</li> <li>• footpaths around here maintained at 70 or greater</li> <li>• pedestrian facilities maintained at 70 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>
1, 2	b To construct, improve and maintain a network of footpaths and cycleways to provide for the safe movement of pedestrians and cyclists.	<ol style="list-style-type: none"> <li>4 Maintenance work completed in accordance with contract specifications which provide quality control and criteria for ensuring that footpaths, cycleways and verges remain in their current state or better condition.</li> <li>5 User satisfaction measure for: <ul style="list-style-type: none"> <li>• footpaths in general throughout the city maintained at 70 or greater</li> <li>• footpaths around here maintained at 70 or greater</li> <li>• pedestrian facilities maintained at 70 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>
1, 2	c To continue with development of the cycleway network throughout the city.	<ol style="list-style-type: none"> <li>6 User satisfaction measure for cycle facilities and support for cycling throughout the city maintained at 59 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



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## ROAD SAFETY PROGRAMME

### Description

The Road Safety Programme involves the provision of targeted road safety education and promotion campaigns within the community. These campaigns are partially funded by the Land Transport Safety Authority (LTSA).

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals 1, 2	Objectives	Performance Measures
1, 2	a To contribute towards a reduction in the number of crashes recorded in the city.	1 Reduction in the trend for the number of reported crashes in Hamilton as identified in LTSA reports.
1, 2	b To identify road safety risk areas and align community-based programmes to effectively address these risk areas.	2 Projects successfully contributed to reducing the road safety risk in areas identified in the Hamilton City Council Road Safety Issues Report (produced by the LTSA).
1, 2	c To ensure road safety educational and promotional campaigns are delivered within the community in line with the LTSA road safety programme.	3 Project evaluations accepted by the LTSA.



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Email: RoadsAndTraffic@hcc.govt.nz

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## HAMILTON TRANSPORT CENTRE

### Description

The Hamilton Transport Centre was opened in January 2001. It is an integral part of the city and the region's transportation network, and supports the objectives of Hamilton's Integrated Transport Strategy (HITS). The centre accommodates long and short-haul bus services, as well as tour coaches and taxi services and a short-term car parking drop off zone. It includes ticketing facilities, a cafe, toilets, bike lockers and a visitor information centre.



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### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals 1, 2	Objective	Performance Measures
	a To provide an efficient transport centre both for residents and visitors to Hamilton.	<ol style="list-style-type: none"> <li>1 User satisfaction measure for the Hamilton Transport Centre maintained at 75 or greater, as measured by Council's 2003 Annual Residents Survey.</li> <li>2 Usage measure for the Hamilton Transport Centre maintained at 30% or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## CENTRAL AREA OFF-STREET PARKING

### Description

Involves the provision of three off-street parking facilities in the central city. The Knox Street, River Road, and Kent Street car parks currently provide 1034 off-street parking spaces in the central city.



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### Strategic Plan Goal

- A distinctive, vibrant and people-friendly central area

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal 1	Objective	Performance Measures
	a To provide for the maintenance and management of the Council's three off-street central city parking facilities to enhance the availability of public parking in a safe and efficient manner, in accordance with Council policies.	<ol style="list-style-type: none"> <li>1 User satisfaction measure for off-street parking maintained at: <ul style="list-style-type: none"> <li>• 58 or greater for the River Road car park</li> <li>• 64 or greater for the Knox Street car park</li> <li>• 63 or greater for the Kent Street car park as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## PARKING ENFORCEMENT

### Description

Provides for on-street parking space turnover, availability and control, ensures vehicles have current registration, Warrant of Fitness and safe tyres, enforces heavy motor vehicle parking regulations and abandoned vehicle removal. Parking officers also give aid and assistance to the public where appropriate or requested in the course of their duties.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community

87

Council Goals 1, 2, 4	Objectives	Performance Measures
	a To contain or prevent illegal parking of vehicles on roads, to achieve public safety and availability of parking spaces within the city.	<ol style="list-style-type: none"> <li>1 Achieved a turnover of parking space in the inner city area that is better than or equal to, the time limits set for these areas, as measured by a standard annual survey of parking turnover.</li> <li>2 Maintained a paid before prosecution rate for parking regulation offences better than 80%.</li> </ol>
1	b To ensure all motor vehicles are registered, have a current Warrant of Fitness and have safe tyres.	<ol style="list-style-type: none"> <li>3 Limited the number of motor vehicles displaying an out-of-date registration and/or Warrant of Fitness two or more months overdue, to less than 4%, as measured by a standard survey conducted annually during normal working hours of the Parking Enforcement Unit.</li> </ol>



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## BUILDING CONTROL

### Description

Building Control works with people to safeguard public health and maintain public safety by educating and fairly applying laws relating to the construction and maintenance of new and existing buildings.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals	Objectives	Performance Measures
1	a To receive and process all building consents and project information memoranda within statutory timeframes and to achieve compliance with the Building Act 1991.	1 Processed 100% of all building consents and project information memoranda in accordance with the Building Regulations 1992 within the following timeframes after receiving an application: <ul style="list-style-type: none"> <li>• Buildings up to \$500,000–10-working days.</li> <li>• Buildings over \$500,000–20-working days.</li> </ul> 2 Audited 100% of the fire safety records of all buildings identified as high risk on Council's compliance schedule matrix.           3 Inspected all buildings subject to a building consent after notice that the work was ready for inspection within the following timeframes: <ul style="list-style-type: none"> <li>• Commencement of construction–2-working days.</li> <li>• All other construction–1-working day.</li> </ul>
2	b To receive and process all land information memoranda in compliance with the Local Government Official Information and Meetings Act 1987.	4 Processed 100% of all land information memoranda within 10 working days of receiving an application.



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



## PLANNING GUIDANCE

### Description

Provides planning advice and makes recommendations, receives and processes applications for land use and subdivision consents, and monitors compliance with the Hamilton City District Plan and the Resource Management Act 1991.

### Strategic Plan Goals


- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals	Objectives	Performance Measures
1	a To ensure that all new subdivisions and existing land uses in the city meet standards and comply with the Hamilton City District Plan.	<ol style="list-style-type: none"> <li>1 All resource consent applications and certificates processed within the statutory time limits of the Resource Management Act 1991, and in line with the Hamilton City District Plan.</li> <li>2 Inspected and effectively monitored at least 50 resource consents per month.</li> <li>3 Achieve a 50% recovery of total costs through fees and charges.</li> </ol>
1, 5	b To provide planning and land subdivision interpretation and advice to ensure that resource consent applications are dealt with in an efficient, consistent, fair, and expeditious manner within the statutory framework.	<ol style="list-style-type: none"> <li>4 All resource consent applications and certificates processed within the statutory time limits of the Resource Management Act 1991, and in line with the Hamilton City District Plan.</li> <li>5 Achieved 90% satisfaction by Council's Statutory Management Committee of all notified applications.</li> <li>6 95% of cases taken to the Environment Court and supported by staff were successful.</li> </ol>



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## ANIMAL CARE AND CONTROL

### Description

The purpose of this activity is to achieve good dog control. This position also addresses compliance with general Council bylaws and litter control using education and enforcement techniques.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To maximise dog registration, minimise dog attacks, and promote effective and responsible dog ownership.	<ol style="list-style-type: none"> <li>1 Recovered 60% of costs for animal care and control activity through fees and charges.</li> <li>2 User satisfaction measure for animal care and control services maintained at 76 or greater, as measured by Council's 2003 Annual Residents Survey.</li> <li>3 Completed a minimum of 30 animal care and control presentations within the community in conjunction with the requirements of the Education Plan contained within the Dog Control Policy 1997.</li> <li>4 Responded to urgent requests for services involving public safety within one hour of receipt and to all routine requests for service within 48 hours, as measured by Council's complaints system.</li> </ol>
1	b To respond to litter offences and take appropriate action to deter further incidents.	<ol style="list-style-type: none"> <li>5 Responded to urgent requests for services involving public safety within one hour of receipt and to all routine requests for service within 48-hours, as measured by Council's complaints system.</li> </ol>
1	c To detect offences against the Council's bylaws (e.g., skateboarding, advertising signs, merchandise displays, buskers, mobile shops in public places), and identify overgrown and overhanging vegetation.	<ol style="list-style-type: none"> <li>6 Responded to urgent requests for services involving public safety within one hour of receipt and to all routine requests for service within 48-hours, as measured by Council's complaints system.</li> </ol>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



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Website for dog adoption

Website: <http://dogs4adoption.tripod.com>

## PROPERTY MANAGEMENT (ENDOWMENT AND INVESTMENTS)

### Description

Provides for the management, investment and other strategic purposes of more than 350 city properties for Council and the citizens of Hamilton. Regard for the orderly development of the city, as well as the community interest and the strategic planning requirements of the city is taken into account.

Returns from the Domain Endowment Fund are used for the improvement, development and creation of reserves. The Municipal Endowment Fund is invested in commercial purchases and income from the fund is used to reduce the rates requirement of the city. Both funds are required to be invested in property in order to maximise the return to the city.

Properties include small perpetual leases, Council owned and occupied buildings, Council owned and leased buildings, and stakes in significant city developments.

### Strategic Plan Goals

- A compact city with a well distributed mix of residential, employment and service activities, interconnected through an effective and sustainable transport system
- A distinctive, vibrant and people-friendly central area

### Council Goals

- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 3 To obtain and administer the financial resources necessary for the cost effective management of the city
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals	Objectives	Performance Measures
2, 4	a To manage properties owned and occupied by Council in a manner, which enables essential services to be delivered efficiently and effectively.	1 Developed asset maintenance plans for significant properties and planned maintenance for Council properties.
2	b To provide safe and healthy buildings by ensuring that they comply with the Building Act 1991.	2 Ensured statutory compliance with the Building Act 1991 in respect of all Council owned buildings.
3, 5	c To manage the Municipal Endowment Fund properties to provide a return in line with market lease returns.	3 Achieved a gross return on Municipal Endowment Fund properties within 1% of average market returns and maintained the value of the investment portfolio relative to other property investments in Hamilton.
2, 3	d To manage the Domain Endowment Fund effectively to provide funds for property investments for community benefit.	4 Ground leases achieved a return in line with the average market return of similar properties.



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*









## KEY STRATEGIC PLAN GOALS

- 7 A sound economy developing sustainably
- 8 Hamilton has a positive internal and external image

## STRATEGIC OVERVIEW

Hamilton has a key role as the service centre for the greater Waikato region. Local businesses are in a position to lead the way in the development of more sustainable processes and products, which will reinforce the city and region's "clean green image". Promoting the benefits of living and working in Hamilton will help to attract and retain business in the city. New opportunities, such as tourism and biotechnology, also offer the potential to provide more employment and to broaden the economic base of the city and region.

Attracting tourists to this area is an integral part of marketing the city. Hamilton's proximity to regional centres and attractions creates significant opportunities for the tourism sector, and for events marketing. Hamilton also offers its own attractions, such as the Waikato River, the city's lakes, Hamilton Zoo and Hamilton Gardens, as well as a variety of recreational and cultural opportunities. The continued development of a vital, vibrant and safe central area contributes to the positive image of the city and compliments the city's economic and community strengths, for both residents and visitors.

## COUNCIL'S RESPONSE

Council is contributing towards these key Strategic Plan goals through the following Significant Services:

### Economic Development

Services include:

- Grant to Enterprise Hamilton
- Grant to Tourism Waikato
- Grant to Events Sponsorship Fund
- Grant to Business2Hamilton (B2H)

Economic development is a key component of developing the city. Council supports, funds and partners with approved groups to achieve a sound economic base for Hamilton.

### City Promotion

Promoting Hamilton as a great place to live, work and play through communicating with, and marketing to, audiences within and outside of Hamilton.

### Sister Cities Programme

Hamilton participates in Sister City programmes to enhance cultural and ethnic understanding and to progress economic development opportunities.

## HIGHLIGHTS

### ECONOMIC DEVELOPMENT

#### Innovation Park

The arrival of the first tenants at Innovation Park will signal a highlight for the implementation of Hamilton's Economic Development Strategy.

The park is an important component of the city and region's economic development growth and is supported by Council and the city's lead economic development group Business2Hamilton (B2H).

The park, situated at Ruakura close to AgResearch and the University of Waikato, will provide a cluster environment for science and technology companies involved in research and development. In particular, it will focus on helping to bridge the gap between ideas and the commercialisation of those ideas.



CITY PROMOTION

Website Development

The Hamilton City Council website [www.hcc.govt.nz](http://www.hcc.govt.nz) received an average of 4500 visitors per month during 2001/02. Improvement and promotion of this website is an important marketing and communication tool for the promotion of Hamilton. Ongoing development will make it an increasingly relevant and valuable resource for residents of the city and for those living outside Hamilton.

Events Sponsorship

Events continue to make an important contribution to both the economic and cultural well-being of the city. An increase in the Events Sponsorship Fund will allow continued support for 'icon' events as well as for developing or attracting significant new events. This activity also funds community banners, event banners and street banners which enhance the city's image.

River Esplanade

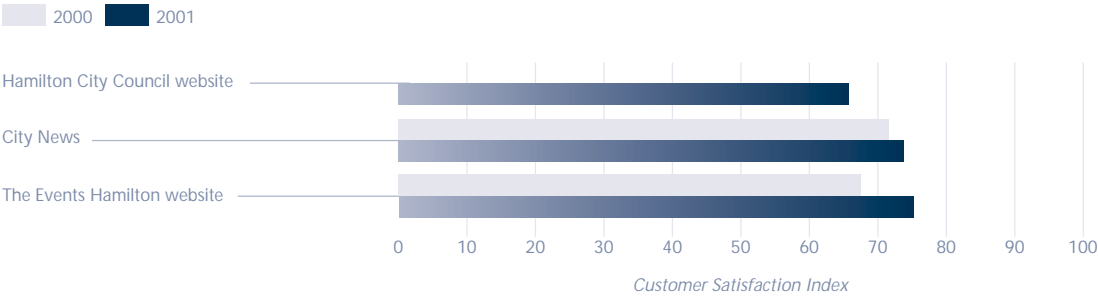
Council will progress work on a proposed central city Waikato River esplanade project. A budget of \$170,000 over two years (\$20,000 this year) has been allocated for further feasibility study and resource consents. Earlier concepts for the multi-million dollar project include additional retail development and pedestrian facilities on the west side of the Waikato River north of Victoria Bridge.

SISTER CITIES PROGRAMME

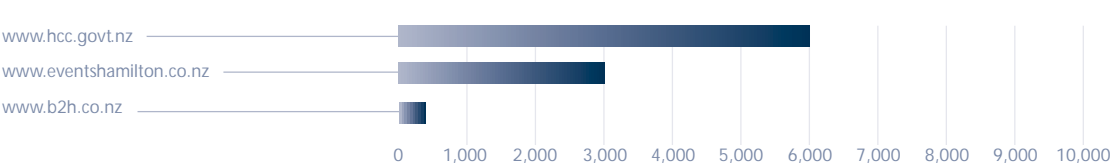
Sister City Visit

A visit to Wuxi, China by a city delegation headed by Hamilton's mayor will strengthen this sister city relationship. As well as building greater cultural understanding at a people-to-people level, the visit will focus on greater opportunities for economic development.

ANNUAL RESIDENTS SURVEY DATA  
User Satisfaction with Council Facilities and Services in 2000 and 2001



WEBSITE VISITS 2001/02



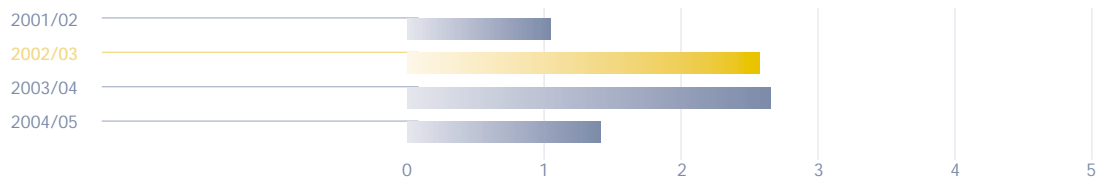
## PROMOTING HAMILTON

Cost of Service for the Year ending 30 June 2003 in \$000s

Budget 2002		Budget 2003	Budget 2004	Budget 2005
	<b>EXPENDITURE</b>			
	Economic development and marketing			
218	Grant to Enterprise Hamilton	218	135	52
357	Grant to Tourism Waikato	407	357	357
350	Grants for events sponsorship	650	650	650
62	Grant to Business to Hamilton (B2H)	200	200	200
	Grant to Innovation Park	1,070	1,140	137
	Riverside Esplanade feasibility study	20	150	0
50	City promotion	30	0	0
20	Sister cities programme	40	20	20
1,057	<b>TOTAL EXPENDITURE</b>	<b>2,635</b>	2,652	1,416
1,057	<b>NET COST OF SERVICE</b>	<b>2,635</b>	2,652	1,416
0	<b>CAPITAL EXPENDITURE</b>	<b>15</b>	15	15

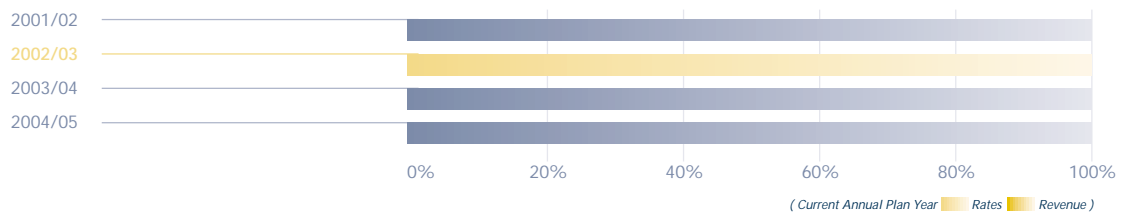
( Current Annual Plan Year )

## NET COST OF SERVICE IN \$ MILLIONS



## COST OF SERVICE FUNDED BY

■ RATES ■ REVENUE



( Current Annual Plan Year Rates Revenue )

## ECONOMIC DEVELOPMENT

### Description

Economic development is a key component in making the city a great place to live, work and play. Communicating and marketing Hamilton's economic development activities are key aspects of creating a positive image for the city.

### Strategic Plan Goals

- A sound economy developing sustainably
- Hamilton has a positive internal and external image

### Council Goal

- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goal 5	Objectives	Performance Measures
5	a To support, assist and contribute towards the funding of approved organisations, to enable them to assist Council achieve its goal of developing a sound economic base for the city.	1 Supported Business2Hamilton to achieve the following milestones in their contract with Industry New Zealand: <ul style="list-style-type: none"> <li>• cluster concept investigated, including appointment of a facilitator, mapping the cluster, interviewing key stakeholders and holding a networking forum and a workshop</li> <li>• clear action items identified from workshop process</li> <li>• produced and distributed the first issue of a cluster newsletter.</li> </ul>
5	b To support, assist or contribute towards city events which have an economic benefit, create a strong and vibrant city, and grow over time as icons of the city.	2 Allocated at least 20% of the Event Sponsorship Fund to the growth or development of significant 'icon' events for the city.
5	c To provide regular information to existing and potential business stakeholders on economic activity in Hamilton.	3 Hamilton economic information published and distributed quarterly and available on the internet at <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> and <a href="http://www.b2h.co.nz">www.b2h.co.nz</a> .  4 An economic development newsletter Connect2Hamilton published and distributed monthly 11 times per year and available on the internet at <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> and <a href="http://www.b2h.co.nz">www.b2h.co.nz</a> .



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## CITY PROMOTION

### Description

Promoting Hamilton as a great place to live, work and play is a key part of the city's development and contributes to its success. This includes communicating with, and marketing to, audiences within and outside Hamilton through Council's and the Events Hamilton websites, City News and other promotional opportunities.

### Strategic Plan Goals

- A sound economy developing sustainably
- Hamilton has a positive internal and external image

### Council Goals

- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals 4, 5	Objectives	Performance Measures
4, 5	a To keep the Hamilton City Council website constantly updated and to make it more relevant and useful for the residents of the city and those outside of Hamilton.	<ol style="list-style-type: none"> <li>1 An average of 6000 visitors per month accessed the Hamilton City Council website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a>.</li> <li>2 User satisfaction measure for Hamilton City Council's website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> maintained at 66 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
4, 5	b To promote Hamilton to the city's residents and keep them informed about Council and city activities.	<ol style="list-style-type: none"> <li>3 Council's free publication City News distributed to all households 11 times per year.</li> <li>4 User satisfaction measure for City News maintained at 73 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
5	c To promote Hamilton events.	<ol style="list-style-type: none"> <li>5 Produced two six-monthly calendars, which promote Hamilton events to tourism, events business and overseas markets.</li> <li>6 City Happenings listing events in the city produced and widely distributed 11 times a year.</li> <li>7 More than 800 events within a 12-month horizon registered, at any one time, on the website <a href="http://www.hamiltonevents.co.nz">www.hamiltonevents.co.nz</a>.</li> <li>8 User satisfaction measure for Events Hamilton website <a href="http://www.hamiltonevents.co.nz">www.hamiltonevents.co.nz</a> maintained at 75 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
5	d To produce updated marketing material promoting Hamilton.	<ol style="list-style-type: none"> <li>9 Produced a short video, which supports and promotes Hamilton as a great place to live, work and play.</li> </ol>



Ph: 07-838 6679



Fax: 07-838 6761



Email: [CommunicationAndMarketing@hcc.govt.nz](mailto:CommunicationAndMarketing@hcc.govt.nz)

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## SISTER CITIES PROGRAMME

### Description

Hamilton participates in a Sister Cities Programme on the basis that international understanding can be enhanced by people-to-people links at a city level.

Hamilton has formal links with three cities, Saitama (Japan), Wuxi (China) and Sacramento (USA).

### Strategic Plan Goals

- A sound economy developing sustainably
- Hamilton has a positive internal and external image

### Council Goal

- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goal 5	Objectives	Performance Measures
5	a To actively participate in, and further develop the Sister Cities Programme.	1 An official city delegation, headed by the Mayor, visited Wuxi, China.
	b To promote economic development opportunities for Hamilton through the Sister Cities Programme.	2 Council's website <a href="http://www.hcc.govt.nz">www.hcc.govt.nz</a> linked to official Sister Cities websites.



 Ph: 07-838 6977

 Fax: 07-838 6969

 Email: [SisterCities@hcc.govt.nz](mailto:SisterCities@hcc.govt.nz)

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*







## KEY STRATEGIC PLAN GOALS

- 9 Hamilton values its rich culture and artistic achievement
- 10 Kirikiriroa is established as a centre for traditional and modern arts and culture
- 11 Cultural and built heritage is widely appreciated and protected

## STRATEGIC OVERVIEW

Hamilton's community is enriched by the opportunity to engage in a wide range of artistic and cultural activities. The city's reputation as an arts and cultural centre is growing. The community's ability to experience a variety of local, national and international events is dependent on the city continuing to foster its cultural environment, predominantly through investment in programmes and facilities that encourage wide community participation. Integral to this is the continued need to value both traditional and contemporary forms of Nga toi tangata whenua (Maori arts and culture), which supports the cultural diversity of our community.

Hamilton also has a well defined cultural and built heritage. Increased public awareness will make an important contribution to developing widespread community support for the protection of these cultural artefacts and historic sites.

## COUNCIL'S RESPONSE

Council is contributing towards these key Strategic Plan goals through the following Significant Services:

### Hamilton Theatre Services

Operates the Founders Memorial Theatre, WestpacTrust Community Theatre and The Meteor, and provides support for community access to the WEL Energy Academy of Performing Arts Centre, by way of an annual operating grant.

### Libraries

Council operates six libraries throughout the city to assist the growth of learning and the development of an informed community well-equipped for the demands of the knowledge economy.

### Waikato Museum of Art and History

The Waikato Museum provides a rich programme of art and history exhibitions and associated activities for the benefit of the city and region.

### ArtsPost

ArtsPost has a community arts focus in partnership with the Waikato Society of Arts and Hamilton Community Arts Council. Its purpose is to encourage, support and promote the arts in Hamilton.

### Exscite

Exscite provides interactive experiences based around science and technology to challenge people of all ages.

## HIGHLIGHTS

### HAMILTON THEATRE SERVICES

#### Theatres 2000 Strategy Review

A review of the Theatres 2000 Strategy will be undertaken in regard to provision of theatres owned/operated by Council, including a condition assessment of the WestpacTrust Community Theatre and The Meteor.

#### Equipment Renewal Programme

A \$140,000 programme to renew operational equipment based on prioritised needs at Founders Memorial Theatre, WestpacTrust Community Theatre and The Meteor will be implemented.

## LIBRARIES

### Information Communication Technology Plan

To keep Hamilton Libraries current with developments in the library and information industry, Council has allocated \$30,000 to develop an Information Communication Technology Plan, which will include a review of existing technology and the library management system, and will provide a strong platform for the provision of future electronic information services.

### Youth Spaces

To create an inviting learning environment for children and young people, \$20,000 has been allocated to develop more defined and attractive spaces at the Central Library.

## WAIKATO MUSEUM OF ART AND HISTORY

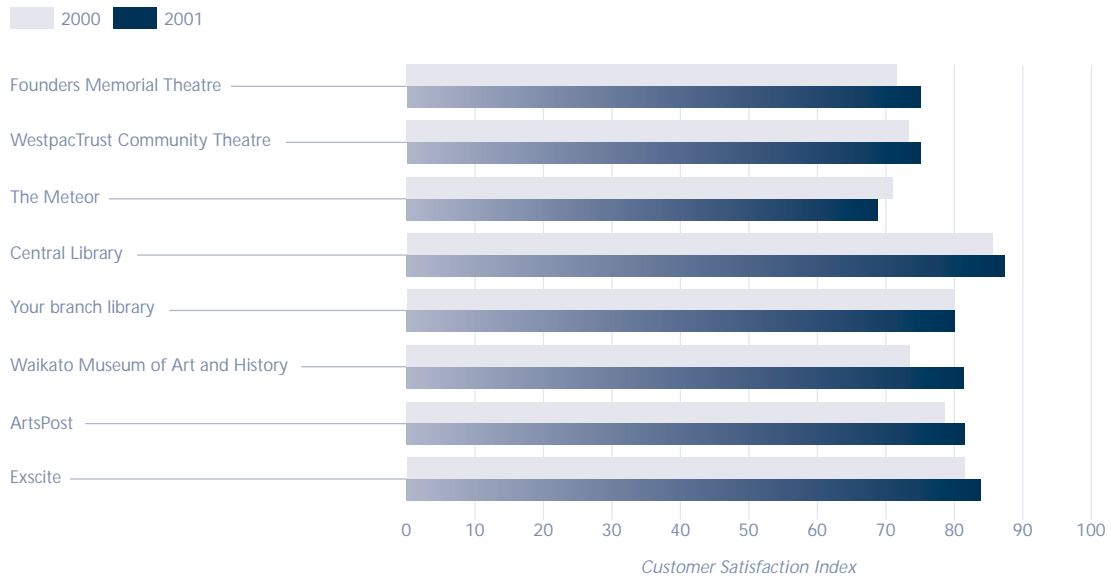
### Exhibition Programme

This will be the first year of operation of the new Strategic Plan for the Waikato Museum of Art and History. There is a thrust for the museum to make 'our region renowned for its rich cultural heritage and artistic vibrancy' and to be 'the place to visit'. The plan expresses a strong commitment to recognising the unique place of Maori as the indigenous people of Aotearoa.

The exhibition programme will install a new history and ethnology exhibition. This new exhibition will celebrate tangata whenua arts and culture, and the history and people of the Waikato.

A rich and varied programme of exhibitions of the visual arts will continue with use made of the museum's own collection as well as pieces available from national and international sources.

ANNUAL RESIDENTS SURVEY DATA  
User Satisfaction with Council Facilities and  
Services in 2000 and 2001



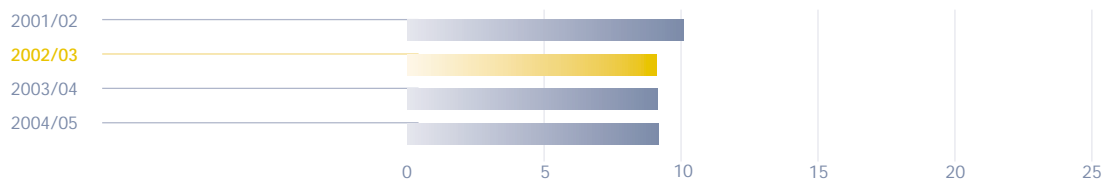
## EXPERIENCING OUR ARTS, CULTURE AND HERITAGE

Cost of Service for the Year ending 30 June 2003 in \$'000s

Budget 2002		Budget 2003	Budget 2004	Budget 2005
	<b>EXPENDITURE</b>			
1,768	Theatre services	1,555	1,565	1,563
5,955	Libraries	5,851	5,873	5,889
2,983	Waikato Museum of Art and History	2,645	2,655	2,659
213	ArtsPost	175	178	177
615	Exscite	564	568	567
11,534	<b>TOTAL EXPENDITURE</b>	<b>10,790</b>	10,839	10,855
	<b>Less REVENUE</b>			
534	Theatres charges	598	598	598
653	Library charges	672	672	672
118	Waikato Museum of Art and History	119	119	119
4	ArtsPost charges	4	4	4
174	Exscite charges	198	198	198
1,483	<b>TOTAL REVENUE</b>	<b>1,591</b>	1,591	1,591
10,051	<b>NET COST OF SERVICE</b>	<b>9,199</b>	9,248	9,264
981	<b>CAPITAL EXPENDITURE</b>	<b>1,416</b>	1,447	1,263

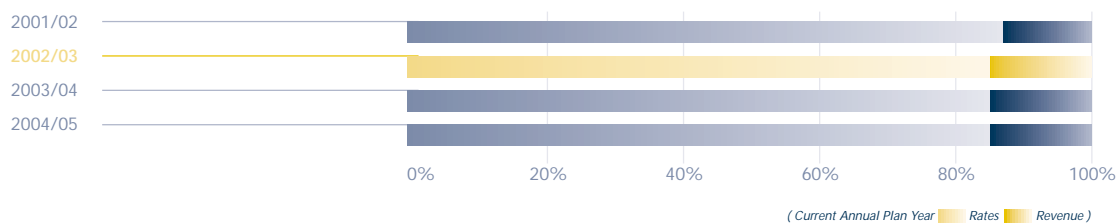
( Current Annual Plan Year )

## NET COST OF SERVICE IN \$ MILLIONS



## COST OF SERVICE FUNDED BY

RATES
  REVENUE



( Current Annual Plan Year Rates Revenue )

## HAMILTON THEATRE SERVICES

### Description

Hamilton Theatre Services provide the city with the management and operation of three dissimilar live performance venues, being Founders Memorial Theatre, WestpacTrust Community Theatre and The Meteor, in a quality, affordable and accessible manner, to enhance the recreation and cultural environment of the city. These venues cater for a diverse range of entertainment, from community presentations to commercial and professional events, using a range of spaces within the venues. Hamilton Theatre Services also provide specialised theatre equipment and professional services for the presentation of events within the community.

### Strategic Plan Goals

- Hamilton values its rich culture and artistic achievement
- Kirikiriroa is established as a centre for traditional and modern arts and culture

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals 1, 5	Objectives	Performance Measures
	a To provide quality performance facilities and services to meet the needs of live performance and events in Hamilton, through the management of three performance venues served by centralised management and ticketing systems.	<ol style="list-style-type: none"> <li>1 'As expected or better' rating for overall quality of service delivery by hirer clients maintained for all venues at 92% or greater, as measured by performance reports.</li> <li>2 Achieved combined percentage occupancy days for all Hamilton Theatre Services venues of 50% or greater.</li> <li>3 Completed a review of the Theatres 2000 Strategy and a condition assessment of the WestpacTrust Community Theatre and The Meteor.</li> <li>4 User satisfaction measure for: <ul style="list-style-type: none"> <li>• Founders Memorial Theatre and WestpacTrust Community Theatre maintained at 75 or greater</li> <li>• The Meteor maintained at 69 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>
2	b To protect ratepayers' investment by undertaking annual maintenance and compliance checks of theatre operational equipment, as specified by electrical regulations and mechanical safety codes of practice.	<ol style="list-style-type: none"> <li>5 Checked 100% of inventory of operational equipment at all Hamilton Theatre Services venues.</li> <li>6 Completed the \$140,000 equipment renewal programme.</li> </ol>
2, 4	c To increase TICKETEK business levels.	<ol style="list-style-type: none"> <li>7 Achieved combined total patronage of 140,000 people or greater for Hamilton Theatre Services venues.</li> <li>8 Booking office income maintained at \$120,000 or greater.</li> <li>9 User satisfaction measure for: <ul style="list-style-type: none"> <li>• Founders Memorial Theatre and WestpacTrust Community Theatre maintained at 75 or greater</li> <li>• The Meteor maintained at 69 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>

 Founders Theatre

 WestpacTrust Theatre

 The Meteor

 Ph: 07-838 6603

 Fax: 07-838 6601

 Email: TheatreServices@hcc.govt.nz

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## LIBRARIES

### Description

A network of libraries throughout the city assists the growth of learning and helps to build an informed community well-equipped for the knowledge economy and for change in the twenty-first century. The libraries are strategically located throughout the city to enable maximum community access. There are five satellite libraries at Chartwell, Dinsdale, Hillcrest, St Andrews, and Glenview, as well as the main Central Library. The libraries are currently being transformed into dynamic, innovative learning environments where Hamilton residents can be stimulated and challenged or can sit back, relax and enjoy their library experience.

### Strategic Plan Goals

- Hamilton values its rich culture and artistic achievement
- Cultural and built heritage is widely appreciated and protected

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 2 To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community

Council Goals 1, 2, 4	Objectives	Performance Measures
1, 2, 4	a To develop a detailed Information Communication Technology (ICT) Plan that will provide a strong platform for the provision of future electronic information services.	1 Completed the ICT Plan.
1, 2, 4	b To create vibrant and welcoming spaces to attract children and young people to use the Central Library.	2 Enhanced children's and young people's spaces at the Central Library at a cost of no greater than \$20,000.
1, 2, 4	c To maintain and develop a libraries environment that delivers excellent resources and services to customers.	3 Library material issues maintained at 1.5 million items or greater. 4 Active registered borrowers maintained at 60,000 or greater. 5 Visits to the Central Library maintained at 450,000 or greater. 6 User satisfaction measure for: <ul style="list-style-type: none"> <li>• the Central Library maintained at 88 or greater</li> <li>• satellite libraries maintained at 80 or greater</li> </ul> as measured by Council's 2003 Annual Residents Survey.

### Hamilton City Libraries

 Ph: 07-838 6830

 Fax: 07-838 6858

 Email: LibAdmin@hcc.govt.nz

 Website: [www.hamiltonlibraries.co.nz](http://www.hamiltonlibraries.co.nz)

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



## WAIKATO MUSEUM OF ART AND HISTORY

### Description

The Waikato Museum of Art and History, Te Whare Taonga o Waikato, enriches the recreational, intellectual and cultural life of the city by providing a broad-based programme of exhibitions, with associated activities and professional services, for the benefit and enjoyment of people of all ages.

The museum's collection focuses on the growth and development of the city and the Waikato region, and constitutes a major part of our national cultural heritage.

ArtsPost (a community arts facility) and the Exscite Science Centre are also part of the museum's organisation and operation.

### Waikato Museum

 **Ph:** 07-838 6603  
 **Fax:** 07-838 6751  
 **Email:** WaikatoMuseum@hcc.govt.nz  
 **Website:** www.WaikatoMuseum.org.nz

### EXSCITE

 **Ph:** 07-838 3470  
 **Fax:** 07-839 3497  
 **Email:** mail@exscite.org.nz  
 **Website:** www.exscite.org.nz

### ArtsPost

 **Ph:** 07-839 2315  
 **Fax:** 07-839 3869  
 **Email:** artspost@hcc.govt.nz  
 **Website:** www.WaikatoMuseum.org.nz/artspost

### Strategic Plan Goals

- Hamilton values its rich culture and artistic achievement
- Kirikiriroa is established as a centre for traditional and modern arts and culture
- Cultural and built heritage is widely appreciated and protected

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals	Objectives	Performance Measures
1, 5	a To research and develop a new exhibition on the history of Hamilton and the Waikato.	1 Installed a new history exhibition.
1, 4, 5	b To increase the usage of the Waikato Museum of Art and History.	2 Visitor attendance increased to 80,000 people. 3 User satisfaction measure for the Waikato Museum of Art and History maintained at 81 or greater, as measured by Council's 2003 Annual Residents Survey.
1, 4, 5	c To upgrade the museum building to an acceptable standard for exhibitions and storage of the collection.	4 Commenced implementation of a 3-year plan for upgrading the exhibition lighting. 5 Commenced implementation of a 3-year plan for the development of collection and exhibition storage.
1, 4, 5	d To use technologies that provide electronic access to the museum's collections.	6 Finalised a technology strategy to: <ul style="list-style-type: none"> <li>• make an online catalogue available to museum visitors and on the website <a href="http://www.waikatmuseum.org.nz">www.waikatmuseum.org.nz</a></li> <li>• extend the catalogue to document artistic and cultural artefacts relevant to Tainui, and the Waikato, held in other institutions.</li> </ul>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



# Robert Harris *café*



**Robert Harris  
café**

**ALL DAY BREAKFASTS**  
Pancakes, Eggs & Bacon  
\$5.95  
\$6.95  
\$7.95  
\$8.95  
\$9.95  
\$10.95  
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## KEY STRATEGIC PLAN GOALS

- 12 A diverse range of learning and training opportunities is available to meet the needs of the community and business at all levels
- 13 Local neighbourhoods address the needs of their residents—socially, physically and emotionally

- 14 All people are enabled and encouraged to participate in the development of the city
- 15 A supportive community where families, youth and older persons are valued

## STRATEGIC OVERVIEW

Education is an investment in Hamilton's greatest resource, its people. Educational facilities and programmes that offer a variety of learning and training opportunities, as well as ready access to information, provide the best means of achieving full community participation. World-class research and educational institutions are key links in the trend towards people using information technology to work and study from virtual offices in their homes. Embracing information technology, and responding to the changing patterns of work and learning that it is creating, are important for the ongoing up skilling of Hamilton's community.

Part of meeting the community's social, physical and emotional needs involves providing for a range of accommodation, transport options, recreational and leisure facilities, and community support groups. Ensuring services and facilities are accessible, culturally appropriate, and community-focused is vital.

Individuals and community groups are encouraged to make a positive difference in the city through their own actions, and by contributing to local authority elections and consultation processes.

Hamilton seeks to be a supportive community where all people, including families, older people and youth are valued. Recognition of the role that all can play to achieve a supportive community, and the implementation of strategies that contribute to that outcome, are vital to the well-being of our city.

## COUNCIL'S RESPONSE

Council is contributing towards these key Strategic Plan goals through the following Significant Services:

**Community Development**

Manages two community centres (Enderley Park Community Centre and Celebrating Age Centre), oversees youth and neighbourhood development workers, and implements social research and policy development. Supports Safer Hamilton, Community Houses and Ethnic Communities.

**Youth Programme**

Provides the Youth Zone facility, funds five youth workers and contributes to after school activities programmes and school holiday programmes. Supports the Youth Council.

### **Community Assistance**

Services include:

- Community Assistance Grants
- Hillary Commission Grants
- Creative New Zealand Grants.

Provides or distributes funds to the community from Hamilton City Council, Creative New Zealand, and the Hillary Commission.

### **Housing Services**

Provides and maintains 452 housing units at 26 locations at an affordable rent for older persons, with approximately 5 per cent available for persons with disabilities.

### **Employment Initiatives**

This is a co-operative programme between Council and the Department of Work and Income. Participants gain work experience on projects that benefit the community and the environment, with the goal that they will be placed in stable employment.

### **Emergency Management**

Prepares strategies, programmes and plans that will minimise, reduce or eliminate the impact of the consequences of a disaster. Under the new proposed Civil Defence and Emergency Management legislation, Council will be the administering authority for the central Waikato and the lead response agent for any significant regional emergency events.

### **Partnership with Maori**

Assists with Maori development in partnership with Te Runanga o Kirikiriroa through the operation of a Joint Committee comprising members of Council and the Runanga. Consults with Nga Mana Toopu o Kirikiriroa with regard to natural and physical resource management issues.

### **Cemeteries and Crematorium**

Hamilton Park Cemetery and Crematorium provides for burial and cremation, chapel services, and ash memorialisation. This significant service also maintains records for the Hamilton West and Hamilton East cemeteries.

### **Representation and Civic Affairs**

Provides for the costs of Council's democratic and decision-making processes, including elected members' remuneration, meetings, public consultation, communication, civic functions and elections.

## HIGHLIGHTS

### COMMUNITY DEVELOPMENT

#### Community Contracts Change

Last year Council commissioned an independent review of the community contracts for five neighbourhood development workers and five youth workers. The contracts have been in place for six years and had been competitively contended for after three years. They were due for re-tendering by June 2002. The review commented on the negative impact of competitive tendering in a community environment.

Council has determined to transition the contracts to partnership agreements with Community Houses. As an interim measure, in the interests of stability, the current positions will become council employees.

#### Child and Family Policy

Council currently has two social policies: the Older Persons Policy and the Youth Policy. This year a Child and Family Policy will be finalised and an action plan developed. The policy will aim to support children and their families and encourage their participation in city and community life.

#### Community Centres

Council is committed to building strong communities by encouraging people to participate in and contribute to local neighbourhoods. Funding of \$400,000 will be used this year for the establishment of new or improved community centres, with significant projects at Pukete and Nawton.

### YOUTH PROGRAMME

#### Hamilton Youth Council

Encouraging youth participation in city and civic activities is something Council will continue to support. The Youth Council, comprising 15 people whose ages range from 13 to 25, will be supported to initiate youth events and projects and to provide a 'youth perspective' for Council activities.

### EMERGENCY MANAGEMENT

#### Emergency Management

Emergency response and recovery will be greatly improved with the establishment of a new Emergency Operations Centre to service both Hamilton city and the central Waikato area as a result of proposed legislative changes from central government. Further resources have also been allocated in supporting day-to-day operational funding to underpin the new comprehensive emergency management framework.

### PARTNERSHIP WITH MAORI

#### Partnership

A significant partnership exists between Council and Maori in the city.

Council recognises Te Runanga o Kirikiriroa (TeRoK) as representing Hamilton Maori on Article III (social and well-being) issues of the Treaty of Waitangi.

A Joint Committee comprising the Mayor, two Councillors and TeRoK's Executive Committee, has been established to allocate funding for Maori projects. This committee is charged with allocating the \$75,000 annual grant and monitoring progress of the funded projects. Council also receives policy advice and service assistance from TeRoK on a wide range of issues affecting the Maori community.

Of particular significance in this relationship is the opportunity to increase Maori community participation in Council projects. The evolutionary nature of this relationship will ensure that the needs of the Maori community are more effectively addressed through increased participation in policy development and decision-making.



## CEMETERIES AND CREMATORIUM

### Hamilton Park Cemetery Development

Council is committed to providing appropriate and sensitive burial and cremation options for the city. This year further development of the Garden of Memories will allow for additional and varied options of ash burial. The Kowhai Lawn, stillbirth area, will be redeveloped and a feature memorial and path will be installed enabling families to memorialise their loss.

## REPRESENTATION AND CIVIC AFFAIRS

### District Plan

The Proposed District Plan was adopted in 1999 by Council and 782 submissions were received after the plan was publicly notified. Fifty-seven references to Council's decisions have been lodged with the Environment Court. Resolution of these will be pursued through negotiation, mediation, and where necessary determination by the Environment Court.

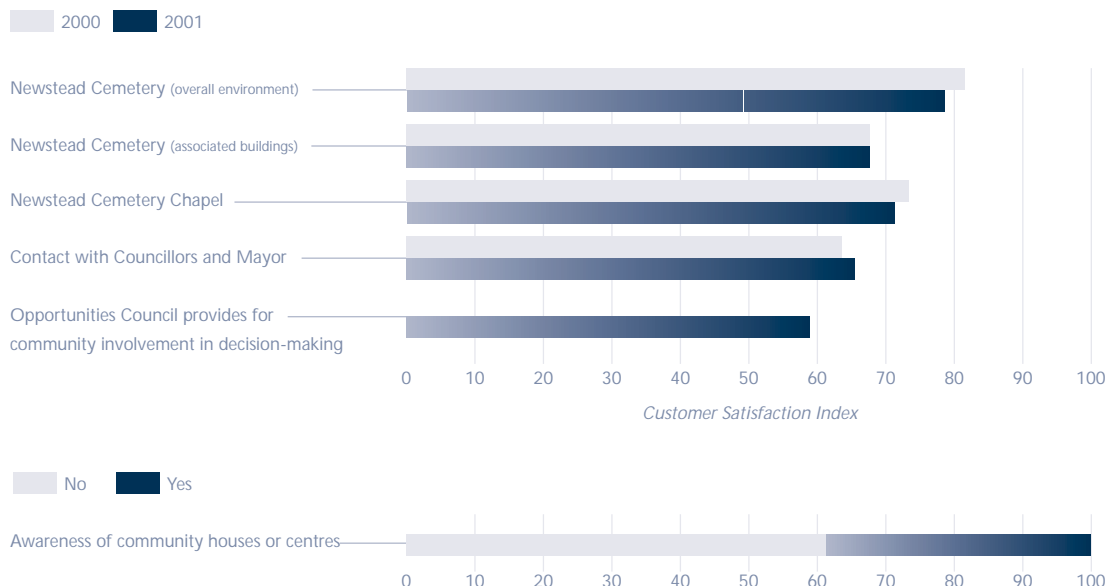
### Internet Website

The Hamilton City Council website [www.hcc.govt.nz](http://www.hcc.govt.nz) provides a significant opportunity for effective communication with Hamilton residents. Council will make key documents and information increasingly available online.

### Elections

A requirement of the Local Electoral Act is that the electoral voting system to be used for the 2004 triennial elections must be determined by Council by 12 September 2002. There are two options for the electoral voting system—to retain the existing 'first past the post' voting system, or to adopt the single transferable voting system (STV). STV is a new voting system that has been introduced in the Local Electoral Act. For the 2004 triennial elections the District Health Boards are required to use STV as the electoral voting system.

ANNUAL RESIDENTS SURVEY DATA  
User Satisfaction with Council Facilities and  
Services in 2000 and 2001



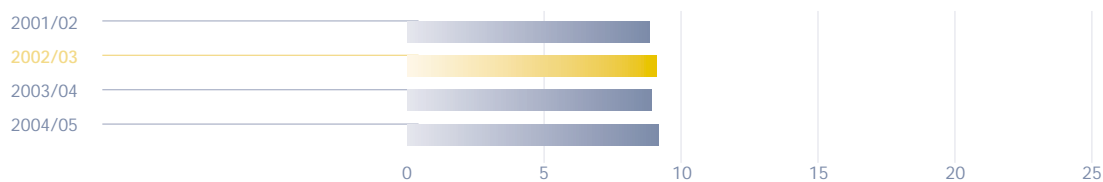
## LIVING IN HAMILTON

Cost of Service for the Year ending 30 June 2003 in \$000s

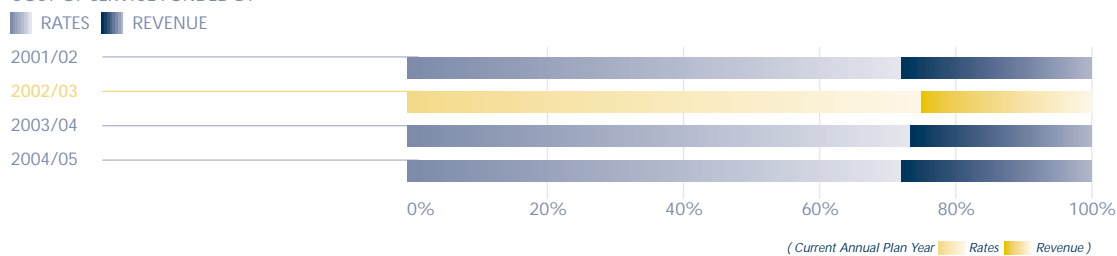
Budget 2002		Budget 2003	Budget 2004	Budget 2005
	<b>EXPENDITURE</b>			
1,683	Community development	1,959	2,062	2,152
433	Youth programme	215	215	215
	Community assistance			
893	Community assistance grants	1,187	788	788
140	Hillary Commission grants	130	130	130
70	Creative NZ grants	70	70	70
1,546	Housing services	1,559	1,562	1,561
1,722	Employment initiatives	1,454	1,458	1,457
387	Emergency management	240	475	474
247	Partnership with Maori	247	247	247
921	Cemeteries and crematorium	996	1,041	1,041
	Representation and civic affairs			
362	Elections	7	7	367
2,299	Councillor services	2,267	2,453	2,444
1,690	Mayoral services	1,691	1,741	1,733
12,393	<b>TOTAL EXPENDITURE</b>	12,022	12,249	12,679
	<b>Less REVENUE</b>			
85	Sundry community income	49	49	49
	Community assistance			
140	Hillary Commission	130	130	130
70	Creative NZ	70	70	70
1,440	Housing services rents	1,490	1,490	1,490
799	Employment initiatives subsidies	589	589	589
136	Emergency management contributions	8	279	279
609	Cemeteries and crematorium fees	658	658	658
226	Elections recovery	7	7	231
3,505	<b>TOTAL REVENUE</b>	3,001	3,272	3,496
8,888	<b>NET COST OF SERVICE</b>	9,021	8,977	9,183
716	<b>CAPITAL EXPENDITURE</b>	326	660	132

( Current Annual Plan Year )

## NET COST OF SERVICE IN \$ MILLIONS



## COST OF SERVICE FUNDED BY



( Current Annual Plan Year Rates Revenue )

## COMMUNITY DEVELOPMENT

### Description

The Community Development Programme promotes the well-being and safety of people through research, policy setting, funded service contracts, facilities provision and government partnerships. It manages five neighbourhood workers, and operates two large community facilities: one for older persons, the other in the Enderley community. It supports and provides funds to four community houses and provides a co-ordinator to support ethnic communities. In partnership with central government, it funds and supports the Safer Communities Council.

### Strategic Plan Goals

- A diverse range of learning and training opportunities is available to meet the needs of the community and business at all levels
- Local neighbourhoods address the needs of their residents—socially, physically and emotionally
- All people are enabled and encouraged to participate in the development of the city

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objective	Performance Measures
1	a To strengthen communities by supporting community groups, neighbourhood development, and the establishment and development of Community Centres.	<ol style="list-style-type: none"> <li>1 Implemented year three Community Development Team objectives from the six-year Community Development Plan.</li> <li>2 Completed feasibility studies and identified future Community Centre projects to be funded in accordance with the Community Centre Implementation Plan and Policy.</li> <li>3 The Hamilton city-wide profile giving city demographics updated, published and made available to the public by 31 December 2002.</li> <li>4 Partnership agreements established with community houses to accommodate and/or employ Neighbourhood Development Workers.</li> </ol>
1	b To increase support to Hamilton's children by advancing access to community services and activities, advocating children's needs and issues, and the distribution of resources.	<ol style="list-style-type: none"> <li>5 Year one action plan achievements in the Child and Family Policy are reported to Council.</li> </ol>
1	c To work in partnership with the Safer Hamilton Community Council to promote, establish and support crime prevention initiatives in the community.	<ol style="list-style-type: none"> <li>6 Safer Hamilton Community Council provided two, six-monthly performance reports to Council to show its goals are on target.</li> </ol>



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## YOUTH PROGRAMME

### Description

The Youth Services programme encourages youth participation in the city. It includes provision and management of the Youth Zone facility, monitoring of five youth worker contracts, and funding and monitoring of After-School Activities programmes and holiday programmes.

### Strategic Plan Goals

- A diverse range of learning and training opportunities is available to meet the needs of the community and business at all levels
- Local neighbourhoods address the needs of their residents—socially, physically and emotionally
- All people are enabled and encouraged to participate in the development of the city

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objective	Performance Measures
1	a To strengthen the provision of services, activities, resources and programmes to Hamilton's youth/rangatahi and children/tamariki.	<ol style="list-style-type: none"> <li>1 Hamilton Youth Council completed two projects.</li> <li>2 Partnership agreements established with community houses to accommodate and/or employ youth workers.</li> <li>3 Reviewed Hamilton's Youth Policy.</li> </ol>



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## COMMUNITY ASSISTANCE

### Description

Funds from Creative New Zealand, the Hillary Commission and Council are dispersed to community organisations and projects annually.

### Strategic Plan Goal

- All people are enabled and encouraged to participate in the development of the city

### Council Goal

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objective	Performance Measures
1	a To enhance the provision of services in the community through the allocation of funds to community organisations.	1 Distributed approximately \$404,000 of small grants in accordance with Council Policy and the programme's criteria.



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## HOUSING SERVICES

### Description

Council provides and maintains affordable housing for older persons. It has 452 single or double units in 26 locations around the city. While the units are predominantly for older persons, approximately 5 per cent are for persons with disabilities. All tenants must meet income and asset criteria.

### Strategic Plan Goal

- Local neighbourhoods address the needs of their residents—socially, physically and emotionally

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- To develop an effective and efficient corporation that is responsive, responsible and accountable to the community

Council Goals	Objectives	Performance Measures
1, 2	a To provide well-maintained and safe living environments for tenants.	<ol style="list-style-type: none"> <li>Responded to 100% of maintenance calls by prioritising and alerting the Property and Risk Management Unit within two days.</li> <li>The number of Neighbourhood Support Groups in Council housing complexes is maintained at 100%.</li> </ol>
2, 4	b To provide an affordable housing service that meets the needs of customers, yet is 94% cost-recoverable.	<ol style="list-style-type: none"> <li>Recovered 94% of costs with rents below the market rate for matched accommodation.</li> <li>Provided all tenants with up-to-date information on community services via the visiting programme of two personal visits and one other contact in addition to three newsletters posted.</li> <li>Achieved a measure of 85% or greater customer satisfaction with Council's housing services, as measured by the 2003 Annual Tenants Survey.</li> </ol>



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## EMPLOYMENT INITIATIVES

### Description

The Employment Initiatives programme facilitates people into employment through training and project-based work experience. This is a co-operative programme between the Department of Work and Income, Hamilton City Council and the community. It completes projects that are of benefit to communities and the environment in Hamilton.

### Strategic Plan Goals

- A diverse range of learning and training opportunities is available to meet the needs of the community and business at all levels
- All people are enabled and encouraged to participate in the development of the city

### Council Goals

- 1 To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- 3 To obtain and administer the financial resources necessary for the cost effective management of the city
- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community
- 5 To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

119

Council Goals	Objectives	Performance Measures
1	a To enable Employment Initiatives participants to gain employment through participation in Council's training and work experience programme.	<ol style="list-style-type: none"> <li>1 Ensured that a minimum of 50 participants in the programme moved into stable employment.</li> <li>2 Completed 15 Council sponsored Community Work projects.</li> </ol>
3, 4	b To structure and deliver employment and training programmes, which attract external funding.	<ol style="list-style-type: none"> <li>3 Achieved 50% or greater of the funding for the programmes from sources other than Hamilton City Council.</li> </ol>
1,5	c To deliver appropriate training to participants that meets New Zealand Qualifications Authority (NZQA) requirements.	<ol style="list-style-type: none"> <li>4 80% or greater of participants achieved NZQA unit standards qualifications.</li> </ol>



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## EMERGENCY MANAGEMENT

### Description

The purpose of Emergency Management is to prepare strategies, programmes and plans that will minimise, reduce or eliminate the impact of the consequences of a disaster. Under the new proposed Civil Defence and Emergency Management legislation, Hamilton City Council will become a key member of the new regional Civil Defence Emergency Management Group. This will have a significant impact on Council's emergency response and recovery procedures. The changes will create a framework for the development of a more robust emergency response system throughout the central Waikato.

A cluster of neighbouring local authorities comprising Waikato, Waipa, Otorohanga, Waitomo and Hamilton city form the Waikato Valley Emergency Operating Area (WVEOA) which will be combined under a common hazardscape. Hamilton City Council will be the administering authority for the combined area and the lead response agent for any significant regional emergency events.

### Strategic Plan Goal

- Local neighbourhoods address the needs of their residents - socially, physically and emotionally

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals 1, 2	Objectives	Performance Measures
1, 2	a To ensure response and recovery plans are prepared by Emergency Management and are continuously reviewed.	1 Reviewed standard operating procedures for emergency response and recovery plans and maintained ISO 9002 registration.
1, 2	b To maintain public awareness of the need for emergency preparedness for the city.	2 Attained 88% or greater public awareness of the need to be self-reliant in the event of a disaster, as measured by Council's 2003 Annual Residents Survey. 3 Achieved a measure of 47% or greater of households that have an Emergency Plan in place, as measured by Council's 2003 Annual Residents Survey.
1, 2	c To negotiate and develop service level requirements with WVEOA member organisations.	4 Service requirements agreed with WVEOA members by March 2003.
1, 2	<b>Long-Term Objectives</b> a To develop a fully integrated, comprehensive, emergency management system for Hamilton city.	5 Emergency Management staff participated in all of the city's emergency planning meetings (Emergency Management Sub-committee, Emergency Services Co-ordination Committee, Hazardous Substances Technical Liaison Committee) with key stakeholders.
	b To develop partnerships with all other emergency response agencies that will support Council's response to and recovery from any declared emergency event.	6 Contacted at least 50 groups, organisations, or schools regarding emergency preparedness. 7 Emergency Management staff participated in all of the city's emergency planning meetings (Emergency Management Sub-committee, Emergency Services Co-ordination Committee, Hazardous Substances Technical Liaison Committee) with key stakeholders.



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Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.

## PARTNERSHIP WITH MAORI

### Description

In recognition of the principles of the Treaty of Waitangi, Council makes a contribution to the Maori community by way of assistance with Maori development. In recognition of Kingitanga, Council acknowledges the status of tangata whenua and regularly consults with them through Te Kauhanganui (Tainui Maori Trust Board).

Council is in partnership with Te Runanga o Kirikiriroa, which embodies a commitment by both parties to work toward a strong community for all people. The partnership provides for the operation of a Joint Committee (comprising representatives of Council and the Runanga) to allocate funding to, and monitor, Maori projects funded by Council. Council also contracts the provision of services and policy advice on urban Maori issues through Te Runanga o Kirikiriroa.

Council recognises Nga Mana Toopu o Kirikiriroa (NAMTOK) as the representative of Waikato iwi with regard to natural and physical resource management issues under the Resource Management Act 1991.

### Strategic Plan Goal

- A supportive community where families, youth and older persons are valued

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To develop an effective and efficient corporation that is responsive, responsible and accountable to the community

Council Goals 1, 4	Objective	Performance Measures
	a To promote and strengthen the partnership between Council and tangata whenua.	<ol style="list-style-type: none"> <li>The distribution of the Maori projects fund by Te Runanga o Kirikiriroa monitored six-monthly.</li> <li>A training programme completed by Te Runanga o Kirikiriroa with Councillors on the Treaty of Waitangi, local history, Te Reo, and marae protocol by 31 May 2003.</li> <li>Joint Committee meetings conducted on a regular 6-weekly basis to discuss and promote the partnership.</li> <li>Required information supplied by NAMTOK for all notified resource consent applications.</li> </ol>



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Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.

## CEMETERIES AND CREMATORIUM

## Description

Hamilton Park Cemetery and Crematorium provides burial, cremation, ash memorialisation and chapel services within a supportive environment that reflects the varied cultural, economic and social needs of the local community.

## Strategic Plan Goal

- Local neighbourhoods address the needs of their residents - socially, physically and emotionally

## Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements
- To develop an effective and efficient corporation that is responsive, responsible and accountable to the community

Council Goals	Objectives	Performance Measures
2	a To provide a burial and cremation service to the people of Hamilton and the Waikato region.	1 All requests for cremation and burial were accommodated in accordance with legal requirements and Council bylaws.
1	b To maintain the cemetery facilities and environment to the satisfaction of customers.	2 User satisfaction measure for the overall environment at Newstead Cemetery maintained at 75 or greater, as measured by Council's 2003 Annual Residents Survey.  3 Implemented customer service monitoring programme.
4	c To implement the year-four goals and objectives of the nine-year Cemetery Management Plan.	4 Implemented burial lawn and ash interment garden development.



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## REPRESENTATION AND CIVIC AFFAIRS

### Description

Effective communication is essential for responsible local government, enabling Council to represent the best interests of the community, and to inform residents about its activities. This activity provides for the costs of Council's democratic and decision-making processes, including elected members remuneration, meetings, public consultation, communication and civic functions. Provision is also made for conducting any elections, as well as maintenance of the electoral roll.

### Strategic Plan Goal

- All people are enabled and encouraged to participate in the development of the city

### Council Goal

- 4 To develop an effective and efficient corporation that is responsive, responsible and accountable to the community

Council Goal 4	Objectives	Performance Measures
4	a To maintain the democratic process of local government as required by legislation.	<p>1 Annual Plan, Annual Report and District Plan produced in compliance with legislative requirements.</p> <p>2 Council determined by 12 September 2002 which electoral voting system (first past the post or single transferable vote) to be used for the 2004 triennial elections.</p> <p>3 At least fifty per cent of the references lodged to the District Plan successfully resolved by negotiation or mediation.</p>
4	b To respond to key issues/proposals that may impact on the city and/or Council operations.	<p>4 Council submissions prepared on key issues/proposals (through the Council submission process) and forwarded to the relevant organisations by the submission closing date.</p>
4	c To ensure optimum community consultation and participation on key Council issues.	<p>5 User satisfaction measure for contact with Councillors and Mayor maintained at 65 or greater, as measured by Council's 2003 Annual Residents Survey.</p> <p>6 User satisfaction measure for the opportunities Council provides for community involvement in decision-making maintained at 59 or greater, as measured by Council's 2003 Annual Residents Survey.</p> <p>7 Staff training programme for effective community consultation undertaken.</p>

123



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## KEY STRATEGIC PLAN GOAL

16 A full range of land, facilities and services is available to meet the community's recreation and leisure needs

## STRATEGIC OVERVIEW

The provision of sufficient open space, recreational facilities and services, is essential to meet the community's growing recreation and leisure needs. Facilities in the city that attract regional, national and international sporting and recreational events contribute to the city's economic and social life, and further enhance the city's reputation.

Recreational facilities and greenspace also provide for informal leisure, help protect our biodiversity, and add form and vitality to the city's structure. A flexible approach to their development, and the creation of an interconnected network of open and recreational space, will contribute to our community's well-being.

## COUNCIL'S RESPONSE

Council is contributing towards this key Strategic Plan goal through the following Significant Services:

### Sports Areas (Grounds and Buildings)

Provides for the active recreation needs of the community through developed open space with participant and public facilities (e.g., changing rooms).

### Parks and Gardens

Services include:

- Grounds and Buildings
- Hamilton Domain Board

Manages the developed and undeveloped passive recreational land for particular environmental objectives.

### City Beautification

Improves the city 'look' with plantings, including trees in open spaces, parks, streets and traffic islands.

### Stadiums

Services include:

- Waikato Stadium
- WestpacTrust Park
- The Waikato Events Centre

These facilities provide flexible event and conference facilities to attract key sports fixtures as well as other major events.

### **Hamilton City Leisure Centre**

Operated by the YMCA who provide stadium management and a range of health and fitness programmes for individuals and groups in the community.

### **Swimming Facilities**

Services include:

- Grants (Other Pools)

Operation of the Waterworld Complex, Gallagher Aquatic Centre and Municipal Pool (under contract to the Hamilton Amateur Swimming Club).

Partner Pool Grants to Campus pool, Hillcrest Normal School and Fairfield College provide assistance for these facilities to open to the public enabling club development and opportunities to swim at a local level.

### **Community Halls and Leased Buildings**

Provides four halls for community based activities.

### **Hamilton Zoo**

Hamilton Zoo provides the city with a recreation and leisure facility, a conservation base, and an educational experience.

### **Hamilton Gardens**

Hamilton Gardens, including the Pavilion, provides a high quality visitor and events venue that enhances the quality of life of residents and promotes the image of Hamilton.

### **Toilets**

Provides 50 toilet facilities throughout the city including semi-automated toilets, sports park amenity blocks, and small blocks on neighbourhood parks.

## **HIGHLIGHTS**

### **SPORTS AREAS (GROUNDS AND BUILDINGS)**

#### **Dey Street North Reserve (Marist Park)**

A section of the East Town Belt north of Old Farm Road will be developed as a city-community sports park with amenities to service the local neighbourhood that is establishing in the adjacent residential area.

### **PARKS AND GARDENS**

#### **Lake Rotoroa Esplanade Walkway**

Construction of the Hamilton Lake (Lake Rotoroa) walkway will continue into the second year of a three-year programme. Funding of \$538,000 this year is for the second stage of the walkway and the associated landscape restoration following the eradication of the Yellow Flag Iris (*Iris Pseudacorus*).

#### **Hammond Park Bush Restoration**

Hammond Bush is one of Hamilton's most significant areas of remnant flora. The uncommon swamp maire is an important presence. The restoration and extension of this bush is being undertaken by volunteers from the local Hamilton Environmental Improvement in the Riverlea Suburb (HEIRS) group with support from Council.

### Community Tree Planting

Protecting and enhancing the city's distinctive parks, gardens and reserves will continue this year, through Council's community planting programmes. At least 60 community-based groups will take part, planting more than 20,000 trees and shrubs, provided by Council, on public reserves throughout the city.

### Claudeland's Park

The development of Claudeland's Park (formerly the Claudeland's Showgrounds) as a public park will continue with the removal of redundant buildings and construction of a car park. The park will continue to be developed in accordance with the Claudeland's Park Management Plan over a period of seven years.

### Gully Development Programme

Further development of Hamilton's Gully Reserves will be undertaken at Mangaiti Park, involving the completion of the walkway and a start on the establishment of a model revegetation project.

## STADIUMS

### Waikato Stadium and WestpacTrust Park

The Waikato Stadium and WestpacTrust Park are to be transferred to Council for their ongoing operation. In the first full year of operation \$610,000 of capital expenditure has been provided to enhance the facilities. This includes:

#### *Waikato Stadium*

- \$100,000 for the construction of a toilet block at the Tristram Street end of the old stand
- \$250,000 for the purchase of a scoreboard
- \$200,000 for a security system.

#### *WestpacTrust Park*

- \$30,000 for drainage of the outfield of WestpacTrust Park.

While these facilities have traditionally been used for rugby and cricket, they will also be available for other suitable events and functions.

## SWIMMING FACILITIES

### Waterworld Plant Replacement

The city's major swimming facility will replace its 30-year-old equipment in a staged programme over a number of years to ensure continuity and increased levels of service and customer comfort.

### Lido Pool Conversion

The Aquatic Facilities Strategy was completed last year. The Lido pool conversion was recommended in this strategy. The project involves the design and covering of the 50m outdoor pool at Waterworld to provide an all season leisure pool. This will ease the stress on water capacity and cater to the needs of children and families. The focus will be on fun in the water.

## HAMILTON ZOO

### Zoo Development

A chimpanzee exhibit is planned to accommodate the colony of six animals currently housed at Auckland Zoo. Year-one of the programme will see the completion of design working drawings and the beginning of a three-stage construction programme.

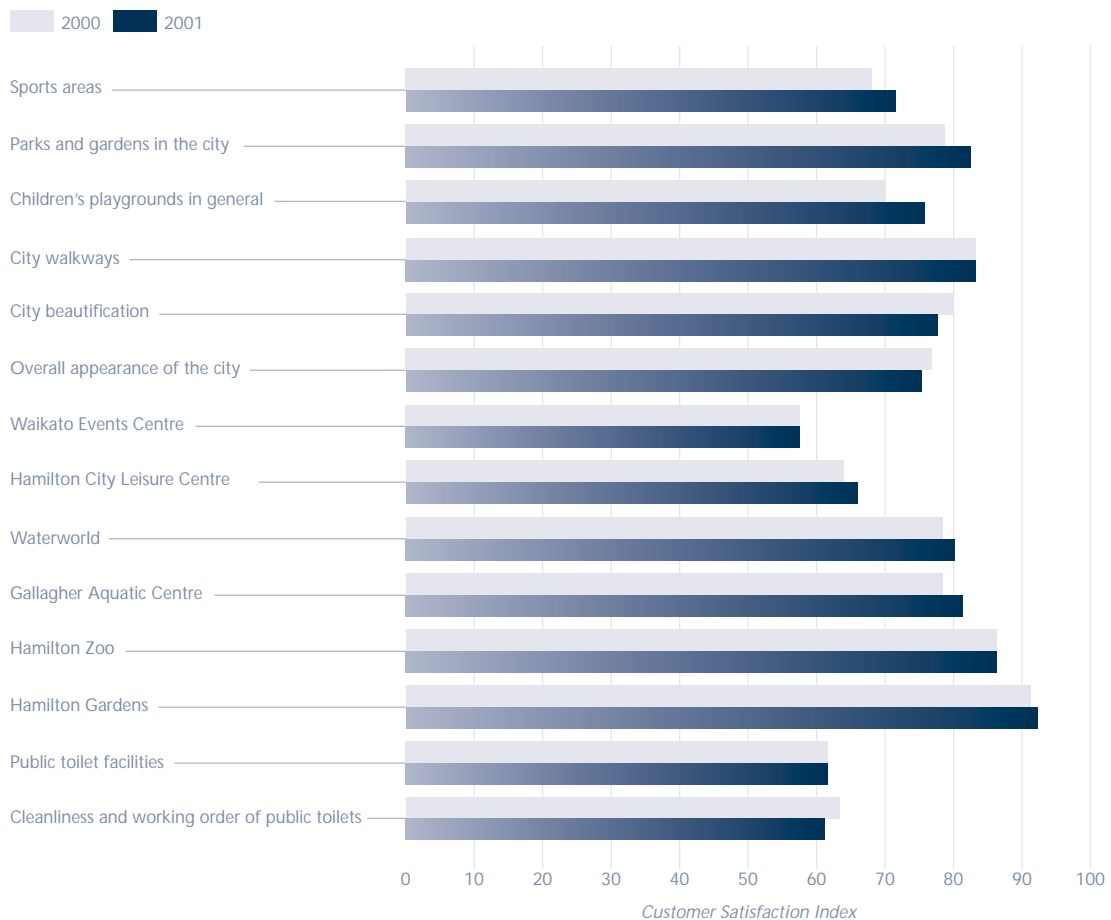
Hamilton Zoo will this year undertake a number of small infrastructural projects to enhance welfare and service delivery of it's collection. These include a tiger handling facility and isolating an area to hold the male tiger, a handling crush for the giraffe, improvements to the raptor (birds of prey) aviary and purchase of additional veterinary equipment.

## HAMILTON GARDENS

### Char Bagh Garden

A start will be made on the Indian Char Bagh Garden, adding to the notable collection of themed gardens at Hamilton Gardens. Council is working with the Indian Char Bagh Garden Trust, which will continue to raise significant sponsorship for this project that is expected to be completed in 2004 or later.

ANNUAL RESIDENTS SURVEY DATA  
User Satisfaction with Council Facilities and  
Services in 2000 and 2001



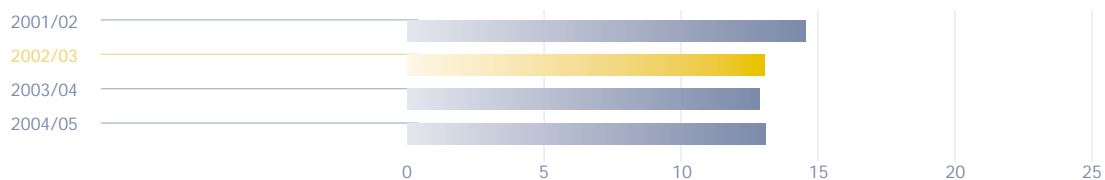
## ENJOYING OUR CITY

Cost of Service for the Year ending 30 June 2003 in \$000s

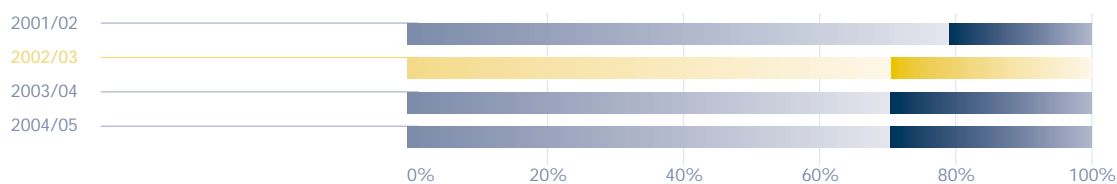
Budget 2002		Budget 2003	Budget 2004	Budget 2005
	<b>EXPENDITURE</b>			
1,982	Sports areas	1,682	1,724	1,737
3,696	Parks and gardens	3,549	3,720	3,636
1,613	City beautification	1,665	1,657	1,663
	<b>Stadiums</b>			
1,586	Waikato Stadium	3,100	2,952	2,933
246	WestpacTrust Park	453	453	453
1,385	Waikato Events Centre	951	888	726
190	Hamilton City Leisure Centre	132	131	131
	<b>Swimming facilities</b>			
3,855	Swimming pools	3,602	3,583	3,582
45	Grants - other pools	50	50	50
323	Community halls & leased buildings	230	234	233
1,387	Hamilton Zoo	1,462	1,468	1,543
1,609	Hamilton Gardens	1,746	1,759	1,759
469	Toilets	444	452	452
18,386	<b>TOTAL EXPENDITURE</b>	<b>19,066</b>	19,071	18,898
	<b>Less REVENUE</b>			
88	Sports areas rents	106	106	106
492	Parks rents and contributions	695	662	561
8	City beautification charges	13	13	13
424	Waikato Stadium charges	1,684	1,684	1,684
150	WestpacTrust Park charges	204	204	204
581	Waikato Events Centre charges	513	513	513
1,493	Pools admission fees	1,580	1,580	1,580
48	Community halls and leased buildings	47	47	47
452	Zoo admission fees	538	538	563
89	Hamilton Gardens charges	145	145	145
2	Toilets	2	2	2
3,827	<b>TOTAL REVENUE</b>	<b>5,527</b>	5,494	5,418
14,559	<b>NET COST OF SERVICE</b>	<b>13,539</b>	13,577	13,480
4,562	<b>CAPITAL EXPENDITURE</b>	<b>8,516</b>	6,500	6,905

( Current Annual Plan Year )

## NET COST OF SERVICE IN \$ MILLIONS



## COST OF SERVICE FUNDED BY



( Current Annual Plan Year Rates Revenue )



## SPORTS AREAS (GROUNDS AND BUILDINGS)

### Description

Provides for the active recreational needs of the community through the provision of developed open space with participant and public facilities (e.g., changing rooms). Areas are developed and maintained through a mix of internal and external contracts. Regular liaison with users ensures the best possible service is delivered to the community within the resources available.

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goal

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To consult with users and the wider community to determine requirements for active recreation, through regular liaison meetings and contact with users.	<ol style="list-style-type: none"> <li>Assessed user needs by meeting with summer sports codes before September 2002, and with winter sports codes before April 2003.</li> <li>User satisfaction measure for sports areas maintained at 68 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
1	b To meet the community's need for active recreational opportunities through the development and maintenance of sports areas.	<ol style="list-style-type: none"> <li>Sports ground development at Marist Park, Dey Street North as part of the continuing programme of sports area development.</li> </ol>
1	c To acquire suitable land for development as sports grounds.	<ol style="list-style-type: none"> <li>Requirements for sports reserves in the north-east sector of the city identified.</li> </ol>
1	d To undertake regular reviews of Council's Recreation and Leisure Plan.	<ol style="list-style-type: none"> <li>The Recreation and Leisure Plan reviewed by 30 September 2003.</li> </ol>



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## PARKS AND GARDENS (INCLUDING PLAYGROUNDS)

### Description

Parks and Gardens provides for the maintenance and administration of developed and undeveloped passive recreational land, managed for prescribed environmental objectives. Council uses a mix of internal and external contracts, the outputs of which are monitored and audited to ensure the provision of quality services for the community within the resources available. Hamilton's Strategic Plan, Council's District Plan, and various reserves management plans set out the rationale for, and methods by which, parks and gardens are acquired and maintained, and long-term development plans are established.

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goal

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To provide and maintain a natural urban setting for the people of Hamilton and visitors to the city.	<ol style="list-style-type: none"> <li>Completed Stage 2 of the Hamilton Lake (Lake Rotoroa) Esplanade walkway, within budget, by 31 January 2003.</li> <li>Completed the Mangaiti Park walkway and Stage 1 of the model gully restoration project at Mangaiti Park.</li> </ol>
1	b To contribute towards meeting the recreational and well-being needs of the community through the provision and maintenance of parks, reserves and other forms of open space, and the facilities on them.	<ol style="list-style-type: none"> <li>Developed Claudelands Park car park, Brooklyn Road in accordance with the Claudelands Park Management Plan.</li> <li>User satisfaction measure for: <ul style="list-style-type: none"> <li>parks and gardens in general maintained at 79 or greater</li> <li>children's playgrounds in general maintained at 70 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>



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## CITY BEAUTIFICATION

### Description

City beautification enhances the city's image by developing and maintaining beautification areas throughout the city, including trees within open spaces, parks, streets, traffic islands and environmental plantings. Maintenance is carried out by a mix of internal and external contracts.

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goal

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To provide for the maintenance and enhancement of beautification areas and amenity trees within the city.	<ol style="list-style-type: none"> <li>Planted 32,000 new trees and shrubs.</li> <li>User satisfaction measure for city beautification maintained at 80 or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
1	b To ensure that all the city's fountains are refurbished and operating efficiently.	<ol style="list-style-type: none"> <li>Completed the Centennial Fountain refurbishment within budget and operating efficiently.</li> </ol>
1	c To work with the community in the establishment and ongoing maintenance of urban vegetation on public open space through the Community Planting Programme.	<ol style="list-style-type: none"> <li>Planted trees on public open space with the involvement of not less than 60 representatives from community organisations, adjacent property owners or interested stakeholders.</li> </ol>



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*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## STADIUMS

### Description

Waikato Stadium, WestpacTrust Park and the Waikato Events Centre are key city facilities designed to attract local, national and international sports fixtures as well as other major events.

Following major redevelopment of the Waikato Stadium, both Waikato Stadium and WestpacTrust Park are to be transferred to Council for their ongoing operation. An upgrade of WestpacTrust Park with new floodlights and associated facilities was undertaken at the same time as the Stadium's construction.

Although the Waikato Stadium will primarily be used for rugby fixtures and WestpacTrust Park for cricket matches, both facilities will be available for suitable types of events and functions.

Both the Waikato Stadium and WestpacTrust Park are operated by Council management, with policy direction from the Waikato Stadium and WestpacTrust Park Management Committee, which is made up of six community members and rugby and cricket representatives.

The Waikato Events Centre operates on a commercial basis providing event facilities and equipment that are hireable in terms of time and space. This provides commercial and community benefits leading to economic development, and recreational opportunities for the community.



**Ph:** 07-958 5800

**Fax:** 07-958 5815

**Email:** admin@WaikatoStadium.co.nz

**Website:** www.WaikatoStadium.co.nz

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals 1, 5	Objectives	Performance Measures
	a To ensure the optimum use of the Waikato Stadium and WestpacTrust Park.	1 Attracted 3 alternative events at each venue outside of Rugby and Cricket.  2 User satisfaction measure for the Waikato Stadium maintained at 70 or greater, as measured by Council's 2003 Annual Residents Survey.  3 Ensured that the operational costs associated with each venue are recoverable in the first year of operation.
1	b To implement efficient operational processes for the use and safety of hirers and public spectators.	4 Established a benchmark rating of 70% for customer satisfaction via a usage survey of: <ul style="list-style-type: none"> <li>hirers</li> <li>spectators attending events.</li> </ul>
1, 5	c To ensure the optimum use of the Waikato Events Centre.	5 Maintained income turnover at the existing base of \$580,000 per annum.  6 Usage measure for the Waikato Events Centre maintained at 61% or greater, as measured by Council's 2003 Annual Residents Survey.
1	d To work with event organisers to create events that meet the community and business sector markets.	7 User satisfaction measure for the Waikato Events Centre maintained at 58 or greater, as measured by Council's 2003 Annual Residents Survey.

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## HAMILTON CITY LEISURE CENTRE

### Description

The Hamilton City Leisure Centre provides high quality and affordable health, fitness, sport and leisure programmes and activities. The facility also provides an auditorium that is available for hire for sporting events. The centre is managed under contract to Council by the YMCA (Metro Y Auckland).

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goal

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To provide, maintain, and promote the facility and equipment, to encourage a range of recreational activities.	<ol style="list-style-type: none"> <li>Monitoring and evaluation of the management contract with Metro Y showed contract compliance and satisfactory performance rating of the contractor.</li> <li>Achieved a patronage total that is equal to the average of the previous 3 years.</li> </ol>
1	b To ensure provision of a range of quality and affordable health, fitness, sport and leisure programmes and services in response to identified community needs.	<ol style="list-style-type: none"> <li>User satisfaction measure for the Hamilton City Leisure Centre maintained at 66 or greater, as measured by Council's 2003 Annual Residents Survey.</li> <li>Maintained certification of the independent ISO quality system developed by Metro Y.</li> </ol>

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## SWIMMING FACILITIES

### Description

Swimming facilities operates and funds swimming facilities throughout the city, to provide safe exposure to family oriented water-based education for a community that is geographically remote from natural coastal water features. It encourages an appreciation of water safety education through Learn To Swim and Swim Safe programmes, while also addressing intergenerational needs through related health and fitness programmes. The needs of a range of aquatic sports clubs and associations are also met by ensuring the availability of training opportunities.

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goal

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objectives	Performance Measures
1	a To operate and maintain swimming facilities for the safety and health of users.	<ol style="list-style-type: none"> <li>Waterworld and Gallagher Aquatic Centre maintained the necessary documented systems to meet and maintain compliance with the NZS 5826:2000 Pool Water Quality Standards, verified by third party 'poolsafe' audit every second year (the next audit is expected to be in October 2003).</li> <li>Waterworld and Gallagher Aquatic Centre met or exceeded standards for the ratio of lifeguards to pools, health and safety, and pool management, to maintain the 'Pool Safe' certification (expected to be assessed in October 2003).</li> </ol>
1	b To provide and promote educational water safety and recreational programmes to balance recreational, competitive, teaching/coaching and therapeutic uses and to promote ongoing efficiencies and programme development.	<ol style="list-style-type: none"> <li>User satisfaction measure for: <ul style="list-style-type: none"> <li>Waterworld maintained at 79 or greater</li> <li>Gallagher Aquatic Centre maintained at 75 or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> <li>Usage measure for: <ul style="list-style-type: none"> <li>Waterworld maintained at 51% or greater</li> <li>Gallagher Aquatic Centre maintained at 15% or greater as measured by Council's 2003 Annual Residents Survey.</li> </ul> </li> </ol>
1	c To ensure optimum use of swimming facilities to meet community needs.	<ol style="list-style-type: none"> <li>Achieved an increase of 20,000 admissions per annum to a target of 600,000 visits at city-funded pools.</li> <li>Provided technical direction to at least five Hamilton school pools to assist them in developing pool management strategies to meet national standards for water quality or other health and safety issues.</li> </ol>

### Waterworld

 Ph: 07-849 4389

 Fax: 07-849 3510

 Email: waterworld@hcc.govt.nz

### Gallagher Aquatic Centre

 Ph: 07-843 9476

 Fax: 07-843 4678

 Email: GallagherAquaticCentre@hcc.govt.nz

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*



## COMMUNITY HALLS AND LEASED BUILDINGS

### Description

Provides and maintains halls and Council-owned buildings, which are leased for the cultural and recreational needs of the community. These halls provide venues for a diverse range of community-based activities including clubs, indoor sports, band practises, arts and theatre. Community halls include: Old St. Peters Hall, Fairfield Hall, Tomin Road Hall and Frankton Hall. Leased buildings include: Pukete Farm Park House, 50 Pembroke Street, Riverlea Theatre, Ward Park Arts Centre, Yendell Park and 9 Pembroke Street.

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goal

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations

Council Goal	Objective	Performance Measures
1	<ol style="list-style-type: none"> <li>To provide and service minor halls and leased buildings, in order to enable a wide range of recreation, leisure and community activities in the city.</li> </ol>	<ol style="list-style-type: none"> <li>Maintained a 30% occupancy rate for community halls and 100% for leased buildings.</li> </ol>



Ph: 07-838 6622

Fax: 07-838 6651

Email: ParksAndGardens@hcc.govt.nz

Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.

## HAMILTON ZOO

### Description

Hamilton Zoo is set on 20.8 hectares and provides the city with a recreation and leisure facility, a conservation base, and an educational experience. It also assists economic development through tourism and visitor attraction.

Hamilton Zoo is committed to the ongoing development of a high quality, modern, zoological garden with relevant programmes that emphasise conservation, education, and recreation. It will continue to encourage an appreciation of wildlife and the living world, delivered in a context that encourages family participation and provides value for money.

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals 1, 5	Objectives	Performance Measures
	a To provide a facility and programmes that meet the expectations of user groups and customers.	<ol style="list-style-type: none"> <li>The patronage and demographic performance objectives of the contract with the Ministry of Education were met resulting in acceptance of tendered milestone reports.</li> <li>User satisfaction measure for Hamilton Zoo maintained at 86 or greater, as measured by Council's 2003 Annual Residents Survey.</li> <li>Usage measure for Hamilton Zoo maintained at 43% or greater, as measured by Council's 2003 Annual Residents Survey.</li> </ol>
1	b To maintain a standard of animal husbandry and housing that meets or exceeds contemporary standards.	<ol style="list-style-type: none"> <li>Received no non-compliance reports from audits carried out by the Ministry of Agriculture and Forestry and maintained a licence status as an 'A' grade zoo.</li> </ol>



Ph: 07-838 6720



Fax: 07-849 0293



Email: hamzoos@wave.co.nz



Website: www.HamiltonZoo.co.nz

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## HAMILTON GARDENS

### Description

Hamilton Gardens is set on 54 hectares of prime city park land by the Waikato River. It provides a high quality visitor and events venue (including the Pavilion) that promotes the image of Hamilton and enhances the quality of life of residents. Hamilton Gardens is the most popular visitor destination in the city and makes a significant contribution to the local tourism industry. The development programme for Hamilton Gardens is supported by sponsorship, employment initiative programmes, and widespread public involvement.



Ph: 07-838 6622

Fax: 07-856 2132

Email: HamiltonGardens@hcc.govt.nz

Website: www.HamiltonGardens.co.nz

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To develop a positive climate which encourages development opportunities to achieve a sound economic base for the city

Council Goals	Objectives	Performance Measures
1, 5	a To develop and maintain standards of presentation and service at Hamilton Gardens and the Pavilion which meet the community's expectations.	1 User satisfaction measure for Hamilton Gardens maintained at 90 or greater, as measured by Council's 2003 Annual Residents Survey.
1, 5	b To develop Hamilton Gardens within budget to provide a high quality visitor and events venue in accordance with the Hamilton Gardens Management Plan.	2 Continued implementation of the Hamilton Gardens development programme through commencement of the Indian Char Bagh Garden.

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*

## TOILETS

### Description

Provides toilets which are physically accessible and appropriately located, and designed, built, cleaned and maintained to a high standard. There are currently 50 facilities located throughout the city, including semi-automated toilets (e.g., Frankton Village and Hamilton Gardens), sports park amenity blocks, and small toilet blocks on neighbourhood parks. They are operated and serviced through external contracts.



Ph: 07-838 6622

Fax: 07-838 6651

Email: ParksAndGardens@hcc.govt.nz

### Strategic Plan Goal

- A full range of land, facilities and services is available to meet the community's recreation and leisure needs

### Council Goals

- To promote an environment which encourages the development of a quality of life aimed at meeting community needs and expectations
- To ensure the provision and maintenance of essential services in an efficient and effective manner in response to existing and future requirements

Council Goals	Objectives	Performance Measures
1, 2	a To provide well-serviced facilities in accordance with NZS 4241: Public Toilets that meet the community's needs and expectations.	1 User satisfaction measure for public toilet facilities maintained at 61 or greater, as measured by Council's 2003 Annual Residents Survey.
2	b To develop new facilities in areas where the public identifies a need.	2 A semi self-cleaning unisex toilet constructed within budget to service Minogue Park operational by March 2003.

*Unless otherwise stated, all performance measures will be completed on or before 30 June 2003.*







## SIGNIFICANT INTEREST IN OTHER ACTIVITIES

### WAIKATO REGIONAL AIRPORT LTD: (LOCAL AUTHORITY TRADING ENTERPRISE)

Waikato Regional Airport Ltd replaced the Airport Authority in 1989.

The airport is a public utility, providing transportation facilities essential to the region.

## 142 FINANCIAL SECTION

The objective of the airport company is to operate a successful commercial business, providing safe, appropriate and efficient services for the transportation of people and freight in and out of the port of Hamilton.

Council holds 50 per cent of the airport company's shares. The remaining shares are owned by Otorohanga, Matamata-Piako, Waikato and Waipa District councils.

The company reported an operating surplus after taxation of \$963,000 for the 2000/01 financial year.

Council has budgeted for a nil dividend return for the 2002/03 financial year (2000/01 nil dividend).

Performance targets set for the operation of the airport are:

Objective	Target
Operating surplus after tax to average shareholders' funds.	6.5%, (2000/01 13%)
Operating surplus before taxation and interest to total assets.	9.5%, (2000/01 11.5%)
Operating surplus after taxation to total assets.	3.9%, (2000/01 6.7%)
Operating surplus before taxation and interest to average shareholders' funds.	15.8%, (2000/01 22.4%)
Percentage of non-landing charges revenue to total revenue.	78.3%, (2000/01 76%)
Total liabilities to shareholders' funds.	47:53, (2000/01 45:55)

- For more information on the activities of the Waikato Regional Airport Ltd, contact: Hugh McCarroll, Chief Executive, Airport Road, RD2, Hamilton.

### HAMILTON RIVERVIEW HOTEL: (SHAREHOLDING IN A JOINT VENTURE)

In May 1998, Council entered into a joint venture agreement for the purpose of developing a hotel and conference centre on a site bounded by Victoria Street, Alma Street and the Waikato River in Hamilton.

Council holds 42 per cent of the shares in the Hamilton Riverview Hotel venture.

Tainui Development Ltd and AAPC NZ PTY Limited hold the remaining shares.

Council has budgeted for a nil dividend return for the 2002/03 financial year (2000/01 nil dividend).

- For more information on the activities of Hamilton Riverview Hotel Ltd, contact Ray Pooley, Property and Risk Manager, Hamilton City Council, Private Bag 3010, Hamilton.



**PIRONGIA MOUNTAIN AFFORESTATION COMMITTEE:  
(LOCAL AUTHORITY TRADING ENTERPRISE)**

Council holds 25.6 per cent shareholding in a joint venture, which manages a forest reserve on Pirongia Mountain.

Otorohanga District Council and Waipa District Council hold the remaining shares. The purpose of the joint venture is to manage the reserve for the benefit of the joint venture partners, as well to ensure access to the reserve for recreational users and to preserve the integrity of the area as a sound water catchment.

Council has budgeted for a nil return and nil contribution to the joint venture for the 2002/03 financial year (2000/01 nil dividend and nil contribution).

- For more information on the activities of the Pirongia Mountain Afforestation Committee, contact Tricia Rands, Accountant, Private Bag 2402, Te Awamutu.

**BUS HIRE JOINT VENTURE: (INTEREST IN A JOINT VENTURE)**

Council sold its 50 per cent share in the Bus Hire Joint Venture in the 2001/02 financial year.

**HAMILTON PROPERTIES LTD: (LOCAL AUTHORITY TRADING ENTERPRISE)**

Hamilton Properties Ltd is 100 per cent owned by Council. Hamilton Properties Ltd is no longer trading. Council has retained this as a non-operating company, with the view to utilising its tax losses in the future.

- For more information on the activities of Hamilton Properties Ltd, contact Ray Pooley, Property and Risk Manager, Hamilton City Council, Private Bag 3010, Hamilton.

## VARIATIONS BETWEEN THE 1999/00 LONG-TERM FINANCIAL STRATEGY AND THE 2002/03 LONG-TERM FINANCIAL STRATEGY

A number of variations exist between the 1999/00 Long-Term Financial Strategy and the 2002/03 Long-Term Financial Strategy (LTFS). This Annual Plan follows the policies set out in Council's 2002/03 Funding Policy, Investment Policy and Borrowing Management Policy and Long-Term Financial Strategy. An outline of these policies and Long-Term Financial Strategy is included in this Annual Plan.

### 1.0 FUNDING POLICY AND RATING POLICY

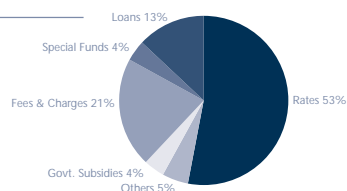
Council is legally required to review its Funding Policy and Rating Policy every three years. The Funding Policy and Rating Policy have been reviewed and approved by Council. In general, the Funding Policy indicates that the level of public and private funding (i.e., the cost recovery ratio) for Council services is comparable to the 1999/00 Funding Policy. For further details on the cost recovery ratio, and comparison between the 1999/00 and 2002/03 funding ratio refer to the Appendix 7.10 of the Financial Management Policy section of this Annual Plan.

The Funding Policy confirms Council's decision to alter the rating differential between property sectors, and in particular, to modify the specified cost allocation of the Economic Development significant service to the commercial differential from 50 per cent to 74 per cent. For further details on the Funding Policy, refer to Section 3 of the Financial Management Policy section of this Annual Plan.

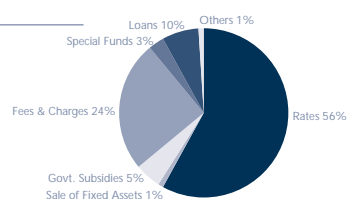
### 2.0 FUNDING MIX

The mix of funding mechanisms used by Council to pay for the services and special projects it provides has changed as indicated in the two charts below showing the funding mix for 1999/00 and 2002/03.

1999/00 FUNDING MIX



2002/03 FUNDING MIX



### 3.0 INVESTMENT AND BORROWING POLICY

Council reviewed and approved its Investment Policy and Borrowing Management Policy. The key change to the policies has been the review of the debt ratios and limits with the replacement of the current targets with a set of ratios that are now considered to be the financial market 'norm' in relation to New Zealand local authorities. The revised debt performance targets focus more on Council's ability to service its debt commitments, rather than the dollar level of debt. The Investment Policy has been extended to clarify the implications of Council maintaining a net borrowing position and identifying cash investments that will still be held.

For further details on the Investment Policy and Borrowing Management Policy, refer to Section 4.0 and Section 5.0 of the Financial Management Policy section of this Annual Plan.

### 4.0 CHANGES IN SERVICES

The Waikato Events Centre, Waikato Stadium and the WestpacTrust Park are additional services. There has also been a change in the disclosure of Council's significant services. Significant services are now categorised under six strategic areas. These being: A: Sustaining Hamilton's Environment, B: Growing Hamilton, C: Promoting Hamilton, D: Experiencing our Arts, Culture and Heritage, E: Living in Hamilton, F: Enjoying Our City. The term significant activity is no longer used.

### 5.0 PERFORMANCE MEASURES

There have been changes to performance measures affecting cost of services. Some measures have been revised to take account of the new reporting period and changes to work programme. For further details on performance measures, refer to the additional information provided for each strategic area of this Annual Plan.

### 6.0 FEES AND CHARGES

Council reviewed the costs and benefits of each service and where specific users were identified, Council determined to charge the users for each service. In order to comply with the legislation, Council approved a Funding Policy, which states the overall level of current user charges is appropriate. Each service was analysed using the three-step funding process to obtain the appropriate funding mechanisms, including fees and charges. Individual fees and charges are based on estimated levels of use for each service.

This year the change to fees and charges is in the provision of drainage, environmental health, Exscite, finance and administration, Hamilton Gardens, libraries, Waikato Museum of Art and History, parking, planning guidance, sports areas, strategic, swimming facilities, Waikato Events Centre, water supply and Hamilton zoo.

### 7.0 SIGNIFICANT INTEREST IN OTHER ACTIVITIES

Council sold its 50 per cent share in the Bus Hire Joint Venture in the 2001/02 financial year.

## 8.0 LONG-TERM FINANCIAL STRATEGY

The LTFS has been revised for the 10-year period 2002/03 to 2011/12. The direct operating costs and strategic action plans (special and capital projects) appear in the Appendices of the Financial Management Policy section of this Annual Plan.

The main changes to the LTFS are:

- the budget period has changed to a 10-year period (20-year period for the 1999/00 LTFS)
- the budget estimates (i.e., total operating costs, strategic action plans, rates and net debt levels) have altered from those prepared in the 1999/00 LTFS.

The changes in budget estimates for some of the significant components of the LTFS are shown graphically below:

### Rates

The 2002/03 LTFS shows Council's rate requirement increasing from \$65.955 million in 2002/03 (Year 1) to \$74.829 million in 2011/12 (Year 10).



### Rates Levy Percentage Change

The 2002/03 LTFS shows Council's rates levy percentage change decreasing from 4.2 per cent in 2002/03 (Year 1) to 1.96 per cent in 2011/12 (Year 10).



### Net Operating Cost

The 2002/03 LTFS shows Council's net operating cost increasing from \$32.035 million in 2002/03 (Year 1) to \$36.959 million in 2011/12 (Year 10).



Financing

The 2002/03 LTFS shows Council's costs of servicing debt increasing from \$14.338 million in 2002/03 (Year 1) to \$16.077 in 2011/12 (Year 10).



Reserves

The 2002/03 LTFS shows Council's appropriation to reserves decreasing from \$1.579 million in 2002/03 (Year 1) to \$113,000 in 2011/12 (Year 10).



Other Income

The 2002/03 LTFS shows Council's other income decreasing from \$2.860 million in 2002/03 (Year 1) to \$1.884 million in 2011/12 (Year 10).



### Strategic Action Plans (special and capital projects)

The 2002/03 LTFS shows the total cost of Council's strategic action plans moving from \$40.139 million in 2002/03 (Year 1) to \$32.091 million in 2011/12 (Year 10).

#### STRATEGIC ACTION PLANS

● 2002/03 LTFS ■ 1999/00 LTFS

\$m



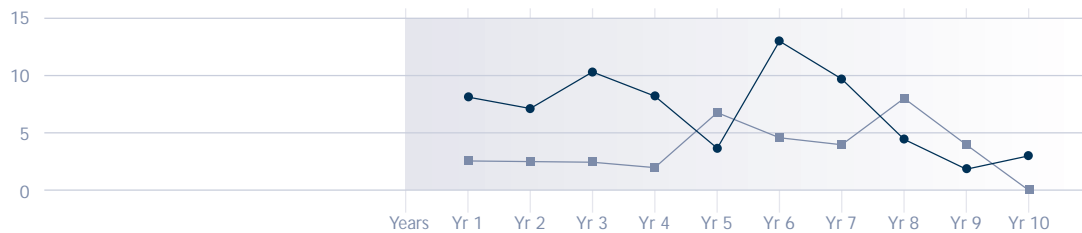
### Loan Funded Strategic Action Plans

The 2002/03 LTFS shows Council's loan funded strategic action plans moving from \$11.381 million in 2002/03 (Year 1) to \$3 million in 2011/12 (Year 10).

#### LOAN FUNDED PROJECTS

● 2002/03 ■ 1999/00

\$m



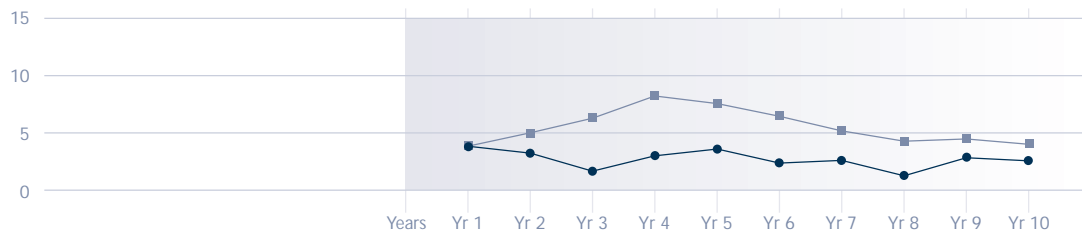
### Reserve Funded Strategic Action Plans

The 2002/03 LTFS shows Council's reserve funded strategic action plans decreasing from \$3.911 million in 2002/03 (Year 1) to \$2.767 million in 2011/12 (Year 10).

#### RESERVE FUNDED PROJECTS

● 2002/03 ■ 1999/00

\$m





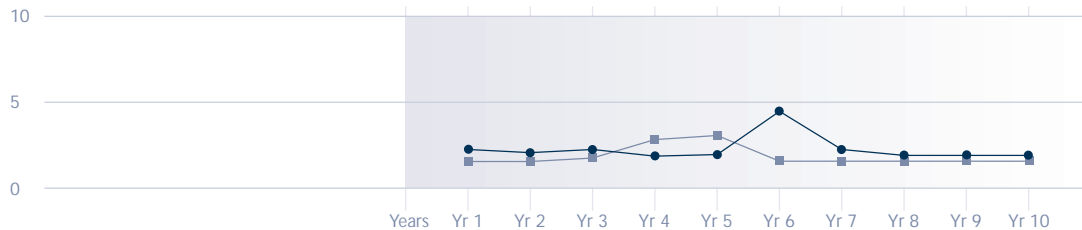
#### Subsidy Funded Strategic Action Plans

The 2002/03 LTFS shows Council's subsidy funded strategic action plans decreasing from \$2.172 million in 2002/03 (Year 1) to \$1.896 million in 2011/12 (Year 10).

##### SUBSIDY FUNDED PROJECTS

● 2002/03LTFS ■ 1999/00 LTFS

\$m



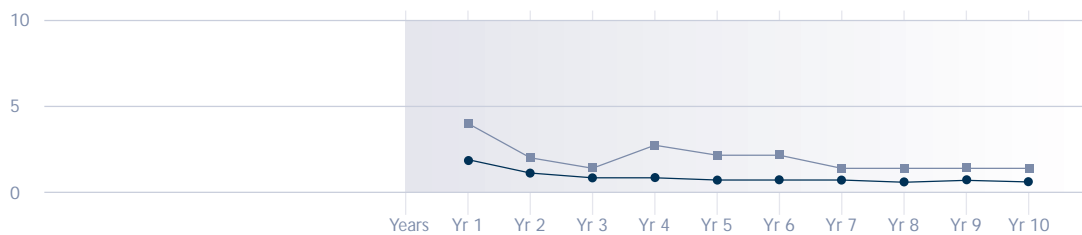
#### Revenue Funded Strategic Action Plans

The 2002/03 LTFS shows Council's revenue funded strategic action plans decreasing from \$1.609 in 2002/03 (Year 1) to \$579,000 in 2011/12 (Year 10).

##### REVENUE FUNDED PROJECTS

● 2002/03LTFS ■ 1999/00 LTFS

\$m



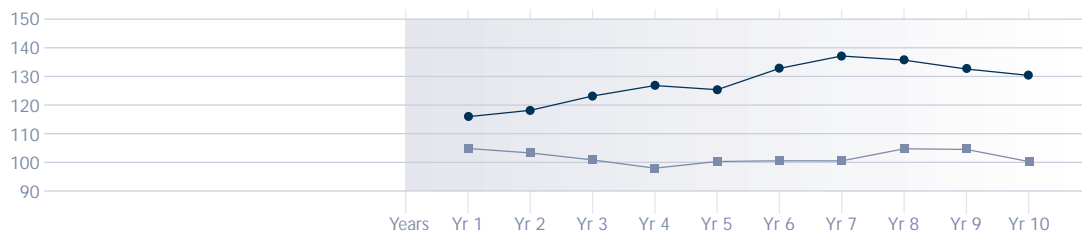
#### Net Debt

The 2002/03 LTFS shows Council's net debt level (including internal borrowing) increasing from \$117.673 million in 2002/03 (Year 1) to \$134.557 million in 2011/12 (Year 10).

##### NET DEBT

● 2002/03LTFS ■ 1999/00 LTFS

\$m



#### 9.0 STATEMENT OF FINANCIAL POSITION

The estimated financial position of Council at the beginning of the 2002/03 financial year has been restated in accordance with S.223(d) 4(a) of the Local Government Act 1974 to better reflect the anticipated balances of assets, liabilities and equity.

## FINANCIAL STATEMENTS

### STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2003 REPORTING ENTITY

Hamilton City Council is a territorial local authority as defined in the First Schedule of the Local Government Act 1974 (the Act).

The financial statements are presented in accordance with the requirements of Section 223E of the Act and the accounting standards and guidelines of the Institute of Chartered Accountants of New Zealand.

The financial statements cover all the activities of Hamilton City Council and its 100 per cent owned LATE, Hamilton Properties Ltd.

#### Measurement Base

The general accounting principles recognised as appropriate for the measurement and reporting of results and financial position have been applied on an historical cost basis, modified by the revaluation of certain fixed assets.

#### Accounting Policies

The following accounting policies, which materially affect the measurement of results and financial position have been applied:

##### 1. Consolidation

The results of Hamilton Properties Ltd have been consolidated using the purchase method. The company's balance date is 30 June. The company is inactive at present.

##### 2. Equity Accounting

The results of Waikato Regional Airport Ltd, Pirongia Mountain Afforestation Committee and Hamilton Riverview Hotel Ltd (Novotel Hotel), a joint venture company, have been reflected in the Financial Statements on an equity accounting basis. This method shows the share of surpluses/deficits in the Statement of Financial Performance and the original investment updated for the share of post-acquisition increases/decreases in net assets in the Statement of Financial Position.

##### 3. Revenue Recognition

Rates revenue is recognised when levied. Water billing revenue is recognised on an accrual basis with unread meters at year-end accrued on an average usage basis. Transfund roading subsidies are recognised as revenue upon entitlement, which is when conditions pertaining to eligible expenditure have been fulfilled. Other grants and bequests, and assets vested in Council, with or without conditions, are recognised as revenue when control over the assets is obtained.

##### 4. Goods and Services Tax

The financial statements have been prepared exclusive of GST with the exception of receivables and payables, which are stated with GST included. Where GST is irrecoverable as an input tax then it is recognised as part of the related asset or expense.

## 5. Taxation Expense

Income tax expense is charged in the Statement of Financial Performance in respect of the current year's surplus, after allowing for permanent differences.

Deferred taxation is determined on a comprehensive basis using the liability method. Deferred tax assets attributable to timing differences or income tax losses are recognised only when there is virtual certainty of realisation.

## 6. Fixed Assets, Investment Properties and Properties Intended for Resale

These assets consist of:

### *Operational Assets*

These include land, buildings, improvements, passive recreation assets (such as library books), plant and equipment, and motor vehicles.

### *Restricted Assets*

These are parks and reserves owned by Council that cannot be disposed of because of legal or other restrictions and provide a benefit or service to the community.

### *Infrastructural Assets*

These are the fixed utility systems owned by Council. Each asset type includes all items that are required for the network to function.

### *Valuation*

Assets have been valued in accordance with FRS3 as follows:

**Infrastructural Assets** (excluding land) were revalued by Meritec Ltd at depreciated replacement cost effective 1 July 2001. Infrastructural land was revalued by Beca Valuations Ltd at market value effective 1 July 2001.

**Investment Properties and Properties Intended for Resale** are revalued annually at net current value by an independent registered valuer. The result of the revaluation is credited or debited to the investment property reserve. Where this results in a debit balance in the reserve, this balance is expensed in the Statement of Financial Performance.

**Work in Progress.** All costs associated with the development of land and buildings and other assets are initially capitalised as work in progress. On completion, the total cost of the project is transferred to the appropriate asset class.

**Library Books** were valued at cost (deemed cost) by Council's professionally qualified library staff at 30 June 1992. Subsequent purchases were expensed in the Statement of Financial Performance until 30 June 1998. From 1 July 1998 purchases of library books have been capitalised at cost and depreciated in the Statement of Financial Performance.

**Vested Assets.** Certain infrastructural assets and land have been vested in Council as part of the subdivisional consent process. The vested reserve land has been valued at the latest appropriately certified government valuation or at a mutually agreed market value or at a value determined through arbitration. Vested infrastructural assets have been based on the actual quantities of infrastructural components vested and current 'in the ground' cost of providing identical services.

**Zoo Animals** were revalued effective 1 July 2001 at estimated replacement cost by the zoo manager.

**Museum Collections and the Library Collection** (New Zealand Room) are heritage assets and were revalued effective 1 July 2001 by professionally qualified library and museum staff.

**Plant and Equipment** (excluding vehicles) was revalued by Beca Valuations Ltd effective 1 July 2001 at market value where possible otherwise depreciated replacement cost. Vehicles are recorded at cost less depreciation.

**Operational Buildings** were revalued by Beca Valuations Ltd effective 1 July 2001 at market value where possible otherwise depreciated replacement cost. Additions between valuations are recorded at cost. Changes on revaluation of assets are included in the appropriate asset revaluation reserve.

## 7. Depreciation

Depreciation is provided on a straight-line basis at rates, which will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

The useful lives of major classes of assets have been estimated as follows:

Asset	Depreciation period
• Buildings	40 - 100 years
• Reservoirs and Other Water-retaining Structures	31 - 118 years
• Plant and Vehicles	3 - 15 years
• Furniture, Fittings and Equipment	5 - 10 years
• Office Equipment	5 - 10 years
• Library Books	14 years
• Computers (excluding software)	3 - 5 years
• Bridges and Culverts	32 - 112 years
• Roads	
top surface (seal)	2 - 22 years
pavement (basecourse)	30 - 109 years
earthworks	not depreciated
drainage	80 - 109 years
shoulders/feathers	25 - 63 years
culverts	50 - 112 years
footpaths (concrete) (FPC)	40 - 66 years
footpaths (bitumen) (FPB)	25 - 63 years
footpaths (paving) (FPPA)	25 - 40 years
kerbs	80 - 109 years
signs	10 - 11 years
street lights	25 - 29 years
bridges	19 - 99 years
traffic signals	6 - 44 years
barriers	15 - 29 years
bus shelters, arterial signs and parking meters	11 - 27 years
verge, embankment and retaining walls	67 - 70 years
traffic islands	67 - 91 years

• Wastewater Reticulation	
pipes	53 - 107 years
manholes	54 - 83 years
treatment plant	5 - 57 years
bridges	107 years
pump-stations	13 - 77 years
• Stormwater systems	
pipes	75 - 112 years
manholes, cesspits	57 - 71 years
service connections and outlets	81 years
• Water Reticulation	
pipes	19 - 94 years
butterfly valves	50 - 57 years
treatment plant	4 - 109 years
meters	12 - 20 years
• Resource and discharge consents	7 - 10 years

Depreciation is not provided in these statements on the following assets:

- land
- investment properties
- properties intended for resale
- work in progress and assets under construction
- zoo animals.

Any work undertaken on infrastructural assets to reinstate (termed 'renewal') or add to the service potential is capitalised.

## 8. Investments

All investments are stated at cost, except for shares in other organisations, which are at the lower of cost or net realisable value.

The Pirongia Mountain Afforestation Joint Venture investment was revalued at 30 June 2001, based on a valuation of the forest by forestry consultants PL Tempest and Associates Ltd.

## 9. Employee Entitlements

Provision is made in respect of the liability for annual leave, long service leave and retirement gratuities.

The provision for annual leave and long service leave has been calculated on an actual entitlement basis at current rates of pay. The provision for retirement gratuities has been calculated on an actuarial basis bringing to account what is likely to be payable in the future in respect of service that employees have accumulated up until 30 June 2003.

## 10. Leases

Operating lease payments, where the lessor effectively retains all the risks and rewards of ownership of the leased item, have been expensed. Finance lease payments, where substantially all the risks and rewards incident to ownership of the leased item are transferred to the lessee, are capitalised.

## 11. Post-closure Costs

Council as owner of several landfill sites has a legal obligation to provide ongoing maintenance and monitoring services after closure. Expenditure is expensed at the time it is incurred. A reserve has been established with annual contributions, to ensure funds are available to meet the cost of Horotiu landfill aftercare.

## 12. Equity

Accumulated Funds comprise accumulated surpluses over the years.

Revaluation Reserves comprise accumulated revaluation increments/decrements.

Restricted Reserves are those funds subject to external restrictions accepted as binding by Council, which may not be revised by Council without reference to the courts or a third party.

Council Created Reserves are formally imposed designations of public equity that indicate Council's intention to use a certain level of resources for a special purpose.

## 13. Accounts Receivable

Accounts receivable are stated at expected realisable value after providing for doubtful and uncollectable debts.

## 14. Mortgage Assets

Mortgages are held over a number of properties. These mortgages are valued at cost.

## 15. Inventories and Work in Progress

Inventories are valued at the lower of cost (determined on a first-in-first-out basis) and net realisable value. Work in progress is valued at the lower of cost and net realisable value.

## 16. Foreign Currency

Foreign currency transactions have been converted into New Zealand dollars at the rate of exchange at the date of the transaction. Gains or losses on exchange have been recognised in the Statement of Financial Performance.

## 17. Statement of Cash Flows

Cash comprises cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which Council invests as part of its day-to-day cash management.

Operating activities include cash received from all income sources of Council and cash payments made for goods and services. Agency transactions (for example, the collection of Regional Council rates) are recognised as receipts and payments in the Statement of Cash Flows as they flow through Council's bank account.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in equity and debt capital structure of Council.



#### 18. Cost of Service Statements

The Cost of Service Statements report the costs and revenues relating to the strategic areas and significant services of Council.

Expenditure includes an allocation of support services and an allocation of interest.

- Support services are those activities, which are not considered to be direct services to the public and are allocated across the significant services on a basis, which reflects usage of the support services. Included in the allocation for support services is an allocation of the business unit surpluses/deficits. These are allocated where possible on a usage basis.
- Interest is allocated to the significant service on the basis of the book value of land and buildings employed for each item in the Cost of Service Statements except for water, wastewater, stormwater, refuse, transport centre, outdoor stadium, community assistance grants, economic development grants, property improvements and any other specific projects where the interest on the value of loans appropriated for those activities are allocated entirely to the significant service (refer Long-Term Financial Strategy, Section 2–capital expenditure policy subsection).

#### 19. Financial Instruments

Council is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, investments, debtors, creditors and loans. All financial instruments are recognised in the Statement of Financial Position and all revenues and expenses in relation to financial instruments are recognised in the Statement of Financial Performance.

All financial instruments are shown at their estimated fair value except for loans, which are recorded at cost, and those items covered by a separate accounting policy.

#### 20. Prospective Financial Information

The financial information contained within this document is prospective financial information in terms of accounting standard FRS 29. The purpose for which it has been prepared is to enable ratepayers, residents and any other interested parties to obtain information about the expected future financial performance, position and cash flow of Council for the 2002/03 financial year.

In relation to that standard, the financial information for the 2002/03 financial year is considered to be a 'forecast', while the financial information relating to subsequent years is considered to be a 'projection'. The financial information contained within the 2002/03 Annual Plan is extracted from the 2002/03–2011/12 Long-Term Financial Strategy which has been updated as part of the 2002/03 Annual Plan process and is presented in Appendices 7.1–7.9.

The actual results achieved for the 2002/03 financial year are also likely to vary from the information presented, and may vary materially depending upon the circumstances that arise during the period.

The following assumptions have been made in preparing this plan:

- interest rates on new loans raised during the 2002/03 year will be 7.00 per cent
- interest rates on new loans raised during the 2003/04 year will be 7.14 per cent
- interest rates on new loans raised during the 2004/05 year will be 7.28 per cent
- interest earned on funds invested will be 6.5 per cent.

These assumptions are subject to the normal volatility of financial markets.

Seventy per cent of borrowed funds are subject to fixed interest charges. Over a full year period, the sensitivity to a 0.5 per cent change in interest rates on borrowed funds that are not subject to fixed interest charges would be \$132,000.

Total funds invested (sinking funds) are expected to average approximately \$6.611 million throughout the year, giving sensitivity in interest earnings to a 0.5 per cent change in interest rates of \$33,055 over a full year.

#### **Changes in Accounting Policies**

There have been no changes in accounting policies. All policies have been applied on a basis consistent with the previous Annual Plan.

#### **Borrowing Needs and Programme**

Section 223D of the Local Government Act requires Council to include in its Annual Plan, details of its borrowing needs and borrowing programme, in detail for the year of the plan and in general terms for the next two years.

Total new borrowing programmed for the 2002/03 financial year is \$15.656 million with \$9.427 million for 2003/04 and \$11.356 million for 2004/05. The form that borrowing will take and the way in which it will be issued to the market will depend upon market conditions. In this plan, Council has assumed that the interest rate on new debt raised during 2002/03 will be 7.00 per cent per annum. After allowing for debt repayment, refinancing of maturing debt and movements in sinking funds held, Council's net debt will increase by \$9.240 million in 2002/03, increase by \$4.663 million in 2003/04 and increase by \$6.462 million in 2004/05.

Funding the payment of interest is treated in the same way as the funding of any other costs associated with an activity of Council. Hence, for example, debt servicing related to water supply will be met through the same funding mechanisms as other costs related to water supply. All other Council services are treated in the same way. Debt principal is repaid from refinancing of existing loans, utilisation of sinking funds, retiring of investments and rates income.

In addition to these financing needs, Council may take the opportunity to refinance existing debt issued under previous statutory mechanisms if it can do so in a financially advantageous way.

## CONSOLIDATED FORECAST STATEMENT OF FINANCIAL PERFORMANCE

For year ending 30 June 2003 in \$000s

Budget 2002	Services Provided	Note	Govt Grants and Subsidies	Ordinary Revenue	Total Revenue	Gross Expenditure	Budget 2003	Budget 2004	Budget 2005
	<b>STRATEGIC AREAS</b>								
22,446	Sustaining Hamilton's environment		0	10,099	10,099	31,985	21,886	22,376	23,062
13,338	Growing Hamilton		2,024	9,459	11,483	25,043	13,560	13,673	13,980
1,057	Promoting Hamilton		0	0	0	2,635	2,635	2,652	1,416
10,051	Experiencing our arts, culture and heritage		93	1,498	1,591	10,790	9,199	9,248	9,264
8,888	Living in Hamilton		799	2,202	3,001	12,022	9,021	8,977	9,183
14,559	Enjoying our city		90	5,437	5,527	19,066	13,539	13,577	13,480
70,339	<b>TOTAL</b>	1	3,006	28,695	31,701	101,541	69,840	70,503	70,385
127	Sundry expenditure						125	125	125
70,466	<b>TOTAL</b>		3,006	28,695	31,701	101,541	69,965	70,628	70,510
	<b>GENERAL REVENUES</b>								
63,299	Rates - excluding Environment Waikato						65,955	68,175	68,205
(88)	Rates remissions						(30)	(30)	(30)
640	Rates penalties and service charges						625	625	625
900	Petrol tax						900	900	900
1,393	Investment income	2					1,194	1,218	1,132
66,144	<b>TOTAL GENERAL REVENUES</b>						68,644	70,888	70,832
	<b>REVENUE ASSIGNED TO ASSET DEVELOPMENT</b>								
3,380	Government capital subsidies and grants						2,116	2,070	2,282
1,919	Other capital contributions	3					2,787	2,948	2,564
24,886	Contributions - fixed assets vested						4,125	4,125	23,625
30,185	<b>TOTAL REVENUE ASSIGNED TO ASSET DEVELOPMENT</b>						9,028	9,143	28,471
25,863	<b>SURPLUS FOR THE YEAR</b>						7,707	9,403	28,793

157

## CONSOLIDATED FORECAST STATEMENT OF MOVEMENTS IN EQUITY

For year ending 30 June 2003 in \$000s

Budget 2002		Budget 2003
1,277,647	Opening equity	1,493,510
25,863	Net surplus for 2002/03	7,707
190,000	Increases in revaluation reserves	0
215,863	<b>TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE YEAR</b>	7,707
1,493,510	<b>CLOSING EQUITY</b>	1,501,217

# CONSOLIDATED FORECAST STATEMENT OF FINANCIAL POSITION

For year ending 30 June 2003 in \$000s

Budget 2002		Budget 2003
1,493,510	<b>RATEPAYERS' EQUITY</b>	1,501,217
	<b>CURRENT ASSETS</b>	
7,000	Accounts receivable and prepaid expenditure	7,000
350	Inventories	350
2,107	Short-term investments	2,063
30	Mortgages and short-term advances	0
9,487	<b>TOTAL CURRENT ASSETS</b>	9,413
	<b>CURRENT LIABILITIES</b>	
300	Bank balances overdrawn	300
2,500	Employee entitlements	2,500
10,000	Accounts payable and income in advance	10,000
3,652	Term liabilities - current portion	1,742
16,452	<b>TOTAL CURRENT LIABILITIES</b>	14,542
(6,965)	<b>TOTAL WORKING CAPITAL</b>	(5,129)
	<b>NON CURRENT ASSETS</b>	
13,414	Long-term investments	12,858
100	Mortgages and long-term debtors	0
	Fixed assets, work in progress and	
1,553,999	deferred and development expenditure	1,571,325
32,000	Investment properties	32,000
1,599,513	<b>TOTAL NON-CURRENT ASSETS</b>	1,616,183
	<b>NON-CURRENT LIABILITIES</b>	
1,300	Employee entitlements	1,300
97,738	Term liabilities - term portion	107,229
0	Lease liabilities - term portion	1,308
99,038	<b>TOTAL NON-CURRENT LIABILITIES</b>	109,837
1,493,510	<b>NET ASSETS</b>	1,501,217

## CONSOLIDATED FORECAST STATEMENT OF CASH FLOWS

For year ending 30 June 2003 in \$000s

Budget 2002		Budget 2003
	<b>OPERATING ACTIVITIES</b>	
	Cash will be provided from:	
63,211	Rates excluding Environment Waikato	65,925
640	Rates penalty income and service charges	625
900	Petrol tax	900
3,501	Government operating subsidies and grants	3,006
24,866	Fees rents and charges	28,635
32	Interest on investments	4
1,346	Interest on special and sinking funds	1,190
3,380	Government capital subsidies and grants	2,116
1,356	Special fund receipts	2,091
15	Other income	0
<b>94,511</b>		<b>100,345</b>
	Cash will be applied to:	
70,564	Direct operating costs	68,336
9,000	Interest paid	8,500
<b>79,564</b>		<b>76,836</b>
<b>14,947</b>	<b>NET CASHFLOW FROM OPERATING ACTIVITIES</b>	<b>23,509</b>
	<b>INVESTING ACTIVITIES</b>	
	Cash will be provided from:	
1,079	Sale of fixed assets	1,323
3,380	Government capital subsidies and grants	2,116
1,356	Special fund receipts	2,091
563	Other capital contributions	696
<b>6,378</b>		<b>6,226</b>
	Cash will be applied to:	
466	Investments made	2,141
33,809	Purchase of fixed assets	33,637
<b>34,275</b>		<b>35,778</b>
<b>(27,897)</b>	<b>NET CASHFLOW FROM INVESTING ACTIVITIES</b>	<b>(29,552)</b>
	<b>FINANCING ACTIVITIES</b>	
	Cash will be provided from:	
10,993	Loans uplifted	12,205
	Cash will be applied to:	
4,918	Loan repayments	5,713
<b>6,075</b>	<b>NET CASHFLOW FROM FINANCING ACTIVITIES</b>	<b>6,492</b>
<b>(6,875)</b>	<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>449</b>
8,189	Plus opening cash balance 1 July 2002	1,314
<b>1,314</b>	<b>CLOSING CASH BALANCE 30 JUNE 2003</b>	<b>1,763</b>
	Reconciliation of balances to Consolidated Forecast Statement of Financial Position	
1,614	Short-term investments at call	2,063
(300)	General bank	(300)
<b>1,314</b>	<b>CLOSING CASH BALANCE 30 JUNE 2003</b>	<b>1,763</b>

## FORECAST CAPITAL EXPENDITURE STATEMENT

For year ending 30 June 2003 in \$'000s

Budget 2002	Project No	Expenditure 2003	Reserves	FUNDED BY				Funding Source	Expenditure 2004	Expenditure 2005
				Loans	Subsidies	Revenue	Depreciation			
<b>STRATEGIC AREA A: SUSTAINING HAMILTON'S ENVIRONMENT</b>										
<b>Wastewater</b>										
TERRA 21 project: wastewater disposal to land	237								75	300
Pukete wastewater secondary treatment	238								130	300
Network connections	239	150				150		UC	150	150
Far eastern interceptor	240								1,000	
Contributions for increasing pipe sizes in subdivisions	241								50	
Rototuna wastewater trunks	242	230	230					IR	250	350
Network upgrades for infill development	244								50	50
Network upgrade to subdivision standard	245	215					215		215	215
Network condition assessment	246	50					50		50	50
Asbestos pipes replacement	250									80
Pump station upgrades	251	150					150		180	150
Review residential wastewater output	252	45					45		15	
Increase pump station storage	253	45					45			
Wastewater flow modelling	254								60	70
Interceptor flow monitoring	256	23					23		22	
Treatment plant improvements	305	69					69		25	50
Treatment plant sludge lagoon	306									15
Treatment plant wastewater bore	390	100				80	20	CO		
Treatment plant asset renewals	307	38					38		56	61
<b>Stormwater Network Management</b>										
Network connections	165	200				200		UC	200	200
Stormwater impact mitigation	167	80					80		170	170
Contribution for increasing pipe sizes in subdivisions	168	50					50			50
Dominion/Brymer Rd trunk	169								210	210
Rototuna/Flagstaff trunk	170	350	350					IR	350	350
Network upgrades for infill development	172								50	50
Network renewals (Insoll Ave, Snell Dve)	175								60	150
Network upgrades to prevent flooding	176	265					265		265	265
Upgrades associated with road works	177	210					210		170	150
River outfall improvements	178								10	10
Renew stormwater outlets to kerbs	180									30
Project Watershed emergency works	388	85	85					PW	85	85
<b>Refuse</b>										
Horotiu pump replacement and gas flare	153	10	10					HR	110	10
Refuse transfer station compactor rod	152	15					15			
Organic recycling centre upgrades	154	55					55		23	28
<b>Water Supply</b>										
Network connections	261	143				140	3	UC	143	143
Rototuna trunk mains	262	390	390					IR	210	
Contribution for increasing pipe size in subdivisions	264								20	
New mains	267	456				10	446	UC	556	565
Mains renewal	269	210					210		260	260
Fittings renewal	270	375					375		380	380
Replacement of water meters	271	35					35		35	35
Bulkmain valve automation	272	20					20			
Upgrade water supply in elevated areas	273	220					220			
Restricted supply to rural properties	274	25				12	13	UC		25
Bulkmain extensions	277								700	300
Treatment station high lift pumps	295	40					40			40
Treatment station low lift pumps	296								450	
Treatment station advanced disinfection	297									50
Treatment station filter improvements	298	130					130			155
Treatment station upwash pipe work	299	60					60			
Treatment station workshop extension	301	10					10		15	
Treatment station ph control	302								150	
Treatment station algal control	303	5					5		40	
Treatment station asset renewal	294	81					81		166	81
Hamilton south reservoir	268	300		300					1,500	3,550
Reservoir asset renewals	278	50					50		50	20
Reservoir improvements	304	6					6			40
9,091 Total Sustaining Hamilton's Environment		4,991	1,065	300	0	592	3,034		8,706	9,243



Budget 2002		Project No	Expenditure 2003	Reserves	Loans	FUNDED BY			Funding Source	Expenditure 2004	Expenditure 2005
						Subsidies	Revenue	Depreciation			
STRATEGIC AREA B: GROWING HAMILTON											
	Roads and Traffic: Carriageways										
	Thomas Rd land purchase	2	80	56				24	IR	100	
	Thomas Rd (Horsham Downs to Gordonton)	3	150		150					895	1,845
	Borman Rd alignment	4	60					60			
	Borman Rd (Resolution to Sylvester)	5									70
	Resolution Dve (Discovery to Borman)	8									80
	Hukunui Rd/Horsham Downs Rd	1	1,700	836		67		797	IR/T		
	Carriageways smoothing	43								395	294
	Carriageways reseals	44	2,129			937		1,192	T	2,440	2,129
	Subdivision construction contribution	17	115					115		115	115
	Ken Browne Dve roundabout contribution	22	150	75				75	SR		
	Miscellaneous land purchases	30	275					275		50	50
	Eastern arterial (E1) land purchase	23	2,600		2,600						
	Eastern arterial (E1) study	23	50					50			
	Southern arterial network strategy	24	60			45		15	T		
	Te Kowhai Rd upgrade	31								100	
	Claudeland Rd upgrade (Grey St to E end)	32	190					190			
	Riverlea Rd upgrade	33	100					100		650	650
	Pukete Rd upgrade (Church to Treatment Stn)	34	580					580			
	Lake Domain Dve upgrade (Innes Common)	37									855
	Old Farm Rd upgrade	38									30
	Church Rd upgrade	39									25
	Cobham Drive roundabout	376	535		535						
	Kerb and channel replacement	40	665			146		519	T	665	665
	Area-wide treatment	41	766			337		429	T	360	520
	Bridge resurfacing	42	200			80		120	T		
	Stormwater quality improvements	46	20			10		10	T	50	50
Roads and Traffic: Traffic Services/Street Lighting											
	Minor safety improvements	222	280			123		157	T	283	286
	Traffic improvements	223								150	150
	Traffic calming	224	100					100		100	100
	Road safety audit	225	25					25		25	25
	Amenity lighting	226	10					10		10	10
	Non subsidised lighting	227	200					200		200	200
	Subsidised lighting renewal	231	322			138		184	T	322	322
	CBD improvements	228	150					150		150	150
	Traffic signal controller renewal	234	50			22		28	T	50	50
	Traffic signal renewal	232	75			33		42	T	75	75
	Street furniture	230	20					20		20	20
	Street sign renewal	233	176			77		99	T	176	176
	Safety barriers renewal	235	25			11		14	T	25	25
	Bus shelters	229	9	5			4		PT/CO	9	9
Roads and Traffic: Footpaths, Cycleways and Verges											
	Footpaths and verges shape correction	92	322					322		322	322
	Footpaths and verges resurfacing	93	481					481		481	481
	Cycleway construction	96	205			90		115	T	205	205
	New footpath construction	97	50					50		50	50
	Litter bins	94	20					20		20	20
Roads and Traffic: Central Area Off-Street Parking											
	CBD parking	114								500	30
	Pay and display machines	377	47	47					PK		
	Car park resurfacing (Knox St)	236	13					13			
	Car park resurfacing (Kent St)	236									8
Roads and Traffic: Parking Enforcement											
	Meters (additional)	115	25					25		25	
	Meters replacement	117	20					20		20	20
12,881	Total Growing Hamilton		13,050	1,019	3,285	2,116	4	6,626		9,038	10,112
STRATEGIC AREA C: PROMOTING HAMILTON											
	City Promotion: Events										
	Christmas decorations	85	15					15		15	15
0	Total Promoting Hamilton		15	0	0	0	0	15		15	

Budget 2002	Project No	Expenditure 2003	FUNDED BY					Funding Source	Expenditure 2004	Expenditure 2005
			Reserves	Loans	Subsidies	Revenue	Depreciation			
<b>STRATEGIC AREA D: EXPERIENCING OUR ARTS CULTURE AND HERITAGE</b>										
<b>Hamilton Theatre Services</b>										
	218	45					45			
Upgrade Council's performing arts facilities	219								53	28
Theatre equipment (new)	220	140					140		140	140
Theatre equipment (renewals)										
<b>Libraries</b>										
Library book purchases	106	890					890		890	890
Council and community archives	105	146					146		64	40
<b>Waikato Museum of Art and History</b>										
Museum basement storage area	110	40					40		145	10
Museum lighting	112	85					85		85	85
Development programme	104	70					70		70	70
<b>981 Total Experiencing our Arts, Culture and Heritage</b>		<b>1,416</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,416</b>		<b>1,447</b>	<b>1,263</b>
<b>STRATEGIC AREA E: LIVING IN HAMILTON</b>										
<b>Community Development</b>										
Community centres	73	25					25		400	25
Enderley Park Centre reception area	75	25					25			
Celebrating Age Centre chairs	74								6	
<b>Employment Initiatives</b>										
Mobile huts	88	3					3			5
<b>Emergency Management</b>										
Communications equipment	86	8					8			
<b>Cemeteries and Crematorium</b>										
Hamilton west cemetery restoration	51								100	10
Newstead burial lawn extensions	52	175					175			
Garden of Memories ash interment development	54	50					50		50	20
Stillborn burial lawn development	58	15					15			
Information kiosk	60	15					15			
Hamilton Park road maintenance	53	0							104	72
Hamilton east cemetery signage	59	10					10			
<b>716 Total Living in Hamilton</b>		<b>326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>326</b>		<b>660</b>	<b>132</b>
<b>STRATEGIC AREA F: ENJOYING OUR CITY</b>										
<b>Sports Areas (Grounds and Buildings)</b>										
Park development (Marist, Willoughby)	157	150	150					SR		
Park development (Tauhara Park)	157									325
Contribution to indoor stadium (Claudelands)	159								1,925	1,925
Skateboard facilities (Elliott Park)	161								90	
Changing rooms (Willoughby Park)	162								210	
Changing rooms (Marist Park)	162								510	
Asset renewal	163	30					30		30	30
<b>Parks and Gardens</b>										
Land purchase for reserves	118	200	200					SR	200	
Land acquisition and esplanade reserves	120	20	20					SR	20	20
Miropiko Reserve development	121	30					30		40	50
Gully development (Mangaiti)	122	120	140				(20)	SR/PW		
Gully development (Kirikiriroa)	122								120	120
Passive park development	124	170	170					SR	70	85
Hamilton Lake Domain redevelopment	125	538	39				499	DE	379	240
Delamere Esplanade Res development	127	40					40			
Structures refurbishment	129	32					32		36	37
Claudlands Park development	131	320	300				20	DE	300	150
Walkway (CBD promenade)	133	76	76					SR		
Walkway (Yendell to Sandford)	133								78	
Walkway (Te Hikuwai to Pukete footbridge)	133									250
Walkway (Waitawhiriwhiri Stream)	132									165

Budget 2002	Project No	Expenditure 2003	Reserves	FUNDED BY				Funding Source	Expenditure 2004	Expenditure 2005
				Loans	Subsidies	Revenue	Depreciation			
Taitua Arboretum development	134								70	98
Car park development (Days Park)	135	20					20			
Car park development (Innes Common)	135									100
Pedestrian linkages on parks	136	16					16		26	42
New recreation equipment programme	137	75					75		75	75
Nursery upgrade	138	20					20		8	10
Cobham Drive toilets upgrade	386	24					24			
Car park mtc (Innes Common, Ham Gardens)	139	14					14			
Car park mtc (Melville Pk, Ham Gardens)	139								46	
Car park mtc (Fairfield, Resthills)	139									52
Amenity lighting (Steele Park)	140	35					35			
Claudlands Park buildings (ex Marist)	145								665	
City entrances development	64	32					32			
Asset renewal	143	80					80		80	80
<b>City Beautification</b>										
Fountain refurbishment	63	40					40		70	
Asset renewal	65	10					10		10	10
<b>Stadiums</b>										
Stadium scoreboard	286	250		250						
Stadium security system	288	200		200						
Stadium car park security gates	289	10		10						
Stadium east stand toilets	290	100		100						
Stadium terrace speakers	292	10		10						
Stadium dugout canopy	293	10		10						
Stadium additional funding	389	4,000		4,000						
WestpacTrust Park field drainage	281	30		30						
Waikato Events Centre asset renewal	284	30					30		30	30
Waikato Events Centre storage sheds relocation	285	83					83			
<b>Swimming Facilities</b>										
Waterworld plant replacement	209	250					250		50	25
Waterworld upgrade changing rooms	210	35					35			
Enclose Lido pool for year round use	216								60	2,000
Waterworld deep water pool	353									36
Waterworld car park extension	211								148	
Asset renewal - Waterworld	212	58					58		94	58
Asset renewal - Gallaghers	213	40					40		12	12
<b>Hamilton Zoo</b>										
Development programme	310	193					193		213	230
Chimpanzee exhibit	313	350					350		350	350
Asset renewal	311	50					50		50	50
<b>Hamilton Gardens</b>										
Indian Char Bagh Garden	99	250	150			100		SR/CO	230	180
Development	99	65	65						70	70
Pumps replacement	101	20					20			
<b>Toilets</b>										
Minogue Park	221	390					390			
Days Park	221								135	
<b>4,562 Total Enjoying our City</b>		<b>8,516</b>	<b>1,310</b>	<b>4,610</b>	<b>0</b>	<b>100</b>	<b>2,516</b>		<b>6,500</b>	<b>6,905</b>
<b>SUPPORT SERVICES</b>										
<b>Property and Risk Management Unit</b>										
Vehicles and plant replacement	149	789	164			73	552	VR/AS	789	789
Reception lounge sound system	156	7					7			
Strategic land purchases	192									900
Energy efficient lighting suburban libraries	387	52		52						
Asset renewal		1,476	268				1,208	PM	1,926	2,426
<b>Information Management Unit</b>										
Authority system	385	1,118		817			301			
<b>5,300 Total Support Services</b>		<b>3,442</b>	<b>432</b>	<b>869</b>	<b>0</b>	<b>73</b>	<b>2,068</b>	<b>0</b>	<b>2,715</b>	<b>4,115</b>

Budget 2002	Project No	Expenditure 2003	Reserves	FUNDED BY				Funding Source	Expenditure 2004	Expenditure 2005
				Loans	Subsidies	Revenue	Depreciation			
ADVANCED FUNDING										
Carriageways										
Wairere Dve (East of Huntington Drive)	15								504	
Wairere Drive land purchase	16	1,116		1,116						
Wastewater										
Far eastern interceptor	240	765		765					107	
278 Total Advanced Funding		1,881	0	1,881	0	0	0		611	0
33,809 Total Capital Expenditure		33,637	3,826	10,945	2,116	769	16,001		29,692	31,785

## Key to Sources of Funding

Asset Sales	AS
Contributions	CO
Domain Endowment Reserve	DE
Horotiu Reserve	HR
Infrastructural Reserve	IR
Parking Reserve	PK
Property Maintenance Reserve	PM
Passenger Transport Reserve	PT
Project Watershed Reserve	PW
Subdivisional Reserve	SR
Transfund	T
User Charges	UC
Vehicles and Plant Reserve	VR

NOTES TO THE ACCOUNTS (All Notes in \$000s)

NOTE 1: Cost of Support Services for Year Ending 30 June 2003

Budget 2002	Services Provided	Total Revenue	Direct Operating Cost	Net Direct Operating Cost	Interest on Public Debt	Depreciation	Net Cost of Service		
							2003	2004	2005
513	Chief executive	0	534	534	0	0	534	534	534
91	Internal audit	0	76	76	0	0	76	76	76
2,616	Finance and administration	683	3,847	3,164	0	0	3,164	3,277	3,164
123	Information management	6,196	5,664	(532)	0	436	(96)	(76)	(19)
722	Human resources	0	810	810	0	0	810	810	810
62	Risk management	0	103	103	0	0	103	103	103
(4)	Property management	7,699	4,663	(3,036)	516	2,476	(44)	(69)	(94)
1,385	Strategic	10	1,658	1,648	0	2	1,650	1,853	1,792
846	Communication and marketing	14	906	892	0	3	895	895	895
399	Works and services administration	30	443	413	0	0	413	403	403
643	Corporate administration	169	843	674	0	0	674	674	674
197	Environmental services administration	0	202	202	0	0	202	202	202
311	Community services administration	0	317	317	0	0	317	317	317
(2)	Nursery	485	475	(10)	0	3	(7)	(7)	(7)
0	Parks and gardens	1,252	1,251	(1)	0	0	(1)	(1)	(1)
(147)	Water, drainage and refuse	1,998	1,834	(164)	0	0	(164)	(164)	(164)
495	Remuneration increase allowance		850	850	0	0	850	850	850
8,250	<b>TOTAL</b>	18,536	24,476	5,940	516	2,920	9,376	9,677	9,535
8,250	Total cost of support services						9,376	9,677	9,535
(766)	Less support services allocated to business units						(740)	(742)	(751)
(48)	Business unit (surplus) / deficit						(77)	(79)	(64)
7,436	<b>ALLOCATED TO STRATEGIC AREAS</b>						8,559	8,856	8,720
5,300	<b>CAPITAL EXPENDITURE</b>						3,442	2,715	4,115

Council's current policy relating to Business Unit operations is to allocate surpluses and deficits across the Significant Activities. Section 20A of the Transit NZ Act requires Council to separately disclose those activities which receive funding from Transfund. Council understands that the purpose of this requirement is to clearly show Government support to Council's programme from the Land Transport Fund. This note discloses the Council activities or functions which receive funding, either directly or indirectly from this Fund.

Transfund Funded Activities are:

Business Unit	Function	Objective
Roads and Traffic	Professional Services for the management of the roads and traffic assets.	To provide cost effective professional services for the management of the streets assets.
Design Services	Professional services contract for investigation, reporting and design work.	To provide a timely, cost effective and quality service which will contribute to the success of the client in its service to the community.

Budget 2002	In-House Professional Services For TNZ	Other Activities	Allocated to Significant Activities	Total Revenue	Direct Operating Cost	Support Services	Depreciation	Total Expenditure	Net Cost of Service		
									2003	2004	2005
0	Roads and traffic	422	1,342	(44)	1,720	1,593	127	1,720	0	0	0
0	Design services	302	1,822	(9)	2,115	1,956	155	2,115	0	0	0
0	<b>TOTAL TRANSFUND</b>	724	3,164	(53)	3,835	3,549	282	3,835	0	0	0
	<b>FUNDED BUSINESS UNITS</b>										
0	City parks		5,264	(27)	5,237	4,928	307	5,237	0	0	0
0	Utilities works		3,770	3	3,773	3,622	151	3,773	0	0	0
0	<b>TOTAL BUSINESS UNITS</b>	724	12,198	(77)	12,845	12,099	740	12,845	0	0	0
0	<b>CAPITAL EXPENDITURE</b>								0	0	0

**NOTE 2: Investment Income**

Budget 2002		Budget 2003
15	N.Z.L.G.I.C.	0
32	Investment interest	4
1,346	Special and sinking fund interest	1,190
1,393	<b>TOTAL INVESTMENT INCOME</b>	<b>1,194</b>

**NOTE 3: Cash Contributions**

Budget 2002		Budget 2003
150	Wastewater connections	150
200	Stormwater connections	200
140	Water connections	140
22	Contribution to new watermain	22
51	Hamilton Gardens Char Bagh Garden	100
0	Environment Waikato for bus shelters	4
0	Mighty River Power	80
563	<b>Capital contributions</b>	<b>696</b>
426	Infrastructural levies - roading	400
24	Infrastructural levies - water	97
65	Infrastructural levies - wastewater	53
146	Infrastructural levies - stormwater	163
475	Subdivisional reserves - residential	719
150	Subdivisional reserves - industrial	92
25	Subdivisional reserves - commercial	89
0	Environment Waikato (Project Watershed)	431
45	Cemetery income	47
1,356	<b>Special fund income</b>	<b>2,091</b>
1,919	<b>TOTAL CASH CONTRIBUTIONS</b>	<b>2,787</b>



**NOTE 4: Transfers From Reserves**

Budget 2002		Budget 2003
1,532	Subdivisional reserves	1,026
0	Passenger transport reserve	5
0	Plant and vehicle reserve	164
0	Property maintenance reserve	268
0	Parking reserve	47
710	Horotiu landfill reserve	10
738	Infrastructural reserves	1,862
0	Domain endowment reserve	339
0	Project watershed reserve	105
2,980	Capital transfers from reserves	3,826
50	Infrastructural reserves	0
0	Subdivisional reserves	200
0	Parking reserve	55
0	Project watershed reserve	246
171	Municipal Crown endowment reserve	78
1,049	Horotiu landfill reserve	0
397	Loan interest reserve	284
1,617	Operating transfers from reserves	863
4,597	<b>TOTAL TRANSFERS FROM RESERVES</b>	<b>4,689</b>

**NOTE 5: Transfers To Reserves**

Budget 2002		Budget 2003
1,356	Special fund contributions	2,091
1,346	Special and sinking fund interest	1,190
270	Horotiu landfill aftercare reserve	182
0	Horotiu landfill reserve	1,352
75	Storm damage reserve	75
71	Waikato Stadium reserve	0
0	Fleet replacement reserve	164
0	Property renewals reserve	268
0	Parking reserve	50
50	Disaster recovery reserve	50
3,168	<b>TOTAL TRANSFERS TO RESERVES</b>	<b>5,422</b>

**NOTE 6: External Consultants**

Costs for external consultants (comprising legal and professional fees) have been incorporated as follows:

Budget 2002		Budget 2003
210	Chief executive's office	145
300	Community services	324
100	Corporate	177
110	Environmental services	150
250	Works and services	252
970	<b>TOTAL EXTERNAL CONSULTANTS</b>	<b>1,048</b>

## HAMILTON CITY—A PROFILE

A selection of comparisons (as at 30 June)

	2001	2002
POPULATION <sup>1</sup> (usually resident in Hamilton)	117,000 (June est)	118,700 (June 01 est)
CITY LAND AREA	9427 hectares	9427 hectares
HOUSING (number of permanent private dwellings)	41,055 (Mar 01)	41,949 (Dec 01 est)
EMPLOYMENT <sup>2</sup>	50,240 (Feb 00)	51,360 (Feb 01)
BUSINESSES	9198 (Feb 00)	9078 (Feb 01)
ENVIRONMENT		
Number of parks and gardens	122 (529 hectares)	124 (541.2 hectares)
Number of sports areas (NB: Duke St Park no longer included)	57 (425 hectares)	59 (425.7 hectares)
Number of play areas	75	75
Number of swimming pools	3	3
Walkways in parks and reserves	44km	44km
Number of street trees	25,000 (est)	27,200 (est)
INFRASTRUCTURE		
Traffic bridges over Waikato River	6	6
Number of bridges <sup>3</sup>	52	55
Length of streets (road centreline length)	530km	540km
Length of footpaths	827km	838km
Length of cycleways <sup>4</sup>	16.6km	25km
Length of wastewater pipes	698km	707km
Length of stormwater pipes	547km	556km
Length of open stormwater drains	86km	86km
Length of water pipes	892km	906km
REFUSE DISPOSAL (deposited at the Horotiu Landfill)		
City	77,104 tonnes	56,492 tonnes (Feb 02)
Other areas <sup>5</sup>	18,242 tonnes	12,373 tonnes (Feb 02)
RATING DATA		
Rating system	land value	land value
Rateable properties (all excluding not-rated)	44,944 (July 01)	45,991 (July 02)
Rateable land value (all excluding not-rated)	\$3321m (July 01)	\$33637m (July 02)
Rateable capital value (all excluding not-rated)	\$8346m (July 01)	\$9483m (July 02)
Date of city revaluation	1 Sept 2000	1 Sept 2000
NET CITY DEBT (including internal borrowing of \$15m)	\$104.5m	\$106.4m
YEARS OF RATE REVENUE TO REPAY NET CITY DEBT (including internal borrowing)	1.69 years	1.66 years
RATES REVENUE	\$61.5m	\$64.0m

<sup>1</sup> The June 2001 estimate of 118,700 people from Statistics New Zealand was released in March 2002 and was based on results from the 2001 Census of Population and Dwellings. The June 2002 estimate for Hamilton city had not been released by Statistics New Zealand when this document was prepared.

<sup>2</sup> Full-time equivalents (i.e., the total number of full-time employees and working proprietors plus half of the number of part-time employees and working proprietors. Those working less than 30-hours per week are defined to be part-time).

<sup>3</sup> 'Bridges' includes traffic bridges, large culverts, and pedestrian bridges/underpasses.

<sup>4</sup> Includes on-road and off-road cycling facilities.

<sup>5</sup> Includes waste from other districts.

## GLOSSARY OF TERMS

### AGENDA 21

Agenda 21 is the title of a document produced by the 1992 Rio Earth Summit. Agenda 21 is a global plan for sustainable development in the twenty-first century, and recognises that global issues need to be addressed at the local level—hence the expression ‘think globally, act locally’.

### ANNUAL PLAN

The Annual Plan is Council’s primary means of communicating to the public its projects and programmes, and how they will be funded and measured, for the coming financial year. It also includes Council’s key policies, plans and strategies as well as a range of additional related information.

### ANNUAL RESIDENTS SURVEY

This is an annual survey conducted by an independent research company of the city’s residents. Around 700 residents are interviewed by telephone. It is Council’s key barometer of gauging the community’s opinion on its use and satisfaction with Council provided facilities and services, and of overall attitudes and community needs.

### ASSET MANAGEMENT PLANS

Asset Management Plans consider the level of service required for key infrastructural activities and services of Council, and the assets required to support those services. The plans include ensuring that maintenance and asset replacement is at a level to allow the agreed provision of services to continue, that depreciation on assets is funded, and that the future growth of the city is catered for.

### CAPITAL EXPENDITURE

Expenditure on assets: purchase, construction or upgrading.

### CARRIAGEWAYS

The part of roads intended for vehicles to travel on.

### CENTRAL AREA

The main commercial and retail centre of Hamilton.

### CURRENT ASSETS

Assets which can be readily converted to cash, or will be used up during the year.

### DEPRECIATION

The charge representing consumption or use of an asset assessed by spreading the asset cost over its estimated economic life.

### DIRECT/INDIRECT BENEFITS

Direct benefits are what people get out of a service they pay for. For example, enjoying a visit to the zoo. Indirect benefits are what the community or city gets out of having those services provided.

### DISTRICT PLAN

The Hamilton City District Plan is a legal document prepared under the Resource Management Act 1991 (RMA). The district plan defines the way in which the city’s natural and physical resources will be managed to achieve the purpose and principles of the RMA. The plan provides a framework of resource management policy and implementation methods to manage the effects of the use, development or protection of land and associated natural and physical resources in the city.

### FINANCIAL MANAGEMENT POLICY

Every local authority is required by the Local Government Act 1974 to develop a Financial Management Policy. Council’s Financial Management Policy comprises its: Long-Term Financial Strategy, Funding Policy, Investment Policy, Borrowing Management Policy, and Rating Policy.

**GOAL**

A long-term organisational target or direction of development. Goals state what the organisation wants to accomplish or become.

**INFRASTRUCTURAL ASSETS**

These are essential services such as water, stormwater, wastewater and roading. They also include associated assets such as pump stations, treatment plants, street lighting and bridges.

**JOINT VENTURE**

A form of arrangement in which there is a contractual association, other than a partnership, between two or more parties to undertake a specific business project.

**LATE**

LATEs are Local Authority Trading Enterprises, which are companies or other organisations (not including trusts) in which Council has a significant interest.

**LEVELS OF SERVICE**

The standard to which services are provided, e.g., speed of response times to information requests, the standard of the stormwater drainage system to prevent incidents of surface water flooding, etc.

**LOCAL GOVERNMENT ACT**

The Act of Parliament that legally defines the powers and responsibilities of all Territorial Local Authorities.

**LONG-TERM FINANCIAL STRATEGY**

Also known as Council's 10-year plan, it sets out Council's projects and programmes over the next 10-years, and the means by which they will be funded.

**MISSION STATEMENT**

Conveys the function and purpose of Hamilton City Council. It includes why the organisation exists and what it seeks to accomplish.

**OBJECTIVE**

A measurable target that must be met on the way to attaining a goal.

**OPERATING SURPLUS**

Operating surplus is an accounting term that means the excess of operating income over operating costs. An operating surplus is inclusive of non-cash items such as income and expenditure owing but not paid (debtors and creditors) and depreciation.

**OUTCOMES**

Outcomes are desired results that Council wants to achieve for the community as a result of the success of its projects and services. Some of the factors that influence an outcome may be outside Council's control.

**PERFORMANCE MEASURE**

Performance measures provide a way to gauge the achievement of the objectives.

**RESOURCE MANAGEMENT ACT 1991 (RMA)**

The purpose of this Act is to promote the sustainable management of natural and physical resources.

**SERVICE**

Those areas of Council activity within a significant service where it is helpful to break down the significant service to a lower level.

#### **SIGNIFICANT SERVICE**

The cost centres of Council that are classified under each Strategic Area.

#### **SOLID WASTE**

Waste products of non-liquid or non-gaseous nature, e.g., building materials, used packaging, etc.

#### **STRATEGIC AREA**

Key areas in Hamilton's Strategic Plan 2002–2012 that encapsulate the community's vision for a more sustainable city. The six strategic areas are: Sustaining Hamilton's Environment; Growing Hamilton; Promoting Hamilton; Experiencing Our Arts, Culture and Heritage; Living in Hamilton; and Enjoying Our City. Council's annual plan is also arranged under these six areas.

171

#### **STRATEGIC PLAN (HAMILTON'S STRATEGIC PLAN 2002–2012)**

The strategic plan is the community's vision for a more sustainable city. The plan is based on the theme of sustainable development, which is central to Agenda 21. The plan is in two parts. Part One: outlines the community's vision, goals and outcomes for Hamilton's long-term sustainable development. Part Two: outlines Council's response to the community's vision for the city, and contains Council's Long-Term Financial Strategy, which details current and projected spending on projects and programmes over the next 10-years. The plan also contains a summary of the state of the city's 25 sustainability indicators that were developed through an extensive community participation process.

#### **SUSTAINABLE DEVELOPMENT**

Sustainable development is the cornerstone of Agenda 21 and can be interpreted as providing the following:

- A viable natural environment capable of supporting life systems, now and in the future
- A sufficient economy that provides sustainable livelihoods for all
- Nurturing communities that provide opportunities for meeting social, cultural and spiritual needs.

The report from the Office of the Parliamentary Commissioner for the Environment notes that sustainable development can be thought of as 'Getting more, from less, for longer'.

#### **TERRITORIAL LOCAL AUTHORITIES (TLA)**

There are 74 territorial authorities in New Zealand, which include city councils, district councils and regional councils.

#### **VISION**

This is the community's aspiration for a more sustainable Hamilton as shown in Hamilton's Strategic Plan 2002–2012. It provides a guiding direction for individuals, organisations, businesses and Council to achieve the strategic plan's goals and outcomes.









## 1.0 BACKGROUND

The Financial Management Policy and Long-Term Financial Strategy have been reviewed and updated as part of the 2002/03 Annual Plan process.

As required by Section 223D(3) of the Local Government Act 1974 (the Act), the following pages provide an outline of Council's Long-Term Financial Strategy, Funding Policy, Investment Policy, Borrowing Management Policy and Rating Policy. Copies of the full Financial Management Policy and Long-Term Financial Strategy are available on request from the Hamilton City Council.

Key financial data from the Financial Management Policy have been included in the Appendices of this Annual Plan.

The Financial Management Policy and Long-Term Financial Strategy will be next reviewed as part of the 2005/06 Annual Plan process.

## 2.0 LONG-TERM FINANCIAL STRATEGY

### 2.1 LONG-TERM FINANCIAL STRATEGY

The Long-Term Financial Strategy addresses the financial requirements and considerations likely to affect Council, including infrastructural demands, which may arise from growth or to maintain existing investment in assets.

The Long-Term Financial Strategy and related policies covers 10-years, from 2002/03 to 2011/12 and details the following:

- reasons for Council engaging in its activities
- estimated expenditure, including debt servicing and the decline in the service potential of assets
- special and capital projects
- sources of funding
- cashflow projections for the period, including any planned asset sales
- statement of financial position
- commitments and contingencies
- asset management plans
- capital expenditure policy
- funding policy
- investment policy
- borrowing management policy
- rating policy.

Section 122U of the Act requires that any material differences between the Annual Plan and the Financial Management Policy must be identified. Variations between the 2002/03 Long-Term Financial Strategy and the Approved 1999/00 Long-Term Financial Strategy are summarised in Council's 2002/03 Annual Plan.

## 2.2 REASONS FOR SERVICES

A full disclosure of the reasons why Council is engaged in its services is included in the detailed 2002/03 Financial Management Policy. Briefly, the four reasons relate to:

- statutory obligation
- Council's mission statement
- review of core functions
- Hamilton's Strategic Plan.

## 2.3 SPECIAL AND CAPITAL PROJECTS

Council is required to identify its major projects for the purpose of completing the Long-Term Financial Strategy and Funding Policy. Council has confirmed that all major projects are budgeted for and funded through the Annual Plan process.

## 2.4 EXPENDITURE

The cost of estimated expenses including debt servicing and depreciation of each activity or service is included in the cost of service statements. Council has confirmed that all strategic areas are budgeted for and funded through the Annual Plan process.

The Consolidated Forecast Statement of Financial Performance is shown in Appendix 7.4.

## 2.5 SOURCES OF FUNDS

Funds to meet the cost of the estimated expenses will be contributed through a variety of sources. Each service has been assessed to determine the appropriate method of funding.

Sources of funds are as follows:

- Rates—these cover the revenue shortfalls for all significant services after any direct revenue earned from customer services has been applied
- Fees and Charges (user pays principle)—these are utilised where the services can be quantified and the end customer readily identified
- Borrowing—used to fund capital and infrastructural developments or refinance existing assets
- Subsidies (including government grants)—e.g., from third parties such as Transfund New Zealand
- Revenue and Other (including dividends and interest)—contributions from associate and subsidiary companies as well as interest arising on investments
- Capital Contributions (including sale of assets)—these can be from any source, including proceeds from the sale of assets and revenue from third parties
- Financial and Reserve Contributions on Subdivision and Development—financial and reserve contributions under the District Plan do not constitute a funding mechanism in terms of the Local Government Act and so do not form part of this Funding Policy. However, the role of such contributions in the city's asset development needs to be recognised.

Council has confirmed that all strategic areas are budgeted for and funded through the Annual Plan process.

## 2.6 CASHFLOW PROJECTIONS

The Statement of Financial Performance provides the basis of the cashflow projections for the period of the Long-Term Financial Strategy.

The Consolidated Forecast Cashflow Statement has been prepared in a summarised format which details how funds from operating, investing and financing activities will be utilised, consistent with the Long-Term Financial Strategy.

The Consolidated Forecast Cashflow Statement is shown in Appendix 7.5.

## 2.7 STATEMENT OF FINANCIAL POSITION

The statement of financial position estimates the balances of reserves, investments, assets and debt, and also estimates the changes in equity over this period.

The Consolidated Forecast Statement of Financial Position and Consolidated Forecast Statement of Movement In Equity are shown in Appendix 7.6 and 7.7.

## 2.8 COMMITMENTS AND CONTINGENCIES

It has been assumed that all projects undertaken in any financial year are completed within the same financial year. There are therefore no outstanding contractual commitments for any individual year, which need to be provided for. Council has some future commitments to developers who have advance funded the development of infrastructure.

Council is at times requested to act as guarantor to loans raised by community organisations and sports clubs. Subject to meeting Council's loan guarantor criteria, Council may agree to such guarantees only so long as the total annual contingent loan servicing charges of all such guarantees do not exceed a sum equivalent to 2 per cent of the proceeds of the general rate for the preceding financial year.

While specific community groups that might require loan guarantees in the future have not been identified, an amount has been included based on the maximum of 2 per cent of the general rates for the preceding financial year.

Council may be involved as defendant in various public liability and professional indemnity claims arising out of its normal operations. A portion of these claims may not be covered under specific insurance policies.

Appendix 7.8 summaries the estimated contingencies based on known events. A general provision has been included for events which have not yet occurred or been identified.

Council is insured for civil disaster, material damage (replacement of buildings) and business interruption. Infrastructural assets including bridges are not insured.

## 2.9 ASSET MANAGEMENT PLANS

In arriving at its Long-Term Financial Strategy, Council relied on Asset Management Plans that were updated July 2001, and presented to Council at a workshop on 23 November 2001.

All of the Asset Management Plans have been peer reviewed and the detailed information contained in the plans has been used as a base for the 2002/03 Long-Term Financial Strategy. The Asset Management Plans provide strong linkage to the long-term planning of Council, particularly in the areas of asset maintenance and renewal, provision of appropriate assets to support services of Council, and the funding of depreciation.



Asset Management Plans that have been developed are:

- City beautification
- Halls and leased buildings
- Parks and gardens
- Public toilets
- Refuse services
- Roads and traffic
- Sports areas
- Stormwater services
- Wastewater services
- Water services.

An outline of these Asset Management Plans, is included in the detailed 2002/03 Financial Management Policy.

#### 2.10 CAPITAL EXPENDITURE POLICY

Loan funding is available as a funding mechanism for all special projects, subject to Council approval. Other methods of funding (subsidies, fees and charges, reserves or rates) should be considered as the primary means of funding prior to loan funding. Each case is however considered on its own merits. Where a loan is employed as the means of funding a special project, the cost of capital is to be spread over significant services on the basis of the book value of land and buildings employed, except where the costs are to be recovered from specific services (as outlined in the Statement of Accounting Policies).

Special consideration is given to the landfill refuse service, where there is an identified need to ring-fence the financing costs associated with the landfill. Council has agreed that loan funding is appropriate, and that the debt servicing cost will be directly charged to the service and be recovered through fees and charges rather than rates.

#### 2.11 MATERIAL ERROR POLICY

Council is required under Section 122T(2) of the Act to define what constitutes a material error in any current Long-Term Financial Strategy, Funding Policy, Investment Policy or Borrowing Management Policy. The policy is:

Any financial error of \$2.5 million or more in any of these policies (being: Long-Term Financial Strategy, Funding Policy, Investment Policy or Borrowing Management Policy) would constitute a material error.

In the event that such an error is identified, Council is obligated as soon as practicable, by resolution publicly notify and amend the strategy or policy, unless the error is such that Council is satisfied on reasonable grounds that no person will otherwise be significantly disadvantaged. In this event the Council shall prepare and adopt a replacement strategy or policy as early as is lawfully practicable.

#### 2.12 PERFORMANCE TARGETS

The table below summarises the performance targets set for the Long-Term Financial Strategy.

Objective	Target
To maintain the direction specified in the Long-Term Financial Strategy.	Achieve the budgeted figures specified in the Annual Plan.
To manage the level of commitments and contingencies.	Total commitments do not exceed \$2 million.
	Total contingencies do not exceed 2% of the general rate for the preceding financial year, (noting that for loan guarantees to only include the total annual contingent loan servicing charges of the loans, not the full value of the loan guarantees).

### 3.0 FUNDING POLICY

This is an outline of the Funding Policy. The complete Funding Policy is included in the detailed 2002/03 Financial Management Policy.

The Funding Policy is designed to ensure that the allocation of costs by function is met by the people or groups benefiting from the function. The policy framework sets out a number of funding principles, modifying factors and funding mechanism options that Council considers when establishing its Funding Policy.

Economic principles were used to analyse the benefits of each of Council's significant services.

The appropriate funding mechanisms were applied to determine the most efficient manner for recovering expenditure.

The three-step funding process (incorporating funding principles, funding consideration and funding mechanism for analysing how to fund Council's significant service expenditure) was included in the discussion for each analysis in the 2002/03 Annual Plan and Financial Management Policy.

#### 3.1 THE THREE-STEP FUNDING PROCESS

*Step-one* concerned the allocation of costs of services based on economic principles. This step reaches a conclusion on apportionment of the relative public and private good characteristics of the service. The theoretical funding mechanism is based on the apportionment or expenditure needs. These apportionments are represented by broad bands set at 25 per cent intervals and are intended to be indicative.

*Step-two* considered the form that any funding should take and whether any modification of the allocation determined by 'step-one' is required based on the following considerations: the interests of residents and ratepayers; fairness and equity; lawful policy; ease of adjustment.

*Step-three* established how Council will fund expenditure in a way that achieves, or approximates the allocation of costs at 'step-two'. Due to the variability of a number of the services, funding conclusions have been specified in terms of percentage ranges or in terms of planned targets.

The rate allocation table shown as Appendix 7.11 shows the rate contribution from each property sector for each of the significant services. This table was derived from the analyses described in the detailed 2002/03 Financial Management Policy.

#### Support Services and Business Units

Council did not consider it necessary to go through the three-step funding process for support services, as these costs are allocated across the significant services covered in the funding analysis. A similar approach was adopted in respect of business units, for the reason that their costs are recovered through end-user services and covered in the funding analysis.

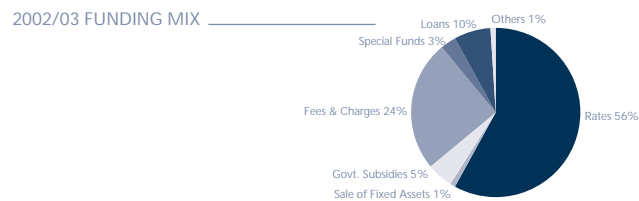


### 3.2 TAX DEDUCTIBILITY ADJUSTMENT

Council determined that there is a difference in the burden of rates on business compared with residential ratepayers, resulting from the ability of businesses to claim tax deductions for rates. Firstly, an input tax credit can be claimed by a business for GST paid in respect of rates. This affects the commercial and large rural ratepayers. Secondly, businesses are able to claim rates paid as a tax deduction with respect to corporate income tax. This affects the commercial, multi-unit and large rural property sectors. Council concluded that the application of differential rates to the business community is appropriate to balance this disparity in the relative abilities of the business and residential sectors to pay. Council also determined that a tax deductibility adjustment is applied as a 'step-three' consideration across all the significant services.

### 3.3 MIX OF FUNDING MECHANISMS FOR THE CITY AS A WHOLE

The Funding Policy is required to include a statement of the mix of funding mechanisms for the city as a whole and explanation of how the mix achieves the allocations decided on by Council. The proportional mix of funding mechanisms are outlined below. Note that this statement should be read in conjunction with the Consolidated Forecast Cashflow Statement shown in Appendix 7.5.



### 3.4 PERFORMANCE TARGETS

The table below summarises the performance targets set for the Funding Policy.

Objective	Target
To maintain a mix of funding mechanisms to meet the total funding requirements of the city.	<p>Fees and charges comprise at least 20% of total revenue.</p> <p>Differentials on property sectors maintained to achieve the rate recovery specified in the Annual Plan.</p>

### 3.5 TARGETED FUNDING SOURCES AND MECHANISMS

This table shows Council's decisions relating to funding mechanisms that are appropriate to each service as outlined in the Funding Policy Section of the detailed 2002/03 Financial Management Policy.

Strategic Area/Significant Services	2002/03	Funding Sources & Mechanisms
<b>STRATEGIC AREA A: Sustaining Hamilton's Environment</b>		
<b>Wastewater</b> Management of the wastewater collection network and delivery to the treatment plant for disposal. The wastewater treatment plant treats the wastewater and delivers it to the Waikato River.	7% 93%	Fees & Charges General Rates
<b>Stormwater Network Management</b> Operation and maintenance of stormwater assets including public piped open drains and watercourses.	3% 97%	Fees & Charges General Rates
<b>Refuse</b> Collection and disposal of refuse and recyclables, operation of refuse transfer station and management of closed landfills as well as the operation, monitoring and provision of aftercare at Horotiu landfill.	66% 34%	Fees & Charges General Rates
<b>Water Supply</b> Management of the water distribution network. Water abstraction from the Waikato River, treatment and storage in reservoirs.	41% 59%	Fees & Charges General Rates
<b>Sustainable Environment</b> Promotion of environmental education, waste reduction, Festival of the Environment and Keep Hamilton Beautiful.	100%	General Rates
<b>Environmental Health</b> Monitoring, inspection and enforcement of standards in regards to all food premises, pool water quality, inspections of premises storing hazardous substances, the control of air, noise and land pollution.	47% 53%	Fees & Charges General Rates
<b>STRATEGIC AREA B: Growing Hamilton</b>		
<b>Roads and Traffic: Road Network Management</b> Professional and technical work involved in providing ongoing management of the city's roading network.	17% 83%	Subsidy General Rates

Strategic Area/Significant Services	2002/03	Funding Sources & Mechanisms
<b>Roads and Traffic: Carriageways Management</b> General maintenance, cleaning, resealing, bridge maintenance and construction, rehabilitation and construction of the carriageway component of the roading network.	11% 89%	Subsidy General Rates
<b>Roads and Traffic: Traffic Services/Street Lighting</b> Operation and maintenance of roadmarking, safety fences, traffic islands, signs, street lighting, bus shelters and other road safety activities.	29% 71%	Subsidy General Rates
<b>Roads and Traffic: Footpaths, Cycleways and Verges</b> Maintenance of the city's footpaths, cycleways and verges including resurfacing, cleaning and vegetation control.	100%	General Rates
<b>Road Safety Programme</b> Provides professional and technical input into management of roading safety and community based road safety initiatives.	44% 56%	Subsidy General Rates
<b>Hamilton Transport Centre</b> Management of the Hamilton Transport Centre in liaison with Environment Waikato.	27% 73%	Fees/Subsidy General Rates
<b>Central Area Off-Street Parking/Parking Enforcement</b> The management of off-street parking spaces in River Road, Knox Street and Kent Street car parks as well as the management of on-street parking control, parking turnover, vehicle and road safety.	100%	Fees & Charges
<b>Building Control</b> Applying laws relating to the construction and maintenance of new and existing buildings. Provides administrative and business support to the Environmental Services group, customer reception to Council and Land Information services (LIM).	74% 26%	Fees & Charges General Rates
<b>Planning Guidance</b> Planning advice, receiving and processing applications for land use and subdivision consents, and to monitor compliance with the Hamilton District Plan and Resource Management Act 1991.	47% 53%	Fees & Charges General Rates

Strategic Area/Significant Services	2002/03	Funding Sources & Mechanisms
<b>Animal Care and Control</b> Animal control, litter and general bylaw enforcement.	48%	Fees & Charges
<b>Property Management (endowments and investments)</b> Management and administration of endowment properties as well as the management and administration of Council's corporate properties.	52%	General Rates
<b>STRATEGIC AREA C: Promoting Hamilton</b>		
<b>Economic Development</b> Contributions to Enterprise Hamilton and Tourism Waikato and other economic development and marketing programmes.	100%	General Rates
<b>Sister Cities Programme</b> A programme of people-to-people links at city level to promote international understanding. Hamilton has formal links with three cities: Saitama City (Japan), Wuxi (China) and Sacramento (USA).	100%	General Rates
<b>STRATEGIC AREA D: Experiencing Our Arts, Culture and Heritage</b>		
<b>Hamilton Theatre Services</b> Management and operation of three unique live performance facilities (Founders Memorial Theatre, WestpacTrust Community Theatre and The Meteor theatre).	38% 62%	Fees & Charges General Rates
<b>Libraries</b> Public library services at the central library and five branch libraries.	11% 89%	Fees & Charges General Rates
<b>Waikato Museum of Art and History (incl ArtsPost and Exscite)</b> To encourage, support and promote the arts in Hamilton as well as promote and popularise science and technology through Exscite and the operation of a venue for the use by arts groups in the community and to oversee the leases and gallery operating contracts.	9% 91%	Fees/Subsidy General Rates

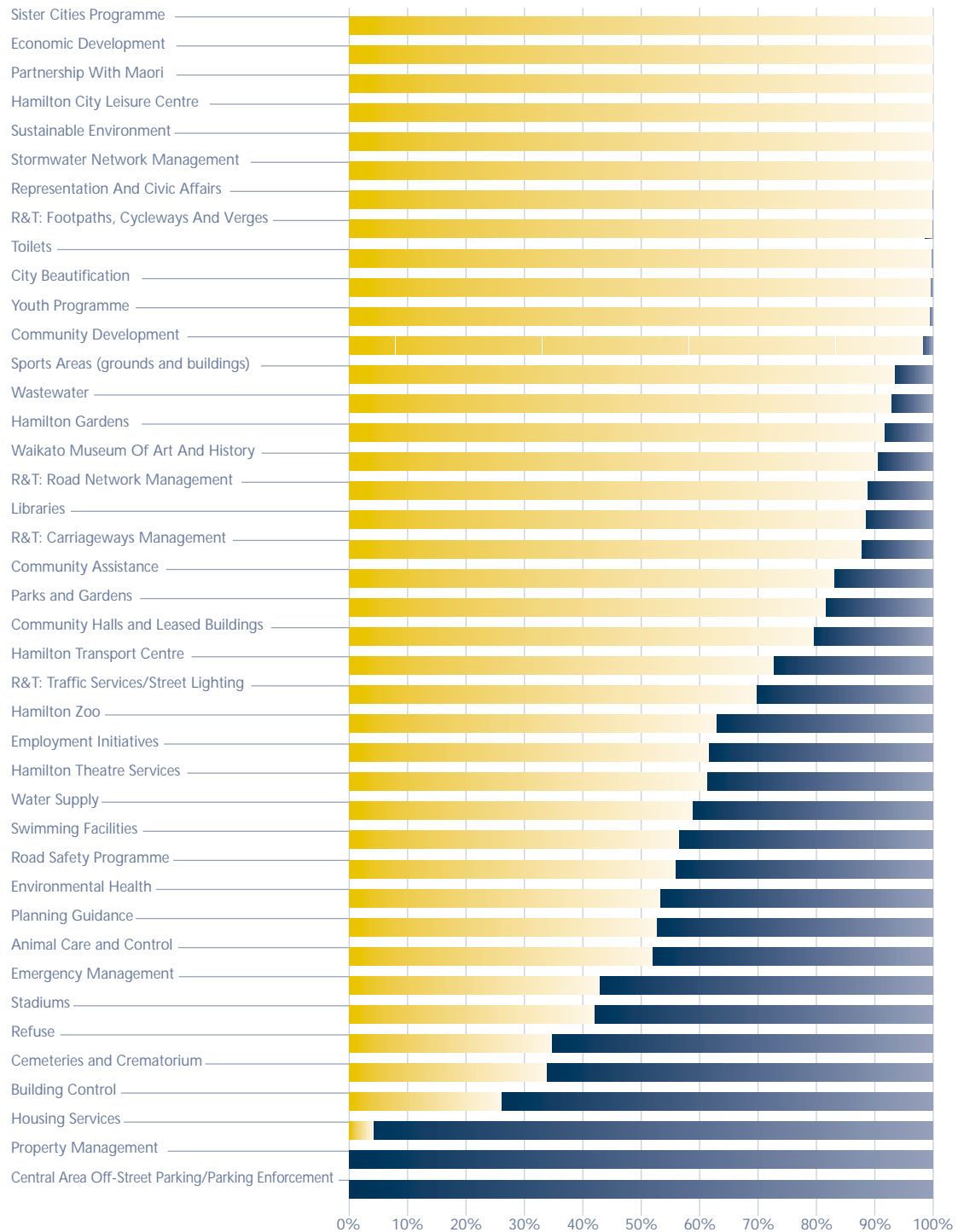
Strategic Area/Significant Services	2002/03	Funding Sources & Mechanisms
<b>STRATEGIC AREA E: Living in Hamilton</b>		
<b>Community Development</b> Operation and management of community neighbourhood workers, community facilities, community houses and support to ethnic communities.	2% 98%	Subsidy General Rates
<b>Youth Programme</b> Operation and management of Youth Zone facility, youth workers and funding and monitoring of after-school care and holiday programmes.	1% 99%	Fees & Charges General Rates
<b>Community Assistance</b> Management of the dispersal of funds from Creative NZ, the Hillary Commission and Council to the community.	16% 84%	Subsidy General Rates
<b>Housing Services</b> Operation of affordable housing for older and less-abled persons.	96% 4%	Fees & Charges General Rates
<b>Employment Initiatives</b> Facilitation of people's entry into employment through training and project based work experience.	41% 59%	Subsidy General Rates
<b>Emergency Management</b> Management of emergency management strategies, programmes and plans that reduce or eliminate the impact of the consequences of a disaster in Hamilton and the Waikato region.	3% 97%	Subsidy/ Contributions General Rates
<b>Partnership With Maori</b> Contribution to the Maori community by way of assistance with Maori development.	100%	General Rates
<b>Cemeteries and Crematorium</b> Operation and maintenance of burial and cremation of deceased persons.	66% 34%	Fees & Charges General Rates
<b>Representation and Civic Affairs</b> Provides support to Council's democratic process, including elected members remuneration, meetings, public consultation, communication, civic functions, elections and maintenance of electoral roll.	100%	General Rates

Strategic Area/Significant Services	2002/03	Funding Sources & Mechanisms
<b>STRATEGIC AREA F: Enjoying our city</b>		
<b>Sport Areas (grounds and buildings)</b> Maintenance and development of areas for sport.	6% 94%	Fees & Charges General Rates
<b>Parks and Gardens</b> Maintenance and management of parks and green spaces.	20% 80%	Fees & Charges General Rates
<b>City Beautification</b> Development and maintenance of beautification areas around the city including trees and traffic island plantings.	1% 99%	Fees & Charges General Rates
<b>Stadiums</b> Management and operation of the Waikato Stadium, WestpacTrust Park and Waikato Events Centre.	53% 47%	Fees & Charges General Rates
<b>Hamilton Leisure Centre</b> Operation of a centre promoting affordable fitness, sport and leisure programmes and activities.	100%	General Rates
<b>Swimming Facilities</b> Operation of swimming facilities throughout the city.	43% 57%	Fees & Charges General Rates
<b>Community Halls and Leased Buildings</b> Operation of halls and Council-owned facilities leased for cultural, social and recreational needs.	20% 80%	Fees & Charges General Rates
<b>Hamilton Zoo</b> Operation and management of the zoo.	37% 63%	Fees & Charges General Rates
<b>Hamilton Gardens</b> Maintenance and management of Hamilton Gardens and Pavilion.	8% 92%	Fees & Charges General Rates
<b>Toilets</b> Operation and cleaning of toilet facilities throughout the city	100%	General Rates



# TARGETED FUNDING SOURCES AND MECHANISMS

General Rates Fees & Charges



## 4.0 INVESTMENT POLICY

### 4.1 OBJECTIVES

For the foreseeable future, Council will have a permanent net debt/borrowing position and will, where practical, use flexible short-term working capital money market funding lines instead of maintaining cash deposits. Accordingly, it will not have any requirement to be in a surplus cash situation apart from:

- the management of historical sinking funds
- restricted special funds, and
- trust funds.

Therefore, outside of the above-mentioned exceptions, any liquid investments must be restricted to a term that meets future cash flow projections.

The objective of the investment policy is consistent with Council's objectives and with the Strategic and Annual Plans. It is:

- (i) to maximise interest income on investments approved within the policy, by profiling the investment portfolio to gain from favourable market movements and to protect against adverse movements
- (ii) to manage short-term cashflows in an efficient and prudent manner
- (iii) to manage a level of liquidity sufficient to meet both planned and unforeseen cash requirements
- (iv) to invest only in approved financial securities and maturity time periods permitted by the policy
- (v) to have an adequate monitoring and reporting process to ascertain existing risk position and to measure performance levels against a predetermined benchmark
- (vi) to operate a conservative approach to ensure protection of Council's assets
- (vii) to establish investment and control practices and procedures to prevent unauthorised transactions
- (viii) to establish an accurate cashflow forecasting model/schedule to increase efficiency in Council's investment decision-making.

## 4.2 GENERAL POLICY

### 4.2.1 Management structure

The management structure involves the Funds Accountant, Finance and Administration Manager, General Manager Corporate and Chief Executive Officer who report to Council through the Strategic Policy and Planning Co-ordination Committee. Refer to Section 5.4.3 for full-delegated authorities.

### 4.2.2 Acquisition of new investments

Council has adopted a conservative approach to its fiduciary duty to ratepayers. It will generally rely on proven investments (such as cash) but may invest in shares or property where specified criteria are met. These criteria are outlined in Section 4.2.7 (below). The Council has established a level of \$2.5 million to identify significant issues, which require public consultation.

#### 4.2.3 Cash investments

Council's general, special or reserve funds cash (when required to be held in cash, e.g., Restricted Special Funds which can not be used for internal borrowing) will, as far as practicable, be spread by institution and instrument, having particular consideration to the type of fund being invested, the fund's cashflow requirements, interest rates available, and the risk of default.

#### 4.2.4 Trust funds

Any funds held by Council that are subject to a form of trust deed will be administered according to the conditions of the appropriate trust deed.

#### 4.2.5 Special funds and reserve funds

From time-to-time, Council establishes special funds or reserve funds. These funds or reserves are usually used for specific purposes and will be accounted for according to the conditions set out at the time of establishing the fund or reserve (or as amended by Council resolution). Liquid assets will not be required to be held against special funds, instead, such commitments to future specified releases will be covered by a committed standby line of credit in the form of a committed credit facility. Such a facility will be for an amount equivalent to the maximum special fund release commitments over a 12-month period and, as in the nature of the facility, will be reviewed annually. Liquid assets (except when restricted to being held in cash as per Section 4.2.3) will be utilised for internal borrowing to offset Council's working capital and debt funding requirements.

Accounting entries representing monthly interest accrual allocations will be made using the lower of:

- Council's average weighted cost of funds for that period, or
- weighted average 90-day bank bill bid rate for that period.

Such a mechanism is subject to a Council resolution, which will supersede previous Council resolutions pertaining to the funding of specific special funds.

#### 4.2.6 Sinking funds

Council is no longer required to use sinking funds as a mechanism for loan repayments. Where practical, Council will actively pursue the cessation of contributions to existing sinking funds. Accordingly, the existing sinking funds established pre 1 July 1998, will run down over their attributable life to zero.

A statement of sinking funds is prepared annually by the Sinking Fund Commissioner (Public Trust).

Given that Council will be a net borrower for the remaining life of the existing sinking funds, the sinking funds should be invested in short-term financial instruments and the investment return contracted with the Sinking Fund Commissioner will be maturity matched with equivalent borrowings. This will negate any interest rate gap risk that occurs when Council borrows at higher rates compared to the investment rate achieved by sinking funds. Such matched borrowings should be netted from the projected net debt level as defined in Section 5.2.2.

#### 4.2.7 Investments in shares, property and other

Council may, by specific resolution, make investments (or sell, or dispose of such investments) in companies, local authority trading enterprises, joint ventures or other organisations, having regard to all relevant information including, but not limited to, the following:

- investments to be in the best interest of the community
- legislative authority to hold such investments
- the degree of equity interest or control able to be exercised
- prudence
- the likely returns on the investment
- other advantages as deemed appropriate by Council.

Investments are deemed to include loans and/or guarantees to community organisations.

Council will monitor its investments in companies and other institutions by reviewing half-yearly financial reports on performance.

#### 4.2.8 Specific investments

Council considers its specific financial investments (listed below), as representing the best interests of the community and ratepayers. Council's exposure to risk would be that of any other financial shareholder. Specific investments include:

##### *Waikato Regional Airport Limited*

In December 1995, Council, along with four other Waikato local authorities, purchased the Crown's 50 per cent shareholding in Waikato Regional Airport Ltd. This purchase increased Hamilton City Council's holding from 32 per cent to 50 per cent.

Reason for the Council holding shares:

The purpose of this shareholding is that the airport is considered to be a significant infrastructural asset, important to the economic health and growth of the region. In 1997, Council evaluated its shareholding in Waikato Regional Airport Ltd and elected to retain its interest at the existing level.

##### *NZLG Insurance Company*

This company evolved from the former Municipalities Insurance Co-operative.

Reason for the Council holding shares:

As a member of this Co-operative, Council was entitled to a shareholding related to the level of its premiums.

##### *Pirongia Mountain Afforestation Joint Venture*

Council holds a 25.6 per cent shareholding in a joint venture that manages a forest reserve on Pirongia Mountain.

Reason for the Council holding shares:

The purpose of the joint venture is to manage the reserve for the benefit of the joint venture partners, to ensure access to the reserve for recreational users, and to preserve the integrity of the area as a water catchment.

##### *Hamilton Riverview Hotel Ltd*

Council holds 42 per cent of the shares in the Hamilton Riverview Hotel venture. Tainui Development Ltd, AAPC NZ PTY Ltd and AAPC Ltd own the remaining shares.

Reason for the Council holding shares:

In May 1998, Council entered into a joint venture agreement for the purpose of developing a hotel and conference centre on a site bounded by Victoria Street, Alma Street and the Waikato River in Hamilton.

#### *Investments Managed by external Investment Managers*

From time-to-time Council may decide to have specific funds managed by external investment managers.

Externally managed funds will be subject to specific contract conditions.

#### **4.3 HEDGING INTEREST RATE RISK**

In accordance with the Council's policy to manage the balance sheet on a net basis, Council will be a net borrower for the foreseeable future. All sinking funds and trust funds will be invested on a rolling 90-day basis in keeping with Section 5.2.2 of the Borrowing Management Policy. Any operating cashflow surpluses will be managed on a prudent cash management basis.

#### **4.4 APPROVED FINANCIAL INSTRUMENTS**

A list of approved instruments can be found in Section 5.4 of the Borrowing Management Policy.

#### **4.5 COUNTERPARTY CREDIT RISKS**

Counterparty credit risk is the risk that a party to a transaction will default on its contractual obligation. A counterparty credit risk is incurred whenever Council enters a transaction with a third party which requires the third party to make a payment to Council. The degree of counterparty credit risk will vary according to the perceived creditworthiness of the counterparties.

Refer to Section 5.6 for the list of authorised counterparties, with whom management is authorised to transact.

#### **4.6 ALLOWABLE INVESTMENT INSTRUMENTS**

For allowable investment instruments refer to Section 5.4.

#### **4.7 DISPOSAL OF ASSETS**

Any disposition of proceeds from the sale of assets or investments (other than vehicles and light plant) must be used in the first instance to repay any outstanding borrowings, to reduce the overall debt of Council unless otherwise specifically authorised by Council. If the assets are subject to legislative restrictions, the proceeds are to be used in accordance with the provisions of the appropriate legislation.

#### **4.8 REPORTING**

For reporting on the Investment Policy, the following reports will be completed and presented to the Strategic Policy and Planning Co-ordination Committee through each quarterly meeting cycle:

- Funding Summary (Financial Overview)
- Funding Facilities/Liquidity Report
- Return on Investments Report
- Counterparty Credit Report

#### **4.9 PERFORMANCE TARGETS**

The table below summarises the performance targets set for the Funding Policy.

Objective	Target
To manage risks associated with the investments.	Investment policy complied with Section 4.3 of the investment policy.
To use the proceeds from the sale of assets to reduce the overall level of public debt.	Investment policy Section 4.7 complied with.

## 5.0 BORROWING MANAGEMENT POLICY

### 5.1 OBJECTIVE

The objective of the borrowing policy is consistent with Council's objectives and with the Strategic and Annual Plans. It is:

- to achieve the lowest possible net borrowing costs achievable within the policy parameters, by actively managing funding risk and interest rate risk within the overall limit control of maximising benefits (from favourable interest rate movements) while having levels of protection in place against prolonged and significant adverse interest rate movements.

### 5.2 INTEREST RATE RISK POLICY

Interest rate risk is the risk of significant unplanned changes to interest costs as a result of financial market movements.

The purpose of managing interest rate risk is to have a framework in place under which Council can actively manage its borrowings, within overall guidelines to spread and reduce risks. In this manner, Council has control on the level of financial market interest rate movement exposures, and can maintain a relative balance between such risk and other business investment risks that Council has in its normal course of business.

The control limits cover both the underlying physical borrowing risks and the use of synthetic instruments that may be used to limit, reduce, eliminate and re-profile these physical risks.

#### 5.2.1 Currency borrowings

Borrowings can only be made in New Zealand dollars (see Section 122ZC of the Local Government Act 1974).

#### 5.2.2 Net borrowings

Fixed/floating percentages are calculated on the 12-month projected net debt level based on Council's annual and strategic plans. Net debt is the amount of total debt net of liquid financial assets/investments (including sinking funds). This allows for pre-hedging in advance of projected physical drawdowns of new debt. When forecasts are changed, the amount of fixed rate cover in place may have to be adjusted to comply with the policy minimums and maximums.



### 5.2.3 Fixed/floating mix

Fixed rate is defined as all debt with interest rate repricing beyond 12-months. It can be made up of fixed rate borrowings, interest rate swap contracts, swaptions, and caps, with more than 12-months to run. Interest rate caps with a rate more than 2 per cent above market rates cannot be considered as fixed rate. Floating rate is defined as all debt with an interest rate repricing within 12-months.

To match the fixed nature of the income that Council generates (i.e., rates), the mix of fixed borrowings at any one time is to be 50 per cent minimum and 95 per cent maximum.

To spread the interest rate risk on the profile of borrowings, the following controls/guidelines have been established:

1 -3 years	20% (min) - 50% (max) of the Fixed Rate total
3 - 5 years	20% (min) - 50% (max) of the Fixed Rate total
> 5 years	10% (min) - 50% (max) of the Fixed Rate total.

The mix of floating borrowings at any one time is to be 5 per cent minimum and 50 per cent maximum.

To spread the interest rate risk on the re-borrowing of maturing financial instruments, total floating borrowing maturities on a single day cannot exceed 20 per cent of the total fixed and floating portfolio amount, except in instances to match known commitments on the day.

Call Market borrowings cannot exceed \$15 million.

### 5.2.4 Debt ratios and limits

Debt will be managed within the following macro limits.

Ratio	
Net debt as a percentage of equity	<15%
Net debt as a percentage of income	<150%
Net interest as a percentage of income	<15%
Net interest as a percentage of annual rates income	<20%
Liquidity (term debt + committed loan facilities to 12-month peak net debt)	>110%
Net debt per capita	<\$1,500

Income is defined as earnings from rates, government grants and subsidies, user charges, interest and other revenue.

'Rates' exclude Regional Council (Environment Waikato) levies.

Debt will be repaid as it falls due in accordance with the applicable loan agreement. Subject to the debt limits, a loan may be rolled over or re-negotiated as and when appropriate.

Information relating to the level of public debt and linkage to debt servicing performance targets has been applied to Council's long-term financial strategy for the next 10 years.

### 5.3 FUNDING RISK POLICY

Funding risk is the risk to Council of not having funding facilities spread over a reasonable period of years and being unable to source funding when required. The risks can be summarised as follows:

- (i) If the majority of facilities are maturing at or around the same time, there is a risk that it is an unfavourable time to be renewing facilities in the market due to high pricing/margins from lenders.
- (ii) If Council is having some difficulties by having all facilities maturing at one time, this may be detrimental to the ability to either renew the facilities or receive favourable conditions.
- (iii) There is a danger of saturating the market if all the facilities are maturing at the same time and Council has access to only one type of funding, i.e., either bank funding or capital funding.

To spread this risk, it is prudent to have the total debt spread so that a certain proportion is maturing periodically.

Council's debt maturity profile will conform to the following range of control limits, expressed as a percentage of total debt:

Debt/facilities maturing 0 - 1 years time	5	-	50%
Debt/facilities maturing 1 - 3 years time	12.5	-	47.5%
Debt/facilities maturing 3 - 5 years time	12.5	-	47.5%
Debt/facilities maturing 5 years and over	5	-	47.5%.

### 5.4 APPROVED FINANCIAL INSTRUMENTS AND THEIR USE

Dealing in interest rate products must be limited to financial instruments approved by Council.

Current approved interest rate instruments are as follows:

Category	Instrument
Cash management and borrowing	Bank overdraft  Committed cash advance and bank accepted bill facilities (term facilities)  Uncommitted money market facilities Bond issuance Term loans
Investments	Short-term bank deposits Bank bills Bank certificates of deposit (CD) Treasury bills Local authority stock or state owned enterprise (SOE) bonds  Corporate bonds Promissory notes/Commercial paper
Interest rate risk management	Forward rate agreements (FRA) on: a) Bank bills b) Government bonds Interest rate swaps including: a) Forward start swaps (start date <24-months) b) Amortising swaps (whereby notional principal amount reduces) Interest rate options on: a) Bank bills (purchased caps and one for one collars) b) Government bonds Interest rate swaptions (purchased only)

*Any other financial instrument must be specifically approved by Council on a case-by-case basis and only be applied to the one singular transaction being approved.*

#### 5.4.1 Definitions

##### *Interest Rate Swap Contract (SWAP)*

An interest rate swap contract is an agreement between two parties (one party typically being a bank) to exchange interest rate obligations on an agreed notional principal amount for an agreed time period. There is no physical exchange of principal amounts.

##### *Forward Rate Agreement*

A forward rate agreement is a contract between two parties whereby each party agrees to fix an interest rate for a specified contract period and a specified future date, based on an agreed notional amount. Neither party undertakes to lend or borrow a principal amount—it is only the obligation to make the interest payment that is agreed on.

##### *Options*

###### *Interest Rate Option*

An interest rate option is a contract between two parties where the buyer pays the seller a premium for the right, but not the obligation, to enter into a transaction at an agreed interest rate for an agreed notional principal, maturing on an agreed date.

###### *Government Stock Option*

A Government stock option is a specialist contract where the party buying the option has the right, but not the obligation, to purchase or sell Government stock.

###### *Swaption*

A swaption is an agreement where the party buying the option has the right, but not the obligation, to enter into an interest rate swap contract.

Counterparties who sell these treasury management products will require Council to sign a Master Agreement that covers all the legal terms, conditions, rights, responsibilities and liabilities under the contract. The Master Agreements protect both parties and cover all individual contracts entered between the counterparty and Council (these are normally confirmed by computer-generated confirmation letters only).

#### 5.4.2 Financial instrument use

##### *Interest Rate Swap Contracts (SWAP)*

- SWAP contracts cannot exceed 10-years.
- Net outstanding/open interest rate swap contracts cannot exceed 100 per cent of total debt.
- Existing interest rate swap contracts may be closed out or amended prior to maturity by cancellation/amendment with the same counterparty, or by an equal and opposite interest rate swap contract with another counterparty.

#### *Forward rate agreements*

- Net outstanding/open forward rate agreement contracts cannot exceed 75 per cent of floating rate debt.
- Refer to interest rate swap contracts for transaction limits.

#### *Interest rate options, government stock options and swaptions*

- Net outstanding/open bank bill option contracts must be less than 18-months duration.
- Selling of interest rate options is only allowed as part of a combined strategy, including the simultaneous purchase of interest rate options with identical amount and maturity.
- Strike prices must be within 1 per cent of the appropriate SWAP rate.
- Refer to interest rate swap contracts for transaction limits.

#### **5.4.3 Delegation of authority and authority limits**

Treasury transactions entered into by Council without the proper authority are difficult to cancel given the legal doctrine of 'apparent authority'. Also, insufficient authorities for a given bank account or facility may prevent the execution of certain transactions (or at least cause unnecessary delays).

To prevent these types of situations, the following procedures must be complied with:

- all delegated authorities and signatories must be reviewed at least every 12-months to ensure that they are still appropriate and current.
- a comprehensive letter must be sent to all bank counterparties at least every year that details all relevant current delegated authorities of Council and contracted personnel empowered to bind Council.

Whenever a person with delegated authority on any account or facility leaves Council, all relevant banks and other counterparties must be advised in writing immediately to ensure that no unauthorised instructions are to be accepted from such persons.

Council has the following responsibilities, either directly itself, or via the following stated delegated authorities. (In the absence of individuals, delegated authorities revert upward to their immediate reporting officer.)

Activity	Delegated Authority	Limit
Approving and changing policy	Council	Unlimited
Borrowing new debt	Council  Chief Executive (CEO) - delegated by Council  General Manager Corporate (GMC) - delegated by the Chief Executive  Finance & Administration Manager (F&AM) - delegated by the General Manager Corporate	Unlimited (subject to legislative and other regulatory limitations)  Subject to Council resolutions
Overall day-to-day risk management	CEO (delegated by Council) GMC (delegated by CEO) F&AM (delegated by GMC)	Subject to policy
Re-financing existing debt	CEO (delegated by Council) GMC (delegated by the CEO) F&AM (delegated by the GMC)	Subject to policy/Council resolutions
Approving transactions outside policy	Council	Unlimited
Adjust interest rate risk profile	GMC delegating to F&AM each adjustment individually signed off by the GMC	Fixed/floating ratio between 50% and 95%  Fixed rate maturity profile limit as per risk control limits
Managing funding maturities in accordance with Council approved facilities	GMC/F&AM	Per risk control limits
Maximum daily transaction amount (borrowing, investing, interest rate risk management)	Council GMC F&AM (delegated by the GMC) Funds Accountant (delegated by the GMC)	Unlimited \$50 million \$15 million \$5 million (limited to daily cash management)
Authorising lists of signatories	GMC	Unlimited
Opening/closing bank accounts	GMC	Unlimited
Annual review of policy	F&AM	N/A
Ensuring compliance with policy	F&AM	N/A

## 5.5 LIQUIDITY POLICY

The objective of the liquidity policy is to ensure adequate financial resources are available to Council to meet all obligations as they arise.

The purpose of the Liquidity Policy is to analyse Council's cash flows, in both the short and long-term for all perceived requirements and contingencies, and arrangement of suitable sources of liquid resources.

### 5.5.1 Policy

Liquid resources are defined as:

- unencumbered financial assets which can readily be converted to cash in a short space of time to the best interests of Council
- un-drawn committed or standby facilities which can be accessed in a suitable timeframe.

There are three aspects to liquidity management:

- short-term operational liquidity management, to be monitored and controlled through daily cash management activities
- long-term operational liquidity management, to be monitored and controlled through long-term financial planning
- contingency crisis management, to be monitored through the long-term and short-term planning process and arrangement of liquidity sources sufficient to meet worst case scenarios.

Council requires a minimum level of surplus liquidity to meet unexpected cash expenditure or revenue shortfall. Liquidity should be flexible enough to manage the rate payment cycle.

### 5.5.2 Committed bank facilities

To ensure the ongoing funding of Council and to manage funding risk (and hence liquidity), it is important that Council obtain committed bank facilities to ensure that sufficient funds can be called upon when required. This form of borrowing would usually be secured through the issuing of a security stock certificate under the Debenture Trust Deed. Committed borrowing facilities will be maintained at 10 per cent above the maximum 12-month forecast net debt amount including working capital. This is deemed to include the value and terms of credit from suppliers including leases, hire purchase and deferred payments agreements.

Council is not permitted to have borrowings from uncommitted bank facilities greater than unutilised committed bank facilities at any one point in time (i.e., used uncommitted facilities are not to exceed unused/available committed facilities).

A list of authorised counterparties is required. This list is approved by the Chief Executive Officer and any additions or deletions to this list require approval.

## 5.6 COUNTERPARTY CREDIT RISKS

Counterparty credit risk is the risk that a party to a transaction will default on its contractual obligation. A counterparty credit risk is incurred whenever Council enters a transaction with a third party, which requires the third party to make a payment to Council. The degree of counterparty credit risk will vary according to the perceived creditworthiness of the counterparties.

The qualifying criteria for lenders on the approved list are that they must meet a minimum credit rating criteria, where appropriate. The counterparty credit limits are as follows:

Credit/Issuer/Authorised Counterparty	Minimum Long-term Credit Rating	Investments maximum per credit (\$m)	Interest Rate Risk management instrument maximum per credit (\$m)	Total maximum counterparty Limit per credit (\$m)
NZ Government	A -	unlimited	none	unlimited
State Owned Enterprises	A -	5	none	5
NZ Registered Banks	A -	10	10	15
ANZ Banking Group	AA -	10	10	15
ASB Bank	AA -	10	10	15
Bank of New Zealand	AA	10	10	15
Deutsche Bank AG	AA	10	10	15
National Bank of New Zealand	AA -	10	10	15
Westpac Banking Corporation	AA -	10	10	15
Corporate Bonds	A -	2*	none	2
Christchurch International Airport	A	2	none	2
Fonterra	AA -	2	none	2
Ports of Auckland	AA -	2	none	2
Auckland International Airport	A +	2	none	2
Telecom Corporation of New Zealand Limited	A	2	none	2
Watercare	A +	2	none	2
Local Government Stock	A - (if rated)	5**	none	5
	unrated	2	none	2
Local Authority Bond Trust	unrated	2	none	2
Local Government Finance Corporation	unrated	5	none	2
Members of Austraclear	n/a	none	none	none

\* Subject to a maximum of \$20m investment in corporate bonds/CP at any one point in time.

\*\* Subject to a maximum of \$25m investment in Local Government stock at any one point in time, including Local Government Finance Corporation and Local Authority Bond Trust.



Any changes to the above named counterparties must be approved by the Chief Executive Officer.

In determining the usage of the above gross limits, the following product weightings will be used:

- Money Market (e.g., Bank Deposits) - Transaction Notional x Weighting 100%
- Interest Rate Risk Management (e.g., swaps, FRAs) - Transaction Notional x Maturity (years) x 4%

Each transaction is entered into a reporting spreadsheet and a monthly report prepared for the Finance and Administration Manager to show assessed counterparty actual exposure versus limits.

The Finance and Administration Manager on an ongoing basis reviews ratings and in the event of material credit downgrades, this is immediately reported to the General

Manager Corporate and the Chief Executive Officer and assessed against exposure limits. Counterparties exceeding limits are reported to Council.

#### Risk management

To avoid undue concentration of exposures, a range of financial instruments must be used with as wide a range of counterparties as possible. The approval process to allow the use of individual financial instruments must take into account the liquidity of the market the instrument is traded in and re-priced from.

#### 5.6.1 Settlement risk

Counterparty settlement risk is also incurred when a transaction is settled. Whenever there is a physical exchange of cash or securities, Council is at risk that the counterparties cheque will not be honoured or the securities will not be legally transferred.

To avoid settlement risk, Council will require that all settlements are to be made by bank cheque or directed through Austraclear (a Reserve Bank operated facility), to an account in the name of Hamilton City Council. Austraclear is a real-time trade matching, transfer, clearance and settlement system for securities. Once ownership of the security and the ability to pay controls have been checked, the transfer is irrevocable. Transactions are not accepted by the system unless the paying member has sufficient credit provided by their banker within the system to allow the transaction to be completed.

There does still remain a bank-to-bank risk, hence counterparty limits need to be maintained. Transactions will only be entered into with those institutions on the approved counterparty list.

Council will apply to register as an Associate Member of Austraclear. Should Council be approached by an investor who is not listed in the counterparty list, or is not a member of Austraclear, the General Manager Corporate has the delegated authority to approve such Counterparties on a transaction by transaction basis, with subsequent reporting to Council.

## 5.7 DEBT REPAYMENT POLICY

The objective of the debt repayment policy is to ensure that Council is able to repay debt on maturity with minimum impact on Council operations.

The purpose of the debt repayment policy is to provide a framework by which Council can manage its financial commitments for debt, through the establishment and maintenance of financial reserves and a suitable debt maturity profile.

### 5.7.1 Debt repayment policy

Debt repayment shall be budgeted to be 4 per cent of the opening balance of net debt (excluding internal borrowing). Debt repayment will include sinking fund interest earned on accumulated sinking funds, but to exclude lump sum debt repayments from asset sales. Opening debt balance will be adjusted down for any lump sum debt repayments from asset sales in the budgeted year.

Funds derived from the disposition of assets or investments (other than vehicles and light plant) are to be utilised for the purpose of repayment of debt as set out in Section 4.7.

### 5.7.2 Cost of capital policy

The borrowing policy is based on balance sheet funding, with all borrowings or debt deemed to be corporate debt. Debt repayments will be made from revenue. The cost of capital is to be spread over significant services on the basis of the book value of land and buildings employed, except where Council has provided for the costs to be recovered from specific activities (refer Statement of Accounting Policies and Long-Term Financial Strategy Section 2.10).

## 5.8 SECURITY POLICY

The objective of the security policy is to ensure that Council is able to provide suitable security to lenders and investors, while retaining maximum flexibility and control over assets.

The purpose of the security policy is to establish a mechanism through which Council is able to monitor any security given.

All of Council's loans and interest rate risk management instruments will be secured by way of a charge over Council's rates and rates revenue, unsecured, or secured by way of charge over physical assets.

A charge on Council's rates and rates revenue will be granted in favour of a trustee. The trustee will hold the benefit of the charge for all parties to whom Council grants the benefit of the rates security under a debenture trust deed. Council will engage a trustee, a registrar, paying agent and advisors from time-to-time to act under the debenture trust deed.

Other security may be given under certain circumstances.

Physical assets will be pledged only where:

- there is a direct relationship between the debt and the asset purchase or construction (e.g., operating lease, or project finance)
- Council considers a pledge of physical assets to be appropriate
- the Finance and Administration Manager ensures that the required register of charges and any associated documents are provided, filed and kept in accordance with the Local Government Act 1974 and the Securities Act 1978.

### 5.9 FOREIGN EXCHANGE RISK MANAGEMENT POLICY

Council does not incur large, ongoing, foreign exchange risks in a trading/operating sense, although regular foreign exchange transactions are made for the purchase of items such as library books, subscriptions and seeds. However, from time-to-time large 'one-off' imports such as the purchase of machinery do result in foreign exchange exposures.

The policy is as follows:

- Council cannot borrow in foreign currencies (see Section 122ZC of the Local Government Act 1974)
- All foreign exchange transactions over \$20,000 must be reported to the Funds Accountant prior to the placement of a firm order/signing of sale and purchase contract
- Prior to the placement of a firm order/signing of sale and purchase contract, Council is not allowed to enter forward exchange contracts, but may purchase currency options as an insurance protection over the period leading up to the firm order. The option term may be no longer than three-months. The purchase of the option is to be approved by the Finance and Administration Manager. If the order does not go ahead, the only loss is the premium paid up front in cash. If a forward contract is entered and the plant purchase does not take place, the potential loss on the unneeded forward contract is unlimited and unknown
- Within seven-days of an order being placed with an overseas supplier of \$25,000 or greater, a minimum of 75 per cent of the foreign currency exposure is to be covered forward by way of forward exchange contracts. The remaining 25 per cent may be left open to gain from any favourable trend in the market, but must be covered within three-months of the firm order
- All foreign currency forward contracts and option contracts are only to be entered into with banks on the approved counterparty list
- The Funds Accountant in consultation with the Finance and Administration Manager will decide whether or not to cover transactions under \$25,000
- In reviewing compliance with counterparty limits, foreign exchange forward contracts will be given a weighting equivalent to 10 per cent of contract value.

### 5.10 REPORTING

For reporting on the Borrowing Management Policy, the following reports will be completed and presented to Council's Strategic Policy and Planning Co-ordination Committee through each quarterly meeting cycle:

- Funding Facilities Report/Liquidity Report
- Financial Instrument Contracts Report
- Cost of Funds Report
- Summary of Funding and Interest Rate Risks
- Actual and Forecast Debt (current year)
- Debt Performance Targets Report
- Funding Summary (Financial Overview).

## 5.11 PERFORMANCE TARGETS

The table below summarises the performance targets set for the funding policy.

Objective	Target
To manage interest rate risk exposure.	Minimum (50%) and maximum (95%) level of fixed borrowing is not exceeded.
To maintain debt within specified limits and ensure adequate provision for repayments to maintain adequate liquidity.	<p>Net city debt does not exceed 15% of total ratepayers' equity.</p> <p>Net city debt does not exceed 150% of total income for the year.</p> <p>City debt interest payments do not exceed 15% of the total income for the year.</p> <p>City debt interest payments do not exceed 20% of the rating income for the year.</p> <p>Liquidity ratio to exceed 110%. Liquidity ratio defined as:</p> <p>Term debt and committed borrowing facilities is not less than 110% of the maximum 12-month forecast net debt, including working capital requirements.</p> <p>Net city debt does not exceed \$1,500 per capita.</p>
To maintain security for public debt by way of a charge over rates, registered mortgage over specific assets or through the Debenture Trust Deed.	Security documentation is reviewed to ensure compliance.
To ensure that transactions involving foreign currency exceeding \$25,000 in value are hedged by way of forward cover contracts.	Compliance with this policy is monitored by reviewing payments in foreign currency.

## 6.0 RATING POLICY

### 6.1 OBJECTIVE

The objective of the Rating Policy is to develop a system, which reflects the following attributes:

- Effectiveness to meet Council's goals, which takes into account the community needs for environmental, economic and social issues
- Efficiency, in that resources are allocated to best advantage for the benefit of the community
- Equity, reflecting the accounting principles: ability to pay principle and the benefit principle
- Simplicity through low cost administration and implementation
- Transparency, in that the policy is clear and readily understandable.

### 6.2 BACKGROUND

The Rating Powers Act 1988 empowers a local authority to strike and levy rates in its district.

The Local Government Amendment Act (No. 3) 1996 (referred to elsewhere in this section) requires local authorities to develop a wide range of financial management policies which lead to a review of the available funding mechanisms, which are primarily rates.

### 6.3 RATING SYSTEMS

There are four rating systems available to local authorities:

#### Annual Value

These values are based on the rent for which a particular property could be let from year-to-year, with a minimum of 5 per cent of the capital value

#### Capital Value

These values are based on the market value of the property, including improvements

#### Land Value

These values are based on the market value of land

#### Area System

These values are based on an amount for each hectare of rateable property.

### 6.4 DIFFERENTIAL RATING

Differential rating is not a rating system. It is a means where rates levied on one or more groups of property that may vary from those levied in respect to others. Differential rating does not affect any uniform annual charges. The impact of the differential basis is primarily to shift the rating levy off residential properties onto other sectors in the community based on funding considerations outlined in the funding policy.

In the 2001/02 rating year, Council's differential fixed yield system is that the following fixed proportions of general revenue are levied on the following property sectors:

Sector	Differential %
Residential	65.814%
Inner City Residential Apartments	0.152%
Commercial/Industrial	30.813%
Multi-Units	1.669%
Rural Small (< 10 hectares)	1.118%
Rural Large (> 10 hectares)	0.434%

*The 2002/03 differential fixed yeild is described in Section 6.8.1*

## 6.5 TYPES OF RATES

### General Rate

Is a rate in the dollar levied on all rateable properties.

### Separate Rate

Is a rate in the dollar levied on particular or all rateable properties for a specific purpose.

### Uniform Annual General Charge

Is a flat rate applied equally to all rateable properties.

### Uniform Annual Charge

Is a flat rate applied on specific or all rateable properties for a specific purpose.

## 6.6 MAXIMUM GENERAL RATE

Whatever system of rating is used, Section 12(3) of the Rating Powers Act empowers Council to levy a general rate on every rateable property in any one year, up to a limit of 1.25 cents in the dollar on the net capital value of rateable land within the district.

The limit is in terms of the total value of rateable property in the district. The maximum rate in relation to any property may still exceed the specified limit.

The net capital value refers to the total amount of rates, which may be levied in respect of the capital value of the rateable land within the district, rather than the capital value of the district as a whole.

For the 2002/03 rating year, Council's general rates will produce 60 per cent (2001/02 = 59 per cent) of the maximum permissible by law.

## 6.7 MAXIMUM UNIFORM ANNUAL CHARGE REVENUE

By law, rating revenue from uniform annual general charges or separate uniform annual charges (except those for water and wastewater services) cannot exceed 30 per cent of the total rates revenue.

With effect from the 1997/98 rating year, Council has resolved not to levy uniform annual charges.

## 6.8 RATING SYSTEM

The method of rating adopted by Council for collection of its general rates is based on land value.

### 6.8.1 Differential rating

The 2001/02 differential fixed yield is described in Section 6.4. For 2002/03, Council resolved to modify the specified cost allocation of the economic development significant service to the commercial differential from 50 per cent to 74 per cent. This reflects the benefit the commercial sector gains from a greater level of spending in this area. The existing six sectors were retained because each has clearly defined patterns of benefit.

Also any significant changes in values across property sectors may result in a land value movement adjustment between the sectors, which changes the revenue required from the six categories of properties. However, only properties transferring between sectors will be subject to the land value movement adjustment. This may amend the differential fixed yield for each category of property.

The 2002/03 differentials are as follows:

Sector	Differential
Residential	64.917%
Inner City Residential Apartments	0.1488%
Commercial/Industrial	31.809%
Multi-Units	1.6432%
Rural Small (< 10 hectares)	1.120%
Rural Large (> 10 hectares)	0.362%

### 6.8.2 Uniform annual general charge

The effect of a uniform annual general charge is that properties pay exactly the same. For example, a pensioner would have to pay exactly the same fee as the owner of a large shopping complex.

The current policy is that no uniform annual general charge be used.

### 6.8.3 Uniform annual charge

The use of this form of charging clearly identifies to ratepayers the cost of the service and each property is rated equally by using a uniform annual charge.

The current policy is that no uniform annual charges be used.

### 6.8.4 Rating by instalments

The Rating Powers Act authorises Council to levy and collect rates by way of instalments. Current policy is there are four instalments every year. Each of the four instalments is of an equal amount (providing that there is no provisional levy for the first instalment).

### 6.8.5 Discounts for prompt payment

The Rating Powers Act authorises a council, if it so desires, to allow a discount for prompt payment of rates. There have been few requests for this concession and it is not proposed to recommend any change to the current policy of no discount.



#### 6.8.6 Rating penalties

The Rating Powers Act provides for additional charges by way of penalty for unpaid rates. An additional charge of 10 per cent is added to each instalment, which remains unpaid after its penalty date. Unpaid rates from previous years will have a further compounding 10 per cent additional charge applied six-monthly thereafter.

Council's current policy is that additional charges by way of penalty be applied, but may be remitted in accordance with the following criteria:

- Remission may be granted where payment has been received after the date fixed for imposition of a late penalty charge, provided that none of the previous four instalments were similarly received late
- Remission may be granted where a ratepayer either:
  - a) makes satisfactory arrangements for regular and substantial reduction of arrears. (These arrangements are to include the remission of late penalty charges as long as such arrangements are fully met) or,
  - b) provides sufficient information which, if considered genuine and if substantiated with reasonable excuse for late payment, would justify remission for late penalty charges.

A written application for remission is normally required. The practice of a penalty for non-payment of rates by due date is an accepted standard practice for local authorities.

#### 6.8.7 Rates remission

The Rating Powers Act, Section 177 provides for Council to remit rates in cases of extreme hardship. At a meeting held on 23 February 2000 Council resolved to establish a Rates Remission Policy based on the following criteria:

- (i) Council receive applications from ratepayers for rates remission as described in Section 177 of the Rating Powers Act 1988
- (ii) the maximum remission under Section 177 of the Rating Powers Act is \$200.
- (iii) the following essential elements must be met before any remission is granted:
  - there must be an application for remissions from the occupier
  - Council must be satisfied that extreme financial hardship on any individual exists or would be caused by requiring payment of the whole or part of the rates
  - all applications for rates remission be treated on a case-by-case basis and approved/declined by the General Manager Corporate
  - Council shall consider whether postponement of rates is a more suitable option.

#### 6.8.8 Postponement of rates

The Rating Powers Act, Section 178 provides for Council to postpone rates in cases of extreme hardship. Council has redefined the policy for the postponement of rates where hardship exists. Postponed rates are a charge against the property and must be paid either at the end of the postponement term or when the property is sold, whichever is the earlier. A delegated authority has been granted to the Chief Executive to decide on qualifying cases within the policy guidelines.

The objective of the postponement policy is to provide a measure of rating relief to property owners where the full payment of rates would otherwise cause financial hardship. The policy criteria for relief to be granted include that:

- the ratepayer is the property owner and the property is used (solely) as the permanent place of residence
- the applicant's total assets and household income fall within certain defined minima.

The relief formula sets the minimum rates payable on the property at \$616 plus at least one third of the balance levied. The amount of relief (potentially the remaining two thirds) is abated by \$1 for every \$20 of household income that exceeds Council's current household income limit of \$13,165. The completion of an application is required for each year of postponement.

The relief formula be indexed for movements in the CPI on an annual basis. This system complements the rates rebate programme and other schemes run by Government and Voluntary Organisations.

The current policy and the provisions of the Rating Powers Act appear to be adequate and acceptable to the community.

#### **6.8.9 Rate relief for developments**

The Rating Powers Act allows local authorities to develop a policy to grant developers rate remission or postponement during the period of a development and up to three years after completion of the development.

Since the 1987 sharemarket crash, the request for such relief has been minimal. It is not proposed to develop a policy for this form of relief.

#### **6.8.10 Home occupations**

Although home occupations are permitted activities in all residential zones, Council's present differential rating system charges rates on property 'use or uses' rather than zoning (refer to Section 81(a) of the Rating Powers Act).

Currently, those properties used both for residential and commercial purposes have their values apportioned against the different types of use and are rated accordingly. The residential use portion is charged for through Residential rates, and the commercial use portion is charged for through Commercial rates.

#### **6.8.11 Rating of separate rates for a proportion of year**

During the course of this review, the issue of charging for services from the date of commencement of the service was provided.

The Rating Powers Act authorises a local authority to charge for water, wastewater, stormwater and refuse from the date of provision of such a service. This primarily affects new housing in new subdivisions, which under current practice, do not pay for these services until 1 July of the year following commencement of the service.

Under the existing rating system, which comprises one general rate, it is not possible to separately charge for the essential services of water, wastewater and refuse.

#### 6.8.12 Rating of non-rateable land

The Rating Powers Act allows a local authority to charge for water, refuse and wastewater services as a rate on non-rateable properties. This primarily affects Crown-owned properties.

The basis of the current method of charging is being reassessed because the total costs for water, refuse and wastewater are now clearly identified. With a change in ownership of what was formerly Crown land (e.g., formation of Corporations and Crown asset sales), the exemption from rating status of the properties affected will be reviewed as part of the new Local Government (Rating) Bill under targeted rates.

#### 6.8.13 Rating for educational institutions

##### *Definition*

Section 5 of the Rating Powers Act 1988 defines educational institutions as: land vested in or occupied by an education authority within the meaning of the Education Act 1964 or the Crown. The new legislation being the Rating Powers (Special Provision for certain Rates for Education Establishments) Amendment Bill has changed the way schools (excluding tertiary institutions) are charged for wastewater service. The new Bill will only apply for rates made and levied in the 2002/03 year. The new Local Government (Rating) Bill will repeal this Bill from 1 July 2003 and the use of targeted rates will be introduced.

The current policy is as follows:

- that all educational institutions (including private schools and tertiary institutions) be rated for general rates on the same basis. Under the current legislation this means that no general rates will be chargeable
- that these properties be charged by way of a separate rate for the full cost of water and refuse services supplied, and charged at a rate in the dollar on the land value of the property
- the cost of wastewater will be charged in accordance with the formula outlined in the new legislation - Rating Powers (Special Provision for Certain Rates for Education Establishments) Amendment Bill.
- that the minimum charge for each service (inclusive of GST) will be:

Minimum charge for service	\$
Wastewater	\$170 p.a. (tertiary institutions only)
Water supply (if applicable)	\$100 p.a.
Refuse (if applicable)	\$85 p.a.

#### 6.8.14 Rating of churches (place of worship)

##### *Definition*

Land and buildings that are to be used as a place of religious worship (Rating Powers Act 1988, First Schedule, Part II, Clause 9) not including associated rooms, halls or buildings which are used for meetings, accommodation and preparation of food. These are classified under the community category.

The current policy is as follows:

- that these properties be charged by way of a separate rate for the full cost of water, refuse and wastewater services supplied, discounted by 66.6 per cent on the basis that the services are primarily used on one day of the week, and charged at a rate in the dollar on the land value of the property
- that the minimum charge for each service (inclusive of GST) will be:

Minimum charge for service	\$
Wastewater	\$170 p.a.
Water supply (if applicable)	\$100 p.a.
Refuse (if applicable)	\$85 p.a.

#### 6.8.15 Rating of community organisations

##### *Definition*

Community organisations with a not-for-profit status, existing to deliver social benefits to the community where neither government nor business is best or appropriately placed. (Ref: A Good Practice Guide, LGNZ, January 2000, page 20).

The current policy is as follows:

- that these properties be charged by way of a separate rate for the full cost of water, refuse and wastewater services supplied, discounted by 40 per cent on the basis that these organisations are of a charitable nature, and charged at a rate in the dollar on the land value of the property
- that the minimum charge for each service (inclusive of GST) will be:

Minimum charge for service	\$
Wastewater	\$170 p.a.
Water supply (if applicable)	\$100 p.a.
Refuse (if applicable)	\$85 p.a.

#### 6.8.16 Rating of sporting and cultural organisations

##### *Definition*

An organisation whose principal object is to promote games, sports, recreation, arts or instructions, for the benefit of residents or any group or groups of residents of the district, not for private pecuniary profit in accordance with Rating Powers Act 1988, Second Schedule, Part II, Clause (f).

The current policy is as follows:

- That these properties be classified into two categories based on gross annual income received by these organisations. The policy took effect from 1 July 2001.

##### Category 1

Sporting and cultural organisations with gross annual income below \$500,000 be rated at the same level as community organisations which is 60 per cent service charges for wastewater, water and refuse, with minimum charges applicable. (As outlined in Section 6.8.15).

##### Category 2

Sporting and cultural organisations with gross annual income \$500,000 and over be rated at the 50 per cent (Residential General rate) mandatory remission as per Section 179, Second Schedule, Part II of the Rating Powers Act 1988.

#### **6.8.17 Rating of utility companies**

The result of the recent High Court decision in the *Telecom v Auckland City Council* case confirmed that telecommunication utilities were separate rateable properties.

Council, in conjunction with the other territorial local authorities within the Waikato region, engaged a valuation consultant and these utility valuations have been entered on the District Valuation Roll.

While valuation under capital value is possible, legal advice received advises that there is no land value component in these valuations. This means Council will be unable to rate these utility properties for the 2002/03 rating year.

#### **6.8.18 Rates relief for senior citizens**

Under the current legislation, Council is not authorised to offer rates relief to senior citizens. Sections 177 and 178 of the Rating Powers Act 1988 provide for Council to grant a remission or postponement of rates on being satisfied, after full enquiry, that hardship exists or would exist by requiring full payment of the rates levied. Age is not a criteria.

#### **6.8.19 Cap on residential rates**

Council has confirmed the legal position that a cap cannot be used. However, it is lawful for rates on residential properties to be levied on a stepped differential basis according to land value. The lowest rate should not be at zero per cent.

Current policy is that there be no cap on residential rates.

#### **6.8.20 Review rating system and differentials**

The current Council policy is that the rating system and the differential system be reviewed every three years.

Council has reviewed its rating system for 2002/03 and has determined to retain the land value rating system for the 2002/03 rating year.

Council has reviewed the rating differential between property sectors, and this has been amended for the 2002/03 financial year for three reasons:

1. the rate requirement for each property sector has been revised based on the 2002/03 funding ratio considerations of each significant service and the estimated land values at 30 June 2002
2. the specified cost allocation of the economic development significant service to the commercial differential has been modified from 50 per cent to 74 per cent. This reflects the benefit the commercial sector gains from a greater level of spending on economic development activities
3. the change in values across property sectors has resulted in a land value movement adjustment between the sectors, which has changed the rates required from the different categories of properties.

### **6.9 IMPACT OF RATING POLICY DECISIONS**

Attached for readers' consideration is a sample of various properties throughout the city, which shows the impact of the proposed changed differential system (see Appendix 7.12 and 7.13).

APPENDIX 7.0

2002/03 ANNUAL PLAN AND 10-YEAR LONG-TERM FINANCIAL STRATEGY ESTIMATES

## 2002/03 ANNUAL PLAN AND 10-YEAR LONG-TERM FINANCIAL STRATEGY ESTIMATES

The Long-Term Financial Strategy (LTFS) contains cost and rate impact estimates for each of the services of Council, covering a 10-year budget period from 2002/03 to 2011/12. The estimates are based on current levels of service or improvement on those levels.

### LTFS ESTIMATES

The LTFS estimates make no allowance for inflation.

To recognise growth in the city and resultant cost impact on selected services, a 1 per cent growth factor has been applied in the LTFS estimates to the following services:

- carriageways management
- city beautification
- community assistance
- footpaths, cycleways and verges
- parks and gardens
- refuse (excluding Horotiu)
- stormwater network management
- traffic services/street lighting
- wastewater
- wastewater treatment plant
- water supply
- water treatment station
- youth programme.

The LTFS estimates are contained in the financial tables following this section.

These tables comprise:

- total operating and maintenance costs, reported by service, termed 'direct operating costs'
- net rate impact of the direct operating and maintenance costs, reported by service, 'termed rates'
- Special and Capital Projects reported by service (alphabetically) in Appendix 7.2 and by strategic area in Appendix 7.3
- Projects Not Funded, reported by service (alphabetically) and by strategic area.

Summarised financial statements for the 10-year period of the LTFS from 2002/03 to 2011/12 are also presented in Appendices 7.4 to 7.9.

### DIRECT OPERATING COSTS

The table presented in Appendix 7.1 contains the total direct operating costs estimates for each service for the 10-year budget period. The estimates are split into two categories. These being:

- services to the public, and
- business units, administration and support services.

The operating impacts of Strategic Action Plans are excluded from the direct operating costs table and represented in the Special and Capital Projects table in Appendices 7.2 to 7.3.



## RATES

The table presented in Appendix 7.1 contains the total rate impact for each service for the 10-year budget period. The estimates are split into two categories. These being:

- services to the public, and
- business units, administration and support services.

The operating impacts of Strategic Action Plans are excluded from the rate estimates table. They are presented in the Special and Capital Projects tables in Appendices 7.2 and 7.3.

A minus in the rates table indicates a surplus (i.e., excess revenue over expenditure).

## SPECIAL AND CAPITAL PROJECTS

The tables presented in Appendices 7.2 and 7.3 containing the Special and Capital Projects are a summary of the Strategic Action Plans, that Council proposes to fund and not to fund (i.e., Projects Not Funded) in the 2002/03 LTFS. The tables show the total cost estimates and rates impact of all programmes and one-off non-recurring projects for the 10-year budget period. Other funding sources being loans, reserves, subsidies and other revenue are shown at the bottom of these tables.

The funded and not funded Special and Capital Projects are reported by service in Appendix 7.2 and by strategic area in Appendix 7.3.

References identified in the Capital and Special Projects tables are:

- SAP No. - Strategic Action Plan number
- C-refers to capital expenditure on projects
- M-refers to operating and maintenance costs
- R-refers to renewals
- A-refers to funding advanced by developers which must now be repaid.

## PROJECTS NOT FUNDED

The Projects Not Funded tables presented in Appendices 7.2 and 7.3 indicate those projects that are not included as funded projects in the 2002/03 LTFS. The estimates indicate the total cost and rates impact of these projects.

While the merit of the following projects for sport, cultural, recreational and community activities and capital works is recognised, Council's financial resources do not allow these projects to proceed this year. Some will be considered for funding in subsequent years, while for others, Council will endeavour to find an alternative funding source or will pursue partnerships with other organisations.

**APPENDIX 7.1**

**OPERATING AND MAINTENANCE COSTS (TOTAL AND NET RATE IMPACT)**

*By service*

## 2002/03 ANNUAL PLAN AND 10-YEAR LONG-TERM FINANCIAL STRATEGY ESTIMATES

	DIRECT OPERATING COSTS IN \$000's										
	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total
<b>SIGNIFICANT SERVICES</b>											
Animal care and control	706	701	701	701	701	701	701	701	701	701	7011
ArtsPost	113	113	113	113	113	113	113	113	113	113	1126
Building control	1428	1428	1428	1428	1428	1428	1428	1428	1428	1428	14285
Building support	780	780	780	780	780	780	780	780	780	780	7800
R&T: Carriageway management	3243	3266	3289	3297	3320	3343	3367	3391	3415	3439	33370
Cemeteries and crematorium	767	767	767	767	767	767	767	767	767	767	7670
Central area parking	144	144	144	144	144	144	144	144	144	144	1440
City beautification	1442	1441	1446	1443	1444	1449	1446	1447	1448	1453	14455
Community assistance	257	257	257	257	257	257	257	257	257	257	2570
Community development	993	993	993	993	993	993	993	993	993	993	9927
Community halls and leased buildings	139	139	139	139	139	139	139	139	139	139	1388
R&CA: Councillor services	813	983	983	983	983	983	983	983	983	983	9655
R&CA: Elections	7	7	367	7	7	367	7	7	367	7	1150
Emergency management	98	349	349	349	349	349	349	349	349	349	3237
Employment initiatives	1359	1359	1359	1359	1359	1359	1359	1359	1359	1359	13592
Environmental health	702	703	703	703	703	703	703	703	703	703	7028
Exscite	484	484	484	484	484	484	484	484	484	484	4841
R&T: Footpaths, cycleways & verges	1492	1506	1519	1533	1546	1561	1575	1590	1604	1619	15545
Hamilton Gardens	1522	1523	1523	1523	1523	1523	1523	1523	1523	1523	15231
Housing services	1415	1415	1415	1415	1415	1415	1415	1415	1415	1415	14152
Hamilton Leisure Centre	69	69	69	69	69	69	69	69	69	69	690
Libraries	4453	4453	4453	4453	4453	4453	4453	4453	4453	4453	44527
R&CA: Mayoral services	235	265	265	265	265	265	265	265	265	265	2620
Waikato Museum of Art and History	2439	2439	2439	2439	2439	2439	2439	2439	2439	2439	24393
R&T: Road network management	498	498	498	498	498	498	498	498	498	498	4980
Parking enforcement	1165	1158	1158	1158	1158	1158	1158	1158	1158	1158	11585
Parks and gardens	2612	2612	2612	2612	2612	2612	2612	2612	2612	2612	26116
Planning guidance	1086	1086	1086	1086	1086	1086	1086	1086	1086	1086	10861
Property management (service)	976	972	933	937	937	937	937	937	937	937	9436
Refuse (excl Horotiu)	4679	4697	4808	4860	4013	3047	3136	3238	3343	3451	39274
Refuse disposal (Horotiu)	1809	1740	1675	1669	1058	272	276	270	256	269	9294
Road safety programme	245	245	245	245	245	245	245	245	245	245	2450
Sister cities programme	40	20	20	20	20	20	20	20	20	20	220
Sports areas	1370	1370	1371	1371	1371	1371	1371	1371	1371	1371	13703
Stormwater network management	1129	1111	1104	1106	1108	1135	1155	1178	1189	1205	11420
Sustainable environment	351	351	351	351	351	351	351	351	351	351	3513
Swimming facilities	3286	3286	3286	3286	3286	3286	3286	3286	3286	3286	32862
Hamilton theatre services	1201	1201	1201	1201	1201	1201	1201	1201	1201	1201	12013
Toilets	350	350	350	353	351	351	351	351	351	351	3512
R&T: Traffic services/street lighting	2301	2323	2345	2367	2414	2437	2460	2483	2483	2507	24124
Hamilton Transport Centre	256	276	276	276	276	276	276	276	276	276	2742
Stadiums: Waikato Events Centre	844	844	844	844	844	844	844	844	844	844	8443
Stadiums: Waikato Stadium	1641	1641	1641	1641	1641	1641	1641	1641	1641	1641	16410
Wastewater	1604	1542	1584	1549	1642	1681	1707	1721	1747	1789	16566
Wastewater treatment plant	2312	2388	2399	2418	2429	2448	2460	2480	2492	2512	24338
Water supply	1053	1068	1137	1124	1175	1236	1121	1094	1096	1159	11263
Water treatment plant	1627	1636	1642	1657	1664	1679	1686	1701	1708	1723	16718
Stadiums: WestpacTrust Park	461	461	461	461	461	461	461	461	461	461	4613
Youth programme	205	205	205	205	205	205	205	205	205	205	2051
Hamilton Zoo	1276	1276	1276	1276	1276	1276	1276	1276	1276	1276	12756

## 2002/03 ANNUAL PLAN AND 10-YEAR LONG-TERM FINANCIAL STRATEGY ESTIMATES

	DIRECT OPERATING COSTS IN \$000's										
	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total
<b>BUSINESS UNITS, SUPPORT ADMIN AND SUPPORT SERVICES</b>											
Design services	1957	1957	1957	1957	1957	1957	1957	1957	1957	1957	19570
City parks	4934	4934	4934	4934	4934	4934	4934	4934	4934	4934	49340
Utilities	3627	3627	3627	3627	3627	3627	3627	3627	3627	3627	36270
Roads and traffic	1599	1599	1599	1599	1599	1599	1599	1599	1599	1599	15990
Nursery	475	475	475	475	475	475	475	475	475	475	4750
Parks and gardens administration	1252	1252	1252	1252	1252	1252	1252	1252	1252	1252	12520
Water, drainage and refuse	1837	1837	1837	1837	1837	1837	1837	1837	1837	1837	18370
Community support administration	115	115	115	115	115	115	115	115	115	115	1150
Libraries and museum administration	232	232	232	232	232	232	232	232	232	232	2320
Leisure administration	122	122	122	122	122	122	122	122	122	122	1220
Stadiums administration	236	236	236	236	236	236	236	236	236	236	2355
Chief executive's office	534	534	534	534	534	534	534	534	534	534	5336
Works and services group mgt	403	403	403	403	403	403	403	403	403	403	4025
Corporate group mgt	843	843	843	843	843	843	843	843	843	843	8425
Environmental services group mgt	202	202	202	202	202	202	202	202	202	202	2017
Community services group mgt	317	317	317	317	317	317	317	317	317	317	3168
Property management (support)	4236	4211	4186	4186	4186	4186	4186	4186	4186	4186	41931
Finance and administration	3847	3860	3847	3845	3860	3847	3847	3860	3847	3847	38507
Human resources	810	810	810	810	810	810	810	810	810	810	8100
Health and safety	103	103	103	103	103	103	103	103	103	103	1030
Communication and marketing	907	907	907	907	907	907	907	907	907	907	9067
Information management	5639	5639	5639	5639	6075	6075	6075	6075	6075	6075	59009
Strategic	1133	1133	1133	1133	1133	1133	1133	1133	1133	1133	11325
Internal audit	76	76	76	76	76	76	76	76	76	76	760
CPI & market remuneration adjustment	850	850	850	850	850	850	850	850	850	850	8500
<b>Total</b>	<b>95,759</b>	<b>96,211</b>	<b>96,725</b>	<b>96,444</b>	<b>95,684</b>	<b>94,505</b>	<b>94,246</b>	<b>94,463</b>	<b>94,998</b>	<b>94,983</b>	<b>954,017</b>

## 2002/03 ANNUAL PLAN AND 10-YEAR LONG-TERM FINANCIAL STRATEGY ESTIMATES

	RATES IN \$000's										Total
	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	
<b>SIGNIFICANT SERVICES</b>											
Animal care and control	313	308	308	308	308	308	308	308	308	308	3081
ArtsPost	109	109	109	109	109	109	109	109	109	109	1086
Building control	192	141	141	141	141	141	141	141	141	141	1461
Building support	183	183	183	183	183	183	183	183	183	183	1835
R&T: Carriageway management	2314	2330	2347	2356	2373	2390	2408	2425	2444	2460	23846
Cemeteries and crematorium	109	109	109	109	109	109	109	109	109	109	1094
Central area parking	-196	-229	-229	-229	-229	-229	-229	-229	-229	-229	-2257
City beautification	1429	1428	1433	1430	1431	1436	1433	1434	1435	1440	14325
Community assistance	42	42	42	42	42	42	42	42	42	42	420
Community development	962	962	962	962	962	962	962	962	962	962	9617
Community halls and leased buildings	92	92	92	92	92	92	92	92	92	92	923
R&CA: Councillor services	813	983	983	983	983	983	983	983	983	983	9655
R&CA: Elections			136			136			136		408
Emergency management	90	70	70	70	70	70	70	70	70	70	718
Employment initiatives	386	386	386	386	386	386	386	386	386	386	3857
Environmental health	702	703	703	703	703	703	703	703	703	703	7028
Exscite	286	286	286	286	286	286	286	286	286	286	2861
R&T: Footpaths, cycleways & verges	1483	1497	1510	1524	1537	1552	1566	1581	1595	1610	15455
Hamilton Gardens	1378	1379	1379	1379	1379	1379	1379	1379	1379	1379	13786
Housing services	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-748
Hamilton Leisure Centre	69	69	69	69	69	69	69	69	69	69	690
Libraries	3781	3781	3781	3781	3781	3781	3781	3781	3781	3781	37807
R&CA: Mayoral services	196	226	226	226	226	226	226	226	226	226	2225
Waikato Museum of Art and History	2361	2361	2361	2361	2361	2361	2361	2361	2361	2361	23608
R&T: Road network management	398	398	398	398	398	398	398	398	398	398	3980
Parking enforcement	-744	-744	-744	-744	-744	-744	-744	-744	-744	-744	-7442
Parks and gardens	1917	1950	2051	2055	2055	2055	2055	2055	2055	2055	20299
Planning guidance	511	511	511	511	511	511	511	511	511	511	5111
Property management (service)	-3107	-3236	-3236	-3236	-3236	-3236	-3236	-3236	-3236	-3236	-32231
Refuse (excl Horotiu)	2746	2764	2875	2927	2905	2765	2854	2956	3061	3169	29022
Refuse disposal (Horotiu)	-2653	-2347	-1965	-1898	-692	272	276	270	256	269	-8212
Road safety programme	137	137	137	137	137	137	137	137	137	137	1370
Sister cities programme	40	20	20	20	20	20	20	20	20	20	220
Sports areas	1264	1264	1265	1265	1265	1265	1265	1265	1265	1265	12643
Stormwater network management	982	964	957	959	961	988	1008	1031	1042	1058	9950
Sustainable environment	351	351	351	351	351	351	351	351	351	351	3513
Swimming facilities	1706	1706	1706	1706	1706	1706	1706	1706	1706	1706	17062
Hamilton theatre services	603	603	603	603	603	603	603	603	603	603	6033
Toilets	348	348	348	351	349	349	349	349	349	349	3492
R&T: Traffic services/street lighting	1330	1344	1357	1369	1397	1411	1424	1438	1437	1451	13961
Hamilton Transport Centre	99	125	125	125	125	125	125	125	125	125	1226
Stadiums: Waikato Events Centre	331	331	331	331	331	331	331	331	331	331	3309
Stadiums: Waikato Stadium	12	12	12	12	12	12	12	12	12	12	120
Wastewater	911	849	891	856	949	988	1014	1028	1054	1096	9636
Wastewater treatment plant	2307	2383	2394	2413	2424	2443	2455	2475	2487	2507	24288
Water supply	-1420	-1405	-1336	-1349	-1298	-1237	-1352	-1379	-1377	-1314	-13467
Water treatment plant	1627	1636	1642	1657	1664	1679	1686	1701	1708	1723	16718
Stadiums: WestpacTrust Park	257	257	257	257	257	257	257	257	257	257	2573
Youth programme	202	202	202	202	202	202	202	202	202	202	2021
Hamilton Zoo	738	738	738	738	738	738	738	738	738	738	7376

## 2002/03 ANNUAL PLAN AND 10-YEAR LONG-TERM FINANCIAL STRATEGY ESTIMATES

	RATES IN \$000's										Total
	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	
<b>BUSINESS UNITS, SUPPORT ADMIN AND SUPPORT SERVICES</b>											
Design services	-167	-167	-167	-167	-167	-167	-167	-167	-167	-167	-1670
City parks	-330	-330	-330	-330	-330	-330	-330	-330	-330	-330	-3300
Utilities	-143	-147	-140	-138	-138	-138	-138	-138	-138	-138	-1396
Roads and traffic	-165	-165	-165	-165	-165	-165	-165	-165	-165	-165	-1650
Nursery	-10	-10	-10	-10	-7	-7	-7	-7	-7	-7	-82
Parks and gardens administration											
Water, drainage and refuse	-161	-161	-161	-161	-161	-161	-161	-161	-161	-161	-1610
Community support administration											
Libraries and museum administration											
Leisure administration											
Stadiums administration											
Chief executive's office	534	534	534	534	534	534	534	534	534	534	5336
Works and services group mgt	373	373	373	373	373	373	373	373	373	373	3725
Corporate group mgt	674	674	674	674	674	674	674	674	674	674	6735
Environmental services group mgt	202	202	202	202	202	202	202	202	202	202	2017
Community services group mgt	317	317	317	317	317	317	317	317	317	317	3168
Property management (support)	-3463	-3488	-3513	-3513	-3513	-3513	-3513	-3513	-3513	-3513	-35059
Finance and administration	3165	3178	3165	3162	3178	3165	3165	3178	3165	3165	31682
Human resources	810	810	810	810	810	810	810	810	810	810	8100
Health and safety	103	103	103	103	103	103	103	103	103	103	1030
Communication and marketing	893	893	893	893	893	893	893	893	893	893	8927
Information management	-557	-550	-550	-550	-114	-114	-114	-114	-104	-114	-2880
Strategic	1128	1128	1128	1128	1128	1128	1128	1128	1128	1128	11275
Internal audit	76	76	76	76	76	76	76	76	76	76	760
CPI & market remuneration adjustment	850	850	850	850	850	850	850	850	850	850	8500
<b>Total</b>	<b>32,035</b>	<b>32,415</b>	<b>33,285</b>	<b>33,294</b>	<b>35,155</b>	<b>36,312</b>	<b>36,262</b>	<b>36,463</b>	<b>36,778</b>	<b>36,959</b>	<b>348,957</b>

**APPENDIX 7.2**

**SPECIAL AND CAPITAL PROJECTS (FUNDED AND NOT FUNDED)**

*By Service*



## SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS																																									
IN \$000's																																									
SAP No.	FUNDED	Type	TOTAL COST												Total	RATES												Total													
			Approved 2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2002/03	2003/04		2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12																		
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10																		
CARRIAGEWAYS MANAGEMENT																																									
1.0	Hukanui Rd/Horsham Downs Rd construction	C	1700										1700	797											797																
2.0	Thomas Rd land purchase	C	80	100									180	24	30										54																
3.0	Thomas Rd (Horsham Downs to Gordonton)	C	150	895	1845	100							2990																												
4.0	Borman Rd (Alignment/Designation)	C	60										60	60											60																
5.0	Borman Rd (Resolution Dr to Sylvester)	C			70	800							870																												
6.0	Borman Rd (Resolution Dr to Cate)	C						50	500				550																												
8.0	Resolution Dr (Discovery to Borman)	C			80	1000							1080																												
9.0	Resolution Dr (Borman to City Boundary)	C										50	50										15	15																	
10.0	Sexton Rd	C								55	200		255								55	200		255																	
11.0	Cate Rd Stage 1 (Thomas Rd North)	C				30	300						330				30	20						50																	
12.0	Cate Rd Stage 2 (Borman Rd South)	C										50	550										50	550																	
13.0	River Rd (north of Sylvester)	C					50	600			50		1200					32	390		32	325	500	779																	
14.0	Rotokauri growth	C										600	1200									200	200	400																	
15.0	Wairere Dr (Hukanui to Tramway)	C				20	180	5140					5340				20	92						112																	
16.0	Wairere Dr-N1 (R1 and R1 extension land purchase)	A	1116										1116																												
17.0	Subdivision construction contribution	C	115	115	115	115	115	115	115	115	115	115	1150	115	115	115	115	115	115	115	115	115	115	1150																	
18.0	Brymer Rd	C				75	540	250					865				75	540	250					865																	
19.0	Baverstock Rd	C						60	400				460						60	300				360																	
20.0	Gordonton Rd (Crosby to Puketaha)	C				70	700						770																												
21.0	Gordonton Rd (Puketaha to Thomas)	C					60	600					660																												
22.0	Ken Browne Dr-roundabout contribution	C	150										150	75										75																	
23.0	E1 arterial land purchase	C	2600										2600																												
24.0	Southern arterial network strategy	C	60										60	15										15																	
25.0	Ruakura Rd (Peachgrove to Knighton Rd) land	C					50						50					50						50																	
26.0	Ruakura Rd (Peachgrove to Knighton Rd)	C							150	725	725		1600							150	725	725		1600																	
27.0	Norton Rd investigation & design	C					50						50					50						50																	
28.0	Norton Rd (Hall to Rail Underpass)	C						100	500				600						100	500				600																	
29.0	Norton Rd (Tristram to Hall)	C										50	550								50	500		550																	
30.0	Miscellaneous land purchases	C	275	50	50	50	50	50	50	50	50	50	725	275	50	50	50	50	50	50	50	50	50	725																	
31.0	Te Kowhai Rd improvements	C		100									100		100									100																	
32.0	Claudlands Rd (Grey St to end)	C	190										190	190										190																	
33.0	Riverlea Rd	C	100	650	650								1400	100	650	650								1400																	
34.0	Pukete Rd (Church to WWTP)	C	580										580	580										580																	
35.0	Pukete Rd (WWTP northwards)	C								50	350		400								50	350		400																	
36.0	Tui Ave	C										100	100											100																	
37.0	Lake Domain Dr (Innes Common)	C			855								855			431								431																	
38.0	Old Farm Rd	C			30	100							130			30		100						130																	
39.0	Church Rd upgrade	C			25	115							140			25		115						140																	
40.0	Kerb & channel replacement	R	665	665	665	665	665	625	625	625	625	625	6450	519	519	519	519	519	487	487	487	487	487	5030																	
41.0	Area wide treatment	R	766	360	520	525	530	535	540	545	550	555	5426	429	202	291	294	297	300	302	305	308	311	3039																	
42.0	Bridge resurfacing	R	200					200					400	120					120					240																	
43.0	Carriageways smoothing	R		395	294	297	300	302	305	308	311	314	2826		221	165	166	168	169	171	172	174	176	1582																	
44.0	Carriageways reseals	R	2129	2440	2129	1924	1942	1960	1978	1997	2015	2033	20547	1192	1366	1192	1077	1088	1098	1108	1118	1128	1138	11505																	
45.0	Bridge refurbishment	R						800					800						448					448																	
46.0	Stormwater quality Improvements	R	20	50	50	50	50	50	50	50	50	50	470	10	28	28	28	28	28	28	28	28	28	262																	
47.0	Routine bridge maintenance	M	128	100	140	100	140	100	140	100	140	100	1188	72	56	78	56	78	56	78	56	78	56	664																	
48.0	Wairere Dr Stage 3	A		504									504		150									150																	
49.0	Deterioration modelling	M	40	40	40								120	22	22	22								66																	
375.0	E1 arterial study & land purchase (Crosby to Cobham)	C	50									400	3000	3450	50									50																	
376.0	Cobham Dr roundabout	C	535										535																												

[illegible]

## SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS														RATES												
IN \$000's			TOTAL COST											Approved												
SAP No.	FUNDED	Type	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total		
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10			
	ECONOMIC DEVELOPMENT																									
78.0	Events bid fund & city banners (event sponsorship fund)	M	650	650	650	650	650	650	650	650	650	650	6500	650	650	650	650	650	650	650	650	650	650	6500		
79.0	Promotional video & book	M	30			30			30			30	120	30			30			30			30	120		
80.0	Business 2 Hamilton funding (B2H)	M	200	200	200	200	200	200	200	200	200	200	2000	200	200	200	200	200	200	200	200	200	200	2000		
81.0	Enterprise Hamilton	M	218	135	52	52	52	52	52	52	52	52	769	218	135	52	52	52	52	52	52	52	52	769		
82.0	Tourism Waikato funding (inc Visitor Information Centre)	M	357	357	357	357	357	357	357	357	357	357	3570	357	357	357	357	357	357	357	357	357	357	3570		
83.0	Millennium feasibility study & resource consent	M	20	150									170	20	150									170		
84.0	Innovation Park	M	1000	1000									2000													
85.0	Christmas festive decorations	C	15	15	15	15	15	15	15	15	15	15	150	15	15	15	15	15	15	15	15	15	15	150		
382.0	Tourism Waikato grant for Grass is Greener promotion	M	50										50	50			15	15	15		15	15	15	50		
	EMERGENCY MANAGEMENT																									
86.0	Civil defence emergency mgt communications	C	8				8				8		24	8				8				8		24		
87.0	Civil defence community warden	M	8										8	8										8		
	EMPLOYMENT INITIATIVES																									
88.0	Mobile huts	R	3		5				5				13	3		5				5				13		
	ENVIRONMENTAL HEALTH																									
89.0	Contaminated sites management plan	M	10	10	10	10	10	10	10	10	10	10	100	10	10	10	10	10	10	10	10	10	10	100		
	FINANCE AND ADMINISTRATION																									
90.0	Asset revaluation	M					175					175	350				175					175		350		
91.0	One-off subdivision valuation split	M		100									100		100									100		
	FOOTPATHS, CYCLEWAYS AND VERGES																									
92.0	Footways & verges shape correction	R	322	322	322	322	322	269	271	274	276	280	2980	322	322	322	322	322	269	271	274	276	280	2980		
93.0	Footways & verges resurfacing	R	481	481	481	481	481	403	407	410	414	417	4456	481	481	481	481	481	403	407	410	414	417	4456		
94.0	Litter bins	R	20	20	20	20	20	20	20	20	20	20	200	20	20	20	20	20	20	20	20	20	20	200		
95.0	Car park maintenance strategy	M	7										7	7										7		
96.0	Cycleway construction (non-project related)	C	205	205	205	205	205	205	205	205	205	205	2050	115	115	115	115	115	115	115	115	115	115	1150		
97.0	New footpath construction	C	50	50	50	50	50	50	50				350	50	50	50	50	50	50	50				350		
	HAMILTON CITY LEISURE CENTRE																									
98.0	YMCA grant	M	60	60	60	60	60	60	60	60	60	60	600	60	60	60	60	60	60	60	60	60	60	600		
	HAMILTON GARDENS																									
99.0	Hamilton Gardens development	C	315	300	250	150	150	150	125	100	150	100	1790			170	125	125	125	100	100	150	100	995		
99.1	Hamilton Gardens development O&M impact	M	15	20	20	25	25	30	35	40	45	50	305	15	20	20	25	25	30	35	40	45	50	305		
100.0	Hamilton Gardens information centre grant	M	15	15	15	15	15	15	15	15	15	15	150	15	15	15	15	15	15	15	15	15	15	150		
101.0	Hamilton Gardens asset renewals-pumps	R	20										20	20										20		
	HAMILTON THEATRE SERVICES																									
217.0	Performing Arts Centre	M	126	126	126	126	126	126	126	126	126	126	1260	126	126	126	126	126	126	126	126	126	126	1260		
218.0	Upgrade Council's performing arts facilities	C	45										45	45										45		
219.0	Theatre improvements programme	C		53	28	23	40	10	35	42	10		241		53	28	23	40	10	35	42	10		241		
219.1	Theatre improvements programme O&M impact	M				1	1	1	1	1	1	1	6				1	1	1	1	1	1	1	6		
220.0	Theatres equipment renewals & improvement programme	R	140	140	140	140	140	140	140	140	140	140	1400	140	140	140	140	140	140	140	140	140	140	1400		
	INFORMATION MANAGEMENT																									
102.0	Data capture	M	100	100	100	100	100			100	100	100	800	100	100	100	100	100			100	100	100	800		
103.0	IP telephony	M		13	70	204	204	204	204	204	204	204	1511		13	70	204	204	204	204	204	204	204	1511		
383.0	IP telephony savings	M	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-750	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-750		
384.0	IP telephony savings Council-wide	M	-51	-51	-51	-51	-51	-51	-51	-51	-51	-51	-510	-51	-51	-51	-51	-51	-51	-51	-51	-51	-51	-510		
385.0	Authority upgrade	C	1118										1118	301										301		

	SPECIAL & CAPITAL PROJECTS																										
SAP No.	IN \$000's			TOTAL COST Approved											RATES Approved												
	FUNDED	Type	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total		2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total		
104.0	LIBRARIES	C	70	70	70	70	70	70	70	70	70	70	700		70	70	70	70	70	70	70	70	70	70	700		
105.0	Council & community archives	C	146	64	40								250		146	64	40								250		
105.1	Council & community archives O&M impact	M	90	90	100	100	100	100	100	100	100	100	980		90	90	100	100	100	100	100	100	100	100	980		
106.0	Library book purchases	C	890	890	890	890	890	890	890	890	890	890	8900		890	890	890	890	890	890	890	890	890	890	8900		
107.0	Flagstaff community library	C								60			60								60				60		
50.0	NETWORK MANAGEMENT	M			10			10				10	30					5.5		5.5			5.5		16.5		
113.0	Traffic model update	M	55										55														
	CBD parking policy review & study	M																									
115.0	PARKING ENFORCEMENT	C	25	25									50		25	25									50		
116.0	Handheld infringement computers	C				60							60				60								60		
117.0	Parking meter replacement	R	20	20	20	20	20	20	20	20	20	20	200		20	20	20	20	20	20	20	20	20	20	200		
	PARKS AND GARDENS																										
64.0	City entrances development	C	32										32		32										32		
64.1	City entrances development O&M impact	M	5	5	5	5	5	5	5	5	5	5	50		5	5	5	5	5	5	5	5	5	5	50		
118.0	Reserves acquisition programme-land purchase	C	200	200		200		200		200		200	1200												1200		
118.1	Reserves acquisition prog-land purchase O&M impact	M	18	18	23	23	28	33	33	33	38	38	280		18	18	23	23	28	28	33	33	38	38	280		
119.0	Reserves Act management planning programme	M	45	40	15	20	30	30	45	30	30	25	310		45	40	15	20	30	30	45	30	30	25	310		
120.0	Land acquisition & development of esplanade programme	C	20	20	20	20	20	20	20	20	20	20	200												200		
120.1	Land acquisition & dev of esplanade prog O&M impact	M	6	8	10	12	14	16	18	20	22	24	150		6	8	10	12	14	16	18	20	22	24	150		
121.0	Waahi tapu acquisition & development programme	C	30	40	50	60	60	60	60	60	60	60	540		30	40	50	60	60	60	60	60	60	60	540		
121.1	Waahi tapu acquisition & dev prog O&M impact	M		3	3	6	9	12	15	18	21	24	111			3	3	6	9	12	15	18	21	24	111		
122.0	Gully park development programme	C	120	120	120	120	120	120	120	120	120	120	1200		-20	-20	-20	-20	-20	-20	-20	-20	-20	-20	-200		
122.1	Gully park development programme O&M impact																										

## SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS																									
IN \$000's			TOTAL COST										RATES												
SAP No.	FUNDED	Type	Approved										Total	Approved										Total	
			2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10		
137.1	Recreation equipment programme O&M impact	M	2	4	6	8	10	12	14	16	18	20	110	2	4	6	8	10	12	14	16	18	20	110	
138.0	Nursery upgrading & improvements	R	20	8	10		65	10					113	20	8	10		65	10					113	
139.0	Car park maintenance programme	R	14	46	52	38	32	92	30	8	10	8	330	14	46	52	38	32	92	30	8	10	8	330	
140.0	Amenity lighting on parks	C	35										35	35										35	
140.1	Amenity lighting on parks O&M impact	M	2	4	4	4	4	4	4	4	4	4	38	2	4	4	4	4	4	4	4	4	4	38	
141.0	Recreation & leisure plan implementation	M	5									20	25	5									20	25	
142.0	Lake Rotokaeo ecological rehabilitation programme	M	20	20	20	28	23						111	20	20	20	28	23						111	
143.0	Parks & Gardens asset renewals	R	80	80	80	80	80	80	80	80	80	80	800	80	80	80	80	80	80	80	80	80	80	800	
144.0	Recreation & leisure plan review	M		13			13						26		13			13						26	
145.0	Purchase Marist Rugby Club assets	C		665									665											665	
146.0	Riverside walkways signposting	M	1	2	1	1	2	1	1	2	1	1	13	1	2	1	1	2	1	1	2	1	1	13	
147.0	Hammond Bush restoration programme	M	8	8	8	8	8	8	8	8	8	8	80	8	8	8	8	8	8	8	8	8	8	80	
147.1	Hammond Bush restoration programme O&M impact	M	1	2	3	4	5	6	7	8	9	10	55	1	2	3	4	5	6	7	8	9	10	55	
148.0	Windows on the river	M	30			30			30			30	120	30						30			30	120	
386.0	Cobham Dr toilets upgrade	C	24										24	24										24	
391.0	Taitua arboretum-contribution	M	45										45	45										45	
PARTNERSHIP WITH MAORI																									
108.0	Partnership with Maori grants	M	172	172	172	172	172	172	172	172	172	172	1720	172	172	172	172	172	172	172	172	172	172	1720	
109.0	Maori project fund	M	75	75	75	75	75	75	75	75	75	75	750	75	75	75	75	75	75	75	75	75	75	750	
PROPERTY MANAGEMENT (SUPPORT)																									
149.0	Vehicle & plant renewals	C	789	789	789	789	733	732	599	738	682	797	7437	552	600	625	650	619	643	535	688	632	747	6291	
150.0	Property management capital asset renewal	C	1476	1926	2426	2476	2476	2476	2476	2476	2476	2476	23160	1208	1658	2158	2208	2208	2208	2208	2208	2208	2208	20480	
387.0	Energy efficiency lighting suburban libraries	C	52										52											52	
REFUSE (EXCL HOROTIU)																									
152.0	Refuse transfer station asset management upgrades	R	15			230							245	15			230							245	
154.0	HORC asset management upgrades	R	55	23	28	33							139	55	23	28	33							139	
155.0	Promotion of kerbside recycling & collection-marketing	M	30										30	30										30	
REFUSE DISPOSAL (HOROTIU)																									
151.0	Horotiu landfill-complete stages 4 & 6 & reinstate	C					1900						1900											1900	
153.0	Horotiu landfill asset management upgrades	R	10	110	10	10	10	10	10	10	10	10	200											200	
SPORTS AREAS																									
157.0	Sports area development programme	C	150		325	570	180		625		350	350	2550									350	350		
157.1	Sports area dev prog O&M impact	M	65	80	80	90	90	90	150	150	190	230	1215	65	80	80	90	90	90	150	150	190	230	1215	
158.0	Minogue Park netball courts	R					63						63					63						63	
159.0	Contribution to regional indoor stadium incl asbestos removal	C		1925	1925								3850											3850	
161.0	New skateboard facilities	C		90				90					180		90					90				180	
161.1	New skateboard facilities O&M impact	M	5	5	10	15	15	15	20	20	20	20	145	5	5	10	15	15	15	20	20	20	20	145	
162.0	Provision of changing rooms on parks	C	210			347		517		545	520		2139		210			347		517		545	520	2139	
162.1	Provision of changing rooms on parks O&M impact	M		5	10	10	20	20	30	30	40	50	215		5	10	10	20	20	30	30	40	50	215	
163.0	Asset renewals-Sports Areas	R	30	30	30	30	30	30	30	30	30	30	300	30	30	30	30	30	30	30	30	30	30	300	
163.1	Asset renewals-Sports Areas O&M impact	M	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	2	2	2	2	2	2	20	
164.0	Dey St Park changing rooms	C		510									510		510									510	
164.1	Dey St Park changing rooms O&M impact	M		10	10	10	10	10	10	10	10	10	90		10	10	10	10	10	10	10	10	10	90	
STORMWATER NETWORK MANAGEMENT																									
165.0	Customer connections to the network SW	C	200	200	200	200	200	200	200	200	200	200	2000											2000	
166.0	Stormwater consent review	R					30						30						30					30	
167.0	Stormwater impact mitigation	C	80	170	170	170	170	115	115	115	50	50	1205	80	170	170	170	170	115	115	115	50	50	1205	
168.0	Contributions for increasing pipe sizes in subdivisions SW	C	50		50		50		50		50		250	50		50		50		50		50		250	
169.0	Dominion/Brymer Rds stormwater trunk	C		210	210								420		210	210								420	

## SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS																															
IN \$000's																															
FUNDED																															
SAP No.		Type	TOTAL COST											Total	RATES											Total					
			Approved 2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Approved 2002/03		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12								
			1	2	3	4	5	6	7	8	9	10			1	2	3	4	5	6	7	8	9	10							
170.0	Rototuna/Flagstaff trunks	C	350	350	350	300	350	450			300	500	2950																		
171.0	Provision of stormwater trunks in future growth cells	C				400	400	100	100	100	100	100	1300						240	320	60		70	20	60	770					
172.0	Network upgrades enabling infill development	C		50	50	50	150	150		150	150	150	1050				50	50		150	150		150	20	150	1050					
173.0	Waitawhiriwhiri Stream channel lining	R						250	250	250	250	250	1250							250	250	250	250	250		1250					
174.0	Waitawhiriwhiri reserve accessway	M							100				100								100					100					
175.0	Reticulation network renewals	R		60	150	200	180	300	300	300	300	300	2090			60	150		200	180	300	300	300	300	300	2090					
176.0	Upgrade network to prevent flooding	C	265	265	265	265	265	265	265	265	265	265	2650		265	265	265	265	265	265	265	265	265	265	265	2650					
177.0	Upgrades associated with road works	C	210	170	150	210	210	210	210	210	210	210	2000		210	170	150	210	210	210	210	210	210	210	210	2000					
178.0	River outfall improvements	C		10	10	10	10	10					50			10	10	10	10	10					50						
179.0	Erosion mitigation works	C				50	50	150	150	100	100	100	700					50	50	150	150	100	100	100	700						
180.0	Renew stormwater outlets to kerbs	R			30	30	30	30	30	30	30		180				30	30	30	30	30	30			180						
181.0	Network hydraulic modelling	M						20	20		20		80								20	20	20		80						
182.0	Structure plan review	M	10					10				10	30		10					10			10		30						
183.0	Customer charter SW	M						10	15				25								10	15			25						
184.0	Maintenance of wetlands facilities	M			15	15	15	20	20	20	25	25	155				15	15	15			20	25	25	155						
388.0	Project watershed emergency works	C	85	85	85	85	85	85	85	85	85	85	850																		
STRATEGIC																															
185.0	District plan appeals, variations & reprinting provisions	M	120	80	40								240		115	78	15								208						
186.0	Strategic plan/financial management policy review	M	30		104	30		48	30		104	30	376		30		104	30		48	30		104	30	376						
187.0	Sustainability indicators monitoring	M	60	60	60	60	60	60	60	60	60	60	600		60	60	60	60	60	60	60	60	60	60	600						
188.0	Rotokauri plan change	M	55	20									75		55	20									75						
189.0	Hamilton urban growth strategy	M	50		50		30					30	160		50		50		30					30	160						
190.0	District plan implementation-monitoring of the district plan	M		50	50	50	50	50	50	50	50	50	450			50	50	50	50	50	50	50	50	50	450						
191.0	Hamilton district alternative methods programme	M		60		40					40		140			60		40				40			140						
192.0	Strategic land purchase programme	C			900	1000	1000	1000	1000	1000			5900																		
193.0	Open space review & reserves strategy	M	40	30	60	30							160		40	30	60	30							160						
194.0	Infill housing-assessment options and implementation	M			40	80					20		140				40	80					20		140						
195.0	Rolling review programme-district plan	M			50	65	70	115	135	85	85	50	655				50	65	70	115	135	85	85	50	655						
196.0	Rototuna structure plan-land releases	M					60				60		120						60				60		120						
197.0	Environmental protection overlay stage 3-review & updating	M				70	85	20					175					70	85	20					175						
198.0	District plan financial contribution review	M	70	50	60								180		70	50	60								180						
199.0	Rural residential options	M		80	33	10							123			80	33	10							123						
200.0	Stormwater quality strategy	M									50	50	100										50	50	100						
201.0	Peacocke structure plan	M	100	295	140								535		100	295	140								535						
SUSTAINABLE ENVIRONMENT																															
202.0	Hamilton environmental improvement in Riverlea	M		10	15	15							40			10	15	15							40						
203.0	Environmental education programme	M	75	83	83	83	83	83	83	83	83	83	822		75	83	83	83	83	83	83	83	83	83	822						
204.0	Festival of the environment	M	10	10	10								30			10	10	10							30						
205.0	Sustainable subdivision	M		15	10	15							40			15	10	15							40						
206.0	Waste management plan review	M		10	10								20			10	10	10							20						
207.0	Environmental education centre	M	20	15	10								45		20	15	10								45						
208.0	Gully restoration programme	M	20	10	10								40		20	10	10								40						
SWIMMING FACILITIES																															
209.0	Waterworld full plant replacement	R	250	50	25	25	50	25	50	25	50		550		250	50	25	25	50	25	50	25	50		550						
210.0	Waterworld changing rooms-main and disabled	R	35										35		35										35						
211.0	Waterworld car park	C		148									148			148									148						
212.0	Waterworld asset renewals	R	58	94	58	58	58	58	94	58	58	58	652		58	94	58	58	58	58	94	58	58	58	652						
213.0	Gallaghers Aquatic Centre asset renewals	R	40	12	12	12	40	12	12	12	12	12	176		40	12	12	12	40	12	12	12	12	12	176						
214.0	Partner pool grants	M	50	50	50	50	50	50	50	50	50	50	500		50	50	50	50	50	50	50	50	50	50	500						
215.0	Feasibility study central city swimming	M	30										30		30										30						
216.0	Lido leisure pool	C		60	2000								2060			60									2060						
353.0	Waterworld deep water pool	C			36	1200							1236																		

#### SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

[illegible]



## SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS																										RATES																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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## SPECIAL AND CAPITAL PROJECTS FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS																											
	IN \$000's		TOTAL COST											RATES													
SAP No.	FUNDED	Type	Approved	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total	Approved	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total	
			2002/03	1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10			
298.0	WTS filter improvements	C	130		155		20	30			610	150	150	1245	130		155		20	30			610	150	150	1245	
299.0	WTS upwash pipework	C	60											60	60										60		
300.0	WTS bulk lime tank	C							150					150							150				150		
301.0	WTS workshop extension	C	10	15										25	10	15									25		
302.0	WTS ph control	C		150										150		150									150		
302.1	WTS ph control O&M impact	M			20		20	20	20	20	20	20	20	160			20		20	20	20	20	20	20	160		
303.0	WTS algal control	C	5	40										45	5	40									45		
304.0	Reservoir capital improvements	C	6		40		30		32	32				140	6		40		30		32	32			140		
WESTPAC TRUST PARK																											
281.0	WestpacTrust Park field drainage renovation	R	30											30											30		
282.0	Operational savings due to loan funding WestpacTrust Park projects	M	-8	-8	-8		-8	-8	-8	-8	-8	-8	-8	-80	-8	-8	-8		-8	-8	-8	-8	-8	-8	-80		
WORKS GP MGT.																											
283.0	Energy efficiency fund	M	40	30	30		30	30	30	30	30	30	30	310	40	30	30		30	30	30	30	30	30	310		
YOUTH PROGRAMME																											
309.0	Youth at risk grant	M	10	10	10		10	10	10	10	10	10	10	100	10	10	10		10	10	10	10	10	10	100		
HAMILTON ZOO																											
310.0	Zoo development programme	C	193	213	230		255	233	245	170	5	5	225	1774	193	213	230		255	233	245	170	5	5	225	1774	
311.0	Zoo asset renewal	R	50	50	50		50	50	50	50	50	50	50	500	50	50	50		50	50	50	50	50	50	500		
312.0	Panda exhibit negotiations	M	15	15	15		15	15						75	15	15	15		15	15					75		
313.0	Zoo development-chimpanzee exhibit	C	350	350	350									1050	350	350	350								1050		
313.1	Zoo development-chimpanzee exhibit O&M impact	M			75		110	110	110	110	110	110	110	845			50		85	85	85	85	85	85	645		
	TOTAL		40,139	36,216	36,909		35,162	32,135	41,489	36,916	30,160	29,856	32,091	351,071		21,059	21,670	20,516		20,504	21,219	20,822	21,536	21,865	22,287	23,759	215,237
	SPECIAL & CAPITAL PROJECTS FUNDED BY:																										
	Rates		21059	21670	20516		20504	21219	20822	21536	21865	22287	23759	215237													
	Loans		11388	7997	11356		8552	3730	12971	9650	4500	1900	3000	75044													
	Reserves		3911	3481	1974		3583	4534	2554	2797	1254	3081	2767	29936													
	Subsidy		2172	2114	2344		1919	2036	4533	2317	1962	1992	1986	23375													
	Other Revenue		1609	954	718.5		604	616	608.5	616	579	595.5	579	7480													
	TOTAL		40,139	36,216	36,909		35,162	32,135	41,489	36,916	30,160	29,856	32,091	351,071													

SPECIAL & CAPITAL PROJECTS-PROJECTS NOT FUNDED BY SERVICE (ALPHABETICALLY)

[illegible]

## SPECIAL &amp; CAPITAL PROJECTS-PROJECTS NOT FUNDED BY SERVICE (ALPHABETICALLY)

SPECIAL & CAPITAL PROJECTS																										
	IN \$000's		TOTAL COST											RATES												
SAP No.	UNFUNDED	Type	Approved	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total	Approved	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Total
			2002/03	1	2	3	4	5	6	7	8	9	10			1	2	3	4	5	6	7	8	9	10	
	SWIMMING FACILITIES																									
348.0	Hydroslide renewal	R					300							300					300						300	
349.0	Diver towers	C					160						160						160						160	
350.0	Additional changing facilities	C			300									300			300								300	
351.0	North east sector new pool	C									75	2500		2575									75	2500	2575	
352.0	Swimming facilities meeting rooms	C				200								200				200							200	
354.0	Waterworld dry land recreation facilities	C												100											100	
355.0	Municipal pool refurbishment/reconstruction	C		100				100	2400					2500		100			100	2400					2500	
	TRAFFIC SERVICES/STREET LIGHTING																									
359.0	Millennium design-roading development	C			100	1240								1340			100	1240							1340	
360.0	Millennium bridge	C				500	4500							5000				500	4500						5000	
361.0	Te Rapa Rd undergrounding cables	C		2000										2000												
362.0	Red light camera	C		40										40											40	
362.1	Red light camera O&M impact	M		20	20	20	20	20	20	20	20	20	20	200		20	20	20	20	20	20	20	20	20	20	
	WAIKATO MUSEUM OF ART AND HISTORY																									
338.0	Museum street frontage	C		6	20	200	180							406		6	20	200	180						338.0	
339.0	Preservation of the Rangariri	M		15	25									40		15	25								40	
340.0	Arts policy for Hamilton City	M		10	5									15		10	5								15	
	WAIKATO STADIUM																									
366.0	Waikato Stadium east stand existing toilet renovation	R		50										50		50									50	
367.0	Waikato Stadium Seddon Rd food & beverage facility	C		75										75		75									75	
368.0	Waikato Stadium entry turnstiles	C			150									150			150								150	
369.0	Waikato Stadium gate entry canopies	C			80									80			80								80	
370.0	Waikato Stadium flag poles& flags	C		25										25		25									25	
371.0	Waikato Stadium existing east stand renovation	R		500		1000								1500		500		1000							1500	
372.0	Waikato Stadium no.2 ground redevelopment	C				300								300				300							300	
373.0	Waikato Stadium boulevard	C					1000							1000					1000						1000	
	WESTPAC TRUST PARK																									
363.0	WestpacTrust Park SKY outside broadcasting vehicle	C		50										50		50									50	
364.0	WestpacTrust Park changing rooms renovation	R			50									50			50								50	
365.0	WestpacTrust Park grandstands	C				500								500				500							500	
	HAMILTON ZOO																									
374.0	Development of an african savannah exhibit	C						1000	1000					2000							1000	1000			2000	
	Total			5,027	3,774	10,704	6,581	5,354	6,554	3,239	3,439	4,689	2,364	51,725		2,433	1,707	5,354	6,581	5,354	6,554	3,189	1,639	4,639	864	38,314

**APPENDIX 7.3**

**SPECIAL AND CAPITAL PROJECTS (FUNDED AND NOT FUNDED)**

*By Strategic Area*

## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																										
IN \$000's																										
SAP No.	FUNDED	Type	TOTAL COST										Total	RATES												Total
			Approved 2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		Approved 2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12			
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10			
	STRATEGIC AREA A: SUSTAINING HAMILTON'S ENVIRONMENT																									
	WASTEWATER NETWORK MANAGEMENT																									
237.0	TERRA 21-wastewater effluent disposal to land	C		75	300	300	400	1600	4000	1000			7675													
237.1	TERRA 21-wastewater effluent disp to land O&M impact	M								215	215	215	645								215	215	215	645		
238.0	Pukete project-wastewater second treatment	C		130	300	300	350	3000	3000	1000			8080													
238.1	Pukete project-wastewater second treatment O&M impact	M								100	100	100	300								100	100	100	300		
239.0	Customer connections to the network WW	C	150	150	150	150	150	150	150	150	150	150	1500													
240.0	Far eastern interceptor	C		1000		500		500					2000													
241.0	Contributions for increasing pipe sizes in subdivisions WW	C		50		50		50		50		50	250		50		50		50		50		50	250		
242.0	Rototuna wastewater trunks	C	230	250	350	450	450	400	300	250	300	400	3380													
243.0	Wastewater interceptor & trunks for future urban growth	C				300	300	400	100	100	100	100	1400				180	240	240		70	20	60	810		
244.0	Upgrades to wastewater networks to enable infill dev	C		50	50	80	150	150	200	200	200	200	1280			50	80	150	150	200	200	200	200	1280		
245.0	Network upgrade to subdivisional standards	C	215	215	215	215	215	215	215	215	215	215	2150	215	215	215	215	215	215	215	215	215	215	2150		
246.0	Condition assessment of the wastewater pipe network	C	50	50	50	50	50	50	50	50	50	50	500	50	50	50	50	50	50	50	50	50	50	500		
247.0	Refurbishment of interceptors & trunk services	C							210	210	210	210	840							210	210	210	210	840		
248.0	Repayment of advance to Tainui Development Ltd	A	765	107									872													
249.0	Replacement of pumping station SCADA system	C						25	150	150	50		375											375		
250.0	Replacement of asbestos cement rising mains	C			80	80	80	80	80	80			480			80	80	80	80	150	150	80		480		
251.0	Pump station asset management upgrades	C	150	180	150	150	155	165	195	165	165	165	1640	150	180	150	150	155	165	195	165	165	165	1640		
252.0	Review of wastewater peaking factors	C	45	15									60	45	15									60		
253.0	Pump station storage	C	45			95	95	95	95	95	95	95	710	45			95	95	95	95	95	95	95	710		
254.0	Wastewater flow modelling	C		60	70	70							200			60	70							200		
255.0	Corrosion venting of interceptors	C				40	20	20	20	20	20	20	160				40	20	20	20	20	20	20	160		
256.0	Interceptor flow recording	C	23	22									45	23	22									45		
257.0	Bridge maintenance	M	27			14			40			14	95	27			14			40			14	95		
258.0	Wastewater structure plan reviews	M	10				10				10		30	10				10				10		30		
259.0	Septic tank cleaning	M		30			30				30		90		30			30				30		90		
260.0	Customer charter WW	M							5	8			13			30		30			5	8		13		
	WASTEWATER TREATMENT STATION																									
305.0	WWTP capital improvements	C	69	25	50	40	85	95	80	25			469	69	25	50	40	85	95	80	25			469		
306.0	WWTP sludge lagoon	C			15	860							875			15								15		
307.0	WWTP asset renewals	R	38	56	61	51	110	85	45	90	230	210	976	38	56	61	51	110	85	45	90	230	210	976		
390.0	Wastewater bore	C	100										100	20										20		
	STORMWATER NETWORK MANAGEMENT																									
165.0	Customer connections to the network SW	C	200	200	200	200	200	200	200	200	200	200	2000													
166.0	Stormwater consent review	R						30					30						30					30		
167.0	Stormwater impact mitigation	C	80	170	170	170	170	115	115	115	50	50	1205	80	170	170	170	170	115	115	115	50	50	1205		
168.0	Contributions for increasing pipe sizes in subdivisions SW	C	50		50		50		50		50		250	50		50		50						250		
169.0	Dominion/Brymer Rds stormwater trunk	C		210	210								420		210	210								420		
170.0	Rototuna/Flagstaff trunks	C	350	350	350	300	350	450			300	500	2950													
171.0	Provision of stormwater trunks in future growth cells	C				400	400	100	100	100	100	100	1300				240	320	60		70	20	60	770		
172.0	Network upgrades enabling infill development	C		50	50	50	150	150	150	150	150	150	1050		50	50	50	150	150	150	150	150	150	1050		
173.0	Waitawhiriwhiri Stream channel lining	R						250	250	250	250	250	1250						250	250	250	250	250	1250		
174.0	Waitawhiriwhiri reserve accessway	M							100				100							100				100		
175.0	Reticulation network renewals	R		60	150	200	180	300	300	300	300	300	2090			60	150	200	180	300	300	300	300	2090		
176.0	Upgrade network to prevent flooding	C	265	265	265	265	265	265	265	265	265	265	2650	265	265	265	265	265	265	265	265	265	265	2650		
177.0	Upgrades associated with road works	C	210	170	150	210	210	210	210	210	210	210	2000	210	170	150	210	210	210	210	210	210	210	2000		
178.0	River outfall improvements	C		10	10	10	10	10	10				50		10	10	10	10	10					50		

## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																											
IN \$000's																											
SAP No.	FUNDED	Type	TOTAL COST											Total	RATES											Total	
			Approved												Approved												
			2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2002/03		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12				
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10				
179.0	Erosion mitigation works	C				50	50	150	150	100	100	100	700					50	50	150	150	100	100	100	700		
180.0	Renew stormwater outlets to kerbs	R			30	30	30	30	30	30			180			30	30	30	30	30	30			180			
181.0	Network hydraulic modelling	M						20	20	20	20		80						20	20	20	20		80			
182.0	Structure plan review	M	10					10				10	30	10					10			10		30			
183.0	Customer charter SW	M						10	15				25						10	15				25			
184.0	Maintenance of wetlands facilities	M			15	15	15	20	20	20	25	25	155			15	15	15			20	25	25	155			
388.0	Project watershed emergency works	C	85	85	85	85	85	85	85	85	85	85	850						20	20							
REFUSE (EXCL HOROTIU)																											
152.0	Refuse transfer station asset management upgrades	R	15			230							245	15			230							245			
154.0	HORC asset management upgrades	R	55	23	28	33							139	55	23	28	33							139			
155.0	Promotion of kerbside recycling & collection-marketing	M	30										30	30										30			
REFUSE DISPOSAL (HOROTIU)																											
151.0	Horotiu landfill-complete stages 4 & 6 & reinstate	C					1900						1900														
153.0	Horotiu landfill asset management upgrades	R	10	110	10	10	10	10	10	10	10	10	200														
WATER NETWORK MANAGEMENT																											
261.0	Customer connections to the network WS	C	143	143	143	143	143	143	143	143	143	143	1430	3	3	3	3	3	3	3	3	3	3	30			
262.0	Rototuna water supply trunkmain	C	390	210		140	90	210			70	130	1240														
263.0	Newton trunk water mains	C					76						76														
264.0	Contribution for increasing pipe sizes in subdivisions WS	C		20		20		20		20		20	100		20		20		20		20		20	100			
265.0	Rototuna reservoir & associated bulkmains	C				250						800	1050				250						800	1050			
266.0	Water supply future growth	C				270	340	80	860	620	760	860	3790				162	272	48		582	152	516	1732			
267.0	Water network-new mains	C	456	556	565	615	565	565	565	565	565	465	5482	446	546	555	605	555	555	555	555	555	455	5382			
268.0	New water reservoir-Hamilton south	C	300	1500	3550	1900							7250														
269.0	Water network-mains renewal	R	210	260	260	310	310	310	310	310	310	310	2900	210	260	260	310	310	310	310	310	310	310	2900			
270.0	Water network-fitting renewals	R	375	380	380	380	380	380	380	380	380	380	3795	375	380	380	380	380	380	380	380	380	380	3795			
271.0	Replacement of water meters	C	35	35	35	35	35	35	35	35	35	35	350	35	35	35	35	35	35	35	35	35	35	350			
272.0	Bulkmain valve automation	C	20			20	40	20					100	20			20	40	20					100			
273.0	Upgrade water supplies in elevated areas	C	220										220	220										220			
273.1	Upgrade water supplies in elevated areas O&M impact	M			10	10	10	10	10	10	10	10	80			10	10	10	10	10	10	10	10	80			
274.0	City-rural areas restricted supply	C	25		25		25		25		25		125	13		13		13		13		13		65			
275.0	Fire hydrant painting in the berms	M		45			45			45			135		45			45			45			135			
276.0	Rotokauri reservoir & associated bulkmains	C										250	250									250	250				
277.0	Bulkmain augmentation & extension	C		700	300	800	160	500	1150	1500	1500		6610														
278.0	Reservoir asset renewal	R	50	50	20	50	80				50		300	50	50	20	50	80				50		300			
279.0	Customer charter WS	M						5	8				13						5	8				13			
280.0	Water supply emergency plan	M							5				5							5				5			
WATER TREATMENT STATION																											
294.0	WTS asset renewal	R	81	166	81	100	165	90	115	50	40		888	81	166	81	100	165	90	115	50	40		888			
295.0	WTS high lift pump sets	C	40		40								80	40		40								80			
296.0	WTS low lift pumps	R		450									450		150									150			
297.0	WTS advanced disinfection	C			50		1250	3250					4550														
297.1	WTS advanced disinfection O&M impact	M						50	100	100	100	100	450					50	100	100	100	100	100	450			
298.0	WTS filter improvements	C	130		155	20	30			610	150	150	1245	130		155	20	30		610	150	150		1245			
299.0	WTS upwash pipework	C	60										60	60										60			
300.0	WTS bulk lime tank	C						150					150						150					150			
301.0	WTS workshop extension	C	10	15									25	10	15									25			
302.0	WTS ph control	C		150									150		150									150			
302.1	WTS ph control O&M impact	M			20	20	20	20	20	20	20	20	160			20	20	20	20	20	20	20	20	160			
303.0	WTS algal control	C	5	40									45	5	40									45			
304.0	Reservoir capital improvements	C	6		40	30		32	32				140	6		40	30		32	32				140			



## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																											
IN \$000's																											
SAP No.	FUNDED	Type	TOTAL COST											Total	RATES											Total	
			Approved												Approved												
			2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2002/03		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12				
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10				
SUSTAINABLE ENVIRONMENT																											
202.0	Hamilton environmental improvement in Riverlea	M		10	15	15							40		10	15	15							40			
203.0	Environmental education programme	M	75	83	83	83	83	83	83	83	83	83	822	75	83	83	83	83	83	83	83	83	83	822			
204.0	Festival of the environment	M	10	10	10								30	10	10	10								30			
205.0	Sustainable subdivision	M		15	10	15							40		15	10	15							40			
206.0	Waste management plan review	M		10	10								20		10	10								20			
207.0	Environmental education centre	M	20	15	10								45	20	15	10								45			
208.0	Gully restoration programme	M	20	10	10								40	20	10	10								40			
ENVIRONMENTAL HEALTH																											
89.0	Contaminated sites management plan	M	10	10	10	10	10	10	10	10	10	10	100	10	10	10	10	10	10	10	10	10	10	100			
			5968	9051	9446	11289	10582	15458	14856	10559	8486	8205	103900	3246	3734	3639	4756	4741	4721	4739	6116	4941	6156	46789			
STRATEGIC AREA B: GROWING HAMILTON																											
NETWORK MANAGEMENT																											
50.0	Traffic model update	M			10			10				10	30			5.5			5.5			5.5		16.5			
113.0	CBD parking policy review & study	M	55										55														
CARRIAGEWAYS MANAGEMENT																											
1.0	Hukanui Rd/Horsham Downs Rd construction	C	1700										1700	797										797			
2.0	Thomas Rd land purchase	C	80	100									180	24	30									54			
3.0	Thomas Rd (Horsham Downs to Gordonton)	C	150	895	1845	100							2990														
4.0	Borman Rd (Alignment/Designation)	C	60										60	60										60			
5.0	Borman Rd (Resolution Dr to Sylvester)	C			70	800							870														
6.0	Borman Rd (Resolution Dr to Cate)	C						50	500				550														
8.0	Resolution Dr (Discovery to Borman)	C			80	1000							1080														
9.0	Resolution Dr (Borman to City Boundary)	C										50	50									15		15			
10.0	Sexton Rd	C									55	200	255								55	200		255			
11.0	Cate Rd Stage 1 (Thomas Rd North)	C				30	300						330				30	20						50			
12.0	Cate Rd Stage 2 (Borman Rd South)	C										50	500	550								50	500	550			
13.0	River Rd (north of Sylvester)	C					50	600		50	500		1200					32	390		32	325		779			
14.0	Rotokauri growth	C										600	1200									200	200	400			
15.0	Wairere Dr (Hukanui to Tramway)	C				20	180	5140					5340				20	92						112			
16.0	Wairere Dr-N1 (R1 and R1 extension land purchase)	A	1116										1116														
17.0	Subdivision construction contribution	C	115	115	115	115	115	115	115	115	115	115	1150	115	115	115	115	115	115	115	115	115	115	1150			
18.0	Brymer Rd	C				75	540	250					865				75	540		250				865			
19.0	Baverstock Rd	C						60	400				460						60	300				360			
20.0	Gordonton Rd (Crosby to Puketaha)	C				70	700						770														
21.0	Gordonton Rd (Puketaha to Thomas)	C						60	600				660														
22.0	Ken Browne Dr-roundabout contribution	C	150										150	75										75			
23.0	E1 arterial land purchase	C	2600										2600														
24.0	Southern arterial network strategy	C	60										60	15										15			
25.0	Ruakura Rd (Peachgrove to Knighton Rd) land	C					50						50					50						50			
26.0	Ruakura Rd (Peachgrove to Knighton Rd)	C							150	725	725		1600							150	725	725		1600			
27.0	Norton Rd investigation & design	C					50						50					50						50			
28.0	Norton Rd (Hall to Rail Underpass)	C						100	500				600						100	500				600			
29.0	Norton Rd (Tristram to Hall)	C									50	500	550								50	500		550			
30.0	Miscellaneous land purchases	C	275	50	50	50	50	50	50	50	50	50	725	275	50	50	50	50	50	50	50	50	50	725			
31.0	Te Kowhai Rd improvements	C		100									100		100									100			

## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																											
IN \$000's			TOTAL COST											RATES													
SAP No.	FUNDED	Type	Approved											Total	Approved											Total	
			2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2002/03		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12				
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10				
32.0	Claudelands Rd (Grey St to end)	C	190										190	190										190			
33.0	Riverlea Rd	C	100	650	650								1400	100	650	650								1400			
34.0	Pukeke Rd (Church to WWTP)	C	580										580	580										580			
35.0	Pukeke Rd (WWTP northwards)	C									50	350	400								50	350		400			
36.0	Tui Ave	C											100	100									100	100			
37.0	Lake Domain Dr (Innes Common)	C			855								855			431								431			
38.0	Old Farm Rd	C			30	100							130			30	100							130			
39.0	Church Rd upgrade	C			25	115							140			25	115							140			
40.0	Kerb & channel replacement	R	665	665	665	665	665	625	625	625	625	625	6450	519	519	519	519	519	487	487	487	487	487	5030			
41.0	Area wide treatment	R	766	360	520	525	530	535	540	545	550	555	5426	429	202	291	294	297	300	302	305	308	311	3039			
42.0	Bridge resurfacing	R	200					200					400	120					120					240			
43.0	Carriageways smoothing	R		395	294	297	300	302	305	308	311	314	2826		221	165	166	168	169	171	172	174	176	1582			
44.0	Carriageways reseals	R	2129	2440	2129	1924	1942	1960	1978	1997	2015	2033	20547	1192	1366	1192	1077	1088	1098	1108	1118	1128	1138	11505			
45.0	Bridge refurbishment	R						800					800						448					448			
46.0	Stormwater quality improvements	R	20	50	50	50	50	50	50	50	50	50	470	10	28	28	28	28	28	28	28	28	28	262			
47.0	Routine bridge maintenance	M	128	100	140	100	140	100	140	100	140	100	1188	72	56	78	56	78	56	78	56	78	56	664			
48.0	Wairere Dr Stage 3	A		504									504		150									150			
49.0	Deterioration modelling	M	40	40	40								120	22	22	22								66			
375.0	E1 arterial study & land purchase (Crosby to Cobham)	C	50									400	3000	3450	50									50			
376.0	Cobham Dr roundabout	C	535										535														
TRAFFIC SERVICES/STREET LIGHTING																											
222.0	Minor safety improvements	C	280	283	286	288	291	294	296	299	302	305	2924	157	158	160	161	163	165	166	167	169	171	1637			
223.0	Traffic improvements	C		150	150	150	150	150	150	150	150	150	1350		150	150	150	150	150	150	150	150	150	1350			
224.0	Traffic calming	C	100	100	100	100	100	100	100	100	100	100	1000	100	100	100	100	100	100	100	100	100	100	1000			
225.0	Road safety audit/AIS/traffic signal	C	25	25	25	25	25	25	25	25	25	25	250	25	25	25	25	25	25	25	25	25	25	250			
226.0	Amenity lighting	C	10	10	10	10	10	10	10	10	10	10	100	10	10	10	10	10	10	10	10	10	10	100			
227.0	Non subsidised lighting	C	200	200	200	200	200	200	200	200	200	200	2000	200	200	200	200	200	200	200	200	200	200	2000			
228.0	CBD improvements	C	150	150	150	150	150	150	150	150	150	150	1500	150	150	150	150	150	150	150	150	150	150	1500			
229.0	Bus shelters	C	9	9	9	9	9	9	9	9	9	9	90														
230.0	Street furniture	R	20	20	20	20	20	20	20	20	20	20	200	20	20	20	20	20	20	20	20	20	20	200			
231.0	Subsidised lighting renewal	R	322	322	322	322	322	322	322	322	322	322	3220	184	184	184	184	184	184	184	184	184	184	1840			
232.0	Traffic signal renewal	R	75	75	75	75	75	75	75	75	75	75	750	42	42	42	42	42	42	42	42	42	42	420			
233.0	Street sign renewal	R	176	176	176	176	176	176	176	176	176	176	1760	99	99	99	99	99	99	99	99	99	99	990			
234.0	Traffic signal controller replacement	R	50	50	50	50	50	50	50	50	50	50	500	28	28	28	28	28	28	28	28	28	28	280			
235.0	Traffic safety barriers	R	25	25	25	25	25	25	25	25	25	25	250	14	14	14	14	14	14	14	14	14	14	140			
236.0	Off Street car park resurfacing	R	13		8			4			32	13	70	13		8			4		32	13		70			
FOOTPATHS, CYCLEWAYS AND VERGES																											
92.0	Footways & verges shape correction	R	322	322	322	322	322	269	271	274	276	280	2980	322	322	322	322	322	269	271	274	276	280	2980			
93.0	Footways & verges resurfacing	R	481	481	481	481	481	403	407	410	414	417	4456	481	481	481	481	481	403	407	410	414	417	4456			
94.0	Litter bins	R	20	20	20	20	20	20	20	20	20	20	200	20	20	20	20	20	20	20	20	20	20	200			
95.0	Car park maintenance strategy	M	7										7	7										7			
96.0	Cycleway construction (non-project related)	C	205	205	205	205	205	205	205	205	205	205	2050	115	115	115	115	115	115	115	115	115	115	1150			
97.0	New footpath construction	C	50	50	50	50	50	50	50				350	50	50	50	50	50	50					350			
CENTRAL AREA OFF-STREET PARKING																											
114.0	CBD parking (unspecified)	C		500	30	300							830														
377.0	Parking pay and display machines	C	47										47														
PARKING ENFORCEMENT																											
115.0	Parking meters	C	25	25									50	25	25									50			
116.0	Handheld infringement computers	C				60							60				60							60			
117.0	Parking meter replacement	R	20	20	20	20	20	20	20	20	20	20	200	20	20	20	20	20	20	20	20	20	20	200			
			14396	9682	10302	9094	8423	13324	8734	7242	9303	11151	101651	6727	5722	5800	4896	5320	5297	5808	5253	6323	5721	56866			

## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS		IN \$000's												RATES											
SAP No.	FUNDED	Type	TOTAL COST										Total	Approved										Total	
			Approved											Approved											
			2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10		
	STRATEGIC AREA C: PROMOTING HAMILTON																								
	ECONOMIC DEVELOPMENT																								
78.0	Events bid fund & city banners (event sponsorship fund)	M	650	650	650	650	650	650	650	650	650	650	6500	650	650	650	650	650	650	650	650	650	650	6500	
79.0	Promotional video & book	M	30			30			30			30	120	30			30		30			30		120	
80.0	Business 2 Hamilton funding (B2H)	M	200	200	200	200	200	200	200	200	200	200	2000	200	200	200	200	200	200	200	200	200	200	2000	
81.0	Enterprise Hamilton	M	218	135	52	52	52	52	52	52	52	52	769	218	135	52	52	52	52	52	52	52	52	769	
82.0	Tourism Waikato funding (inc Visitor Information Centre)	M	357	357	357	357	357	357	357	357	357	357	3570	357	357	357	357	357	357	357	357	357	357	3570	
83.0	Millennium feasibility study & resource consent	M	20	150									170	20	150									170	
84.0	Innovation Park	M	1000	1000									2000												
85.0	Christmas festive decorations	C	15	15	15	15	15	15	15	15	15	15	150	15	15	15	15	15	15	15	15	15	15	150	
382.0	Tourism Waikato grant for Grass is Greener promotion	M	50										50	50										50	
			2540	2507	1274	1304	1274	1274	1304	1274	1274	1304	15329	1540	1507	1274	1304	1274	1274	1304	1274	1274	1304	13329	
	STRATEGIC AREA D: EXPERIENCING OUR ARTS, CULTURE & HERITAGE																								
	HAMILTON THEATRE SERVICES																								
217.0	Performing Arts Centre	M	126	126	126	126	126	126	126	126	126	126	1260	126	126	126	126	126	126	126	126	126	126	1260	
218.0	Upgrade Council's performing arts facilities	C	45										45	45										45	
219.0	Theatre improvements programme	C		53	28	23	40	10	35	42	10		241		53	28	23	40	10	35	42	10		241	
219.1	Theatre improvements programme O&M impact	M					1	1	1	1	1	1	6					1	1	1	1	1	1	6	
220.0	Theatres equipment renewals & improvement programme	R	140	140	140	140	140	140	140	140	140	140	1400	140	140	140	140	140	140	140	140	140	140	1400	
	LIBRARIES																								
104.0	Libraries/Museum development programme	C	70	70	70	70	70	70	70	70	70	70	700	70	70	70	70	70	70	70	70	70	70	700	
105.0	Council & community archives	C	146	64	40								250	146	64	40								250	
105.1	Council & community archives O&M impact	M	90	90	100	100	100	100	100	100	100	100	980	90	90	100	100	100	100	100	100	100	100	980	
106.0	Library book purchases	C	890	890	890	890	890	890	890	890	890	890	8900	890	890	890	890	890	890	890	890	890	890	8900	
107.0	Flagstaff community library	C								60			60											60	
	WAIKATO MUSEUM OF ART AND HISTORY																								
110.0	Museum basement/collection storage	C	40	145	10								195	40	145	10								195	
110.1	Museum basement/collection storage O&M impact	M		7	15	15	15	15	15	15	15	15	127		7	15	15	15	15	15	15	15	15	127	
111.0	Museum personal lifter	C					30						30					30						30	
112.0	Museum lighting	C	85	85	85								255	85	85	85								255	
			1632	1670	1504	1364	1412	1352	1377	1444	1352	1342	14449	1632	1670	1504	1364	1412	1352	1377	1444	1352	1342	14449	
	STRATEGIC AREA E: LIVING IN HAMILTON																								
	COMMUNITY DEVELOPMENT																								
73.0	Community centres	C	25	400	25	400	25	400	25	400			1700	25	400	25	400	25	400	25	400			1700	
73.1	Community centres O&M impact	M	75	150	225	225	300	300	375	425	425	425	2925	75	150	225	225	300	300	375	425	425	425	2925	
74.0	Chairs-Celebrating Age Centre	R		6									6		6									6	
75.0	Reception area-Enderley Park Centre	C	25										25	25										25	
76.0	Community houses	M	461	478	495	512	529	546	563	580	597	614	5375	461	478	495	512	529	546	563	580	597	614	5375	
77.0	Safer Hamilton	M	57	57	57	57	57	57	57	57	57	57	570	57	57	57	57	57	57	57	57	57	57	570	
308.0	Youth worker grants	M	217	220	223	226	229	232	235	238	241	244	2305	217	220	223	226	229	232	235	238	241	244	2305	
	YOUTH PROGRAMME																								
309.0	Youth at risk grant	M	10	10	10	10	10	10	10	10	10	10	100	10	10	10	10	10	10	10	10	10	10	100	

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SPECIAL & CAPITAL PROJECTS																											
IN \$000's																											
SAP No.	FUNDED	Type	TOTAL COST											Total	RATES											Total	
			Approved 2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Approved 2002/03 1		2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10				
COMMUNITY ASSISTANCE																											
67.0	Northern Lifeguard service grant	M	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	83	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	83		
68.0	Bay of Plenty lifeguard service grant	M	5	5	5	5	5	5	5	5	5	5	5	50	5	5	5	5	5	5	5	5	5	5	50		
69.0	Indian Community Centre car park grant	M	25											25	25	5		5	5						25		
70.0	Hamilton City gymnastics grant	M	260											260													
71.0	Recurring grants	M	345	349	353	357	361	365	369	373	377	381	3630	345	349	353	357	361	365	369	373	377	381	3630	3630		
72.0	Non-recurring grants	M	209	209	209	209	209	209	209	209	209	209	2090	209	209	209	209	209	209	209	209	209	209	209	2090		
356.0	Te Rapa School pool grant	M	40										40	40											40		
378.0	Hamilton Rollerskating Club roof grant	M	50										50	50											50		
379.0	Hamilton Christian night shelter grant	M	10										10	10											10		
380.0	School Attendance Services Hamilton grant	M	5										5	5											5		
381.0	Te Whare o Te Ata grant	M	10										10	10											10		
EMPLOYMENT INITIATIVES																											
88.0	Mobile huts	R	3		5					5			13	3		5					5				13		
EMERGENCY MANAGEMENT																											
86.0	Civil defence emergency mgt communications	C	8					8				8	24	8				8				8			24		
87.0	Civil defence community warden	M	8										8	8											8		
PARTNERSHIP WITH MAORI																											
108.0	Partnership with Maori grants	M	172	172	172	172	172	172	172	172	172	172	1720	172	172	172	172	172	172	172	172	172	172	172	1720		
109.0	Maori project fund	M	75	75	75	75	75	75	75	75	75	75	750	75	75	75	75	75	75	75	75	75	75	75	750		
CEMETERIES AND CREMATORIUM																											
51.0	Hamilton West cemetery restoration	C		100	10				10			10	130		100	10			10			10			130		
52.0	Newstead burial lawn extensions	C	175									225	400	175								225			400		
52.1	Newstead burial lawn extensions O&M impact	M		30	30	30	30	30	30	30	30	30	270		30	30	30	30	30	30	30	30	30	30	270		
53.0	Cemetery road maintenance-Hamilton Park	R		104	72					55	36		267		104	72				55	36				267		
54.0	Garden of Memories ash interment development	C	50	50	20								120	50	50	20									120		
54.1	Garden of Memories ash interment dev O&M impact	M		10	10	10	10	10	10	10	10	10	90		10	10	10	10	10	10	10	10	10	10	90		
55.0	Hamilton Park cemetery irrigation system	C					6	200					206					6	200						206		
55.1	Hamilton Park cemetery irrigation system O&M impact	M						8	15	15	15	15	68					8	15	15	15	15	15	15	68		
56.0	Cemetery road maintenance-Hamilton East	R							71	49			120												120		
57.0	Rebrick of cremator interior	R				50						50	100				50			71	49		50		100		
58.0	Stillborn burial lawn development	C	15										15	15											15		
59.0	Hamilton East cemetery signage	R	10										10	10											10		
59.1	Hamilton East cemetery signage O&M impact	M	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	1	1	1	1	1	1	1	10		
60.0	Information kiosk	C	15										15	15											15		
60.1	Information kiosk O&M impact	M	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	2	2	2	2	2	2	2	20		
COUNCILLOR SERVICES																											
156.0	Sound system reception lounge	C	7										7	7											7		
			2378	2436	2007	2349	2037	2711	2270	2646	2527	2258	23622	2118	2436	2007	2349	2037	2711	2270	2646	2527	2258		23362		
STRATEGIC AREA F: ENJOYING OUR CITY																											
SPORTS AREAS																											
157.0	Sports area development programme	C	150		325	570	180		625		350	350	2550										350	350	2550		
157.1	Sports area dev prog O&M impact	M	65	80	80	90	90	90	150	150	190	230	1215	65	80	80	90	90	90	150	150	190	230	1215	1215		
158.0	Mingou Park netball courts	R					63						63					63							63		
159.0	Contribution to regional indoor stadium incl asbestos removal	C		1925	1925								3850												3850		
161.0	New skateboard facilities	C		90					90				180		90										180		
161.1	New skateboard facilities O&M impact	M	5	5	10	15	15	15	20	20	20	20	145	5	5	10	15	15	15	20	20	20	20	20	145		
162.0	Provision of changing rooms on parks	C	210			347			517		545	520	2139		210			347		517		545	520	2139	2139		
162.1	Provision of changing rooms on parks O&M impact	M		5	10	10	20	20	30	30	40	50	215		5	10	10	20	20	30	30	40	50	215	215		
163.0	Asset renewals-Sports Areas	R	30	30	30	30	30	30	30	30	30	30	300	30	30	30	30	30	30	30	30	30	30	30	300		
163.1	Asset renewals-Sports Areas O&M Impact	M	2	2	2	2	2	2	2	2	2	2	20	2	2	2	2	2	2	2	2	2	2	2	20		
164.0	Dey St Park changing rooms	C		510									510		510										510		
164.1	Dey St Park changing rooms O&M impact	M		10	10	10	10	10	10	10	10	10	90		10	10	10	10	10	10	10	10	10	10	90		



## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																									
SAP No.	IN \$000'S	FUNDED	Type	TOTAL COST										Total	RATES										Total
				Approved	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		Approved	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	
				2002/03	1	2	3	4	5	6	7	8	9	10	2002/03	1	2	3	4	5	6	7	8	9	10
		<b>CITY BEAUTIFICATION</b>																							
61.0		Community environmental tree planting programme	M	58	60	60	60	60	60	60	60	60	60	598	28	30	30	30	30	30	30	30	30	30	298
61.1		Com environmental tree planting programme O&M impact	M	20	25	30	35	40	45	50	55	60	65	425	20	25	30	35	40	45	50	55	60	65	425
62.0		Preservation of notable trees	M	10	10	10	10	10	10	10	10	10	10	100	10	10	10	10	10	10	10	10	10	10	100
63.0		Fountain refurbishment	R	40	70									150	40	70									150
65.0		City beautification asset renewals	R	10	10	10	10	10	10	10	10	10	10	100	10	10	10	10	10	10	10	10	10	10	100
66.0		Garden Place/civic square beautification feasibility & design	M	20										20	20										20
		<b>WAIKATO STADIUM</b>																							
286.0		Waikato Stadium scoreboard	C	250										250											
287.0		Waikato Stadium scoreboard O&M impact-additional revenue	M	-55	-55	-55	-55	-55	-55	-55	-55	-55	-55	-550	-55	-55	-55	-55	-55	-55	-55	-55	-55	-55	-550
288.0		Waikato Stadium security system	C	200										200											
289.0		Waikato Stadium car park security gates	C	10										10											
290.0		Waikato Stadium east stand concourse toilet construction	C	100										100											
291.0		Operational savings due to loan funding Wkto Stad projects	M	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-375	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-37.5	-375
292.0		Waikato Stadium goal line terrace speakers	C	10										10											
293.0		Waikato Stadium dugout canopy	C	10										10											
389.0		Waikato Stadium additional funding	C	4000										4000											
		<b>WESTPAC TRUST PARK</b>																							
281.0		WestpacTrust Park field drainage renovation	R	30										30											
282.0		Operational savings due to loan funding WestpacTrust Park projects	M	-8	-8	-8	-8	-8	-8	-8	-8	-8	-8	-80	-8	-8	-8	-8	-8	-8	-8	-8	-8	-8	-80
		<b>WAIKATO EVENTS CENTRE</b>																							
284.0		Waikato Events Centre renewals	R	30	30	30	30	30	30	30	30	30	30	300	30	30	30	30	30	30	30	30	30	30	300
285.0		Reinstatement of Centre storage sheds	R	83										83	83										83
160.0		Operational savings due to contribution to regional indoor stadium incl asbestos removal	M		-68	-283	-419	-409	-392	-383	-373	-358	-348	-3033		-68	-283	-419	-409	-392	-383	-373	-358	-348	-3033
		<b>HAMILTON CITY LEISURE CENTRE</b>																							
98.0		YMCA grant	M	60	60	60	60	60	60	60	60	60	60	600	60	60	60	60	60	60	60	60	60	60	600
		<b>SWIMMING FACILITIES</b>																							
209.0		Waterworld full plant replacement	R	250	50	25	25	50	25	50	25	50	50	550	250	50	25	25	50	25	50	25	50	50	550
210.0		Waterworld changing rooms-main and disabled	R	35										35	35										35
211.0		Waterworld car park	C		148									148		148									148
212.0		Waterworld asset renewals	R	58	94	58	58	58	58	94	58	58	58	652	58	94	58	58	58	58	94	58	58	58	652
213.0		Gallaghers Aquatic Centre asset renewals	R	40	12	12	12	40	12	12	12	12	12	176	40	12	12	12	40	12	12	12	12	12	176
214.0		Partner pool grants	M	50	50	50	50	50	50	50	50	50	50	500	50	50	50	50	50	50	50	50	50	50	500
215.0		Feasibility study central city swimming	M	30										30	30										30
216.0		Lido leisure pool	C		60	2000								2060		60									60
353.0		Waterworld deep water pool	C			36	1200							1236											
		<b>HAMILTON ZOO</b>																							
310.0		Zoo development programme	C	193	213	230	255	233	245	170	5	5	225	1774	193	213	230	255	233	245	170	5	5	225	1774
311.0		Zoo asset renewal	R	50	50	50	50	50	50	50	50	50	50	500	50	50	50	50	50	50	50	50	50	50	500
312.0		Panda exhibit negotiations	M	15	15	15	15	15						75	15	15	15	15	15						75
313.0		Zoo development-chimpanzee exhibit	C	350	350	350								1050	350	350	350								1050
313.1		Zoo development-chimpanzee exhibit O&M impact	M			75	110	110	110	110	110	110	110	845			50	85	85	85	85	85	85	85	645
		<b>HAMILTON GARDENS</b>																							
99.0		Hamilton Gardens development	C	315	300	250	150	150	150	125	100	150	100	1790			170	125	125	125	100	100	150	100	995
99.1		Hamilton Gardens development O&M impact	M	15	20	20	25	25	30	35	40	45	50	305	15	20	20	25	25	30	35	40	45	50	305
100.0		Hamilton Gardens information centre grant	M	15	15	15	15	15	15	15	15	15	15	150	15	15	15	15	15	15	15	15	15	15	150
101.0		Hamilton Gardens asset renewals-pumps	R	20										20	20										20
		<b>TOILETS</b>																							
221.0		Public toilets	C	390	135				130					655	390	135				130					655
221.1		Public toilets O&M impact	M	25	30	30	30	30	35	35	35	35	35	320	25	30	30	30	30	35	35	35	35	35	320
				9251	7313	7500	4854	3460	2761	3917	2268	3139	3955	48413	3201	3503	2774	2334	2870	2216	2912	1723	2414	3420	27362

## SPECIAL AND CAPITAL PROJECTS FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																											
IN \$000's																											
SAP No.	FUNDED	Type	TOTAL COST										Total	RATES										Total			
			Approved											Approved													
			2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12				
			1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10				
CORPORATE ACTION PLANS																											
FINANCE AND ADMINISTRATION																											
90.0	Asset revaluation	M					175					175	350					175					175	350			
91.0	One-off subdivision valuation split	M		100									100		100									100			
INFORMATION MANAGEMENT																											
102.0	Data capture	M	100	100	100	100	100				100	100	100	800	100	100	100	100	100			100	100	100	800		
103.0	IP telephony	M		13	70	204	204	204	204	204	204	204	204	1511		13	70	204	204	204	204	204	204	204	1511		
383.0	IP telephony savings	M	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-750	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-750		
384.0	IP telephony savings Council-wide	M	-51	-51	-51	-51	-51	-51	-51	-51	-51	-51	-51	-510	-51	-51	-51	-51	-51	-51	-51	-51	-51	-51	-510		
385.0	Authority upgrade	C	1118											1118	301										301		
PROPERTY MANAGEMENT (SUPPORT)																											
149.0	Vehicle & plant renewals	C	789	789	789	789	733	732	599	738	682	797	7437	552	600	625	650	619	643	535	688	632	747	6291			
150.0	Property management capital asset renewal	C	1476	1926	2426	2476	2476	2476	2476	2476	2476	2476	23160	1208	1658	2158	2208	2208	2208	2208	2208	2208	2208	2208	20480		
387.0	Energy efficiency lighting suburban libraries	C	52										52														
STRATEGIC																											
185.0	District plan appeals, variations & reprinting provisions	M	120	80	40								240	115	78	15								208			
186.0	Strategic plan/financial management policy review	M	30		104	30		48	30		104	30	376	30		104	30		48	30		104	30	376			
187.0	Sustainability indicators monitoring	M	60	60	60	60	60	60	60	60	60	60	600	60	60	60	60	60	60	60	60	60	60	60	600		
188.0	Rotokauri plan change	M	55	20									75	55	20									75			
189.0	Hamilton urban growth strategy	M	50		50		30						160	50		50		30						160			
190.0	District plan implementation-monitoring of the district plan	M		50	50	50	50	50	50	50	50	50	450		50	50	50	50	50	50	50	50	50	450			
191.0	Hamilton district alternative methods programme	M		60		40						40	140											140			
192.0	Strategic land purchase programme	C			900	1000	1000	1000	1000	1000			5900				40				40						
193.0	Open space review & reserves strategy	M	40	30	60	30							160	40	30	60	30							160			
194.0	Infill housing-assessment options and implementation	M			40	80				20			140			40	80				20			140			
195.0	Rolling review programme-district plan	M			50	65	70	115	135	85	85	50	655			50	65	70	115	135	85	85	50	655			
196.0	Rototuna structure plan-land releases	M					60				60		120					60				60		120			
197.0	Environmental protection overlay stage 3-review & updating	M				70	85	20					175				70	85	20					175			
198.0	District plan financial contribution review	M	70	50	60								180	70	50	60								180			
199.0	Rural residential options	M		80	33	10							123		80	33	10							123			
200.0	Stormwater quality strategy	M								50	50		100								50	50		100			
201.0	Peacocke structure plan	M	100	295	140								535	100	295	140								535			
WORKS GP MGT.																											
283.0	Energy efficiency fund	M	40	30	30	30	30	30	30	30	30	30	310	40	30	30	30	30	30	30	30	30	30	310			
TOTAL			3974	3557	4876	4908	4947	4609	4458	4727	3775	3876	43707	2595	3098	3519	3501	3565	3252	3126	3409	3457	3558	33080			
TOTAL			40,139	36,216	36,909	35,162	32,135	41,489	36,916	30,160	29,856	32,091	351,071		21,059	21,670	20,516	20,504	21,219	20,822	21,536	21,865	22,287	23,759	215,237		
SPECIAL & CAPITAL PROJECTS FUNDED BY:																											
Rates			21059	21670	20516	20504	21219	20822	21536	21865	22287	23759	215236														
Loans			11388	7997	11356	8552	3730	12971	9650	4500	1900	3000	75044														
Reserves			3911	3481	1974	3583	4534	2554	2797	1254	3081	2767	29936														
Subsidy			2172	2114	2344	1919	2036	4533	2317	1962	1992	1986	23375														
Other Revenue			1609	954	718.5	604	616	608.5	616	579	595.5	579	7480														
TOTAL			40,139	36,216	36,909	35,162	32,135	41,489	36,916	30,160	29,856	32,091	351,071														



## SPECIAL AND CAPITAL PROJECTS—PROJECTS NOT FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS														RATES													
IN \$000's														Approved													
SAP No.	UNFUNDED	Type	TOTAL COST Approved 2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total			
STRATEGIC AREA A: SUSTAINING HAMILTON'S ENVIRONMENT																											
STORMWATER NETWORK MANAGEMENT																											
344.0	Piping open drains	C				290	290	290	290	290	290	290	2030				290	290	290	290	290	290	290	290	2030		
Sustainable environment																											
347.0	Green incentives	M	15										15	15											15		
STRATEGIC AREA B: GROWING HAMILTON																											
CARRIAGEWAYS MANAGEMENT																											
314.0	Power line undergrounding	M	300	300	300	300	300	300	300	300	300	300	3000	300	300	300	300	300	300	300	300	300	300	300	3000		
315.0	Sylvester Rd	M				50	440	450	500				1440				50	440	450	500					1440		
316.0	Waikato Stadium roading improvements	C					80	500	700				1280					80	500	700					1280		
TRAFFIC SERVICES/STREET LIGHTING																											
359.0	Millennium design-roading development	C		100	1240								1340		100	1240									1340		
360.0	Millennium bridge	C			500	4500							5000			500	4500								5000		
361.0	Te Rapa Rd undergrounding cables	C	2000										2000														
362.0	Red light camera	C	40										40	20											20		
362.1	Red light camera O&M impact	M	20	20	20	20	20	20	20	20	20	20	200		20	20	20	20	20	20	20	20	20	20	180		
FOOTPATHS, CYCLEWAYS AND VERGES																											
326.0	River Road/Claudislands Rd overbridge footpath	C		40	410								450		40	410									450		
327.0	Anglesea St	C				25	250	700					975				25	250	700						975		
328.0	Future provision	C							50	500			550							50	500				550		
329.0	Cobham Dr underpass	C	220	730									950														
STRATEGIC AREA C: PROMOTING HAMILTON																											
ECONOMIC DEVELOPMENT																											
321.0	Hamilton brand	M	120	100	100	100	100	100	100	100	100	100	1020	120	100	100	100	100	100	100	100	100	100	100	1020		
322.0	Pitch presentation collateral for Hamilton event bidding	M	65										65	65											65		
323.0	Millennium development	C			5350								5350														
325.0	Christmas float	M	1	1	1	1	1	1	1	1	1	1	10	1	1	1	1	1	1	1	1	1	1	1	10		
STRATEGIC AREA D: EXPERIENCING OUR ARTS, CULTURE & HERITAGE																											
HAMILTON THEATRE SERVICES																											
357.0	Theatres improvement programme-grand piano	R	222										222	138											138		
358.0	Upgrade Council's performing arts facilities Unfunded	C		1337									1337														
LIBRARIES																											
334.0	Additional development programme	M	80	80	80	80	80	80	80	80	80	80	800	80	80	80	80	80	80	80	80	80	80	80	800		
335.0	Visual identity for museum & libraries	M	45	18	15	15	15	15	15				138	45	18	15	15	15	15	15					138		
336.0	Maori identity for spaces in libraries	C		54	20	20	20	20	20				154		54	20	20	20	20	20					154		
337.0	Lease additional premises-central library	M	180						15				195	180						15					195		
337.1	Lease additional premises-central library O&M impact	M	80	40	40	40	40	40	40	40	40	40	440	80	40	40	40	40	40	40	40	40	40	40	440		
WAIKATO MUSEUM OF ART AND HISTORY																											
338.0	Museum street frontage	C	6	20	200	180							406	6	20	200	180								406		
339.0	Preservation of the Rangariri	M	15	25									40	15	25										40		
340.0	Arts policy for Hamilton City	M	10	5									15	10	5										15		

## SPECIAL AND CAPITAL PROJECTS-PROJECTS NOT FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																									
IN \$000's														RATES											
SAP No.	UNFUNDED	Type	TOTAL COST Approved 2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10	Total	
STRATEGIC AREA E: LIVING IN HAMILTON																									
COMMUNITY DEVELOPMENT																									
320.0	Entrance upgrade-Celebrating Age Centre	C			12								12			12								12	
COMMUNITY ASSISTANCE																									
319.0	Driver training centre grant	M	250										250											250	
392.0	Indian Community Centre grant	M	80										80	80										80	
HOUSING SERVICES																									
331.0	Upgrade of older housing	R		10	350		30	1000					1390		10	350		30	1000					1390	
332.0	Replacement of bedsits	R							50	1800	50	1500	3400												
333.0	New housing for the elderly	C						50		200	1250		1500						50		200	1250		1500	
EMPLOYMENT INITIATIVES																									
324.0	Training rooms	C	80										80	80										80	
324.1	Training rooms O&M impact	M	5	5	5	5	5	5	5	5	5	5	50	5	5	5	5	5	5	5	5	5	5	50	
CEMETERIES AND CREMATORIUM																									
317.0	Newstead cemetery gully development	C		40		40		40					120		40		40		40					120	
318.0	Hamilton Park reception facility	C					50	450					500					50	450					500	
318.1	Hamilton Park reception facility O&M impact	M							20	20	20	20	80							20	20	20	20	80	
			415	55	367	45	85	1545	75	2025	1325	1525	7462	165		55	367	45	85	1545	25	225	1275	25	3812
STRATEGIC AREA F: ENJOYING OUR CITY																									
PARKS AND GARDENS																									
341.0	Replacement of Lake Domain tearooms	C						1300					1300						1300					1300	
WAIKATO STADIUM																									
366.0	Waikato Stadium east stand existing toilet renovation	R	50										50	50										50	
367.0	Waikato Stadium Seddon Rd food & beverage facility	C	75										75	75										75	
368.0	Waikato Stadium entry turnstiles	C		150									150		150									150	
369.0	Waikato Stadium gate entry canopies	C		80									80		80									80	
370.0	Waikato Stadium flag poles& flags	C	25										25	25										25	
371.0	Waikato Stadium existing east stand renovation	R	500		1000								1500	500		1000								1500	
372.0	Waikato Stadium no.2 ground redevelopment	C			300								300			300								300	
373.0	Waikato Stadium boulevard	C					1000						1000					1000						1000	
WESTPAC TRUST PARK																									
363.0	WestpacTrust Park SKY outside broadcasting vehicle	C	50										50	50										50	
364.0	WestpacTrust Park changing rooms renovation	R		50									50		50									50	
365.0	WestpacTrust Park grandstands	C			500								500			500								500	
SWIMMING FACILITIES																									
348.0	Hydroslide renewal	R				300							300				300							300	
349.0	Diver towers	C				160							160				160							160	
350.0	Additional changing facilities	C		300									300		300									300	
351.0	North east sector new pool	C								75	2500		2575								75	2500		2575	
352.0	Swimming facilities meeting rooms	C			200								200			200								200	
354.0	Waterworld dry land recreation facilities	C	100										100	100										100	
355.0	Municipal pool refurbishment/reconstruction	C				100	2400						2500				100	2400						2500	
HAMILTON ZOO																									
374.0	Development of an african savannah exhibit	C						1000	1000				2000						1000	1000				2000	
HAMILTON GARDENS																									
330.0	Hamilton Gardens pavilion kitchen & storage	C	95										95	95										95	
330.1	Hamilton Gardens pavilion kitchen & storage O&M impact	M	3	3	3	3	3	3	3	3	3	3	30	3	3	3	3	3	3	3	3	3	3	30	
			898	583	2003	563	3403	2303	1003	78	2503	3	13340	898		583	2003	563	3403	2303	1003	78	2503	3	13340

## SPECIAL AND CAPITAL PROJECTS-PROJECTS NOT FUNDED BY STRATEGIC AREA

SPECIAL & CAPITAL PROJECTS																											
IN \$000's			Type	TOTAL COST										Total		RATES										Total	
SAP No.	UNFUNDED	Approved		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12			Approved	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11		2011/12
		1	2	3	4	5	6	7	8	9	10			1	2	3	4	5	6	7	8	9	10				
	CORPORATE ACTION PLANS																										
	PROPERTY MANAGEMENT (SUPPORT)																										
342.0	HVAC air conditioning	C	250	246	28	347	200	185					1256		250	246	28	347	200	185					1256		
343.0	ArtsPost-auto doors	C		15									15			15									15		
	STRATEGIC																										
345.0	Economic monitoring & reporting	M	20										20		20										20		
345.1	Economic monitoring & reporting O&M impact	M		5	5	5	5	5	5	5	5	5	45			5	5	5	5	5	5	5	5	5	45		
346.0	Youth needs survey	M	25		25		25		25		25		125		25		25		25		25		25		125		
			295	266	58	352	230	190	30	5	30	5	1461		295	266	58	352	230	190	30	5	30	5	1461		
	Total		5,027	3,774	10,704	6,581	5,354	6,554	3,239	3,439	4,689	2,364	51,725		2,433	1,707	5,354	6,581	5,354	6,554	3,189	1,639	4,639	864	38,314		

**APPENDIX 7.4**

**CONSOLIDATED FORECAST STATEMENT OF FINANCIAL PERFORMANCE**

## CONSOLIDATED FORECAST STATEMENT OF FINANCIAL PERFORMANCE

All figures in \$000's	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10
<b>INCOME</b>										
General Revenues										
Government operating grants and subsidies	3,006	3,026	3,063	3,032	3,074	3,076	3,105	3,103	3,132	3,127
Ordinary revenue	28,695	28,733	28,395	28,098	25,455	23,103	22,879	22,879	23,103	22,879
Rates - excluding Environment Waikato	65,955	68,175	68,205	68,080	69,821	70,919	71,993	72,790	73,390	74,829
Rates remissions	-30	-30	-30	-30	-30	-30	-30	-30	-30	-30
Rates penalties and service charges	625	625	625	625	625	625	625	625	625	625
Petrol tax	900	900	900	900	900	900	900	900	900	900
Investment income	1,194	1,218	1,132	1,132	1,132	1,132	1,132	1,132	1,132	1,132
<b>Total General Revenues</b>	<b>100,345</b>	<b>102,647</b>	<b>102,290</b>	<b>101,837</b>	<b>100,977</b>	<b>99,725</b>	<b>100,604</b>	<b>101,399</b>	<b>102,252</b>	<b>103,462</b>
Revenue Assigned to Asset Development										
Government capital grants and subsidies	2,116	2,070	2,282	1,875	1,974	4,489	2,255	1,918	1,930	1,942
Other capital contributions	2,787	2,948	2,564	2,564	2,564	2,564	2,564	2,564	2,564	2,564
Contributions - fixed assets vested	4,125	4,125	23,625	4,125	4,125	4,125	4,125	4,125	4,125	4,125
<b>Total Asset Development Revenue</b>	<b>9,028</b>	<b>9,143</b>	<b>28,471</b>	<b>8,564</b>	<b>8,663</b>	<b>11,178</b>	<b>8,944</b>	<b>8,607</b>	<b>8,619</b>	<b>8,631</b>
<b>TOTAL INCOME</b>	<b>109,373</b>	<b>111,790</b>	<b>130,761</b>	<b>110,401</b>	<b>109,640</b>	<b>110,903</b>	<b>109,548</b>	<b>110,006</b>	<b>110,871</b>	<b>112,093</b>
<b>EXPENDITURE</b>										
Direct operating costs	70,591	71,041	70,115	69,040	68,427	66,915	67,156	67,722	68,498	68,580
Interest paid	8,500	8,839	9,324	9,642	9,906	9,885	10,513	10,625	10,535	10,471
Sundry expenditure	125	125	125	125	125	125	125	125	125	125
Depreciation	22,450	22,382	22,404	22,193	20,463	20,574	20,772	20,955	21,126	21,296
<b>TOTAL EXPENDITURE</b>	<b>101,666</b>	<b>102,387</b>	<b>101,968</b>	<b>101,000</b>	<b>98,921</b>	<b>97,499</b>	<b>98,566</b>	<b>99,427</b>	<b>100,284</b>	<b>100,472</b>
<b>SURPLUS FOR THE YEAR</b>	<b>7,707</b>	<b>9,403</b>	<b>28,793</b>	<b>9,401</b>	<b>10,719</b>	<b>13,404</b>	<b>10,982</b>	<b>10,579</b>	<b>10,587</b>	<b>11,621</b>

APPENDIX 7.5  
CONSOLIDATED FORECAST CASHFLOW STATEMENT

## CONSOLIDATED FORECAST CASHFLOW STATEMENT

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
All figures in \$000's	1	2	3	4	5	6	7	8	9	10
<b>OPERATING ACTIVITIES</b>										
Cash will be provided from:										
Rates excluding Environment Waikato	65,925	68,145	68,175	68,050	69,791	70,889	71,963	72,760	73,360	74,799
Rates penalty income and service charges	625	625	625	625	625	625	625	625	625	625
Petrol tax	900	900	900	900	900	900	900	900	900	900
Government operating grants and subsidies	3,006	3,026	3,063	3,032	3,074	3,076	3,105	3,103	3,132	3,127
Fees, rents and charges	28,695	28,733	28,395	28,098	25,455	23,103	22,879	22,879	23,103	22,879
Interest on special and sinking funds	1,194	1,218	1,132	1,132	1,132	1,132	1,132	1,132	1,132	1,132
	100,345	102,647	102,290	101,837	100,977	99,725	100,604	101,399	102,252	103,462
Cash will be applied to:										
Direct operating costs	68,336	71,531	70,465	68,021	66,553	67,828	67,335	69,500	68,436	68,844
Interest paid	8,500	8,839	9,324	9,642	9,906	9,885	10,513	10,625	10,535	10,471
	76,836	80,370	79,789	77,663	76,459	77,713	77,848	80,125	78,971	79,315
Net Cashflow from Operating Activities	23,509	22,277	22,501	24,174	24,518	22,012	22,756	21,274	23,281	24,147
<b>INVESTING ACTIVITIES</b>										
Cash will be provided from:										
Sale of fixed assets	1,323	50	50	50	50	50	50	50	50	50
Government capital grants and subsidies	2,116	2,070	2,282	1,875	1,974	4,489	2,255	1,918	1,930	1,942
Special fund receipts	2,091	2,064	1,968	1,968	1,968	1,968	1,968	1,968	1,968	1,968
Other capital contributions	696	884	596	596	596	596	596	596	596	596
	6,226	5,068	4,896	4,489	4,588	7,103	4,869	4,532	4,544	4,556
Cash will be applied to:										
Investments made	2,141	1,895	1,561	1,526	668	352	327	313	313	313
Capital expenditure	33,637	29,692	31,785	30,066	26,870	36,532	31,435	24,315	23,781	25,908
	35,778	31,587	33,346	31,592	27,538	36,884	31,762	24,628	24,094	26,221
Net Cashflow from Investing Activities	-29,552	-26,519	-28,450	-27,103	-22,950	-29,781	-26,893	-20,096	-19,550	-21,665
<b>FINANCING ACTIVITIES</b>										
Cash will be provided from:										
Loans uplifted	12,205	7,997	11,356	8,552	3,730	12,971	9,650	4,500	1,900	3,000
Cash will be applied to:										
Loan repayments	5,713	5,276	5,407	5,623	5,297	5,202	5,513	5,678	5,631	5,482
Net Cashflow from Financing Activities	6,492	2,721	5,949	2,929	-1,567	7,769	4,137	-1,178	-3,731	-2,482
Net increase/(decrease) in cash held	449	-1,521	0	0	1	0	0	0	0	0
Plus opening cash balance 1 July	1,314	1,763	242	242	242	243	243	243	243	243
Closing cash balance 30 June	1,763	242	242	242	242	243	243	243	243	243
<b>Reconciliation of balances to Consolidated Forecast Statement of Financial Position</b>										
Short-term investments at call	2,063	542	542	542	542	542	542	542	542	542
General bank	-300	-300	-300	-300	-300	-300	-300	-300	-300	-300
Balance 30 June	1,763	242	242	242	242	242	242	242	242	242



APPENDIX 7.6

CONSOLIDATED FORECAST STATEMENT OF FINANCIAL POSITION

## CONSOLIDATED FORECAST STATEMENT OF FINANCIAL POSITION

All figures in \$000's	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10
<b>RATEPAYERS' EQUITY</b>	1,501,217	1,510,620	1,539,413	1,548,814	1,609,532	1,622,936	1,633,918	1,644,497	1,655,084	1,716,705
<b>CURRENT ASSETS</b>										
Accounts receivable and prepaid expenditure	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Inventories	350	350	350	350	350	350	350	350	350	350
Short-term investments	2,063	542	542	542	542	542	542	542	542	542
<b>TOTAL CURRENT ASSETS</b>	<b>9,413</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>	<b>7,892</b>
<b>CURRENT LIABILITIES</b>										
Bank balances overdrawn	300	300	300	300	300	300	300	300	300	300
Employee entitlements	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Accounts payable and income in advance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Term liabilities - current portion	1,742	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>TOTAL CURRENT LIABILITIES</b>	<b>14,542</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>
<b>TOTAL WORKING CAPITAL</b>	<b>-5,129</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>	<b>-6,908</b>
<b>NON-CURRENT ASSETS</b>										
Long-term investments	12,858	12,858	12,858	12,858	12,858	12,858	12,858	12,858	12,858	12,858
Fixed assets, work in progress and deferred and development expenditure	1,571,325	1,586,782	1,622,479	1,635,619	1,690,165	1,710,602	1,724,216	1,733,617	1,740,473	1,799,612
Investment properties	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,616,183</b>	<b>1,631,640</b>	<b>1,667,337</b>	<b>1,680,477</b>	<b>1,735,023</b>	<b>1,755,460</b>	<b>1,769,074</b>	<b>1,778,475</b>	<b>1,785,331</b>	<b>1,844,470</b>
<b>NON-CURRENT LIABILITIES</b>										
Employee entitlements	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Term liabilities	108,537	112,812	119,716	123,455	117,283	124,316	126,948	125,770	122,039	119,557
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>109,837</b>	<b>114,112</b>	<b>121,016</b>	<b>124,755</b>	<b>118,583</b>	<b>125,616</b>	<b>128,248</b>	<b>127,070</b>	<b>123,339</b>	<b>120,857</b>
<b>NET ASSETS</b>	<b>1,501,217</b>	<b>1,510,620</b>	<b>1,539,413</b>	<b>1,548,814</b>	<b>1,609,532</b>	<b>1,622,936</b>	<b>1,633,918</b>	<b>1,644,497</b>	<b>1,655,084</b>	<b>1,716,705</b>

APPENDIX 7.7

CONSOLIDATED FORECAST STATEMENT OF MOVEMENT IN EQUITY

## CONSOLIDATED FORECAST STATEMENT OF MOVEMENT IN EQUITY

	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10
All figures in \$000's										
Opening equity	1,493,510	1,501,217	1,510,620	1,539,413	1,548,814	1,609,533	1,622,937	1,633,919	1,644,498	1,655,085
Net surplus from operations	7,707	9,403	28,793	9,401	10,719	13,404	10,982	10,579	10,587	11,621
Increase in revaluation reserves	0	0	0	0	50,000	0	0	0	0	50,000
<b>CLOSING EQUITY</b>	<b>1,501,217</b>	<b>1,510,620</b>	<b>1,539,413</b>	<b>1,548,814</b>	<b>1,609,533</b>	<b>1,622,937</b>	<b>1,633,919</b>	<b>1,644,498</b>	<b>1,655,085</b>	<b>1,716,706</b>

APPENDIX 7.8

STATEMENT OF COMMITMENTS AND CONTINGENCIES

## STATEMENT OF COMMITMENTS AND CONTINGENCIES

All figures in \$000's	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10
<b>COMMITMENTS</b>										
Contractual commitments	1,881	611	0	0	0	0	0	0	0	0
<b>TOTAL COMMITMENTS</b>	<b>1,881</b>	<b>611</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CONTINGENCIES</b>										
Loan guarantees	100	100	100	100	100	100	100	100	100	100
Other claims - not covered by insurance	400	400	400	400	400	400	400	400	400	400
<b>TOTAL CONTINGENCIES</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

**Note:** Council's policy regarding loan guarantees (Section 2 of the long-term financial strategy) states that "the total annual contingent loan servicing charges of all such guarantees do not exceed a sum equivalent to 2% of the proceeds of the general rate for the preceding financial year." The contingent amount for loan guarantees stated above is the estimated amount of loan servicing on estimated loans whereas the limit as per the policy is stated below.

Loan guarantee limit of contingency	1,266	1,319	1,364	1,364	1,362	1,396	1,418	1,440	1,456	1,468
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APPENDIX 7.9  
NET DEBT TABLE



## NET DEBT TABLE

	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10
All figures in \$000's										
NET DEBT (1) (excluding internal borrowing)	102,673	108,336	115,799	119,199	117,641	124,810	128,948	127,770	124,039	121,557
NET DEBT (2) (including internal borrowing)	117,673	122,336	128,799	132,199	130,641	137,810	141,948	140,770	137,039	134,557

Note: Where Council has funds that are required to be set aside for restricted or special purposes these funds are used for internal borrowing prior to incurring further debt. Interest paid to the special fund is less than what would be incurred by external borrowing thus this policy of internal borrowing reduces Council's overall interest cost.

## LINKAGE TO THE BORROWING MANAGEMENT POLICY AND DEBT SERVICING TARGETS

	2002/03 1	2003/04 2	2004/05 3	2005/06 4	2006/07 5	2007/08 6	2008/09 7	2009/10 8	2010/11 9	2011/12 10
Net debt (1) as % ratepayers equity	6.8%	7.2%	7.5%	7.7%	7.3%	7.7%	7.9%	7.8%	7.5%	7.1%
Net debt (2) as % ratepayers equity (Debt performance target: maximum 15%)	7.8%	8.1%	8.4%	8.5%	8.1%	8.5%	8.7%	8.6%	8.3%	7.8%
Net debt (1) as % income	93.9%	82.5%	104.0%	108.0%	107.5%	112.9%	118.0%	116.5%	112.2%	108.7%
Net debt (2) as % income (Debt performance target: maximum 150%)	107.6%	93.2%	115.7%	119.8%	119.4%	124.6%	129.9%	128.3%	123.9%	120.3%
Interest as % of income (Debt performance target: maximum 15%)	7.8%	6.7%	8.4%	8.7%	9.1%	8.9%	9.6%	9.7%	9.5%	9.4%
Interest as % of rating income (Debt performance target: maximum 20%)	12.9%	13.0%	13.7%	14.2%	14.2%	13.9%	14.6%	14.6%	14.4%	14.0%
Net debt (1) per capita	856	894	945	963	941	988	1010	990	951	923
Net debt (2) per capita (Debt performance target: maximum \$1800)	981	1009	1052	1068	1045	1090	1112	1091	1051	1021
Liquidity (Debt performance target: minimum 110%)	127.2%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Appendix 7.10  
RECOVERY RATIOS

## RECOVERY RATIOS

All figures in \$000's	2002/03				2003/04				2004/05			
	Costs	Revenue	FMP Ratio	1999/00 FMP Ratio	Costs	Revenue	FMP Ratio	1999/00 FMP Ratio	Costs	Revenue	FMP Ratio	1999/00 FMP Ratio
<b>SUSTAINING HAMILTON'S ENVIRONMENT</b>												
Wastewater	9,770	698	7%	5%	9,904	698	7%	5%	9,946	698	7%	5%
Stormwater network management	5,077	147	3%	0%	5,087	147	3%	0%	5,106	147	3%	0%
Refuse (excl Horotiu)	5,158	1,934	37%	49%	5,162	1,934	37%	49%	5,256	1,934	37%	49%
Refuse disposal (Horotiu)	4,595	4,462	97%	49%	4,240	4,087	96%	49%	3,958	3,640	92%	49%
Water supply	6,007	2,473	41%	43%	6,294	2,473	39%	43%	6,668	2,473	37%	43%
Sustainable environment	552	0	0%	0%	584	0	0%	0%	577	0	0%	0%
Environmental health	826	385	47%	37%	829	385	46%	37%	828	385	46%	37%
<b>GROWING HAMILTON</b>												
R&T: Road network Management	599	100	17%	9%	548	100	18%	9%	546	100	18%	9%
R&T: Carriageways management	9,521	1,003	11%	5%	9,760	998	10%	5%	10,026	1,026	10%	5%
R&T: Traffic services/street lighting	3,377	971	29%	27%	3,423	980	29%	27%	3,465	989	29%	27%
Footpaths, cycleways and verges	3,296	9	0%	4%	3,340	9	0%	4%	3,375	9	0%	4%
Road safety programme	245	108	44%	n/a	245	108	44%	n/a	245	108	44%	n/a
Hamilton Transport Centre	576	158	27%	78%	594	152	26%	78%	591	152	26%	78%
Central area off-street parking	199	340	100%	100%	201	373	100%	100%	202	373	100%	100%
Parking enforcement	1,322	1,909	100%	100%	1,317	1,902	100%	100%	1,319	1,902	100%	100%
Building control	2,488	1,834	74%	76%	2,494	1,885	76%	76%	2,494	1,885	76%	76%
Planning guidance	1,220	575	47%	41%	1,224	575	47%	41%	1,223	575	47%	41%
Animal care and control	824	393	48%	53%	822	393	48%	53%	822	393	48%	53%
Property management	1,376	4,083	100%	100%	1,388	4,208	100%	100%	1,353	4,169	100%	100%
<b>PROMOTING HAMILTON</b>												
Economic development	2,595	0	0%	0%	2,632	0	0%	0%	1,396	0	0%	0%
Sister cities programme	40	0	0%	0%	20	0	0%	0%	20	0	0%	0%
<b>EXPERIENCING OUR ARTS, CULTURE AND HERITAGE</b>												
Hamilton theatre services	1,555	598	38%	27%	1,565	598	38%	27%	1,563	598	38%	27%
Libraries	5,851	672	11%	12%	5,873	672	11%	12%	5,889	672	11%	12%
Waikato Museum of Art and History	2,645	119	4%	12%	2,655	119	4%	12%	2,659	119	4%	12%
ArtsPost	175	4	2%	n/a	178	4	2%	n/a	177	4	2%	n/a
Exscite	564	198	35%	n/a	568	198	35%	n/a	567	198	35%	n/a
<b>LIVING IN HAMILTON</b>												
Community development	1,959	31	2%	7%	2,062	31	2%	7%	2,152	31	1%	7%
Youth programme	215	3	1%	0%	215	3	1%	0%	215	3	1%	0%
Community assistance	1,387	215	16%	22%	988	215	22%	22%	988	215	22%	22%
Housing services	1,559	1,490	96%	71%	1,562	1,490	95%	71%	1,561	1,490	95%	71%
Employment initiatives	1,454	589	41%	45%	1,458	589	40%	45%	1,457	589	40%	45%
Emergency management	240	8	3%	2%	475	279	59%	2%	474	279	59%	2%
Partnership with Maori	247	0	0%	0%	247	0	0%	0%	247	0	0%	0%
Cemeteries and crematorium	996	658	66%	71%	1,041	658	63%	71%	1,041	658	63%	71%
R&CA: Elections	7	7	100%	0%	7	7	100%	0%	367	231	63%	0%
R&CA: Councillor services	2,267	0	0%	0%	2,453	0	0%	0%	2,444	0	0%	0%
R&CA: Mayoral services	1,691	0	0%	0%	1,741	0	0%	0%	1,733	0	0%	0%
<b>ENJOYING OUR CITY</b>												
Sports areas	1,682	106	6%	24%	1,724	106	6%	24%	1,737	106	6%	24%
Parks and gardens	3,549	695	20%	11%	3,720	662	18%	11%	3,636	561	15%	11%
City beautification	1,665	13	1%	1%	1,657	13	1%	1%	1,663	13	1%	1%
Waikato Stadium	3,100	1,684	54%	n/a	2,952	1,684	57%	n/a	2,933	1,684	57%	n/a
WestpacTrust Park	453	204	45%	n/a	453	204	45%	n/a	453	204	45%	n/a
Waikato Events Centre	951	513	54%	n/a	888	513	58%	n/a	726	513	71%	n/a
Hamilton City Leisure Centre	132	0	0%	0%	131	0	0%	0%	131	0	0%	0%
Swimming facilities	3,652	1,580	43%	36%	3,633	1,580	43%	36%	3,632	1,580	44%	36%
Community halls and leased buildings	230	47	20%	38%	234	47	20%	38%	233	47	20%	38%
Hamilton Zoo	1,462	538	37%	39%	1,468	538	37%	39%	1,543	563	36%	39%
Hamilton Gardens	1,746	145	8%	6%	1,759	145	8%	6%	1,759	145	8%	6%
Toilets	444	2	0%	0%	452	2	0%	0%	452	2	0%	0%

APPENDIX 7.11  
RATE ALLOCATION

## RATE ALLOCATION

Significant Service/ Service Output	Residential %	Inner City Residential Apartments %	Commercial %	Multi-Unit %	Rural Large %	Rural Small %
<b>SUSTAINING HAMILTON'S ENVIRONMENT</b>						
Wastewater	75.06	0.180	23.07	1.69	0.00	0.00
Stormwater network management	74.82	0.180	23.01	1.69	0.13	0.17
Refuse	80.70	0.031	11.97	1.76	2.75	2.80
Water supply	97.73	0.234	0.00	2.04	-0.01	0.00
Sustainable environment	73.25	0.176	22.43	1.64	2.33	0.18
Environmental health	71.16	0.171	22.03	1.61	2.46	2.57
<b>GROWING HAMILTON</b>						
R&T: Road network management	29.62	0.071	66.62	0.97	1.19	1.54
R&T: Carriageways management	31.99	0.077	66.62	1.02	0.13	0.17
R&T: Traffic services/street lighting	31.99	0.077	66.62	1.02	0.13	0.17
R&T: Footpaths, cycleways and verges	58.16	0.140	39.97	1.42	0.13	0.17
Road safety programme	29.62	0.071	66.62	0.97	1.19	1.54
Hamilton Transport Centre	71.16	0.171	22.03	1.61	2.46	2.57
Parking	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Building control	71.16	0.171	22.03	1.61	2.46	2.57
Planning guidance	71.16	0.171	22.03	1.61	2.46	2.57
Animal care and control	71.16	0.171	22.03	1.61	2.46	2.57
Property management	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
<b>PROMOTING HAMILTON</b>						
Economic development	0.02	0.000	98.99	0.51	0.28	0.20
Sister cities programme	71.97	0.173	22.20	1.63	2.49	1.55
<b>EXPERIENCING OUR ARTS, CULTURE AND HERITAGE</b>						
Hamilton theatre services	73.25	0.176	22.43	1.64	2.33	0.18
Libraries	73.25	0.176	22.43	1.64	2.33	0.18
Waikato Museum of Art and History	73.25	0.176	22.43	1.64	2.33	0.18
ArtsPost	73.25	0.176	22.43	1.64	2.33	0.18
Exscite	73.25	0.176	22.43	1.64	2.33	0.18
<b>LIVING IN HAMILTON</b>						
Community development	73.25	0.176	22.43	1.64	2.33	0.18
Youth programme	73.25	0.176	22.43	1.64	2.33	0.18
Community assistance	73.25	0.176	22.43	1.64	2.33	0.18
Housing services	73.25	0.176	22.43	1.64	2.33	0.18
Employment initiatives	73.25	0.176	22.43	1.64	2.33	0.18
Emergency management	73.25	0.176	22.43	1.64	2.33	0.18
Partnership with Maori	73.25	0.176	22.43	1.64	2.33	0.18
Cemeteries and crematorium	73.25	0.176	22.43	1.64	2.33	0.18
R&CA: Elections	71.97	0.173	22.20	1.63	2.49	1.55
R&CA: Councillor services	71.97	0.173	22.20	1.63	2.49	1.55
R&CA: Mayoral services	71.97	0.173	22.20	1.63	2.49	1.55
<b>ENJOYING OUR CITY</b>						
Sports areas (grounds and buildings)	73.25	0.176	22.43	1.64	2.33	0.18
Parks and gardens	73.25	0.176	22.43	1.64	2.33	0.18
City beautification	73.25	0.176	22.43	1.64	2.33	0.18
Stadiums	73.25	0.176	22.43	1.64	2.33	0.18
Hamilton City Leisure Centre	73.25	0.176	22.43	1.64	2.33	0.18
Swimming facilities	73.25	0.176	22.43	1.64	2.33	0.18
Community halls and leased buildings	73.25	0.176	22.43	1.64	2.33	0.18
Hamilton Zoo	73.25	0.176	22.43	1.64	2.33	0.18
Hamilton Gardens	73.25	0.176	22.43	1.64	2.33	0.18
Toilets	73.25	0.176	22.43	1.64	2.33	0.18
<b>TOTAL</b>	<b>64.917</b>	<b>0.1488</b>	<b>31.809</b>	<b>1.643</b>	<b>1.120</b>	<b>0.362</b>
<b>DIFFERENTIAL FACTOR</b>	<b>1.00</b>	<b>0.94</b>	<b>2.29</b>	<b>1.45</b>	<b>0.50</b>	<b>0.26</b>

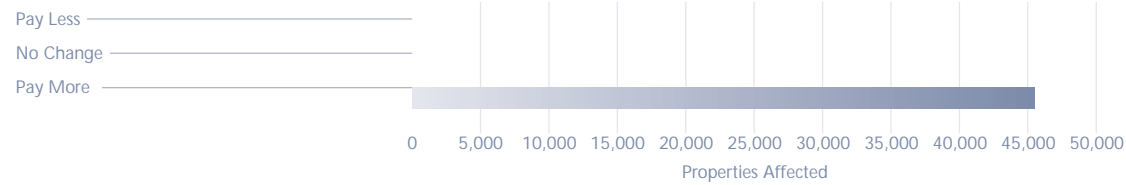
APPENDIX 7.12  
IMPACT OF RATING SYSTEM

## IMPACT OF RATING SYSTEM

BASED ON THE LAND VALUE METHOD WITH NEW DIFFERENTIALS AND ONE GENERAL RATE

## RATE IMPACT

% of Properties



Property Sector	Pay less	%	No change	%	Pay more	%
Residential	0	0%	0	0%	40,637	100%
Inner City Residential	0	0%	0	0%	143	100%
Commercial/Industrial	0	0%	0	0%	3,735	100%
Multi-Unit	0	0%	0	0%	438	100%
Rural Small (<10 ha)	0	0%	0	0%	424	100%
Rural Large (>10 ha)	0	0%	0	0%	60	100%
<b>Total</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>45,437</b>	<b>100%</b>

Properties that have an indicative rate impact of +/- 0.5% and greater, pay more or pay less, respectively.

## RATE IMPACT

Property Sector	Rate Decrease %	Rate Increase %
Residential		0.87%
Inner City Residential		0.77%
Commercial/Industrial		6.90%
Multi-Unit		3.33%
Rural Small (<10 ha)		1.14%
Rural Large (>10 ha)		4.03%

APPENDIX 7.13  
2002/03 RATING



## 2002/03 RATING

Basket of properties Category	Land Value	Capital Value	Current Rates	Rates Calculated	Difference	% Change
<b>MISCELLANEOUS RESIDENTIAL</b>						
Delamare Road	175,000	480,000	3,312	3,341	29	0.87%
Argyle Street	214,000	710,000	4,050	4,085	35	0.87%
River Road	540,000	1,050,000	10,219	10,308	89	0.87%
Balfour Crescent	170,000	342,000	3,217	3,245	28	0.87%
Victoria Street	55,000	160,000	1,041	1,050	9	0.87%
Fernleigh Street	66,000	215,000	1,249	1,260	11	0.87%
Ellicott Road	70,000	207,000	1,325	1,336	11	0.87%
Charles Henry Place	85,000	410,000	1,609	1,623	14	0.87%
Ngaio Place	64,000	192,000	1,211	1,222	10	0.87%
Lake Domain Drive	255,000	430,000	4,826	4,868	42	0.87%
Jellicoe Drive	71,000	142,000	1,344	1,355	12	0.87%
Casey Ave	90,000	240,000	1,703	1,718	15	0.87%
Chesterman Road	80,000	272,000	1,514	1,527	13	0.87%
<b>INNER CITY RESIDENTIAL APARTMENTS</b>						
Collingwood Street	45,000	135,000	803	809	6	0.77%
Garden Place	50,000	180,000	892	899	7	0.77%
<b>MULTI-UNITS</b>						
Charlemont Street - 4 Units	90,000	310,000	2,409	2,489	80	3.32%
Firth Street - 10 Units	93,000	475,000	2,489	2,572	83	3.32%
<b>INDUSTRIAL</b>						
Te Rapa Industrial	1,397,000	3,800,000	57,241	61,191	3,950	6.90%
Te Rapa Industrial	765,000	2,600,000	31,345	33,509	2,163	6.90%
Te Rapa Industrial	65,000	395,000	2,663	2,847	184	6.90%
<b>COMMERCIAL</b>						
Suburban Commercial	3,500,000	47,900,000	143,410	153,307	9,897	6.90%
CBD Commercial	1,150,000	4,600,000	47,120	50,372	3,252	6.90%
CBD Retail	580,000	990,000	23,765	25,405	1,640	6.90%
CBD Retail	500,000	7,000,000	20,487	21,901	1,414	6.90%
CBD Retail	5,300,000	34,000,000	217,164	232,151	14,987	6.90%
CBD Commercial	260,000	750,000	10,653	11,389	735	6.90%
CBD Commercial	700,000	6,500,000	28,682	30,661	1,979	6.90%
CBD Commercial	1,607,000	6,000,000	65,846	70,390	4,544	6.90%
Te Rapa Industrial	299,000	415,000	12,251	13,097	845	6.90%
CBD Retail	2,231,000	17,000,000	91,414	97,722	6,309	6.90%
CBD Commercial	1,260,000	15,200,000	51,628	55,191	3,563	6.90%
CBD Commercial	340,000	1,300,000	13,931	14,893	961	6.90%
CBD Commercial	440,000	2,300,000	18,029	19,273	1,244	6.90%
CBD Retail	657,000	5,510,000	26,920	28,778	1,858	6.90%
Te Rapa Industrial	105,000	770,000	4,302	4,599	297	6.90%
Frankton Industrial	520,000	5,050,000	21,307	22,777	1,470	6.90%
Frankton Industrial	50,000	300,000	2,049	2,190	141	6.90%
<b>RURAL UNDER 10 HECTARES</b>						
Randomly Selected Property	250,000	465,000	2,382	2,409	27	1.14%
Randomly Selected Property	490,000	500,000	4,668	4,722	53	1.14%
(a) Greater than 2,000 square meters but less than 10 hectares					Land Value increase due to future sub division potential.	
<b>RURAL OVER 10 HECTARES</b>						
Randomly Selected Property	2,550,000	3,200,000	12,100	12,587	487	4.02%
Randomly Selected Property	2,000,000	2,500,000	9,490	9,872	382	4.02%
(b) Greater than 10 hectares.					Land Value increase due to future sub division potential.	